Council of the District of Columbia
COMMITTEE ON HUMAN SERVICES
2019 PERFORMANCE OVERSIGHT
1350 Pennsylvania Avenue, N.W., Washington, D.C. 20004

December 8, 2019
Laura Zeilinger

Director
Department of Human Services
64 New York Avenue, NE, 6th Floor
Washington, DC 20002

Dear Director Zeilinger:

The Committee on Human Services will hold performance oversight hearings on agencies under its purview between January 23, 2020 and February 12, 2020. The Department of Human Services' hearing will be held on **Thursday, January 23, at 10 a.m. in Room 500.** In preparation for your hearing, the Committee is sending the following questions for your response.

Please submit your responses no later than the close of business on **Tuesday, January 14, 2020** in Word or Excel format, as applicable. Your minimizing the use of attachments when not specifically requested is appreciated. The Committee additionally requests one bound, paper copy of your responses. If you need to discuss any of the questions, please contact Michelle Loggins, Deputy Committee Director, at mloggins@dccouncil.us or (202) 741-0909.

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.**

Please see Attachment 1 (organizational chart) and below for requested information.

   a. **Include the names and titles of all senior personnel**
   b. **Please provide an explanation of the roles and responsibilities of each division and subdivision.**
   c. **Please identify the number of full-time equivalents (FTEs) at each organizational level and the person responsible for the management of each program and activity.**
   d. **Please provide a narrative explanation of any changes to the organizational chart made during FY19 or FY20, to date.**

The Department has not undergone a reorganization in FY 19, FY20 YTD.

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

Division	Name, Title	Roles/Responsibilities	FTEs on board	Vacant/ Frozen*	FTEs
Economic Security Administration (ESA)	Anthea Seymour, Administrator	ESA determines and maintains eligibility for cash, food, child care, and medical benefits. ESA also, through a Two Generational approach, administers the Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) Employment and Training programs, which provide employment and training-related activities designed to improve long-term employability and achieve sustaining income.		115	774
Family Services Administration (FSA)	Laura Zeilinger, Interim Administrator	FSA helps individuals and families experiencing homelessness, low-income people, adults at-risk for abuse or neglect, teenage parents, youth, troubled families, and refugees to become increasingly stable and fully self-sufficient through an array of social services, assessments, and case-management and crisis-intervention services.		73	317

Office of the Director (OD)	Sharon Kershbaum, Chief Operating Officer	The Office of the Director provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, legal guidance, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, homeless shelter monitoring, and a quality control division.		40	247
Total			1110		1338

Division	*Sub-Division*	*Title*	*Name*
ESA	Division of Program Operations	Deputy Administrator	Garlinda Bryant-Rollins
Narrative: 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), SNAP, and TANF. DPO 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 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. Specific offices within DPO include: Office of the Deputy Administrator, Five Service Centers (Anacostia, Congress Heights, Ft. Davis, H Street, and Taylor Street), Office of Medical Assistance (Medicaid Branch), Central Processing Unit, Child Care Services, Special Accommodations Unit, DPO Deputy Mailbox, and the Technical Processing Support Unit.			

Division	Sub-Division	Title	Name
ESA	Division of Program and Policy Development, Training & Quality Assurance	Deputy Administrator	Carla Drake (Acting)

Narrative: The Division of Program and Policy Development, Training and Quality Assurance develops plans and procedures to administer economic security programs effectively in the District. The Office of Program Development, Training & 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; providing recommendations and participating in the development of legislation. This Division also represents DHS 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 and Policy Development, Training and Quality Assurance include: Office of the Deputy Administrator, Office of Program Development, Office of Administrative Review and Appeals, Office of Training, Medical Review Team, and the Office of Quality Assurance & Analysis.

Division	Sub-Division	Title	Name
ESA	Division of Information Systems	Deputy Administrator	Vacant

Narrative: The Division of Information Systems is responsible for overseeing the performance of the Automated Client Eligibility Determination System (ACEDS) by maintaining the system, developing fixes, 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 include: Office of the Deputy Administrator, Office of ACEDS Development and User Support, and the Overpayments Unit.

Division	Sub-Division	Title	Name
ESA	Division of Customer Workforce Employment & Training	Deputy Administrator	David Ross

Narrative: The Division of Customer Workforce Employment and Training (DCWE&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 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 FSA to integrate housing and employment services for the families in the 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 SNAP Employment and Training (SNAP E&T) program is responsible for providing assessments, case management, and referrals for SNAP customers, and for grant monitoring for services associated with the SNAP E&T Program. The Sanctions Unit imposes and lifts work and child support sanctions on impacted TANF customers. Specific offices within DCWE&T include: Office of the Deputy Administrator, Office of Work Opportunity, Office of Performance Monitoring, Office of SNAP Employment & Training, and the Sanctions Unit.

Division	Sub-Division	Title	Name
ESA	Division of Innovation and Change Management	Deputy Administrator	Stephanie Bloch

Narrative: 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 ESA that will improve both agency 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 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; and to serve as the Knowledge Management coordinator for policy, system, process, and leadership training (future).

Division	Sub-Division	Title	Name
FSA	Community Services Division	Deputy Administrator	Debra Crawford

Narrative: The Community Services Division is responsible for the direction, operation, and performance oversight of the Strong Families Program, the Office of Refugee Resettlement, and the Community Services Block Grant (CSBG) program. DHS is the state agency responsible for the management, administration and oversight of the CSBG in the District of Columbia.

· The Strong Families Program coordinates services for families or individuals experiencing a range of crises and emergency situations such as building closures, fires, flooding or other disasters which may lead to displacement from the home. The program works with displaced families to help them regain stable housing and connects them to other critical resources.

· The Office of Refugee Resettlement provides social services, cash, and medical assistance to the refugee population to promote economic self-sufficiency. Services are provided through arrangements with community-based non-profit agencies.

The Community Services Block Grant provides assistance to low-income residents through a network of community action agencies and other neighborhood-based organizations in order to reduce poverty, revitalize low-income communities, and empower low-income families and individuals to become self-reliant.

Division	Sub-Division	Title	Name
FSA	Youth Division	Deputy Administrator	Hilary Cairns

Narrative: The Youth Services Division (YSD) provides youth-focused services through the following programs:

- Parent and Adolescent Support Services (PASS), which works with youth up to the age of 17 years old who have committed status offenses (mainly truancy) by conducting comprehensive youth assessments and providing intensive case management and linkages to other supportive services.
- PASS Crisis and Stabilization Team (PCAST), provides crisis assessment, intervention, and stabilization services to youth and their families that are referred to PASS. Staff provide outreach, advocacy, and coordination of services while engaging community resources. In addition, PCAST works to enhance coping skills and empower youth and their families to achieve stability.
- Functional Family Therapy (FFT) is an intensive, short term intervention/preventive service that offers in-home family counseling designed specifically to address status-offending behaviors and juvenile delinquency from a relational/family-based perspective. FFT services target adolescents who are experiencing a high level of conflict in the home, exposure to domestic violence, truancy, curfew violations, running away, and substance abuse. In addition, FFT services are also used as part of the homeless youth prevention services. FFT sessions are held at least once per week for 3-6 months; every session includes all key members of the family. FFT therapists use a national FFT evidence-based model to work with the referred youth and families. This model assesses family behaviors that have contributed to the youth's delinquent behavior, modifies strained family communication, improves parenting skills, and generalizes changes to community contexts and relationships.
- Alternatives to the Court Experience (ACE), the sole diversion program in Washington, DC, which offers individually tailored and clinically-appropriate services to youth up to 17 years old and families as alternatives to arrest and prosecution. ACE's goal is to reduce recidivism, reengage youths in school, and improve overall youth functioning
- The Teen Parent Assessment Program (TPAP), which provides case management and support services to teen parents ages 17 and under who receive TANF or self-refer to the program. TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or GED program.
- Strengthening Teens Enriching Parents (STEP), which works with youth up to 17 years old who are reported missing to the police. Case managers provide outreach to assess why the youth has left home and together with the family, implement services with community partners--particularly Sasha Bruce--and other District agencies to reduce the likelihood of future missing persons reports, and increase family stability.
- Homeless Youth Services works with youth up to 24 years old who are experiencing homelessness—or at risk of experiencing homelessness—to connect them with services to reunite them with their family and resolve family conflicts. Community organizations provide services such as drop-in centers, street outreach and housing.

Division	Sub-Division	Title	Name
FSA	Homeless Individuals	Deputy Administrator	Dallas Williams

Narrative: 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. Services include outreach and coordinated entry, crisis intervention and prevention, services targeted to veterans, day center, low barrier shelter, temporary shelter, Rapid-Rehousing, transitional housing, Targeted Affordable Housing and Permanent Supportive Housing.

- The Homeless Outreach team engages individuals who are living on the streets and are experiencing homelessness. Outreach efforts consist of, but are not limited to sharing information on homeless resources, encampment assessments, vulnerability assessments, distribution of blankets, water, fruit and warming supplies and working with the community and sister agencies to ensure the wellbeing of the District's homeless. Outreach connects vulnerable individuals to housing resources within the Coordinated Entry system and outreach workers engage individuals and recommend ways to secure their personal belongings as they continue to navigate the housing process and strive toward stable and safe housing.
- The Housing Search Team provides support in locating DCHA rent reasonable units for all clients deemed eligible for a DHS voucher program. The team primarily provides assistance to the Targeted Affordable Housing (TAH) program but also provides assistance to DHS case managers or contracted vendors who are having difficulties locating a unit that will fit the client's needs. The team performs landlord outreach to identify new landlords and properties/units and matches individuals and families to available units of their choosing.
- Homeless Veterans Services provides two programs for homeless Veterans that provide long-term housing and intensive case management. HUD Veteran Affairs Supportive Housing (VASH) is federally funded through the Veterans Administration. The Local Veterans Program provides services for Veterans who are not VHA eligible.
- Daytime services at drop-in centers including: case management, food, laundry facilities, showers, computer access, as well as connections to employment services and help with housing.
- Emergency or low-barrier shelters are designed to keep people safe from extreme weather conditions. The Emergency Shelter program provides beds on a first come, first served basis, to any homeless person. It is sometimes also referred to as emergency shelter. As the name implies, low barrier shelters provide beds with few requirements to entry.
- Emergency Rental Assistance Program (ERAP) helps low-income, District residents who are facing housing emergencies, or at imminent risk for homelessness. A housing emergency is when immediate action is needed to avoid homelessness, to re-establish a home, or to prevent eviction from a home. ERAP can help to pay overdue rent, including late costs and court fees, if eviction is about to happen, security deposit for a new residence, and/or first month's rent.
- Rapid Re-housing for Individuals (RRH-I) Program provides access to permanent housing with the use of temporary financial supports and case management assistance. Referrals are based on vulnerability assessments with Rapid Rehousing recommendation.
- Transitional Housing is longer-term housing, usually for less than two years, that provides intensive support services, geared toward increasing a household's self-sufficiency and helping it move towards permanency, often specializing in particular areas of client needs.
- The Targeted Affordable Housing (TAH) Program includes a long-term housing subsidy and case management services. The household can independently function without intensive case management and is connected to community resources in order to remain stably housed.
- The Permanent Supportive Housing (PSH) program provides long-term permanent housing to eligible chronically homeless individuals and families who continue to be at imminent risk of becoming homeless and need intensive case management. Eligibility is based on vulnerability assessments with PSH recommendation.

Division	Sub-Division	Title	Name
FSA	Families	Deputy Administrator	Noah Abraham

Narrative: The families sub-division of FSA provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain stable housing. The continuum of family services includes centralized intake and eligibility determination at the Virginia Williams Family Resource Center, crisis intervention and prevention, emergency and temporary shelter, housing navigation and a portfolio of housing resources, including the Family Rehousing and Stabilization Program, transitional housing, Targeted Affordable Housing, and Permanent Supportive Housing.

- The Virginia Williams Family Resource Center (VWFRC) serves as the main entry point for families in the District of Columbia who are experiencing homelessness or are at imminent risk of homelessness. Staff at VWFRC work with families on a walk-in and appointment basis to help them find a safe, sustainable solution to an acute or chronic housing crisis.
- The Homelessness Prevention Program (HPP) works to prevent a family at imminent risk of losing housing from becoming homeless through the provision of stabilizing services and resources while briefly utilizing their existing support system. Supportive services offered include: diversion and mediation services, case management/case coordination, financial assistance, utility assistance, rental assistance, housing search, budgeting and credit repair services, connection to housing programs including first month's rent/security deposit, short term rental assistance, referrals to community partners and District agencies, connection to TANF vendors.
- The Emergency Rental Assistance Program (ERAP) helps low-income, District residents who are facing housing emergencies, or at imminent risk for homelessness. A housing emergency is when immediate action is needed to avoid homelessness, to re-establish a home, or to prevent eviction from a home. ERAP can help to pay overdue rent, including late costs and court fees, if eviction is about to happen, security deposit for a new residence, and/or first month's rent.
- Emergency or low-barrier shelters are designed to keep people safe from extreme weather conditions. The Emergency Shelter program provides beds on a first come, first served basis, to any homeless person. It is sometimes also referred to as emergency shelter. As the name implies, low barrier shelters provide beds with few requirements to entry.
- The Family Rehousing and Stabilization Program (FRSP) helps families achieve stability in permanent housing through individualized and time-limited assistance. FRSP offers a wide range of supports that are responsive to participant needs including: individualized case management services, housing identification, connection to mainstream and community-based resources and financial assistance.
- Transitional Housing is longer-term housing, usually for less than two years, that provides intensive support services, geared toward increasing a household's self-sufficiency and helping it move towards permanency, often specializing in particular areas of client needs.
- The Targeted Affordable Housing (TAH) Program includes a long-term housing subsidy and case management services. The household can independently function without intensive case management and is connected to community resources in order to remain stably housed.
- The Permanent Supportive Housing (PSH) Program provides long-term permanent housing to eligible chronically homeless individuals and families who continue to be at imminent risk of becoming homeless and need intensive case management. Eligibility is based on vulnerability assessments with PSH recommendation.

Division	Sub-Division	Title	Name
OD	Office of Program Review, Monitoring and Investigation (OPRMI)	Compliance and Accountability Officer	Christa Phillips

Narrative: The mission of OPRMI is to prevent fraud, abuse and waste in the administration of social service programs and to ensure compliance with federal and District statutes, regulations and procedures governing the programs and operations of DHS. OPRMI functions as the state accountability office and is responsible for managing allegations and incidents of fraud, abuse, and waste in DHS programs by investigating and referring for criminal prosecution or program disqualification persons accused of committing fraud, abuse and/or waste in SNAP, 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 (ADA) and the Age Discrimination Act; as well as investigating and referring for administrative action DHS employees who are alleged to have committed fraud, malfeasance or other acts of employee misconduct. The divisions within OPRMI include: (1) Eligibility Review and Investigation Division (ERID) - which conducts investigations on DHS customers to ensure they qualify to receive benefits in Washington, D.C.; (2) Quality Control Division (QCD) - the federally-mandated District governmental entity that conducts payment accuracy reviews for SNAP and Medicaid; (3) Fraud Investigation Division (FID) - DHS' state investigatory and law enforcement bureau for federal and District public assistance programs, relating to fraud, waste and abuse of government resources and public assistance benefits by customers and retailers; (4) Homeless Shelter Monitoring Unit (HSMU) - which monitors shelters provided by the District to ensure compliance with the Homeless Services Reform Act (HSRA), as amended; (5) Internal Affairs Division (IAD) – which receives, records, and investigates allegations of employee, volunteer and contractor violations of federal and District statutes, District government personnel regulations, and DHS policies; and, (6) Office of the Chief Accountability Officer – which includes ADA compliance, risk management, audit compliance, the receipt of complaints and unusual incident reports, and support for OPRMI divisions.

Division	Sub-Division	Title	Name
OD	Human Resources	Human Resources Officer	Tammy Jo Scriven

Narrative: The Office of Human Resources (OHR) provides human resource management services to DHS to help strengthen individual and organizational performance, while enabling the District government to attract, develop and retain a well-qualified, diverse workforce. OHR strives to maintain a high-performing workforce via employee engagement throughout the agency and ensure agency compliance with statutes and regulations. OHR ensures that the agency has the best available employees onboard to achieve agency goals, oversees employee

performance, and supports the overall culture of DHS.

Division	Sub-Division	Title	Name
OD	Emergency Management	Emergency Management Officer	Justin Brown

Narrative: 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. The mission is accomplished by providing mass care services that include emergency sheltering services, mass feeding, and reunification operations to displaced District residents in the events/incidents such as apartment fires, power outages and extreme weather conditions while coordinating internal/external human service support and complementing services from our interagency, District and regional partners in an effort to mitigate increased harm.

Division	Sub-Division	Title	Name
OD	Capital and Operations Division	Capital Operations Project Manager	Lisa Franklin

Narrative: 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.

Division	Sub-Division	Title	Name
OD	Office of Information Systems	Chief Information Officer	Madan Burra (Interim)

Narrative: The Office of Information Systems (OIS) has the primary responsibility of implementing the latest technology for the delivery of services throughout DHS. OIS continuously improves the technological environment that facilitates and nurtures DHS' business processes and customer interactions that are stable, secure, efficient and flexible.

Division	Sub-Division	Title	Name
OD	Call Center	Chief Customer Officer	Francine Miller

Narrative: 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 customer applications and recertifications as well as updating customer information. The Call Center handles over 200,000 calls/year and practices First Call Resolution to eliminate the need for customers to visit a Service Center.

2. **Please attach in Excel a current Schedule A for the agency, as of January 9, 2020, 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 FY19 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).**

Please see Attachment 2.

3. **For any term or temp position included in the schedule A and filled in FY19 or FY20, please provide a brief narrative for why the hire was done on a term or temporary basis and not on a continuing basis.**

For the term employees included in the provided Schedule A, these positions are project-specific with no need for a continuing basis. For the handful of temp employees included, these employees are either part of an intern program or are When-Actually-Employed (WAE) temporary appointments.

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**

Position/Role	*Organizational Unit Assigned To*	*Hourly Rate*	*Type of Work Duties*
Senior Application Developer	OIS	$70.04	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.
Mobile Application Developer	OIS	$81.42	Mobile Developer for IOS and Android applications. Build the mobile application for the Benefits SENTral Application that will allow customers to upload their Mid Certs and Verification documents to ESA electronically, to reduce the Service Center lines.

IT Consultant	OIS	$84.82	Sr. IBM Datacap Developer. Upgraded the entire Datacap and DIMS Application Suite to the most recent platform. Configured new Datacap servers so the applications runs more efficiently. Provided operations and maintenance support for escalated customer issues for the DIMS and Datacap Application Suite. DIMS is the Document Imaging Management System that stores all the documents for clients receiving Medicaid, SNAP, TANF and other services. Datacap is the scanning application that pushes the documents into DIMS.
Senior Application Developer	OIS	$129.82	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.
Application Developer	OIS	$70.38	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 Developer).
Application Developer	OIS	$70.38	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 Developer).
Senior Research Analyst	OIS	$75.06	The technical expert/consultant should also have knowledge of case coaching principles, including: motivational interviewing, setting healthy boundaries,customer service, effective communication, best practices to incentivizing customers using a coaching model, and organizing and facilitating focus groups. Preference for consultants certified in Project Management, it is preferred to have a degree in Management Information Systems or a related degree, and at least 2 years experience in the Behavioral Health Field.

5. **Please provide a list of all FY19 and to date in FY20 full-time equivalent (FTE) positions for DHS, broken down by program and activity. In addition, for each position, please note whether the position is filled (and, if filled, the name of the employee) or whether it is vacant.**

Please see Attachment 2.

6. **How many vacancies were posted during FY19 and to date in FY20?**

DHS posted 164 vacancies during FY19 and to date in FY20; many of those were unique positions, meaning that there was only one vacancy per position.

a. **Please indicate which positions were posted and provide a position description.**

Please see Attachment 6(a).

b. **Please indicate how long the position was vacant; whether or not the position has been filled; and where the vacancies were posted (i.e., press release, internet, newspaper, etc.).**

DHS competes vacancies and circulates job announcements via all-employee emails, on careers.dc.gov, and occasionally through other recruiting channels such as LinkedIn, online job boards, and job fairs.

Please see Attachment 6(b).

7. **For each FTE specifically funded by Council in the FY20 budget, please indicate the following:**
    a. **The position;**
    b. **The date the position was posted;**
    c. **The date the position was filled;**
    d. **Whether the position is filled as of January 10, 2020; and**
    e. **Which if any of the positions are vacant as of January 10, 2020.**

Please see Attachment 7.

8. **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.**

Name	Detailed to	Detailed from	Date of Detail	Return from Detail	Reason for Detail
Johnson, Tusanta	DHS	DHCF	3/27/17	Indefinite	Conducting PARIS Interstate Medicaid Only matches/reports
McKeiver, Ayana	DHS	DHCF	3/27/17	Indefinite	Conducting PARIS Interstate Medicaid Only matches/reports
Giles, Greta	DHS	DHCF	4/4/17	Indefinite	Conducting PARIS Interstate Medicaid Only matches/reports
Ford, Monique	DHS	DHCF	4/11/17	Indefinite	Conducting PARIS Interstate Medicaid Only matches/reports
Bartley, Karl	DHS	DHCF	8/14/18	Indefinite	Conducting PARIS Interstate Medicaid Only matches/reports
Wilkerson,Malcom L.	DCAS	DHS	12/5/2018	1/6/2020	Enhance coordination and implementation of training development and delivery – Release 3
Wilson,LaWanda	DCAS	DHS	12/5/2018	1/6/2020	Enhance coordination and implementation of training development and delivery – Release 3
Farmer,Taneika	DCAS	DHS	12/5/2018	1/6/2020	Enhance coordination and implementation of training development and delivery – Release 3

Brown,Tiffaney D.	DCAS	DHS	12/5/2018	1/6/2020	Enhance coordination and implementation of training development and delivery – Release 3
Broadus, Alisha A.	DCAS	DHS	12/5/2018	1/6/2020	Enhance coordination and implementation of training development and delivery – Release 3
Harvey,Kenyale	DCAS	DHS	12/5/2018	1/6/2020	Enhance coordination and implementation of training development and delivery – Release 3
Ogletree,Richard J.	DCAS	DHS	12/5/2018	1/6/2020	Enhance coordination and implementation of training development and delivery – Release 3

9. **Please provide the Committee with a list of travel expenses, arranged by employee for FY19 and FY20, 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 9.

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.

10. **Please provide the Committee with a list of the total workers' compensation payments paid in FY19 and FY20, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.**

FY19 Workers' Compensation Payments		
Cause	**Number of Claims**	**Amounts**
Fall, Slip. or Trip - On Same Level	1	$458.78
Striking Against or Stepping on Not Otherwise Classified (NOC)	1	$624.93
Fall, Slip, or Trip - On Stairs	1	$501.45
Exposure - Abnormal Air Pressure	1	$460.25
Fall, Slip, or Trip - Ice or Snow	1	$186.23
Fall, Slip, or Trip NOC	1	$211.45
Totals	**6**	**$2443.09**

FY20 Workers' Compensation Payments		
Fall, Slip. or Trip - On Same Level	1	$1274.67
Totals	1	$1274.67

11. **Please provide the Committee with a list of employees who received bonuses or special award pay granted in FY 2019 and FY 2020, 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.**

    Please see Attachment 11.

12. **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.**

F= filled; V= vacant

Collective Bargaining Agreement	Effective Date	Leadership	Bargaining Status	Number of Covered Employees
AFSCME 2401	Effective until 9/30/17 or until a new agreement reached	Wayne Enoch, President 2401 202-724-7205 Wayne.enoch@dc.gov	TBD in FY20	811 F 193 V

Compensation Units 1 & 2	10/1/17 through 9/30/21	Andrew Washington, Exec. Dir., AFSCME District Council 20 100 M Street, SE Suite 250 Washington DC 20003 (202-733-3752) awashington@districtcouncil20.org	Completed	811 F 193 V
AFGE 1403 Working Conditions (Attorneys)	Effective through 9/30/2020	Robert "Bob" Deberardinis Acting President 441 4th Street, NW 6th Floor Washington DC 20001 (202) 724-6652 (O) Robert.deberardinis@dc.gov	Completed	6 F
AFGE Compensation 1403 (Attorneys)	Effective through 9/30/2020	Robert "Bob" Deberardinis Acting President 441 4th Street, NW 6th Floor Washington DC 20001 (202) 724-6652 (O) Robert.deberardinis@dc.gov	Completed	6 F

13. **Please list in chronological order, any grievances filed by labor unions against the agency or agency management in FY19, or FY20, 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 FY19 or FY20, to date, describe the resolution or outcome.**

Date Filed	Grievance	Union	Position	Current Status
5/29/19	Promotion request for employee believed to be working above grade.	AFSCME 2401	Social Service Representative	Agency responded to Step 4 grievance.
8/26/19	Grievance seeks overtime/ compensatory time on top of the 25% on call pay already received for work performed by Adult Protective Services employees who worked on-call, weekends, holidays and after hours. Seeking retroactive payment for three (3) years.	AFSCME 2401	Unspecified positions. Adult Protective Services employees.	Agency responded to Step 4 grievance.
12/6/17	Three (3) day suspension	AFSCME 2401	OPRMI-Compliance Specialist	Matter pending arbitration with OLRCB.
12/13/19	Grievance seeks to overturn the rescission of alternative work schedules (AWS) for Office of Workforce Opportunity (OWO) members.	AFSCME 2401	OWO staff	Open Step 3 grievance.

14. **Please list in chronological order, any additional employee grievances or complaints that the agency received in FY19 and FY20, 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 FY19 or FY20, to date, describe the resolution or outcome.**

Date	Allegation	Current Status
7/1/19	Discrimination – National origin and race (subjected to retaliation for participating in protected activity)	Discovery. Mediation with Office of Human Rights scheduled for 1/6/20.
8/1/19	Misconduct – reported verbally aggressive supervisor	Closed.
8/16/19	Misconduct - alleged breach of confidentiality	Closed.
9/12/19	Misconduct – employee contacting retired employee	Open Investigation
9/19/19	Misconduct - abuse of LWOP when on PFL FMLA status	Open Investigation
10/7/19	Misconduct – discrimination by supervisor	Open Investigation
10/16/19	Employment Discrimination – Disability	Awaiting decision from US EEOC
10/18/19	Misconduct - unprofessional treatment by supervisor	Closed. Employee Resigned
10/29/19	Wrongful Reassignment	Closed. Reassignment was done in accordance with policy.
11/1/19	Hostile Work Environment/Harassment –	Open Investigation

	employee undermining authority	
11/12/19	Misconduct – employee rude to supervisor	Open Investigation
11/12/19	Misconduct - supervisor yelling at employee	Open Investigation
11/20/19	Misconduct – improper supervisor completed performance reviews	Open Investigation
12/5/19	Misconduct – Hostile work environment. Employee feels that she is being targeted and pushed out by supervisor.	Open Investigation

15. **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 FY19 and FY20, to date, and whether or not those allegations were resolved. Please describe the nature of such resolution.**

Allegations of sexual harassment or misconduct committed by or against employees of DHS are handled in accordance with the procedures established in Mayor's Order 2017-313, "Sexual Harassment Policy, Guidance and Procedures." The complaints are investigated by Sexual Harassment Officers designated by the agency. The investigations must be done within 60 days of the report of the complaint. A notification of findings of fact and conclusions in the investigation report are provided to the complainant(s) and the alleged harasser(s). Violations are acted upon by the agency in accordance with the provisions of the Mayor's Order and the Personnel Manual.

The following is a list of sexual harassment complaints received by the agency from FY19 to FY20 YTD:

Number	Allegation Type	Resolution
1.	Sexual harassment – inappropriate touching	Unsubstantiated
2.	Sexual harassment	Substantiated. Employee scheduled for mandatory training. Disciplinary action pending.

The names of the alleged harassers and complainants, and other identifying information, have been intentionally omitted from this document to uphold confidentiality.

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

Task Force/Organization Name	Agency Representative	Membership Dues?
State Early Childhood Development Coordinating Council	Laura Zeilinger, Director	No
National Association of State TANF Administrators (NASTA)	Laura Zeilinger, Director	No
American Association of SNAP Directors (AASD)	Laura Zeilinger, Director	No
American Public Human Services Association	Laura Zeilinger, Director	Yes – $20,405 annual agency membership
Health Benefit Exchange Executive Board	Laura Zeilinger, Director	No

Interagency Council on Homelessness	Laura Zeilinger, Director	No
Workforce Investment Council	Laura Zeilinger, Director	No
Child Fatality Review Board	Theresa Early	No
Opioid Fatality Review Board	Madeleine Solan	No
Violence Fatality Review Board	James Ballard	No
Live.Long.DC Opioid Strategic Planning Group	Madeleine Solan	No
DC Collaborative on Domestic Violence and Human Services	Dena Hasan	No
Food Policy Council	Bridgette Acklin	No
Juvenile Justice Advisory Group	Sheila Clark	No
Preschool Development Grant	Anthea Seymour	No
Health Information Exchange Policy Board	Dena Hasan	No

Lactation Board	Quameice Harris	No

Budget and Expenditures

17. **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 2018, 2019, and 2020 to date. 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 2018 and 2019 for each program and activity code.**
    c. **Attach the cost allocation plans for FY19 and FY20.**
    d. **In FY19 or FY20, 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 17.

18. **Please provide a table listing all intra-District transfers for FY19 and FY20 (YTD), as well as anticipated transfers for the remainder of FY20.**
    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 FY19 or FY20 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 FY20, including the anticipated agency(ies), purposes, and dollar amounts.**

Please see Attachment 18.

19. **Please provide a table listing every reprogramming of funds (i.e. local, federal and SPR) into and out of the agency for FY19 and FY20 to date, as well as anticipated inter-agency reprogrammings for the remainder of FY20. 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 and which programs, activities, and services within DHS the reprogramming impacted.**

Please see Attachment 19.

20. **Please list, in chronological order, every reprogramming *within* your agency during fiscal year 2019 and 2020, 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 and which programs, activities, and services within DHS the reprogramming impacted.**

Please see Attachment 20.

21. **For FY19 and FY20, 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 21.

22. **Please provide an update on the status of each of the following programs/initiatives to include: (1) FY19 and FY20 budget for each program/initiative, by funding source; (2) funding used in FY20 to date; (3) number of people served in FY19 and FY20 to date; (4) timeline for issuing an RFP; (5) target date for funding to be distributed; and (6) identified service providers.**
    a. **Rapid Rehousing (singles and families);**
    b. **Targeted Affordable Housing (singles and families);**
    c. **Permanent Supportive Housing (singles and families);**
    d. **SSI/SSDI Outreach, Access, and Recovery (SOAR);**
    e. **Adam's Place Daytime Service Center;**
    f. **Downtown Service Center;**
    g. **Coordinated Entry;**
    h. **Homeless Prevention Program**
    i. **Shelter for seniors.**
    j. **Transitional housing; and**
    k. **Emergency Rental Assistance Program**

Program	*FY19 Budget*	*FY20 Budget*	*FY20 Expenditures YTD*	*FY19 Participants*	*FY20 Participants YTD*	*RFP Status*	*Service Providers*
Rapid Rehousing - Individuals	$4.3M Local	$5M Local	$299,000	458	383	Contract in place	Bradley and Associates; Echelon Community Services; Wheeler Creek
Rapid Rehousing - Families	$52M Local / $1M Federal	$60.7M Local / $1M Federal	$21M	2,200	2,298	Contract in place	TCP
Targeted Affordable Housing (TAH) - Individuals	$1.14M Local / $296k Federal (combined Individuals & Families)	$1.45M Local / $365k Federal (combined Individuals & Families)	$217k Local / $51k Federal (combined Individuals & Families)	359	369	N/A	N/A

Targeted Affordable Housing - Families	See TAH - Individuals	See TAH - Individuals	See TAH - Individuals	645	670	N/A	N/A
Permanent Supportive Housing (PSH) - Individuals	$36.5M Local / $5.84M Federal	$39.5M Local / $5.8M Federal	$8.6M Local / $98k Federal	2,109	2,269	Contract in place; see details below	Please see details below
Permanent Supportive Housing - Families	See PSH - Individuals	See PSH - Individuals	See PSH - Individuals	1,036	1,060	Contract in place	Please see details below
SSI/SSDI Outreach, Access and Recovery	$221,350	$0	$0	Total engaged: 101 / Total approved : 16	Total engaged: 30 / Total approved : 7	Grants in place	Miriam's Kitchen; Pathways to Housing
Adam's Place Daytime Service Center	$1.3M Local	$1.3M Local	$209,000	696	119	N/A	DHS manages; TCP provides food services
Downtown Day Services Center	$1.7M Local	$2M Local	$182,000	20,685 (includes duplicates)	7,795 (includes duplicates)	Grant in place	Downtown BID
Coordinated Entry	No separate budget for Coordinated Entry; grant to TCP covers staffing for CAHP as well as HMIS and annual Point in Time count.			4,509 VI-SPDAT; 788 full SPDAT; 1,046 matches	1,186 VI-SPDAT; 203 full SPDAT; 301 matches	Grant in place	TCP
Homeless Prevention Program	$3M Local	$3.86M Local	$966,000	2,388	469	Grants in place	Community of Hope; Wheeler Creek; MBI Health Services; Everyone Home DC

Shelter for seniors	DHS does not have a separate program, initiative, or funding source for shelter for seniors.						
Transitional housing	$14.8M	$15.6M	$2.4M	1,062	512	Grants/contracts in place; DHS will finalize grant awards for 50 new youth slots in January 2020	Please see details below
Emergency Rental Assistance Program	$7.38M Local	$7.87M Local	$2M Local	3,968 applications	585 applications	Grants in place	See details below

Further Details on Permanent Supportive Housing (PSH):
Budget includes funding for case management services, rental payments, HUD Shelter Plus Care rental assistance grants, and PSHP staffing costs.

DHS is in the process of developing a new solicitation for PSH - Individuals, and plans to issue a Request for Applications in Spring 2020. DHS anticipates awarding new Human Care Agreements in early FY21.

Current service providers for Permanent Supportive Housing - Individuals and Families include: Brookland/Edgewood Family Strengthening Collaborative, Catholic Charities, Community of Connections, Community of Hope, DC Doors, Friendship Place, Metropolitan Educational Solutions, Positive Kinship, Wheeler Creek, and the United Planning Organization.

Current service providers for Permanent Supportive Housing - Families include: Latin American Youth Center, National Center for Children and Families, and Sasha Bruce Youthworks.

Current service providers for Permanent Supportive Housing - Individuals include: MBI Health Services, Miriam's Kitchen, N Street Village, Open Arms Housing, and Pathways to Housing.

Further Details on Transitional Housing:
Current service providers include: Calvary Women's Services, Casa Ruby, Catholic Charities, Christ House, Coalition for Homeless, Community of Hope, Covenant House, DC Doors, Echelon Community Services, Edgewood/Brookland Family Strengthening Collaborative, House of Ruth, Housing Up, Latin American Youth Center, N Street

Village, New Endeavors by Women, Sasha Bruce Youthworks, SMYAL, and the Wanda Alston Foundation.

Further Details on the Emergency Rental Assistance Program:
Current service providers: Catholic Charities, The Community Partnership, Greater Washington Urban League, Salvation Army, Housing Counseling Services, and the United Planning Organization.

23. **Please list all memoranda of understanding ("MOU") and memoranda of agreement ("MOA") entered into by your agency during FY19 and FY20, 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 FY20, including the anticipated agency(ies), purposes, and dollar amounts.**

    Please see Attachment 18.

24. **Please list all capital projects in the financial plan and provide an update on all capital projects under the agency's purview in FY19 and FY20, 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 FY19, and FY20, 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 FY20, FY21, FY22, FY23, and FY24; and**
    e. **A description of whether the capital projects begun, in progress, or concluded in FY19, or FY20, to date, had an impact on the operating**

budget of the agency; if so, please provide an accounting of such impact.

Please see Attachment 24. Note: The agency does not track whether renovations have an impact on fixed costs. For new sites (Short-Term Family Housing and shelters), costs are shifted from the original site to the new site(s). Any anticipated increases are requested as enhancements during budget formulation and received in the Mayor's budget.

25. **Please list each grant or sub-grant, including multi-year grants, received by your agency in FY19 and FY20, 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 25.

26. **Please describe every grant your agency is, or is considering, applying for in FY20.**

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 helps 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.

27. **Please list each contract, procurement, and lease leveraged in FY19 and FY20(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 FY19;**
xv. **Total contract or procurement value in FY20 (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 27. Please note that the vast majority of DHS' non-CBE vendors are non-profit organizations, which are not eligible for CBE-status.

> **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.**

Contract performance evaluations can be found in the Contractor Performance Evaluation System (CPES). Viewers may need to request access from OCP.
https://dcgovict.sharepoint.com/sites/ocp-cpes/Lists/CPES%20Scorecard/Completed%20eVals.aspx

The TANF Education and Occupational Training (EOT) Human Care Agreements and TANF Job Placement (JP) Human Care Agreements are performance (outcomes) based contracts. Details about the payment structure can be found in Section C.6.2 of the contract award documents searchable here:
http://app.ocp.dc.gov/RUI/information/award/search.asp

Agency performance, evaluation, and disputes

28. **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 28 - 29.

29. **Please list all settlements entered into by the agency or by the District on behalf of the agency in FY19 or FY20, 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 28 - 29.

30. **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 FY19 and FY20, to date. Please attach copies of any such document.**

Name	*Description*
Gift Card Program follow-up audit - OCFO Office of Integrity and Oversight	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. It was completed in September 11, 2019.
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. The last outstanding Recommendation from the audit (#8) was closed with a status of "Implemented" as of January 2019. Audit: http://app.oig.dc.gov/news/PDF/release10/DC%20DHS%20Permanent%20Supportive%20Housing%20Program.pdf Link to OIG Follow Up on Prior Year Audit Recommendations Issued April 2019 noting DHS closure of all recommendations in PSHP audit: http://app.oig.dc.gov/news/view2.asp?url=release10%2FOIG+No%2E+2019%2D01%2D001MA+%2D%2D+Follow+Up+on+Prior+Recommendations%2Ep

	df&mode=release&archived=0&month=20193&agency=0
2019 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.
FY18 Single Audit	This is the FY 2018 Single Audit of Federal Awards Programs awarded to DHS. Implementation of Corrective Action Plan items is ongoing in FY20. Link: https://cfo.dc.gov/sites/default/files/dc/sites/ocfo/publication/attachments/DC%20Government_UG-S18%2008080719.pdf
FY18-FY19 Comprehensive Annual Financial Report (CAFR)	CAFR includes an independent auditors' assessment of the Medicaid program by reviewing eligibility processes and claims. Link: https://cfo.dc.gov/sites/default/files/dc/sites/ocfo/publication/attachments/FY%202018%20DC%20CAFR_Full%20Report.pdf
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) QC Sampling Procedures and Data Management Systems	This periodic review is of DHS' sampling procedures, caseload estimation procedures and systems of data management to ensure compliance with sections 275.11, 275.12 and 275.13 of the CFR, as well as FNS Handbook 311, policy memoranda and the District's USDA/FNS approved sampling plan.

Supplemental Nutrition Assistance Program (SNAP) Corrective Action Plan (CAP)	Update reflecting Quality Control findings for Fiscal Years 2016, 2017, 2018 and 2019 YTD of CAP. 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.

DHS also participates in routine Management Evaluations with Federal oversight entities that result in corrective action plans. DHS then implements the corrective action plans. The findings and latest status updates are available upon request.

Employee Investigations/Allegations

Fiscal Year	Open	Closed	Total
FY19	7	56	63
FY20	9	7	16

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

31. Please provide a copy of the agency's FY19 performance accountability report.
   a. **Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY19 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 31.

DHS is reporting on the status of Strategic Initiatives (as opposed to strategic objectives) and Key Performance Indicators from our 2019 Performance Accountability Report. The statuses are defined as Met, Nearly Met, and Unmet.

Met Strategic Initiatives

Initiative	On Time	On Budget
Reform Rapid Re-housing (RRH) for individuals.	x	x
Enhance the low-barrier shelter system.	x	x
Implement more harm reduction practices throughout the continuum of care.	x	x
Establish a singles diversion/rapid exit program.	x	x
Replace DC General with Neighborhood-Based Short Term Family Housing.	x	x
Implement a system of services and supports for youth, parenting youth and their families.	x	x
Increase the capacity of the Youth Services Division's STEP program in support of youth reported missing and their families and PCAST team to reduce risk of danger to youth.	x	x
Increase Level of Mass Care Preparedness.	x	x
Implement targeted outreach and incentives to increase engagement in education and work activities.	x	x
Introduce the next phase of 2Gen strategy.	x	x
Align workforce development initiatives to leverage high growth areas and key partnerships.	x	x
Integrated Case Management Services.	x	x
Improve access to benefit eligibility and enrollment services.	x	x
Connect customers with range of needed services.	x	x
Increase employee engagement and launch a leadership development strategy.	x	x

Nearly Met Strategic Initiatives

Initiative	Explanation
Improve the system of care for unaccompanied women experiencing homelessness. (75-99% Complete)	The capacity expansion at Harriet Tubman is 100% complete; there has been an increase in staffing at the Harriet Tubman shelter to adhere to the increase in women staying in shelter. The additional beds at Harriet Tubman were completely utilized within a week of being available, demonstrating the significant need for women's shelter resources. DV providers are becoming integrated in the CAHP process through continued work with external stakeholders.
Address identified barriers and enhance the Rapid Re-Housing Program. (50-74% Complete)	DHS is in the process of developing program enhancements and adjusting the program model to better fit the needs of current and future program participants. DHS determined a mid-year change in strategy: to launch the FRSP task force to ensure that all stakeholders' perspectives and recommendations are taken into account as DHS contemplates and executes program changes. Work to improve and refine FRSP will continue into FY20.

Nearly Met KPIs

KPI	Explanation
Service Center Same Day Completion Rate (% of Lobby Cases)	ESA nearly met its FY19 lobby completion rate target, averaging 84.5% against an 85% target. The FY19 dip was entirely caused by ESA's modified Alliance interview pilot which was implemented at Taylor Street Service Center during October and half of November 2018. The pilot resulted in a completion rate of 54% at Taylor Street during October and a 74% rate in November. Once the pilot process was adjusted, ESA's overall completion rate stabilized at 85% for the remainder of the year.

Unmet KPIs

KPI	Explanation
Percent of youth engaged in the ACE and PASS programs who show improvement in school attendance when truancy is an issue at the time of referral.	Similar to FY18, it has been challenging to show the improvements in the youth we serve in terms of school attendance. Prior to FY18, PASS only reported attendance for youth who "successfully completed" the program. A successful completion means that the youth shows improvement in 3 of 4 outcome measures. In FY18, the Youth Services Division began to report data for all completions. Those who did not meet the minimum for "successful" completions are now included in the data. We made this shift to be consistent across programs and recognize that sometimes our focus has to be on other areas of improvement—behavioral health, home functioning, etc.—and not just the presenting issue of truancy. In other words, a youth can complete ACE or PASS without showing improvement in all areas, such as school attendance. This is further complicated by the rigorous definition of chronic truancy, meaning ten unexcused absences in any one school year.
Percent of teen parents receiving services from TPAP who are enrolled in an educational or vocational training program and are meeting the requirements of the Educational component of their Individual Responsibility Plan (IRP)	TPAP participation for ESA referrals is directly linked to their status as a TANF recipient. Therefore, ESA referrals are more highly motivated to complete program requirements. The same is not true for community referrals, who do not need to be TANF recipients. In FY19, the majority of TPAP participants were community referrals, which contributed to a decrease in the overall number of participants who complied with the program's educational requirement.
# of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	As a result of the new TANF policy and 2 Gen approach, DHS implemented a new TEP performance-based model and onboarded new providers in FY19. There was a transitional period for both providers and customers for most of Q1 and part of Q2. There is also a stronger focus on the completion of educational activities, to prepare customers for employment related activities.
% of TANF Employment Program Participants Who Participated in Eligible Activities	As a result of the new TANF policy and 2 Gen approach, DHS implemented a new TEP performance-based model, onboarded new providers, and enhanced the CATCH system (TANF case management system) in FY19. There was a transitional period for both providers and customers for most of Q1 and part of Q2. DHS is performing additional data analysis on the performance of the new model and new providers.

Call Center: Abandonment Rate and Call Center: Average Wait Time (Minutes)	The Call Center experienced high staff attrition in FY19, primarily due to SSRs leaving for promotional opportunities in other organizational units. In addition, DHS implemented a robust three-month training program for new SSRs, which meant that on-boarding took longer than previous years. For much of the year the staff complement answering phones was 50 percent of what the total should be, which made it particularly challenging to meet the high call volume. As a result of the long wait times, the number of abandoned calls increased. The call center messaging now includes number of callers ahead of you and the estimated wait time. This information may exacerbate the abandonment rate as customers repeatedly make and abandon calls until they identify a low wait time.
SNAP Error Rate	The District continued to experience challenges related to the implementation of the integrated eligibility system DCAS in FY19. DC experienced several system glitches that caused SNAP benefits to be incorrectly issued. In addition to system-caused errors, eligibility processing errors related to Wages & Salary, Household Composition and Shelter Costs resulted in the payment error rate being above the FY19 target (10%). Issues including improper data entry, failure to verify information, and false information provided by the recipient introduced errors into the eligibility process. Through a combination of systems improvements, workforce training, and business process redesign the District's Payment Error Rate and QC errors should decrease in FY20.
Service Center Average Wait Time in Lobby (minutes)	Improvements to staffing levels and efficient deployments decreased normalized lobby wait times for FY19 Q4 by 21 minutes from the same time period in FY18 (from 120 minutes to 99 minutes). DHS implemented the Navigator pilot beginning in February 2019, which was fully implemented at all Service Centers by June 2019. The Navigator program enabled DHS to measure pre-triage wait time, which was added to the total measured and reported wait time for FY19. In order to evaluate customer experience and benchmark performance throughout the year, DHS created a second metric called normalized wait time that removes pre-triage wait time from the total. DHS did not meet its target for FY19 lobby wait time. Using normalized lobby wait time, wait time averaged 105 minutes: 15 minutes above the target wait time. The Service Centers were understaffed for much of FY19 due to FY18 attrition. While hiring was conducted in Q1 and Q2, staff training and deployments were not completed until Q3 and Q4. DHS observed a performance improvement in Q4, but the full effects will become evident as the new staff acclimate to policies, systems, and processes during FY20.

32. **Please provide a copy of your agency's FY20 performance plan as submitted to the Office of the City Administrator. Please discuss any changes to outcomes measurements in FY19 or FY20, 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 32. There were no changes to DHS' outcome measurements.

33. **Please provide the number of FOIA requests for FY19 and FY20, to date, that were submitted to your agency.**
    a. **Include the number granted, partially granted, denied, and pending.**

28 requests were fully granted; 10 requests were partially granted; 5 were fully denied; 3 had no responsive documents (which differs from a denial); 5 were sent to other public bodies, and 3 are pending within the FOIA response time.

    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.**

The average response time is 14.1 days. It typically takes at least four FTE's to process a standard FOIA request (one Assistant General Counsel/FOIA Officer, two DHS Program Staff and the General Counsel). DHS typically has about four FOIA requests annually that are much more labor-intensive and require the involvement of more FTEs. The average FOIA request takes an estimated 12 hours of response time. In FY19, the cost of compliance was $49,248.00.

    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.**

DHS filed its annual FOIA Report, attached, with the EOM/MOLC/Secretary of the District of Columbia. *Please see Attachment 33.*

34. **Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY19 and FY20, 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.**
Please see Attachment 34.

35. **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.**

Citation	*Description of the requirement*	*Deadline*	*Most recent submission [note date, month, year as appropriate]*	*Description of whether the agency is in compliance ["in compliance" or "pending"]*
D.C. Official Code § 4-754.53(c)	*Report on Shelter Monitoring*	*Annually*	*5/19*	*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*	*1/9/19*	*In Compliance*
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*	*9/13/19*	*In Compliance*
D.C. Official Code § 7-1913	*Report on data from Adult Protective Services annually*	*Annually to the DC Council*	*2/14/19*	*In Compliance*
7 CFR §272.2(c)	*Report on SNAP Administration*	*Defined in the District's State Plan*	*8/15/19*	*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*	*9/20/19*	*In Compliance. DHS received an extension from SSBG to submit on 9/20/19. Award had not yet been received prior to that date.*
45 CFR§596.17 *Section 404(d) of the Social Security Act*	*Social Service Block Grant Post Expenditure Reports*	*Annually on March 30*	*3/30/19*	*In Compliance*
TANF State Plan	*Description of the State TANF Plan for the District of Columbia*	*Every three years on 12/31*	*11/20/18*	*In Compliance*
SNAP State Plan	*Report of activities and requirements associated with the SNAP program*	*Annually on August 15*	*8/15/19*	*In Compliance*
SNAP E&T Annual Report	*Data report including employment and training related outcome measures on SNAP E&T participants*	*Annually*	*12/31/19*	*In Compliance*
ACF 204	*TANF Annual Report: Description of Activities in the TANF program*	*Annually on 12/31*	*12/31/18*	*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*	*11/14/19*	*In Compliance*
TANF Active Case Report	*Report on all Active TANF cases in previous quarter*	*45 days after the close of the previous quarter*	*11/14/19*	*In Compliance*
TANF Aggregate Report	*Aggregate numerical report of TANF caseload in previous quarter*	*45 days after the close of the previous quarter*	*11/14/19*	*In Compliance*

7 CFR 273.7(c)(8) - SNAP 583 Quarterly Report	*Quarterly Employment and Training (E&T) Program Activity Reports. (Source of state data about work registrant and E&T participation)*	*Due 45 days after the completion of each quarter in the fiscal year*	*12/31/19*	*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*	*11/15/19*	*In Compliance*
42 CFR §431 Subpart Q	*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*	*Not Applicable*	*In Compliance*
SNAP Quality Control Report	*Monthly report to ensure the integrity of SNAP programs.*	*Monthly*	*12/5/19*	*In Compliance*
366-B –SNAP Program Activity Statement	*Report to USDA of certification results and fraudulent activity in the SNAP program*	*Quarterly*	*10/30/19*	*In Compliance*

Garnett, et al. V. Zeilinger, Civil Action No. 17-1757 Reporting	The Class Action lawsuit in which Plaintiffs claim that the District is not timely processing SNAP applications or timely sending notices to recertify SNAP benefits is in the early Discovery phase. In August 2018, the Court dismissed Count III of Plaintiffs' claim, which alleged that the District failed to send notices of SNAP processing delays including a right to a Fair Hearing. The Court partially granted Plaintiff's Preliminary Injunction Motion in May 2018 of the remaining two counts, the resulting August 2018 Preliminary Injunction Order requires the District to submit a monthly report on the timeliness of processing approved SNAP application and recertification cases to the Court and to provide a mechanism for Plaintiffs' counsel to seek resolution of SNAP recertification processing cases.	Monthly on the first business day after the 15th	12/16/19	In Compliance
Federal regulations at 7 CFR 275.16(b) and Administrativ e 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	11/1/19	In Compliance
FNS Monthly Report	The report provides FNS with monthly data on caseload and benefit amounts, timely processing of applications, SNAP notices, SNAP payment matters, customer service at DHS service centers and fair hearing requests. Additionally, ESA includes in the report a point-in-time number of service center backlog cases (cases waiting to be worked by caseworkers).	Monthly	12/16/19	In Compliance

FNS-209 (Status of Claims Against Households)	*A quarterly report submitted to FNS with data on claims against households receiving SNAP benefits.*	*Quarterly*	*11/6/19*	*Pending*
FNS-388 State issuance and participation estimates	*A monthly report submitted to FNS with actual and estimated data on SNAP caseload and benefit amounts. The most recent and first preceding month data are estimates and the second preceding month data are actuals.*	*Monthly*	*12/15/19*	*In Compliance*
FNS-46 SNAP Issuance Reconciliation	*A monthly report submitted to FNS with data on SNAP benefit issuance operations, including reconciliations.*	*Monthly*	*12/6/19*	*In Compliance*
FNS-101 Participation in SNAP By Race	*An annual report submitted to FNS with data on SNAP customers by race and ethnicity.*	*Annually*	*9/19/19*	*In Compliance*

36. **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, the Department of Human Services conducts Annual Performance Evaluations for all applicable employees under the authority of the District Personnel Manual (DPM), Chapter 14, Performance Management. Performance Management evaluations are conducted by the immediate supervisor or the reviewer, in the absence of the supervisor.

The Office of Human Resources at DHS, in collaboration with the DC Department of Human Resources (DCHR), executed multiple strategies to ensure that each phase of this process is fully completed by all assigned managers, including:

● DHS promoted Performance Management Training to all managers (new and experienced managers);
● At each phase (Phase I, II, and III), DHS sent written communications to managers and employees to provide guidelines, reminders, and daily assistance for all system matters and troubleshooting;

- DCHR provided trainings to all managers who registered for the Performance Management Courses; and
- DHS incorporated one-on-one meetings and direct phone calls to all managers who were requesting additional assistance to complete the FY2019 and FY2020 Performance Management Process.

37. **Please list all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during FY19 and FY20, 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.**

December 2016 OIG Report - Contracted Services Under The Permanent Supportive Housing Program Were Not Adequately Monitored	*Status Update*
Recommendation # 8 - Establish internal controls to recoup overpayments made to landlords by TCP. All other recommendations closed prior to FY19.	Completed. Closed January 2019. Ongoing remediation efforts of conducting monthly reconciliation by verifying lease amounts and checking DCHA data against DHS internal data (and taking efforts to recoup overpaid amounts identified) were deemed satisfactory by OIG to close out Recommendation #8.

FY18 Single Audit Recommendations	*Status Update*
Finding Year and Number: 2018 - 001 Requirement: ADP System for SNAP	The FY18 overpayment issues were resolved as of September 8, 2018. DHS is still monitoring the notice pass rate to ensure DCAS is printing notices. As of November 2019, the pass rate to ensure DCAS is printing notices is 99.32%.

Finding Year and Number: 2018 - 002 Requirement: Special Test and Provisions – EBT Card Security	In FY20, OCFO's Office of Finance and Treasury (OFT) increased the Regis and Associates LLC, in- house audits contract for EBT Card Security from quarterly to monthly to ensure that OFT procedures are followed. OFT is waiting for October and November 2019 monthly audits. OFT is also conducting quarterly Management Evaluations (MEs) to ensure staff are following procedures. The first ME was in September 2019 (no reported findings) and the second is scheduled for this month. Monthly meetings have been held between the OFT and the Account Representative for the EBT card vendor, FIS, to discuss best practices to be used at the EBT card distribution sites, such as providing digital intake forms with signature pads. This information collected can be downloaded into an inventory report to be reconciled with physical blank card inventory, to reduce audit findings with EBT card inventory management. OFT and DHS will meet in early Q2 to share process improvement proposals.
Finding Year and Number: 2018 - 006 Requirement: Eligibility - TANF	ESA rolled out a Consolidated Application Supplemental Form to Service Centers on October 1, 2019 to address the requirement to check if participants have been convicted of falsifying a statement about residency in order to receive assistance from more than one state. A memo titled *Supplemental Self Declaration for SNAP and TANF* was released on September 30, 2019 to eligibility staff. DHS/ESA's Training Unit completed training on the form at the Service Centers in December 2019. To address inconsistencies with scanning documentation and inaccurate eligibility determinations, the following is ongoing: 1) Program Managers and Section Chiefs review weekly reports provided by DHS Office of Information Systems to ensure documents are being scanned properly; 2) ESA/Office of Quality Assurance conducts an average of 35 random case reviews a month to ensure documents are being properly scanned; and, 3) ESA's Division of Program Operations, Deputy Administrator, receives the results of testing monthly to fix errors. Results are sent to Service Center Managers and then are followed up by the Supervisors with the eligibility staff to reduce errors.
Finding Year and Number: 2018 - 007	Requirement: Reporting - OCFO reported that this finding was resolved and completed on June 30, 2019.
Finding Year and Number: 2018 - 008 Requirement: Special Test and Provisions – Child Support Sanctions	In March 2020, DHS/ESA will verify if the OAG interface with DCAS has been fixed properly. In the interim, a work-around is ongoing that relies on regular reporting between DHS and OAG. ESA, OAG, and DHCF hold monthly meetings to ensure data is transmitted monthly between DHS and OAG accurately, so the Sanction Team can take required actions in a timely manner.

Finding Year and Number: 2018 - 009 Requirement: Special Test and Provisions – Income Eligibility and Verification Systems	Technical issues with DCAS not pinging external verification systems continues to be worked on. As a workaround, a memo was issued to eligibility staff in May 2019 informing them of the new process that includes printing the Experian Work Number report of sources of employment verification at the time of application and recertification and attaching it to the case. The Office of Quality Assurance conducted quarterly testing on cases to determine if DCAS calls out to the external income verification systems and to determine the root cause of any income interface issues (SOLQi, BENDEX, SDX and DOES). ESA held a conference call on October 23, 2019 with representatives from the Social Security Administration and discovered that the fixes needed will require a longer timeline to implement.
Finding Year and Number: 2018 - 010 Requirement: Penalty for Failure to Comply with Work Verification Plan	ESA Senior Leadership is working with Sunjai Dawdanow with the Department of Health and Human Services on the work verification plan to ensure the alignment of the TANF policy program rules and IT configuration. A work group is planned to test the interfaces between DCAS and Q5i.

DHS also participates in routine Management Evaluations with Federal oversight entities including USDA/FNS for the SNAP Program that result in corrective action plans. DHS then implements the corrective action plans. The corrective action plan findings and latest status updates are available upon request.

Agency Operations

38. **Please describe any initiatives that the agency implemented in FY19 or FY20, 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.**

Mental Health Outreach for MotherS (MOMS)
In April 2019, DHS launched the Mental Health Outreach for MotherS (MOMS) Partnership with the Yale School of Medicine to bring mental health services to overburdened, under-resourced mothers of the District. The program allows mothers receiving TANF benefits to partake in MOMS' Stress Management course, comprised of 90-minute weekly cognitive behavioral therapy intervention sessions delivered over the course of eight weeks by a licensed clinician and a Community Health Ambassador, a local mother who accompanies MOMS participants on their journey to improved well-being. MOMS meets participants where they are, with program activities being held at Phillips@THEARC and Bright Beginnings in Southeast. Both locations were selected as a result of a 2018 Goals and Needs Assessment conducted with potential MOMS participants.

Downtown Day Services Center
On February 25, 2019 the Downtown Day Service Center (DDSC) opened to the public. Since that time 900 new clients have been seen for case management and care coordination, over 26,000 lunches have been provided, over 6,000 showers taken, and nearly 2,700 loads of laundry completed. In addition, individuals have been connected to harm reduction services, diversion services, transportation resources, connections to vital documents, as well as benefits, income, education, housing, and employment resources. The DDSC established a welcoming, safe location full of wrap-around services. Partnerships with other agencies and providers result in an invaluable resource addressing the barriers facing our homeless neighbors. The Center is operated by the Downtown DC Business Improvement District with support from the Department of Human Services, and client services from Pathways to Housing DC and HIPS.

SNAP Awareness Campaign
In FY19, the District launched the SNAP Protection/Access Campaign, an outreach effort created to emphasize how SNAP provides vital assistance to households who may be experiencing food insecurity and encouraging eligible residents to enroll. The campaign included bus signage and radio ads.

Short-Term Family Housing Programs
In FY19, DHS began providing services to families at five of eight Short-Term Family Housing (STFH) programs: Wards 4, 5, 7, 8 and 4300 12th Street, SE (which will temporarily serve as emergency shelter capacity). After one full year of providing services through STFH programs, the average length of stay for families remains just below the target of 90 days. DHS achieved this goal by: developing a system for regular case reviews; reinforcing the importance of a housing first model through intake materials, housing stabilization plans and passive engagement resources; and creating a community of practice where providers and DHS share ideas and best practices. On an individual level, providing families with housing-focused intensive services and supports in a dignified setting tells families that we care about them, that we believe in them and that we want them to succeed. On a systems level, it allows us to help families exit shelter into permanent housing quickly – and reduce the overall census. In FY19, while the number of families entering into emergency shelters was higher than the previous fiscal year, we reduced the family shelter census from nearly 600 families to approximately 500.

Overdose Prevention
DHS successfully implemented Narcan kits in all of our Low Barrier Shelter programs and day centers. DHS and partners provided training for staff and additional training plans have been established for FY20, including online training. 2,600 Narcan kits were procured for outreach staff to not only administer, but also provide to consumers to broaden the reach of the kits. In addition, DHS partner HIPS now provides harm reduction education and services at the Downtown Day Services Center to include daily groups, HIV and Hepatitis testing, needle exchange, and referrals to sober living and drug treatment resources, serving hundreds of individuals each month. The availability of Narcan in our Low Barrier shelters has resulted in the reversal of 16 opioid overdoses.

Expanding training options has allowed for more staff to be available to administer this life-saving resource. The accessibility of Narcan for outreach staff provides more opportunities to combat the opioid crisis, including the services provided in the Downtown Day Services Center, which allow hundreds of clients access to improved connections to primary care, education to reduce exposure to violence, and life saving overdose resources.

Leadership Development at DHS
In FY19 DHS conducted focus groups and feedback sessions to gain input and feedback on employee experience and desired leadership development. From employee input on the most important aspects of leadership development, DHS worked with George Washington University's Center for Excellence in Public Leadership to develop and execute a leadership development program for over 60 executive and mid-level managers in FY19. DHS also conducted the planning and input phase for the agency's approximately 125 frontline supervisors and convened a professional development committee to design an ongoing support structure for leadership development. Additionally, DHS used feedback gathered throughout the year to create an employee engagement framework to launch in FY20. The assessments, coaching, peer-learning circles, and development sessions conducted this year provided a tailored leadership development experience for over 60 leaders. This leadership development experience supports leaders to further the long-term sustainable human services systems change that DHS leads. The experience also lays the foundation for further employee engagement, strengthening the capacity of leaders to facilitate input on people, processes, and systems in a systematic way throughout the agency.

Street Outreach Network
In 2020, the District is launching a housing-focused Comprehensive Street Outreach Network to provide more comprehensive and strategic support to unsheltered individuals living on the street or in locations not fit for human habitation. The Comprehensive Street Outreach Network is designed to provide an entry point to the shelter system, housing solutions, and mainstream public benefits for unsheltered individuals who are not currently connected to services. The Network aims to expand District-wide street outreach coordination and will provide a new level of real-time logistical support and a more substantive approach to outreach services provided by non-profit partners.

The Department of Human Services (DHS) divided the District into three geographic clusters defined at the census track level. Outreach providers will be available Monday -- Friday from 9 a.m. to 11 p.m. to deliver case management services to unsheltered individuals. These case management services have a housing first focus and use a progressive engagement model:

- Light-Touch Services: Providing wellness checks, comfort items, and coverage for weather-related emergency outreach needs.
- Intensive Outreach Services: Connecting unsheltered individuals to the shelter system, housing solutions/programs, support services, and public benefits.

- Acute Response Services: Supporting DHS in responding to designated emergency threats (e.g. K2 hot spots, weather related emergencies, citywide heightened security events, etc.).

39.   Please list each new program implemented by the agency during FY19 and FY20, 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.**

Project Reconnect
Project Reconnect is a shelter diversion and rapid exit program for unaccompanied adults experiencing homelessness. Since launching in April 2019, the program has successfully completed 70 diversions, and received 207 referrals. The number of referrals went up steadily from the April 2019 launch, confirming the need for the new program. In addition to this program success, DHS and the Greater Washington Urban League developed the program infrastructure including diversion outcomes and training curriculum. DHS also developed and implemented policies, procedures, and systems to track data, referrals, and site location performance to better understand referrals from low-barrier shelters and day centers. Early intervention and individual support can minimize, and in some cases mitigate, the impact of an episode of homelessness or housing crisis. The launch and preliminary outcomes of DHS's Project Reconnect demonstrate this principle while decreasing the strain on low-barrier shelter resources and encouraging customers to leverage their own strengths and support networks. Of successful diversions in FY19, 16 were reconnections with family and friends that included a formal host agreement to solidify the client's housing arrangement, while 35 were related to rental assistance, including security deposits and payments of arrears to prevent a potential loss of housing. The program requires $1.125M and can be found in 5038/HC61, 5022/YSHB, and 2000/CM06.

40.   Please explain the impact on your agency of any legislation passed or regulations adopted at the federal level during FY19 and FY20, to date, which significantly affect agency operations.

Supplemental Nutrition Assistance Program: Requirements for Able-Bodied Adults without Dependents

In February 2019, the Food and Nutrition Service (FNS) released proposed regulatory changes with a clear goal that fewer States would qualify for Able-Bodied Adults Without Dependent (ABAWD) time limit waivers. Absent a waiver, ABAWDs can only receive SNAP benefits for 3 months within a 36-month period ("time limit") unless they are meeting work requirements. The Federal government sets strict standards that SNAP State agencies must meet in order to receive a waiver of the Able-Bodied Adults without Dependents (ABAWD) regulatory requirements. Currently, the Federal government expects the District to implement the ABAWD requirements by April 1, 2020. ESA has primarily been focused on designing the eligibility system changes to track and monitor

this population and is now focusing their attention on policy updates, training development, notices changes, and outreach to community partners. In addition, ESA is working with other District agencies and community partners to develop opportunities to allow SNAP customers subject to the ABAWD requirements to meet the strict work requirements. Implementing the ABAWD work requirements is on par with implementing a new benefit program due to the complicated nature of the rule and administrative burden to track this population. The work to date on implementing this rule has required significant staff resources from ESA to design the ABAWD system tracking. The rule will result in shorter certification periods for SNAP customers subject to the ABAWD requirements resulting in increased customer traffic at our services centers and call centers leading to longer wait times and impacts to our Federal performance measures such as application processing timeliness and payment accuracy. ESA estimates that 16,500 SNAP customers will be subject to the ABAWD requirements and will likely lose eligibility after exhausting their 3 months.

Student Eligibility, Convicted Felons, Lottery and Gambling, and State Verification Provisions: These regulations clarify recent legislative changes to the Farm bill, which requires households with substantial lottery or gambling winnings, as defined by the Secretary, to immediately lose eligibility for SNAP benefits. As specified in the final rule, substantial lottery or gambling winnings are defined as a cash prize won in a single game, before taxes or other amounts are withheld, which is equal to or greater than the SNAP resource limit for elderly or disabled households. This amount is currently $3,500 for Fiscal Year 2019 and is adjusted for inflation. If multiple individuals shared in the purchase of a ticket, hand, or similar bet, then only the portion of the winnings allocated to the member of the SNAP household will be counted toward the eligibility determination.

The below regulations *may* be adopted by the time of the hearing on January 29, 2020.

BBCE (broad-based categorical eligibility): The US Department of Agriculture (USDA) Food and Nutrition Service Division (FNS) proposed changes to BBCE regulations on July 24, 2019. Currently, under federal law, BBCE enables states to raise SNAP income eligibility limits and forego verification of assets required under SNAP regulations so that more individuals with modest income and savings can receive SNAP. In the District, this is done by providing a Temporary Assistance for Needy Families (TANF) funded brochure to applicants. The income limit associated with that TANF benefit is 200% of the Federal Poverty Level while the SNAP standard income limit is 130% of the Federal Poverty Level. Loss of BBCE in the District may cause households with income between 130% and 200% of the Federal Poverty Level or who have assets above the SNAP asset limits to lose SNAP benefits. It will also increase the administrative burden on the District by requiring it to start verifying assets of SNAP applicants and recipients.

Standardization of SNAP State Heating and Cooling Standard Utility Allowance: FNS proposed changes to the SNAP regulations that establish the methodology used to develop a State's SNAP Heating and Cooling Standard Utility Allowances (HCSUA) on October 3, 2019. Currently each State and the District sets its own methodology based upon its unique circumstances. FNS is proposing setting a universal methodology and set a national telecommunications cap.

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

Law 22-35, *DC Healthcare Alliance Program Recertification Simplification Amendment Act of 2017* (Nadeau), was partially funded by the FY19 Local Budget Act while other provisions remain Subject to Appropriations.

Law 22-62, *Department of Health Care Finance D.C. HealthCare Alliance Amendment Act of 2017* (Gray), is Subject to Appropriations.

42.   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 42.

43.   Please provide a detailed description of any new technology acquired or any upgrades to existing technology in FY19 and FY20, to date, or anticipated for the remainder of FY20.
   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.**

New/Upgraded Technology	Fiscal Year	Cost	Budget Codes	Implementation Issues
Upgraded Datacap and DIMS Application Suite platform. DIMS stores all documents for customers receiving Medicaid, SNAP, TANF, and other services.	2019	$189,655	TMDE9/TE115/409, FMDE9/TE115/409,	No issues

			APEMD/TE1 15/408	
CATCH e-Invoice integration with PASS, in order to improve the payment process for providers doing business with DC government. This project removed manual steps and the need for printing. This project also minimized accounts payable wait times for providers.	2019	$161,200	TJOB9/TJ109/ 501	No issues
Upgrade DHS's computing environment to machines operating Windows 10, prior to discontinuing support for the Windows 7 operating system.	2019	$1,027,907	Various	No issues

Youth Homelessness

44. **What is the budget for homeless youth (18-24) <u>and</u> minors (under age 18) for FY20? Please indicate and explain any variance from FY19.**
    a. **Please identify funding sources.**

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

The FY20 budget is $19.9M, a more than $5M increase in funds to support additional housing resources for youth. Of the $19.9M, DHS allocates $3.2M to support programs for homeless youth and youth-headed households subcontracted to TCP. All of this funding is local.

In addition to the grantees and contracts below, the youth homelessness funds support personnel costs for DHS' direct service youth homelessness prevention/stabilization team (Youth HOPE) and administrative personnel to oversee grant solicitations and implementation.

DHS direct grantees/contractors for beds (All programs serve 18-24 year olds unless otherwise stated):

Provider	Program Type (Beds)	FY19 Beds	FY20 Beds	FY19 Budget	FY20 Budget
Casa Ruby	Short Term Housing (formerly Crisis Beds)	10 (LGBTQ)	10 (LGBTQ)	$400,000	$400,000
Casa Ruby	Low-Barrier	50 (LGBTQ)	50 (LGBTQ)	$882,120	$839,460

Casa Ruby	Transitional Housing	10 (LGBTQ)	10 (LGBTQ)	$458,000	$458,000
DC Doors	Transitional Housing	15	15	$575,000	$575,000
DC Doors	Extended Transitional Housing (formerly Permanent Supportive Housing)	12	12	$600,000	$600,000
DC Doors	Low-Barrier (in the drop in center)	N/A	30	0 (funding is captured in the drop in center budget)	0 (funding is captured in the drop in center budget)
LAYC	Transitional Housing	16 (6 are LGBTQ)	22 (12 are LGBTQ)	$329,295	$924,000
LAYC	Permanent Supportive Housing	11	12	$190,000	$198,000
Healthy Babies	Crisis Beds for pregnant/parenting minors and youth up to age 21	6	8	$550,000	$538,000
Covenant House	Transitional Housing	17	17	$709,000	$709,000
Covenant House	Low-Barrier	20	20	$391,000	$356,000
Covenant House	Transitional Housing (DYRS Youth)	8	8	$370,000	$370,000
Sasha Bruce	Transitional Housing (Youth heads of household)	6	6	$200,000	$200,000
Sasha Bruce	Extended Transitional Housing (formerly Permanent Supportive Housing)	12	24	$600,000	$1,078,682
SMYAL	Transitional Housing	12 (LGBTQ)	12 (LGBTQ)	$445,135	$443,312
SMYAL	Transitional Housing	14	14	$438,750	$585,000
Collaborative Solutions for Communities	Rapid Re-Housing	20	20	$700,000	$700,000
TBD--multiple providers	Transitional Housing	N/A	50	N/A	$2,100,000
TBD--multiple providers	Extended Transitional Housing	N/A	50	N/A	$1,711,800
TBD--multiple providers	Low-Barrier	N/A	60	N/A	$1,320,000
Total Beds		239	450		

DHS direct grantees/contractors for other services:

Provider	Program (Services)	FY19 Budget	FY20 Budget
Friendship Place	Street outreach	$275,000	$275,000
HER Resiliency	Street outreach	$175,000	$175,000
Greater Washington Urban League	Prevention Services (Project Reconnect)	$200,000	$200,000
LAYC	Drop in center	$330,000	$272,881
Sasha Bruce Youthwork	Drop in center	$420,000	$323,967
Sasha Bruce Youthwork	Stabilization Services	$0	$219,670
DC Doors	24 hour Drop in Center (including 30 low-barrier resting slots)	$1,660,000	$450,000
Constituent Services Worldwide	Vocational Job Development	$90,000	$67,500
MOLGBTQ Affairs (MOU)	LGBTQ housing specialist and LGBTQ Cultural Competency Training	$154,000	$154,000

The Community Partnership (TCP) Subcontracts

$3.2M of the total funds allocated to DHS for youth homelessness services goes to support a portion of TCP's sub-grants with youth providers. The programs and contract amounts are listed below.

Provider	Program	Type	Population	Units	FY19 Grant Amount	FY20 Grant Amount
Catholic Charities	Youth Transitional Program	Transitional Housing	Male Unaccompanied Youth Aged 18 to 24	24	$364,981	$364,981
Covenant House Washington	Rites of Passage	Transitional Housing	Unaccompanied Youth Aged 18 to 24	15	$384,489	$384,489
Echelon Community Services	Family Rehousing Stabilization Program	Rapid Rehousing	Families Headed by Youth Aged 18 to 24	75	$754,038	$754,038
Echelon Community Services	New Start at Kia's Place	Transitional Housing	Families Headed by Youth Aged 18 to 24	25	$1,701,254	$1,701,254
Echelon Community Services	Kia's Place III	Transitional Housing	Families Headed by Youth Aged to 24	32	$951,948	$951,948

Edgewood Brookland	Iona Whipper Home	Transitional Housing	Families Headed by Youth Aged to 24	10	$450,000	$450,000
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	10	$232,524	$232,524
Latin American Youth Center	Hopes House	Transitional Housing	Unaccompanied Youth Aged 18 to 24	8	$296,924	$296,924
Sasha Bruce Youthwork	Sasha Bruce House	Crisis Beds	Unaccompanied Minors	15	$777,146	$777,146
Sasha Bruce Youthwork	Independent Living Program	Transitional Housing	Unaccompanied Youth Aged 18 to 24	12	$195,182	$195,182
Sasha Bruce Youthwork	Re*Generation House	Transitional Housing	Unaccompanied Minors and Youth Aged 18 to 24	16	$325,503	$325,503
Sasha Bruce Youthwork	V Street PSH*	Permanent Supportive Housing	Families Headed by Youth Aged 18 to 24	13	$285505	$585,505
Sasha Bruce Youthwork	Transitional Housing Program	Transitional Housing	Families Headed by Youth Aged 18 to 24	8	$344,017	$344,017
So Others Might Eat	Family Rehousing Stabilization Program	Rapid Rehousing	Families Headed by Youth Aged 18 to 25	21	$211,130	$211,130
Wanda Alston House Foundation	Wanda Alston House	Transitional Housing	Unaccompanied LGBTQ Youth Aged 18 to 24	8	$354,329	$354,329

*The V Street PSH program receives funding directly from DHS for PSH case management, as well as funding through a TCP subcontract for program operations.

Programs covered by federal funds:

In addition to the programs funded above with the local youth homelessness dollars, several District providers receive federal funds to support their programs. These are listed here:

Provider	Program	Type	Population	Units
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

In addition to the allocations listed above, at the beginning of FY20, DC was awarded $4.28M for the Youth Homelessness Demonstration Program (YHDP) from the U.S. Department of Housing and Urban Development (HUD). YHDP, now in its third year nationally, is an initiative designed to reduce the number of youth experiencing homelessness by serving as a blueprint for communities, service providers, advocates, and policymakers on the most effective ways to prevent and end youth homelessness at the local level. In FY21, HUD will grant TCP the funds as the collaborative applicant who will release Requests for Application (RFA) to support the coordinated community plan. DC was also awarded $1M in technical assistance and travel funds from the A Way Home America (AWHA) Grand Challenge to help end homelessness for LGBTQ+ youth and youth of color, setting the path to ending homelessness for all youth. DHS is collaborating with TCP and community partners throughout the District on these recently awarded grants.

45.   How many homeless youth (18-24) <u>and</u> minors (under age 18) were served in FY19 and FY20, to date? Please indicate the number placed in shelter. Of this number how many identified as LGBTQ?

Not all programs track information on sexual orientation so a definitive response on the number of youth identifying as LGBTQ cannot be provided. However, this question is a part of the annual youth census conducted by TCP which has shown that roughly 40 percent of youth identify as LGBTQ.

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

In FY19, 138 minors without children were served in shelter at Sasha Bruce's Bruce House program; 3 of the youth served self identified as LGBTQ.

Thus far in FY20 (October 1-December 2019), 37 minors without children have been served at Bruce House; none of these youth self identified as LGBTQ.

On-site services include crisis intervention; individual, group, and family counseling; case management.

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

In FY19, 428 youth (18-24 years old) were served in youth specific housing programs other than shelter; of these, 180 self identified as LGBTQ.

Thus far in FY20 to date (October 1-December 13, 2019) 219 youth (18-24 years old) have been served in youth specific housing programs other than shelter; of these, 54 self-identified as LGBTQ. Each youth receives supportive services to include case management, employment and housing location assistance, behavioral health support, life skills training and social skills development.

In FY19, 607 youth (18-24 years old) were served in youth specific low-barrier shelter; of these, 251 self-identified as LGBTQ youth (18-24 years old).

Thus far in FY20 to date (October 1-December 13, 2019) 149 youth have been served youth specific low-barrier shelter; of these, 89 self-identified as LGBTQ. Each youth receives meals, hygiene products, and an opportunity to meet with a case manager.

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

Healthy Babies is DHS' emergency bed provider for minors with children (as well as parenting youth up to age 21) experiencing homelessness. DHS executed the contract toward the very end of FY19 after needing to replace the former contractor and thus the program only served two minors and one 18 year-old in FY19. In FY20, the full program of 8 beds is operational. Each youth receives wrap around support services to include case management, employment and housing location assistance, behavioral health support, life and parent skills training, and social skills development.

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

In FY19, 2,030 transitional-age youth with children were served. Of these individuals, 1,086 were served at Virginia Williams, 298 were placed in shelter, 108 were served in short-term family housing, 113 were placed in transitional housing, 824 received rapid rehousing, and 18 were given permanent supportive housing.

In FY20 to date, 1,252 transitional age youth with children were served. Of these individuals, 323 were served at Virginia Williams, 98 were placed in shelter, 81 were served in short term family housing, 86 were placed in transitional housing, 612 were in rapid rehousing, and 3 were given permanent supportive housing.

46. 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 homeless minors or youth were turned away from shelter because of lack of capacity or other reasons in FY19 and FY20, to date? Please identify the reasons.

In FY19, DHS received funding to expand its low-barrier (shelter) bed capacity by 30 for a total of 100 beds to serve youth ages 18-24 years old experiencing homelessness. Due to delays in getting the new 24-hour Drop In Center open, this capacity will be realized in FY20. Of the 100 shelter beds, 50 are specifically for youth who identify as LGBTQ.

During FY19, only the youth-specific shelter provider Covenant House (Sanctuary) reported that they had to turn away any youth. CH reported turning away 32 youth over all of FY19; turnaways happened because the site was full. During FY20 to date (October 1-December 13, 2019) reports having turned away 9 youth. All of the youth were ages 18 to 24 years old. If capacity is reached at youth-specific facilities for transition-aged youth, youth are transported to an adult program.

Regarding minors, Sasha Bruce's Bruce House is the sole shelter bed facility for minors and it has capacity to serve 15 youth at any given time. DC does not have any beds specifically for minor youth who identify as LGBTQ. Sasha Bruce reports that in FY19 and FY20 they have not turned away any minors who physically go to Bruce House seeking shelter. If Bruce House is full and they receive a phone call asking for placement, Sasha Bruce problem-solves with the caller to ensure the youth has a safe place to go. In FY20 through the end of November, Sasha Bruce reports that 17 young people were not able to access a bed immediately due to program capacity.

All providers in the homelessness system--adult, youth and family--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. All staff are required to attend the Office of LGBTQ Affairs' LGBTQ Cultural Competency training funded by DHS.

47. How many youth are currently being served under Parent Adolescent Support Services (PASS) program?

As of December 16, 2019, PASS is serving 220 youth, which includes 127 youth receiving PASS Intensive Case Management (ICM), 29 youth receiving services from the PASS Crisis and Stabilization Team (PCAST), and 41 youth receiving therapeutic services from the PASS Functional Family Therapy (FFT) team.

a. How many youth were served in FY19?

During FY19, PASS served 445 youth; of these 274 received ICM, 74 received PCAST services, and 97 received FFT services.

As described above regarding FY20, in FY19 PASS staff were detailed to serve youth diverted to ACE. Specifically, in FY19, PASS ICM received 75 diversions; 63 from OAG for truancy and 12 (5 from OAG and 7 from MPD) for delinquency.

b. Please describe the services provided in this program.

PASS is a voluntary program that helps youth (10-17 years old) and their families reduce challenging behaviors referred to as "status offenses." PASS provides case management for six-months and works with families to identify and implement appropriate supports such as therapy, after-school programming, parenting classes and mentoring, to help reduce problematic behaviors. PASS also has an FFT team that provides intensive in-home family counseling to address the referring behaviors and improve family relationships. When necessary, FFT therapists make referrals to ongoing services in the community at the end of the FFT process. Lastly, the PCAST team provides crisis assessment, intervention, and stabilization services to youth and their families that are referred to PASS. PCAST case managers provide outreach, advocacy, and coordination of services while engaging community resources. In addition, PCAST works to enhance coping skills and empower youth and their families to achieve stability, usually within three months.

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

PASS ICM currently has a waiting list of approximately 20 families, but this number varies from day-to-day. Due to capacity constraints, PASS does not actively seek referrals during the school year, when referrals peak. PASS FFT currently has a waiting list of 5 families, and PCAST doesn't maintain a waiting list since youth in the program are in crisis and are either served immediately by PCAST or referred to another potential support such as the Department of Behavioral Health (DBH) or a psychiatric hospital.

48. What coordinated efforts are made to assess and connect homeless minors and youth to substance abuse and mental health services?

Street Outreach teams assist youth with setting up mental health and/or substance abuse appointments through the Access Helpline or by submitting a referral to providers within the Continuum of Care (CoC) for further assistance. Within housing facilities and drop-in centers, case managers are tasked with making these links. Some providers, such as LAYC, are Core Service Agencies themselves, so access those supports internally. Likewise, some facilities include therapeutic support on-site or case managers work with the youth to link to community-based providers. DBH participates in the ICH Youth Committee and shares information with all providers about how to access services.

a. **How many referrals for substance abuse and mental health services were made for homeless minors and youth in FY19 and FY20, to date?**

In FY19, street outreach teams made 26 referrals for substance abuse and mental health services; in FY20 to date (December 13, 2019), they have made two. Referrals for transition-aged youth were submitted to the Department of Behavioral Health and the Mobile Crisis Unit.

In FY19, Drop-In Center staff referred 85 youth ages 18-24 for substance abuse and mental health services. For FY20 to date (December 13, 2019), 48 referrals have been made.

In FY19, 77 youth ages 18-24 years old residing in transitional housing, extended transitional housing, and shelter beds were referred to substance abuse and mental health services providers. For FY20 to date (December 13, 2019), 30 referrals have been made.

b. **Please provide the number of youth actually connected to services?**

Due to privacy protections, unless a release form was signed by the youth for the service provider to share information with DHS about whether they actually connected to and participated in services, DHS does not know this information; that is, provider Monthly Reports to DHS do not capture this information, nor do the HIMS Service Transaction Reports. This information would need to come directly from the various service providers for those youth who signed a release form to share this information.

c. **What is the average wait time for those seeking services?**

Wait time for receiving services from outside providers is not captured by program staff.

49. **Please describe the work of the Strengthening Teens Enriching Parents Program (STEP). Please include the number of youth served in FY19 and FY20, to date. Please include STEP intake procedures and screening process. Of the number of youth who have completed an intake procedure, please include how many engage in services. Please include STEP performance measures and any outcome data collected.**

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 of Columbia's child-serving agencies: Child and Family Services Agency (CFSA), Court Social Services (CSS), Office of Attorney General (OAG), 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 Missing Persons Reports (MPRs). Since the inception of the initiative in September 2017, STEP has hired one Program Manager, one Program Analyst, seven Case Managers, one Triage Social Worker, and one Parent Support Worker, who provide a range of services based on the youth and their family's needs. This includes, stabilization services, mentoring, mediation, and behavioral health interventions to increase stability, safety and overall functioning. The Parent Support Worker facilitates monthly parent groups along with quarterly parent/family activities and assists the parent/guardian with accessing community supports. Sasha Bruce Youthwork, the key community-based provider for the STEP program, delivers respite care and an in-home family strengthening program to support this work. The STEP program is voluntary and lasts for up to six months depending on the needs of the youth and their family. STEP does not waitlist any youth to the program.

On a daily basis, youth come to the attention of STEP via official MPRs filed with the MPD. If youth are currently involved with a partner child-serving agency such as CFSA, CSS, DYRS, Sasha Bruce, or are receiving services from another DHS YSD program, those entities serve as the lead agency to address the presenting issue(s) of that youth and their family. Cases are prioritized based on the age of the youth (youth 13 years and under are high priority); youth with prior CFSA involvement; CSS or legal involvement; prior MPRs; and/or whether a youth is suspected to have been sexually exploited.

For youth not already linked to a child-serving agency or existing involvement in another DHS YSD program, the STEP Triage Social Worker contacts the family by phone within 24-hours of receiving the daily MPR and explains the program and schedules an in-home consultation if the family is interested in services. All families are also sent a STEP Resource Letter that includes a list of helpful community-based services, resources, and supports (so that families that do not engage in STEP services have the contact information if they change their mind at a later point in time). Through this immediate outreach to schedule an in-home consultation,, STEP staff make an initial assessment as to why the youth ran away and, together with the family, recommends services that will help reduce the likelihood of future runaway episodes and increase family stability. It is important to note that during triage, if a youth is 17-years old or approaching their 18th birthday, their case is referred directly to Sasha Bruce's Strengthening Foundations Program (SFP) for services. SFP is a youth homelessness prevention program that works with youth and families up until the youth turns 24-years old to increase family strength and stability and decrease family conflict behaviors.

During FY19 to FY20 to date (October 1, 2018 through November 30, 2019), MPD received 2,675 missing persons reports. This total includes 1,402 youth who had one MPR within the last 12-month period. MPD (and thus STEP) receives an average of six youth referrals daily and 191 youth referrals monthly.

In collaboration with its partner agencies, STEP has instituted a weekly review process to look closely at youth —in STEP as well as those served by other agencies — who are reported missing three (3) or more times within the past 12-months. Along with STEP

partner agencies, the critical needs of the youth and family are discussed, and a strategy of next steps for engagement and services with the youth and family is developed.

In FY19, STEP served 170 youth, with 64 of them completing the program during the fiscal year. During FY19 more than 300 additional youth have been/are being served by partner lead entities, CFSA, CSS, or other DHS YSD programs. In FY20, STEP has worked with more than 50 new youth in addition to the 67 youth whose cases carried over from FY19 to FY20.

Key performance measures for STEP in FY19 included:

Reduced number of repeat MPRs by youth participating in STEP or served by another lead agency by ensuring youth/families receive clinically appropriate behavioral health services, if needed and/or other supportive services to stabilize the family.

> i. In FY19, 70 percent of the youth who completed STEP did not have additional MPRs while in the STEP program. 78 percent of the youth who completed STEP did not have additional MPRs six months post-completion.

Improved youth scores on the Child and Adolescent Functional Assessment Scale (CAFAS), which measures the functioning of the youth across critical life subscales including home, community, and school.

> ii. In FY19, 74 percent of the youth who completed STEP showed improvement in their CAFAS scores.

A reduced percentage of youth having legal involvement while in the STEP Program.

> iii. In FY19, 95 percent of the youth who completed STEP did not have legal involvement while in the program.

Key performance measures for STEP in FY20 include the same three measures above as well as: improvement in school attendance when truancy is an issue at the time of referral or while in the STEP Program.

50. **Please provide program description for the Extended Supportive Housing Program (ESHP). Please include number of youth served in that program to date and, if any, outcome data of youth involved in ESHP.**

The Extended Supportive Housing Program has been renamed the "Extended Transitional Housing" (ETH) program to alleviate any confusion about the type of housing it provides and in recognition that the program is a long-term transitional housing program. ETH includes housing and intensive supportive services to youth ages 18 through 24 years of age for up to six years with the goal of stabilizing the youth and preparing them for independence as they transition to adulthood. ETH serves the most vulnerable youth with intensive support as a way to prevent long-term, chronic homelessness in adulthood.

DHS currently funds ETH 36 slots and as of December 13, 2019, twenty-five (25) youth are housed. The 36 slots are maintained by two providers, one with the capacity for 12 youth and the other with the capacity of 24 youth. All slots have not yet been filled due to DHS implementing staggered entries to ensure a smooth transition to the program. In FY20, DHS is finalizing grant agreements with several providers to add 50 new ETH beds.

As of December 13, 2019, it is too early to determine outcomes, however 22 youth have continued in ETH and 4 have been terminated from this program type. As of December 13, 2019 there are 11 open ETH spots. As more ETH beds are filled for a longer period of time, outcome data will be more readily available.

51.   **For youth being transferred between programs, please provide the following details about the waitlist:**
        a. **How many youths were on the waitlist for each quarter of FY19 and FY20 to date?**

The youth homelessness system does not maintain a waiting list. Instead, in collaboration with TCP and community-based providers, DHS co-manages the Coordinated Assessment Housing Placement (CAHP) process, otherwise known as coordinated entry. Coordinated entry involves a twice-monthly collective look at youth currently in HMIS identified as needing housing placement (including moving from shelter to a longer-term program) and services. As openings in programs arise, youth in the coordinated entry system are matched to housing resources based on a variety of factors, including their assessment score, their current housing situation, etc.

        b. **What are the wait list priorities?**

Youth in the coordinated entry system are considered in order of their assessment score and other factors based on availability of housing slots. For example, an LGBTQ youth might be matched to an LGBTQ provider opening if the youth prefers that setting. The assessment tool, the TAY-VI-SPDAT, scores vulnerability and is used to assist with making appropriate matches to housing resources as they become available.

        c. **What is the average length of time that youth spend on the waitlist?**
See above response in (a).

52.   **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 FY19.**

Sasha Bruce has never turned away youth during hypothermia season. *Please see attached Protocol for Unaccompanied Minors.* For non-hypothermia season, see response to Q46.

53.   For individuals aging out of youth housing programs please identify the number who are in shelter within 6, 12, 18, 24 months of their exit?

When assessing returns to homelessness, TCP, DHS, and ICH developed a method that is consistent across all funding streams wherein the number of persons returning in a given time frame is counted and compared to the total number of persons who exited two years prior to that timeframe. In assessing youth provider performance on a quarterly basis, TCP found that an average of 6 percent of youth served had returned to shelter following a previous exit.

Virginia Williams Family Resource Center/Emergency Shelters

54.   Please describe the process for determining the shelter placement location for eligible homeless families, including any relevant factors such as school, job location, neighborhood preference, etc.

When a family is deemed eligible for homeless services, VWFRC makes every effort to take into consideration a family's preference for shelter location. Placement determination is contingent on many factors, including: reasonable accommodation requests, family composition, location of children's school, and the availability of units. The new Short-Term Family Housing (STFH) programs give DHS the option to place a family in a Ward in which they have been residing and where they have a support system. Even with this, however, there are certain cases when families may be placed within the Department's Continuum of Care (CoC) outside of their preferred neighborhood depending on the location of shelter vacancies. DHS will have increased flexibility once all of the STFH sites are open and fully operational.

55.   Please describe any training (including dates, content, training recipients) or directives given to homeless services providers, as well as intake workers at VWFRC, on the changes to the Homeless Services Reform Act.

DHS began their training series on revisions to the Homeless Services Reform Act (HSRA) in October 2018. Trainings included staff working on VWFRC Eligibility, Overflow, Homeless Prevention, STFH, Target Affordable Housing case management, and Permanent Support Housing case management. Staff were provided with a reference guide to assist in navigating the changes to the HSRA. The District Alliance for Safe Housing (DASH) also provided training focusing on trauma-informed care to assist in providing services to families serviced. Trainings provided by DASH focus on customer services and best practices with intra-family violence. DHS is also working closely with TCP to ensure providers within the Continuum of Care (CoC) are current with revisions to the regulations. TCP and collaboration will host ongoing trainings throughout the year for families, singles, and youth providers on the changes to the HSRA.

56. **Please describe the process for shelter application and lawful notice of eligibility is provided, for the following circumstances:**

  a. **Applicants at VWFRC who are denied shelter eligibility because they are determined to have access to safe housing and are referred to a homelessness prevention program;**

When families present at VWFRC, they complete the homeless services eligibility assessment to determine eligibility to receive homeless services. If the family is deemed eligible for homeless services, with no safe place to stay that night, they will be placed in shelter. If the family is deemed eligible for homeless services, and has one day or more of safe, stable housing, then the family is referred from VWFRC to a Homelessness Prevention Program (HPP) site. To be clear, *referral to HPP is not denial of shelter placement.* It is a programmatic tool designed to prevent the need for shelter placement altogether- but it is not a denial of such placement if ultimately required. Please see response to Q56(b) below for additional information.

  b. **Participants in a homeless prevention program who no longer have access to safe housing and request a shelter placement; and**

Families who have no safe place to stay for a given night are directly referred to shelter from VWFRC. HPP Prevention Specialists can refer families directly to shelter if a family's housing status changes while working with HPP. This avoids the need for the family to return to VWFRC to apply for shelter. Since shelter is a service available for families who are deemed eligible for homeless services, HPP providers do not issue another set of eligibility documents for homeless services.

Families in need of shelter during non-business hours should contact the Shelter Hotline at 202-399-7093. On the next business day following shelter placement, an HPP Prevention Specialist will meet with the family to see if additional services can be provided to the family.

  c. **Applicants for emergency shelter who request placement from the Hypothermia Hotline and are denied placement that night.**

When a family contacts the Shelter Hotline, staff members work to determine if the family has a safe place to stay that night. If the worker is unable to identify safe shelter, the family is provided with an Interim Eligibility Placement (IEP) for the night, and the family will be advised to return to VWFRC the next day. VWFRC eligibility case managers will complete a full assessment the next day and, based on the determination, will provide the family the necessary notice of eligibility. The IEP team is available to assist the Shelter Hotline staff in determining if families have safe housing, along with connecting families to appropriate resources at the time of their call to the hotline. This includes completing home visits and meeting with possible host families.

57. **Please include a list of the documents the Department will accept to prove District residency, pursuant to the Homeless Services Reform Act of 2017 and any supporting emergency regulations for FY18, FY19 and FY20 to date.**

An applicant may demonstrate residency be providing either, evidence that the individual or family is receiving public assistance from the District as administered by the Department, or by providing one of the following:

(1) Documents from the U.S. Social Security Administration addressed to the individual or a member of the family at a residential address in the District;

(2) Evidence that the individual or a member of the family is attending school in the District;

(3) A valid, unexpired District motor vehicle operator's permit or other official non-driver identification in the name of the individual or a member of the family;

(4) A utility bill for water, gas, electric, oil, cable, or a land-line telephone issued within the last sixty (60) days that contains the name and a residential District address of the individual or a member of the family;

(5) A personal income tax document issued within the last year by the District or federal government that contains the name of the individual or a member of the family and indicates a residential address in the District;

(6) A pay stub issued within the last sixty (60) days to the individual or a member of the family that indicates a residential address in the District;

(7) A valid voter registration card, military identification, or veteran's identification issued by the District or federal government that contains the name of the individual or a member of the family and indicates a residential address in the District;

(8) An unemployment document or stub issued to the individual or a member of the family that indicates a residential address in the District;

(9) A current motor vehicle registration in the name of the individual or a member of the family that indicates a residential address in the District;

(10) An eviction notice from a residential property in the District issued to the individual or a member of the family within the last sixty (60) days;

(11) A valid unexpired District lease or rental agreement with the name of the individual or a member of the family listed as the lessee or as a permitted resident or renter; or

(12) Any other document that reasonably identifies the applicant as a District resident, as determined by the Department.

58.   Please describe how VWFRC determines whether an applicant family is a DC resident, including formal and informal processes, verification, and documentation requirements. Describe how this process applies to person experiencing domestic or sexual violence, refugees, asylum seekers, and undocumented persons.

Pursuant to the Homeless Service Reform Act (HSRA), the Department considers a variety of factors and documentation to determine residency, including written verification by someone who can attest that the that the family became homeless in the District and has not established a permanent residence outside the District in the previous two years; evidence that a family member has applied for, or is receiving, public assistance from the District; and other documentation that identifies the applicant as a District resident. The Department also reviews databases and other data systems to which it has access to assist families in demonstrating residency. When there is evidence of residency in another jurisdiction, the Department works to gain a clearer and more accurate understanding of a family's situation.

Applicants actively fleeing domestic or sexual violence are not required to prove residency. Instead, they are assessed and placed by staff from the District Alliance for Safe Housing (DASH), which is co-located at VWFRC. Assessment is critical in order to ensure survivors are receiving appropriate services in a timely manner. DHS works to connect refugees, asylum seekers, and undocumented persons to programs with expertise in working with these populations. However, VWFRC provides shelter and services for refugees, asylum seekers and undocumented persons with custody of minor children where immediate assistance from community partners or other resources is not available.

59.   How many family intakes were conducted at the VWFRC and on the shelter hotline in FY19 and to date in FY20? Please provide a breakdown by outcome.

In FY19, 4,557 family intakes were conducted at VWFRC and 1,307 via the shelter hotline. Of those, 2,388 families were referred to Homelessness Prevention Program; 965 were placed in shelter; and 1,269 families were deemed ineligible for homeless services.

In FY20, through December 2019, 918 family intakes have been conducted at VWFRC and 335 via the shelter hotline. Of those, 469 were referred to Homelessness Prevention Program; 213 families were placed in shelter, and 194 were deemed ineligible for homeless services.

Note the data includes duplicate intake assessments.

	Intakes (VWFRC) Duplicate Cases	Intake (Shelter Hotline) Duplicate Cases	HPP Referrals	Shelter Placement
October	458	67	236	76
November	358	108	219	90
December	343	88	232	78
January	395	105	215	99
February	319	134	182	66
March	353	77	205	68
April	368	102	201	80
May	405	108	196	67
June	351	138	212	69
July	382	146	170	69
August	409	130	158	94
September	416	104	162	109
FY 20				
October	447	124	202	108
November	365	147	176	76
December	106	64	91	29

Reason for Ineligibility Determination	FY 19	FY 20
Access to Safe Housing	694	92
Failure to Complete Eligibility Process	194	42
Not a DC Resident	290	53
No Minor Children in Custody	91	7

60. **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 FY19 and FY20, to date.**

Staff at VWFRC receive training from the District Alliance for Safe Housing (DASH), which covers intra-family violence and what it means for survivors coming through VWFRC. These trainings include the DASH 101-Intra-Family Emergency Housing & DV 101- Long Term Housing documents.

Please see Attachment 60 for training materials.

61. Please report on how many clients the Mayor has redetermined eligibility for, including the circumstances and outcomes of such redeterminations.

At this time, the Mayor has not redetermined eligibility for any individual or family. The recently amended HSRA added a provision allowing the Mayor to redetermine an individual's or family's eligibility for homeless services once every 180 days for most eligibility factors and as needed under certain circumstances. However, when the law was amended, the redetermination provision was included in the "exit" section of the HSRA, under which DHS is required to provide 30 days of notice to clients about their program exit after a redetermination of eligibility, and in the "transfer" section of the HSRA, under which DHS is required to provide 15 days of notice to clients about their transfer to another Continuum of Care service. DHS had anticipated using this provision largely to handle situations where a family is not using the room or when a parent no longer has minor children in their custody. In the absence of an expeditious process for redetermining eligibility, DHS has continued to issue 15 day termination or transfer notices in these cases.

62. How many families were placed in an Interim Eligibility ("IE") placement in FY19? What is the average length of stay in an IE placement?

There were a total of 117 families placed in an IE placement in FY19. The average length of stay was 6 days.

63. Please list the number and percent of families who:
   a. Were found eligible following an IE placement;

88 families (75%) were found eligible following IE placement.

> **i. Were placed in IE due to uncertainty around residency;**
28 families (24%) were placed in IE due to uncertainty around residency.

> **ii. Were placed in IE due to uncertainty around family composition; or**
9 families (8%) were placed in IE due to uncertainty around family composition.

> **iii. Were placed in IE due to uncertainty around other safe housing arrangements.**
80 families (68%) were placed in IE due to uncertainty around other safe housing arrangements.

   b. Were found ineligible following an IE placement;

18 families (15%) were found ineligible following an IE placement.

Please note that, in addition to being found eligible or ineligible following an IE placement, families could also be diverted (1 family, <1%) or not show up for placement at all (10 families, 8%).

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

1 family (<1%) was found 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?**

6 families (5%) were found ineligible due to a determination they had other safe housing arrangements.

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

No families were found ineligible following an appeal of ineligibility finding.

> d. **Had IE appeals resolved via administrative review;**
> > i. **How many of these appeals were resulted in a finding that the family was eligible?**

3 families (2%) had IE appeals resolved via administration review

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

No appeals resulted in a finding the family was ineligible.

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

No appeals were brought to the Office of Administrative Hearings.

> > iv. **How many of these appeals resulted in a finding that the family was eligible?** N/A

> > v. **How many of these appeals resulted in a finding that the family was ineligible?** N/A

64. **What is the median length of stay in emergency shelter by shelter placement (motel, apartment-style shelter, etc.) among families served in FY19? In FY20 to date?**

Placement Type	FY19 Median length of stay	FY20 Median length of stay (10/1-12/13)
Short-Term Family Housing includes the W.J. Rolark Building (apartment-style Short-Term Family Housing)	88 days	71 days
Apartment-Style Shelter	254 days	215 days
Overflow Hotels	119 days	115 days

65.   What is the longest stay for families served in FY19? For families served in FY20 to date?

The longest length of stay among families served in FY19 was 62.5 months. For FY20 YTD, the longest length of stay is 65 months. The length of time is largely influenced by a limited number of families placed in Apartment Style shelter with multiple barriers, including large family size and mental health issues. DHS is working with TCP and providers to review these families'cases to identify solutions.

66.   What is the timeline for closing motels used as shelters? What is the agency doing to ensure there will be sufficient space for families needing shelter?

Currently, the Department is only utilizing two overflow hotels: Days Inn and Quality Inn. DHS plans to exit both hotels in FY21. Quality Inn is slated to close in the third quarter of FY20, Days Inn during the first quarter of FY21. Projected hotel closure dates are dependent on the opening of the new Short-Term Family Housing (STFH) sites, the above timing may change based on any variance to opening schedules.

67.   How many calls or screenings were conducted on the Shelter hotline or at VWFRC for individuals who are limited/non-English-proficient? In each case, please state how communication was facilitated (e.g., by language line, by staff who speak the language, etc.).

Number of Calls/Screenings of Limited/Non-English Proficient Clients	
VWFRC	204
Hotline	2

Of the two hundred and four (204) individuals who are limited/non-English-proficient who were assessed at VWFRC, one hundred & ninety-nine (199) screenings were

conducted by language line and five (5) were by staff who speak the language. There were two (2) individuals who were limited /non-English-proficient who were assessed by the Hotline. Both screenings were conducted by language line.

68.   Please provide standards put in place for performance in food delivery, including any oversight mechanisms and customer services feedback.

Providers who contract with DHS are required to provide meals in accordance with current federal standards and products used must be USDA-inspected and prepared in accordance with local and federal laws and regulations. Staff serving meals are required to have the Serve Safe certification. There are also standards around food delivery and storage in DHS contracts. Food is delivered at least once per day and each site has a commercial warming oven, which includes appropriate space to store the food that will be served that day.

Food vendors are required to submit menus on a monthly basis. Menus are reviewed by TCP (hotel sites) and DHS Contract Administrators (STFH sites). DHS Contract Administrators also complete taste tests during unscheduled monitoring visits. TCP and DHS staff have also attended training and certification in food handling to better monitor the food vendor compliance with contract standards.

Providers include questions about food in client surveys, and have conducted interviews with clients, staff and food vendors to obtain feedback on taste, appearance, and quality of food. Several STFH sites have also held focus groups with clients and food vendors to better meet the taste preferences of families staying in our programs. Providers use that client input to make program improvements. For example, one program implemented a "Soul Food Sunday" and another began offering another meat option on days when fish is served.

At hotel sites, additional oversight mechanisms implemented by TCP in FY19 include daily submission of meal delivery receipts by providers. This helps with identifying any areas of concern such as meal compliance with menus and quality. Meal delivery protocols have also been updated to reflect this requirement.

69.   Please provide data reported by week for FY19 and FY20 to date about usage of the pilot school bus shuttle on NY Ave.:
    a.   **How many students rode in the mornings?**
    b.   **How many parents rode in the mornings?**
    c.   **How many students rode in the afternoon?**
    d.   **How many parents rode in the afternoon?**
    e.   **Please provide any other data collected related to the pilot.**

On January 13, 2020, DHS began a pilot program to transport families from the New York Avenue motels to the Rhode Island Avenue Metro with the goal of increasing school attendance and decreasing tardiness.

Due to timing, the Department is unable to report on the above data points within these responses- but will be able to address at the hearing.

70. **What has DHS done to improve food and nutrition at shelters in FY19 and FY20, to date?**

DHS' Contract Administrators review menus at each Short-Term Family Housing (STFH) site on a monthly basis. They also complete a taste test at least once per month during unscheduled site visits. All STFH programs survey families every 45 days and upon exit. These surveys include questions about food. Several of our sites have also held focus groups with clients and the food vendors to better meet the taste preferences of families staying in the Department's programs. DHS providers use that client input to make program improvements. For example, one program implemented a "Soul Food Sunday" and another began offering another meat option on days when fish is served.

For sites managed by TCP, contract requirements have been updated to mirror the standards set forth by the Federal Department of Health and Human Services (Dietary Guidelines for Americans) and Department of Agriculture. In addition, TCP and DHS staff have attended additional training and certification in food handling to better monitor the meal vendors compliance with these standards.

71. **Please provide a list of food vendors, including price per meal.**

Site	Food Vendor	Price Per Meal
The Horizon	Henry's Soul Food Cafe	Breakfast: $2.40/meal Dinner: $5.18/meal
The Kennedy	Heart & Soul Catering	Breakfast: $4.28/meal Dinner: $8.36/meal
The Triumph	Top Spanish Catering	Breakfast: $5/meal Dinner: $9/meal
The Sterling	Heart & Soul Catering	Breakfast: $4.28/meal Dinner: $8.36/meal
Overflow Hotels	Henry's Soul Food Cafe	Dinner: $7.17/meal *Breakfast provided by hotels*

72. **Please identify the number of families who have requested being placed in non-communal or other special units due to a disability, and specify:**

In FY19, there were 4 families who requested being placed in non-communal or other special units due to reasonable accommodation requests. There have been no such requests in FY20, to date.

a. **The nature of the request;**

The families were placed in an apartment-style setting due to reasonable accommodation requests.

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

The families' requests were approved.

Singles Shelter

73. **What is the average length of stay in a singles shelter?**

The current average length of stay in singles shelter is 20 days.

74. **How many providers does DHS/TCP contract with to run singles shelters? For each provider, please identify the amount of their contract and the ratio of case managers to clients.**

TCP currently contracts with two providers to operate singles shelters- Catholic Charities and N Street Village.

Provider	Program	Operating Contract	Case Management Contract	Case Management Ratio
Catholic Charities	801 East	$1,669,334	$1,268,093	29 to 1
Catholic Charities	Adam's Place	$812,696	$439,450.00	25 to 1
Catholic Charities	Harriet	$1,350,000	$650,000	30 to 1

	Tubman			
Catholic Charities	New York Avenue	$1,331,171	$899,896	29 to 1
Catholic Charities	Saint Josephine Bakhita Women's Shelter (formerly Nativity)	N/A	$383,444.84*	25 to 1
N Street Village	Patricia Handy**	$150,000	$2,500,000	20 to 1

*Funding for through Sole Source grant with TCP
**Patricia Handy Place for Women is a "mixed-use shelter" that includes Low Barrier Beds, Temporary Shelter Beds, and Medical Respite Beds.

75.   How does the Department measure provider performance? Are there different client outcomes depending on the provider? If so, please describe.

The primary function of Low Barrier Shelter is to provide safe, overnight, sleeping accommodations for unaccompanied adults experiencing homelessness. Since 2017, DHS has made significant investments in Low Barrier Shelter programs operated in District-owned or -leased facilities to transform Low Barrier Shelter programs from an overnight sleeping spaces to programs where clients have access to case management, housing location, and other supportive services. Unlike transitional housing, permanent supportive housing, and other longer term housing programs, Low Barrier Shelter is offered without imposition of identification, time limits, or other program requirements – including requirements that clients engage in case management or other supportive services. Therefore, the performance assessment tools used in programs where participation in services is required are not used to measure performance at Low Barrier Shelter. Instead DHS uses the following indicators to measure performance:

·   Client to case manager ratio
·   The number of clients engaged in case management services
·   The number of clients moving out of Low Barrier Shelter into permanent housing

and/or other longer-term housing programs

There are two Low Barrier Shelter providers funded by the Department. Both providers perform at a similar level.

76.   Please provide the number of individuals that exited shelter in FY19 and FY20, to date, as well as:
   a. **The number and percent of exits to permanent housing.**
   b. **The number and percent of exits to a long-term subsidy program.**
   c. **The number and percent of exits that resulted from termination from the program as well as the reason for the terminations.**
   d. **The number and percent of exits that resulted from any other cause, identifying the cause.**
   e. **The number and percent that avoided subsequent returns to shelter at 6, 12, 18, and 24 months following exit from shelter. Please provide a description of how this figure was calculated.**

Note: It is too soon to report on 24 months following exit.

Between October 1, 2018 and December 12, 2019, there were 10,295 unique individuals served in Low Barrier Shelter. During that time period, 9,925 unique individuals had at least one "exit" from shelter, meaning they stopped showing up at that particular shelter for at least one day. Because the information collected in HMIS about these clients is not always identical to the information collected during the housing process, DHS does not have the ability to accurately identify which of these shelter "exits" is connected to a person leasing up into permanent housing. To understand the number of individuals leased into permanent housing, please refer to questions on PSH and TAH for individuals.

Exits to permanent housing include exits to a long-term subsidy program, and Low Barrier Shelters in the District do not terminate individuals from shelter. One shelter may bar an individual for a period of time for violating program rules, but that individual is welcome to seek shelter at another Low Barrier Shelter of their choosing.

Of the 9,925 individuals who "exited" Low Barrier Shelter between October 1, 2018 and December 12, 2019:
•4,960 (50%) did not return to shelter at any point after "exiting";
•4,965 (50%) returned to shelter after "exiting", and of those returns:
- 4,840 (49%) returned within 6 months
- 4,951 (50%) returned within 12 months
- 4,965 (50%) returned within 18 months
- 4,965 (50%) returned within 24 months

To calculate exits, DHS tries to isolate occasions when a person presents at shelter and then calculates how many days until they present. The more complicated answer requires an understanding of the nature of the Low Barrier Shelter system – where individuals are

free to come and go and the overwhelming majority of "exits" from Low Barrier Shelter are simply exit dates marked by when a person stopped presenting at a particular shelter (even if they showed up at a different shelter the next day). The number and percent of returns over time was calculated by reviewing every "exit" from Low Barrier Shelter, excluding CCNV but including hypothermia sites, and collapsing consecutive shelter stays to isolate exits that are not immediately followed by an entry into shelter the next day. Those exits for each client were then compared to a subsequent entry date, and a timeframe was calculated. Please note that one client can have multiple exits and, therefore, could qualify for more than one return time category listed above. The totals are cumulative – so anyone who came back within six months is also included in the number and percent of those who came back within 12 months.

77.   Please provide any changes the Department has made to increase security at any shelter site.

DHS has added additional security staff at the following shelter sites:

Program	Program Address	Number of Officers Prior to Increase	Number of Officers Added	Total Number of Officers
801 East Men's Shelter	2700 Martin Luther King Jr. Ave, SE	7am-7pm 7 officers 7pm-7am 7 officers	1 officer added for the CCTV booth.	7am-7pm 8 officers 7pm-7am 8 officers
House of Ruth – Madison House for Women	651 10th St, NE	7am—3pm 1 officer 3pm-11pm 1 officer 11pm-7am 1 officer	1 officer added to the 3pm-11pm shift	7am—3pm 1 officer 3pm-11pm 2 officers 11pm-7am 1 officer

In addition, security has been added during hypothermia alerts at the Kennedy Center shelter. In FY20, DHS is also adding security services at New Endeavors at 611 N Street as well as permanently adding security at the Sasha Bruce V Street locations.

DHS has also worked with CCNV to enhance security by adding lighting and security cameras.

78. **Please describe any engagement by the Department with community regarding security.**

Malcolm X Hypothermia Shelter
DHS hosted several community meetings and, as a result of feedback received in those sessions, worked with the Congress Heights Community Training and Development Corporation to bring the Clean and Safe Ambassador Program to the site. Ambassadors serve as eyes and ears to assist the community and report anything suspicious or unsafe as well as maintain the external appearance of public pedestrian areas around the site.

CCNV Shelter
DHS participates in monthly meetings hosted by the DowntownBID which bring together businesses, neighbors and District agencies to discuss issues in the East of Downtown area. The agenda often includes security issues at CCNV, especially concerns about loitering across from the shelter. In response, DHS and DGS upgraded the cameras at the site and added them to the city-wide CCTV network for real-time monitoring. DHS and DGS are also in the process of upgrading the exterior lighting.

79. **Is the Department involved in any planning process to redevelop the Federal City Shelter as operated by CCNV? If so, what are the most recent plans and timelines?**

The redevelopment of Federal City Shelter is contemplated as part of the Homeward DC plan, but there are no specific plans or timelines to share at this time.

Shelter Monitoring and Quality Assurance
80. **How many complaints did DHS' Shelter Monitoring and Quality Assurance Unit receive in FY19 and FY20, to date?**
   a. **Provide a breakdown of the number and types of complaints received.**
   b. **Provide a breakdown of the types and numbers of HSRA violations.**
   c. **Identify the specific facility or program identified in the complaint/HSRA violation.**
   d. **Provide the outcomes or corrective actions to address each complaint/HSRA violation.**
   e. **Provide the median response time of responding to complaints and the longest response time.**

There is no DHS Shelter Monitoring and Quality Assurance Unit. It is currently called the Homeless Shelter Monitoring Unit (HSMU), formerly referred to in the HSRA as the

Office of Shelter Monitoring. Further, the HSMU investigates complaints of HSRA violations; therefore, responses to (a) and (b) are identical.

Please see Attachment 80 for responses to (a), (c), and (d).

(b) Breakdown of the types and numbers of HSRA violations:

Type	Number
Assault	3
Discrimination	2
Bullying/Harassment	2
Client Threat	1
Health and Environmental	1
Issues/Violations	16
Maintenance	5
Misconduct	1
Program Rules	5

(e) The median response time is 31.5 days; the longest response time was 99 days.

81. **Has DHS issued an annual report regarding the Office of Shelter Monitoring to the Interagency Council on Homelessness for FY19? If not, when will it be released?**

Yes. The HSMU, established by D.C. Code § 4–754.51, operates by calendar year rather than fiscal year. The HSMU Calendar Year 2018 Annual Report was issued to the Interagency Council on Homelessness in May 2019.

Short-Term Family Housing (STFH)
82. **Please provide a construction update and expected opening dates for the STFH sites in Wards 1, 3.**

Every month, DGS shares a monthly construction update for each STFH building with the community. Those construction updates can be found at *www.bit.ly/BuildingSTFH*. Below is a summary of projected program opening dates for each site.

    Ward 1 - Projected Opening Q1 FY21
    Ward 3 - Projected Opening Q2 FY20

83. **Please provide an update on any further plans for construction or repair at any of the STFH sites.**

The Department of General Services (DGS) continues to work through punch list items at The W.J. Rolark (4300 12th Street, SE). Additionally, in order to meet the LEED Gold Homes requirement, DGS must complete Aeroseal work at The Horizon (Ward 7) and The Triumph (Ward 8). DHS is working with DGS on a plan to complete that work.

84. **Please provide for each STFH site the following for FY 19 and FY20 to date:**
  a. **The number of slots for families;**
  b. **The number of slots being used;**
  c. **The average length of stay at the site;**
  d. **The wrap around services provided at each site; and**
  e. **The factors determining what site a family is placed.**

Site/Provider	Units **(a)**	Opening Date	FY19 ALOS **(c)**	FY20 ALOS (10/1-12/14) **(c)**
The Horizon/ Life Deeds	35	10/22/18-4/15/19	N/A*	N/A*
The Horizon/CORE DC	35	4/15/19	52 Days	93 Days
The Kennedy/ NCCF	45	10/29/18	90 Days	95 Days

The Triumph/ Community of Hope	50	14/4/18	90 Days	94 Days
The Sterling/ NCCF	46	9/3/19	9 Days	55 Days
The W.J. Rolark Building/ Hillcrest Children & Family Center	26	8/28/19	13 Days	54 Days

*The average length of stay was not measured during this time as the provider was only in place for six months.

(b) STFH are always at capacity. The Department continues to reduce its footprint in motels and uses the full capacity in STFH before making placements in motel overflow.

(d) Summary of Services Offered On-Site

Case Management
- Housing stabilization and exit planning including unit identification – some sites also employ housing navigators to assist with this function
- Connection to TANF Employment Vendors
- Connection to schools and child care – subsidy assistance, enrollment, transportation planning and assistance, attendance tracking
- Connection to behavioral health services
- Budgeting and financial literacy

TANF Integration
- Vocational Development Specialist on-site twice per month to complete TANF comprehensive assessments
- Some sites have an Educational and Employment Specialist

Social Worker
- Provides crisis support and connection to behavioral health services in the community

Children's Services
- Varies by site, but includes partnerships with My School DC, The DC Opportunity Scholarship Program, DC Public Libraries, Project Create, Freedom School and provider facilitated activities for children (movie, game nights, moms & babies groups, etc.)
- In partnership with the Deputy Mayor for Education, hired coordinating entities to provide summer camp to kids in the programs
- Holiday celebrations, gift and coat drives, block parties/resource fairs

Other Workshops and Info Sessions
- The Washington Legal Clinic for the Homeless conducts a quarterly workshop at each site, primarily focused on housing rights

(e) Placement is determined at the Virginia Williams Family Resource Center. Please see question 54.

Permanent Supportive Housing (PSH) & Targeted Affordable Housing (TAH)

85.   Please list the number of available PSH slots in the DHS PSH and TAH program for individuals. For families.

The term "available" in the context of PSH and TAH slots refers to a DC Housing Authority (DCHA) designation, which considers all vouchers that have not been issued by DCHA or leased up to be "available." The homeless services continuum uses a coordinated entry process to match clients to these available vouchers, so the count of "available" vouchers does not indicate a lack of utilization. It takes time for clients to complete the matching, application, processing, issuance, and lease-up processes, which is why FY20 vouchers appear as "available." That number will dramatically decrease as the fiscal year progresses. However, voucher turnover is a reality when serving our most vulnerable population, thus achieving 100% utilization is rare. As of December 16, 2019, the number and percent of vouchers "available" were:

PSH-Individuals:

- 0 slots are available from FY 2016
- 52 slots (14%) are available from FY 2017
- 25 slots (10%) are available from FY 2018
- 41 slots (14%) are available from FY 2019
- 585 slots (100%) are available from FY2020

TAH-Individuals:

- 1 slots (.01%) are available from FY 2016
- 16 slots (11%) are available from FY 2017
- 40 slots (25%) are available from FY 2018
- 13 slots (14%) are available from FY 2019
- 26 slots (87%) are available from FY2020

PSH-Families

- 31 slots (12%) are available from FY 2016
- 9 slots (1%) are available from FY 2018
- 9 slots (6%) are available from FY 2019
- 174 slots (97%) are available from FY2020

TAH-Families

- 0 slots (0%)are available from FY 2016
- 4 slots (2%) are available from FY 2017
- 95 slots (32%) are available from FY 2019
- 194 slots (96%) are available from FY2020

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

Specific to DHS-managed PSH and TAH resources:

In FY19, 302 (65%) of all matches for unaccompanied individuals came from the I-CAHP process. Coordinated Entry matches accounted for 253 (71%) of PSH matches and 49 (47%) of TAH matches.

In FY18, 409 (95%) matches for families came from F-CAHP. Coordinated Entry matches accounted for 273 (97%) of TAH matches and 151 (90%) of PSH matches.

87.   How many PSH and TAH units became available due to turnover in FY19 for individuals? For families?

Program	Turnover (Housed)*	Turnover (Unhoused)**	Total # of Turnovers
PSH-Individuals	109	62	171
PSH-Families	17	5	22
TAH-Individuals	7	23	30
TAH-Families	0	23	23

Turnover (Housed): a client who exited the program and was housed with a DCHA voucher or DHS subsidy. Upon exit, the voucher and/or subsidy is available for re-match to a new client.

*** Turnover (Unhoused): a client who was in the process of completing a housing application but was not housed with a DCHA voucher or DHS subsidy at the time of program exit. Upon exit, the voucher and/or subsidy is available for re-match to a new client.*

Please note that turnover in the permanent supportive housing programs is much more common among individuals than families, in part because the demographics of the two systems are very different. For individuals, the largest driver of exit is death, inability to locate and/or engage the client, refusal of housing, and incarceration. For families, the largest driver is relocation outside the District.

88. **For FY19 and FY20 to date, when a unit 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 measured the turnover metrics referenced above. From the date DHS is notified that an individual or family exits a voucher, DHS submits the Notice to 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 notify DHS. Once the voucher is released from the household it is attached to, DHS can make a new referral for the voucher.

89. **How many of the PSH and TAH slots funded in the FY20 budget have been filled for individuals? For families?**

DHS considers a slot "filled' upon being "matched" with case management. Please see the table below for a breakdown.

Program	Funded Vouchers	Matched	Issued/ Utilized	Housed	% Utilized
PSH-I	585	296	56	0	10%
PSH-F	180	69	12	0	7%
TAH-I	30	15	6	0	13%
TAH-F	203	160	19	0	20%

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

	Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sept**
PSH-I	53	52	51	38	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover
PSH-F	29	36	30	30	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover
TAH-I	5	5	5	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover
TAH-F	24	12	11	10	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover	Fill Turnover

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

DHS has not experienced any delays in filling FY20 slots thus far. In preparation for FY20, DHS utilized a different approach in expanding PSH Provider capacity. In previous fiscal years, DHS issued Task Orders at the beginning of the fiscal year for all PSH Providers interested in expanding their programs. This proved to be ineffective as Providers had insufficient notice as to when additional capacity would actually be needed to accept new referrals. In FY20, DHS instituted a more targeted approach to increasing Provider capacity by issuing Task Orders by Fiscal Quarter and providing information about planned timing for referrals by Provider prior to the start of the fiscal year. To date, this approach is proving to be more effective in giving PSH Providers sufficient notice to hire and train staff prior to the time referrals are made.

90. **Last year Council allocated funding for the Department to create a street outreach team to replace the street outreach team that had been operating by the Department of Behavioral Health. Including any information that was not provided in Question 39, please explain how the funds have been used to create a street outreach team and provide the following:**

   a. **Identify the parties engaged to carry out this program;**

   - Miriam's Kitchen
   - Pathways to Housing
   - Community Connections

   b. **The areas which they will cover;**
   - DHS has divided the District into 3 geographic clusters defined at the census tract level. Each Grantee is assigned to cover 1 geographic cluster. Each cluster was designed to represent a roughly equivalent number of unsheltered individuals. See map and census tract information below.
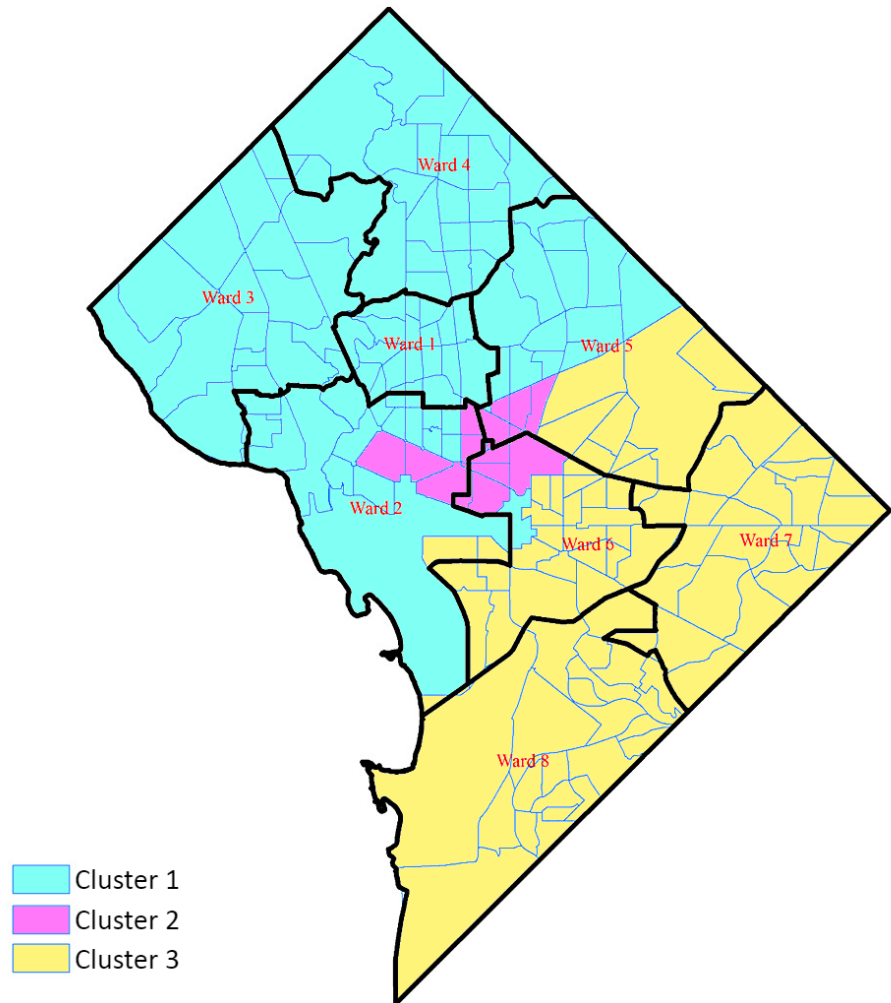
c. **The timeframe of the agreement;**

The grant period of performance is November 1, 2019 through October 30, 2020.

d. **The number of staff assigned to each street outreach team; and**

- Miriam's Kitchen proposed a team of 12.38 staff and currently have a hired staff of 5.38 individuals
- Pathways to Housing proposed a team of 10.60 staff and currently have a hired staff of 6.10 individuals
- Community Connections proposed a team of 11.25 staff and currently have a hired staff of 8.25 individuals

e. **The scope and goals of the street outreach program.**

The Street Outreach Services Network is designed to provide an entry point to the Continuum of Care for unsheltered individuals who are disconnected from services. This network aims to expand District-wide street outreach coordination and will provide real-time logistic support provided by UPO and a more substantive approach to outreach services provided by the Grantee(s). Street outreach grantees, UPO through the shelter transportation program, DHS, and other key community partners and government agencies (i.e. DBH – State Opioid Response and Community Response teams), are expected to work in close coordination and provide comprehensive street outreach services in the District; consolidate the service delivery across the District and effectively leverage resources. Housing individuals is the primary goal and as long as the individual is willing to complete a housing assessment the teams will work toward that end. They would certainly attempt to urge the individual to participate in more extensive case management to get the documents ready but they don't have to do so to get a housing assessment completed.

The program targets unsheltered individuals, with the goal to provide case management services, conduct welfare checks and share information, facilitate connections to housing systems and homeless services, public benefits, physical and behavioral health care, harm reduction interventions, and other mainstream resources to these individuals. Services are available from at least 9:00 a.m. through 11:00 p.m. on weekdays, and during holidays that fall on weekdays.

Outreach staff provide case management services to unsheltered individuals who request or express willingness to engage in case management. The case management services have a housing first focus and will represent a progressive engagement model starting with:
- ○ Light-touch services – to include wellness checks, distribute comfort items and provide coverage for weather-related emergency outreach needs [*grantees are expected to focus approximately 25% on their efforts on light-touch services*]

- Intensive outreach services –intensive, housing-focused case management services to unsheltered individuals, connect them to housing solutions and programs, and support services as needed [*grantees are expected to focus approximately 75% of their time on providing intensive outreach services*]

- Acute response – support DHS in responding to designated emergency threats (i.e. K2 hot spots, weather related emergency, citywide heightened security events etc.).

91.   Please provide any policy or guidance provided to providers for TAH eligibility determination.

Individuals System

An individual's eligibility determination is preliminarily determined by confirming their chronic homelessness, disability, and connectedness to needed community resources, and their VI- or Full-SPDAT score of 4-9 or 30-40, respectively. Once an individual is matched through I-CAHP, the individual is assigned a Shelter/Outreach case worker, who is tasked with completing and submitting a TAH referral form to the TAH program. The TAH Referral Form is then reviewed by the TAH Supervisory Social Worker and a clinical assessment is then scheduled and completed with the individual. The clinical assessment ensures the individual's self-sufficiency for the TAH Program, as the program only provides light touch case management. If the individual is deemed appropriate for the TAH Program, the individual is assigned a TAH Case/Social Worker and a DCHA housing application is completed. The TAH Case/Social Worker assists the individual through the housing navigation process (voucher briefing, unit search, inspection, lease-up, etc.). If the individual is deemed ineligible for TAH by the program, the TAH Supervisory Social Worker will submit the referral to the PSH program for assignment consideration (if resources are available). If the individual is deemed ineligible for a TAH Voucher by DCHA, the TAH program will refer the individual to the Rapid Rehousing Individuals (RRH-I) Program.

Families System

A family's eligibility determination is determined by confirming chronic homelessness, disability within the household, connectedness and compliance to needed community resources and their F-SPDAT score of 27-53. Once the family is matched through F-CAHP, the FRSP/Shelter Case Worker is responsible for completing the DCHA housing application. The completed DCHA application is submitted to DHS for submission to DCHA. A family is not enrolled with the TAH program until the housing application is approved. Once approved, the family is assigned a TAH Case/Social Worker which will assist the family through the housing navigation process. If the family is deemed ineligible for a TAH voucher by DCHA, the family will need to remain with FRSP.

92. **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? Have there been any changes to the process in either FY19 or FY20 to date?**

Individuals System

For individuals, their length of homelessness (1+ year), documented chronic disability, connection and engagement with community resources and the VI- and Full – SPDAT scores determine who should be screened for the program. Upon match, Shelter/Outreach Case Workers are required to submit a TAH referral form, the TAH program reviews the referral form and schedules and completes a clinical assessment with the individual. The clinical assessment helps the Social Worker determines if the individual is appropriate for TAH services. If the individual is deemed not to be eligible for TAH, than a referral to PSH will be made.

Due to the small amount of TAH resources allotted in FY20, TAH referrals are being filled with individuals who have demonstrated a level of self-sufficiency and no longer require intensive case management provided by PSH.

Families System

For families, their length of homelessness (1+ year), documented chronic disability within the household, connection and engagement with community resources and the F – SPDAT scores determine who should be screened for the program. Due to most families being referred from FRSP through CAHP most of this information is determined at the time of match. DCHA then makes the final determination on whether the family is eligible for a voucher and therefore enrolled in the TAH program.

There has been no change in processes from FY19 to FY20 in the TAH referral process.

93. **With respect to PSH, how does DHS determine who should be screened for the program?**

All street/shelter homeless individuals and families are eligible to complete a SPDAT assessment. Based on the responses on the SPDAT assessment, the assessment recommends a housing intervention (one time assistance, RRH, PSH). Through the CAHP systems both individuals and families are screened for the PSH program through the SPDAT assessment while also meeting the chronic homeless and documented disability criteria. Individuals and families will be selected for a resource if they score within the PSH range and meet the other stated program criteria.

Rapid Re-Housing Program (RRH)
94.   **Please identify how many individuals and families are currently participating in the Rapid Rehousing (RRH) program.**
   a.   **What is the total funding for the RRH program?**

Individuals: Over 300 individuals are currently participating in the RRH program; funding for FY20 is $5 million

Families: 2,298 families are currently participating in the FRSP program; funding for FY20 is $61.6 million

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

Individuals: The maximum subsidy term is 12 months and the average is 10 months.

Families: The maximum subsidy term is 79 months and the average is 23.9 months.

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

Individuals: Shared unit-- $700/month; One bedroom-- $1,060/month

Families: One bedroom - $1,576, Two bedroom - $1,534; Three bedroom - $2,163; Four bedroom - $2,450; Six bedroom - $6,608.

No clients were placed in five or seven bedroom units in FY19 or FY20, to date.

95.   **Please provide the following information about families participating in RRH in FY19 and FY20, to date:**
   a.   **The number and percentage that is on the DCHA waiting list for subsidized housing;**

Of the families who participated in FRSP in FY 2019, 250 (11%) were also on the DCHA waiting list for subsidized housing. In FY 2020 to date, 249 (11%) are on the waiting list.

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

Of the families who participated in FRSP in FY 2019, 1,474 (67%) were also enrolled in the TANF program . To date, in FY 2020 1,540 (70%) of the families participating in FRSP were also enrolled in the TANF program.

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

Of the total number of families who participated in the FRSP program in FY 2019, 330 families (15%) received SSI, and 66 families (2%) received SSDI.

96.   Please identify the providers DHS/TCP are or have worked with to implement the RRH program for FY18, FY19 and FY20 to date. Please identify each provider.

Individuals:

In **FY18** there were six RRH providers.
- Bradley & Associates
- Collaborative Solutions for Communities
- Echelon Community Services Inc.
- Life Deeds Inc.
- Wheeler Creek
- Friendship Place

In FY18, all providers contractually serviced up to 20 individuals with the exception of Friendship Place who serviced up to 100. In August 2018 Friendship Place was no longer a service provider and the providers began servicing 60 individuals.

In **FY19** there were five RRH providers.
- Bradley & Associates
- Collaborative Solutions for Communities
- Echelon Community Services Inc.
- Life Deeds Inc.
- Wheeler Creek

In **FY20** there are three RRH single providers
Bradley & Associates
Echelon Community Services Inc.
Wheeler Creek

In FY20, all providers contractually serviced up to 100 individuals, with the exception of CSC which was no longer a provider as of October 2019.

Families:
- Everyone Home DC (formerly Capitol Hill Group Ministry)
- Catholic Charities
- Collaborative Solutions for Communities
- Community of Hope
- Obverse - *ended in February of FY18*
- East of the River Family Strengthening Collaborative
- Echelon Community Services
- Edgewood Brookland Family Strengthening Collaborative
- Far Southeast Family Strengthening Collaborative
- Georgia Ave Family Strengthening Collaborative
- Hope and a Home* (fund subsidy only)
- Housing Up
- North Capitol Collaborative Inc.
- So Others Might Eat

    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.**

Individuals:

Provider	Amount of Contract	Number currently contracted	Number currently serving	CM ratio
Bradley & Associates	$950,000	100	100	1:12-20
Echelon	$950,000	100	86	1:12-20
Wheeler Creek	$950,000	100	100	1:12-20

Families:

Provider	Amount of contract	Number contracted	Number currently serving	CM Ratio
Catholic Charities	$975,600.00	100	104	1:17
Collaborative Solutions for Families	$878,040.00	90	91	1:15
Community of Hope	$2,058,516.00	211	211	1:17
East River Collaborative	$595,416.12	112	112	1:13
Echelon Community Services	$1,219,500.00	125	127	1:20
Edgewood Brookland Collaborative	$487,800.00	50	50	1:12
Everyone Home (Formerly Capital Hill Group Ministries)	$536,580.00	55	55	1:16
Far Southeast Collaborative	$258,665.40	35	34	1:17
Georgia Avenue Collaborative	$1,020,100.25	136	136	1:17
Housing Up	$2,928,276.00	300	300	1:18
North Capitol Collaborative	$2,026,816.90	315	315	1:25
SOME	$642,185.32	21	20	1:21

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

Individuals: Case Managers attend training for administering the SPDAT and data entry in HMIS. In addition, DHS conducts a full Case Management Training that covers techniques for outreach and engagement, housing identification, community service connections, data entry, and case management service delivery, which includes the development of service plans and documentation. Also, the case managers are required to attend the following trainings held by TCP:

- Rapid Re-housing Case Management Training
- Homeless Services Reform Act (HSRA) 2007 Overview
- Quickbase Housing the Homeless Database (or other designated system)
- Homeless Management Information System (HMIS) Training
- Coordinated Assessment and Housing Placement (CAHP) System Training
- Reasonable Accommodations and ADA Training
- Cultural Competency and Sensitivity Training
- Understanding Special Needs Training
- Non-Coercive Approaches to Conflict Management Training
- CPR / First Aid
- Unusual Incident Reporting
- Health Insurance Portability and Accountability Act (HIPPA)
- Crisis Intervention

Families: Monthly meetings are held with all providers to raise issues/concerns that they may have in order for TCP to offer technical assistance. Based on oversight activities, TCP Family Housing Coordinators have required additional training or met with frontline staff to ensure they are aware of all programmatic requirements. CoC providers are required to attend trainings conducted by TCP. Additionally, DHS provides guidance to TCP relative to any new trainings or enhancements to trainings for all providers. Currently, FRSP providers are required to take the following trainings:

- Financial literacy
- Adopting a Housing First Approach
- Motivational Interviewing
- Fair Housing
- Conflict Resolution & Non-Coercive Approaches to Conflict Management
- Housing Based Case Management
- Critical Time Intervention
- Assertive Engagement
- Housing Quality Standards
- HSRA, Customer Service & Language Access
- Landlord and Tenant Rights/Responsibilities
- American with Disabilities Act and Reasonable Accommodations
- Boundaries and Confidentiality
- Cultural Competency
- Crisis Intervention & Non-Violent Crisis Intervention
- Mental Health First Aid

- Suicide Risk Assessment and Prevention
- Understanding Special Needs
- Unusual Incident Report Training
- Homeless Services Reform Act

c. **To what extent do client outcomes differ based on provider?**

Individuals: DHS evaluates providers by the number of participants housed and landlord relationships; time period from matched to intake; and connections to employment. The providers have built relationships with landlords, which has led to an increase in securing housing for participants. On average, providers are able to complete intakes with participants within five to seven days from initial outreach. Some providers have internal workforce and vocational components within their agency, which contributes to the providers' ability to not only connect participants to employment and vocational services, but to ensure appropriate follow-up and participant involvement. The remaining providers outsource these services due to challenges guaranteeing that participants remain involved in workforce and vocational services.

Families: *Please see Attachment 96(c).*

d. **What is the average wait time for each provider in each fiscal year requested?**

Individuals: RRH-I does not have a waitlist at this time. The Department has the capacity to service 300 individuals at any given time.

Families: The Department does not track wait times as requested. Families receive case management assignments through a collaborative effort between DHS and TCP. In FY19, the average time between placement and connection to case management was 58 days. In FY20, the average time between placement and connection to case management YTD is 106 days.The goal is to decrease wait time to 5 business days or fewer. While DHS is working towards ramping up case management capacity, families that exhibit high needs will be connected to CFSA's Family First Program to ensure that their immediate needs are addressed and they are connected to services.

97.   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?

Individuals: Individuals who are matched to RRH-I begin receiving case management within five to seven days post-match. This timeframe is the time in which the case manager is locating the individual, who may be sheltered or unsheltered. Once the customer has been located, the case manager begins the intake process. The intake process consists of a detailed questionnaire capturing basic demographic information, as well as past homelessness, employment, and housing history.

Families: Please see response to Q96(d).

98.   **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.**

Individuals: RRH-I does not use housing navigators since the providers assume this responsibility.

Families: Housing navigation for families who will lease up with an FRSP subsidy typically occurs at the site where they are receiving services. For example, if a family is staying in emergency shelter, or receiving services through HPP, their housing navigation assistance would be provided through those programs. Each program has a different staffing complement. In all programs, case managers and clients work together on the housing search process and in some programs they additionally have support from a housing navigator hired by the provider agency. DHS also has a team of six housing navigators, three of whom work primarily with families exiting emergency shelter with an FRSP subsidy. They match units to families based on units available in their inventory, the needs of a family, and their length of stay in the emergency shelter system. The Department does not further track data in the manner presented in the question.

99.   **For individuals and for families who participated in RRH in FY19 and FY20 to date:**
        a. **What was the average monthly income of RRH participants at the time of program entry?**

Individuals: This data point is not collected at time of entry, though it is under consideration for future collection. And while providers update income as needed, the system does not allow income history to be stored.

Families: The average monthly income in FY19 at entry was $929.75. The average monthly income in FY20 YTD at entry is $957.97.

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

Individuals: This data point is not collected, though it is under consideration for future collection. And while providers update income as needed, the system does not allow income history to be stored.

Families: The average monthly income in FY19 at exit was $1,006.37. The average monthly income in FY20 YTD at exit is $1,023.60.

      c. **How many families who participated in RRH in FY19 and FY20 to date increased their income? What percentage of participants did this represent?**

In FY19, 185 families increased their income, representing 7% of families. In FY20, 304 families increased their income, representing 15% of families

      d. **How many families who participated in RRH in FY20 and FY20 to date did not experience an increase in their income? What percentage of participants did this represent?**

In FY19, 2668 families did not increase their income, representing 93% of families. In FY20, 1,980 families did not increase their income, representing 85%.

100. **How many families in FY19 and FY20, to date, reported issues with housing conditions?**
      a. **What percentage or households in the RRH program does this represent?**

In FY19, 102 families (3%) reported issues with housing conditions. In FY20 YTD, 24 families (1%) reported issues with housing conditions.

If a landlord fails to mitigate the repairs timely, DHS has the ability to stop the monthly rental payment via the Housing Assistance Payment contract (HAP). Additionally, the case manager works with the family to relocate to a different unit within the District.

101. **For families in RRH in FY19 and FY 20 to date:**
      a. **How many families have requested transfers for housing conditions in their units?**

In FY 19, 102 families requested relocations for unit conditions due to maintenance or housing code violations. In FY20 YTD, 24 families have requested transfers.

      b. **How many families have been granted transfers due to housing?**

In FY19, 69 families were granted transfers. In FY20 YTD, 13 families have been granted transfers.

      c. **What is the average length of time between when a family requests a transfer due to housing conditions to when they are awarded transfers due to housing conditions issues?**

While this information is not tracked, it is worth noting that case managers work with the family to assist in finding another unit as quickly as possible. Additionally, in certain cases, an emergency short-term placement is offered to the family.

d. **How many families were successfully moved due to a requested transfer due to housing conditions in their RRH property?**

Please see response to Q101(b) above.

e. **How many families requested a reasonable accommodation in their unit?**

In FY19, 14 reasonable accommodation requests were requested. In FY20 YTD, 5 reasonable accommodations requests have been requested.

f. **How many families were granted a reasonable accommodation in their unit?**

All reasonable accommodation requests in FY19 and FY20 YTD, were substantiated and granted.

g. **How many families who requested a reasonable accommodation in their unit received one?**

Please see responses to Q101 (e) and (f) above.

102. **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 FY19 and FY20, to date. Please provide the reasons for these late payments.**

Individuals: N/A

Families:

Reason	FY19 Delayed Payments	FY20 YTD Delayed Payments
Staff Error (DCHA/Provider)	31	1
Client Exited and Reinstated	193	46
Documents Delayed (from landlord)	352	35
Total	576	82

103. What number and percent of families who were exited from RRH in <u>FY17 and FY18</u>, due to a time limit, returned to shelter within one year? With two years?

Between October 1, 2016 and September 30, 2018, 208 families exited RRH due to a time limit. 11 (5%) families were placed into shelter within 1 year of their exiting RRH, and 15 (7%) families were placed into shelter within 2 years of exiting RRH.

104. Has DHS collected any data on evictions? If so, based on the available date, how many families were evicted or sued for eviction within, 6, 12, 18, and 24 months after exiting the program? How many families was DHS unable to confirm whether they were evicted or sued for eviction over these time periods?

DHS examined 882 consenting families who exited FRSP between October 1, 2017 and February 28, 2019. Of the 882 families examined, 404 or 46% had at least one case in the Landlord-Tenant Branch of the DC Superior Court after exiting FRSP. However, only 64 or 7% (64) of the families were associated with a case that actually resulted in eviction, usually within six months of the program ending.

Please note the data is not collected based on the timeframe breakdown outlined in the question.

105. Please provide the following outcome measurements for families participating in RRH in FY19 and FY20, to date:
    a. **The average number of months of assistance;**

	FY19	FY20
Exited Clients		
Average months of assistance	18	20
Current Clients (as of 12/18/19)		
Average months of assistance	N/A	13

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

Familie**s** are eligible for FRSP upon placement in shelter. Accordingly, please reference shelter lengths of stay details for relevant information.

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

The average increase in or maintenance of income over the course of the4 program was $102.17 in Fy19 and $86.92 in FY20.

106. **Please provide the number of individuals/families that exited from RRH in FY19 and FY20, 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.**
  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, disaggregated by reason for program exit. Please provide a description of how this figure was calculated.** *Note: DHS cannot yet respond to subsequent returns at the 24-months mark.*

Individuals- FY19: 435 individuals exited from RRH-I in FY19.

(a)	(b)	(c)	(d)	(e)
4	44	31	43	0
(1%)	(10%)	(7%)	(10%)	(0%)

(**f**) 313 individuals (72%) exited due to some other cause. DHS is unable to capture and track all causes, but likely includes clients who have declined the offer of the Rapid

Rehousing Resource; relocation; inability to engage; incarceration; abandonment of unit; abandonment of program; deemed ineligible; decease; and staying with family/friends.

(g) 322 individuals (74%) avoided subsequent returns to homelessness at a low-barrier shelter. Of the remaining 113 individuals (26%), all returned to homelessness at a DC low-barrier shelter within 12 months of exiting the RRH program. This statistic was calculated by comparing the exit dates from the RRH program to any subsequent shelter stays in the low-barrier system.

Individuals- FY20 YTD: 84 individuals exited RRH-I in FY20 YTD.

(a)	**(b)**	**(c)**	**(d)**	**(e)**
0 (0%)	5 (6%)	4 (4%)	13 (15%)	0 (0%)

(f) 62 individuals (7%) exited due to some other cause. DHS is unable to capture all causes, but includes refusal of services; relocation; inability to engage; incarceration; abandonment of unit; abandonment of program; deemed ineligible; decease; and staying with family/friends.

(g) 70 individuals (83%) avoided subsequent returns to homelessness at a low-barrier shelter. Of the remaining 14 individuals (17%), all returned to homelessness at a DC low-barrier shelter within 12 months of exiting the RRH program. This statistic was calculated by comparing the exit dates from the RRH program to any subsequent shelter stays in the low-barrier system.

Families in general: Exits are not tracked utilizing the outlined data points in the question. The system of record for the FRSP program, HMIS, separates reasons for exit from exit destinations.

Families- FY19:

In FY 2019, there were 969 exits from the FRSP program. Of those exits, 827 (85%) households have not returned within 12 months of exit; 822 (84%) households have not returned to the VWFRC within 18 months since their exit. For those 822 households who have not returned to VWFRC:
   ● 501 (61%) had an exit reason listed as "Completed Program"
   ● 148 (18%) had an exit reason listed as "Reached Maximum Time Allowed"
   ● 25 (3%) had an exit reason listed as "Non-Compliance with Program"

● 148 (18%) has an exit reason listed as "Other"

Families- FY20 YTD:

In FY 2020, there have been 160 exits from the FRSP program. Of those exits, 160 households (97%) have avoided returning to the VWFRC since their exit. For those 160 households who have not returned to VWFRC:
● 83 (52%) had an exit reason listed as "Completed Program"
● 35 (22%) had an exit reason listed as "Reached Maximum Time Allowed"
● 7 (4%) had an exit reason listed as "Non-Compliance with Program"
● 35 (22%) had an exit reason listed as "Other"

There were 1,129 exits from the FRSP program in FY 2019 and FY 2020, to date. Of those exit destinations:
● 835 (74%) exited to a unit owned or rented by the client, of those exits:
     62% were receiving no ongoing housing subsidy
     38% were receiving some sort of ongoing subsidy.
● 90 (8%) exited to permanent housing outside of the FRSP program;
● 51 (5%) exited by staying with family or friends;
● 153 (14%) exited to various "other" destinations (e.g. client refused, deceased, jail, hospital, emergency shelter, etc).

107. **How many individuals/families were offered RRH but declined in FY19 and FY20, to date.**

Individuals: In FY19, 42 individuals were offered but declined to participate in the program. In FY20, to date, 2 individuals have declined RRH services.

Families: This information is not tracked for families with FRSP because the District implements progressive engagement, in which a majority of families exit shelter through FRSP and will be further assessed to get connected to a long-term housing subsidy like Targeted Affordable Housing (TAH) or Permanent Supportive Housing (PSH).

<u>Domestic Violence</u>
108. **How many families and individuals served through the continuum of care identified domestic violence as a housing barrier and/or contributing factor to homelessness during in FY19 at FY20 to date? What housing and/or shelter placements were made for these identified families and individuals?**

In FY19, 1,096 families identified as, or disclosed being, survivors of domestic violence. In FY20 (through December 13, 2019), 235 families identified as, or disclosed being, survivors of domestic violence having experienced domestic violence.

DHS does not currently have a process for tracking individuals who identify domestic violence as a sole barrier to placement in housing. 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 2018 Point in Time Count, 226 adults in families and 272 individuals are homeless because of fleeing domestic violence.

109. How many families assessed at VWFRC in FY19 and FY20 to date were identified as, or disclosed being, survivors of domestic violence/having experienced domestic violence? How many referrals were made to domestic violence services?

In FY19, 1,096 families identified as, or disclosed being, survivors of domestic violence. Of those, following assessment, 192 were referred for domestic violence services at VWFRC. In FY20 (through December 13, 2019), 235 families identified as, or disclosed being, survivors of domestic violence having experienced domestic violence. Of those, 57 referrals were made to domestic violence services at VWFRC.

110. 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?

DHS employs multiple tools to ensure service delivery is responsive to DV survivors' needs:

- **DHS-wide DV Policy:** In February 2019, DHS executed its agency-wide DV policy that clarifies the responsibility of all DHS employees and contracted personnel to provide trauma-informed assistance to DV survivors seeking DHS services, in a manner that protects survivors' safety and confidentiality. At minimum, when an individual discloses orally or in writing that he/she is fleeing domestic violence, DHS staff shall share the DC Victim Hotline number/ live web chat information.

- **VWFRC DV Policy:** As an addendum to the DHS's agency-wide DV policy, the Department will execute policy in early 2020 to clarify *how* VWFRC staff partners with DASH to screen for DV and connect family DV survivors to homeless prevention and homeless crisis response services.

- **DASH training of DHS VWFRC staff**: Funded through DHS's grant to The District Alliance for Safe Housing (DASH), DASH provided 11 trainings in FY19/20 YTD to VWFRC staff. Training topics included: Healthy Relationships DASH; DV 101 REFRESHER; Working with Elder Survivors; Mental Health & DV; Trauma and the impact on Homelessness; Immigrant Families; DV & Immigrant Families; DV & Children Fleeing Survivor; and Trauma and Teens.

- **DC SAFE training of DHS Service Center staff:** DC SAFE delivered 10 trainings in FY19/20 YTD. Training is an overview of domestic violence, how to engage with clients that may be fleeing or are survivors, and to connect clients to DC SAFE services.

Emergency Rental Assistance Program (ERAP)

111. **Please identify all entities with which DHS maintained contracts to provide ERAP in FY19, and all entities with which DHS is contracting for FY20. For each ERAP provider, please report:**
    a. **The amount of funds allocated to the provider in FY19, FY20.**

Provider	FY19	FY20
Catholic Charities	$1,616,351.00	$1,518,935.00
Housing Counseling Services	$1,836,765.00	$1,836,764.00
Greater Washington Urban League	$514,293.00	$750,000.00
Salvation Army	$1,248,998.00	$950,000.00
The Community Partnership	$1,651,720.00	$1,651,720.00
United Planning Organization (UPO)	$514,293.00	$675,000.00

b. **The number of staff each provider allocates to administering ERAP? How many are full-time? Part-time?**

Provider	#of staff FY19	#of FT staff FY19	#of PT staff FY19	#of staff FY20	#of FT staff FY20	#of PT staff FY20
Catholic Charities	5	3	2	5	3	2
Housing Counseling Services	4.25	4.25	0	4.5	4.5	0
Greater Washington Urban League	4	2.1	1.9	4	2.2	2.8
Salvation Army	6	6	0	6	6	0
The Community Partnership	4	4	0	4	4	0
United Planning Organization (UPO)	4	3	1	4	4	0

c. **The amount of funding allocated for administrative costs associated with ERAP in FY19, FY20 to date.**

Provider	FY19	FY20 YTD
Catholic Charities	$161,635.10	$151,893.50
Housing Counseling Services	$183,676.50	$183,676.40
Greater Washington Urban League	$51,400.00	$75,000.00
Salvation Army	$124,899.80	$95,000.00
The Community Partnership	$165,1720.00	$165,172.00
United Planning Organization (UPO)	$51,429.30	$67,500

d. **The number of individuals seeking emergency rental assistance by phone in FY19, FY20 to date.**

Provider	FY19	FY20 YTD
Catholic Charities	16,512	3,440
Housing Counseling Services*	1,816	363
Greater Washington Urban League	990	180
Salvation Army	20,579	3,749
The Community Partnership**	900	52
United Planning Organization (UPO)	1,800	450

HCS receives more than 200 calls during the first few hours of the scheduling day.
**Reflects the number of clients who were scheduled through the call-in process.*

e. **The number of individuals seeking emergency rental assistance during "walk-in" hours in FY19, FY20 to date.**

Provider	FY19	FY20 YTD
Catholic Charities	1,440	300
Housing Counseling Services*	0	0
Greater Washington Urban League	141	1
Salvation Army	117	6
The Community Partnership	416	110
United Planning Organization (UPO)	65	0

HCS does not accept walk-ins for applications but they do schedule emergency appointments by phone. Anyone who has a Writ or other verified emergency can call HCS and schedule an appointment to resolve an imminent emergency.

f. **The number of individuals seeking emergency assistance in FY19, FY20 to date who were provided with a reasonable accommodation to seek assistance via means other than calling to schedule an appointment or going to a provider during live-writ "walk-in" hours, including:**

Provider	FY19	FY20 YTD
Catholic Charities	40	10
Housing Counseling Services	0	0
Greater Washington Urban League	240	0
Salvation Army	0	0
The Community Partnership	215	1
United Planning Organization (UPO)	45	0

i. **The types of reasonable accommodations provided.**

ERAP implemented an online scheduling process that started in March 2019. The Department was able to schedule 857 customers. Of that number, only 370 attended the scheduled appointment.

ERAP providers deliver the following reasonable accommodations: sign interpreters, assistance for those who are illiterate, support for blind applicants, private appointments for those who feel uncomfortable in-group intake sessions, occasional home visits for homebound individuals and authorized representation to assist in completing the applications.

ii. **If this data is not collected, please explain why not.**

N/A

g. **The number of individuals seeking emergency rental assistance who were denied due to lack of availability of ERAP funds in FY19, FY20 to date. If DHS does not collect this data, please explain why not.**

FY19	FY20 YTD
75	0

h. **The number of individuals who submitted ERAP applications in FY19, FY20 to date.**

FY19	FY20 YTD
3,968	585

i. **How many of these applicants had an active writ of restitution?**

FY19	FY20 YTD
757	134

ii. **How many of these applicants did not have an active writ of restitution?**

FY19	FY20
3,211	451

i. **Regarding applicants in FY19, FY20 to date :**
   i. **Average household size**

FY19	FY20 YTD
1.84	1.74

ii. **Average income**

FY19	FY20 YTD
$1,033/month	$1,342/month

iii. **Average rent**

FY19	FY20 YTD
Rental amounts are not tracked.	Rental amounts are not tracked.

iv. Average amounts requested

FY19	FY20 YTD
$3,161	$7,342

j. **The number of applicants in FY19, FY20 to date who previously received ERAP. For each of these applicants, please provide:**
   i. The year(s) that they received ERAP

In FY19, a total of 1,742, and in FY20, at total of 383 applicants previously received ERAP services.

Year Received Previously before FY19	Families who received services in FY19	Families who received services in FY20
2007	124	17
2008	159	31
2009	136	30
2010	136	26
2011	140	21
2012	192	40
2013	199	32
2014	225	58
2015	277	60
2016	315	72
2017	358	72
2018	249	80
2019		17

> ii. **Whether the applicant's previous ERAP award was for the same address**

In FY19, 224 applicants' previous ERAP award was for the same address. In FY20 YTD, there have not been any applicants' whose previous ERAP award was for the same address.

> iii. **The amount of their prior award**

The amount of previous awards in FY19 averages to be $2,549; in FY20 the average of the previous awards is $2,614.

> k. **Regarding ERAP awards in FY19, FY20 to date:**
> i. **The average award amount**

FY19	FY20 YTD
$2,936	$3,303

> ii. **The median award amount**

FY19	FY20 YTD
$2,848	$3,318

> iii. **The most common award amount, and the number of applicants who received it**

FY19	FY20 YTD
$4,250 for 225 people	$4,250 for 13 people

> iv. **The number of awards granted for security deposits and the total amount of funds awarded for security deposits**

FY19	FY20 YTD
292 awards totaling $231,496.39	9 awards totaling $6,485.00

> v. **The number of awards granted for rent and the total amount of funds awarded for rent, broken down by awards in cases with active writs of restitution and those awards where there is no active writ of restitution.**

FY19	FY20 YTD

	FY19	FY20 YTD
Back rent and # of awards	1,594 awards totaling $5,161,933	149 awards totaling $515,980
# with Writ	396	79
# without Writ	1,198	70

vi. The number and percentage of applications for whom the award covered their entire rental arrearage.

FY19	FY20
1,103 : 69%	126 : 78%

l. **The number of applicants who were denied emergency rental assistance in FY19, FY20 to date, and the reason for each denial.**

FY19	FY20 YTD
1,110	63

Reasons for Denial	FY19	FY20
Over Income	449	49
Received ERAP within past 12 months	18	4
ERAP will not alleviate the housing crisis	46	
Documents not returned	185	
Landlord refusal of payment or failure to submit required tax docs	7	
Client requested case to be closed	54	
Not a DC resident	4	
Not 30 days past due	12	2
No verifiable crisis/emergency or has resources to mitigate the emergency	88	3
Applicant declined to complete the application	2	
Agency out of Funds	75	
Client is in another DHS funded program that pays their rent	8	
Client voluntarily quit job within past 3 months	6	
Unreported income to DCHA	6	
Other	150	5

m. **The number of applicants who appealed denial of emergency rental assistance in FY19, FY20 to date.**

FY19	FY20 YTD
22	6

    i. **How many appeals resulted in a finding that the applicant was eligible for ERAP?**

FY19	FY20 YTD
0	0

    ii. **How many appeals resulted in a finding that the applicant was not eligible for ERAP?**

FY19	FY20 YTD
22	0

    iii. **The average length of time between the applicant filing an appeal and the issuance of a decision**

FY19	FY20 YTD
36 days	0

n. **For each provider that exhausted its ERAP funding in FY19, the date on which the provider exhausted its funds.**

Housing Counseling Services	9/13/19
Greater Washington Urban League	9/30/19
Salvation Army	9/30/19
The Community Partnership	9/11/19

o. **For each provider that did not exhaust its ERAP funding FY18, the amount of unspent funds as of the end of FY19.**

Catholic Charities	$0.56
UPO	$226.57

112.   How do ERAP providers prioritize applicants when ERAP funds are low? Please explain.

When funding is low, ERAP providers prioritize those customers who have Writs and are on the verge of being evicted. They may also see customers who have been in court.

113.   As of the end of FY19, were there any unused or unallocated ERAP funds?

Yes, there was a total of $227.13 of unused funds in FY19.

114.   Please explain DHS's oversight of ERAP providers, including:
a.   Any guidance that DHS provides to ERAP providers regarding ERAP eligibility or the manner in which providers select applicants for ERAP awards. Please provide copies of any written guidance to the Committee.

Providers are required to follow the ERAP regulations under section 7503 of the DCMR. *Please see attachment 114 for regulations.*

b.   Any efforts in FY19, FY20 to date, to ensure standardization of application and other procedures across ERAP providers

The application is currently standardized and used by all ERAP providers. To ensure providers are servicing clients during their emergency, all providers take calls on various days throughout the month. DHS also created an online system for intake and is currently working to enhance that process.

c.   Any data that providers collect regarding outcomes for ERAP applicants, including data regarding the housing stability of ERAP award recipients. If such data is available, please provide it to the Committee.

DHS and providers make every effort to ensure award recipients remain stably housed once they have received rental assistance. DHS, with the assistance of the ERAP provider, are creating a tracker to collect data regarding outcomes of families who have received ERAP assistance. Our goal is to have this completed in February 2020.

115.   Does the Department anticipate issuing regulations regarding ERAP in FY20? If so, please explain the anticipated regulations and provide a timeframe of their issuance.

DHS has submitted suggested changes to the ERAP regulations. The regulations were published for public comment and the agency has aggregated that information. The responses have been submitted to the Office of the General Counsel for review with an expected completion date of February 2020.

116. Does the Department anticipate issuing any policies or guidance regarding ERAP in FY20? If so, please explain these anticipated policies/guidance and a timeframe for their issuance.

DHS recently created a new policies and guideline procedures manual. It is currently under review and will be released subsequent to the release of the updated regulations. Our anticipated release date is by the end of the second quarter of FY20.

Homeless Prevention Program (HPP)

117. Please identify all entities with which the Department maintained contracts for the provision of HPP services in FY19, and all entities with which DHS is contracting for FY20. For each provider organization with which the Department contracts, please report:
 a. **The amount of funds allocated to that provider in FY19 and FY20, to date.**

Provider	FY19 Total Award	FY20 YTD Total Award*
Everyone Home DC	$789, 000.00	$974,500
Community of Hope	$789, 000.00	$974,500
MBI	$650, 000.00	$974,500
Wheeler Creek CDC	$789, 000.00	$974,500

*The total award has been allocated for FY20

 b. **The number of staff each provider allocates to HPP. How many are full-time? Part-time?**

Provider	Number of Staff/Full-time or part-time
Everyone Home DC	6/FT
Community of Hope	6/FT
MBI	6/FT
Wheeler Creek CDC	5/FT 1/PT 1 Vacancy

c. **The total number of families served in FY19, FY20 to date.**

In FY19, 2,388 families were served in HPP. In FY20 YTD, 469 families have been served.

d. **The services offered to families participating in HPP, the number of families receiving each service, and the amount of funding allocated to each service in FY19, FY20 to date.**

All HPP providers offer services to meet individual family's needs. The amount of assistance a family may receive is based on the Westat and VI-SPDAT assessments as required by all families in order to best address the family's immediate barriers to housing stability. Because needs vary, level of case management and financial assistance are dependent upon the outcome of the assessment.

In general, HPP provides the following services to families experiencing homelessness:
- Case Management
- Rental Assistance
- Utility Assistance
- Travel Assistance
- Transportation Assistance
- Food Assistance
- Credit repair and budgeting workshops or referral
- Housing Search Assistance
- Connection to services in the District of Columbia

e. **The amount of funding allocated for administrative costs associated with HPP in FY19, FY20 to date.**

The amount of funding allocated for administrative costs associated with HPP was $2,390,586 in FY19 and $2,634,463 in FY20.

f. **The average cost per family of HPP in FY19, FY20 to date.**

In FY19, the average cost per family was $945; FY20 YTD is $600 per family.

118. **Regarding eligibility for HPP and referrals to HPP, please explain:**
    a. **The eligibility criteria for HPP**

To be eligible for HPP, families must complete an intake assessment at VWFRC and be deemed eligible for homeless services in accordance with the HSRA of 2015, General Eligibility Criteria for Continuum of Care Services, effective February 28, 2019.

b. **The criteria used to determine when families are referred to HPP**

Families deemed eligible for homeless services must have at least one night of safe housing to be referred to an HPP.

c. How the Department makes families aware of HPP

During the intake at VWFRC, families are given an overview of homeless services. If the agency is informed the family has safe housing for 30 days or less, they may be referred to an HPP site to obtain assistance with developing a Housing Stabilization Plan (HSP) and receive case management services, including referrals to other community organizations that may be able to assist with barrier remediation activities. If a family is referred to HPP, they receive a copy of the referral.

119. Regarding case management provided to families receiving HPP services
a. The number of case managers at each HPP provider

There are four to six case managers per site.

b. The maximum permitted caseloads for HPP case managers.

The maximum permitted caseload is 35. There are times, however, when caseloads may exceed this target as the demand for referrals increases. DHS continues to conduct case reviews with HPP providers to ensure that household needs are addressed and cases are closed timely. In instances where a provider is at capacity or there is staff turnover, DHS pauses referrals to a given HPP provider until the issue is resolved.

c. How often case managers are required to make contact with families.

Case management contact frequencies differ depending on the family's service needs. Worth noting is that not all families require ongoing case management. Families who are at risk of losing housing, however, may need contact 2-3 times a week to resolve the crisis and ensure housing stability. Whereas, other families may require contact with their case managers once a month to update on their progress on their housing stability plan.

d. Please provide any other standards or guidance regarding case management for families participating in HPP.

The Department utilizes the HPP Provider Manual. It provides guidance on client rights and responsibilities; assessments; case management and financial assistance expectations, and other details of the program.

120. Regarding outcomes for families participating in HPP:
a. How does the Department define successful "prevention" of homelessness for families participating in the program?

Successful prevention of homelessness for families participating in the program is when a family's housing is stabilized and the need for shelter placement is alleviated either by

removing barriers so that a family can retain access to safe housing or otherwise secure affordable housing.

    b. **Please provide any FY19, FY20 to date data that the Department or providers are collecting regarding outcomes for families participating in HPP?**

In FY19, HPP received 3,185 referrals. Of those, 252 were placed in shelter, 886 lease up, 678 were permanently diverted with family/friends, 642 were closed for no contact and 727 cases were reopened. In FY20 YTD, HPP received 618 referrals. Of those, 50 were placed in shelter, 184 lease up, 133 were permanently diverted with family/friends, 86 were closed for no contact and 165 cases were reopened.

Temporary Assistance of Needy Families (TANF)

121. **How many families currently participating in the incentive/bonus program established following the changes to the TANF Child Benefit Protection Act in FY19 and FY20 to date?**

EOTP= Education, Occupational and Training Provider
JPSP= Job Placement Service Provider

Payee	Spending Type	FY19		FY20 YTD*	
		Total Amount	**# of Customers ****	**Total Amount**	**# of Customers ****
Customers	EOTP Incentives	$306,450	229	$68,650	145
	JPSP Incentives for Active Cases	$836,400	765	$233,050	560
	JPSP Case Closure Incentives	$76,000	60	$35,500	49
	JPSP Job Promotion Incentives	$34,400	39	$8,000	11
	Total Incentives Paid to Customers	*$1,253,250*	*N/A*	*$345,200*	*N/A*
Providers*	EOTP Provider Bonus	$577,250	483	$73,850	238

**	JPSP Provider Bonus	$1,165,600	791	$144,000	329
	Total Bonus Paid to Providers	*$2,996,100*	*1,274*	*$563,050*	*567*
Grand Total	*Incentives + Bonus*	*$4,249,350*		*$908,250*	

* FY20 YTD represents invoice amount approved for October and November 2019 as of the report date.

** This represents the number of unique customers in each category. It should be noted that the same customer may have received incentives for multiple months in multiple categories. In such a case, the customer is counted only once in the respective category but may have been counted in another relevant category.

*** Provider bonus payment formula is different from customer incentive payment formula and thus the number of customers counted are not the same between two types.

122. **For each TEP provider please provide, by service category: caseload size; contract amount; and the actual number of customers being served.**

FY19

TEP Provider	Service Category	Contracted Point-in-time Caseload Size*	Contract Amount	Customers Served - FY19 Total**	Monthly Average Caseload ***
America Works of Washington, DC	JPSP	150	$1,839,296.00	573	277
Career T.E.A.M. LLC	JPSP	150	$1,839,296.00	541	242
Constituent Services Worldwide****	EOTP	150	$887,509.41	224	64
DB Grant Associates, Inc.	EOTP	300	$3,740,252.00	964	445

DB Grant Associates, Inc.	JPSP	300	$3,040,773.00	778	432
Excalibur Legal Staffing, LLC	JPSP	150	$1,839,296.00	480	195
Fedcap Rehabilitation Services, Inc.*****	EOTP	300	$2,130,023.00	762	301
Fedcap Rehabilitation Services, Inc.	JPSP	150	$1,839,296.00	581	229
JHP, Inc.	JPSP	150	$1,839,296.00	373	151
KRA CORPORATION****	EOTP	300	$1,558,438.44	533	143
KRA CORPORATION	JPSP	150	$1,839,296.00	415	226
Maximus Human Services, Inc.	JPSP	150	$1,839,296.00	608	306
Washington Literacy Council	EOTP	150	$2,130,023.00	399	179
TOTAL:		2550	$26,362,090.85	6400	3632

*This is the number of expected point-in-time caseload size **on a given day specified in the contract**. The actual caseload changes daily and a provider is expected to serve additional customers up to 10% above the contracted caseload size.

** This is the count of **all unique customers who were ever served** by each provider during FY19 regardless of the length they were served. This may include customers served for 12 months, one month, or even one day in FY19.

*** This is the average number of customers who were served by each provider **per month** in FY19.

**** Contract awarded May 1, 2019

***** PIT size increase from 150 to 300 effective May 1, 2019

FY20 *As of November 2019- note that data is pulled on a monthly basis. The most accurate and real time data, pulled in December to align with Council deadlines, is accurate through November 30, 2019.

TEP Provider	Service Category	Contracted Point-in-time Caseload Size*	Contract Amount	Monthly Average Caseload*
America Works of Washington, DC	JPSP	150	$1,837,866.00	334
Career T.E.A.M. LLC	JPSP	150	$1,837,866.00	382
Constituent Services Worldwide	EOTP	150	$2,466,013.00	228
DB Grant Associates, Inc.	EOTP	300	$ 4,399,237.00	452
DB Grant Associates, Inc.	JPSP	300	$ 3,021,968.00	510
Excalibur Legal Staffing, LLC	JPSP	150	$1,837,866.00	324
Fedcap Rehabilitation Services, Inc.	EOTP	300	$4,399,237.00	563
Fedcap Rehabilitation Services, Inc.	JPSP	150	$1,837,866.00	322
JHP, Inc.	JPSP	150	$1,837,866.00	252
KRA CORPORATION	EOTP	300	$4,399,237.00	457
KRA CORPORATION	JPSP	150	$1,837,866.00	262
Maximus Human Services, Inc	JPSP	150	$1,837,866.00	365
Washington Literacy Council	EOTP	150	$2,466,013.00	269

TOTAL		2550	$34,016,767.00	4703

123. **Please respond to the following questions regarding the Home Visitor Program for FY19, FY20, to date.**
    a. **Please provide the list of grantees for the program and funding allocated for each.**
    b. **How many customers have been referred to each grantee?**
    c. **How many 60 months+ customers have been referred to each grantee?**
    d. **What have been the outcomes for this effort to engage customers? Please indicate outcomes specifically for 60 months+ customers.**

In FY19, in an effort to better streamline TANF/FSA services, the home visitor program is no longer separate, but rather, it is a part of the new TEP services model. Currently, TEP providers use various outreach and engagement approaches in an attempt to engage customers and assist them with job training, finding employment, and barrier remediation. Some outreach efforts include calling customers, sending letters, and conducting home visits.

124. **How many families are waiting to receive services from a Work Readiness vendor? For a Job Placement Vendor? What is the average wait time?**

As of 12/30/19, there were no families on the waitlist for Education, Occupational and Training (EOT - formerly Work Readiness), or Job Placement services.

When there is a waitlist, the average wait time for EOT is 7.54 days; JP is 5.65 days.

125. **Please respond to the following by POWER qualification category, for FY19 and FY20, to date.**
    a) **How many households were referred to POWER?**

During FY19, a total of 488 cases were referred for POWER. During the first quarter of FY20, a total of 77 cases have been approved for POWER. This represents only new customers during the respective timeframe.

    b) **How many POWER applications are pending?**

There are no POWER applications pending.

    c) **How many households applied for but were denied POWER? Please indicate the reasons for denial.**

In FY 19, 35 customers were denied POWER because either the customers were employable or insufficient medical information was submitted.

Regarding Domestic Violence (DV) POWER, no families were denied services. All families who request services from our domestic violence provider receive services through domestic violence POWER or through traditional domestic violence service provision.

d) What is the average length of time for POWER participation?

The average length of time for POWER participation is 12 months for disabled persons and six months for work incapacity. Renewals are possible upon review of current medical diagnosis and prognosis.

e) How many of these households have received TANF for 60 months or more?

Approximately 60% of POWER customers have received TANF for 60 months or more. It should be noted that the TANF clock stops when a customer is found eligible for POWER.

126. Regarding POWER
   a. **What is the current process for referring survivors of domestic violence enrolled in POWER to counseling? Do you anticipate any changes to this referral process in FY19?**

Customers who are experiencing domestic violence or have a history as a victim, and who are in need of services, are referred to the Domestic Violence Service Provider. Upon receipt of the referral, the provider will attempt to conduct an initial screening of the customer and notify ESA within three business days of the results.   If the screening indicates a need for an in-depth assessment, the customer will be given an appointment for such an assessment. The provider provides DHS with a report within 30 business days and support services are delivered, as necessary.

Beginning in FY 19, FSA assumed monitoring and oversight of the Domestic Violence grant.

   b. **Regarding customers requesting POWER based on a disability:**
      i. **What is the timeframe for a request to be reviewed by a medical review time?**

The timeframe for customers requesting POWER based on disability is seven business days for a request to be reviewed by the medical review team.

ii. **What is the timeframe for a decision as to whether such a request will be granted?**

After that time, it takes five business days for a decision to be rendered as to whether such a request will be granted.

c. **Do you anticipate any changes to POWER in FY20?**

No, DHS does not anticipate any changes to POWER in FY20.

127. Has anyone been removed from POWER for failure to recertify? If yes, how many of them have been reinstated?

During FY19, 12 applications for recertification for POWER were denied due to insufficient information for a medical decision. When a case is denied or removed from POWER, that case reverts to a traditional TANF case and families continue to receive cash assistance. During FY20-Q1, no POWER applications have been denied.

128. What percentage of POWER recipients have pending SSI and/or SSDI applications? How many have been referred to SOAR for assistance?

In FY19, 160 customers applied for SSI/SSDI while enrolled in POWER. Of those, 40 have pending initial applications. In FY20, to date, 20 customers applied for SSI/SSDI while enrolled in POWER. Of those, 5 customers have pending initial applications.

For FY20, as of December 13, 2019, no applications have been referred to SOAR.

129. Please provide an update regarding the Department's progress in making changes to the IRP process. How will changes to the IRP process affect the Department's approach to screening customers with high barriers to employment, particularly barriers that currently make them eligible for POWER?

This is a multifaceted process. ESA is making changes in the present, as well as designing and planning for long-term changes. The IRP process itself is three-prong: there is 1) an orientation and 2) an assessment, which leads to 3) the development of an IRP. DHS uses the TANF Comprehensive Assessment. The assessment serves the purpose of connecting customers according to their needs with a service model and provider - including POWER. Based on the presenting strengths and needs - identified through both the assessment and the conversation, the customer will work with their case manager to design an IRP that achieves their desired goals and outcomes. DHS' goal is that the IRP provides a focused plan on employment, education, and a family services program that is customer-focused, customer-driven, and leads to family stabilization. Customers have a set of goals to achieve in 90-day increments ranging from core and 2 Generation activities i.e. training, employment (core), or therapy, participating in social capital groups such as MOMS (Yale partnership), volunteering at the child's school,

financial literacy classes etc. The plan provides a pipeline/continuum for customers to diminish barriers to employment, and to prepare for employment related activities.

DHS is implementing five key components of the Two-Generation Approach, as defined by Ascend, at the Aspen Institute: 1) Postsecondary Education and Employment Pathways; 2) Early Childhood Education and Development; 3) Economic Assets; 4) Health and Well-Being; and 5) Social Capital.

130.   What is the current status of the Mental Health Outreach for Mothers (MOMS) Partnership pilot?

> a. **How many customers are participating in this program?**
> b. **Does the Department have plans to expand the program?**

DHS, working in partnership with Yale University, launched the Mental Health Outreach for MotherS (MOMS) Partnership in April 2019. Originating from Yale in 2011, MOMS provides an evidence-based approach to supporting mothers who struggle with depression by offering group therapy sessions in the community. To date, there have been four cohorts, each lasting eight weeks. As of December 2019, nearly 80 women have participated. Mothers participate in sessions to learn about building social capital by utilizing stress management techniques in a classroom setting, twice a week, for 90 minutes. By ensuring adherence to the fidelity of the model, DHS applies cognitive behavioral therapy techniques. On a weekly basis, Yale provides staff with ongoing monitoring in areas such as mental health support, barriers to treatment, and trauma-informed practices. These sessions are provided at two DC MOMS neighborhood hubs: Phillips@THEARC and Bright Beginnings, both in Southeast, DC.

There are three cohorts left in the base agreement with Yale. When those are completed, we will assess the process going forward, based on the availability of ESA resources. The program has thus far been well-received, with mothers indicating that they are engaged, articulating that they see value in their participation. Upon completion of the program, mothers have requested follow up activities and programs. To meet this stated need, DHS will establish the nationally- recognized peer-to-peer sessions, Parent Cafes, for those who would like to participate. These Cafes will focus on five Strengthening Families Protective Factors™, which are Resilience: Parent Resilience; Relationships: Positive Social Connections; Support: Concrete Support in Times of Need; Knowledge: Knowledge of Parenting and Child Development; and Communication: Social and Emotional Competence.

DCAS, ESA Service Centers & BPR

131.   During FY19 and during FY20 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? Please include the length of time each instance of technical problems persisted, and the number of customers affected.

During FY19 and FY20, there has been one DCAS system outage. The system outage took place on April 8, 2019 from 12:15-1:10 PM because of a technical issue which was the result of all three nodes of the Curam domain experiencing excessive GC (Garbage Collection) cycles due to heavy memory usage. This caused rapid degradation of all nodes, which eventually would make them unresponsive. For that 55 minutes, the system was unavailable. Unfortunately, we cannot determine how many customers were affected.

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

While the redesigned business process and data capture has allowed ESA to realize measurable improvements to the customer experience at Service Centers, in some instances customers still experience longer wait times than we would like. To continue to address this challenge, DHS applies an ongoing continuous quality improvement approach, using data to identify opportunities for efficiencies and realize more strategic staff deployments.

During FY18, Wednesday late night was eliminated in July 2018 based on consistent data demonstrating low customer utilization. ESA redistributed that staff time to open its Service Center doors 45 minutes earlier each day and concentrated staffing availability when customer utilization is at its peak.

In FY19, ESA increased its use of workload trend data to optimize staffing deployments. In combination with strong management and exceptional staff efforts, optimizing staffing deployments enabled Service Centers to maintain performance during a period of staffing attrition and program disruptions, including the Federal shutdown, system deployments, and program changes.

DHS expanded and applied business process redesign (BPR) implementation to improve the capacity of ESA's Special Accommodations Unit, the DHS Call Center, and DHS's Office of Program Review, Monitoring and Investigation (OPRMI). Similarly, BPR methods were applied to streamline customer hand-offs between benefit eligibility functions and workforce capacity-building units.

Since BPR implementation, the total daily case processing capacity has steadily increased. During FY18, ESA significantly improved non-lobby processing capacity while in FY19, ESA achieved notable progress in lobby processing time while maintaining a completion rate of 85% throughout the year.

ESA Service Center Lobby & Non-Lobby Average Daily Processing FY17 - FY20 YTD

Legend: Lobby — Non-Lobby ⋯⋯ Total ▬

(X-axis: FY17 Q3, FY17 Q4, FY18 Q1, FY18 Q2, FY18 Q3, FY18 Q4, FY19 Q1, FY19 Q2, FY19 Q3, FY19 Q4, FY20 Q1)
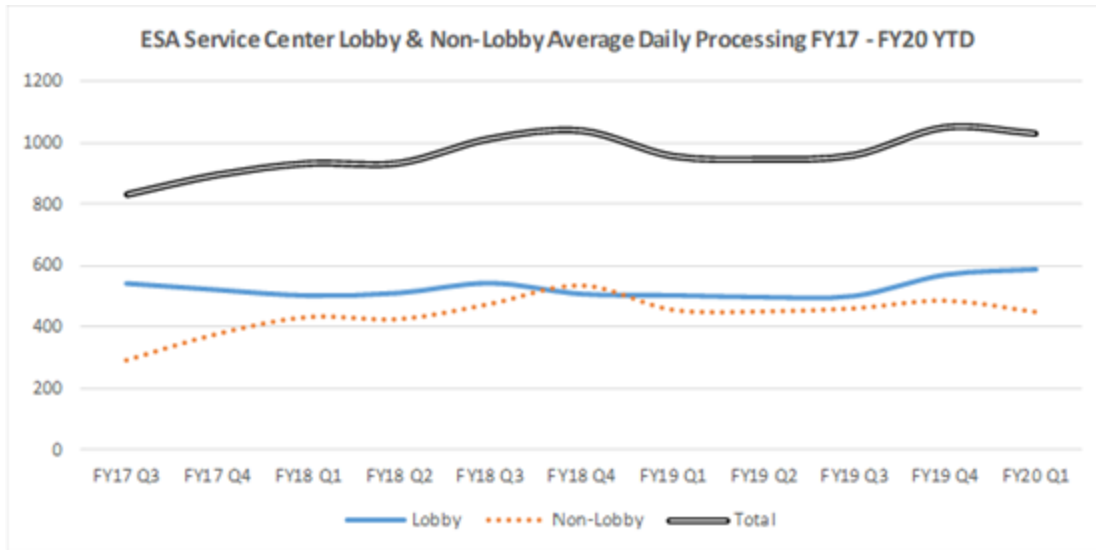
Correspondingly, only 5% of customers visited Service Centers more than twice within 90-days during FY19 and FY20 YTD. This is consistent with Service Center performance for FY18.

To further improve our business process, ESA also implemented the Navigator program at ESA Service Centers during FY19 to improve the customer experience. This new practice involves deploying Navigators as greeters to meet customers and gather key information as soon as they enter the Service Center, enabling customers to sit comfortably while they wait to be seen for triage. This new practice also enabled the agency to measure wait times as soon as customers go through security at the Service Center. The use of the navigators was piloted at the H Street Service Center in February 2019 and implemented at all Service Centers during May and June, 2019.

Daily Average Number of Customers' Visits (New Lobby Cases) by Service Center

Y-axis: # of Customers' Visits

	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
Total of 5 Centers	796	815	761	827	825	790	758	799	792	735	809	792	793	757	742	749	771	744	671	746	748	817	812	853	879	970	979	982	971	949

ESA is now able to measure customer visits as soon as customers walk in the door, rather than after waiting in line, at the triage desk. While daily average in-person visits declined gradually during FY18, comparing point in time daily in-person visits increased by 200

customers, from a total of 771 customers in October 2018 to 971 customers in October 2019.

Navigator implementation also had a major effect on ESA's ability to measure Service Center wait times. Details are elaborated in response to Q138 below.

ESA plans to continuously improve the service delivery by using data to drive process improvements, but will cautiously calibrate service delivery during substantial DCAS releases and sweeping Federal policy changes expected in FY20.

133.   Please provide the monthly Call Center hold times and abandon rates during FY19 and FY20 to date, by the benefits program about which the caller was calling and the purpose of the call.

The Call Center is responsible for providing customer support, including but not limited to, handling calls regarding TANF, SNAP, and Medical Assistance. It provides customer service transactions as well as inputs and maintains customer information. The Call Center reviews, conducts interviews, and processes applications and recertification packets that are designed to cover all the various eligibility policies that have been established as a condition of eligibility.

Note: the Call Center does not track the initial call by its "purpose" (or what the Department refers to as "tasks").

Number of Calls Serviced (Handled) by Queue
Date Captured: 10/01/18 to 12/31/19

FY 2019

FY 2020

- Food Stamp
- Medicaid
- TANF*
- Inquiry
- MG Renewal
- Language Line*

FY 2019:
- 26% 50,248
- 21% 40,132
- 10% 19,510
- 8% 15,754
- 8% 15,355
- 4% 7,171

FY 2020:
- 1% 2,032
- 2% 4,481
- 2% 4,179
- 1% 2,626
- 7% 12,668
- 8% 15,677
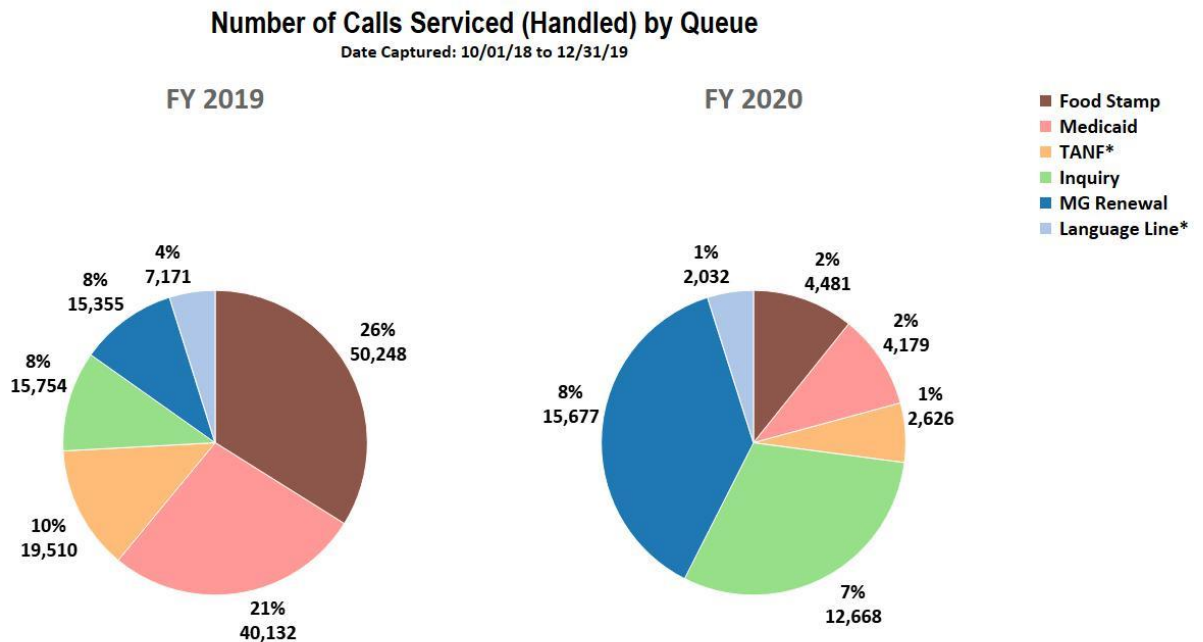
DHS Call Center Summary_Fiscal Year/Quarter/Month Comparison
Date Captured: 10/01/18 to 12/31/19

Legend: ■ FY 2019 ■ FY 2020

			Total Calls Received/Offered	Serviced/Handled Calls	Abandoned Calls	Abandonment Rate	Avg. Wait Time	Avg. Handle Time Per Call Serviced
FY 2019	Q1	October	37,424	12,789	24,635	66%	22.2	11.8
		November	33,331	11,508	21,823	65%	22.6	12.6
		December	31,762	11,545	20,217	64%	21.7	12.3
	Q2	January	42,225	13,664	28,561	68%	27.0	13.2
		February	29,196	9,300	19,896	68%	26.0	13.5
		March	29,852	12,118	17,734	59%	20.9	12.5
	Q3	April	30,969	11,896	19,073	62%	22.5	13.9
		May	31,405	13,894	17,511	56%	20.7	14.0
		June	29,310	11,689	17,621	60%	26.3	14.5
	Q4	July	33,073	12,352	20,721	63%	28.4	14.4
		August	31,453	14,795	16,658	53%	23.4	13.9
		September	31,383	12,620	18,763	60%	24.6	14.6
		Total	391,383	148,170	243,213	62%	23.8	13.4
FY 2020	Q1	October	31,425	13,907	17,518	56%	22.2	15.4
		November	27,568	14,084	13,484	49%	20.1	13.9
		December	32,791	13,672	19,119	58%	24.5	14.8
		Total	91,784	41,663	50,121	55%	22.4	14.7

DHS Call Center Summary
Fiscal Year/Quarter/Month Comparison by Benefit Programs

		FY 2019 Q1				Q2				Q3				Q4				FY Total	FY 2020 Q1				FY Total
		Oct	Nov	Dec	Qtr. Total	Jan	Feb	Mar	Qtr. Total	Apr	May	Jun	Qtr. Total	Jul	Aug	Sep	Qtr. Total	FY Total	Oct	Nov	Dec	Qtr. Total	FY Total
Wait Time or Hold Time (Avg. Minute)	MG Renewal	25.5	24.8	26.5	25.6	28.7	29.2	22.5	26.6	25.3	23.5	30.4	26.3	32.8	26.9	28.8	29.5	27.1	25.4	21.8	27.9	25.2	25.2
	Language Line*	19.3	21.0	17.4	19.2	22.6	24.5	19.8	22.2	20.9	20.9	25.0	22.2	25.8	22.4	23.7	24.0	21.9	19.7	19.5	24.2	21.2	21.2
	TANF*	19.0	18.7	19.1	18.9	22.2	24.7	20.5	22.4	23.5	21.0	27.2	23.8	29.5	23.9	24.3	25.9	22.8	21.3	19.2	21.7	20.8	20.8
	Inquiry	20.4	21.1	20.1	20.5	24.5	24.8	19.7	22.9	18.1	17.3	24.0	19.7	26.2	22.1	23.5	23.9	21.8	21.6	19.3	23.2	21.4	21.4
	Medicaid	23.3	25.2	23.1	23.8	30.0	26.3	21.8	26.0	23.4	21.0	25.7	23.3	27.7	23.7	25.5	25.6	24.7	22.4	20.0	24.4	22.4	22.4
	Food Stamp	25.5	24.6	24.4	24.8	33.6	26.4	20.8	26.9	23.9	20.4	25.4	23.1	28.7	21.3	21.9	23.9	24.7	23.1	20.6	26.0	23.4	23.4
Abandonment Rate	MG Renewal	67%	69%	66%	67%	72%	71%	62%	69%	65%	60%	63%	63%	65%	52%	59%	59%	65%	56%	48%	58%	55%	55%
	Language Line*	76%	77%	69%	74%	80%	82%	73%	79%	78%	72%	77%	76%	78%	66%	73%	72%	75%	63%	61%	71%	65%	65%
	TANF*	64%	61%	59%	62%	65%	66%	58%	63%	60%	54%	57%	57%	62%	53%	58%	58%	60%	52%	47%	54%	51%	51%
	Inquiry	70%	68%	70%	70%	72%	68%	61%	67%	61%	55%	60%	59%	61%	53%	61%	59%	63%	59%	52%	62%	58%	58%
	Medicaid	62%	65%	64%	64%	68%	67%	55%	64%	60%	55%	60%	58%	62%	51%	60%	57%	61%	50%	43%	51%	48%	48%
	Food Stamp	66%	63%	61%	63%	63%	64%	59%	62%	59%	52%	57%	56%	60%	52%	57%	56%	60%	47%	40%	48%	45%	45%

In FY19, the Call Center received a total of 391,386 calls, with an average wait time of 23 minutes. Of the calls received, the Call Center handled 148,170 with a 62% abandonment rate. This abandonment rate was a result of high call volume, repeat calls (immediate hang ups when wait time is shared) and staffing shortages.

During FY20, the Call Center implemented BPR process to partner with the Service Centers to improve the customer experience. When a call is "bundled" with an open task in a Service Center Non-Lobby queue, both tasks are worked. YTD the Call Center has received 71,380 calls, with an average wait time of 21 minutes. The abandonment rate is also trending downward at 54%. The Quality Assurance Program will also support and align with the BPR mission, which has been successfully implemented across all Service Centers, to increase capacity to better serve District residents, which will improve the Customer Experience through quality and efficiency.

134. **Please list the total number of Call Center staff and their functions. Please describe any changes to the staffing of the Call Center over FY19 and FY20 to date.**

There are 61 positions in the Call Center, with 10 vacancies, which are currently in recruitment.

> Program Manager: 1 (inc. 1 vacancy)
>
> Section Chief: 2
>
> Supervisors: 7 (inc. 1 vacancy)
>
> Social Service Assistant: 1 (inc. 1 vacancy)
>
> Social Service Representatives: 50 (inc. 7 vacancies)
>
> Total: 61 (inc. 10 vacancies)

The Call Center experienced high turnover in FY19 - with a total of 20 SSRs retiring, being promoted, or transitioning to new opportunities. A new Quality Assurance role (Section Chief) was established in FY19. The Program Manager was recently hired into a new position at DHS although she is also leading the call center until her replacement is hired.

Staff Name/Title	Function(s) Performed
Program Manager	Serves as a Call Center Manager and monitors the Call Center and/or the program area and the functions executed by the employees of the center for all categorical assistance including TANF, SNAP, General Assistance and Medical Assistance done over the phone.
Section Chief	First point of contact for the Supervisor Team. Plans, monitors and reports on the flow of the work to all employees.
Section Chief – Quality *New Role*	The QA Program offers a coaching methodology that is aligned to support the mission, provide a unified message, and improve collaboration between the Leadership Team and SSRs. The QA Program will drive strategic coaching that focuses on meaningful and long-term behavior change for improved overall performance.

Supervisor	Plans, monitors and reports on the flow of the work to all Call Center employees. Manage 8- 10 direct reports.
SSA	Utilizes all required eligibility systems, service delivery systems and other related systems along with other sources of electronic and paper information to look up case history. Monitor all incoming documents via Center email and / or fax number.
SSR	The SSR is responsible for reviewing, interviewing and processing applications and recertification packets. Call Center SSRs receive the request by phone and review the workflow system, PathOs, and/or the document imaging system, DIMS. for document information. If the documentation and/or notes are not in DCAS/DIMS, the SSR requests the customer email or fax the department to process their case. SSRs also work or process case actions which do not originate out of a customer visit to a Service Center.

135. Please describe any coordination that has been made with the 211 call center program and its trainings.

There has not been any coordination between 211 and the DHS Call Center. The Department has coordinated with 311 when 311 reports a high volume of ESA benefit-related calls.

136. Regarding ESA Service Centers:
      a. **For each month of FY19 and FY20 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.**

Since BPR implementation in 2017, the average lobby wait time per lobby case was calculated from the moment when a Social Service Assistant (SSA) at Triage Desk greets and registers a customer in the workflow system (PathOS) to the time when the assigned Social Service Representative (SSR) begins interviewing the customer.

In FY19, ESA initiated the Navigator program to improve the granular accuracy of customers' wait time. The new practice allows customers to sit down while they wait for triage and allows ESA to measure the customer experience more completely. The Navigator program was piloted at H Street Service Center and rolled-out to all Service Centers by the end of June 2019.

Through Navigators, customers are registered in the queuing system as soon as they pass through security at each Service Center. The time calculated as the average length of time calculated from passing through security until the time they reach the Triage Desk is defined as average pre-triage wait time. This new measurement was added to the total average lobby wait time throughout the year as the Navigator program expanded. The chart below illustrates Service Center lobby wait times from October 2018 through November 2019.

FY19 Total Average Lobby Wait Time by Service Center

Month	Anacostia	Fort Davis	Taylor Street	H Street	Congress Heights	ESA Average
Oct-18	1:33	2:15	1:39	1:54	2:04	1:53
Nov-18	1:37	2:19	1:31	2:01	1:44	1:50
Dec-18	1:53	1:58	1:42	2:10	1:32	1:51
Jan-19	1:55	2:07	1:49	2:26	2:15	2:06
Feb-19	1:17	1:34	1:52	2:20	0:58	1:36
Mar-19	1:37	2:06	1:43	2:41	1:26	1:54
Apr-19	1:43	1:56	1:47	2:45	1:32	1:56
May-19	2:01	2:07	2:04	2:52	1:44	2:09
Jun-19	2:34	2:18	2:31	2:45	1:32	2:20
Jul-19	2:18	2:37	2:43	2:39	1:58	2:27
Aug-19	2:08	2:34	2:07	2:42	1:32	2:12
Sep-19	1:55	2:37	2:32	2:43	1:50	2:19

FY20 YTD Total Average Lobby Wait Time by Service Center

Month	Anacostia	Fort Davis	Taylor Street	H Street	Congress Heights	ESA Average
Oct-19	1:20	2:21	2:02	2:11	1:15	1:49
Nov-19	1:31	2:22	2:16	2:24	1:29	2:00

The total average lobby wait time across ESA Service Centers was 2 hours and 3 minutes for FY19 and has been 1 hour and 55 minutes for FY20 through November 2019.

Average TOTAL Wait Time per Lobby Case by Service Center

	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
Anacostia	1:37	1:53	1:55	1:17	1:37	1:43	2:01	2:34	2:18	2:08	1:55	1:20	1:31
Fort Davis	2:19	1:58	2:07	1:34	2:06	1:56	2:07	2:18	2:37	2:34	2:37	2:21	2:22
Taylor Street	1:31	1:42	1:49	1:52	1:43	1:47	2:04	2:31	2:43	2:07	2:32	2:02	2:16
H Street	2:01	2:10	2:26	2:20	2:41	2:45	2:52	2:45	2:39	2:42	2:43	2:11	2:24
Congress Heights	1:44	1:32	2:15	0:58	1:26	1:32	1:44	1:32	1:58	1:32	1:50	1:15	1:29
All Centers	1:50	1:51	2:06	1:36	1:54	1:56	2:09	2:20	2:27	2:12	2:19	1:49	2:00

However, since implementing Navigator, the Administration compares total average lobby wait time with normalized average lobby wait time (which excludes pre-triage wait time) in order to describe performance in comparable terms. Normalized average lobby wait time across ESA Service Centers was 1:45 for FY19 and has been 1:22 for FY20 through November 2019.

b. Regarding customers who line up outside service centers in order to be seen, please provide:

i. Any data the Department collects regarding the average wait time for customers from the moment they line up.

DHS is unable to track routine data about customers waiting outside of the building. That stated, it is worth noting that the Department has made adjustments around, the design of the Service Centers to have larger lobbies; the queuing inside the building; and adjusted the opening hours to reduce the outdoor wait times.
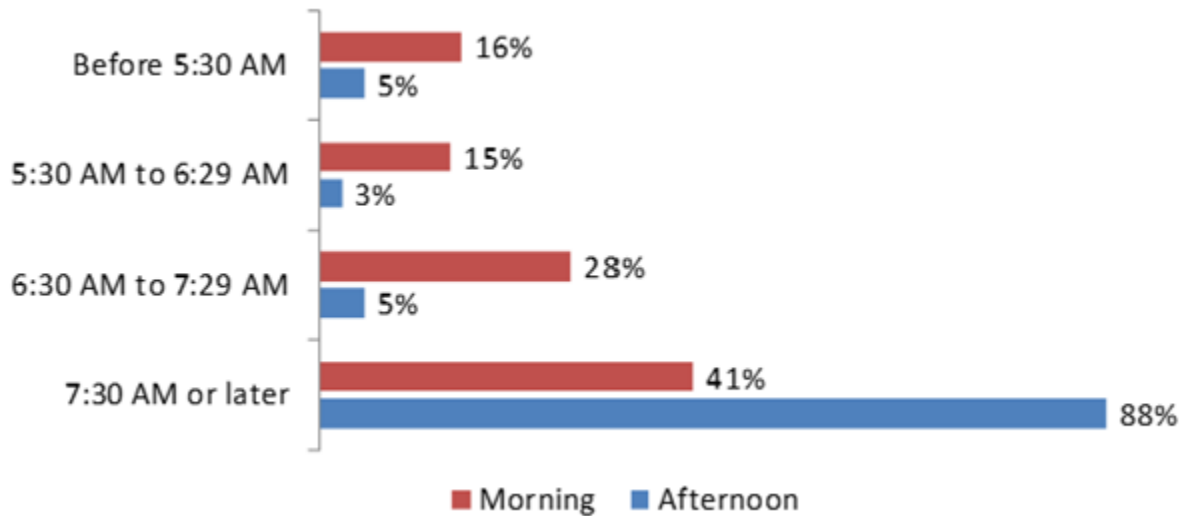
ii. Any data the Department collects regarding the length of lines outside of service centers, including but not limited to average and maximum line lengths.

DHS is unable to track routine data about customers waiting outside of the building.

iii. Any data the Department collects regarding how early customers get in line each day.

DHS does not capture this information routinely but it is informally known that customers come in early in the mornings. During March 2019, a Customer Survey was completed where 122 customers were interviewed between 8-9 a.m. and between 2-3 p.m. about their Service Center experience, including what time they arrived on that day.

The majority of the customers reported that they arrive at the Service Centers later during the day, but a small percentage of customers continue to arrive before 5:30 AM.

Time	Morning	Afternoon
Before 5:30 AM	16%	5%
5:30 AM to 6:29 AM	15%	3%
6:30 AM to 7:29 AM	28%	5%
7:30 AM or later	41%	88%

■ Morning ■ Afternoon

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

DHS does not turn customers away due to reaching capacity, rather limited services is called when it is realized that more customers are waiting compared to the number of staff who are available to interview and process their applications. Customers are given the choice of waiting to be seen, dropping off/mailing their applications or supporting documentation or calling the Call Center. DHS tracks the time when limited services is called, and monitors these trends. Since August 2019, Service Centers have been calling limited services at about 1:00 pm.

FY19 Limited Services Average Call Time by Service Center

Month	Anacostia	Congress Heights	Fort Davis	H Street	Taylor Street	ESA Average
Oct-18	14:19	13:19	16:07	15:02	15:56	**14:57**
Nov-18	14:06	13:31	15:17	14:09	15:53	**14:35**
Dec-18	14:33	14:49	15:34	14:14	16:29	**15:08**
Jan-19	15:58	12:02	14:52	14:01	14:42	**14:19**
Feb-19	14:44	14:39	14:57	12:55	14:16	**14:18**
Mar-19	12:58	14:18	14:42	11:44	14:26	**13:38**
Apr-19	11:30	13:07	13:09	11:37	13:28	**12:34**
May-19	12:44	13:11	14:10	11:03	13:33	**12:56**
Jun-19	10:16	13:49	13:17	11:24	11:58	**12:09**
Jul-19	11:30	13:22	13:07	11:49	12:00	**12:22**
Aug-19	12:34	14:02	13:51	12:42	13:43	**13:22**
Sep-19	13:11	13:46	13:12	13:15	13:39	**13:25**

FY20 YTD Limited Services Average Call Time by Service Center

Month	Anacostia	Congress Heights	Fort Davis	H Street	Taylor Street	ESA Average
Oct-19	14:46	14:31	13:47	13:42	14:00	**14:09**
Nov-19	14:20	14:17	14:16	12:45	14:08	**13:57**

> **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 any other data beyond what is stated above.

137. **Regarding staffing levels at the ESA Service Centers:**
    a. **Please provide an update regarding the Department's progress in filling additional service center staff positions funded in the FY19 budget.**

Although the Department has continued to experience turnover with retirements, promotions and general attrition, DHS has successfully on boarded three cohorts with 43 new SSRs and 5 SSAs; all of whom have been trained and assigned to various service centers. This hiring occurred from February through April, 2019.

The last new cohort is assisting the service centers to maintain a workflow that ensures District residents are receiving benefits within a timely manner. They are also assisting with minimizing wait times, and improving the overall customer experience.

The Agency recently posted for our remaining vacant positions, and selected 24 SSRs. This cohort is expected to begin with ESA in February, 2020.

b. **How does the current number of frontline and supervisory staff at each service center compare to staffing levels during FY18 and FY19?**

Overall, staffing levels are higher than at this time last year and about equivalent with staffing levels from 2017 and 2018. Supervisor levels have remained steady during the past several years. There is more front line staff to service customers after screening, which allows SSRs to process non-lobby work that are mailed or faxed in by customers. The increase in staff has resulted in improving processing applications in a timelier manner and decreased customer wait times at the service centers.
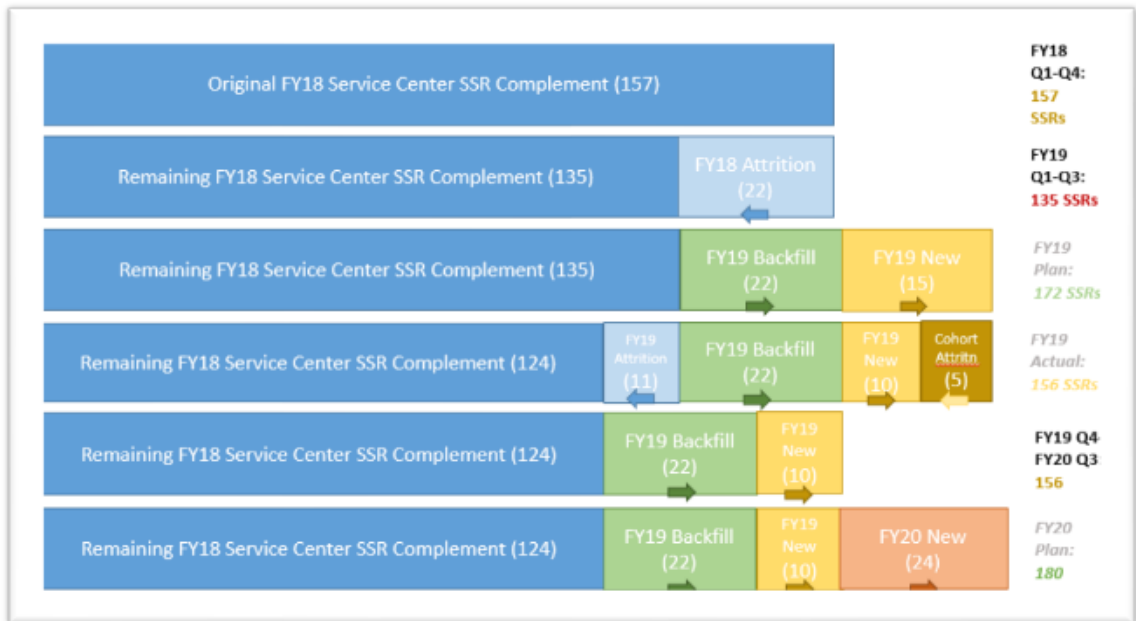
DHS Service Center Eligibility Workers

Service Center	Feb '19 SSRs	Apr '19 SSRs	Jul '19 SSRs	Sept '19 SSRs	Dec '19 SSRs
Anacostia	26	23	21	32	27
Congress Heights	19	25	25	30	28
Fort Davis	22	22	26	27	26
H St	33	32	34	41	38
Taylor St	36	30	27	38	36
TOTAL	136	132	133	168	155

DHS Service Center Supervisors

Service Center	Feb '19 Supervisors	Apr '19 Supervisors	Jul '19 Supervisors	Sept '19 Supervisors	Dec '19 Supervisors
Anacostia	4	6	5	5	5
Congress Heights	5	5	5	5	5
Fort Davis	5	6	6	6	6
H St	9	8	8	8	8
Taylor St	8	8	7	7	6
TOTAL	31	33	31	31	30

DHS Service Center Eligibility Workers

Service Center	Jul '18 SSRs	Nov '18 SSRs	Feb '19 SSRs	Jul '19 SSRs	Sept '19 SSRs	Dec '19 SSRs
Anacostia	31	28	26	21	32	28
Congress Heights	22	23	19	25	30	28
Fort Davis	28	22	22	26	27	26
H St	37	31	33	34	41	38
Taylor St	39	35	36	27	38	36
TOTAL	157	139	136	133	168	156

DHS Service Center Supervisors

Service Center	Jul '18 Supervisors	Nov '18 Supervisors	Feb '19 Supervisors	Jul '19 Supervisors	Sept '19 Supervisors	Dec '19 Supervisors
Anacostia	4	4	4	5	5	5
Congress Heights	4	4	5	5	5	5
Fort Davis	6	6	5	6	6	6
H St	9	9	9	8	8	8
Taylor St	9	9	8	7	7	7
TOTAL	32	32	31	31	31	31

138.   **Please report any efforts the Department anticipates making during FY20 to shorten wait times and build capacity (including language access capacity) at ESA Service Centers.**

Wait time, as a central customer service metric needs to be de-emphasized. ESA has experienced rapid, simultaneous program changes over the last several years, with more

sweeping changes on the horizon from DCAS and Federal authorities. Additionally, when Service Center managers, supervisors, and eligibility workers focus exclusively on wait times, the natural response is to work faster, which can often impact the accuracy of the determination.

DHS strives for an excellent customer service experience at the ESA service centers. Some elements include: Wait time, quality of interaction with staff, accuracy, reduced report visits, and collecting feedback from customers via surveys. The department is engaged in a wide range of efforts to improve the customer experience.

Initiatives focused on maintaining adequate staffing levels and by using workload trend data to calibrate staffing deployments. ESA will also continue to leverage workload trend data to determine deployments and has initiated, specifically related to wait times, hiring a new cohort of eligibility workers to fill recently vacated positions.

In addition, strategic initiatives for FY20 include substantial DCAS design and readiness activities which will decrease the number of required workarounds. ESA also intends to focus on leadership and management training for Service Center supervisors, who constitute a key link in the effective delivery of ESA programs. ESA also aims to improve eligibility worker availability and utilization rate through wellness opportunities, recognition, and continuous improvement at the Service Center level.

ESA continues to provide language access services to customers and ensure that vital customer facing materials are translated as required, maintain bilingual staff, mandating language access training for staff, and training ombudsman language access customer advisory group.

139.   Is the Department in compliance with the data collection requirements of the DC Healthcare Alliance Program Recertification Simplification Amendment Act of 2017? If so, please explain the Department's methods for collecting the data required by the Act. If not, please explain how the Department will comply with the Act's data collection requirements.

DHS is working with DHCF to compile and reconcile available data to support finalization and submission of a report to Council in January 2020. Some of the data requested relating to documenting face-to-face interviews cannot be tracked and reported using the available legacy system, ACEDS, and may not be fully reportable until the Alliance program eligibility functions transition to the DCAS system. The transition of Alliance eligibility to DCAS is targeted to be implemented in September 2020, thus the first available data will be included in the October 2021 report.

140. **Regarding Health Care Alliance Program re-certifications, for each month in FY19 and in FY20 to date:**

  a. **The total number of DC HealthCare Alliance enrollees required to recertify.**

According to available extracts, approximately 1,500 Alliance customers are due to recertify each month.

  b. **The number of DC HealthCare Alliance enrollees required to re-certify who successfully completed recertification.**

Of the 2,100 Alliance beneficiaries up for recertification in any given month, an average of 71% (about 1,500) were still enrolled in *any DHCF program* (including a small number of Alliance beneficiaries who move to Medicaid) in the following month – implying that they recertified.

  c. **The number of DC HealthCare Alliance enrollees required to re-certify who did not successfully complete re-certification.**

For a variety of reasons, approximately 540 (36%) of Alliance customers who are due to recertify do not complete their recertifications.

  d. **The number of DC HealthCare Alliance enrollees described in (129)(c) who re-enrolled in Alliance within:**
    i. **30 days of termination**
    ii. **Between 31 and 60 days of termination**

ESA does not currently have enough capacity to regularly analyze re-enrollment within 30 or 60 days of termination, but will endeavor to develop a follow-up analysis in September 2020 after the new release is implemented.

  e. **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:**
    i. **From the point the individual first checks in at the service center, and**

Wait times for DC Healthcare Alliance were initially measured from the time a customer registered at the triage desk until the time they began their interview. However, during FY19, ESA began checking customers in as soon as they passed through security. While this improved the customer experience, it added to the measured wait time through a process change.

DC HEALTHCARE ALLIANCE PROGRAM RE-CERTIFICTIONS BY MONTH FY19-FY20 YTD
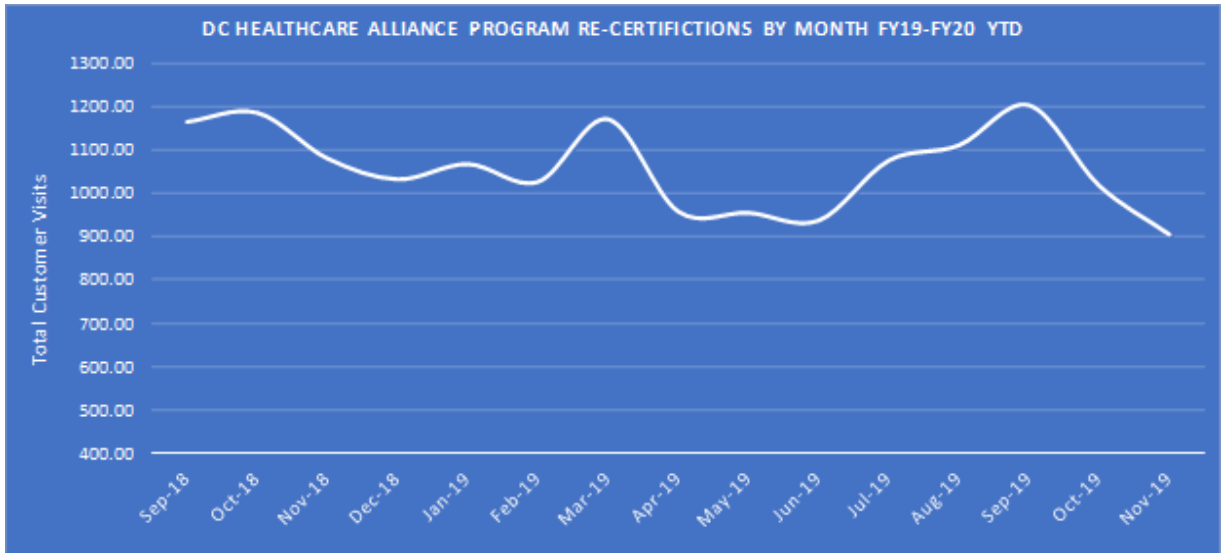
Total Service Center Volume for Alliance Re-certifications by Month FY19-FY20 YTD (customer lobby visits)

Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
1164	1185	1080	1032	1067	1026	1170	958	955	937	1075	1110	1202	1017	905

WAIT TIMES FOR NEW DC HEALTHCARE ALLIANCE APPLICATIONS BY MONTH FY19-FY20 YTD
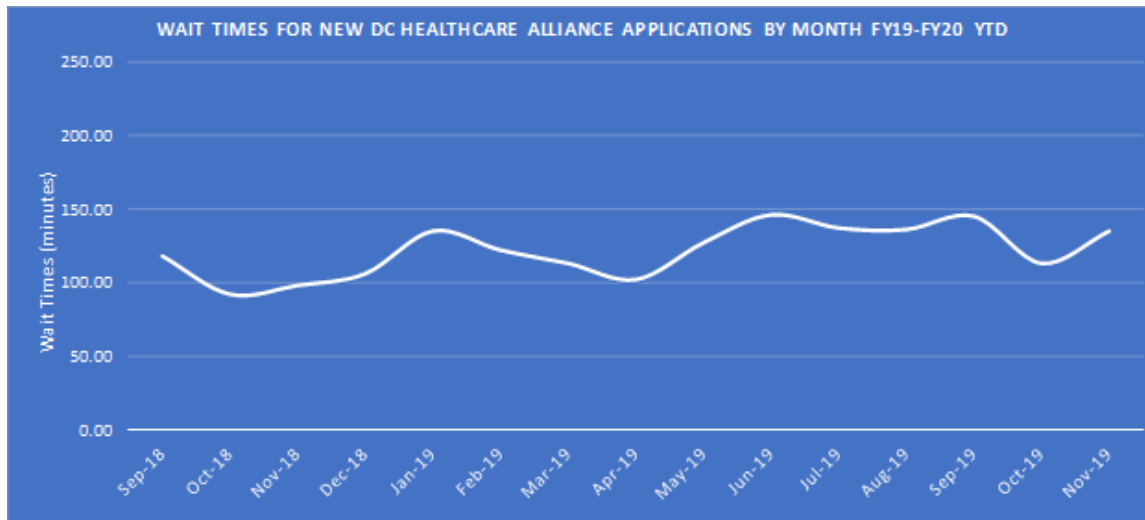
Wait Times for Alliance Appications by Month FY19-FY20 YTD (minutes)

Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
118	92	98	106	135	122	113	102	127	146	137	136	145	113	135

WAIT TIMES FOR NEW DC HEALTHCARE ALLIANCE RE-CERTIFICTIONS BY MONTH FY19-FY20 YTD
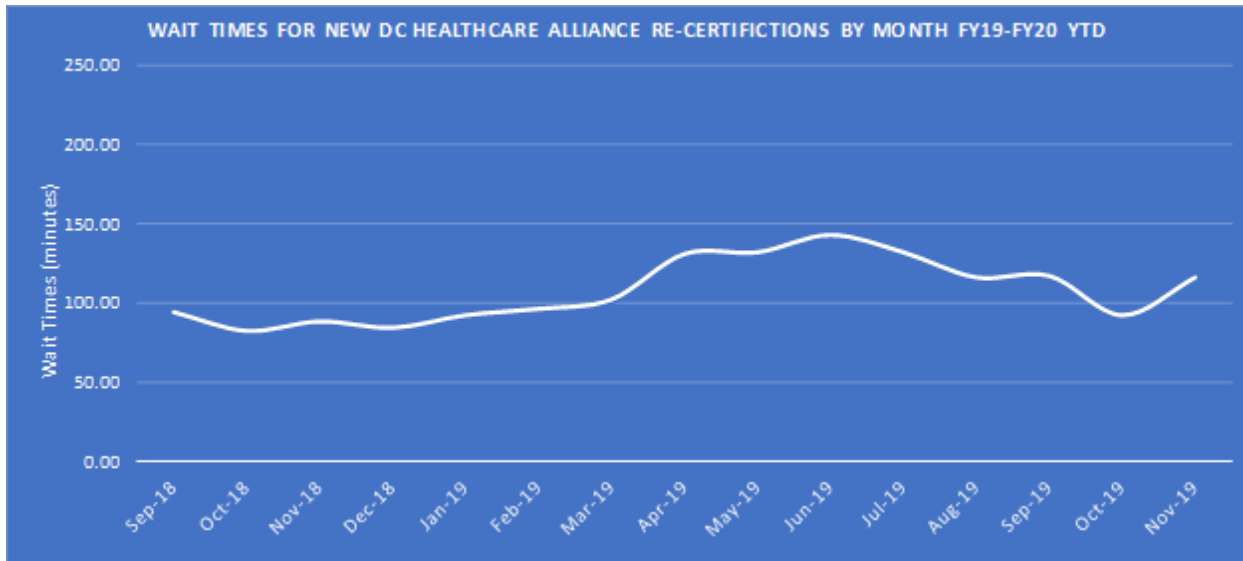
Wait Times for Alliance Re-certifications by Month FY19-FY20 YTD (minutes)

Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
94	82	88	84	92	96	102	131	132	143	132	116	117	92	116

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

There is no mechanism for measuring wait time for customers while they wait in line outside of the Service Center. ESA previously noted that early morning lines outside the Service Centers had become less frequent. See response in Q132, where ESA implemented the Navigator Pilot. This observation was affirmed by customers replying to the FY19 Customer Service Survey, the first of its kind. 41 percent of customers served between 8:00 a.m. and 9:00 a.m. reported arriving at 7:30 a.m. (when ESA now opens Service Center doors) or later. Similarly, 88 percent of respondents receiving services between 2:00 p.m. and 3:00 p.m. arrived after 7:30 a.m.

f. **The number of requests made prior to or during an in person face-to-face interview for:**
   i. **An accommodation due to disability; or**

In FY19, the Department tracked 40 requests for accommodation due to age or disability/hospitalization; in FY20 YTD, there have been 9 requests thus far.

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

All customers are asked about their preferred language upon entering the Service Center. Accordingly, Alliance customers do not need to request an accommodation for service in a language other than English.

       g. **The number of requests for waivers of in person face-to-face interviews, categorized by waiver request grounds, that were:**
          i. **Made**
          ii. **Granted**
          iii. **Denied, and the grounds for denials**

ESA tracked 49 requests for such a waiver in FY19 through FY20 YTD. 23 requests were related to disability/hospitalization; 17 requests were related to age; and 9 requests were related to a combination of age and disability/hospitalization. ESA granted all 49 requests after adequately verifying circumstances.

Supplemental Nutrition Assistance Program (SNAP)

141. **Please provide the following characteristics for SNAP households for FY19 and FY20, year to date:**
     a. **Number of SNAP households;**
     b. **Average size of SNAP households; and**
     c. **Number of SNAP household by ward.**

		FY19 (Monthly Average)	FY20-Q1* (Monthly Average)
(a)	Average number of SNAP households	65,443	65,419
(b)	Average size of SNAP households	1.7	1.7

(c)

	Number of Households*	Percent
Ward 1	4,397	7%
Ward 2	1,264	2%
Ward 3	734	1%
Ward 4	5,528	9%

Ward 5	8,951	14%
Ward 6	6,802	11%
Ward 7	14,539	23%
Ward 8	21,082	33%
Total*	63,297	100%

* The number of households represent the sum of SNAP households whose ward information was successfully identified based on geo-coding of their address information, available as of October 2019.

142. **Please describe any changes the Department has made to its procedures for processing SNAP applications and recertifications over the last fiscal year. In particular, please describe any changes in how the Department conducts interviews for SNAP recertifications.**

The Department did not make specific changes to procedures of the interview process in FY19. However, DCAS deployed enhancements which automated or improved system functions that allowed staff to better process SNAP applications and recertifications. This includes reconfiguration of the pending summary report which allows staff to more accurately monitor timeliness of SNAP applications and case processing as well as improvements for the "person match" to ensure proper customer record matching in the system and prevention of duplicate records.

143. **Please state the number of SNAP terminations which occurred in FY 19 and FY 20 to date. Of those terminations, how many were due to clerical or administrative error? How many were due to an alleged failure by the customer to recertify? How many of the terminations were reinstated and why were they reinstated?**

A total of 52,627 (an average of 4,386 per month) and 8,699 (an average of 4,350 per month) SNAP cases were closed or terminated during FY19 and the first two months of FY20, respectively.

Any cases closed erroneously are manually corrected by workers, have case notes explaining the nature of errors and corrective case actions, and their benefits are reinstated appropriately. Those that are not reactivated immediately from erroneous closure will generally have case notes explaining errors and corrective case actions when the errors are discovered and their benefits will be reinstated appropriately. Aggregate data is not collected for this field.

Each month, between 4,000-5,000 SNAP cases are closed because customers did not timely complete their recertification or periodic reports (mid-certification or interim contacts). Of those closed due to failure to timely complete recertification or periodic reports, nearly half of them completed recertification or periodic reports during the grace period (30 calendar days after the certification period ended) and their SNAP cases were reactivated without requiring a re-application for SNAP benefits.

Reason for Closure/Termination	Total Closed/Terminated		Monthly Average	
	FY19	FY20*	FY19	FY20*
Recertification - failure or incomplete process	25,548	4,063	2,129	2,032

Customers reinstated	Total Closed/Terminated		Monthly Average	
	FY19	FY20*	FY19	FY20*
Due to returning in 30 day grace period.	13,152	1254	1096	627

* FY20 data represents October and November 2019 data.

144. Please state the number of SNAP initial and recertification applications in FY19. Please describe any efforts the Department is taking to address these processing delays.

In FY19, 31,773 SNAP initial applications were approved and 35,915 cases were recertified for continued SNAP benefits.

ESA continues to monitor the performance of timely processing of applications on a daily and monthly basis, both within the daily service center operations as well as aggregate data review. While ESA publishes various reports showing the trends and breakdown of application and recertification processing timeliness, the Division of Program Operations (DPO) monitors pending applications daily and performs any necessary follow up actions on cases being delayed. It should be noted that the overall SNAP recertification rate in FY19 noticeably increased compared to the previous fiscal year. This is due to a more efficient recertification process and additional outreach efforts. In FY19, 73% of customers recertified and in FY20, as of November 2019, 76% of customers recertified for SNAP.

145. In August, the U.S. Department of Homeland Security published its new rule regarding changes to the "public charge" rule. While federal courts have issued national injunctions against the new "public charge" rule, its publication has caused confusion and panic within immigrant communities, and there are concerns about a chilling effect on District residents seeking services from the District Government. Has the Department taken any steps in response to the new "public charge" rule, including but not limited to creating educational materials for consumers or issuing guidance or training for frontline staff who may interact with District residents raising concerns about the proposed rule? What actions has the Department taken? What actions does the Department plan to take?

The U.S. Department of Homeland Security U.S. Citizenship and Immigration Services *Inadmissibility on Public Charge Grounds* final rule, known as the "Public Charge" final rule, has been blocked after the U.S. District Court for the Southern District of New York in Manhattan issued a nationwide preliminary injunction in October. ESA has taken steps to ensure staff is informed about the impacts of this rule, once implemented, and is able to respond to concerns from District residents.

In October, 2019, in coordination with the Office of the Deputy Mayor for Health and Human Services, ESA distributed a flyer to staff. The flyer includes a Frequently Asked Questions on the Public Charge Final Rule for DC residents.

If DC residents have questions about the Public Charge applies, they are directed to seek advice from an immigration attorney or to reach out to the Mayor's Office of Community Affairs Immigrant Legal Services. ESA plans on reissuing the flyer along with conducting training once a decision is made regarding the effective date of the final rule pending litigation.

146. **On February 1, 2019, the U.S. Department of Agriculture published a proposed rule that would make changes regarding Supplemental Nutrition Assistance Program (SNAP) Requirements for Able-Bodied Adults without Dependents (ABAWDs). The proposed rule jeopardizes the District of Columbia's waiver of time limits that apply to childless unemployed and underemployed adults ages 18-50 receiving SNAP. Please explain what steps the Department has taken in FY19 and FY20 to date in response to this proposed rule, as well as any steps it is taking to prepare for the potential finalization of this rule.**

After the United States Department of Agriculture (USDA) Food and Nutrition Service Division (FNS) proposed changes to the criteria for waivers of the Able-Bodied Adults without Dependents (ABAWD) time limit requirements in February 2019, ESA created an internal ABAWD workgroup to review the Federal ABAWD regulations and determine administration, policy, and system requirements needed to fully implement and comply with the Federal requirements.

At the same time, the workgroup spent a considerable amount of time working with the Department of Health Care Finance (DHCF) to design the system requirements for the District Access System (DCAS) needed to perform the necessary functions for SNAP customers subject to the ABAWD time limits. DHCF is now working to develop the functionality in DCAS.

 The workgroup continues to work on the following:

- Developing policy, process manuals, and guides for staff.

- Developing training materials.

- Working with community partners to understand the impact of implementing the ABAWD requirements and identifying ways to mitigate those impacts.

- Administering a survey of SNAP customers to help identify characteristics of those who may be subject to the ABAWD time limits in order to develop programs and support to help meet the complicated ABAWD time limit work requirements.

- Reaching out to States that have implemented the ABAWD requirements to identify best practices.

- Working with FNS to obtain technical assistance and training.

- Exploring possible options to offer SNAP recipients that will likely be subject to ABAWD requirements the option to do volunteer work for a significantly reduced number of hours as an allowable alternative way to meet requirements and maintain benefits eligibility.

- Connecting additional SNAP recipients that will likely be subject to ABAWD requirements to our existing voluntary SNAP Employment & Training program to help them meet hours in the short-term through training and through employment in the longer-term.

- Exploring additional workforce programs and support systems options, both within DHS and through partnerships with other agencies and organizations, to provide SNAP recipients that will likely be subject to ABAWD requirements with options to meet hours in the short-term through training and through employment in the longer-term.

It should be noted that based on experience from other States that have implemented new work requirements after the loss of an ABAWD waiver, these requirements will likely have significant negative impacts on the food security and health of District residents, as well as negative economic impacts to local businesses. The Department is working to mitigate these impacts to the greatest extent possible and ensure compliance with these complicated and strict work requirements.