

Part A: Standard Agency and Agency-wide Questions

1. Please provide a complete and current organizational chart for the agency and each division and subdivision within the agency, including:
 - a. The names, salaries, and titles of *all personnel who serve in a supervisory or managerial role*;
 - b. A description of the roles and responsibilities for each division and subdivision;
 - c. A narrative explanation of any changes to the organizational chart made in the last calendar year; and
 - d. An indication of whether any positions in the chart are vacant.

Please see Attachment 1 for the organizational chart. Please see Attachment 7 for response to item 1a. There were no changes to the organizational chart in the past calendar year.

Division	Name, Title	Roles/Responsibilities	FTEs on board (as of 1.27.2026)	Vacant (as of 1.27.2026)	FTEs (as of 1.27.2026)
Economic Security Administration (ESA)	Brian Campbell, Administrator	ESA determines and maintains eligibility for cash, food, childcare, 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 provides employment and training-related activities designed to improve long-term employability and sustaining income.	677.6	149	826.6
Family Services Administration (FSA)	Rachel Pierre, Administrator	FSA provides an array of social services and supports for District residents to solve crises, strengthen families, and connect residents to resources and programs to improve their well-being. FSA manages a system of care to make homelessness rare, brief, and non-recurring; administers a system of services and supports for youth who are at-risk of court involvement, school disengagement, homelessness and repeat teen pregnancy; and provides crisis-intervention services for families and refugees.	304.5	92**	396.5
Office of the Director (OD)	Tania Mortensen, Chief	The Office of the Director provides executive management, policy direction, strategic and financial	161.21	39.60	200.81

Division	Name, Title	Roles/Responsibilities	FTEs on board (as of 1.27.2026)	Vacant (as of 1.27.2026)	FTEs (as of 1.27.2026)
	Operating Officer	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.			
Total			1,166.31	281.6	1,447.91

***Three vacant truancy positions and four TAH positions, which are currently vacant but not reflected in Schedule A data, have been added.*

2. Please provide a complete, up-to-date list of contract workers working directly for your agency, ordered by program and activity, and including the following information for each position:

- a. Title of position;
- b. Indication that the position is filled or vacant;
- c. Date employee began in the position;
- d. Whether the position must be filled to comply with federal or local law;
- e. If applicable, the federal or local law that requires the position be filled;
- f. The entity from which they are contracted; and
- g. The contracted annual cost.

See responses in attachment: DHS Contracted Staff List as of 1.30.2026 (POH).xlsx

3. Please provide, for each month of FY25 and FY26 to date, the net number of personnel separated from and hired to the agency.

Table 1: As of February 2, 2026, there are 271 vacant FTE positions. Of these, approximately 124 positions were vacated in FY2025 and about 50 in FY2026. Additionally, around 97 positions have been vacant since before FY2025. The table below reflects less number of separated positions that have been filled through internal FTE movements, where employees transitioned from one position number to another due to competitive promotions and standard hiring practices

Agency: DHS - Personnel Separated and Hired				
Months	FY25/Separated	FY25/Hired	FY26/Separated	FY26/Hired
Oct	7	3	13	0
Nov	8	7	5	2
Dec	12	7	6	2

<i>Agency: DHS - Personnel Separated and Hired</i>				
<i>Months</i>	<i>FY25/Separated</i>	<i>FY25/Hired</i>	<i>FY26/Separated</i>	<i>FY26/Hired</i>
Jan	6	5	5	2
Feb	4	8		
Mar	10	2		
Apr	4	4		
May	3	0		
Jun	3	0		
Jul	0	0		
Aug	7	0		
Sep	11	0		
Transfers	14			
Total	89	36	29	6

4. Does the agency conduct annual performance evaluations of all its employees?

Yes, the agency conducts annual performance evaluations for all of its employees in accordance with the District Personnel Manual. The agency achieved a 100% completion rate for performance evaluations for FY25, meaning every employee received an evaluation.

a. If so, who conducts such evaluations?

Evaluations are conducted by supervising employees in accordance with Chapter 14 of the District Personnel Manual.

b. What steps are taken to ensure that all office employees are meeting individual job requirements?

Performance management is conducted in accordance with Chapter 14 of the District Personnel Manual. Each employee receives a Performance Management Plan at the start of each new fiscal year, and is provided with coaching and feedback towards completing the goals of that plan throughout the year, inclusive of a mid-year evaluation. Additionally, many of our staff in public-facing positions receive a quarterly assessment to aide them in tracking their progress and areas of improvement.

5. Please provide the following for each collective bargaining agreement that is currently in effect for agency employees: Please See attachments:

- Attachment 5 Current Comp 1 and 2.pdf
- Attachment 5.1 AFGE 1403 FY 24-26 CBA.pdf
- Attachment 5.2 Current Master_Agreement_AFSCME 1.pdf

- a. The bargaining unit (name and local number);
- b. The start and end date of each agreement;
- c. The number of employees covered;
- d. Whether the agency is currently bargaining;
- e. If currently bargaining, anticipated completion date; N/A
- f. For each agreement, the union leader's name title and contact information; and
- g. A copy of the ratified collective bargaining agreement.

Bargaining Unit	Agreement Start Date	Agreement End Date	# of Employees Covered	Currently Bargaining?	Anticipated Completion Date	Union Leader Contacts
AFSCME Local 2401	10/1/2021	9/30/2025	828	No	NA	Roger Scott President 202-570-2948 roger.scott@afscme2401.org
AFGE Local 1403 (Compensation/Working Conditions)	Duration	9/30/2026	5	No	NA	Aaron J. Finkhousen President (202) 627-0334 afge1403president@gmail.com

6. Please list all employees currently detailed to or from your agency. For each detailed employee, include:
 - a. The reason for the detail;
 - b. The job duties if detailed to your agency;
 - c. The start date of the detail;
 - d. The agency the employee is detailed to or from; and
 - e. The projected date on which the detail will end.

No employees currently detailed to or from DHS.

7. Provide a list of all FY25 full-time equivalent positions. For each position, include at least the following:
 - a. Title of position;
 - b. Whether the position is filled or vacant;
 - c. The budget line that funds the position;
 - d. Salary and fringe benefits (should be separate line items);
 - e. Source of funds for each full-time equivalent (FTE) (local, federal, special purpose, etc.);
 - f. Job status (continuing/term/temporary/contract); and
 - g. Whether the position must be filled to comply with federal or District law.

To the extent that merely providing a Schedule A would not be fully responsive to this question, please supplement any Schedule A that the agency provides in its response.

Please see Attachment 7 Full-Time Equivalent Positions-Schedule A.

8. Please provide a list and description of all memoranda of understanding and memoranda of agreement in effect during FY25 and FY26 to date.

Please see Attachment 8 FY25 AND@ FY26 MOUs List.xlsx.

9. Please provide a status report, including the timeframe for completion, for all projects for which your agency currently has capital funds available.

- **DHS- Blair Shelter – HVAC upgrades, Interior and Exterior renovations renovation**
 - Following the award of the project, the general contractor is actively developing the project schedule and conducting a review of previous design documents in anticipation of the kickoff meeting scheduled for the first week of February 2026. Estimated completion date is Spring 2027.
- **DHS - 1009 11th Street NW Women's Shelter – Tenant Improvement Buildout no capital funds used on this project**
 - The landlord is preparing an early release package to engage the general contractor. Design development remains ongoing, and the FF&E conceptual package is currently in progress. The landlord anticipates closing on the loan by mid-February. Estimated completion is Spring 2027.
- **DHS - 37th Steet Family Shelter - Emergency Backup Generator relocation**
 - The project manager is coordinating with the OCFO to finalize the requisition for approval, with purchase order issuance targeted for early February. Estimated completion is Fall 2026.
- **DHS -The Aston – Roof replacement, Generator Upgrades and Elevator upgrades**
 - The solicitation closed on January 16, 2026, with five proposals submitted. Contracts and Procurement is currently reviewing the submissions to identify the most qualified vendor. Estimated completion is Fall 2028.
- **DHS - Madison Shelter - HVAC, MEP, Life Safety and Telecommunications renovation**
 - The Department of Buildings and other relevant agencies have granted full approval of the permit set drawings, and the building permit has been issued. Estimated completion is Summer 2026.

- **DHS - Naylor Road Shelter – HVAC upgrades , Interior and Exterior renovations renovation**
 - The scope of work has been finalized and submitted to Contracts and Procurement (C&P) for development and posting of the solicitation, which is targeted for the first week of February 2026. Estimated completion is Fall 2027.
- **DHS - New Federal City Shelter (CCNV) – Construction of new facility on the alley lot**
 - The Memorandum of Agreement (MOA) between DGS and CCNV has been executed. DGS and CCNV are currently negotiating the property disposition process, with DGS leadership reviewing two proposed options. Estimated completion date is Fall 2029.
- **New York Ave Men's Shelter - Construction of new facility on the Animal Shelter property**
 - For the New York Avenue project, the design is currently over budget. DGS and DHS are reviewing the design for value engineering opportunities, which may result in a potential delay of 10 to 12 months. Estimated completion date is Summer 2030.
- **DHS - Various Shelters- Security, Flooring, and Door Upgrades**
 - The scope of work has been modified and is with C&P for solicitation development. Additionally, a reprogramming effort is underway to secure full project funding. Estimated completion date is Fall 2026.
- **DHS - Spring Road (La Casa) - HVAC, MEP, Life Safety, Telecommunications and interior renovations**
 - A separate reprogramming initiative is in progress to fully fund renovations at the La Casa Shelter. The scope of work for this project is being developed, with a target of late February for submission to C&P. Estimated completion date is Summer 2028.
- **DHS - 25 E Street Shelter – Modernization**
 - Phase II includes new fence, generator replacement, boiler replacement, and roof replacement work. Estimated completion date is TBD.

10. Please provide copies of all budget enhancement requests (The Form B or similar form) submitted in the formulation of the FY25 and FY26 proposed budgets.

This request asks for information that is protected from disclosure by the deliberative process and executive privileges.

11. Please list all budget enhancements in FY26 and provide a status report on the implementation of each enhancement.

- In FY 2026, the District implemented a broad set of **one-time funding enhancements** to stabilize critical programs serving individuals and families experiencing homelessness, housing instability, legal challenges, domestic violence, and employment barriers, as well as to maintain core operational capacity within the DHS. These enhancements were funded by the Mayor or the Council and, in many cases, are not continued in FY 2027.
- The **Continuum of Care (CoC) Rightsizing** enhancement, funded by the Mayor at **\$24,110,000**, was designed to provide a comprehensive range of services aligned with the assessed needs of individuals and families who are homeless or at risk of homelessness. In FY 2026, these funds are being used to address existing budget gaps and are expected to continue into FY 2027.
- The Mayor also provided **\$6,383,662 in one-time funding for homeless services and operating costs** in FY 2026. This funding supports family overflow shelter operations and hypothermia shelter services underway. These funds are partially recurring in FY27, with the exception of approximately \$1.2M for the Harbor Light lease.
- In FY 2026, the Mayor funded **\$3,500,000 in one-time funding for Community Legal Education and Resources (CLEAR) Grants**. This one-time funding supports community-based legal services for residents who cannot afford legal assistance, particularly in civil matters such as housing, family law, immigration, and consumer issues. All **22 grant agreements have been awarded** to organizations providing these critical services.
- The Council provided **\$500,000 in one-time funding to Restore Domestic Violence (DV) Grants**, increasing the availability of safe and supportive housing for survivors fleeing domestic violence and their children. This funding supports survivors in obtaining immediate shelter and relief from harm, and has been added to grant agreements for FY26.
- The Mayor allocated **\$1,756,440 in one-time funding for Alternative Pathways to FRSP: Appeals Contracted Staff**, supporting contracted appeals staff for the overflow shelter program. This investment significantly reduced the appeals backlog associated with the Family Re-Housing Stabilization Program (FRSP).
- The Council funded **\$600,000 in one-time funding to Restore Transgender and Gender Non-Conforming (TGNC) Workforce Development Grants**. This initiative provides employment training, industry-recognized credentials, employment support, and post-employment follow-up, while building a network of employer partners

actively engaging with the TGNC community. In FY 26, the program will be implemented at a smaller scale and will serve 20 individuals. The program is one-time funded in FY26..

- The Council also provided **\$1,008,000 in one-time funding** for **DC Flex**, supporting approximately **100 DC Flex slots**, including **20 slots for young adults**. This funding allows DHS to continue serving currently enrolled participants.
- The Council allocated **\$3.6 million in one-time funding** for the **Emergency Rental Assistance Program (ERAP)** in FY 2026. In FY 2026, the ERAP application process transitioned to an appointment-based system. Tenants seeking assistance with first month's rent, security deposits, or back rent now schedule an appointment with an ERAP eligibility worker. During the appointment, tenants complete the ERAP application and receive a link to upload required supporting documentation through the ERAP Portal. The ERAP team continues to process applications within the standard 45-day timeframe. As of December 29, 2025, 242 ERAP appointments have been completed. During FY 2026 to date, 1,100 appointments have been scheduled, 225 applications are currently under review, and 17 funding decisions have been made. The total FY 2026 funds available for client assistance equal \$6,950,127.62, of which approximately \$1.4M has been spent on cases from FY25, leaving \$5.3M for FY26 ERAP applications.
- The Council funded **\$250,000 in one-time funding** for the **A Wider Circle** grant, which supports the provision of furniture and home goods to low-income individuals and families. This assistance is particularly critical for families and youth transitioning from Short-Term Family Housing and Youth Transitional Housing Programs.
- The Council provided **\$1,530,545 in one-time funding to restore youth grants reductions**, reinstating funding for extended transitional housing and case management for homeless youth ages 18–24. This funding supports youth who are experiencing or at risk of homelessness and provides up to 24 months of services, helping stabilize young people during a critical period of transition to independence.
- The Council restored **\$2,035,584 on a one-time basis** for **TANF Cash – Reverses Sanctions Reduction**, implementing a committee recommendation under the *District of Columbia Public Assistance Amendment Act of 2025*. This action reversed changes to the TANF sanction's structure and ensured continued cash assistance and supportive services for low-income District residents with children.

- The **TANF Cash Assistance Cost of Living Adjustment (COLA)** enhancement funded by council implements the Committee’s recommendation under the Cash Assistance Cost of Living Adjustments Amendment Act of 2025, restoring inflationary adjustments for public benefits in FY 2026. The initiative is funded at **\$5,507,979** and allows District residents meeting the Standard of Care guidelines to continue receiving TANF cash assistance in FY 2026. DHS implemented the COLA effective October 1, 2025. This is a one-time enhancement, and no COLA is planned for FY 2027.
- The **Truancy Pilot** enhancement was Mayor-funded, provides coordinated and consistent early intervention to youth and families who have accumulated 10 or 15 days of unexcused absences. The initiative is funded at **\$1,074,026**. The pilot launched with five schools at the start of School Year 2025–2026, including one middle school, and expanded to a sixth school in December 2025. The pilot is scheduled to expand to four additional schools, bringing the total to ten schools in SY 25–26.
- The **Alternative Pathways to FRSP: DC Flex Families Slots** initiative, which was Funded by The Mayor uses 460 DC Flex slots in FY 2026 to support shelter exits and provide alternatives to FRSP, offering long-term housing stability for up to five years and reducing re-entry into homelessness. The initiative is funded at **\$5,649,924**. As of FY 2026, 206 families are currently enrolled, and 555 families are projected to enroll during the fiscal year. Resources are being utilized across the housing continuum to help households remain stably housed and prevent shelter entry.
- The **Alternative Pathways to FRSP: Permanent Supportive Housing (PSH) for Families** includes 156 new family PSH vouchers, funded at **\$7,643,694**, and serves as an exit alternative for families requiring long-term support to avoid cycling through the District’s safety net and homeless system. In total, 336 new vouchers for families are available in FY 2026 across PSH and TAH-related investments. DHS is actively matching families, and rent payments begin immediately upon matching. The matching schedule front-loads utilization to ensure families are housed as quickly as possible. As of mid-December 2025, 114 households have been matched. Of these, 73 have been assigned a case management provider, and 41 are undergoing intake.
- The **Homelessness Prevention Program (HPP) Program Increase** is funded by Mayor at **\$2,928,287** and is designed to prevent families at risk of homelessness from entering shelter by providing short-term case management, rental assistance, and connections to community resources. The expansion includes HPP+, which supports families relocating outside the District and links eligible families to DC Flex for long-term housing

stability. DHS projects using the full HPP allocation to prevent shelter entry. To date, 589 families have been served, and DHS projects serving 2,026 families in FY 2026, based on families deemed eligible for homeless services.

- The **Grants Process Improvement** enhancement funded by Council provides **\$231,393** for two FTEs to strengthen grant oversight, federal reporting, monitoring, compliance, and coordination with federal partners. While the Council approved these positions, DHS is unable to hire them due to local personnel budget constraints that support only very limited hiring. As a result, DHS is focusing on low-cost strategies to improve grant processes in lieu of filling the positions. As of January 2026, DHS fully executed 103 grants.
- The **Funding for 160 TAH vouchers and 8 FTEs** enhancement funded by council provides **\$7,036,532** to cover rental costs for **160 new TAH vouchers for families** and staffing to support case management, supervision, and application and lease-up processing. Due to staffing constraints, DHS has identified funding for four case manager positions, which have not yet been posted. The **\$7.036** million in new family voucher funding will be used to match families directly to PSH, rather than holding vouchers until TAH staffing is fully onboarded. Families will then be stepped down from PSH to TAH as TAH case managers are hired. Because this is a family program, DHS begins incurring rental costs immediately upon matching, resulting in higher PSH costs in the short term until participants transition to TAH.
- The **Funding for 20 PSH-Family vouchers**, funded by Mayor at **\$940,762**, provides an additional PSH exit pathway for families assessed to need long-term support. These vouchers are integrated into the same matching schedule, contributing to the 114 households matched as of December 16, 2025, with 73 assigned to case management providers and 41 in intake.

12. *Please fill out the attached spreadsheet* labeled “12_JA0_2026.xls.” List all federal or private grants received by your agency in FY25 and FY26 to date, identify their current balances, and indicate any that lapsed during or at the end of FY25. Please submit the completed document in both Excel and PDF formats. *Please retain the original file name in your submission.*

Please see Attachments 12_JA0_2026.xls and 12_JA0_2026.pdf

13. List all grants issued by your agency in FY25 and FY26 to date *in the provided attachment* labeled “Question_13_JA0_2026.xls.”

- a. Please submit the completed document in both Excel and PDF formats. *Please retain the original file name in your submission.*

Please see Question 13_JA0_2026.xlsx

- b. The Human Services Grant Administration Amendment Act of 2025 requires DHS to “provide the grant agreement for each DHS local grant to the grantee . . . no later than 30 days following the start of the fiscal year. . . .” This provision was funded to take effect immediately, in FY26 rather than in FY27. In the “Notes” column of the provided spreadsheet or in separate columns intended for this purpose, please indicate:

- i. Whether the relevant grant’s term of service began at the start of FY26;
- ii. If it did, whether the grant agreement was provided to the grantee within 30 days following the start of FY26; and
- iii. If the grant was not timely provided to the grantee:
 1. A root cause analysis of the failure to timely provide the grant;
 2. When the grant was ultimately provided; and
 3. A description of the work DHS has done and will do to ensure the grantee’s operations are not adversely affected by the delay.

Answers to section b are embedded within attachment 13.

14. Please provide the Committee with:
- a. A list of all vehicles owned or leased by the agency;
 - b. The purpose of each vehicle;
 - c. The division the vehicle is assigned to, if applicable; and
 - d. Whether the vehicle is assigned to an individual employee.

Please see Attachment 14 Fleet.xlsx

15. For each objective and activity in the agency’s FY25 Performance Plan, please list:

- a. The measure of greatest improvement for the agency, and the actions the agency took to improve that measure’s outcome, efficiency or quantity; and

1. **Agency Objective:** Provide high quality DHS services to individuals, families, and youth using collaborative, person-centered, and forward-thinking processes.

Measure with Greatest Improvement: Percent of youth who completed Youth Services Division programs with improved school attendance when truancy is an issue at referral and/or closure

- FY24 Total: 55%
- FY25 Total: 63%
- Change: +8 percentage points

Narrative: Between FY24 and FY25, DHS achieved a notable improvement in school attendance outcomes for youth enrolled in Youth Services Division (YSD) programs where truancy was identified as an issue. The percentage of youth demonstrating improved attendance increased from 55% to 63%, reflecting an 8-point gain. This improvement suggests enhanced engagement strategies and targeted interventions that addressed barriers to consistent school participation were successful.

Actions Taken by the Agency: Several operational improvements helped this KPI improve. They included working closely with OSSE to gather attendance data from schools using an automation process versus manual process and reducing the number of families that we were unable to reach by cross referencing YSD clients referred to clients in other DHS programs to get the best contact information. These improvements helped us to have more youth enrolled in the program and more accurate attendance information. The integration of the truancy pilot into our overall program portfolio enhanced our truancy intervention programming across the division.

2. **Agency Objective:** Implement policy initiatives that address structural barriers to economic mobility; integrate learnings to improve DHS programs and practices so that residents are positioned to grow their economic security.

Measure with Greatest Improvement: Percent of newly employed customers earning a DC Living Wage

- FY24 Total: 80%
- FY25 Total: 87%
- Change: +7 percentage points

Narrative: DHS strengthened its economic mobility efforts by increasing the proportion of newly employed customers earning a DC Living Wage from 80% in FY24 to 87% in FY25. This improvement underscores the agency's commitment to connecting residents with sustainable employment opportunities that support long-term financial security.

Actions Taken by the Agency: TANF Employment and Education Service Providers build relationships with employers that offer employment opportunities with career pathways and potential for growth. Continuing to use internal screening mechanisms to ensure customers are placed with appropriate employers who offer high wage jobs.

3. **Agency Objective:** Make homelessness rare, brief, and non-recurring in the District through innovative, person-centered and research-based practices that are considered exemplary throughout the nation.

Measure with Greatest Improvement: Average length of time (days) experiencing homelessness (individuals)

- FY24 Total: 279 days
- FY25 Total: 250 days
- Change: -29 days

Narrative: The average length of time individuals experienced homelessness decreased significantly from 279 days in FY24 to 250 days in FY25, a reduction of 29 days. This improvement reflects progress toward making homelessness brief and non-recurring, likely driven by enhanced housing placement processes and supportive services.

Actions Taken by the Agency: DHS has focused its attention on housing-focused case management. We have deployed staff into shelters to provide case management technical assistance and improve linkages to behavioral health. Our staff is working with each shelter on a regular basis to provide any assistance they might need to resolve the most difficult situations. In addition, we have focused on clients who have been matched to a PSH voucher and worked to expedite long-stayers.

4. **Agency Objective:** District residents will consistently receive reliable, thorough, and trauma-informed service from a well-trained, well-resourced, and respectful staff.

Measure with Greatest Improvement: SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 for regular SNAP)

- FY24 Total: 71%
- FY25 Total: 83%
- Change: +12 percentage points

Narrative: DHS improved the timeliness of SNAP application processing, increasing the rate from 71% in FY24 to 83% in FY25. This incremental gain demonstrates the agency's ongoing commitment to operational efficiency and ensuring residents receive critical benefits without delay.

Actions Taken by the Agency: The SNAP Application Timelines rate improved from 71% in FY24 to 83% in FY25. The result was due to a combination of these process, technology, and workforce interventions:

- **System Enhancements:** Upgrades to the DCAS platform introduced usability improvements and real-time dashboards for faster case processing.
- **Policy Adjustments:** Interview requirements were streamlined to reduce client-caused delays
- **Corrective Action Plans:** DHS implemented CAPs focused on training, SOP development, and system fixes to meet federal timeliness standards.

- Staffing & Training Investments: Continuous system and policy training for new staff and refreshers for ongoing staff
- Added features for pre-populating applications and improving address collection
- Introduced real-time dashboards for service centers, enabling better workload visibility and prioritization of cases ready for processing.
- Regular meetings to monitor and adjust operations

DHS reports to FNS monthly on the active Application Timeliness Rate. We also track/monitor the timeliness rate as it pertains to cases that measure DHS's performance on factors within its control, excluding delays caused by clients (e.g., late submission of required documents, missed interviews). This is called the Adjusted APT rate.

Reasoning: The standard APT rate includes all approved cases, even those delayed by client actions. This can distort agency performance metrics because client-related delays do not reflect operational efficiency; however, FNS is no longer discerning agency v. customer errors, thus we are reporting the aggregate rate, thus we are reporting the aggregate timeliness rate for consistency.

Use Case: From FY24 to FY 25, the Adjusted APT (which excluded customer-caused timeliness errors from the denominator) rate increased from 95% to 96%, respectively. The Adjusted APT is what is reflected in the agency's annual Performance Accountability Report. This increase was due to the same factors highlighted above.

b. For all measures with missed targets (if any), explain the actions the agency is taking to improve that measure's outcome, efficiency, or quantity.

1. Call Center: Average Wait Time (Minutes)

- Target: 12 Minutes
- Q1: 18 Minutes
- Q2: 15 Minutes
- Q3: 16 Minutes
- Q4: 25 Minutes
- Average: 18.5 Minutes

Programmatic Context: -In FY25, the Call Center's average wait time was 18.5 minutes, above the 12-minute target. Staffing and budget constraints, combined with high call transfers, contributed to delays.

Current Actions to Improve Outcomes: -To enhance efficiency and reduce wait times, DHS restructured the Call Center into the Virtual Eligibility Center (VEC), centralizing SNAP eligibility interviews under a two-tier model:

- Tier 1: Handles general inquiries and screens calls.

- Tier 2 (VEC): Conducts interviews and determines eligibility.

We've expanded staffing through telework flexibility and reassignment of non-lobby staff. Supervisory "Quarterbacks" now manage call flow and productivity across service centers. Standardized lunch schedules are reducing peak delays, and clearer reporting definitions are being implemented to improve data accuracy.

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

- Target: 18
- Q1: 3
- Q2: 2.3
- Q3: 2.6
- Q4: 2.4
- Total: 10.3

Programmatic Context: New employment placements remain low due to accelerated federal job cuts in the D.C. region since early 2025, compounded by budget constraints and slowed hiring in key sectors like hospitality, healthcare, and administrative services.

Current Actions to Improve Outcomes: To address these challenges, DHS is launching Jumpstart to Jobs (J2J)—a pilot initiative focused on creating career pathways for TANF Employment and Education Program (TEP) customers. Using assessment and survey data, J2J will identify industries of greatest interest and partner with TEP providers to deliver targeted training that leads to job placements within months. This approach aims to close the skills gap and connect customers to sectors with real hiring potential.

3. Percent of TANF Employment Program Participants Who Participated in Eligible Activities

- Target: 25%
- Q1: 12%
- Q2: 15%
- Q3: 17%
- Q4: 16%
- Total: 15%

Programmatic Context: Budget constraints reduced the number of TEP service providers, limiting case management and employment support. Staff turnover after the new contract launched further slowed service delivery.

Current Actions to Improve Outcomes: In FY26, TEP and SNAP Employment and Training will prioritize helping customers increase income and achieve financial independence through four focus areas:

1. Consistent participation
2. Improved skills
3. Strengthened family stability
4. Increased monthly income

DHS will use a data-driven approach, tracking participation, employment rates, education completion, and income changes to guide improvements and ensure measurable progress.

16. List all new objectives, activities and projects in the agency's FY26 Performance Plan and explain why they were added.

There are no new objectives or activities in the agency's FY26 Performance Plan. However, the plan includes several **new projects**, which are listed below along with the reasons for their addition and the benefits they provide.

1. Develop and Implement a Cross-Functional Strategy to Improve SNAP Timeliness

Reason for Addition: - To address delays in SNAP application processing caused by resource constraints and outdated processes, while leveraging technology for efficiency.

Benefit: - Improves service delivery and customer experience by reducing processing times, optimizing resource allocation, and introducing innovative tools to support staff productivity.

2. Expand Truancy Pilot

Reason for Addition: - To scale an existing pilot from 5 to 10 schools, including middle schools, to combat chronic absenteeism and prepare for broader citywide implementation.

Benefit: - Supports educational engagement for over 1,000 youth, addresses barriers to attendance, and provides data-driven insights for future truancy interventions.

3. TANF Eligibility Redesign Initiative

Reason for Addition: -To comply with new federal TANF requirements and budget constraints while improving program sustainability and customer outcomes.

Benefit: - Creates a transparent, efficient eligibility framework that enhances compliance, reduces administrative burden, and promotes economic stability for families.

4. Help customers increase their income and achieve financial independence from benefits through employment and training services

Reason for Addition: - To strengthen TANF and SNAP E&T programs by focusing on income growth, skill development, and family stability.

Benefit: - Helps customers achieve financial independence through targeted interventions, data-driven strategies, and improved employment outcomes.

5. Improve Family Rehousing and Stabilization Program (FRSP) outcomes through a coordinated/consolidated FRSP/Temporary Assistance to Needy Families (TANF) case management model

Reason for Addition: - To integrate case management across programs, reducing duplication and aligning with the Pathway to Self-Sufficiency initiative.

Benefit: - Enhances efficiency, improves family stability, and streamlines service delivery for better housing and income outcomes.

6. Redesign of family system to include additional exit pathways from shelter and post FRSP

Reason for Addition: - To diversify housing solutions and strengthen long-term stability for families exiting shelter.

Benefit: - Expands options like time-limited subsidies and vouchers, while adding employment and education services to improve housing retention.

7. Increase tenant-based voucher utilization and decrease the length of time it takes participants to access housing

Reason for Addition: - To address delays in housing placements and improve utilization of available resources.

Benefit: - Accelerates housing access for over 1,300 households, reduces bottlenecks, and ensures efficient use of budgeted housing resources.

8. Establish a structured framework to guide DHS's adoption of emerging technologies to address key agency challenges

Reason for Addition: - To establish governance and evaluation processes for emerging technologies like AI and machine learning.

Benefit: - Promotes responsible, effective technology use to improve productivity, resource targeting, and service delivery.

9. Improve Grants Administration

Reason for Addition: - To streamline and automate the grant award process for over 100 annual grants.

Benefit: - Reduces manual workload, accelerates provider payments, and ensures timely, compliant grant management.

17. Describe problems and challenges, including chronic maintenance issues and design flaws, in agency-owned or leased facilities.
- a. What capital or operating projects arose from these issues in FY25 and FY26 to date, including cost and actions taken?

Several challenges have been identified at both owned and leased facilities, including roofing leaks, issues with door hardware, inadequate security systems, elevator malfunctions and HVAC malfunctions.

As a result, the following capital projects have been prioritized to address these concerns:

- **The Aston:** Repeated failure of elevator and leaking roof. Existing generator is only for life safety. Requires replacement of elevators, installation of a new roof, and a new full power generator to ensure facility operations and to avoid full building relocation of clients during a power outage. FY26 Revised Budget: \$3,785,000.
- **25 E Street:** Existing roof is at the end of its life cycle the generator is only for life safety, and electronic door access has failed. Additionally, six boilers are at the end their life cycle. This building requires a new roof, perimeter fencing, generator installation, security system upgrades, boiler replacement, and replacement of all interior door hardware. FY26 Revised Budget: \$3,500,000.
- **Federal City Shelter (CCNV):** Existing HVAC, roof, infrastructure, and all plumbing is past its life cycle. New facility is required to meet CCNV occupancy requirements. FY26 6-Year Total Budget: \$57,480,000

18. Please list each new initiative implemented by the agency during FY25 and FY26 to date. For each new initiative, please provide:
- A description of the initiative;
 - Actual start date;
 - Actual or anticipated end date;
 - The funding required to implement the initiative;
 - Whether the initiative was mandated by legislative action;
 - Problems or challenges faced in the program’s implementation;
 - The metrics the agency is collecting to measure the initiative’s success; and
 - An assessment of the initiative’s success thus far.

Please see attachment Q18 New Initiatives.

19. Please list any legislation passed in FY25 or FY26 that impacts DHS and provide a status report on the agency’s implementation of each piece of legislation.

Legislation	Summary	FY Passed	Implementation Status
<p>B26-0046 - Emergency Rental Assistance Reform Amendment Act of 2025</p>	<p>Bill 26-0046 amends section 8f of the “Homeless Services Reform Act of 2005”, effective March 10, 2023 (D.C. Law 24-287; D.C. Official Code § 4-753.08), to require specific documentation from tenants establishing eligibility for Emergency Rental Assistance Funds, to clarify the definition of a qualifying emergency situation, and to require the Mayor to issue implementing regulations. It also amends Section 501 of the “Rental Housing Act of 1985”, effective July 17, 1985 (D.C. Law 6-10; D.C. Official Code § 42-3505.01), to permit a court to enter a stay, rather than require a court to enter a stay, when a tenant submits documentation to the court demonstrating that the tenant has a pending Emergency Rental Assistance Program application, to require housing providers to reschedule evictions in certain circumstances involving pending and approved Emergency Rental Assistance Program applications, and to create an affirmative defense in eviction cases on the basis of housing providers’ noncompliance with the Emergency Rental Assistance Program application process.</p>	<p>FY25</p>	<p>DHS is currently finalizing regulations establishing eligibility for ERAP funds.</p>

Legislation	Summary	FY Passed	Implementation Status
Rapid Re-Housing Case Management Efficiency Amendment Act of 2025	This subtitle amends the Homeless Services Reform Act of 2005 to limit rapid re-housing case management to participants who do not already receive case management through TANF and makes case management optional for all other participants. The subtitle also makes case management optional for all non-TANF families and individual rapid-rehousing (RRH-I) participants.	FY25	Implemented
Department of Human Services Grant Act of 2025	The bill requires DHS to: Award grants in the amount of \$62,500 per organization to “A Wider Circle” and “Lighthouse DC” to acquire, store and deliver furniture for families transition from homelessness.	FY25	Implemented
Human Services Grant Administration Amendment Act of 2025	The subtitle requires the Department of Human Services (DHS), beginning in fiscal year 2027, to provide grant agreements to grantees for review and signature within 30 days of the start of the fiscal year or, if the grantee has a different term of service, within 30 days the start of that term of service. Additionally, DHS must issue the first payment to the grantee under the grant no later than 30 days following receipt of a signed grant agreement, or no later than 30 days from the start of the fiscal year or term of service- whichever is later.	FY25	Implementation in FY27.
Public Benefits Ombudsman Program Emergency Amendment Act of 2025	Amends the Health Care Ombudsman Program Establishment Act of 2004 to rename the Health Care Ombudsman the Health Care and Public Benefits Ombudsman (“Ombudsman”); expand the scope of the office to include counsel and assistance for individuals applying for, or receiving public benefits, or those adversely impacted by a public benefits determination, and help District residents access public benefits options; move the Ombudsman to DMHHS and delegate authority to operate the program to DHCF; require the Ombudsman to include in its annual report to DHS, DHCF, DMHHS and the Council the activities, performance, and fiscal accounts of the program including any issues with the DC Access system; require	FY25	Implemented. DC Department of Health Care Finance is leading the establishment of the Ombudsman.

Legislation	Summary	FY Passed	Implementation Status
	DHS to display information about the Ombudsman program on their website.		
Child Support Reform Amendment Act of 2025	This bill requires DHS to implement an income disregard of \$200 monthly child support obligations and voluntary child support payments the assistance unit receives from an absent parent or spouse.	FY25	Implemented
Truancy Pilot Expansion	Updates the dates to the 2025-26 school year; Changes # of schools from 5 to 10; Changes final reporting date from August to September; requires DHS to refer to CFSA any student 10 years of age through 13 years of age whose parent has not responded to DHS outreach within 10 business days after that outreach or has declined services.	FY25	DHS is working to complete expansion into new schools as legislated. Currently, the pilot expansion is 60 percent complete with 100 percent expansion projected in Q2 FY26.
Cash Assistance Cost of Living Adjustments Amendment Act of 2025	The subtitle prohibits an increase of benefits based on inflation in FYs 2026 through 2030.	FY25	Implemented in FY27.
District of Columbia Public Assistance Amendment Act of 2025	The subtitle phases out locally funded public assistance benefits for adults who have received benefits for 60 months, beginning with fiscal year 2027. The changes affect adults only, benefits provided to a minor child will not be affected. Specifically, benefits are reduced in fiscal year 2027 by 30 percent of the fiscal year 2026 levels, 50 percent in fiscal year 2028, and 75 percent in fiscal year 2029 and thereafter. TANF recipients are subject to certain job search and job readiness requirements or may be subject to sanction. The subtitle also increases the amount by which TANF benefits are reduced for recipients under sanction from six percent of benefits to 25 percent of benefits.	FY25	Implementation in FY27.
Human Services Reform Amendment Act of 2025	The subtitle requires RRH participants (families, individuals) to be exited at the end of time limits for the program; prohibits use of congregate shelter for families; removes case management requirement for RRH-F and RRH-I.	FY25	Implemented

Legislation	Summary	FY Passed	Implementation Status
B26-0367, Public Benefits Security Amendment Act of 2025	Requires the Department of Human Services to issue electronic benefit transfer cards with theft prevention technology and to restore public assistance lost due to theft.	FY26	This bill is subject to Appropriations.

20. Regarding customer feedback,
a. How does the agency solicit feedback from residents? Please describe.

The agency employs a comprehensive, multi-channel approach to ensure that resident voices are heard and incorporated into decision-making. Feedback is gathered through structured surveys conducted, which regularly solicit input from shelter residents on service quality and conditions. Residents also have the ability to submit concerns or complaints directly to OPRMI for accountability.

In addition to surveys in FY25, DHS hosts community engagement sessions and participates in ANC meetings across all wards, creating opportunities for residents to share their experiences and priorities in real time. These sessions often lead to actionable changes, such as the development of the Submit a Concern portal, which was designed based on feedback collected during these engagements. DHS also conducts community walks with ANC Commissioners and local leaders, allowing staff to observe issues firsthand and collaborate on solutions. Social media and email channels further expand accessibility, enabling residents to provide input conveniently. Through these varied methods, DHS ensures that feedback is inclusive, accessible, and tied to meaningful improvements.

- b. What has the agency learned from this feedback?

Residents' feedback has been instrumental in shaping DHS programs and priorities. One key insight was the need for easier and more transparent reporting mechanisms, which led to the creation of the Submit a Concern portal. Community walks and engagement sessions revealed recurring concerns about safety, trash accumulation, and infrastructure issues, prompting DHS to coordinate with DGS, DPW, DOB, MOCRS, etc. to address these challenges. Feedback also highlighted gaps in resources beyond housing, such as school supplies, bike racks, and meal distribution, resulting in multi-agency collaborations and community resource fairs.

Surveys and ANC meetings uncovered confusion around housing voucher processes and shelter timelines, leading DHS to improve public communication and provide clearer updates during community meetings. Seasonal feedback from unsheltered residents informed expanded

hypothermia outreach efforts, including coat drives and warming resources. Collectively, these lessons underscore the importance of continuous engagement and demonstrate how resident input drives tangible improvements in service delivery and community support.

c. How has the agency changed its practices because of this feedback?

Resident feedback has highlighted how and where we can be clearer about available services and eligibility requirements for our programs. We are currently working to establish a formal mechanism to review feedback quarterly.

21. Please identify any legislative modifications that would enable the agency to better meet its mission.

A legislative modification to clarify language in the Fiscal Year 2026 Budget Support Emergency Act would enable the agency to better meet its mission.

The “Rapid Re-Housing Continuation Clarification Emergency Amendment Act of 2025” would clarify the review and processing of appeals for the Rapid Re-Housing Program and ensure consistency with Council’s original intent. Specifically, a RRH program client, who received continuation of services due to filing an appeal for a notice of program exit before the effective date of the FY26 BSA, shall be exited from the program upon an administrative review decision to uphold a notice of program exit.

22. Please identify any regulatory impediments to the agency’s operations.

The following provides an overview of regulations currently in the process of review and approval, or publication.

Regulation	Description	Status
FY 2026 Notice of Proposed Rulemaking for Public Assistance Standards of Assistance and Payment Levels	This rule making would update the dollar figures for the public assistance payment levels, which increase by operation of law each fiscal year in tandem with changes to the CPI-U. In addition, the standards of assistance would be updated to match the new payment level.	Submitted to ODAI for publication.

Regulation	Description	Status
	<p>Updates to the payment levels will ensure that public assistance customers have accurate information about current benefit rates as increased in accordance with legal mandates.</p> <p>Updates to the standards of assistance are necessary to ensure they do not fall below the payment levels.</p>	
Final FRSP Rulemaking	<p>The purpose of the final rulemaking is to revise regulations for the Family Re-Housing and Stabilization Program (FRSP). Proposed rulemaking included changes incorporated in the prior emergency and proposed rules, as well as further changes to: (1) add a new employment requirement for FRSP eligibility at § 7803.1(g); (2) remove a provision allowing an applicant's declaration to be used in place of certain documentation required to establish FRSP eligibility; (3) remove a provision authorizing FRSP rental assistance to include utility assistance; and (4) reflect provisions of recent legislation amending Rapid Re-Housing provisions of the HSRA, including provisions related to requesting case management services and program exits. See Section 5102 of the Homeless</p>	Awaiting final EOM approval.

Regulation	Description	Status
	<p>Service Reform Emergency Amendment Act of 2025, effective September 3, 2025 (D.C. Act 26-146; 72 DCR 9623). DHS received no public comments in response to the third proposed rules.</p> <p>FRSP regulations are currently in place under an emergency rulemaking that will expire 2/19/2026. DHS received no public comments in response to the proposed rules.</p>	
5th FRSP Emergency Rulemaking	To have legal authority and rules in place, while the final rulemaking goes through the Council approval process.	Approved for promulgation and publication in the District of Columbia Register.

23. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, as well as any investigations, studies, audits, or reports on the agency or any employee of the agency that were completed during FY25 and FY26 to date.

Title	Description
Audit of the District's Homeward DC Strategic Plan and Emergency Homeless Shelter Management (OIG Project No. 23-1-01JA)	OIG conducted this audit with the objective of assessing: (1) the progress made toward the goal of ending chronic homelessness among individuals and families in the District; and (2) whether the newly constructed shelters increased the availability, equity, and safety of homeless services in the District.
Medicaid Eligibility Audit (OIG No. 24-1-04JA)	OIG conducted an audit of Medicaid eligibility with objectives to: (1) review internal controls over Medicaid eligibility, and (2) evaluate compliance with federal program requirements.

Title	Description
ODCA Rapid Rehousing and Family Rehousing Stabilization Program Audit	The objective of this analysis was to examine the rates at which incomes changed between entry into FRSP and exit from FRSP for participants who exited FRSP between October 1, 2021, and September 30, 2024, encompassing Fiscal Years 2022, 2023, and 2024.
FY2025 Single Audit of Federal Awards Programs	This is the annual Single Audit of Federal Awards Programs awarded to DHS.
Consolidated Semi-Annual SNAP Corrective Action Plan (CAP)	This is the SNAP CAP update on open action items, including QC findings, error data analysis, the Payment Error Rate (PER) CAP, and the Case and Procedural Error Rate (CAPER) CAP. The CAP is based on the requirements of the Code of Federal Regulations 7, Subpart E, and Sections 275.16 and 275.17. Documenting information in the CAP is the process by which DC determines the appropriate actions needed to substantially reduce or eliminate deficiencies in SNAP operations.
SNAP Management Evaluation Report	The SNAP ME review is an ongoing assessment of DHS's administration of SNAP. The review provides FNS Regional Office staff the opportunity to observe and evaluate the State agency's processes and procedures for complying with the requirements outlined in the FNS regulations, handbooks, and FNS policy. Additionally, the review is an opportunity for regional staff to provide technical assistance regarding new regulations and policy interpretations that may be needed.
Office of Human Rights (OHR) Language Access (LA) Reports	The OHR Language Access Program (LAP) assists agencies with ensuring that DC residents, workers, and visitors receive equivalent information and services from the DC government, regardless of what language they speak. One component of this is building capacity for compliance through the development of two-year Biennial Language Access Plans (BLAPs). Agencies are also required to report quarterly and yearly on their BLAPs' progress.
Office of Disability Rights (ODR) Annual Self-Assessment Survey	ODR is responsible for oversight of the District's obligations under the Americans with Disabilities Act and other federal and local disability rights laws. The Annual Self Assessment assists agencies with determining the status of the agency's compliance with the ADA and developing an implementation plan of actions to be taken by the agency to provide persons with disabilities with full and complete access to services, activities, and facilities of the agency.
Homeless Services Monitoring Unit (HSMU) Reports	The Homeless Services Monitoring Unit (HSMU) of the Office of Program Review, Monitoring, and Investigation (OPRMI) is responsible for monitoring the conditions, services, and practices at shelters.

Title	Description
Emergency Response Plans (ERP)	The purpose of the ERP is to establish procedures to protect the life and safety of DHS employees, residents, and members of the public in the event of an emergency.
Office of Risk Management (ORM) Reports	ORM conducts regular occupational safety and health inspections of DHS facilities.
Family Services Administration (FSA) Family Re-Housing Stabilization Program (FRSP) Monitoring Reports	FRSP is a time-limited housing and support program designed to assist families experiencing homelessness, or at imminent risk of experiencing homelessness, to afford dignified and safe housing in the private market. These reports monitor contractors' compliance with contract requirements.

24. Please identify and provide an update on what actions have been taken to address all recommendations made during the previous three years by:
- a. The Office of the Inspector General;
 - b. The DC Auditor;
 - c. Internal audits; and
 - d. Any federal or District oversight entities not identified above.

Title	Recommendation	Status	Comments
<p>Office of the State Superintendent of Education and Department of Human Services: Inspection of the Child Care Subsidy Voucher Program (OIG No. 21-I-01JA)</p>	<p>Implement a process to regularly review and update CCSD procedures to ensure they accurately reflect current child care subsidy eligibility requirements and CCSD work processes.</p>	<p>Completed</p>	<p>The child care leadership team introduced a process in April 2024 for quarterly in-house trainings and quizzes to ensure staff understand subsidy eligibility requirements. DHS-CCSD staff also receive annual refresher trainings and quarterly updates from OSSE, along with frequent huddles and feedback sessions to review policies and address challenges. Supervisors provide one-on-one support during monthly meetings, and staff are encouraged to use policy manuals or seek clarification as needed. In a meeting with OSSE's CCDF team, eligibility workers demonstrated strong knowledge and were commended for their preparedness. This training and review process remains active and ongoing.</p>

Title	Recommendation	Status	Comments
<p>Office of the State Superintendent of Education and Department of Human Services: Inspection of the Child Care Subsidy Voucher Program (OIG No. 21-I-01JA)</p>	<p>Provide OSSE with regular reports summarizing the findings of CCSD quality assurance review.</p>	<p>Completed</p>	<p>DHS-CCSD began tracking referrals in QuickBase in December 2024, with data recorded on daily logs, monthly reports, and management assignment logs. Monthly reports, submitted to OSSE by the 5th, include application statuses and will begin tracking referrals from SNAP E&T, TEP Providers, and OWO starting September 2025. Child care supervisors assign cases in rotation, while TEP Provider applications are processed weekly through a file share system, with approvals or denials communicated the same day. Incomplete applications are updated by Thursday, and completed packages are processed by Friday, with approved cases effective the following Monday. This process remains active and ongoing.</p>

Title	Recommendation	Status	Comments
<p>Office of the State Superintendent of Education and Department of Human Services: Inspection of the Child Care Subsidy Voucher Program (OIG No. 21-I-01JA)</p>	<p>Implement a process to: (a) track referrals sent to OSSE and the corresponding outcomes; and (b) disseminate the information to CCSD eligibility workers.</p>	<p>Completed</p>	<p>DHS-CCSD began tracking referrals in QuickBase in December 2024, with data recorded on daily logs, monthly reports, and management assignment logs. Monthly reports, submitted to OSSE by the 5th, include application statuses and will begin tracking referrals from SNAP E&T, TEP Providers, and OWO starting September 2025. Child care supervisors assign cases in rotation, while TEP Provider applications are processed weekly through a file share system, with approvals or denials communicated the same day. Incomplete applications are updated by Thursday, and completed packages are processed by Friday, with approved cases effective the following Monday. This process remains active and ongoing.</p>

Title	Recommendation	Status	Comments
<p>Office of the State Superintendent of Education and Department of Human Services: Inspection of the Child Care Subsidy Voucher Program (OIG No. 21-I-01JA)</p>	<p>Collaborate to fix process errors at CCSD that result in underpayments to childcare providers.</p>	<p>Completed</p>	<p>DHS-CCSD implemented an admission form process through SeamlessDocs on June 1, 2025, with eligibility workers tracking all forms in Excel. The process ensures accurate email verification for child care providers and streamlines submission and signature collection from parents/guardians and providers. Once all signatures are completed, the form is returned to CCSD for verification and acceptance in the system, and notifications with a PDF copy are sent to all parties. Admission forms must be submitted by the 10th of each month; late forms are not accepted for payment and must be sent to OSSE with an error report. This process remains active and ongoing.</p>
<p>Audit of the District of Columbia Agencies' Overtime Usage (OIG No. 22-1-03MA)</p>	<p>Develop and implement an overtime budget formulation process that assesses personnel needs with respect to changes in the agency's mission or workload to ensure accurate and complete estimates of overtime needs.</p>	<p>Completed</p>	<p>This action is completed. DHS and OCFO conduct quarterly reviews of personnel expenditures over time.</p>

Title	Recommendation	Status	Comments
<p>Audit of the District of Columbia Agencies' Overtime Usage (OIG No. 22-1-03MA)</p>	<p>Establish and implement procedures to evaluate overtime needs.</p>	<p>In Progress</p>	<p>DHS monitors overtime usage and projects out overtime needs during the quarterly FRP process and shares bi-weekly overtime usage in dashboards reviewed at both the executive and administration levels. The multiyear trend analysis project is expected to be completed by the end of FY26.</p>
<p>Audit of the District of Columbia Agencies' Overtime Usage (OIG No. 22-1-03MA)</p>	<p>Develop a mechanism to enforce and periodically train employees and supervisors on overtime policies and procedures.</p>	<p>In Progress</p>	<p>Training was incorporated into New Employee Orientation in FY24. Labor Management Partnership Committee will be leveraged to review unique overtime projects to ensure compliance with collective bargaining agreement. Overtime remains frozen for DHS.</p>
<p>Audit of the District of Columbia Agencies' Overtime Usage (OIG No. 22-1-03MA)</p>	<p>Ensure overtime policies and procedures clearly identify roles, responsibilities, and uniform consequences for noncompliance.</p>	<p>In Progress</p>	<p>Ongoing work with DCHR and OCTO on PeopleSoft parameters standardized process in District's HR system. FY25 internal process includes collaborative investigation process between DHS Office of Human Resources and DHS Office of Program Review, Monitoring, and Investigation to ensure OT compliance.</p>

Title	Recommendation	Status	Comments
Audit of the District of Columbia Agencies' Overtime Usage (OIG No. 22-1-03MA)	Develop policies and procedures to implement a fair and objective mechanism for distributing overtime work among eligible employees.	In Progress	Identified as a project for Labor Management Partnership Committee (LMPC) subcommittee to ensure compliance with District Personnel Manual and collective bargaining agreements.
Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)	Adopt a policy requiring DHS or TCP to assign case managers within a specific period of time following a participant's entry date.	Completed	DHS modified the Short-Term Family Housing (STFH) contracts to require shelter case managers to follow up with families for 60 days following exit in order to provide continued case management services to families entering the program. DHS has included in provider contracts the requirement for providers be assigned to FRSP families prior to the family signing a lease, and that the case manager attends the leasing event, and conducts a program orientation.

Title	Recommendation	Status	Comments
<p>Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)</p>	<p>Expand capacity or take other measures to improve delivery of case management services to new participants.</p>	<p>Completed</p>	<p>DHS continues to work to improve service delivery for all program participants and have implemented a full Program Manual along with updated program orientations for families before entering the program, expansion of overall case management capacity via our Human Care Agreement (HCAs) and many ongoing case management trainings and creating a community of practice for providers, DHS and stakeholders to continually learn from each other and best practices. Additionally in October 2022, DHS transitioned to directly manage the Family Rehousing and Stabilization Program (FRSP) for close oversight, including streamlined communication and policy implementation and overall improving service delivery to customers. This also includes specific measurable KPIs related to income growth, resource connectivity and employment outcomes.</p>

Title	Recommendation	Status	Comments
Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)	Review its current practice of using provider assignment date as the start of a participant's 12-month term of FRSP assistance and determine whether this practice comports with the language and intent of Title 29 DCMR Chapter 78.	Completed	DHS initiated this practice in October 2022 with the implementation of the Human Care Agreements and the expansion of capacity and continues to monitor for compliance on at least a quarterly basis.
Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)	Implement a process for monitoring case managers' payment tier decisions to determine whether decisions were justified and allow participants to appeal these decisions to an independent decision-maker.	Completed	Effective March 2024, DHS updated the program policy for families' rental portion from providing 40%-60% of their rental portion to all families paying 30% of their income. This is consistent across all families and does not require a decision regarding Tiers.
Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)	Implement a policy that establishes objective criteria for making participant tier changes.	Completed	Effective March 2024, DHS updated the program policy for families' rental portion from providing 40%-60% of their rental portion to all families paying 30% of their income. This is consistent across all families and does not require a decision regarding Tiers.
Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)	Ensure that case managers complete budget documents monthly.	Completed	Program case management service delivery requirements include monthly completion of budgets for each family in the program. This is monitored by Quarterly Audits, program spot checks and weekly case reviews.

Title	Recommendation	Status	Comments
<p>Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)</p>	<p>Modify existing systems to generate automatic notifications, which will alert TCP, DHS, and the relevant service provider when rent payments are processed</p>	<p>In-Progress</p>	<p>We have strengthened our internal processes with our payment vendor, which allows us to respond to and resolve payment concerns within 48 hours. Looking ahead to FY26, our payment vendor has introduced a new online portal that will provide the ability to track, monitor, and view real-time data on rental payments and inspections, which will significantly enhance transparency and efficiency.</p>
<p>Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)</p>	<p>Work with all required stakeholders to ensure case managers have access to all systems needed to execute the FRSP while continuing to maintain program participants' privacy.</p>	<p>Completed</p>	<p>DHS in collaboration with providers have worked to provide continuous access to the FRSP Case Management Portal, as well as the Oversight portal.</p>
<p>Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)</p>	<p>Designate an individual within DHS to correct system access issues, streamline processes, and be TCP's and service providers' IT liaison during system integration.</p>	<p>Completed</p>	<p>Effective October 2022, DHS utilizes the technical assistance of the internal IT team for ongoing support internally as well as for all contracted providers.</p>

Title	Recommendation	Status	Comments
<p>Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)</p>	<p>Screen participants for PSH or TAH upon intake into FRSP.</p>	<p>Completed</p>	<p>Families are assessed upon program entry and on at least quarterly basis while in the program using the F-SPDAT. This screening tool helps case managers understand how to assist the family to overcome barriers to stable housing, but also what housing intervention is appropriate. To be eligible for PSH or TAH families must meet certain disability and chronic homelessness criteria. With the enhancements in the program, we are requiring that providers assess families within the first 90 days in the program for a specific pathway that is based on assessment. These include- Long Term Housing Subsidy Need, Employment and Training, and Job Placement.</p>

Title	Recommendation	Status	Comments
<p>Evaluation of the District of Columbia Family Re-Housing and Stabilization Program (OIG No. 22-1-01JA)</p>	<p>Convene a meeting with the FRSP Task Force to discuss the feasibility of creating distinct TANF and Bridge Model paths within FRSP.</p>	<p>Not Started</p>	<p>DHS has not formally met to discuss this as the program needs have evolved. We have met with stakeholders on expanding pathways for families who are entering shelter, as well as exiting the FRSP program. This includes families who are eligible and matched to the Targeted Affordable (TAH) or Permanent Supportive Housing (PSH) intervention and from FY22-25 approximately 1,100 families have been matched to a permanent housing resource. Additionally, the agency is assessing how to implement a consolidated case management model that fully supports the needs of families while working to increase income and housing stability.</p>
<p>Homeward DC Strategic Plan and Emergency Homeless Shelter Management (OIG No. 23-1-01JA)</p>	<p>Ensure that the HMIS administrator preserves all data and information as required.</p>	<p>Completed</p>	<p>The FY25 Grant Agreement with TCP for HMIS contained updates in requirements including language regarding the development of a data reporting Standard Operating Procedure (SOP) and record retention.</p>
<p>Homeward DC Strategic Plan and Emergency Homeless Shelter Management (OIG No. 23-1-01JA)</p>	<p>Ensure compliance with District law and issue required annual reports.</p>	<p>Completed</p>	<p>The CY 2021 ex post facto report for HSMU was completed.</p>

Title	Recommendation	Status	Comments
Homeward DC Strategic Plan and Emergency Homeless Shelter Management (OIG No. 23-1-01JA)	Implement processes to ensure that the shelter monitoring unit performs and documents all legally required announced and unannounced inspections.	Completed	The schedule for CY25 was completed on December 30, 2024 and all announced and unannounced inspections scheduled to date in CY 2025 have been completed. The schedules are completed in December each year prior to the start of the next calendar year.
Homeward DC Strategic Plan and Emergency Homeless Shelter Management (OIG No. 23-1-01JA)	Ensure that OPRMI submits corrective action plans on time and adheres to its standard operating procedures.	In-Progress	The updates to the HSMU SOPs are in progress.
ODCA Rapid Rehousing and Family Rehousing Stabilization Program Audit	DHS should monitor the information provided by the service providers when they enter a new household into the Quickbase system, including conducting periodic audits of HMIS data to ensure income is being entered.	In Progress	DHS completed a draft of procedures for audits and will be completing the first one in Q2 FY26.
ODCA Rapid Rehousing and Family Rehousing Stabilization Program Audit	DHS should require Providers to conduct exit interviews when participants exit the program in an attempt to collect all required documentation.	In Progress	DHS will work with OCP to modify the Human Care Agreement (HCA) to include a requirement for Providers to make attempts to conduct exit interviews with clients and to document these efforts.

Title	Recommendation	Status	Comments
<p>Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)</p>	<p>We recommend that the DHS Director establish and implement clear procedures to generate and issue termination notices to beneficiaries when Medicaid cases are closed manually.</p>	<p>In Progress</p>	<p>DHS agrees with this finding and acknowledges the need to reinforce manual case closure procedures to ensure timely and accurate notification is provided to beneficiaries. DHS also acknowledges the need to reinforce internal controls to monitor the timeliness and accuracy of these case closure procedures by leveraging the existing monthly Medical Coverage Termination report.</p>
<p>Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)</p>	<p>We recommend that the DHS Director establish a formal process to detect and track manual closures of terminated cases.</p>	<p>In Progress</p>	<p>DHS agrees with this finding and acknowledges the need to reinforce manual case closure procedures to ensure timely and accurate notification is provided to beneficiaries. DHS also acknowledges the need to reinforce internal controls to monitor the timeliness and accuracy of these case closure procedures by leveraging the existing monthly Medical Coverage Termination report.</p>

Title	Recommendation	Status	Comments
<p>Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)</p>	<p>We recommend that the DHS Director review its record retention policies and procedures to ensure alignment with ESA's program policy manual and applicable federal requirements (42 CFR § 431.17).</p>	<p>Completed</p>	<p>DHS disagrees with this finding. The cited federal requirements (42 CFR § 431.17) were revised in 2023 to require states to maintain eligibility records for the period that the beneficiary's case is active plus three years and the deadline for compliance is in 2026. The previous rule deferred to states to set their own record retention schedule, and in 2019, DHS adopted a record retention schedule of three years. DHS adhered to the prior record retention requirements, and those requirements did not mandate retention of records prior to 2016.</p>

Title	Recommendation	Status	Comments
Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)	We recommend that the DHS Director develop and implement a procedure to ensure adequate supervisory review of Medicaid applications when Medicaid applicants are determined ineligible.	In Progress	DHS agrees with this finding and has identified an alternative solution that will address this finding. DHS acknowledges that there is a need to reinstate supervisory review of ineligible Medicaid applications, which had been paused during the COVID-19 Public Health Emergency. DHS also recognizes the need to develop case narrative standards when beneficiaries are determined to be ineligible or when processing an administrative action to correct eligibility with no intention to deny or terminate the beneficiary. Concurrently, DHS will work with DHCF to automate the creation and mailing of Medicaid denial notices for all situations (instead of a subset of situations as designed).

Title	Recommendation	Status	Comments
Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)	We recommend that the DHS Director establish a formal mechanism to ensure DCAS timely and accurately reflects eligibility determinations when Medicaid applicants are determined ineligible.	In Progress	DHS agrees with this finding and has identified an alternative solution that will address this finding. DHS acknowledges that there is a need to reinstate supervisory review of ineligible Medicaid applications, which had been paused during the COVID-19 Public Health Emergency. DHS also recognizes the need to develop case narrative standards when beneficiaries are determined to be ineligible or when processing an administrative action to correct eligibility with no intention to deny or terminate the beneficiary. Concurrently, DHS will work with DHCF to automate the creation and mailing of Medicaid denial notices for all situations (instead of a subset of situations as designed).

Title	Recommendation	Status	Comments
<p>Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)</p>	<p>We recommend that the DHS Director develop and implement procedures to ensure case workers add case narratives in DCAS to accurately explain why Medicaid applicants are determined ineligible.</p>	<p>In Progress</p>	<p>DHS agrees with this finding and has identified an alternative solution that will address this finding. DHS acknowledges that there is a need to reinstate supervisory review of ineligible Medicaid applications, which had been paused during the COVID-19 Public Health Emergency. DHS also recognizes the need to develop case narrative standards when beneficiaries are determined to be ineligible or when processing an administrative action to correct eligibility with no intention to deny or terminate the beneficiary. Concurrently, DHS will work with DHCF to automate the creation and mailing of Medicaid denial notices for all situations (instead of a subset of situations as designed).</p>

Title	Recommendation	Status	Comments
<p>Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)</p>	<p>We recommend that the DHS Director establish a formal mechanism to ensure DCAS timely and accurately reflects eligibility determinations when Medicaid applicants are determined ineligible.</p>	<p>In Progress</p>	<p>DHS agrees with this finding and has identified an alternative solution that will address this finding. DHS acknowledges that there is a need to reinstate supervisory review of ineligible Medicaid applications, which had been paused during the COVID-19 Public Health Emergency. DHS also recognizes the need to develop case narrative standards when beneficiaries are determined to be ineligible or when processing an administrative action to correct eligibility with no intention to deny or terminate the beneficiary. Concurrently, DHS will work with DHCF to automate the creation and mailing of Medicaid denial notices for all situations (instead of a subset of situations as designed).</p>

Title	Recommendation	Status	Comments
Medicaid Eligibility Determinations Audit (OIG No. 24-1-04JA)	We recommend that the DHS Director develop and implement procedures to ensure case workers add case narratives in DCAS to accurately explain why Medicaid applicants are determined ineligible.	In Progress	DHS agrees with this finding and has identified an alternative solution that will address this finding. DHS acknowledges that there is a need to reinstate supervisory review of ineligible Medicaid applications, which had been paused during the COVID-19 Public Health Emergency. DHS also recognizes the need to develop case narrative standards when beneficiaries are determined to be ineligible or when processing an administrative action to correct eligibility with no intention to deny or terminate the beneficiary. Concurrently, DHS will work with DHCF to automate the creation and mailing of Medicaid denial notices for all situations (instead of a subset of situations as designed).
USDA FNS Advanced Warning Letter Corrective Action Plan (AWL CAP)	See attachment	In Progress	All files included in ESA attachments.
USDA FNS Management Evaluations (ME)	See attachment	In Progress	All files included in ESA attachments.

25. Please list all pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case provide the following:
- a. The case name;
 - b. Court where the suit was filed;
 - c. Case docket number;
 - d. Case status; and

- e. A brief description of the case.

See Attachment 25 Pending Lawsuits-Settlements.

26. Please identify the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY25 and FY26 to date, respectively.

DHS or the District did not make any settlement or claim payments for DHS in FY25 and FY26 year to date.

27. Please list each settlement the agency or the District, on behalf of the agency, entered in FY25 and FY26 to date that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3).

DHS or the District did not make any settlement or claim payments for DHS in FY25 and FY26 year to date.

- a. The amount of the settlement;
- b. If related to litigation, the case name and brief description; and
- c. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

28. Please list all administrative complaints or grievances that the agency received in FY25 and FY26 to date. For each complaint, list:

- a. The source of the complaint;
- b. The process utilized to respond to the complaint or grievance;
- c. Any changes to agency policies or procedures that resulted from the complaint or grievance; and
- d. If resolved, describe the resolution.

Grievance Subject	Grievance Step	Grievance Source	Date	Status
Chapter 16 (Discipline)	Step 3	Employee	11/10/2025	Closed (Denied)
Chapter 16 (Discipline)	Step 1	Employee	11/10/2025	Closed (Denied)
Lunch Periods	Step 4	AFSCME 2401	10/02/2025	Arbitration (Denied)
Chapter 14 (Performance)	Step 4	AFSCME 2401	05/15/2025	Arbitration (Denied)
Chapter 16 (Discipline)	Step 4	AFSCME 2401	05/09/2025	Closed (Denied)
Denial of Resignation Rescission	Step 4	AFSCME 2401	03/19/2025	Arbitration (Denied)
Chapter 14 (Performance)	Step 1	Employee	01/29/2025	Closed (Denied)
*There were no changes to agency policies or procedures in response to grievances, as each grievance was denied.				

All grievances are handled in accordance with the District Personnel Manual, if alleging a violation of District personnel regulations, or the grievance process outlined in the respective CBA, if alleging a violation of the contract.

29. Is the agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including:

- a. The number of agreements;
- b. The departments within the agency associated with each agreement; and
- c. Whether any agreements are required for specific positions. Please list each position by division and program and indicate whether the position is contracted.

All grant and contract agreements issued by DHS include privacy and confidentiality clauses protecting participant data. In addition, non-disclosure agreements (NDAs) are a standard practice for contractors who may interact with sensitive client case information, either at the case level or through access to agency databases.

- DHS is currently party to NDAs with 30 contractors who work with the Economic Security Administration (ESA):
 - 18 Welcome Lobby Ambassadors are deployed to Service Centers;
 - 12 contribute through project management, technology, or other specialized consultant roles with access to client data.
- DHS also directs 31 contractors sourced through OCTO’s STaR2 contract, serving various divisions and administrations. OCTO requires an NDA with standard onboarding all STaR2 contractors to protect District data.

Administration	Division	Contractor NDAs	
		Various	Citywide IT Resources
ESA	Division of Program Operations	18	0
ESA	Chief of Staff	9	1
ESA	Division of Innovation and Change Management	3	6
ESA	Division of Data, Analytics, Research, and Evaluation		1
ESA	Office of Information Systems / ESA Projects		13
FSA	Office of Information Systems / FSA Projects		10
Total		30	31

30. Using the attached template labeled *Question 30 JA0 2026.xls*, please list all electronic databases maintained by the agency, including the following:

- a. A detailed description of the information tracked 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 submit the completed document in both Excel and PDF formats and retain the original file name in your submission.

Please see Attachment 30 Electronic Databases.

31. Please provide a list of all studies, research papers, and analyses (“studies”) the agency or an agency employee requested, prepared, presented or contracted for during FY25. For each study, please list:

- a. The status;
- b. The purpose; and
- c. A link (if published) to the study, research paper or analysis.

Title	Status	Purpose	Link (if published)
The DC Flex Study	Pending	<p>The Lab @ DC team, in collaboration with external partners, is finalizing a report on the impact of DC Flex within the Continuum of Care, which will be published tentatively in 2026.</p> <p>For DC Flex, The Lab @ DC partnered with the Urban Institute to conduct interviews, surveys, and focus groups to help policymakers understand how the program is working and participants’ opinions of DC Flex.</p>	N/A

32. How many vacancies were actively promoted to be filled (“posted”) during FY25 and to date in FY26.

We had 29 positions posted in FY25 and 40 posted in FY26 to date.

For FY26, a number of positions have been posted and are in the recruitment process but have not yet been filled.

- a. Which positions were posted?

- b. How long each posted position had been vacant at the time of posting;
- c. Whether or not the position has been filled.
- d. Where each vacancy was posted (i.e., press release, internet, newspaper, etc).

Please see Attachment 32 Vacancies.xlsx for responses to sections a through c. All vacancies are posted on the DCHR career website and LinkedIn.

33. During Director Pierre's October 9, 2025 confirmation roundtable, the Director testified that the agency was working to establish a standalone unit within the agency focused on preparing participants in DHS programs for employment. Please provide an update on the status of that effort that includes:
- a. What, if any, additional funding would be required to support this initiative in the FY27 budget;
 - b. How many, if any, additional FTEs would be required to support this initiative;
 - c. If no additional FTEs are required, the plan for staffing the initiative from within DHS;
 - d. An account of how the initiative would integrate, rather than duplicate, employment-focused initiatives elsewhere in District government; and
 - e. A projected timeline for the establishment of the new team, including the date on which any new team would be expected to begin work.

We are in the planning and development stage for this initiative, as we work within current agency hiring constraints and formulate our budget for FY27. Despite these constraints, we are engaging deeply in workforce development conversations within and beyond DC Government. Director Pierre is actively engaged in the Workforce Investment Council, and staff participate in the Hire Local DC Coalition. Nationally, Director Pierre, ESA Administrator Brian Campbell, and a senior staff member have joined the Aspen Institute's State Benefits Leadership Cohort in collaboration with DOES to strategize with other state leaders on benefit delivery challenges, solutions to improve benefit access, and employment services.

Our focus is on developing approaches to workforce development that integrate employment-focused services across our programs. This includes taking a hard look at the workforce development and career navigation we offer through the TANF Employment and Education Program, SNAP Education and Training, and Career MAP. Recognizing the need for additional workforce development and connections to good jobs among our clients experiencing homelessness, we are also considering ways to better connect them to DHS's and DC's existing services. For example, we routinely match data within the agency to understand which clients in FRSP are also receiving public benefits, and their levels of engagement with the TEP Program so that we can better coordinate services.

While we are able to reprioritize some current staff time to these workforce initiatives, we know that significant efforts will require dedicated resources. In

FY27 DHS will continue to assess staff resources to dedicate toward workforce initiatives.

34. The Council funded two new FTEs to support the implementation of the Human Services Grant Administration Amendment Act of 2025: one Grant Management Analyst and one Attorney Advisor. Please share:
- a. Whether these positions have been filled; and, if not:
 - b. The work the agency has done to recruit and hire for these positions, including where and for how long each vacancy has been posted.

The agency did not hire any new positions tied specifically to these roles. Instead, the agency focused on backfilling existing vacancies to maintain continuity of operations. While vacancies were backfilled, the agency did not bring on new staff until November, which limited the immediate impact on grant processing timelines. Additionally, the agency currently remains understaffed without budget to hire, which continues to affect capacity.

Separately, the agency is actively working to strengthen grant administration capacity. This includes ongoing recruitment efforts for key positions and exploration of implementing a new grants management system later this fiscal year to improve efficiency and oversight. In the interim, the agency has taken several operational steps to streamline grant approval processes, including internal workflow adjustments and the use of waivers to help ensure grants were released as close to on time as possible, despite staffing constraints.

Virginia Williams Family Resource Center (“Virginia Williams”)

35. Please provide a chart showing, for the period from January 2021 to December 2025, the number of families assessed at Virginia Williams in each month and each calendar year. In the chart, for each calendar year, please indicate the percentage change in the number of families presenting at Virginia Williams relative to the immediately preceding calendar year.

Please see Question 35 Attachment.

36. Please provide, for FY25 and FY26 to date, respectively, the following:

- a. How many, and what percentage of, families who applied for shelter at Virginia Williams were denied shelter;

In FY25, 1,099 (30%) families who applied for shelter at Virginia Williams were denied shelter.

In FY26 YTD, 491 (55%) families who applied for shelter at Virginia Williams have been denied shelter.

- b. How many, and what percentage of, families who were denied shelter were denied shelter on a night on which a cold alert or extreme cold alert was activated;
 - i. Families are never denied shelter when a cold alert or extreme cold alert is activated. When a family contacts the Shelter Hotline, staff work to determine if they have a safe, secure place to stay that night. If safe shelter is not identified, the family is provided with an Interim Eligibility Placement (IEP) for the night and advised to return to VWFRC the following day. At that time, VWFRC eligibility case managers conduct a full assessment and based on their determination and issue the appropriate notice of eligibility.
 - ii. The IEP team supports Shelter Hotline staff by helping assess whether families have safe housing and by connecting them to appropriate resources during the initial call. This may include conducting home visits and meeting with potential host families.
- c. The reasons for which families were denied shelter, broken down by both the total number of families and the percentage of denied families who were denied shelter on each basis;

- i.

Reason for Determination	FY25	%	FY26 YTD	%
Access to Safe Housing	536	48.8%	289	58.9%
Not a DC Resident	269	24.5%	88	17.9%

No Minor Children	164	14.9%	63	12.8%
Not a Family	60	5.5%	19	3.9%
Failure to Complete Eligibility Process	70	6.4%	32	6.5%
Total	1099	100%	491	100%

- d. How many, and what percentage of, families who applied for shelter at Virginia Williams were provided shelter;

In FY25, 796 (22%) families who applied for shelter at Virginia Williams were provided shelter. In FY26 YTD, 161 (18%) families who applied for shelter at Virginia Williams were provided shelter.

- e. How many, and what percentage of, families who were granted shelter were granted shelter on an interim basis;

In FY25, 176 families (16%) were granted shelter on an interim basis. In FY26 to date, 47 families (10%) were granted shelter on interim basis.

- f. How many, and what percentage of, families who were granted shelter on an interim basis were later found eligible;

In FY25 138 families (78%) were granted shelter on an interim basis and were later found eligible. In FY26 to date, 30 families (60%) were granted shelter on an interim basis and were later found eligible.

- g. How many, and what percentage of, families who were granted shelter on an interim basis were later found ineligible, including:

In FY25, 7 families (4%) who were granted shelter on an interim basis were later found ineligible. In FY26 to date, 5 families (11%) who were granted shelter on an interim basis were later found ineligible.

- i. How many, and what percentage of, those families were found ineligible on the basis they lacked District residency;

In FY25, of the 7 families (4%) who were granted shelter on an interim basis and later found ineligible, 4 families (60%) were on the basis they lacked District residency. In FY26 to date, of the 5 families (11%) who were granted shelter on an interim basis and later found ineligible, 2 families (40%) were on the basis they lacked District residency.

- ii. How many, and what percentage, of those families were found ineligible for other reasons;

1. In FY25, of the 7 families (4%) who were granted shelter on an interim basis and later found ineligible, 3 families (40%) were found ineligible for other reasons.
2. In FY25, 29 families (16%) were granted shelter on an interim basis and were a no show to shelter.
3. In FY26 to date, of the 6 families (13%) who were granted shelter on an interim basis and later found ineligible, 4 families (9%) were found ineligible for other reasons.
4. In FY26 to date, 6 families (13%) were granted shelter on an interim basis and were a no show to shelter.
5. In FY26 today, there are 6 families (13%) who are pending an eligibility determination.

- h. How many families initially found ineligible at Virginia Williams were later found to be eligible following an administrative review;

In FY25, 1 family initially found ineligible at Virginia Williams was later found to be eligible following an administrative review. In FY26 to date, zero (0) families initially found ineligible at Virginia Williams filed an appeal.

- i. How many families initially found ineligible at Virginia Williams were later found to be eligible following an appeal; and

In FY25, 1 family initially found ineligible at Virginia Williams was later found to be eligible following an administrative review. In FY26 to date, zero (0) families initially found ineligible at Virginia Williams filed an appeal.

- j. How many families filed appeals regarding a denial of eligibility following an interim eligibility placement, including:

In FY25, 3 families filed appeals regarding a denial of eligibility following an interim eligibility placement. In FY26 to date, 2 families filed appeals regarding a denial of eligibility following an interim eligibility placement.

- i. How many, and what percentage, of those appeals were successful on appeal;

In FY25 1 (30%) of those appeals were successful on appeal. In FY26 to date, 1 (50%) of those appeals were successful on appeal.

- ii. How many, and what percentage, of those appeals were unsuccessful on appeal; and

In FY25 2 (70%) of those appeals are still pending.

In FY26 to date, 1 (50%) of those appeals are still pending.*

**Note: Families remain in shelter pending a final order of the appeal*

- iii. How many, and what percentage, of those appeals, were resolved in favor of the appellant upon an administrative review.

In FY25, 1 (30%) of those appeals were resolved through the administrative review process. (Appeal was resolved prior to administrative hearing being held.)

In FY26 to date, 1 (50%) of those appeals were resolved through the administrative review process. (Appeal was resolved prior to administrative hearing being held.)

37. Please describe how Virginia Williams personnel determine whether an applicant family has District residency, including formal and informal processes, verification, and documentation requirements. *Please provide any policies, procedures, guidance's, or other internal documents that describe this process, as well as a written application for services.*

The Virginia Williams Family Resource Center (VWFRC) operates in accordance with the Homeless Services Reform Act (HSRA) and the Homeless Services Reform Amendment Act of 2017 to determine eligibility for homeless services. These laws establish clear criteria, including District residency, family composition, and homelessness or risk of homelessness. To qualify, applicants must demonstrate that they are residents of the District of Columbia, meet the definition of a family—which includes at least one minor child or dependent, a pregnant woman in her third trimester, or individuals whose history and statements reasonably indicate an intent to remain together as a family unit—and are homeless or at imminent risk of homelessness.

When determining residency, VWFRC personnel use both formal and informal processes. Formal verification includes reviewing documentation such as government-issued identification with a District address, lease agreements, utility bills, school enrollment records, or public benefits documentation. In cases where these documents are not immediately available, staff may rely on informal methods such as narrative statements provided during intake, collateral contacts, and cross-system checks to reasonably substantiate residency. These practices ensure compliance with HSRA while maintaining equitable access for families in crisis. The 2017 amendment also provides a three-day grace period for families seeking severe weather shelter to submit proof of residency.

Families complete a written application during intake, which includes demographic information and details about their housing situation. This application, along with the Family Assessment Mapping (FAM) form, informs the eligibility assessment conducted by VWFRC staff. Based on this assessment, families are either deemed eligible for homeless services or connected to prevention resources such as rental assistance, utility support, childcare, or other supportive programs.

To protect program integrity internal operating documents—such as the detailed eligibility scripts—are not shared publicly. Distributing these materials could lead to disruption to DHS’s operational process. For this reason, we recommend avoiding the release of internal resources to the public while continuing to provide clear guidance and support to families during the intake process.

38. Please provide a narrative description of what a family experiences when it enters Virginia Williams seeking services, including a description of the respective roles of any personnel with whom a family must interact during its visit.

When a household arrives at the Virginia Williams Family Resource Center (VWFRC), the process begins with check-in at the security desk. After being screened, the household proceeds to the front desk, where staff sign them into the VWFRC application and collect demographic information. At this point, the family receives the Family Assessment Mapping (FAM) form to complete while waiting.

The household is then placed in a queue for the next available eligibility worker and directed to the lobby to finish the FAM form. Once called, the family meets with an eligibility worker who conducts a full assessment to determine eligibility for homeless services under the Homeless Services Reform Act (HSRA). Based on this assessment, the household will be determined to be either eligible or ineligible for homeless services and will receive the appropriate notice of eligibility.

During the visit, families may also be connected to additional resources such as District Alliance of Safe Housing (DASH), Child and Family Services, Office of the State Superintendent of Education (OSSE), or childcare programs, depending on their needs. It is important to note that not all households visiting VWFRC are seeking homeless services; many come for other forms of support.

Roles of Personnel:

- Security Staff: Ensure safety and manage initial check-in.
- Front Desk Staff: Collect demographic information, provide forms, and enter data into the system.
- Eligibility Workers: Conduct assessments to determine eligibility for homeless services and connect families to appropriate resources.

This process ensures that families receive timely assessments and access to the services most appropriate for their situation.

39. How many, and what percentage, of the personnel at Virginia Williams who interact directly with families speak Spanish and Amharic, respectively?

There is currently one bilingual staff member who speaks Spanish at Virginia Williams. All staff members are trained to use the Language Line for translation

services to ensure effective communication with clients whose primary language is not English.

Short-term Family Housing (STFH)

40. For each month of FY25 and FY26 to date, please provide the following:

- a. How many families were in STFH or emergency shelter (together, “shelter”) on the first date of each month;

Beginning Month	Occupancy
October	245
November	271
December	254
January	246
February	256
March	224
April	212
May	188
June	171
July	123
August	163
September	211
October	263
November	295
December	325
January	345

- b. How many families were in shelter on the last date of each month;

Ending Month	Occupancy
October	271
November	254
December	246

January	256
February	224
March	212
April	188
May	171
June	123
July	163
August	211
September	263
October	295
November	325
December	345
January	

c. The percentage of all shelter units occupied as of the last date of each month;

Ending Month	Percentage
October	77%
November	72%
December	69%
January	72%
February	63%
March	60%
April	53%
May	48%
June	35%
July	46%
August	60%

September	74%
October	83%
November	89%
December	89%
January	

d. The number of families who entered shelter;

Month	Number of Families Entered
FY25	
Oct	80
Nov	67
Dec	65
Jan	74
Feb	48
Mar	86
Apr	63
May	44
June	42
July	79
Aug	49
Sept	68
Annual Total	888
FY26	
Oct	53
Nov	46
Dec	53
Annual YTD Total	152

e. The number of families who exited shelter, including:

Month	Number of Families Exited
FY25	
Oct	86
Nov	74
Dec	93
Jan	61
Feb	78
Mar	94
Apr	95
May	67
June	82
July	37
Aug	21
Sept	23
Annual Total	811
FY26	
Oct	25
Nov	26
Dec	38
Annual YTD Total	89

- i. How many families, and what percentage of exiting families, exited shelter to transitional housing;
 - FY25: 10 families, or 1%, exited to Transitional Housing
 - FY26 YTD: 1 family, or 1%, has exited to Transitional Housing

- ii. How many families, and what percentage of exiting families, exited shelter to the Family Re-Housing Stabilization Program (FRSP);
 - FY25: 588 families, or 72.5%, exited to FRSP
 - FY26 YTD: 6 families, or 7%, have exited to FRSP

- iii. How many families, and what percentage of exiting families, exited shelter to the Flexible Rent Subsidy Pilot Program (“DC Flex”);
 - FY25: 4 families, or 0.5%, exited to DC Flex
 - FY26 YTD: 9 families, or 10%, have exited to DC Flex

- iv. How many families, and what percentage of exiting families, exited shelter to independent living in unsubsidized housing;
 - FY25: 8 families, or 1%, exited to rental or owned by client, no other ongoing housing subsidy.
 - FY26 YTD: 4 families, or 4.5%, exited to rental or owned by client, no other ongoing housing subsidy.

- v. How many families, and what percentage of exiting families, exited shelter directly to a District-funded housing voucher;
 - FY25: 59 families, or 7.3%, exited to a locally funded voucher.
 - FY26 YTD: 9 families, or 10%, exited to a locally funded voucher.

- vi. How many families, and what percentage of exiting families, exited shelter directly to a federally funded housing voucher;
 - FY25: 29 families, or 4%, exited to another voucher (federally funded)
 - FY26 YTD: 11 families, or 12%, exited to another voucher (federally funded)

- vii. How many families, and what percentage of exiting families, exited shelter with the assistance of the Homelessness Prevention Program (HPP) or other diversion initiative; and
 - FY25: 70 or 9% of total families exiting STFH exited to HPP
 - FY26 YTD: 23 or 26% of total families exiting STFH have exited to HPP

- viii. How many families, and what percentage of exiting families, exited shelter through means other than the mechanisms identified in (i)-(vii) above;
 - FY25: 139 or 17%, exited to other means
 - FY26 YTD: 34, or 38%, exited to other means

- f. How many families, and what percentage of all exiting families, exited shelter to destinations outside the District;
 - 24 Families exit shelter to a destination outside of the District
 - 3% of Families Served in FY25
 - 10 Families exited shelter to destination outside of the District
 - 2% of Families Served in FY26

g. Of the families who exited shelter with the assistance of the Homelessness Prevention Program or other diversion initiative, the destinations of those families and the percentage of those families associated with each type of destination; and

- FY25, 70 or 9%, of families were diverted to HPP from STFH.
 - Exits destinations include short term rental, DC Flex, or return to shelter.

FY25	HPP
October	9
November	12
December	4
January	7
February	5
March	5
April	5
May	3
June	8
July	2
August	10
September	5
Total	70

- FY25, 22 of the 70 HPP diversions, or 31%, leased up with FRSP.
- For FY26, 23, or 26%, families were diverted to HPP from STFH
 - Exits destinations include short term rental, DC Flex, HPP+ or return to shelter.

FY26 YTD	HPP
October	6
November	6
December	11
Total	23

- For FY26, 0 families were diverted to HPP from STFH and leased up with FRSP

h. Of the families who exited shelter under (e)(viii) above, the destinations of those families and the percentage of those families associated with each destination.

- FY25: 139, or 17%, exited to other means

Destination	Number	Percentage
Hospital	1	0%
Career Map	2	1%

Deceased	2	1%
Termination	32	23%
True Other/Unknown	29	21%
Self-Withdrew	71	51%
Relocation	2	1%
Total	139	100%

FY 25	Other
October	11
November	33
December	10
January	11
February	7
March	11
April	9
May	14
June	5
July	10
August	4
September	14
Total	139

- FY26 YTD: 34, or 38%, exited to other means

Destination	Number	Percentage
Jail	1	3%
Deceased	1	3%
Termination	8	24%
True Other/Unknown	2	6%
Self-Withdrew	16	47%
Relocation	2	6%
Client Refused	4	12%
Total	34	100%

FY26 YTD	Other
October	11
November	13
December	8
January	2
Total	34

Additionally, for data elements (d) through (h), please provide the annual equivalents of the information requested for each month.

41. For FY25 and FY26 to date, respectively, please provide the following data on families who resided in STFH or other emergency shelter:

- a. How many, and what percentage of, families received Temporary Assistance for Needy Families (TANF);
 - In FY25, 654 (58%) clients in TANF
 - In FY26 to date, 317 (70%) clients in TANF
- b. How many, and what percentage of, families received SNAP (Supplemental Nutrition Assistance Program) benefits;
 - In FY25, 976 (86%) clients in SNAP
 - In FY26 to date, 167 (87%) clients in SNAP
- c. How many, and what percentage of, families received Supplemental Security Income (SSI);
 - In FY25, 56 families (4.9%) received SSI
 - In FY26 (as of 1/21), 22 families (4.6%) receiving SSI
- d. How many, and what percentage of, families received Social Security Disability Insurance (SSDI);
 - In FY25, 14 (1.2%) clients in SSDI
 - In FY26 to date, 7 (1.4%) clients in SSDI
- e. How many, and what percentage of, families received services from the Rehabilitation Services Administration (RSA) of the Department on Disability Services (DDS); and
 - For FY25 and FY26 to date, the Department of Human Services, Family Services Administration- Families Division does not have data on the number or percentage of families in STFH who received services from the Department on Disability Services (DDS). At this time, DHS does not have a formal partnership, referral pathway, or data sharing agreement/mechanism with DDS for RSA or DDA services for families in shelter and therefore does not track service utilization for these programs within our shelter system.
- f. How many, and what percentage of, families received services from the Developmental Disability Administration (DDA) at DDS.
 - For FY25 and FY26 to date, the Department of Human Services, Family Services Administration- Families Division does not have data on the number or percentage of families in STFH who received services from the Department on Disability Services (DDS). At this time, DHS does not have a

formal partnership, referral pathway, or data sharing agreement/mechanism with DDS for RSA or DDA services for families in shelter and therefore does not track service utilization for these programs within our shelter system.

42. For each site included in the agency’s response to question 40 as providing “shelter,” including STFH and other forms of emergency shelter, please provide the following:
- a. How many units are at each site;

STFH Sites	Unit Capacity
New Beginnings	43
The Kennedy	45
The Sterling	46
The Aya	50
The Horizon	35
The Triumph	50
The Brooks	50
The Terrell	35
Total	354

- b. Whether each site is STFH or another form of emergency shelter, including overflow sites;

STFH Overflow Site	Unit Capacity
PA3	13
Girard St	20
Valley Place	18
Total	51

Sites open as of January 20, 2026

- c. How many beds are available in each unit; and

Family shelter units can be configured to support varying family sizes. Bed counts are not a true representation of capacity for family shelter.

STFH Site	Unit Count
New Beginnings	43

The Kennedy	45
The Sterling	46
The Aya	50
The Horizon	35
The Triumph	50
The Brooks	50
The Terrell	35
Total	354
Overflow Sites	
Partner Arms 3	13
Girard St	20
Valley Place	18
Total	51

d. Whether each unit constitutes an “apartment-style” unit under D.C. Code § 4-751.01.

STFH Apartment Style Sites
New Beginnings
The Terrell
Partner Arms 3
Girard Street
Valley Place

43. Please provide a snapshot of current family system capacity that includes:

a. The occupancy, by total number, and percentage of beds occupied, of every site included in the agency’s response to question 40 as providing “shelter”; and

STFH Site	Current Unit Occupancy	Current Bed Occupancy %
New Beginnings	43	100%
The Kennedy	39	87%
The Sterling	39	85%
The Aya	46	92%
The Horizon	33	94%
The Triumph	45	90%
The Brooks	48	96%
The Terrell	30	80%
Overflow Sites		
PA3	13	100%
Girard St	15	75%

Valley Place	0	0%
Total	351	

As of 1/20/26

- b. How many units are offline at each site and the reason that each offline unit is offline.

STFH Site	Current Offline	Offline Reason
New Beginnings	0	n/a
The Kennedy	4	Room turnover
The Sterling	5	Room turnover
The Aya	2	Room turnover
The Horizon	0	n/a
The Triumph	1	Furniture replacement
The Brooks	0	n/a
The Terrell	2	Window Replacement/HVAC
Total	14	
Overflow Sites		
PA3	0	n/a
Girard St	1	Furniture Replacement
Total	1	

As of 1/20/2026

44. Please provide a snapshot of projected family system capacity for the remainder of FY26 that includes:

- a. The projected number of online, unoccupied shelter units at the end of each month;

See response in question 44(b).

- b. The projected percentage of all shelter units that are online and unoccupied at the end of each month; and

	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	March 2026	April 2026	May 2026	June 2026	July 2026	August 2026	Sept 2026
Capacity	354	367	387	405	419	419	419	419	419	419	419	419
Projected Families/ Census at end of month	300	330	345	352	345	352	330	345	352	330	345	352
Percentage	85%	90%	89%	87%	82%	84%	79%	82%	84%	79%	82%	84%

- c. For each month, how many families DHS projects exiting to, or with the support of, each of:

- a. FRSP;

The FY26 budget supports 444 entries for FY26 or 37 per month.

- b. DC Flex;
The budget supports 20 entries per month for families exiting STFH in FY26. At this time, we are seeing lower entries than projected. We anticipate entering 7 per month for the remainder of FY26. In January 2026, DHS added 15 additional entries for FY26 to DC Flex or roughly 2 more entries a month.
- c. HPP;
We anticipate continuing to exit 8 STFH families a month to HPP.
- d. District-funded vouchers;
Ten percent of district-funded vouchers are allocated to families exiting shelter. Of the 336 FY26 PSH vouchers, 33 would be allocated to families exiting STFH or roughly 2-3 a month.
- e. Federally funded vouchers; and
DHS does not have any federally funded vouchers budgeted as an exit option for STFH. This is instead an exit pathway from FRSP.
- f. Other destinations, including the nature of those destinations.
We project continuing to exit an average of 5 families a month to “other” destinations. These can include but are not limited to staying with family or friends temporarily or permanently, termination, in-patient treatment, jail, death, etc.

45. Please provide any projections of FY26 family system capacity developed before or during the formulation of the FY26 budget, including any charts or graphics demonstrating how the agency expected shelter occupancy and participation in FRSP to change over the course of the fiscal year.

As new data is available, DHS will update forecast accordingly. For example, if we see a sharp occupancy increase, our model will react accordingly, increasing our estimates.

46. What is the current average monthly cost of sheltering a family in STFH?

STFH

- FY25 Monthly Cost per Unit: \$5,284.47
- FY26 Monthly Cost per Unit: \$4,886.13

STFH-Overflow

- FY26 Monthly Cost Per Unit for Q1: \$4,635.05

- a. How does this cost compare to the average monthly cost per family of each of the following?
 - i. FRSP;

- In FY25, FRSP cost \$3349 a month per client. \$2418 rent +5% admin + \$931 for case management.
 - In FY26, FRSP costs \$3,556 a month per client. This is an average of \$2500 for rent + 5% admin + \$931 for Case Management.
- ii. DC Flex;
- DC Flex is not a monthly cost but a yearly cost of \$8400 plus 15% admin = \$9600 a year.
- iii. Career Mobility Action Plan (“Career MAP”);
- In FY26, Career MAP costs \$3,199 a month per family. This includes \$2,745 per family per month in rent and rental payment administration costs and \$453 per month for career navigation/case management and other administrative costs.
- iv. Targeted Affordable Housing for Families (TAH-F); and
- \$3,338.47
- Permanent Supportive Housing for Families (PSH-F).
- \$4,009.97, which does not include the federal match for services

47. What was the average length of stay for families in shelter in FY25 and FY26 to date, respectively?

Provider	FY25		FY26 YTD	
	LOS Average	LOS Median	LOS Average	LOS Median
New Beginnings	90	74	116	119
The Kennedy	77	67	74	69
The Sterling	90	78	125	119
The Aya	88	72	122	101
The Horizon	76	65	107	99
The Triumph	104	83	121	121
The Brooks	107	91	130	112
The Terrell	143	116	95	66

48. What was the average length of stay for families who exited shelter in each month of FY26 to date?

Month	ALOS Leavers
October	73
November	83

December	69
January	79
February	86
March	78
April	75
May	87
June	72
July	90
August	64
September	71
October	72
November	61
December	109
January	135

43. How many, and what percentage of, families who entered shelter in FY25 and FY26 to date had exited shelter in the District within the past 6, 12, 18, 24, and 36 months, respectively?

Fiscal Year	Time Category	Count	Percentage
FY25	0-6months	25	3%
FY25	7-12months	15	2%
FY25	13-18months	14	2%
FY25	19-24months	15	2%
FY25	36 months	17	2%
FY26	0-6months	2	1%
FY26	7-12months	0	0
FY26	13-18months	4	2%
FY26	19-24 months	6	3%
FY26	25-36 months	4	2%

Note, denominator is total entries by fiscal year.

49. How many, and what percentage of, heads of households in shelter were employed in FY25 and FY26 to date, respectively?

	Number of Families with Reported Earned Income	Families Served	Percentage of Families Employed
FY25	198	1,181	17%
FY26	176	438	40%

a. How many, and what percentage, of those employed heads of households were employed in permanent, full-time positions?

DHS tracks employment data. However, at this time, our HMIS system does not capture data on employment status, including whether individuals are employed full-time or part-time.

50. What were the mean and median income of families in shelter in FY25 and FY26 to date, respectively?

	Median Earned Income
FY25	\$1,629
FY26	\$1,500

51. How many family shelter units were available, on average, on each night of FY26 and FY26 to date, respectively?

	Average Number of Available Units Each Night
FY25	140
FY26	75

52. What was the average length of stay in an interim eligibility placement in FY25 and FY26 to date, respectively?

In FY25, the average length of stay for interim eligibility placements was 7 days. For FY26 year-to-date, the average is 6 days. Please note, the IEP team has up to 12 days to determine eligibility.

53. DHS has stated on several occasions that it is working to move more employment, mental health, and substance abuse supports into District shelters so that residents are better prepared to exit shelter and adapt to independent living. What specific operational form did that process of better frontloading supports take in the STFH context in FY25?
- What specific operational form will it take in FY26?

In FY25, we introduced Employment and Education Specialists within STFH to help families access educational opportunities and increase earned income. These roles played a critical part in supporting family stability and economic mobility. To maintain support for families and improve efficiency in FY26 we partnered with ESA to provide onsite assistance through Vocational Development Specialists, connecting families to TANF and Workforce Development resources.

We will continue to assess needs of families and work to align supports via referrals or onsite supports.

Family Re-Housing Stabilization Program (FRSP)

55. For FY25 and FY26 to date, respectively, please provide the following:

- a. How many families participated in FRSP at any point;
 - o FY25: 3,802
 - o FY26: 1,308

- b. How many, and what percentage of, participant families received TANF;
 - o FY25: 2,298; 63.1%
 - o FY26: 816; 66.2%

- c. How many, and what percentage of, participant families received SNAP;
 - o FY25: 2,805; 76.9%
 - o FY26: 970; 78.7%

- d. How many, and what percentage of, participant families received SSI;
 - o In FY25: 127; 3.4%
 - o In FY26 (*as of January 21*): 34; 2.5%

- e. How many, and what percentage of, participant families received SSDI;
 - o In FY25: 37; 0.9%
 - o In FY26 (*as of January 23*): 11; 0.8%

- f. How many, and what percentage of, participant families received services from the RSA within DDS; and

For FY25 and FY26 to date, the Department of Human Services, Family Services Administration- Families Division does not have data on the number or percentage of families in FRSP who received services from the Department on Disability Services (DDS). Currently, DHS does not have a formal partnership, referral pathway, or data sharing agreement/mechanism with DDS for RSA or DDA services for families in FRSP and therefore does not track service utilization for these programs within our system.

- g. How many, and what percentage of, participant families received services from the DDA within DDS.

For FY25 and FY26 to date, the Department of Human Services, Family Services Administration- Families Division does not have data on the number or percentage of families in FRSP who received services from the Department on Disability Services (DDS). At this time, DHS does not have a formal partnership, referral pathway, or data sharing agreement/mechanism with DDS for RSA or DDA services for families in FRSP and therefore does not track service utilization for these programs within our system.

56. For each month in FY25 and FY26 to date, please share how many families entered and exited FRSP.

Month	Number of Families Entered	Number of Families Exited
FY25		
Oct	113	46
Nov	87	130
Dec	100	197
Jan	70	162
Feb	82	149
Mar	92	125
Apr	81	138
May	74	234
June	92	340
July	16	268
Aug	0	296
Sept	13	428
FY26		
Oct	1	20
Nov	1	412
Dec	15	195

57. How many families exited from FRSP in FY25 and FY26 to date, respectively, appealed their exits?

FY25 exits (by payments)	Overall NOPs FY25	Overall Appeals	Didn't Appeal
2,087	2,893	2,271	622
FY26 exits (by payments)	Overall NOP's FY26	Overall Appeals	Didn't Appeal
1,058	825	324	501

58. For FY25 and FY26, respectively, please share the following:

- a. The total number, and percentage of, exits resulting in an appeal or administrative review that led to a change in DHS's exit determination;
 - FY25: 193 overturned appeals, 8.4%
 - FY26: 80 overturned appeals, 12.7%

- b. The total number of cases remanded after appeal that are still pending resolution;

54 Pre-BSA cases are still open pending resolution from OAH

- c. The total money value of all initial exits resulting in an appeal or administrative review that ultimately resulted in a change in DHS's exit determination;

Using the average monthly rent of \$2,500 a month, the 193 FY25 overturned appeals would cost \$482,500 a month through their additional time in the program. For the FY26 overturned appeals this additional cost is \$200,000 a month.

- d. The total projected money value of all cases remanded after appeal that are still pending resolution, if all remanded cases resolved in favor of the appellant; and

Using the average monthly rent of \$2,500 a month, the cost per month of the remanded cases is \$135,000.

- e. The reasons why each initial exit that was overturned after an appeal or administrative review was overturned.

Most overturned initial exits were reversed due to procedural technicalities, primarily the failure to verbally inform clients of their appeal rights during the exit process.

59. In FY25 and FY26 to date, what percentage of FRSP heads of household were employed in permanent, full-time positions upon entering FRSP?

Note: FRSP tracks employment income, but not if that employment is part or full time or if it is permanent or seasonal work, so answer reflected the data on clients receiving any employment income.

- FY25: 860; 23.6%
- FY26: 299; 24.2%

a. What percentage were employed in permanent, full-time positions upon leaving FRSP?

- FY25: 926; 25.4%
- FY26: 312; 25.3%

60. In FY25 and FY26 to date, what were the mean and median incomes of FRSP families upon entering the program?

- FY25: Mean: \$823; Median: \$588
- FY26 Mean: \$829; Median: \$588

a. What were the mean and median incomes of families exiting the program?

- FY25: Mean: \$1092, Median: \$781
- FY26 Mean: \$1085, Median: \$781

61. What were the average lengths of participation in FRSP for families exited in FY25 and FY26 to date, respectively?

- FY25: In FY25, participants received an average of 25.8 months of FRSP case management services.
- FY26 YTD, participants received an average of 18.5 months of FRSP case management services.

62. Please provide a breakdown of the percentage and total number of families that exited FRSP in FY25 and FY26 to date:

a. Matched to, but not leased up using, a Housing Choice Voucher (HCV);

- FY25: 106, 4.1%
- FY26: 1, 0.1%

b. Leased up using an HCV;

- FY25: 970, 38.3%
- FY26: 16, 2.6%

c. Matched to, but not leased up using, a locally funded housing voucher;

Special note, FRSP exit due to a match to local funded housing voucher does not result in the stop of FRSP payment until voucher lease up takes place.

- FY25: 116, 4.5%
- FY26: 92, 15.3%

d. Leased up using a locally funded housing voucher;

- FY25: 193, 7.6%
- FY26: 9, 1.5%

e. Matched to, but not yet receiving, DC Flex;

- FY25: 20, 0.7%
- FY26: 6, 1%

- f. Receiving DC Flex;
 - FY25: 16, 0.6%
 - FY26: 3, 0.5%
- g. Receiving some form of non-time-limited housing subsidy not identified above;
 - FY25: 18, 0.7%
 - FY26: 0, 0%
- h. Receiving some form of time-limited housing subsidy not identified above; and
 - FY25: 3, 0%
 - FY26: 0, 0%
- i. With no ongoing housing subsidy.
 - FY25: 1129, 44.6%
 - FY26: 474, 79%

63. When an FRSP family is matched to a locally funded housing voucher while still in FRSP, will DHS use voucher funding to cover that family's rent and keep them housed until the family is leased up using the voucher?

- a. Please share DHS's policy regarding the payment of rent for such families.

FRSP continues to cover the cost of the rental subsidy for families that have been matched to locally funded housing vouchers while they complete the LRSP application. This ensures matched FRSP families have sufficient time to complete the LRSP application and lease up process. Starting February 1, 2026, once families are approved for their LRSP voucher, they will have up to 90 days of FRSP subsidy assistance while they lease up with their voucher. These funds are paid through Greater Washington Legal Clinic (GWUL)/FRSP budget and are reallocated from LRSP budget.

64. Please provide a detailed description of, and any documents establishing, detailing, or otherwise referencing the procedures used by DHS to determine whether a family should be exited from shelter with the support of FRSP or another resource.

STFH has increased their focus on employment and training while broadening their resources to exit shelter. Families can be referred to the Homeless Prevention Program (HPP), HPP Plus (HPP+), non-traditional resources, DC Flex, Permanent Supportive Housing (PSH), Targeted Assistance Housing (TAH) and FRSP to assist with their exit from STFH.

FRSP and STFH collaborated to create a policy that outlines next steps for FRSP eligible families. This policy defines the process for reviewing, prioritizing, and submitting eligible families to FRSP to ensure alignment with allocated resources. Families are reviewed on a bi-monthly basis and prioritized primarily by length of stay in shelter. Providers are responsible for completing eligibility screening, presenting cases for review, and submitting approved documentation for validation. DHS works with TCP who oversees approval determinations, validates submissions, and issues enrollment decisions, including unit size, case

management status, and rent payment standards. Approved families proceed to housing search and lease-up in accordance with FRSP program requirements. FRSP made updates to the eligibility criteria in FRSP regulations. The changes state that a family must fall into one of the below categories to be reviewed for FRSP:

The applicant can demonstrate that, within the thirty (30) days prior to the Program application date, they are employed, participating in an education program, seeking employment, or received unemployment insurance benefits in one of the following ways:

1. *The applicant is subject to and complying with a work requirement under Title IV of the Social Security Act;*
2. *The applicant receives an earned income, demonstrated by paystubs or bank statements, for at least twenty (20) hours per week or three hundred and fifty dollars (\$350) per week;*
3. *The applicant is enrolled in a full-time educational program with an anticipated end date in less than twelve (12) months;*
4. *The applicant receives an earned income and participates in an educational program for at least twenty (20) hours combined per week; or*
5. *The applicant receives unemployment insurance benefits.*

65. Please provide how many families previously in FRSP returned to shelter in FY25 and FY26 to date within 6, 12, 24, and 36 months, respectively, of being exited from FRSP.

Fiscal Year	Time Category	Count	Percentage
FY25	0-6months	22	3%
FY25	7-12months	14	2%
FY25	13-18months	7	1%
FY25	19-24months	9	1%
FY25	36 months	23	3%
FY26	0-6months	15	17%
FY26	7-12months	3	3%
FY26	13-18months	1	1%
FY26	19-24 months	1	1%
FY26	36 months	1	1%

Note, denominator is total entries by fiscal year.

66. How many, and what percentage of, families currently in shelter previously participated in any rapid re-housing program?

Of the 327 current STFH heads of household, 93, or 28.4%, have a previous FRSP connection.

67. What percentage of FRSP participant households have opted into case management in FY26 to date?

100% of families in FY26 YTD have opted into case management.

68. The Committee has received many reports of case managers failing to engage in exit planning throughout participant families' time in FRSP. How does DHS conduct oversight of the quality of FRSP case management?

The Department of Human Services, Families Service Administration (FSA)-Families Division conducts quarterly program desk audits of the Family Rehousing and Stabilization Program (FRSP) to evaluate the effectiveness and compliance of its case management processes, inclusive of home visits, resource referrals and program compliance. Following the completion of the audit, DHS issues a preliminary compliance report to the FRSP provider for review. The provider has 30 days from receipt of the report to address any identified concerns.

DHS also monitors FRSP providers through ongoing case reviews. Housing Coordinators conduct monthly case reviews that look at families who have been in the program nine months to assess adherence to program policies, contractual requirements, and progress toward an identified exit pathway. Reviews focus on compliance with home visit requirements, rental payments, document management across systems, and family compliance with FRSP program rules. Following each review, Housing Coordinators meets with providers to discuss findings, confirm exit planning, and identify needed supports.

- Case review outcomes are discussed monthly in supervisory meetings to address trends, ensure alignment with program goals, and determine any necessary corrective actions.
 - When compliance concerns are identified, providers are required to update records and submit corrective action narratives within five business days, with DHS confirming resolution. Reviews also serve as a coordination point to connect families to DC Flex, nontraditional resources, or other DHS programs, as appropriate, ensuring services remain targeted, time-limited, and outcome-focused.
- a. The Committee has reviewed Client Status Midway Reports written after clients received exit notices, that left the “backup plans for housing stability” field blank, and that identified “stable housing” as a family’s exit goal with no further details. Are all Client Status Midway Reports reviewed by DHS personnel?
- o In any case, what other documents or indicia of case manager engagement does DHS track over the course of a family’s participation in FRSP?

DHS conducts a comprehensive review emphasizing three key areas:

1. Documentation Compliance: Ensuring all required documentation is accurately completed and uploaded into the Homeless Management Information System (HMIS) and QuickBase.

2. Case Management Timelines: Monitoring adherence to timelines for assessments, case notes, home visits, and client contacts to maintain consistent and effective service delivery.
3. Client Support and Goal Achievement: Evaluating progress on client goals, including employment initiatives, community resource referrals, and the completion of client status reports to support housing stability and self-sufficiency.

b. Does DHS require all participants to develop written housing plans before leaving FRSP?

DHS requires all participants in the Family Re-Housing and Stabilization Program to create a Housing Stabilization Plan within the first 30 days of enrollment. DHS reviews this plan twice:

1. During the 9-month case review for clients exiting within 12 months, and
2. As part of the quarterly audit process.

Case managers must work with clients to identify an exit pathway prior to program completion to prevent a recurrence of homelessness. During the monthly home visits, if changes need to be made to the Housing Stabilization Plan, the FRSP case manager will update the Housing Plan.

69. Please describe what, if any, process DHS uses to ensure that rents charged by FRSP landlords are reasonable and to what, if any, extent that process differs from the rent reasonableness process for vouchers.

DHS is required to ensure that rents charged by landlords to program participants are rent reasonable. To determine whether they are reasonable, the proposed rents to be charged for units supported through FRSP assistance must be compared to rents for similar unassisted units in the marketplace. That analysis must consider the location, bedroom size, type and age of unit, and some amenities and utilities provided by the owner. DHS cannot pay more than what is reasonable, even if the Fair Market Rent (FMR), as defined by HUD, is higher.

Case Managers ensure that all unit referrals align with this standard and consult AffordableHousing.com

70. Please describe how DHS keeps track of landlords participating in FRSP that have units with housing conditions issues.

DHS tracks landlords participating in the FRSP program through multiple oversight and monitoring mechanisms to ensure units meet Housing Quality Standards (HQS). All inspections including initial, re-inspections, and complaint inspections are documented in StepTool and linked to the landlord, property address, and specific unit numbers.

At program entry, units must pass an initial HQS prior to a client move-in. Once the unit is occupied housing concerns may be identified. DHS ensures that all efforts are exhausted prior to a complaint inspection being approved. These concerns are logged, approved and tracked via StepTool. Landlords are required to remediate concerns identified by the Greater Washington Urban League (GWUL) within established timeframes i.e., twenty-eight (28) days for a non-emergency and three (3) days for an emergency.

When a unit fails two or more complaint inspections, DHS stops subsidy payment for the unit until all deficiencies are remediated, and the unit passes reinspection. Patterns of repeated or unresolved condition issues at a property with two (2) or more-unit concerns result in DHS escalation process.

71. Does DHS work with the Department of Buildings to keep track of units with housing conditions issues? Please provide copies of any joint policies or agreements to collaborate with DOB.

DHS coordinates with Department of Buildings (DOB) and other relevant government agencies, as appropriate, to address and track housing conditions issued particularly in complex cases and building-wide concerns that impact FRSP units. When housing condition issues rise to the level of building code-wide deficiencies, or exceed inspections outside of GWUL inspection authority, DHS coordinates with DOB for enforcement and code compliance actions.

72. In how many cases in FY25 and FY26 to date did FRSP participant families move into units previously vacated by FRSP families before the expirations of their lease terms for housing conditions issues?

In FY25, there were 48 units with two or more failed inspections during the initial lease term. For FY26 YTD, nine units with two or more failed inspections during the initial lease term.

In FY25 there was one client who moved into a unit vacated by a client who left due to unit concerns, though outside the initial lease term. In FY26 YTD, there has not been a same unit move-in.

- a. In how many cases in FY25 and FY26 to date did FRSP participant families move into buildings with units that were previously vacated by FRSP families before the expirations of their lease terms for housing conditions issues?

In FY25, there were 88 lease ups in buildings where a client left due to a unit compliant, and 85 of those were within the initial lease term. There have been no cases in FY26 thus far.

73. In each instance where an FRSP participant was moved due to housing conditions, how many total units did the landlord whose unit presented housing conditions issues rent through FRSP in FY25 and FY26 to date, respectively?

In FY25, a subset of landlords participating in FRSP were associated with 980 FRSP related units, of which 48 units experienced two or more failed inspections.

In FY26 YTD, select landlords participating in FRSP were associated with 214 FRSP related units, with 9 units experiencing two or more failed inspections.

74. Please provide an update regarding the implementation of the memorandum of understanding between DHS and DC Superior Court to track eviction cases for rapid re-housing program participants, as well as any other efforts the Department has made in FY25 or FY26 to date to collect data regarding the eviction cases of former rapid re-housing program participants.

a. If any such data has been collected or analyzed, please share this data or analysis with the Committee.

Currently, DHS does not have an active Memorandum of Understanding (MOU) with DC Superior Court to track cases of eviction for families in the FRSP program.

During FY26, DHS will restart conversations with DC Superior Court regarding the MOU and work to implement this fiscal year.

75. Please describe in narrative detail any spending pressures imposed by FRSP in FY24, FY25, and FY26 to date and the extent to which the changes in the Fiscal Year 2026 Budget Support Act of 2025 have mitigated them.

In FY24, the Family Re-Housing and Stabilization Program (FRSP) experienced significant spending pressures driven by the suspension of program exits. During this period, families remained enrolled beyond the standard assistance timeframe, resulting in elevated caseloads and sustained rental subsidy obligations. These pressures were compounded by long lengths of stay that originated during the public health emergency, when exits were paused to maintain housing stability. As a result, FRSP was unable to exit families as intended.

In FY25, exits resumed, however, spending pressures persisted due to the continuation of services for long-staying families and families in the appeals process. This led to an increase in rental expenditures as the program continued to accept new enrollments for FY24 and the majority of FY25, while maintaining assistance for families within the appeal process.

In FY26 to date, cost drivers are being progressively reduced due to the policy changes enacted through the Fiscal Year 2026 Budget Support Act of 2025. The BSA clarified that case management is not an entitlement for FRSP participants and may be provided only upon request, allowing DHS to reduce duplicative

service costs and better align staffing resources with participant needs. Additionally, the BSA discontinued the continuation of services for families who exit their program and are awaiting the appeal to take place.

This further clarified DHS's authority to enforce FRSP time limits consistent with program design and requirements. This clarification addressed extended lengths of stay that emerged during the public health emergency and supports DHS's ability to manage program capacity while continue assistance while families are pending transition to permanent subsidies (PSH/TAH).

Homelessness Prevention and Diversion

76. How are individuals currently referred to, or otherwise connected with, Project Reconnect?

Individuals are currently referred to or connected with Project Reconnect through the following methods:

- Navigation Tool: Referrals can be made using the designated Navigation Tool by trained case managers.
- Email: Direct email to: project.reconnect@dc.gov
- Phone: Call the DHS Homeless Services at 202-698-4166
- In-Person Walk-In: Visit a Drop-in Center or low barrier shelter where Diversion Specialists are available on-site.
- Specific locations and hours:
 - Downtown Day Center: Tuesday-Friday, 9AM-5PM
 - 64 New York Avenue: Monday-Friday, 9AM-5PM
 - Harriet Tubman Low Barrier Shelter: Monday, Wednesday, Friday, 9AM-5PM
 - Patricia Handy Low Barrier Shelter: Every 2nd Tuesday, 9AM-5PM
- Other Low-Barrier Shelters (LBS): Referral via Navigation Tool or email until additional case managers are hired and onsite.

77. How many individuals were served by Project Reconnect in FY25 and FY26 to date, respectively?

FY25		FY26 YTD	
Assessed	481 individuals	Assessed	98 individuals
Completed Service Plan	294 (45%)	Completed Service Plan	57 (75%)
Received Financial Assistance	281 (44%)	Received Financial Assistance	57 (75%)

78. For Project Reconnect in FY25 and FY26, respectively, please provide:

- a. The total number, and percentage, of participating individuals with a completed service plan;

FY25		FY26 YTD	
Assessed	481 individuals	Assessed	98 Individuals
Completed Service Plan	294 (45%)	Completed Service Plan	57 (75%)
Received Financial Assistance	281 (44%)	Received Financial Assistance	57 (75%)

- b. The total number, and percentage, of participating individuals who received financial assistance of any kind;

FY25	FY26 YTD
Received Financial Assistance: 281 (44%)	Received Financial Assistance: 57 (75%)

- c. The total number, and percentage, of the respective purposes for which financial assistance was provided; and

Diversion Type FY25	Disbursement Amount	Average Disbursement	%
Emergency			
Other	\$ 5,746.00	\$ 1,915.33	1%
Transportation	\$ 21,930.21	\$ 327.32	4%
Moved in with Family/Friends	\$ 41,633.38	\$ 1,387.78	7%
Rental Arrears	\$ 234,161.35	\$ 5,575.27	41%
New Lease	\$ 265,052.67	\$ 2,023.30	47%
Grand Total	\$ 568,523.61	\$ 2,082.50	100%

Diversion Type FY26 YTD	Disbursement Amount	Average Disbursement	%
Emergency Other	\$ 1,062.21	\$ 1,062.21	1%
Diverted Out of the Area	\$ 4,730.56	\$ 295.66	4%
Moved in with Family/Friends	\$ 7,500.00	\$ 625.00	7%
Rental Arrears	\$ 15,923.09	\$ 3,184.62	14%
New Lease	\$ 83,856.38	\$ 2,096.41	74%
Grand Total	\$ 113,072.24	\$ 1,528.00	100%

- d. For each respective purpose for which financial assistance was provided, the average disbursement per participant.

Diversion Type FY25	Disbursement Amount	Average Disbursement	%
Emergency Other	\$ 5,746.00	\$ 1,915.33	1%
Transportation	\$ 21,930.21	\$ 327.32	4%
Moved in with Family/Friends	\$ 41,633.38	\$ 1,387.78	7%
Rental Arrears	\$ 234,161.35	\$ 5,575.27	41%
New Lease	\$ 265,052.67	\$ 2,023.30	47%
Grand Total	\$ 568,523.61	\$ 2,082.50	100%

Diversion Type FY26 YTD	Disbursement Amount	Average Disbursement	%
Emergency Other	\$ 1,062.21	\$ 1,062.21	1%
Diverted Out of the Area	\$ 4,730.56	\$ 295.66	4%
Moved in with Family/Friends	\$ 7,500.00	\$ 625.00	7%
Rental Arrears	\$ 15,923.09	\$ 3,184.62	14%
New Lease	\$ 83,856.38	\$ 2,096.41	74%
Grand Total	\$ 113,072.24	\$ 1,528.00	100%

79. Have DHS's criteria for evaluating the success of a diversion initiated through Project Reconnect changed since the promulgation of the initiative's first [program manual](#)? If so, how?

Yes, the criteria for Project Reconnect success has changed. At this time, a Successful Diversion is simply that the individual has completed the program, and their diversion is closed in HMIS. Previously, the manual deemed an individual

as “highly successful” if they did not return to homeless services for at least 12 months after receiving diversion intervention, however we do not use that highly successful criterion at this time.

Project Reconnect is currently operating under the policies and procedures outlined on the website and initial manual, while working on an updated version of certain aspects to reflect current practices such as increasing the individual maximum and arrears assistance.

The updated manual will provide comprehensive guidance on the diversion process and will be shared in Q4 FY26.

- a. Using the applicable criteria, what was Project Reconnect's success rate (the rate at which a diversion was deemed “highly successful”) in FY25?
- Project Reconnect deems a Successful Diversion as soon as an individual has completed the program and their diversion is closed in HMIS.
 - Project Reconnect deems a highly successful diversion as an individual that has completed the program, case is closed in HMIS, and they have not returned to shelter within one year.
 - Project Reconnect is currently at a 91% success rate for individuals that did not return to shelter within one year for FY25.
 - The percentage of client's who returned to shelter within the year (9%).
80. What was the average cost of Project Reconnect per individual served in FY25 and FY26 to date, respectively?

The average cost of Project Reconnect per individual served in FY25 and FY26 YTD, follows below:

- FY25: \$2,082.50
- FY26 YTD: \$1,528.00

81. Please provide any policies, procedures, program manuals, guidance's, or other internal documents that govern or describe the Project Reconnect diversion process.

Project Reconnect is currently operating under the policies and procedures outlined on the website and initial manual, while working on an updated version of certain aspects to reflect current practices such as increasing the individual maximum and arrears assistance. The updated manual will provide comprehensive guidance on the diversion process and will be shared by the end of FY26.

82. What is the distinction between the Homelessness Prevention Program and the branding recently employed by DHS to identify “HPP+”?

The Homelessness Prevention Program (HPP) is designed to assist eligible District residents who are at imminent risk of homelessness by providing short-term rental assistance. This core program focuses on helping clients maintain housing stability and avoid shelter entry within the District.

The component referenced in your statement supports clients seeking safe and stable housing outside of the District of Columbia, offering partial rental assistance for up to six (6) months.

The distinction between HPP and “HPP+” lies in the branding and scope. While HPP refers to the standard homelessness prevention services within the District, “HPP+” is a recently introduced DHS branding that identifies enhanced or expanded services—such as assistance for clients relocating outside the District or receiving additional supports beyond the traditional program parameters.

83. How many households were served by the Homelessness Prevention Program in FY25 and FY26 to date, respectively?

In FY25, 2,026 families were served by the Homelessness Prevention Program. In FY26 to date, 696 families have been served.

84. How are families selected for participation in the Homelessness Prevention Program? Which criteria govern DHS’s determination that a referral to the Homelessness Prevention Program, rather than an application for a housing subsidy, is appropriate?

Families referred to the Homelessness Prevention Program (HPP) are determined eligible for homeless services under the Homeless Services Reform Act (HSRA). These families currently have a safe place to stay while working with their assigned HPP case managers. A referral to HPP does not represent a denial of shelter; rather, shelter placement is reserved for families without at least one night of safe, stable housing.

When a family has at least one night of stable housing, VWFRC’s protocol is to connect them to HPP for support. While enrolled in HPP, a Westat Assessment is used to evaluate the family’s housing prevention needs—not eligibility for a housing subsidy.

Families are referred to HPP based on two key factors:

- Eligibility under HSRA for homeless services.
- Current housing status, specifically having at least one night of safe, stable housing.

DHS determines that a referral to HPP, rather than an application for a housing subsidy, is appropriate when the family’s immediate need is short-term assistance to prevent homelessness, rather than long-term financial support for housing. HPP

focuses on stabilization and prevention, while housing subsidies address ongoing affordability challenges.

85. For the Homelessness Prevention Program, please provide:

- a. The total number, and percentage, of participating families with a completed service plan;
 - FY25: 1,790, 98% of participating families with a completed service plan.
 - FY26 YTD: 325, 98% of participating families with a completed service plan.
- b. The total number, and percentage, of participating families who received financial assistance of any kind;

For FY25, 1,031 (56%) clients received HPP financial assistance, and for FY26 to date, 203 (29%) clients have received HPP financial assistance. It should be noted that these figures represent unduplicated counts, as some clients may have received different types of HPP financial assistance within each fiscal year.

While HPP provides financial assistance as needed, it is important to remember that this support is not always required to resolve housing instability. Many cases are successfully addressed through mediation with landlords, negotiation of payment plans, or other non-financial interventions such as employment assistance and connection to community resources.

- c. The respective purposes for which financial assistance was provided in each case; and

The purpose of financial assistance is to help families remain in their current homes or with a host family providing support during a period of housing instability. Assistance may include, but is not limited to, short term rental payments, utility support, transportation costs, food assistance, or move-in expenses.

- d. For each respective purpose for which financial assistance was provided, the average disbursement per family.

HPP Cost Description	FY25	FY26 YTD
HPP Rental Assistance	\$1,566,661.44	\$395,630.06
HPP + Program Assistance	\$0.00	\$48,439.42
HPP Utility Assistance (Gas/Pepeco/Water)	\$33,097.75	\$7,980.97
HPP Client App Fee	\$2,385.17	\$250.00
Transportation (Metro Card)	\$0.00	\$310.00
Food Assistance/House Supplies (Gift Card)	\$8,067.85	\$1,900.00

Basic Needs Assistance Gift Card (Wal-Mart, Amazon, Target, etc)	\$10,263.00	\$3,981.21
Travel Assistance	\$459.00	\$302.37
Other	\$700.00	\$0.00
HPP/ERAP Last Mile Rental Assistance	\$4,635.20	\$11,361.00
DHS Special Cases* (FMR &SD, DC Flex Payments included)	\$72,595.90	\$21,732.88
DHS App Fees	\$19,857.00	\$1,966.33
Talbert Street Project	\$853,806.48	\$0.00
Talbert Street Utilities	\$4,758.06	\$0.00
Client Cost Total	\$2,577,286.85	\$502,474.24

86. What was the average cost of the Homelessness Prevention Program per family served in FY25 and FY26 to date, respectively?

The average cost per family was \$1,272.00 in FY25 and \$722.00 in FY26.

87. Please provide any policies, procedures, program manuals, guidance's, or other internal documents that govern or describe the Homelessness Prevention Program.

The Homelessness Prevention Program (HPP) was established pursuant to D.C. Official Code §4-771.01 (“HPP Act”) to conduct community outreach and provide services to families at risk of becoming homeless. The HPP Act details the following services that HPP shall provide, including:

1. Use of an evidence-based assessment and evaluation method to target and identify families most at risk of becoming homeless;
2. Connecting individuals and families at risk of becoming homeless with housing and financial assistance programs that provide short- and long-term assistance to allow households to remain in their current housing situation, if appropriate;
3. Having multiple locations in communities identified as being at-risk of homelessness;
4. Conducting educational campaigns and outreach to inform District residents about the services available to prevent homelessness;
5. Conducting family or tenant-landlord mediation to assist families in remaining in their current housing situation or provide referrals to other organizations that can provide this assistance, if appropriate;
6. Providing classes in skills critical to maintaining housing, including household budgeting, financial management, and financial literacy, or provide referrals to other organizations that can provide this assistance;

7. Providing job training and placement referrals to employment services or provide referrals to other organizations that can provide this assistance, including connecting families with resources available at District agencies;
8. Assisting families in applying for public benefits, including child care, SNAP, tax credits, and Medicaid or provide referrals to other organizations that can provide this assistance; and
9. Providing other counseling, case management, or services, including mental or behavioral health services or referrals to mental or behavioral health programs, to assist families in preventing homelessness.

The HPP Program is administered in accordance with the HPP Act and the Homeless Services Reform Act of 2005, as amended (HSRA).

Low-barrier Shelters

88. What were the mean numbers of men and women, respectively, turned away from shelter each night for the sixty days following the conclusion of hypothermia season in FY25?

Between April 1 - May 30, 2025, there were an daily average of eight (8) site turn away for men and seven (7) site turn aways for women.

During this same time period, DHS recorded zero (0) site turn aways from the mixed-gender LGBTQ shelter.

89. What is the District's plan to better meet the demand for shelter immediately following the conclusion of hypothermia season in FY26?

DHS is implementing a multi-pronged strategy to reduce the post-season surge by addressing housing needs early, expanding capacity, and strengthening diversion efforts.

The E Street Bridge Housing site, currently ramping up, will provide 190 beds at full capacity to help meet demand after hypothermia season. DHS case managers are working in hypothermia shelters to transition individuals to their home states, connect them to non-hypothermia beds, and link them to housing opportunities.

90. How many people, on average, were turned away from shelter each night outside of hypothermia season in FY25?

Between April 1 - September 30, 2025, there was a daily average of five (5) site turn aways for men, and three (3) site turn aways for women.

During this same time period, zero (0) clients were reportedly turned away from our mixed-gender LGBTQ shelter.

91. Were any people presenting for shelter turned away from shelter during hypothermia season in FY25?

No one presenting for shelter during the FY25 hypothermia season was turned away.

92. DHS has stated on several occasions that it is working to move more employment, mental health, and substance abuse supports into District shelters so that residents are better prepared to exit shelter and adapt to independent living. What specific operational form did that process of better frontloading supports take in the individual shelter context in FY25, and what specific operational form will it take in FY26?

DHS' Office of Shelter Management team has dedicated a Licensed Independent Clinical Social Worker (LICSW) and certified Officer Agent to act as a DBH liaison and assist in-shelter with individuals experiencing mental health and substance abuse related crisis by connecting them to long term mental health

supports. In FY25, DHS assisted with connecting approximately 65 clients to mental and behavioral health services through DBH and other organizational partnerships throughout the city; completed 55 onsite days at shelters to assess and stabilize clients experiencing mental health challenges as well as to refer them to services; and, facilitated 11 emergency hospitalizations in tandem with DBH's CRT team and/or the crisis behavioral health system.

In January 2026, DHS began partnering with the Department of Employment Services' Office of Education and Workforce Innovation to create a plan to deliver comprehensive workforce development resources directly within our shelters. The Program Road Show between DHS and DOES is proposed for the week of March 2-6, featuring DHS' tour of 801 East and presentations on DHS programs, alongside DOES's overview of employment service options and initiatives. Following this, we plan to launch DOES Shelter Services Pilot at Harriet Tubman, New York Avenue, Adams, and 801 East Day Center mid-April, with monthly onsite visits, information sessions, and live sign-ups aiming for 50 client enrollments and 25 employment or income gains. Additionally, we also plan to launch a Pilot DOES Referral Program to DHS work beds in mid-April, targeting homeless individuals working 20+ hours weekly.

This initiative will deliver comprehensive support to our clients through job training programs, resume-building workshops, career counseling, and direct connections to employment opportunities and skill-development activities. Additionally, DOES and DHS will collaborate to maximize DHS facilities, such as the commercial kitchen and barber shop at 801 East by hosting specialized training programs in these spaces.

By bringing these services on-site, DHS aims to reduce barriers to employment and empower residents with the tools and support needed to achieve long-term economic stability.

Temporary Housing Programs for Individuals

93. Please provide the following regarding the bridge housing site at 25 E. Street NW:

- a. The site's eventual capacity, once fully staffed and operating as intended;

The site's eventual capacity, once fully staffed and operating as intended will be 190.

- b. The site's current occupancy;

The site's current occupancy is 54.

- c. The projected occupancy for each remaining month of FY26;

- By End of February 2026: 60
- By End of March 2026: 100
- By End of April 2026: 190

- d. Any outstanding staffing or other needs before additional beds can be brought online;

DHS anticipates that the E Street facility will be operating at full capacity by May 2026. Current facilities concern, including boiler and door repairs, are scheduled for completion by February 9, 2026.

- e. The timeline and plan for meeting outstanding staffing and other needs to bring all currently offline beds online;

The provider at E Street is staffed appropriately and ready to reach full capacity by May 2026.

- f. The average cost per resident per month

The average cost per resident per month is \$2063.54

- g. The site's policies governing the ability of residents to reside with:

- i. Pets;

Pets are not permitted on E Street premises. Exceptions are allowed for service animals under the Americans with Disabilities Act (ADA) and emotional support animals under the Fair Housing Act (FHA), in accordance with the program's reasonable modification policy. Animals must remain under its owner's control at all times and cannot be left unattended in the unit. Owners are responsible for feeding, cleaning, and exercising the animal, as well as cleaning up after it. Bathing animals in E Street bathrooms is prohibited; grooming must be done off-site.

- ii. Unmarried romantic partners;

- iii. Spouses; and

- iv. Disabled adult children; and
Unmarried romantic partners, spouses and disable adult children are eligible for E Street’s Bridge Housing Program and are expected to sign a document acknowledging the site’s program rules.

- h. Any program rules applicable to residents at this site.

DHS has standard program rules that outlines clear guidelines to ensure a safe and supportive environment for all residents. These include client’s rights and the process for reasonable modifications, intake and exit procedures, curfew and nights out policies, visitation rules, and case management requirements. The program rules detail community expectations, policies regarding pets and service animals, and a progressive discipline framework.

Additionally, rules outline procedures for internal mediation, grievances, and explain the provider’s authority to sanction, transfer, suspend, or terminate participation, along with a client’s right to appeal. All residents are required to review and sign an acknowledgment of program rules.

94. Please share the following regarding the Aston:

- a. The site’s current occupancy;

The site’s current occupancy is 90.

- b. The site’s current capacity, given the governing community agreement;

The site’s current capacity is 100.

- c. The site’s capacity if all available space were to be used for bridge housing;

Total capacity is 190.

- d. An explanation for the increase in case management ratios from 1:17 to 1:23 over the course of FY25 shared in the [report](#) for Q4 FY25;

The Aston currently has all contracted case management positions filled. At opening, clients were moved in phases of 50 at a time; however, as the Aston has reached full capacity and is serving more clients, case management ratios have increased.

- e. The average participant length of stay in FY25 and FY26 to date, respectively;

In FY25, the average participant length of stay was 199 days.

In FY26 to date (January 22), the average participant length of stay is 225 days.

Note: Clients are cohorted by the fiscal year served. If a client participated in both FY25 and FY26, their length of stay was counted for both fiscal years.

- f. How many clients have exited bridge housing at the Aston since the site went online;

Since opening, 94 clients* have transitioned from The Aston.

- g. The reasons, broken down by percentage and total number, for each client exit since the Aston went online, including, for clients exited to permanent housing, the source of any housing subsidies received by clients upon exit;

Exit Reason	Exits	Percentage
Rental by client, with ongoing housing subsidy	45	47.4%
Data not collected (HUD)	32	33.7%
Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside) (HUD)	4	4.2%
Jail, prison, or juvenile detention facility (HUD)	3	3.2%
Transitional housing for homeless persons (including homeless youth) (HUD)	2	2.1%
Rental by client, no ongoing housing subsidy (HUD)	2	2.1%
Emergency shelter, including hotel or motel paid for with emergency shelter voucher, Host Home shelter (HUD)	2	2.1%
Other (HUD)	2	2.1%
Owned by client, with ongoing housing subsidy (HUD)	1	1.1%
Staying or living with family, permanent tenure (HUD)	1	1.1%
Staying or living with friends, permanent tenure (HUD)	1	1.1%

**There are more exits than clients, because clients can exit more than once.*

- h. The average cost per resident per month;

The average cost per resident per month is \$2885.03

- i. The site's policies governing the ability of residents to reside with:
i. Pets;

Pets are not permitted on the Aston premises. Exceptions are allowed for service animals under the Americans with Disabilities Act (ADA) and emotional support animals under the Fair Housing Act (FHA), in accordance with the program's reasonable modification policy. Animals must remain under its owner's control at all times and cannot be left unattended in the unit. Owners are responsible for feeding, cleaning, and exercising the animal, as well as cleaning up after it. Bathing animals in the Aston's bathrooms is prohibited; grooming must be done off-site.

- ii. Unmarried romantic partners;
- iii. Spouses; and
- iv. Disabled adult children; and

Unmarried romantic partners, spouses and disabled adult children are eligible for Aston's Bridge Housing Program and are expected to sign, acknowledge the site's program rules.

- j. Any program rules applicable to residents at the Aston.

DHS has standard program rules for the Aston that outlines clear guidelines to ensure a safe and supportive environment for all residents. These include client's rights and the process for reasonable modifications, intake and exit procedures, curfew and nights out policies, visitation rules, and case management requirements. The program rules outline community expectations, policies regarding pets and service animals, and a progressive discipline framework.

Additionally, it provides procedures for internal mediation, grievances, and explains the provider's authority to sanction, transfer, suspend, or terminate participation, along with a client's right to appeal. All residents are required to review and sign an acknowledgment of these policies.

95. Please share the following regarding work beds:

- a. The number of beds available, on average, each night, in FY25 and FY26 to date, respectively;

On average, the nightly work bed availability in FY25 41 and in FY26 YTD is 15.

- b. The current capacity of the work bed program;

Current capacity of the work bed program is 96.

- c. The current occupancy of the work bed program;

Current occupancy of the work bed program is 82.

d. Participants’ average length of stay in FY25 and FY26 to date, respectively;

In FY25, the average participant length of stay was 389 days.
 In FY26 to date (January 22), the average participant length of stay is 305 days.

Clients are cohorted by the fiscal year served. If a client participated in both FY25 and FY26, their LOS was counted for both fiscal years.

Overlapping and consecutive stays were merged into one LOS.

e. Participants’ mean and median incomes before and after placement in the work bed program;

FY25

	Entry	Exit (Or Most Recent if Current Client)
Mean	\$1,812.27	\$1,891.34
Median	\$1,800.00	\$1,800.00

FY26 (to date, January 22, 2026)

	Mean	Median
Entry	\$1,996.14	\$2,058.37
Exit (Or Most Recent if Current Client)	\$2,000.00	\$2,000.00

f. The percentage of participants engaged in permanent, full-time employment upon entering the program;

An individual must be employed 20 hours or more per week to be eligible for the work bed program.

From 2024-2025, 54.1% of participants had full time employment, with the remainder of participants having part time employment (20 hours or more per week).

As of January 2026, 46.9% of participants have full time employment, with the remainder of participants having part time employment (20 hours or more per week).

g. The percentage of participants engaged in permanent, full-time employment upon program exit;

From 2024-2025, 50.8% of participants had full time employment upon exiting the program.

As of January 2026, 47% of participants had full time employment upon exiting the program.

- h. The locations at which work beds are offered, and the provider for each location;

Site	Provider	Number of Beds
801 East	Catholic Charities	96
Pat Handy	N Street Village	8

- i. The average cost per participant per month;

The average cost per participant per month is \$2168.32

- j. The extent to which DHS anticipates the expanded use of bridge housing will affect its work bed program.

Work Bed and Bridge Housing programs serve distinct populations, and DHS does not anticipate that Bridge Housing will have a direct impact on Work Bed program utilization.

96. Please provide the following information regarding medical respite beds:

- a. The total number of medical respite beds;

The total number of medical respite beds is 24. Once fully operational, as many as 25 additional medical respite beds may be added to E Street in FY27.

- b. How many of those beds are short-term medical respite beds;

All medical respite beds are short-term.

- c. The total number, and percentage, of medical respite beds that are currently occupied;

There are 15 (62.5%) medical respite beds currently occupied.

- d. The providers for and current occupancy of, all medical respite bed sites; and

Site	Provider	Number of Beds
801 East	Catholic Charities/Unity Health Care	24

- e. The extent to which DHS anticipates the expanded use of bridge housing will affect the way it houses residents with needs that would currently support a placement in a dedicated medical respite bed.

Medical Respite and Bridge Housing programs serve distinct populations. Medical Respite is a short-term placement, those who need long term care placements are referred to assisted living or community residence facilities.

Rapid Re-Housing for Individuals (RRH-I)

97. For FY25 and FY26 to date, respectively, please provide the following:

- a. How many individuals participated in RRH-I at any point;
 - 402 individuals participated in RRH-I at any point.

- b. How many, and what percentage of, participants received SNAP;
 - FY25
 - # Received SNAP: 22
 - % Received SNAP: 79%
 - FY26 (Year-to-date)
 - # Received SNAP: 105
 - % Received SNAP: 90%

- c. How many, and what percentage of, participants received SSI;
 - FY25
 - # Received SSI: 33
 - % Received SSI: 12%
 - FY26 (Year-to-date)
 - # Received SSI: 26
 - % Received SSI: 22%

- d. How many, and what percentage of, participants received SSDI;
 - FY25
 - # Received SSDI: 11
 - % Received SSDI: 5%
 - FY26 (Year-to-date)
 - # Received SSDI: 6
 - % Received SSDI: 5%

- e. How many, and what percentage of, participants received services from the RSA within DDS; and
 - FY25
 - # Received RSA: 0
 - % Received RSA: 0%
 - FY26 (Year-to-date)
 - # Received RSA: 0
 - % Received RSA: 0%

- f. How many, and what percentage of, participants received services from the DDA within DDS.
 - FY25
 - # Received DDA: 0
 - % Received DDA: 0%

- FY26 (Year-to-date)
 - # Received DDA: 0
 - % Received DDA: 0%

98. For each month in FY25 and FY26 to date, please share how many individuals entered and exited RRH-I.

- FY25
 - Entries: 0
 - Exits: 265
- FY26 (Year-to-date)
 - Entries: 55
 - Exits: 20

**Due to reduction in budget for FY25, budget projections for FY26 the RRH-I program needed to further reduce the size of the program and was unable to add new intakes throughout FY25.*

99. How many individuals exited from RRH-I in FY25 and FY26 to date, respectively, appealed their exits?

- FY25
 - Exits Appealed: 82
- FY26 (Year-to-date)
 - Exits Appealed: 1

100. For FY25 and FY26, respectively, please share the following:

a. The total number, and percentage, of exits resulting in an appeal or administrative review that led to a change in DHS's exit determination;

- FY25
 - # Exits Resulting in change in DHS's exit determination: 15
 - % Exits Resulting in change in DHS's exit determination: 18%
- FY26 (Year-to-date)
 - # Exits Resulting in change in DHS's exit determination: 1
 - % Exits Resulting in change in DHS's exit determination: 100%

b. The total number of cases remanded after appeal that are still pending resolution;

There are 62 cases remanded after appeal that are still pending resolution.

c. The total money value of all initial exits resulting in an appeal or administrative review that ultimately resulted in a change in DHS's exit determination;

The total money value of all initial exits resulting in an appeal or administrative review that ultimately resulted in a change in DHS's exit determination is \$112,016.58.

- d. The total projected money value of all cases remanded after appeal that are still pending resolution, if resolved in favor of the appellant;

The total projected money value of all cases remanded after appeal that are still pending resolution, if resolved in favor of the appellant is \$91,762.73.

- e. The reason why each initial exit was overturned after an appeal or administrative review was overturned.

Reasons why each initial exit was overturned after an appeal or administrative review was overturned:

1. The provider did not explain the appeal rights and process to the client
2. The provider did not give the client verbal notice
3. The client requested an extension in the program and the Provider did not forward the request to DHS for a determination

101. In FY25 and FY26 to date, what percentage of RRH-I heads of household were employed in permanent, full-time positions upon entering RRH-I?

- FY25
 - # Full Time Employment at time of Entry: 0
 - % Full Time Employment at time of Entry: 0 %
- FY26 (Year-to-date)
 - # Full Time Employment at time of Entry: 42
 - % Full Time Employment at time of Entry: 76 %

- a. What percentage were employed in permanent, full-time positions upon leaving RRH-I?

- FY25
 - % Full Time Employment at time of Exit: 27%
- FY26 (Year-to-date)
 - % Full Time Employment at time of Exit: 5%

102. In FY25 and FY26 to date, what were the mean and median incomes of RRH-I households upon entering the program?

- FY25
 - Mean Incomes Upon Entry: \$1,817.00
 - Median Incomes Upon Entry: \$933.70
- FY26 (Year-to-date)
 - Mean Incomes Upon Entry: \$1,798.00
 - Median Incomes Upon Entry: \$2,350.00

- a. What were the mean and median incomes of households exiting the program?

- FY25
 - Mean Incomes Upon Exit: \$1,408.00
 - Median Incomes Upon Exit: \$963.00
- FY26 (Year-to-date)
 - Mean Incomes Upon Exit: \$1,158.00
 - Median Incomes Upon Exit: \$987.00

103. What were the average lengths of participation for individuals exited in FY25 and FY26 to date, respectively?

- FY25
 - Average Length of Participation for Exits: 22 months
- FY26 (Year-to-date)
 - Average Length of Participation for Exits: 26 months

104. Please provide a breakdown of the percentage and total number of individuals that exited RRH-I in FY25 and FY26 to date:

a. Matched to, but not leased up using, an HCV;

- FY25
 - Number: 0
 - Percentage: 0%
- FY26 (Year-to-date)
 - Number: 0
 - Percentage: 0%

b. Leased up using an HCV;

- FY25
 - Number: 0
 - Percentage: 0%
- FY26 (Year-to-date)
 - Number: 0
 - Percentage: 0%

c. Matched to, but not leased up using, a locally funded housing voucher;

- FY25
 - Number: 0
 - Percentage: 0%
- FY26 (Year-to-date)
 - Number: 0
 - Percentage: 0%

d. Leased up using a locally funded housing voucher;

- FY25
 - Number: 0
 - Percentage: 0%
- FY26 (Year-to-date)

- Number: 0
 - Percentage: 0%
- e. Matched to, but not yet receiving, DC Flex;
 - FY25
 - Number: 0
 - Percentage: 0%
 - FY26 (Year-to-date)
 - Number: 0
 - Percentage: 0%
- f. Receiving DC Flex;
 - FY25
 - Number: 10
 - Percentage: 4%
 - FY26 (Year-to-date)
 - Number: 1
 - Percentage: 1%
- g. Receiving some form of non-time-limited housing subsidy not identified above;
 - FY25
 - Number: 20
 - Percentage: 8 %
 - FY26 (Year-to-date)
 - Number: 2
 - Percentage: 10%
- h. Receiving some form of time-limited housing subsidy not identified above
 - FY25
 - Number: 9
 - Percentage: 3 %
 - FY26 (Year-to-date)
 - Number: 0
 - Percentage: 0 %
- i. With no ongoing housing subsidy
 - FY25
 - Number: 226
 - Percentage: 85%
 - FY26 (Year-to-date)
 - Number: 18
 - Percentage: 90%

105. Please provide how many individuals previously in RRH-I returned to shelter in FY25 and FY26 to date within 6, 12, 24, and 36 months, respectively, of being exited from RRH-I.

- FY25
 - Returned to Shelter within 6 months: 7
 - Returned to Shelter within 12 months: 6
 - Returned to Shelter within 24 months: 27
 - Returned to Shelter within 36 months: 8
- FY26 (Year-to-date)
 - Returned to Shelter within 6 months: 1
 - Returned to Shelter within 12 months: 5
 - Returned to Shelter within 24 months: 22
 - Returned to Shelter within 36 months: 31

106. What percentage of RRH-I participant households have opted into case management in FY26 to date?

One hundred percent of RRH-I participant households have opted into case management in FY26 to date.

107. Please describe what, if any, process DHS uses to ensure that rents charged by RRH-I landlords are reasonable and to what, if any, extent that process differs from the rent reasonableness process for vouchers.

The DHS RRH-I program utilizes the same process for determining rent reasonableness as is utilized for vouchers.

The DHS RRH-I Program ensures that all rental amounts comply with rent reasonableness standards using www.affordablehousing.com. Providers must submit a blank lease agreement with key unit details (location, size, type, age, utilities, and amenities) to the DHS Supervisor or Program Manager for review.

- If the rent is not reasonable, the Program Manager notifies the Provider, who must inform the landlord to reduce the rent before tenancy approval.
- If the rent is reasonable, the RRH-I Program schedules unit inspection. Rent paid will never exceed the reasonable amount.

The RRH-I Program typically lasts 12 months, with possible extensions. If a landlord requests a rent increase after 12 months:

- A new rent reasonableness check is required
- Written notice of the increase must be obtained
- If the rent reasonable amount is lower than the requested amount, the contract rent will be adjusted per Federal Guidelines, and the unit will be reinspected

108. How does DHS exercise oversight of the quality of RRH-I case management?
- a. What documents or indication of case manager engagement does DHS track over the course of an individual's participation in RRH-I?

Provider supervisions are held monthly, random case reviews, issue response and targeted case reviews upon request are conducted to determine the quality of services being rendered to the client while in the program. The case reviews are tracked via Smartsheet and excel reporting. The following are specific to the oversight of the quality case management:

- DHS RRH-I oversight of quality case management begins with the input of case notes using the Content, Observation, and Plan (COP) Model to capture the client's story.
- The Housing Stabilization Plan (HSP) which creates a pathway to help clients develop their goals, remove barriers to stable housing, and work toward successful exit from the Program.
- Case Manager's ability to connect clients to community resources that would meet the client's needs. For example, Medicaid and SNAP.
- Budgeting- Monthly budgeting is mandatory in the RRH-I Program. Case managers are required to complete a budget form and work with the client to understand their income versus their expense.

- b. Does DHS require all participants to develop written housing plans before leaving RRH-I?

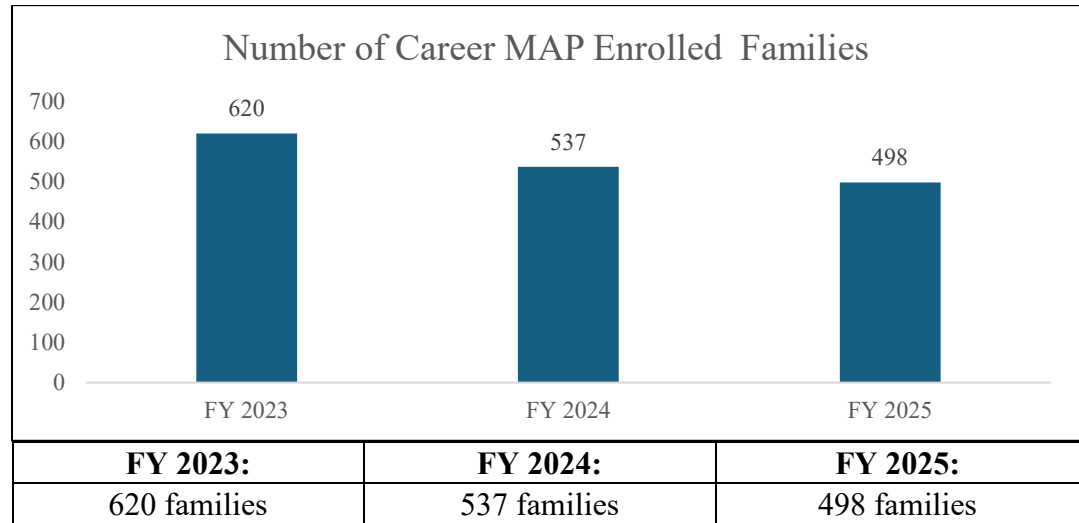
Participants in collaboration with the case manager are required to develop a Housing Stabilization Plan which helps the client to create a pathway to successfully exit the Program.

The participant and the case manager review the HSP monthly and its updated quarterly to track their goal achievement. Before leaving the Program, participants are required to meet with their case managers to develop an exit plan. The plan presents a comprehensive visual of their achievements, responsibilities, community resources and plan to remain housed.

Career Mobility Action Program (“Career MAP”)

109. How many families have participated in Career MAP in each fiscal year since its inception?

Career MAP enrolled families on a rolling basis throughout FY2023 following DHS’s application and lottery process. Total enrollment at the end of each fiscal year has been:



110. How many families are currently enrolled in Career MAP?

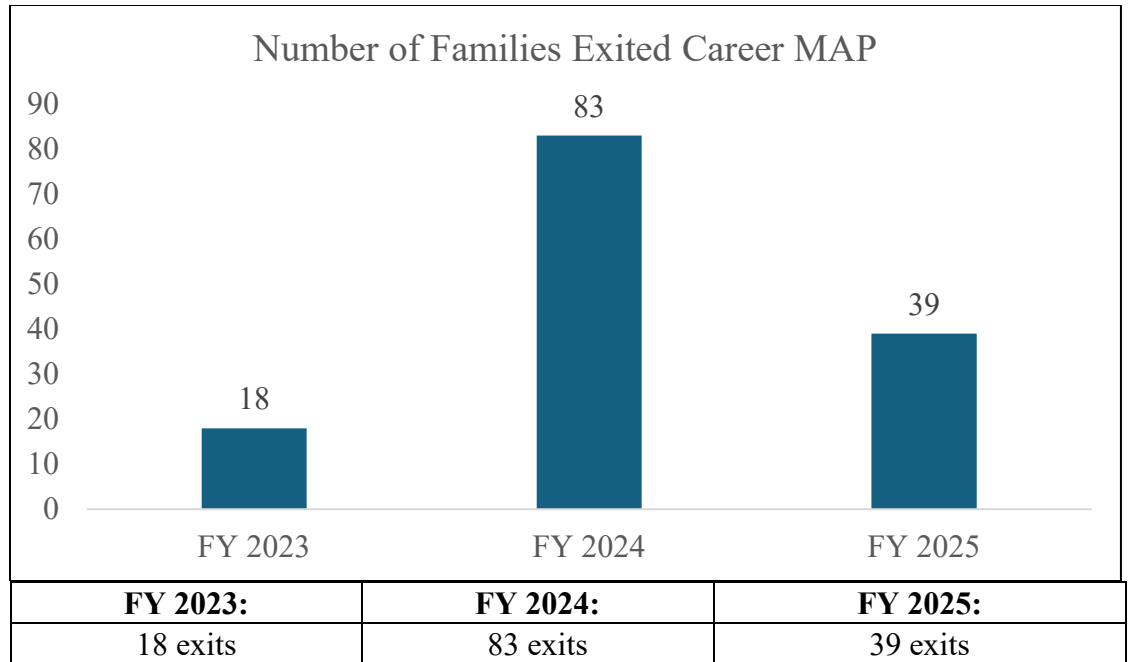
498 families, all of whom originally enrolled in FY 2023.

111. How many families enrolled in Career MAP in each fiscal year since its inception?

No additional families were enrolled after FY 2023. A total of 638 unique families have ever enrolled in Career MAP. The original enrollment goal for the program was 600, with backfills for families who exited in the FY 2023. Due to budget constraints, DHS elected to stop backfilling program exits after FY 2023 and to allow attrition, primarily through transfers to permanent housing programs that were a better fit for some families who had not had the opportunity to match to those programs prior to their Career MAP enrollment.

112. How many families exited Career MAP in each fiscal year since its inception?

A total of 140 families exited Career MAP over the course of program implementation, with over 90% exiting to permanent housing programs that were a better fit. Total exits per fiscal year have been:



Matches to PSH and TAH concluded in FY 2023, with most transfers to those programs occurring in FY 2024 and FY 2025. We anticipate minimal attrition from Career MAP moving forward since that process has concluded.

- a.** How many of those families appealed their exits?

All exits were voluntary, primarily due to transfer to other housing programs.

- b.** Please provide the current status or ultimate disposition of each appeal and the reasons why any initial denials were overturned.

Not applicable – no exit appeals were filed.

113. For each fiscal year since Career MAP’s inception, please share the following:

- a.** The total number, and percentage, of exits resulting in an appeal or administrative review that led to a change in DHS’s exit determination;

Not applicable – no exit appeals were filed.

- b.** The reason why each initial exit that was overturned after an appeal or administrative review was overturned.

Not applicable – no exit appeals were filed.

114. As families leave Career MAP, does DHS replace those households with new participant households?

No. Career MAP enrollment closed after FY 2023, with all participants selected from the original application and lottery process administered in August 2022. The program is currently funded to support only the remaining 498 families through their five-year participation period.

115. How many families presented at Virginia Williams seeking shelter while participating in Career MAP in FY25 and FY26 to date?

Five Career MAP participants completed intake at Virginia Williams to seek shelter during FY 2025 and zero in FY 2026 as of January 6, 2026. The need for shelter is rare in Career MAP since participants receive a rental subsidy, but when shelter is required, it is typically due to temporary safety or housing quality issues with their rental unit. Shelter stays are temporary, and DHS actively assists participants in resolving housing issues and leasing up in new units using their Career MAP benefits when needed.

116. How many families who previously participated in Career MAP presented at Virginia Williams seeking shelter in FY25 and FY26 to date?

Two former Career MAP participants completed intake at Virginia Williams to seek shelter during FY 2025 and zero in FY 2026 as of January 6, 2026. Since most families exit Career MAP due to a transfer to a permanent housing program, the need for additional shelter is also rare for participants who left the program.

117. What is the average annual income of families participating in Career MAP in FY25? In FY26 to date? Please share as well, for FY25 and FY26 to date:

- a. Participant households' average incomes before enrolling in Career MAP;
- b. Participant households' average incomes upon exit from Career MAP;

DHS does not currently have updated annual income data for Career MAP participants. As part of the Lab @ DC's evaluation, DHS anticipates having earnings data matched to DOES Unemployment Insurance records for participants and all lottery applicants by the fourth quarter of FY 2026; that Year 3 report will allow us to assess average earnings before enrolling and through the beginning of FY 2026. Since Career MAP is a five-year program with no planned exits before 2028, information on incomes at exit will not be available until after the five-year pilot period ends.

DHS does track the employment status and hourly wages of Career MAP participants through provider-submitted reports. Based on that data, the average hourly wage of Career MAP participants who were working as of September 30, 2023 (first month of data for all participants) was \$20.00 and the average hourly wage for these same participants as of December 31, 2025 was \$21.08.

- c. The percentage of heads of households engaged in permanent, full-time employment upon entering the program; and

Based on provider-reported data on current Career MAP participants, 17% were employed full time (defined as 30 hours per week or more) as of September 30, 2023 (first month of data for all participants). DHS does not have data on whether those positions were permanent. Considering both full-time and part-time work, 31% of all current participants were employed as of that same date.

- d. The percentage of heads of households engaged in permanent, full-time employment upon program exit.

Since Career MAP is a five-year program with no planned exits before 2028, information on full-time employment status at exit will not be available until after the five-year pilot period ends. However, based on DHS's most recent data from provider reports, as of December 31, 2025, 29% of current Career MAP participants were employed full time (defined as 30 hours per week or more, with no data on whether a position was permanent or not). Overall, 39% of current participants were employed as of that date (including full time and part time work). Both figures represent significant increases over the course of program implementation to date.

118. How, if at all, does the rent reasonableness analysis conducted for Career MAP differ from that conducted in regard to other housing subsidies?

DHS uses the same rent reasonableness determination and payment standard for Career MAP as is used in other DHS and DCHA rental assistance programs.

119. How, if at all, is the process for identifying appropriate housing and leasing up different in the Career MAP context than it is in the context of locally funded housing vouchers administered by DHS?

The process DHS uses for Career MAP is generally the same as the one used for locally funded housing vouchers administered by DHS. Career MAP career navigators/case managers assist with the full range of housing navigation supports for assigned participants.

120. What data is DHS collecting to assess the efficacy of Career MAP?

Career MAP is being evaluated by The Lab @ DC using a randomized evaluation to understand Career MAP's impact on employment, income, housing stability, and children's attendance in school. The implementation and evaluation findings will inform how the District assists families in achieving economic mobility.

Additionally, DHS collects data through monthly provider reporting on participants' employment (including employment status, wages, hours, and type of employment), receipt of other public benefits, program engagement, and progress towards goals.

121. When will an initial report on Career MAP's efficacy be available to the public?

The Lab @ DC anticipates an initial report on Career MAP outcomes will be available in the fourth quarter of FY 2026. Additional reports will follow that release in subsequent years to track progress through the end of the five-year pilot, and for two years beyond that.

122. Please provide copies of any Career MAP program rules, policies, procedures, or sub-regulatory policy guidance.

Career MAP's authorizing legislation is § 4-281.02. Career Mobility Action Plan program authorization, which can be found at:
<https://code.dccouncil.gov/us/dc/council/code/sections/4-281.02>

Program rules are established in 29 DCMR Ch. 130 - Career MAP, which can be found in the DC Register at
<https://www.dcregs.dc.gov/Common/NoticeDetail.aspx?NoticeId=N130758>

Flexible Rent Subsidy Program (“DC Flex”)

123. In what month of 2026 does DHS currently expect The Lab @ DC’s report on the efficacy of DC Flex to be available?

DHS expects The Lab@DC’s report to be available by April 2026.

124. What is the status of each of the 480 new DC Flex subsidies funded in the approved FY26 budget?

- a. How many have been matched to residents leaving FRSP?

In FY26 to date, 160 families have been matched to DC Flex from FRSP.

- b. How many have been matched to residents leaving shelter?

In FY26 to date, 9 families have exited STFH to DC Flex of the new DC Flex subsidies.

- c. How many have not been matched to residents?

Currently, there are not any families waiting to be matched to DC Flex. Families are connected to the program as they approach their exit date or when there is a change in household circumstances that makes DC Flex a better fit for their household.

- d. How many residents are actively enrolled in DC Flex using the new subsidies in the FY26 budget?

Currently there are 322 family households and 24 individual households enrolled in DC Flex.

Enrollment began in June 2025. There are currently an active enrollment of 322 families and 24 individual households enrolled in DC Flex. For FY26, there were 94 family households enrolled in DC Flex.

Locally Funded Housing Vouchers

125. Please share approximately how many DHS tenant-based vouchers, broken down by voucher type (e.g., PSH-I, PSH-F, TAH-F, etc.), are currently at each of the following stages:

a. Not matched to a household;

PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
-	198	-	-	198

b. Match to assignment to a case management provider;

PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
0	0	-	0	0

c. Assignment to submission of the voucher application to the DC Housing Authority (DCHA);

PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
9	43	-	7	59

d. Submission to voucher eligibility decision by DCHA;

PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
26	90	-	11	127

e. Voucher approval by DCHA to unit viewing;

PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
127	225	-	18	370

f. Unit viewing to lease-up; and

PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
64	80	-	4	148

g. Leased up.

PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
2060	829	-	434	3323

126. The Council funded 160 new TAH-F and 20 new PSH-F vouchers in the FY26 budget. DHS converted the 160 TAH-F vouchers to PSH-F to allow current PSH-F families to step

down to TAH-F. Please share the status of each of those vouchers, broken down by each of the following phases:

- a. Not matched to a family;
 - 176 families are not yet matched. The table below shows the match schedule for FY26, to have all matches completed by September 2026.

FY26 PSH-F Match Schedule												
	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sept-26
PSH-F	50	36	25	25	25	25	25	25	25	25	25	25
Actuals	52	38	24	24	21							

- b. Match to assignment to a case management provider;
 - 138 assigned
- c. Assignment to submission of the voucher application to DCHA;
 - 62 have submitted voucher applications to DCHA
- d. Submission to voucher eligibility decision by DCHA;
 - 1 family currently has voucher application approved by DCHA (this changes day by day)
- e. Voucher approval by DCHA to unit viewing;
 - 4 families have completed voucher briefings and had their vouchers issued to begin unit search
- f. Unit viewing to lease-up; and
 - 0 families have
- g. Leased up.
 - 0 families have leased up under the FY26 resource to-date

127. What were the mean and median number of monthly DHS tenant-based voucher lease-ups in FY25 and in FY26 to date, respectively?

	FY25	FY26 TD
Mean	110	118
Median	104	108

128. How many DHS tenant-based voucher lease-ups occurred in each month of FY25 and FY26 to date?

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
FY25	66	84	73	72	73	44	81	96	91	98	124	128
FY26 TD	184	103	86	-	-	-	-	-	-	-	-	-

129. How many households matched in each of FY22, FY23, and FY24, respectively, still have not leased up?

- a. Please identify, for each of those households, the type of voucher with which they have been matched.

	PSH-I	PSH-F	TAH-I	TAH-F	TOTAL
FY22	205	280	-	65	550
FY23	171	298	-	97	566
FY24	81	66	-	-	147
TOTAL	457	644	-	162	1,263

130. For DHS tenant-based vouchers leased up in FY25 and in FY26 to date, what were the mean and median number of days from match to lease-up for each for each of PSH-I, PSH-F, and TAH-F?

By FY match date: includes only those participants who were both matched and leased up within FY25

By lease-up date (regardless of when matched): includes the total number of lease-ups that occurred in FY25 regardless of when participants were matched to the program

	By FY match date				By lease-up date (regardless of match date)			
	PSH-I	PSH-F	TAH-I	TAH-F	PSH-I	PSH-F	TAH-I	TAH-F
Mean								
FY25	216	210	-	-	734	828	-	1,218
FY26	N/A*	N/A*	-	-	700	898	-	1,078
Median								
FY25	194	213	-	-	445	665	-	986
FY26	N/A*	N/A*	-	-	470	761	-	856

131. For each of PSH-I, PSH-F, and TAH-F, please share, for FY25, the mean and median number of days from:

By FY match date: includes only those participants who were both matched and leased up within FY25.

By lease-up date (regardless of when matched): includes the total number of lease-ups that occurred in FY25 regardless of when participants were matched to the program.

- a. Match to assignment to a case management provider;

	By FY match date				By lease-up date (regardless of match date)			
	PSH-I	PSH-F	TAH-I	TAH-F	PSH-I	PSH-F	TAH-I	TAH-F

Mean	21	37	-	-	149	160	-	269
Median	10	26	-	-	39	63	-	109

b. Assignment to submission of the voucher application to DCHA;

	By FY match date				By Lease-up date (regardless of match date)			
	PSH-I	PSH-F	TAH-I	TAH-F	PSH-I	PSH-F	TAH-I	TAH-F
Mean	59	81	-	-	327	327	-	469
Median	41	59	-	-	132	210	-	383

c. Submission to voucher eligibility decision by DCHA;

	By FY match date				By Lease-up date (regardless of match date)			
	PSH-I	PSH-F	TAH-I	TAH-F	PSH-I	PSH-F	TAH-I	TAH-F
Mean	67	70	-	-	173	153	-	192
Median	60	61	-	-	166	131	-	186

d. Voucher approval by DCHA to unit viewing; and

	By FY match date				By Lease-up date (regardless of match date)			
	PSH-I	PSH-F	TAH-I	TAH-F	PSH-I	PSH-F	TAH-I	TAH-F
Mean	78	34	-	-	92	87	-	145
Median	75	33	-	-	75	71	-	78

e. Unit viewing to lease-up.

	By FY match date				By Lease-up date (regardless of match date)			
	PSH-I	PSH-F	TAH-I	TAH-F	PSH-I	PSH-F	TAH-I	TAH-F
Mean	42	47	-	-	50	47	-	45
Median	39	58	-	-	46	44	-	42

132. How many vouchers, broken down by voucher type, does DHS anticipate leasing up in each month of FY26?

The DHS anticipates leasing up 1,242 tenant-based LRSP vouchers in FY26.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Total
Individuals	88	75	60	60	60	60	60	56	55	55	0	0	629
Families	85	53	53	53	53	53	53	53	53	53	26	25	613
Total	173	128	113	113	113	113	113	109	108	108	26	25	1,242

- a. How many vouchers, of each voucher type, does DHS anticipate will still not be leased up at the end of FY26?

DHS anticipates 606 families will not be leased up by the end of FY26.

133. Please share a status update on DHS's implementation of the following action items from the November 18, 2025, report of Allecca Consulting on the voucher lease-up process review:
 - a. Agreeing on updated process flow regarding implementation of Rent Café;

On the application side, our goal is to partner with DCHA in a way that preserves the progress we've made locally-particularly around user-friendliness while creating a more efficient process that preserves accessibility. As discussed during a recent hearing, DHS has concerns about transitioning back to a federal application. It is long, complicated and includes questions irrelevant for many participants. These factors create unnecessary barriers to access and engagement. There are also unresolved issues related to status that could further limit participation and equity. We will continue working closely with DCHA to address these challenges and build a process that reflects the unique needs of the people we serve.

- b. Providing DCHA with training and implementation dates for "go live";

See Q133a.

- c. Revising the Memorandum of Understanding with DCHA to account for specific timeframes for voucher extensions; and

DHS and DCHA will update the MOA in the coming months as projected expenditures are revised to align with the pace of lease ups. At this time, DCHA's practice around 60-day extensions will be added to the MOA.

- d. Ensuring all applicants and participants have e-mail addresses

As noted previously, an email-based system is a practical and effective solution for the majority of participants in DHS' permanent housing programs. However, it's important to acknowledge that some individuals, particularly those who are still experiencing unsheltered homelessness or are in the early stages of housing stabilization, may not have reliable access to email or the digital literacy needed to navigate it. Factors such as literacy, behavioral health challenges, or lack of access to devices and internet connectivity can create real barriers. For these individuals, email will not be a viable method to communicate or do business with DCHA, and alternative approaches - such as provider-led communication - remain essential.

Emergency Rental Assistance Program (ERAP)

134. For FY25 and FY26 to date, please provide the following:

- a. The total number, and percentage, of applicants who were applying for ERAP for the first, second, third, fourth, and fifth times, respectively;

Fiscal Year	Number of Times Submitted	Number of Applications	Percentage of Fiscal Year
FY25	1	1,315	48.22%
FY25	2	751	27.54%
FY25	3	450	16.5%
FY25	4	154	5.65%
FY25	5	42	1.54%
FY25	6+	15	0.55%
FY26 YTD	1	156	33.9%
FY26 YTD	2	97	21.0%
FY26 YTD	3	73	15.8%
FY26 YTD	4	71	15.4%
FY26 YTD	5	38	8.26%
FY26 YTD	6+	25	5.43%

- b. The total number, and percentage, of applicants who had applied for ERAP in the 24 months preceding the resident’s instant application;

FY	Number of Applications Resubmitted in 24 Months (b)	Percentage of FY(b)
FY22	2320	10.96%
FY23	2560	29.52%
FY24	7626	38.89%
FY25	1152	42.24%
FY26 YTD	218	46.88%

- c. The total number, and percentage, of applicants who had received ERAP in the 24 months preceding the resident’s instant application;

FY	Number of Returnee Applications Receiving ERAP in 24 Months (c)	Percentage of FY(c)
FY22	451	2.13%
FY23	812	9.36%
FY24	4484	22.87%

FY25	1402	51.41%
FY26 YTD	16	7.33%

- d. The total number, and percentage, of applicants who had applied for ERAP in the 36 months preceding the resident's instant application;

FY	Number of Applications Submitted in 36 Months (d)	Percentage of FY(d)
FY23	2560	29.52%
FY24	8547	43.59%
FY25	1402	51.41%
FY26 YTD	252	53.96%

- e. The total number, and percentage, of applicants who had received ERAP in the 36 months preceding the resident's instant application;

FY	Number of Returnee Applications Receiving ERAP in 36 Months (e)	Percentage of FY(e)
FY23	812	9.36%
FY24	4658	23.76%
FY25	686	25.16%
FY26 YTD	17	6.74%

- f. The total number, and percentage, of applicants who had applied for ERAP in the 48 months preceding the resident's instant application; and

FY	Number of Applications Resubmitted in 48 Months (f)	Percentage of FY(f)
FY23	2560	29.52%
FY24	8547	43.59%
FY25	1412	51.78%
FY26 YTD	274	58.42%

- g. The total number, and percentage, of applicants who had received ERAP in the 48 months preceding the resident's instant application.

FY	Number of Returnee Resubmitted in 48 Months (g)	Percentage of FY(g)
FY23	812	9.36%
FY24	4658	23.76%
FY25	686	25.16%

FY26 YTD	19	6.93430657%
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135. Please share the following regarding the implementation of ERAP in FY25:

a. The number of applications for assistance;

2,727

b. The total number, and percentage, of received applications approved for payment;
1,183 (43%) approved for payment

c. The total number, and percentage, of denied applications, including:

i. The reason for denial, broken down by the percentage of denied applications and total number of denied applications denied for each reason;

1.

Denial Reason	FY25				FY26 YTD
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1
Beyond the scope of ERAP (not rental expenses) - 29 DCMR § 7500.1	2	16	4	0	1
Percentage	0.07%	0.58%	0.14%		0.03%
ERAP assistance will not substantially alleviate the emergency - 29 DCMR § 7503.3	4	166	60	3	0
Percentage	0.14%	6.08%	2.20%	0.11%	
ERAP payment shall only be made once in any 12-month period from the date of application 29 DCMR § 7509.112	0	0	0	0	0
Percentage	0	0	0	0	0
Not a resident of the District of Columbia - 29 DCMR § 7503.1(a)	1	1	1	0	0
Percentage	0.03%	0.03%	0.03%	0	0
Not an emergency situation in which immediate action is necessary to avoid homelessness or eviction, to re-establish a home, or prevent displacement from a home - 29 DCMR § 7503.1(b)	43	197	80	4	2
Percentage	1.57%	7.22%	2.93%	0.14%	0.6%
Over income - 29 DCMR § 7503.1(c)	20	96	20	2	2
Percentage	0.73%	3.52%	0.73%	0.07%	0.6%

Resources available to obtain or retain housing - 29 DCMR § 7503.2	9	38	46	0	0
Percentage	0.33%	1.39%	1.68%	0	0
The application included misrepresentative information - 29 DCMR § 7501.10	3	28	12	1	0
Percentage	0.11%	1.02%	0.44%	0.03%	0
The arrearage is not the applicant's liability because the applicant's name does not appear on the lease or rental agreement - 29 DCMR § 7506.1(b)	1	2	2	1	1
Percentage	0.03%	0.07%	0.07%	0.03%	0.3%
The ERAP award amount cannot be calculated - 29 DCMR § 7505.4	0	14	6	0	0
Percentage	0	0.51%	0.22%	0	0
The ERAP payment cannot be processed because your landlord has not provided payment processing information - 29 DCMR § 7505.4	0	9	8	0	0
Percentage	0	0.33%	0.29%	0	0
The provider has not received the information required to determine your eligibility for ERAP and your application is considered abandoned - 29 DCMR § 7501.15	0	0	0	0	0
Percentage	0	0	0	0	0
Multiple denial reasons/Other	48	362	223	7	1
Percentage	1.76%	13.27%	8.17%	0.25%	0.3%
Grand Total	131	929	462	18	7
Percentage Grand Total	4.77%	34.02%	16.9%	0.6%	0.021%

- d. The total number, and percentage, of denied applications that resulted in an appeal or administrative review;

There was a total of 637, 41% of denied applications that resulted in an appeal or administrative review.

- e. The total number, and percentage, of denials resulting in an appeal or administrative review that ultimately resulted in a grant of the underlying application;

There was a total of 306, 48% of denied resulting in an appeal or administrative review that ultimately resulted in a grant of the underlying application. This number includes cases that were reopened based on outcomes and remands from judges based on landlords not submitting required documentation to complete processing.

- f. The total number of cases remanded after appeal that are still pending resolution;

There are four (4) cases remanded for reopening that are still pending resolution.

- g. The total money value of all initial denials resulting in an appeal or administrative review that ultimately resulted in a grant of the underlying application;

The total dollar amount requested by the applicants who were initially denied, then reopened through an appeal or administrative review is \$4,785,741. The actual amount that was paid based on eligibility and fair market rent calculations is \$1,286,693.42 and has been paid out to date.

- h. The projected total money value of all cases remanded after appeal that are still pending resolution, if all resolved in favor of the appellants;

The program expects the total value of remanded cases that are still pending to total approximately \$225,000.

- i. The reason why each initial denial that was overturned after an appeal or administrative review was overturned;

While we do not track individual reasons, the majority of the overturned cases were because landlords had not submitted documents within the regulation's timeframe. The judge stated that it was not the client's fault and remanded for reopening. After reopening, most of the landlords were able to submit the documents. Other reasons for cases being overturned was because the client may have secured their own required documents and the judge remanded that it be reopened. Also, if a provider selected a denial reason that did not align with the factual stated reason, the judge would overturn. If a client was now facing eviction, and was previously not court involved, the case would be overturned.

- j. The average ERAP award; and

The average award of the overturned cases is \$7,017.50.

- k. The total administrative cost of ERAP and what percentage of the total ERAP budget this amount represented.

In FY25, the total administrative cost is \$2,600,000.00 which is 10% of the total ERAP budget.

136. Please share the following regarding the implementation of ERAP in FY26 to date:
- a. The number of households matched to appointments to apply for ERAP;

1,100 households were matched to appointments to apply for ERAP in FY26.

- b. How many people called the ERAP hotline or presented at Virginia Williams attempting to secure appointments to apply for ERAP;

The program was able to accept a total of 1,100 appointments in FY26. The program combined all appointments in one location and didn't track whether they came in or called in. All appointments were scheduled through the same platform.

- c. How many, and what percentage, of scheduled appointments have taken place;

430 (39%) of scheduled appointments have taken place

- d. How many, and what percentage, of all scheduled appointments are scheduled to take place after March 1, 2026;

There are no appointments scheduled to take place after March 1, 2026, as of this response.

- e. The number of applications for assistance;

All of the 1,100 appointments will have an application submitted

- f. The total number, and percentage of, received applications approved for payment;

The total number of applications approved for payment is 29, which is 38% of the applications that have been issued a final decision. It is 3% of those with appointments.

- g. The total number, and percentage of, received applications that have resulted in payment to a landlord;

There are 15 (51%) received and processed applications that have resulted in a payment to the landlord. The fifteen (15) that have resulted in payment is 1.3% of the total appointments scheduled.

- h. The total number, and percentage of, denied applications, including:

The reason for denial, broken down by the percentage of denied applications and total number of denied applications denied for each reason;

Denial Reason	FY26 YTD	FY26 YTD
---------------	----------	----------

		%
	Qtr1	
Beyond the scope of ERAP (not rental expenses) - 29 DCMR § 7500.1	1	0.3%
ERAP assistance will not substantially alleviate the emergency - 29 DCMR § 7503.3	0	0
ERAP payment shall only be made once in any 12-month period from the date of application 29 DCMR § 7509.112	0	0
Not a resident of the District of Columbia - 29 DCMR § 7503.1(a)	0	0
Not an emergency situation in which immediate action is necessary to avoid homelessness or eviction, to re-establish a home, or prevent displacement from a home - 29 DCMR § 7503.1(b)	2	0.6%
Over income - 29 DCMR § 7503.1(c)	2	0.6%
Resources available to obtain or retain housing - 29 DCMR § 7503.2	0	0
The application included misrepresentative information - 29 DCMR § 7501.10	0	0
The arrearage is not the applicant's liability because the applicant's name does not appear on the lease or rental agreement - 29 DCMR § 7506.1(b)	1	0.3%
The ERAP award amount cannot be calculated - 29 DCMR § 7505.4	0	0
The ERAP payment cannot be processed because your landlord has not provided payment processing information - 29 DCMR § 7505.4	0	0
The provider has not received the information required to determine your eligibility for ERAP and your application is considered abandoned - 29 DCMR § 7501.15	0	0
Multiple denial reasons/Other	1	0.3%
Grand Total	7	0.021%

i. The average ERAP award; and

The average ERAP award is \$6,809.07

j. The total administrative cost of ERAP and what percentage of the total ERAP budget this amount represents.

The total administrative cost of ERAP is \$1,226,493 which is 15% of the total ERAP budget.

Youth Homelessness

137. For each provider of youth homeless services, please identify, for FY25 and FY26 to date, respectively:
- The type of service or services offered by the provider;
 - The sites at which each type of service is offered;
 - If the provider maintains beds, the number of beds available at each site (please only include sites that are exclusively open to youth); and
 - Each provider's FY25 awarded funding, FY26 approved funding, and the dollar and percentage variance between the FY25 and FY26 funding levels.

See Attachment Question 137.

138. Regarding funding variations between FY25 and FY26, please describe the evaluation process for youth homelessness service providers that informed DHS's funding changes. Include:

Most funding changes were due to changes in available funding and/or new funding competitions. In FY25, DHS released two solicitations in reference to youth homeless services. Services that were solicited included a Pregnant and Parenting Shelter for youth experiencing homelessness and three Youth Drop-in Centers for youth experiencing homelessness or housing instability.

The grant agreements for the Transgender Gender Non-Confirming (TGNC) Workforce Development Program with Us Helping Us, Damien Ministries, and HIPS were terminated in FY25 due to the FY25 budget shortfall due to the Federal Continuing Resolution. The programs ceased operation in May 2025.

- A copy of any rubric used;

Solicitations include the scoring rubric which typically weigh various portions of the application including history of work, project description, project evaluation, and budget.

- The procedure used to communicate evaluation feedback and updates about funding levels to providers; and

Providers can request a meeting with DHS to review the feedback from the evaluation panel after a solicitation process has closed.

- The average approximate amount of time between communicating feedback and funding changes being implemented.

DHS seeks to execute funding changes at the start of the fiscal year. Typically, the ramp-down period when a program is no longer funded is approximately 90 days however this can vary as needed to address the needs of customers and DHS.

139. How many homeless youth (ages 18 to 24) were served by DHS in the youth system, in the single adult system, and in the family system, respectively, in FY 25 and FY 26 to date, respectively?

- 1,668 homeless youth were served by DHS in the youth singles system in FY25.
- 907 homeless youth were served by DHS in the youth singles system in FY26 to date.

- 479 homeless youth (18-24) were served by DHS in the adult singles system in FY25.
- 274 homeless youth (18-24) were served by DHS in the adult singles system in FY26 to date.

- 2,585 homeless youth (18-24) were served by DHS in the families system in FY25.
- 1,691 homeless youth (18-24) were served by DHS in the families in FY26 to date.

Note: Youth enter the youth homelessness system between the ages of 18 – 24 years old. Youth can continue to be served in the youth homelessness system until the age of 27. Also, the family system includes youth family providers – the youth singles system is typically thought of as the “youth system”.

140. How many homeless youth:

a. Are currently on the by-name list seeking housing support;

Currently, 293 youth experiencing homelessness are on the by-name list seeking housing support.

b. Have, since the start of FY26, been matched to transitional housing, extended transitional housing, and rapid re-housing, respectively; and

- Matched to transitional housing: 59
- Matched to extended transitional housing: 17
- Matched to rapid re-housing: 2

c. Have, since the start of FY26, leased up with the support of one of the programs identified in (b) above?

d.

- Leased up with the support of transitional housing: 29
- Leased up with the support of extended transitional housing: 9
- Leased up with the support of rapid re-housing: 2

- Note: Rapid re-housing use “lease ups” or lease signings. In “transitional housing” and “extended transitional housing” programs, participants are not required to sign a lease.

141. Please identify the housing destinations to which youth participating in transitional housing, extended transitional housing, and rapid re-housing, respectively, exited those programs in FY25 and FY26 to date, respectively, broken down by percentage and total number for each type of destination.

FY25

Youth Housing Type	Exit Destination	Count	Percent of Total
Extended Transitional Housing	Transitional Housing	16	26.2%
Extended Transitional Housing	Rental By Client, With Ongoing Housing Subsidy	14	23.0%
Extended Transitional Housing	Other	6	9.8%
Extended Transitional Housing	Data Not Collected	5	8.2%
Extended Transitional Housing	Staying Or Living With Family, Permanent Tenure	5	8.2%
Extended Transitional Housing	Staying Or Living With Family, Temporary Tenure	5	8.2%
Extended Transitional Housing	Emergency Shelter	4	6.6%
Extended Transitional Housing	Staying Or Living With Friends, Permanent Tenure	3	4.9%
Extended Transitional Housing	Rental By Client, No Ongoing Housing Subsidy	2	3.3%
Extended Transitional Housing	Staying Or Living With Friends, Temporary Tenure	1	1.6%
Rapid Re-housing	Rental By Client, No Ongoing Housing Subsidy	35	83.3%
Rapid Re-housing	Staying Or Living With Family, Permanent Tenure	2	4.8%
Rapid Re-housing	Transitional Housing	2	4.8%
Rapid Re-housing	Rental By Client, With Ongoing Housing Subsidy	1	2.4%
Rapid Re-housing	Deceased	1	2.4%
Rapid Re-housing	Other	1	2.4%
Transitional Housing	Transitional Housing	30	20.3%
Transitional Housing	Rental By Client, With Ongoing Housing Subsidy	22	14.9%
Transitional Housing	Staying Or Living With Family, Permanent Tenure	20	13.5%
Transitional Housing	Rental By Client, No Ongoing Housing Subsidy	19	12.8%
Transitional Housing	Other	13	8.8%
Transitional Housing	Staying Or Living With Family, Temporary Tenure	13	8.8%
Transitional Housing	Data Not Collected	11	7.4%
Transitional Housing	Staying Or Living With Friends, Permanent Tenure	9	6.1%
Transitional Housing	Emergency Shelter	6	4.1%
Transitional Housing	Staying Or Living With Friends, Temporary Tenure	5	3.4%

Youth Housing Type	Exit Destination	Count	Percent of Total
Extended Transitional Housing	Rental By Client, With Ongoing Housing Subsidy	6	46.2%
Extended Transitional Housing	Data Not Collected	3	23.1%
Extended Transitional Housing	Transitional Housing	2	15.4%
Extended Transitional Housing	Staying Or Living With Family, Permanent Tenure	1	7.7%
Extended Transitional Housing	Rental By Client, No Ongoing Housing Subsidy	1	7.7%
Rapid Re-housing	Rental By Client, No Ongoing Housing Subsidy	10	90.9%
Rapid Re-housing	Transitional Housing	1	9.1%
Transitional Housing	Rental By Client, With Ongoing Housing Subsidy	9	23.1%
Transitional Housing	Staying Or Living With Family, Permanent Tenure	7	17.9%
Transitional Housing	Other	7	17.9%
Transitional Housing	Data Not Collected	4	10.3%
Transitional Housing	Staying Or Living With Family, Temporary Tenure	4	10.3%
Transitional Housing	Transitional Housing	3	7.7%
Transitional Housing	Staying Or Living With Friends, Temporary Tenure	2	5.1%
Transitional Housing	Rental By Client, No Ongoing Housing Subsidy	2	5.1%
Transitional Housing	Staying Or Living With Friends, Permanent Tenure	1	2.6%

Note: Youth head of household (family system) providers are not included in the above list.

142. How many, and what percentage of, youth served by the youth homelessness system in FY25 had previously been served by the District’s family homelessness system as minor members of a homeless family?

There were 1,668 youth clients served in the unaccompanied youth homelessness system in FY25. Of which, 284 youth (17.0%) were previously served by the family system as a minor (non-head of household) member of a family experiencing homelessness. This includes all DHS Family providers.

143. How many, and what percentage of, District residents who sought or received housing support through the single adult or family homelessness systems in FY25 had previously received services through the youth homelessness system?

A total of 1,154 (2.8%) District residents sought support through the DHS single adult or family homeless system in FY25, who also had previously received services through the DHS youth homeless system. Family youth providers are included here as part of the family system instead of the youth homeless system.

144. Please describe the Teen Parent Assessment Program’s (TPAP) activities in FY25, including:

Program Description: The program serves pregnant and parenting young adults under the age of 19. Young adults complete the program at the age of 19 years old when they *age out* of the program or when they have obtained a high school

diploma, a GED or have decided to pursue employment. TPAP is a long-term program with lower turnover depending on youth's age at the time of referral.

Program Activities: During FY25, program provided evidence supported skill-based case management services using the Transition to Independent Process (TIP) to support pregnant and parenting young adults (13-18 yrs) to address barriers to education, parenting and self-sufficiency. In addition to individual case management, some young adults participated in groups addressing transitions (grief and loss), health and nutrition (cooking group), social media safety and awareness and other wellness activities.

a. The number of youths served;

In FY25, 57 young adults (plus their children) were served in TPAP.

- Active/Open Clients 30
- Terminated: 11
- Completed Program: 16

b. Budgeted funding and actual spending; and

- i. Budgeted Funding:
- ii. Actual Spending:

TPAP includes three (3) FTEs including two social workers and one (1) case manager.

Budgeted funding and actual spending in FY25:

- Budgeted Funding: \$308,782
- Actual Spending: \$341,034

c. The impact of TPAP participation on:

- i. School attendance;

Sixty-seven percent of youth who completed the program who were considered truant had an improvement in their non-truancy rate at the time of program completion.

- *Challenges with attendance:* Parenting or pregnant youth often lose classroom time during their last trimester and during the maternity leave/exemption. There are further challenges identifying daycare for infants six- 12 weeks and there are further complications when youth experience PPD and / or signs of heightened anxiety separating from the children.

- ii. Grade point average;

Grade Point Average: The program does not track Grade Point Averages (GPA); however, the program does monitor the number of credits earned towards graduation.

iii. Graduation rates; and

Of the 16 young adults who completed the program, 9 completed the program with a high school diploma and 4 completed the program after earning additional credits towards the 24 credits required to graduate. Overall, 81% of young adults who completed the program made progress towards their educational goal by either graduating or earning additional credits towards graduation.

Note: Although the ultimate goal is to graduate from high school, some young adults are not at grade level at the time of referral and are therefore not able to obtain the required number of credits needed to graduate during their program stay. *Example: A 17 or 18 -year-old who has four (4) high school credits will likely not graduate before leaving the program.*

iv. Any indicators of mental or physical health tracked by DHS.

TPAP often connects young adults to the Healthy Generations Program at Children’s National Hospital (a ‘teen-tot’ program that aims to address medical and mental health care). As part of our program functions, social workers also support young adults in self-administering the Edinburgh Postnatal Depression Scale (EPDS) and encourages the discussion of outcomes with medical professionals during the teen or baby wellness appointment. The program also works with the DHS Rise Individual Therapy program to address depressive symptoms and trauma related to postpartum experiences.

145. The Committee restored funding for workforce development grants for homeless youth in the FY26 budget. For the program for which funding was restored by the Committee, please provide:

a. How many youth were served by the program in FY25 and FY26 to date;

- FY25: 43 clients served
- FY26 YTD: 0 clients served

b. How many, and what percentage of, participating youth were employed in permanent, full-time roles:

In FY25:

- 9 participants enrolled and 5 completed full-time subsidized work experience

- 9 participants enrolled in unsubsidized work experience and 9 completed unsubsidized work experience
- 9 participants obtained unsubsidized full-time and 4 participants obtained unsubsidized part-time employment after completing the program

- i. Upon completing programming; and
- ii. Six months after completing programming; and

Due to the FY25 Continuing Resolution, the TCNC Workforce Development grant was terminated in May 2025, and tracking of this measure was not possible.

- iii. The mean and median incomes of youth before, and six months after, completing programming:

All participants had no income from employment at program entry. Due to the FY 27 CR and the grant termination, participants' income six months after program completion was not tracked.

146. What, if any, youth homelessness programs have active waitlists? For each program with an active waitlist, please identify:
- a. How many youth are on the waitlist for each program; and
 - b. How long, on average, it took for a youth on each program's waitlist to leave the waitlist.

There are no waitlists for any youth housing programs. Youth are matched to beds through Coordinated Assessment Housing Placement (CAHP) process as vacancies in youth housing programs present.

147. The FY26 Winter Plan only included five overflow beds for unaccompanied youth ages 18 to 24. In December 2025, the youth shelter system is already at capacity, while there is significant capacity every night for both adult men and adult women. Please share how the Executive will adapt the FY26 Winter Plan and adjust future winter planning to better account for the needs of homeless youth.

The youth Low Barrier Shelter (operated by Covenant House) can serve up to 25 youth during the winter season. When the youth Low-Barrier Shelter reaches capacity, Covenant House uses vacant beds in their two Short-Term Shelters (SHINE and Safe Haven) to provide temporary shelter. SHINE has capacity to serve up to 24 youth and Safe Haven has 30 youth. Youth ages 18+ are also able to utilize adult shelters when youth specific shelters are full. DHS will run a solicitation for youth shelter in FY26.

Domestic Violence Services

148. Which question or questions does DHS ask families presenting at Virginia Williams to assess whether domestic violence is the cause of their current episode of homelessness?

The following questions are asked of families presenting at the Virginia Williams Family Resource Center to assess whether domestic violence is impacting the household:

- Is violence currently the cause of your homelessness? You left or were forced out of your home because you were not safe from abuse or violence: domestic, intimate partner, dating violence, stalking, emotional abuse, etc.
 - a. Yes
 - b. No
 - c. Don't know
 - d. Declined

- Since the start of this episode of homelessness of housing insecurity have you been:

	Yes	No	Don't know	Declined	Safety Concern
Assaulted or physically attacked (hitting, punching, shoving, etc.)					
Sexually assaulted or abused (unwanted or forced sexual activity, rape)					

- **Have you accessed other Domestic Violence Services?** *Remember, answering this question helps us better serve you. It will not affect your assistance.*
 - ___ Crime Victims
 - ___ My Sister's Place
 - ___ DASH
 - ___ DC SAFE
 - ___ House of Ruth
 - ___ Other

- **Would you like us to connect you with services?** The District of Columbia offers many services that you may find helpful, including counseling, advocacy, assistance with legal issues such as applying for a protection order and more.
 - ___ Yes
 - ___ No
 - ___ Don't know

149. How does DHS assess whether to place families for whom domestic violence is the cause of their current episode of homelessness in STFH or elsewhere?

DHS assesses families reporting domestic violence through an on-site provider, District Alliance for Safe Housing (DASH), (Co-located in VWFRC) which provides domestic violence-informed case management and survivor resources. If DASH is unavailable, DC SAFE conducts the assessment. Once an assessment is complete, and if the assessment outcome supports a shelter stay, a family is prioritized for domestic violence (DV) shelter placement with the support of DC SAFE. If DV shelter space is not available, a family is placed in a Short-Term Family Housing (STFH) site. This process ensures that families for whom domestic violence is the cause of their homelessness are first considered for specialized DV resources before alternative placements are made.

- a. Where does DHS refer families not placed in STFH?

The family is prioritized for placement in a domestic violence (DV) shelter, typically through DC SAFE or another resource that best meets the family's needs.

- b. How many families assessed at Virginia Williams in FY25 and FY26 to date for whom domestic violence was the cause of their current episode of homelessness were eligible for homeless services and offered housing outside of STFH?

In FY25, 373 families reported to Virginia Williams seeking DV services and were referred to DASH. In FY26 YTD, 81 families reported to Virginia Williams seeking DV services and were referred to DASH.

150. What specific training procedures and materials are used to educate case managers and other employees on meeting the needs of domestic violence survivors, including appropriate classification (e.g., category of housing need) and referrals? Please provide Copies.

All advocates, case managers, and counselors working with domestic violence survivors are required to complete foundational, specialized, and ongoing training to ensure consistent, trauma-informed, and survivor-centered service delivery across the district's domestic violence continuum.

The DC Coalition Against Domestic Violence (DCCADV) 40-hour Domestic Violence Advocate Core Competency Training (DVACT) serves as the cornerstone training requirement for all DHS-funded DV providers. DVACT is offered twice annually (winter and spring) and addresses the core competencies necessary for working with domestic violence survivors, including trauma dynamics, lethality risk, survivor-centered advocacy, confidentiality, ethics, cultural responsiveness, safety planning, and appropriate referrals across systems.

To ensure accurate classification of housing need and effective referral pathways, DHS also requires staff to complete housing system–specific training through The Community Partnership (TCP). These training courses equip staff with the technical knowledge necessary to navigate the homelessness response system and apply standardized assessment and referral protocols. TCP-facilitated training courses include:

- Unusual Incident Reporting (UIR)
 - Please access “Question 150 Attachments” to view training materials.
 - This training is provided directly by DHS.
- Emergency Preparedness and Response
 - Please access “Question 150 Attachments to view training materials.
- CPR and First Aid
 - Staff completes CPR and first aid training through accredited trainers/organizations; therefore, DHS does not provide CPR training materials.
- Coordinated Assessment and Housing Placement (CAHP) System and VI-SPDAT, TAY-VI-SPDAT, and Full SPDAT assessment tools
 - For SPDAT trainings, staff can find and register for trainings through TCP (<https://community-partnership.org/events/>). Additionally, the CAHP team hosts quarterly trainings for all providers that are CAHP participating. Training courses are hosted through Zoom and providers that are on each subsystem's distribution list receives those emails with dates, and times of the training. We recently held one on January 13 and the next training is scheduled for April 6. A reminder email will be sent to all parties one week in advance.

DHS maintains a strategic partnership with DASH to provide ongoing onsite training and technical assistance while delivering DV-informed case management and survivor resources. This partnership also supports frontline staff in real-time application of DV screening, safety planning, and referrals within the homelessness intake environment.

For Emergency and Supportive Assistance (ESA) programs, DC SAFE delivers specialized training to Temporary Emergency Program (TEP) and TANF providers through the TANF POWER initiative, ensuring staff are equipped to identify and respond to domestic violence within emergency assistance and benefits-related services.

All other themed trainings related to domestic violence–specific practice—including legal and compliance requirements, cultural competency (including LGBTQ+ competency), trauma-informed service delivery, crisis intervention, mental health triage, and suicide risk assessment—are addressed through the DVACT curriculum and DCCADV-led technical assistance.

151. How many families assessed at Virginia Williams in FY25 and FY26 to date were identified as, or disclosed as being, survivors of domestic violence or having experienced domestic violence at any previous point?

In FY25, 787 families assessed at Virginia Williams were identified as, or disclosed having been, survivors of domestic violence or having experienced domestic violence at any previous point.

In FY26 YTD, 299 families were assessed at Virginia Williams were identified as, or disclosed having been, survivors of domestic violence or having experienced domestic violence at any previous point.

152. How many families assessed at Virginia Williams in FY25 and FY26 to date identified domestic violence as the cause of their current episode of homelessness?

In FY25, 373 families were identified as, or disclosed being, survivors of domestic violence.

In FY26 YTD, 81 families identified or disclosed being domestic violence survivors.

All families were referred to domestic violence services.

153. Please provide a narrative description of all domestic violence services available through DHS that lists all domestic violence services providers, identifies their roles, and shares how much DHS funding each provider will receive in FY26.

Organization Name	Services Provided	Description	FY 26 Funding Amount	Council One Time Enhancement
Asian Pacific Islander	Outreach and Education	Local Funding: API provides DV outreach and education services to the District of Columbia by specializing in Asian Pacific Islander culture and experiences.	\$184,520.17	\$83,333.33
My Sister's Place	Emergency Shelter	Local Funding: MSP has a current Emergency Shelter program that provides emergency shelter and services for survivors. They plan to serve at minimum 18 survivors	\$159,040.00	
DASH	Youth Transitional Housing	Local Funding: Right To Dream, DHS first youth DV specific transitional housing program. They serve 20 clients in scatter site housing. Clients are matched through the Youth CAHP process.	\$928,665.00	

Volare	Counseling and Case Management	Local Funding: Volare is an open door to any survivor, of any crime agency. Provides counseling and case management to survivors. We support their mental health pillar where they provide holistic approach to restoration and healing—both for the individual and the systems that failed them. Therapy modalities: Short-term therapy sessions, Support groups, Referrals for long-term support, Eye movement desensitization and reprocessing (EMDR) therapy (will serve 40 Unique Survivors)	\$187,099	\$83,333.33
Sasha Bruce Youthwork	Counseling and Case Management	Local Funding: Our first youth counseling and case management grantee. They will provide counseling and case management to youth at the three Sasha Bruce sites that deal with intrafamily violence	296,038.45	\$83,333.33
My Sister's Place	Counseling and Case Management	Local Funding: MSP provides housing and emergency shelter, along with supportive services and outreach and education	\$301,235.45	\$83,333.33
JCADA	Counseling and Case Management	Local funding: JCADA provides survivor-centered, trauma-informed counseling and stabilization services for individuals impacted by intimate partner violence. Licensed clinicians deliver individualized therapy, safety planning, and short-term stabilization using evidence-based approaches such as EMDR and somatic therapies, within a confidential, judgment-free environment that prioritizes client safety and wellness. All services are free of charge, primarily virtual, and supplemented by culturally responsive groups and workshops designed to meet survivors where they are in their healing journey.	\$235,965.85	\$83,333.33
House of Ruth	Counseling and Case Management	Local Funding: Provides individual and group counseling along with case management and supportive services to survivors to survivors in their programs and the community	\$366,257.73	\$83,333.33
Ayuda	Counseling and Case Management	Local Funding: Ayuda Social Services delivers trauma-informed, culturally specific case management and counseling to survivors of crime across	\$196,000	

		DC. Services are provided in multiple languages, offered voluntarily at no cost, and do not require survivors to engage with the legal system—ensuring low-barrier, survivor-centered access to care.		
Ayuda	Education and Outreach	Local Funding: Ayuda Education and Outreach Services provide culturally and linguistically responsive domestic violence prevention education to immigrant and underserved communities across the District. Through community-based workshops, outreach events, and partnerships, Ayuda increases awareness of domestic violence, legal rights, and available resources—empowering individuals and families with knowledge, early intervention tools, and pathways to safety, regardless of immigration status or system involvement.	\$105,000	
DASH	Training and Technical Assistance (VWFRC)	Local funding: DASH provides DV resources on site at Virginia William Family Resource center to families/survivors seeking services there. If a client states they are experiencing DV, they are routed to DASH. DASH also provide training to staff working at VWFRC.	\$457,240	
DC SAFE	TANF Power Client Services	Local Funding under ESA. DC Safe provide advocacy services for survivors who opt into the TANF power program which allows them to be restricted from TANF obligations/requirements to receive benefits. Instead, survivors focus on addressing their DV needs.	\$335,000	
My Sisters Place (FVPSA Funded Grantee FY25-2-year option year)	Emergency Shelter and Supportive Services	Federal funding: Comprehensive shelter services, which shall include, but is not limited to, emergency shelter, crisis intervention, and case management services to adult youth survivors of family violence, domestic violence or dating violence and their dependents.	\$578,068.20	
Ayuda (FVPSA Funded Grantee)	Counseling Case Management	Federal Funding: Ayuda Social Services delivers trauma-informed, culturally specific case management and counseling to survivors of crime across DC. Services are provided in	\$103,603.15	

FY25-2-year option year)		multiple languages, offered voluntarily at no cost, and do not require survivors to engage with the legal system—ensuring low-barrier, survivor-centered access to care.		
Ayuda (FVPSA Funded Grantee FY25-2-year option year)	Education and Outreach	Federal Funding: The grantee shall provide the target population with education and outreach services for the purpose of preventing family violence, domestic violence and dating violence.	\$103,603.15	

154. How do the domestic violence services funded through DHS differ from those available elsewhere in District government?

Domestic violence services funded through the Department of Human Services (DHS) are distinct in their housing stability, economic security, and systems-integration focus, particularly for survivors at risk of or experiencing homelessness. DHS’s role is further differentiated by its responsibility as the District’s Family Violence Prevention and Services Act (FVPSA) state grantee, which positions the agency not only as a funder of direct services but also as a system-builder for the District’s DV response.

While other District agencies, most notably the Office of Victim Services and Justice Grants (OVSJG) primarily support DV services related to criminal justice, victim compensation, legal advocacy, and crisis response, DHS-funded services address the human services impacts of domestic violence, including housing instability, income disruption, and family safety. DHS investments are intentionally designed to ensure survivors can stabilize and rebuild without requiring engagement with law enforcement or the court system. Key distinctions include:

- **FVPSA System Leadership & Technical Assistance:** As the District’s FVPSA recipient, DHS partners with the DC Coalition Against Domestic Violence (DCCADV) to provide system-wide training, technical assistance, and a comprehensive DV needs assessment. This role supports consistent service quality, policy alignment, and data-informed planning across all DHS-funded DV programs.
- **Housing-Centered & Low-Barrier Services:** DHS funds emergency DV shelter, transitional housing, youth transitional housing, and non-residential case management focused on preventing homelessness and promoting long-term housing stability.
- **Culturally Specific & Equity-Driven Services:** DHS intentionally invests in culturally specific and community-based DV programs to ensure survivors from immigrant communities, communities of color, LGBTQ+ communities,

and other underserved populations can access services that are linguistically appropriate, culturally responsive, and trauma-informed.

- Youth & Family-Focused Interventions: DHS supports youth-specific counseling and case management for adolescents experiencing intrafamily or dating violence, an area not widely funded elsewhere in District government and critical for early intervention.
- Economic Stabilization & Benefits Access: Through TANF POWER and related support, DHS-funded programs help survivors secure income, public benefits, and employment pathways essential to long-term independence.
- Cross-System Integration: DHS serves as the connective infrastructure linking DV services with homelessness programs, behavioral health care, and family services—ensuring coordinated, survivor-centered pathways rather than fragmented responses.

In summary, DHS-funded domestic violence services function as the backbone of the District's DV safety net, combining direct services, housing stabilization, culturally specific care, and system-level leadership through FVPSA. This integrated approach complements the work of other District agencies while addressing the underlying conditions that place survivors at risk of homelessness and long-term instability.

155. How did DHS utilize the \$500,000 Council enhancement for domestic violence services?

In the current fiscal year, the \$500,000 Council enhancement for domestic violence services was not designated to a specific provider or programmatic use. As a result, DHS exercised portfolio-level discretion, guided by the FVPSA Administrator and informed by data, needs assessments, and system performance, to deploy the funds where they would have the greatest system-wide impact.

The enhancement was used to expand and sustain supportive and preventive domestic violence services, with a particular focus on non-residential counseling, case management, and education and outreach. These service areas were identified as high-demand and under-resourced through multiple sources, including DV Counts, PIT data, provider feedback, and post-COVID service utilization trends. The funding also allowed DHS to launch the district's first youth-specific intrafamily violence (IFV) counseling and case management services, addressing a critical prevention gap and supporting early intervention for adolescents experiencing violence in the home.

Recent data from The Community Partnership shows that 48% of adults in families experiencing homelessness report a history of domestic violence, and 77% report that domestic or intimate partner violence directly caused their homelessness. These findings highlight the need for upstream investments that stabilize survivors before housing loss occurs. Accordingly, DHS prioritized flexible supportive services that could reach survivors across multiple housing pathways, including those who are housed, unstably housed, or seeking to avoid shelter entry.

In allocating the enhancement, DHS intentionally distributed funding across multiple domestic violence providers to strengthen shared system capacity rather than concentrating resources in a single program or model. Providers receiving enhancement support included JCADA, Volare, My Sister's Place, House of Ruth, API, and Sasha Bruce Youthwork (SBY). These organizations expand access to DV-specific counseling, case management, youth prevention services, legal advocacy, and cultural and linguistically responsive supports that benefit survivors served across the entire DV network. Several of these providers offer language access, legal services, and emotional accompaniment that directly support clients referred to other DHS-funded DV programs.

DHS also evaluated existing investments across the DV continuum to avoid duplication. Housing, training, and technical assistance functions already receive stable support through base funding, including youth transitional housing, DV training at the Virginia Williams Family Resource Center, TANF POWER-funded training, and system-wide technical assistance through DHS's FVPSA partnership with the DC Coalition Against Domestic Violence and National Network to End Domestic Violence. Over the past several years, DHS has made targeted investments in training and technical assistance, including DASH's role at VWFRC. Given this existing infrastructure and the one-time nature of the enhancement, DHS determined that additional funding in those areas was not the highest unmet need at this time.

Youth transitional housing remains a critical part of the District's DV response and continues to be supported through base funding. However, because youth transitional housing operates similarly to rapid rehousing, with private leases and longer-term financial commitments, it is not well suited for one-time dollars. With limited DV-specific housing stock and overall budget constraints, DHS determined the enhancement would have greater impact if used to expand supportive and preventive services that reduce inflow into homelessness and stabilize survivors earlier.

Finally, DHS applied an equity lens to ensure the enhancement strengthened the broader DV provider network rather than over-concentrating resources among providers already receiving both federal and local funding. This approach maximized reach, promoted balance across service types, and reinforced DHS's role as a steward of a coordinated, survivor-centered domestic violence system.

Truancy Reduction Pilot Program

156. The approved FY26 budget expanded the Truancy Reduction Pilot Program to 24 FTEs working in ten District schools. Please provide a chart breaking down:

Three positions from the 24 FTEs were eliminated by Council before the start of FY26. The Truancy Reduction Pilot has a total of 21 FTEs dedicated to the program. Please see the chart below in response to the questions 156 (a), (c), and (d). In reference to question (b), all positions support all schools.

- a. The title, salary, and grade classification of each position;
Please see chart below.
- b. The school or schools to which each position is assigned;
Please refer to response above.
- c. Which positions remain vacant; and
Please refer to chart below for details.
- d. For vacant positions, the work the agency has done to recruit and hire for those positions, including where and for how long each vacancy was posted.
Please refer to chart below.

Positions/Status (F)- Filled (V)- Vacant	Grade	Salary	Hired In	Recruitment Efforts, &How Long Has it Been Posted
Program Manager (F)	MSS-14	\$118,000	FY25	
Supervisory Social Worker (F)	MSS-13	\$106,000	FY25	
Program Assistant (F)	CS-9	\$76,060	FY25	
Case Manager Bilingual (F)	CS-11	\$77,299	FY25	
Case Manager Bilingual (F)	CS-11	\$77,299	FY25	
Case Manager (F)	CS-11	\$79,705	FY25	
Case Manager (F)	CS-11	\$79,705	FY25	
Case Manager (F)	CS-11	\$79,705	FY25	
Management Analyst (F)	CS-13	\$102,018	FY26	
Case Manager Bilingual (V)	CS-11	\$82,111		In Recruitment/Candidate Selected- This position has been posted for a 10-day posting using the DCHR recruiting platform.
Case Manager (V)	CS-11	\$82,111		In Recruitment/Candidate Selected- This position has been posted for a 10-day posting using the DCHR recruiting platform. Agency only posting

Case Manager (V)	CS-11	\$82,111		In Recruitment-This position has been posted for a 10-day posting using the DCHR recruiting platform. This position is in active interviewing
Supervisory Case Manager (V)	MSS-12	\$103,840		In Recruitment- This position has been posted for a 10-day posting using the DCHR recruiting platform. Position will be reposted due to no qualified applicants from first posting on 8/15/2025.
Case Manager Bilingual (V)	CS-11	\$82,111		In Recruitment- This position has been posted for a 10-day posting using the DCHR recruiting platform. This position is in active interviewing
Case Manager (V)	CS-11	\$82,111		In Recruitment-This position has been posted for a 10-day posting using the DCHR recruiting platform. This position is in active interviewing
Case Manager	CS-11	\$82,111		Recruitment Pending
Case Manager	CS-11	\$82,111		Recruitment Pending
Case Manager	CS-11	\$82,111		Recruitment Pending
Case Manager	CS-11	\$82,111		Recruitment Pending
Case Manager	CS-11	\$82,111		Recruitment Pending
Case Manager	CS-11	\$82,111		Recruitment Pending
Case Manager	CS-11	\$82,111		Eliminated by Council before FY26
Case Manager	CS-11	\$82,111		Eliminated by Council before FY26
Case Manager	CS-11	\$82,111		Eliminated by Council before FY26

157. Does the agency expect the mid-year report required by the Truancy Pilot Expansion Amendment Act of 2025 to be available by March 31, 2026?

- a. What obstacles did the agency face in timely delivering the mid-year report in FY25, and what is the agency doing to ameliorate those obstacles in FY26?

Yes, the agency expects the mid-year report to be available this spring..

The obstacles faced in the first mid-year submission were remedied by the time of the submission of the final report which arrived at Council on time. The report was delayed as we worked through the initial implementation phase of a new program and accompanying process. These early-stage adjustments were essential to ensure accuracy, sustainability, and long-term success. This foundational work strengthened the program and supported strong outcomes moving forward.

FSA Generally

157. Please describe the accomplishments or improvement of three standout FSA employees in non-supervisory roles. (It is acceptable to identify the employees other than by their names.)

1. *Dr. Bonnie McIntyre, Social Worker*

Dr. Bonnie McIntyre joined the FSA-Individuals Office of Shelter Management Team as a social worker in September 2023. She became a member of the Core Team implementing housing-focused case management at the Federal City Shelter where she supported 36 of the shelter's longest-stayers into permanent housing.

Today, Dr. McIntyre plays a pivotal role in coordinating a broad range of stakeholders to address low barrier shelter concerns and integrate DC Department of Behavioral Health (DBH) services to support individuals requiring higher-level interventions. In her role, she has connected approximately 65 clients to mental and behavioral health services, completed 55 onsite shelter visits to directly assess and stabilize clients, and facilitated 11 emergency hospitalizations in collaboration with DBH's CRT team. Her efforts have not only improved the quality of life for these individuals but, has also enhanced the overall shelter environment for staff and residents. Dr. McIntyre's ability to foster timely, effective communication among stakeholders, including clients, has significantly strengthened coordination and service delivery, making a profound impact on the District residents experiencing homelessness.

2. *Miati Taliaferro, Program Analyst*

Miati has demonstrated exceptional performance and growth through her work on the Peer Case Management Institute (PCMI). During the inaugural cohort, she played a central role in program operations—coordinating logistics, supporting faculty and participants, managing communication, and ensuring the day-to-day execution of a first-of-its-kind training model. Her strong client support skills and ability to respond quickly to participant needs were essential to the program's success.

In the second cohort, she expanded her responsibilities significantly, stepping into a broader program leadership role. She supported cohort planning, cohort launch, participant onboarding, scheduling, data tracking, and coordination with Howard University, DHS, TCP, Pathways, and more than 20 community providers who serve as practicum placement partners. Her leadership strengthened program structure, improved participant experience, and enhanced communication across all partners. She also contributed to refining curriculum delivery, strengthening employer engagement, and implementing feedback loops that improved program quality and outcomes.

Her contributions were recognized externally as well: she was part of the PCMI team honored with the prestigious Cafritz Award, reflecting the program's

innovation and impact across the District. Her progression from operations support to program leadership reflects both her professional growth and her deep commitment to ensuring that residents with lived experience have access to meaningful, career-building opportunities.

3. *Erick Romero, Case Manager*

Erick is a dedicated Case Manager in DHS' Youth Services Division (YSD). Erick has helped countless young people overcome obstacles and achieve significant milestones through his work with the Strengthening Teens Empower Parents (STEP) Program. STEP works with young people who are reported missing on MPD's daily Missing Persons Report. Through the work of talented case managers like Erick, STEP helps identify the issues that lead youth to run away and then works closely with the young person and their family to resolve the issues and strengthen the family system. Erick consistently brings enthusiasm, dedication, and resourcefulness to the work.

To help underscore Erick's work, we share a few examples of how Erick's work has directly improved the life of young people. Erick recently worked with a young man who had a multi-year history of significant substance abuse, major truancy and academic underachievement and strained communication with his mother due to his difficulties with emotional regulation. Erick helped the family access emergency psychiatric hospitalization that led to inpatient substance abuse treatment. Erick visited the youth weekly, teaching mindfulness, the SODAS decision-making method, breathing techniques, healthy emotional expression, and anger management. Upon discharge Erick assisted the youth getting into The National Guardian Challenge where the youth later graduated.

In another instance, Erick helped a youth who was truant enroll in a school closer to home so he can get to school on time and begin attending. When the youth still refused to go to school because he did not have appropriate clothing, Erick obtained new clothes through community resources including those of his own personal network. In another instance, Erick worked with a youth whose was physically and verbally aggressive towards his mother and his younger sibling. During his work with the family, Erick taught the family crisis management skills, developed a safety plan, and helped the youth learn more appropriate skills on how to address his anger. The family was able to employ this plan and help the youth stabilize and begin outpatient therapy.

Erick makes sure his young people benefit from any resource DHS or YSD has available including backpacks, coat drives, holiday gifts, and more. He ensures his youth participate in every activity YSD has from Back-to-School. to Newcomers Group, to the Hiking and Spring Break activities, and more. DHS customers note that Erick's work is amazing. When conducting customer follow-up surveys, parents rave about how their children are better since working with Erick and they do not see run away, disrespectful or truancy behaviors.

Erick's contribution to DHS goes beyond his work with young people. He is also active in providing positive energy to the Division. He is an active member of the YSD Employee Involvement Committee, has supported the agency's emergency shelter efforts, and is a facilitator in the YSD Newcomer's Group. He has been a train-the-trainer on safety planning, leading and guiding other case managers in YSD on this topic. Erick is truly a standout employee in FSA!

158. Please describe the accomplishments or improvement of three standout FSA employees in supervisory roles. (It is acceptable to identify the employees other than by their names.)

1. *Mr. Jerome Hilliard, Supervisor*

Mr. Jerome Hilliard joined the Targeted Affordable Housing (TAH) team in 2022 as a social worker and was promoted in October 2024 to the role of supervisor. Mr. Hilliard consistently demonstrates strong leadership, clear communication, and dependable support in his supervisory role.

He provides regular individual and group supervision, ensures documentation compliance through weekly reviews and monthly audits, and communicates program updates in a timely and organized manner. His transformational leadership style fosters trust, collaboration, and open dialogue, and he offers constructive feedback that strengthens team cohesion.

He works effectively with the program manager and reliably serves as backup, contributing to program stability. He has also mentored clinical social workers, supported colleagues during high-workload periods, and shown strong organizational skills and professionalism. His contributions, including developing the "Unable to Locate Checklist" and leading updates to case plans and biopsychosocial assessments, have improved consistency and documentation quality. Overall, Mr. Hilliard's initiative, accountability, and collaborative approach make him a valuable asset to the program and a strong leader with continued growth potential.

2. *Michelle Maringe, Program Manager*

Michelle Maringe is an outstanding team member and leader in DHS. She currently serves as a Program Manager of the Specialty Team in the Youth Services Division at DHS. Michelle manages four YSD programs including two therapeutic programs, a teen parent's program, and a program that provides crisis intervention to young people with acute mental health needs. Over the course of the last year, Michelle has directly supported the staff of several programs due to staffing challenges, but did so with grace, patience, and enthusiasm for her team and the work. Michelle also led an internal team of clinicians and case managers enhance YSD's case management protocols and led several train-the-trainer sessions to ensure YSD team members became knowledgeable of the standards. Michelle's work is thorough detailed, and high-quality.

Her peers and others also see the high caliber of her work and the significance of her role in YSD. She has been recognized as DHS Employee of the Month as well as was recently recognized by her peers as the DHS Employee who exemplifies the value of promoting a fair and equitable environment.

This is an excerpt from her nomination – “Michelle understands that everyone she works with brings something unique to the table and she takes the time to learn each person's individual learning style and needs and she creates an environment that fosters a growth mindset, by approaching obstacles with optimism, researching the facts, and giving individuals the right to self-determination. Michelle always seeks to understand, maintains an objective view, leads by example, operates with integrity, and ensures that she not only holds herself accountable to DHS's mission, vision, and YSD tenets, but she also holds her team members accountable as well.

Under her leadership, Michelle ensures that DHS/YSD is represented well through the personal and professional development of the Specialty Teams that she oversees, thoroughly assessing the standard of work that is being produced, and constantly looking for ways to provide team members with the knowledge, skills, and tools to do the job effectively and to the best of our ability. Anybody who has ever worked with Michelle can attest to the fact that she will take chaos and turn it into a well-oiled machine, she takes pride in what she does, and she will stand alone if it means standing for truth and fairness, her loyalty and commitment to pouring into herself and others, is unmatched.”

3. *Kia Williams, Program Manager*

Kia Williams is a tireless advocate and cornerstone of our mission to serve families in need. Kia currently serves as the Program Manager of the Virginia Williams Family Resource Center (VWFRC), where her leadership and expertise make a profound impact every single day.

Throughout her tenure with DHS, Kia has worn many hats, each time demonstrating unwavering commitment and exceptional skill. Today, she stands as a subject matter expert in eligibility for homeless services and the broader family system, guiding complex cases with precision and compassion. Her ability to provide strategic direction, operational leadership, and on-the-ground insight ensures that families receive the support they need during their most challenging times.

What truly sets Kia apart is her spirit of selflessness and flexibility. She consistently goes above and beyond offering her time, knowledge, and guidance not only during business hours but often beyond them. Her dedication reflects a deep understanding that the work we do is more than a job; it's a lifeline for the families we serve.

159. Please identify three areas where FSA demonstrated significant, quantifiable improvement in FY25 over FY24 or the several fiscal years preceding FY25 and share what lessons DHS derived from these improvements.

FSA demonstrated significant, measurable improvement across three major areas in FY25 compared to FY24 and prior years, reflecting both system level innovation and targeted operational changes.

First, the Permanent Housing Division – including Permanent Supportive Housing, Targeted Affordable Housing and the Local Veterans Program – housed more households in FY25 than in any previous year. This record level of placements was driven by deliberate process improvements, including strategic adjustments to shorten the time from voucher match to move in, stronger performance and coordination with contracted PSH providers, and close partnership with DCHA. These combined efforts reduced the total lease up timeline by half, enabling the program to move more than 1,332 households into permanent housing within a single fiscal year. The key lesson from this improvement is clear: when the system streamlines each stage of the housing process and maintains tight coordination across partners, individuals and families can be housed significantly faster - reducing time spent in shelter or on the street and increasing long term housing stability.

Second, the District achieved a major milestone with the launch and early success of the Aston, the city’s first non-congregate Bridge Housing program. Opened in November 2024, the Aston provides a semi-private, service rich environment designed to help individuals transition rapidly out of homelessness.

Between opening and September 30, 2025, the Aston served 158 individuals, with 70 exits - 54 percent of whom moved to permanent housing. In FY25, the average participant length of stay was 199 days. In FY26 to date (January 22), the average participant length of stay is 225 days, with 87 percent of current residents entering from unsheltered homelessness. These outcomes demonstrate that non-congregate, service intensive models are highly effective in bringing unsheltered individuals inside and successfully moving them into permanent housing destinations.

The success of The Aston directly informed DHS’s decision to expand this model with the opening of the E Street Bridge Housing site in September 2025, which will serve up to 190 individuals at full capacity. The lesson learned is that offering dignified, non-congregate spaces paired with strong case management can dramatically improve housing outcomes for the District’s most vulnerable residents.

Third, the Youth Services Division (YSD) significantly improved performance across its prevention and diversion programs—PASS, ACE, and STEP—while serving substantially more young people. In FY25, these

programs served 951 youth, a 117 percent increase from the 817 served in FY24, and exceeded two of their three key performance indicators while maintaining performance on the third. These gains were driven by two major strategies (data tables included below).

First, YSD accelerated engagement with families by using technology to cross reference contact information across FSA’s homeless, family, and youth serving systems. This reduced the number of unreachable parents and increased the number of cases successfully opened. Second, YSD strengthened collaboration with referring agencies to quickly resolve inaccurate contact information. Finally, improvements in school attendance outcomes were supported by a new data connection between DHS’s Quickbase system and OSSE’s QLIK platform, giving case managers real time access to attendance data. This eliminated manual data collection and allowed earlier intervention when students became absent or truant.

The lesson learned is that timely engagement, accurate data, and strong interagency coordination are critical to improving youth outcomes at scale. Together, these three areas of progress demonstrate how targeted operational improvements, data driven decision making, and strategic system design can produce measurable gains for District residents across housing, homelessness, and youth services.

Measure	FY 24	FY 25
Provide high quality DHS services to individuals, families and youth using person-centered forward-thinking processes		
Percent of youth who completed Youth Services Division program who showed improved functioning at closure as indicated by decline in their Child and adolescent Functional Assessment Scale (CAFAS) score	87%	89%
Percent of youth who complete Youth Services Division program with improved school attendance when truancy is an issue at referral and/or closure	55%	63%
Percent of youth who completed Youth Services Division programs without juvenile justice involvement while they were in the program	96%	96%

Measure	FY24 Annual Update	FY25 Annual Update
3 - Youth-Focused Diversion Services (5 Measures)		
Number of youth served by the Strengthening Teens Enriching Parents (STEP) program	61	88
Number of youth served in the Alternatives to the Court Experience Program (ACE)	325	407
Number of youth served in the Parent and Adolescent Support Services (PASS) program	431	456

160. Please identify three areas where FSA’s performance needs to improve in FY26 to better meet the needs of District residents and what DHS is doing and will do to ensure that improvement occurs.

FSA has identified three priority areas where performance must improve in FY26 to better meet the needs of District residents, and DHS is implementing targeted strategies to ensure meaningful progress.

First, FSA is focused on increasing the number of families in the Family Re-Housing and Stabilization Program (FRSP) who successfully exit to a stable resource. This goal is central to improving long-term housing stability and reducing repeat episodes of homelessness. To support this work, FSA is enhancing the focus of case management check-ins and case reviews to continue to ensure all available employment pathways and resource opportunities are identified early and often during household participation in the program. The agency is also leveraging DC Flex and other homeless prevention resources to provide stabilization support for families as they exit FRSP. These strategies create a more predictable and supportive pathway for families exiting the program.

Second, FSA must expand and tailor housing solutions for transition age youth (18- 24) experiencing homelessness. Many young adults face limited income, minimal rental history, and entry level wages, which can make exiting traditional housing models challenging. In FY26, DHS will launch a shared housing pilot for young adults who have completed at least six months in transitional housing. The pilot will provide roommate matching, case management, and rental assistance through DC Flex, along with support for move-in costs including security deposits and first month's rent.

This model is designed to be developmentally appropriate, cost effective, and scalable. At the same time, DHS is strengthening the employment focus within youth homelessness programs. Recent solicitations have required providers to staff dedicated Employment Specialists to support job readiness, placement, and retention and DHS has begun partnering with these employment specialists to identify employers with career paths and high wages. Additionally, we are monitoring provider performance closely and enhancing internal dashboards to increase visibility into youth employment outcomes across the system.

Third, FSA must strengthen collaboration between the Permanent Supportive Housing (PSH) program and the Department of Behavioral Health (DBH). Many PSH participants have complex behavioral health needs, and improved coordination between DHS and DBH is essential to ensuring timely, appropriate, and sustained support. In FY26, DHS and DBH are designing a multipronged strategy to enhance collaboration. Both agencies are working with their legal teams to ensure that all aspects of the collaboration are compliant with

privacy and regulatory requirements while maximizing benefits for clients. Strengthening this partnership will help ensure that PSH participants receive the behavioral health services necessary to remain stable in housing.

Together, these three improvement areas - income growth for families, sustainable housing pathways for young adults, and stronger behavioral health coordination - represent DHS's commitment to advancing housing stability, economic mobility, and service quality for District residents in FY26.

161. Regardless of whether they are captured by other performance evaluation documents, please share what FSA currently identifies as its three primary discrete, measurable goals for the remainder of FY26 and how FSA will measure its progress toward achieving those goals.

FSA has identified three primary, discrete, and measurable goals for the remainder of FY26, each tied to system level improvements that directly impact District residents. DHS is implementing targeted strategies and clear metrics to track progress throughout the year.

First, FSA must improve income growth among families participating in the Family Rehousing and Stabilization Program (FRSP) and Short-Term Family Housing (STFH). DHS has set a measurable goal of increasing average household income by at least 10 percent in FY26. Income stability is central to long-term housing success, reducing reliance on public benefits, and supporting families' economic mobility.

To achieve this, DHS has adjusted FRSP eligibility requirements to ensure families are actively engaged in TANF employment programming or maintaining earned income (amongst other criteria). The agency is also increasing the frequency and depth of case management reviews to identify employment opportunities, address barriers, and connect families to job training and workforce programs. Ongoing communication with families will reinforce expectations around employment and income growth, helping households set realistic goals and understand how increased earnings support long term housing stability.

Second, FSA aims to increase partnerships with government agencies and community-based organizations focused on improving student attendance. While several agencies including Deputy Mayor of Education (DME), Office of the State Superintendent of Education (OSSE) currently fund attendance related initiatives, much of this work occurs in silos, with limited coordination at the operational level. With the launch of the DHS Truancy Reduction Pilot Program, DHS is prioritizing deeper collaboration across the attendance improvement ecosystem, particularly with OSSE and DME's Out of School Time Office. Progress will be measured by the establishment of routine interagency meetings that focus on identifying cross training opportunities, improvements in data sharing practices, and joint participation in solicitation or grant alignment efforts.

Through these actions, DHS seeks to strengthen coordination, reduce duplication, and increase collective impact on student attendance outcomes.

Third, FSA is committed to bringing the new E Street Bridge Housing program to its full capacity of 190 residents. The program is service rich and designed to support rapid transitions out of homelessness, with priority given to targeted populations who cannot be fully served in traditional low barrier shelter. E Street will further prioritize unsheltered residents who often avoid low barrier shelter and offer new opportunities for working and senior women. FSA will monitor program intake to ensure building capacity is maximized.

162. What, if any, data not provided in response to previous questions would help the Council and District residents better understand FSA's performance in FY25 and FY26 to date?

FSA continues to invest in thoughtful, efficient programs and program modifications that expand exit pathways for individuals and families currently experiencing homelessness. We know that not all clients require Permanent Supportive Housing; many simply need sustainable pathways out of shelter or Rapid Re-Housing that connect them to income growth, employment, and long-term career opportunities. This understanding is guiding our work to build and modify programs to support economic mobility and reduce reliance on long-term subsidies.

In addition to the work discussed in questions above, another leading example is the Peer Case Management Institute (PCMI), launched in 2024 as the first training program – nationwide - designed specifically for individuals with lived experience of homelessness to become case managers. Developed and facilitated in partnership with Howard University's School of Social Work, the program received more than 800 applications in its inaugural year, enrolled 40 students, graduated 35, and saw 86 percent of graduates secure employment. The 2025 cohort mirrored this success, enrolling 40 students and graduating 35 participants in late summer, 63 percent are currently employed, and that number continues to grow as DHS provides ongoing personalized support to graduates and quarterly employment sessions in partnership with DOES for all alumni. These continued touchpoints help graduates locate employment and career opportunities, expand professional networks, sharpen resumes and skills, and maintain momentum toward long-term career advancement.

Since launching PCMI, FSA has refined and strengthened the program design, using lessons learned and participant feedback to improve curriculum, coaching, and employer engagement. The strong outcomes achieved across both cohorts have informed the launch of a third cohort, with applications opening in November 2025 and orientation kicking off the cohort in February 2026. As with every previous cohort, we received hundreds of applications and have 40 students with lived experience selected for the FY26 cohort. This success shows our

commitment to ensuring more residents can access meaningful, career-building opportunities.

The success of PCMI illustrates the creativity, coordination, and persistence required to build sustainable exits from homelessness - particularly for residents who do not need long-term subsidies but do need access to economic opportunity. FSA is applying these same principles across its broader portfolio, deepening partnerships with workforce agencies, expanding income-building supports, and identifying new ways to connect residents to training and employment that align with their goals. As we continue to refine efforts like PCMI, we remain focused on developing innovative models that help residents achieve lasting independence and create pathways to the middle class.

163. What, if any, narrative context not provided in response to previous questions would help the Council and District residents better understand FSA's performance in FY25 and FY26 to date?

Across the United States, homelessness reached record levels in 2024. According to HUD's 2024 Annual Homelessness Assessment Report, the nation saw an 18% increase in homelessness from the 2023 Point-in-Time (PIT) Count to the 2024 PIT Count—representing the largest single-year increase ever recorded. This surge was driven by deepening housing affordability challenges, the end of pandemic-era supports, and rising rents across most major metropolitan areas.

Against this national backdrop, the District's performance stands out. While most jurisdictions saw significant increases from 2023-2024, the DC 2025 PIT Count did not continue with that trend, and showed a 9% overall decrease from 2024, including an 18.1% reduction among families and a 4.5% reduction among unaccompanied individuals. The 2025 Count was also 19% lower than the 2020 PIT, the last count before the COVID-19 public health emergency.

Nationally, unsheltered homelessness has also risen sharply. HUD's 2024 PIT data shows that approximately one-third of people experiencing homelessness nationwide are unsheltered. In contrast, the District's unsheltered rate is approximately 15%, less than half the national average. This reflects the effectiveness of the District's outreach teams, the expansion of non-congregate shelter options, our right to shelter posture, and our housing outcomes which have helped move individuals off the streets and into safer, service-rich environments.

As federal policy, funding levels, and economic conditions continue to shift, FSA is proactively adapting programs to meet the needs of this evolving landscape. A central focus of this work is housing sustainability, particularly for families. While rapid placement remains important, FSA is prioritizing long-term stability - ensuring that families are supported in finding housing they can maintain housing over time.

This broader national context underscores the significance of the District's progress and helps demonstrate the work that continues to happen across the city to make homelessness rare, brief and nonrecurring.

Medicaid, Health Care Alliance, and Healthy DC Plan

164. What is the benchmark for evaluating the timeliness of determinations for Medicaid eligibility?

- a. How many applications, and what percentage of applications, satisfied that benchmark in FY 25 and in FY26 to date?

Please refer to Question 60 response in DHCF FY25-26 Performance Oversight responses available: <https://lims.dccouncil.gov/Hearings/hearings/2125>.

165. How many new applications for Medicaid were submitted in FY25 and FY26 to date?

Please break down by:

- a. Medium of submission (in-person, online, mobile application etc.);
- b. Number based on disability and number not based on disability; and
- c. The mean and median number of days between the completion of an application and a decision regarding eligibility.

Please refer to Question 60 response in DHCF FY25-26 Performance Oversight responses available here: <https://lims.dccouncil.gov/Hearings/hearings/2125>.

166. In FY25 and FY26 to date, how many new Medicaid applications were pending over 45 days that have not been opened?

- a. What were the reasons for these delays?
- b. What is DHS doing to prevent such delays in the future?

DHS does not track this information.

167. Please provide the number of Medicaid terminations that occurred in FY25 and FY26 to date.

- a. Of those terminations, what were the causes for termination, including those due to clerical or administrative error?
- b. Of those terminations, how many customers had submitted documents to be reviewed whose documents were unreviewed by DHS at the time of termination?
- c. How many of the terminations were reinstated, and why were they reinstated?
 - a. How many and what percentage of terminated participants were eventually reinstated?

Please refer to Question 53 response in DHCF FY25-26 Performance Oversight responses available here: <https://lims.dccouncil.gov/Hearings/hearings/2125>.

168. How many new applications for Alliance were submitted in FY25 and FY26 to date? Please break down by:

- a. Medium of submission (in-person, online, mobile application etc.);

Alliance Applications Submitted in FY25 and FY26			
Month	In-Person	Online/ Mobile App	Total Applications
Oct-24	156	819	975
Nov-24	132	774	906
Dec-24	153	691	844
Jan-25	132	821	953
Feb-25	94	759	853
Mar-25	74	628	702
Apr-25	86	568	654
May-25	112	520	632
Jun-25	81	472	553
Jul-25	144	536	680
Aug-25	130	454	584
Sep-25	166	658	824
FY25	1,460	7,700	9,160
Oct-25	78	268	346
Nov-25	51	118	169
Dec-25	72	93	165
FY26 thru 12/25	201	479	680

b. Number based on disability and number not based on disability;

DHS does not track this information.

c. The mean and median number of days between the completion of an application and a decision regarding eligibility; and

Mean and Median Days from Receiving an Alliance Application to Decision Regarding Eligibility			
Month	Total Applications	Mean Days	Median Days
Oct-24	1,109	11	13
Nov-24	919	4	4
Dec-24	743	4	5
Jan-25	813	4	4

Feb-25	753	5	6
Mar-25	580	4	5
Apr-25	563	4	4
May-25	418	9	9
Jun-25	448	16	18
Jul-25	425	19	15
Aug-25	381	23	19
Sep-25	573	31	22
FY25	7,725	10	6
Oct-25	491	43	47
Nov-25	329	54	80
Dec-25	453	58	72
FY26 thru 12/25	1,273	51	61

d. The reasons for any delays.

DHS does not track this information.

169. Please provide the number of Alliance terminations that occurred in FY25 and FY26 to date.

- a. Of those terminations, what were the causes for termination, including those due to clerical or administrative error?
- b. Of those terminations, how many customers had submitted documents to be reviewed whose documents were unreviewed by DHS at the time of termination?
- c. How many of the terminations were reinstated, and why were they reinstated?
- d. How many, and what percentage of, terminated participants were eventually reinstated?

Please refer to Question 45 response in DHCF response to FY 2025 Performance Oversight question 45 (available here: <https://lims.dccouncil.gov/Hearings/hearings/2125>).

170. In FY25 and FY26 to date, has DHS done anything differently to address the issues families have experienced regarding undue application processing delays and terminations of benefits? For each strategy discussed, please include narrative details and describe any evaluation of each change's impact on application processing.

In FY25, DHS implemented a new system that tracks concerns submitted by District residents including Alliance and Medicaid application processing delays and terminations of benefits.

Through the DHS Customer Inquiry Tracking System (DCITS) – a web-based portal, DHS can assess Alliance and Medicaid concerns submitted by District residents and routed to escalation teams for resolution.

Dashboards and reports are used to track and monitor the program status for each medical case. Our goal is to resolve *escalated* Alliance and Medicaid matters within 24 hours to prevent further service delays.

The online platform is available at <https://dhs-asks.dc.gov/>.

171. How many beneficiaries lost Alliance coverage effective October 1, 2025, due to being over the new income limit (138% FPL)?

Approximately 2,200 Alliance adults age 21+ lost coverage at the end of September 2025 due to a reduction in the program's adult eligibility level to 138% FPL. Please refer to Question 1(a) response in DHCF December 3 roundtable responses available here: <https://lims.dccouncil.gov/Hearings/hearings/1983>.

172. How many beneficiaries will lose Medicaid coverage effective January 1, 2026, due to being over the new income limit (138% FPL)?

Based on DCAS data as of 11/29/2025, a total of 18,182 Medicaid childless adults and parent/caretaker relatives with incomes above 138% FPL were expected to transition to HBX eligibility effective 1/1/2026.

173. During FY25 and FY26 to date, of the beneficiaries losing Medicaid coverage and transitioning to the Healthy DC Plan, please provide the total number of beneficiaries that have transitioned or are actively working to transition, respectively, from Medicaid to the Healthy DC Plan.

Based on HBX data as of 1/1/2026, there were 14,738 enrollees transitioned from Medicaid to the Healthy DC Plan.

174. Which behavioral health services (community support, ACT, case management, etc.) are covered by Medicaid and not covered under the Healthy DC Plan?

- a. How many beneficiaries received these behavioral health services under Medicaid that are not covered under the Healthy DC Plan?
- b. For each of these services, how many and what percent of transitioning beneficiaries have pending claims?

For information on items above, please refer to Question 5 response to DHCF December 3 roundtable responses available here: <https://lims.dccouncil.gov/Hearings/hearings/1983>.

175. How are DHS and DHCF aligning to implement the new statutory requirements under the One Big Beautiful Bill Act (OBBBA)?

DHS and DHCF held a cross-agency meeting to review each of the program requirements. DHS has shared forms, Q&A, and guidance with DHCF that was provided to DCAS and is also attending the DHCF meetings with DCAS in which they provide their requirements for system updates. We plan to continue meeting regularly as DHCF receives additional guidance and clarification from CMS.

176. How are DHS and DHCF leveraging shared resources to verify the fulfillment of work and community engagement requirements?

This is currently under discussion. We are working to make the customer experience as smooth as possible by reviewing program requirements to ensure the application process does not become increasingly burdensome and that customers are not required to provide duplicative information. We are also attending work groups through APHSA to learn from other State agencies.

Supplemental Nutrition Assistance Program (SNAP)

177. For FY25 and FY26 to date, respectively, please provide the following for households receiving SNAP:

a. Total number of individuals and households served;

Total Individuals	Fiscal Year
171,780	FY 25
146,188	FY 26 (Oct-Dec)
Caseload (# of Households)	Fiscal Year
108,219	FY 25
88,813	FY 26 (Oct-Dec)

b. Number of households served, by ward;

SNAP		
Ward #	Caseload (Households)	Fiscal Year
Ward 1	7,884	FY 25
Ward 2	4,009	FY 25
Ward 3	2,602	FY 25
Ward 4	10,229	FY 25
Ward 5	14,804	FY 25
Ward 6	19,303	FY 25
Ward 7	21,589	FY 25
Ward 8	26,433	FY 25
Address Not Found/Non Geocoded	1,366	FY 25
Ward 1	6,373	FY 26 (Oct-Dec)
Ward 2	3,235	FY 26 (Oct-Dec)
Ward 3	2,052	FY 26 (Oct-Dec)
Ward 4	8,293	FY 26 (Oct-Dec)
Ward 5	12,112	FY 26 (Oct-Dec)
Ward 6	15,820	FY 26 (Oct-Dec)
Ward 7	17,893	FY 26 (Oct-Dec)
Ward 8	22,108	FY 26 (Oct-Dec)
Address Not Found/Non Geocoded	927	FY 26 (Oct-Dec)

c. Mean and median number of days between the completion of an application and a decision regarding eligibility;

- **FY2025: Mean = 12.91 days; Median = 3 days**

- **FY2026: Mean = 10.93 days; Median = 3 days**

d. The number and percentage of applications that took longer than 30 days to review;

- **FY2025: 2,294 (7.4%)**
- **FY2026: 728 (10.07%)**

e. Average size of households receiving SNAP;

- **FY2025: 1.63**
- **FY2026: 1.68**

f. The mean and median SNAP benefit paid to households by household size; and

* (2025, means)	FY25 Mean	FY25 Medians
Household Size	SNAP Payment Amount	SNAP Payment Amount
1	192.65	\$275
2	335.46	\$315
3	477.28	\$536
4	576.10	\$620
5	657.58	\$705
6+	830.81	\$856
* (2026, means)	FY26 Mean	FY26 Median
Household Size	SNAP Payment Amount	SNAP Payment Amount
1	200.85	298
2	353.99	404
3	503.44	546
4	600.76	632
5	691.29	742
6+	868.65	904.5

g. The number of individual children in households receiving SNAP.

- **FY2025: 56,668**
- **FY2026: 52,521**

178. Please provide the number of SNAP terminations that occurred in FY25 and FY26 to date.

	Termination Instances
FY25	60,770
FY26 (Oct-Nov)	2,654*

**Terminations for October and November were unprecedently low, and this is something that we continue to track. Preliminary numbers for December indicate that it will likely average out.*

- a. Of those terminations, what were the causes for termination, including those due to clerical or administrative error?

REASON	Termination Cases		Termination Instances	
	FY25_Count	FY26_Count	FY25_Count	FY26_Count
Client request in writing	310	4	310	4
Client request verbally	99	8	99	8
Created In Error	12	1	12	1
End of one-time benefit	92	19	94	20
Failed gross income test	419	29	419	29
Failed net income test	54	0	54	0
Failed non financials	6	1	6	1
Failed resource test	1	0	1	0
Failed to complete SNAP Interview-Recertification	716	71	717	71
Failed to provide verifications-Recertification	2,966	217	2,973	217
Fails to Respond to Data Match Notice	140	0	140	0
Failure to complete the Interim Process	179	3	183	3
Failure to provide mid certification form	17,097	6	17,504	6
Failure to provide requested information	23	7	23	8
Failure to Recertify	27,119	2,196	28,784	2,196
Ineligible	4,329	12	4,420	12
No longer a DC Resident	2	0	2	0
No response from client	1	0	1	0
Receiving benefits from multiple states	2	0	2	0
Refused Employment	1,092	31	1,097	31
Refused to provide verifications-Interim Contact	2	0	2	0
Refused to provide verifications-Mid certification	635	45	638	45
Refuses to provide sufficient information	1	0	1	0
Superseded	1	0	1	0
Verifications not provided	3,213	2	3,286	2
Voluntary Termination	1	0	1	0
Total	58,512	2,652	60,770	2,654

- b. Of those terminations, how many customers had submitted documents to be reviewed, but whose documents were unreviewed by DHS at the time of termination?

This information is difficult to track accurately because if clients submit information after determination is noted, their benefits will be reinstated retroactively, making the customer whole.

- c. How many of the terminations were reinstated, and why were they reinstated?

	Terminations	Reinstated cases	% Reinstated
FY25	58,512	27,565	47%
FY26	2,652	1,352	51%

179. In FY25 and FY26 to date, how many and what percentage of SNAP participants were terminated at recertification, and how many and what percentage of those participants were eventually reinstated?

	Term At Recert	Total Terminated cases	% Terminated @ Recertification	Reinstated	% Reinstated
FY25	23,974	58,512	41%	12,465	21%
FY26	2,432	2,652	92%	1,259	47%

Termination instances represent the total number of terminations (unique households). This number may be higher than the number of terminated cases because a case could be terminated multiple times

180. Please list the five most common causes of errors in the termination and denial, respectively, of SNAP benefits and describe the steps DHS is taking to address each of those issues.

While SNAP denial and SNAP quality control reviews serve different functions, both consistently identify notice errors as the leading cause of invalid denials and terminations. The Denial Project allows DHS to correct issues in real time, while QC data confirms broader procedural trends. Together, these reviews guide targeted training, system improvements, and quality oversight to reduce preventable errors and ensure eligible households are not improperly denied or terminated.

DHS is taking the following actions to address these issues:

- **Notice Accuracy**
 - Targeted coaching on correct notice selection, timing, and content
 - Review of system-generated notice triggers tied to AWL CAP findings
- **Verification & Denial Timeliness**
 - Reinforcement of verification timeframes and follow-up requirements (ensuring cases are not denied before the 30th day)
 - Quality reviews focused on application processing standards
- **Income Budgeting**
 - Enhanced training on wage frequency, earnings interpretation, and verification use
- **Address Accuracy**
 - Emphasis on confirming household address at all points of contact

181. What is the benchmark for evaluating the timeliness of determinations for SNAP eligibility? How many and what percentage of applications satisfied that benchmark in FY25 and in FY26 to date?

SNAP Timeliness is determined by the number of applications approved timely (7 days for Expedited, 30 days for regular) divided by all applications that were approved for a period of time. Denied/withdrawn applications are not considered.

	Number of Applications Approved Timely	Number of Applications Approved	Timeliness rate
FY25	27,255	32,453	84%
FY26	5,313	6,723	79%

182. What steps has DHS taken to improve the timeliness of SNAP determinations in FY25 and FY26 to date, and what additional steps does DHS plan to take in FY26?

In FY25 and FY26, the agency is addressing the timeliness of SNAP determinations through the following:

- Using real-time workload data, capacity monitoring, and trend analysis to shift team priorities and meet daily or weekly timeliness deadlines. This entails training nearly all processing staff on three major eligibility programs (SNAP/TANF/Medicaid), working daily pending reports, managing escalations, monitoring workload queues, and shifting staff assignments to optimize efficiency and timeliness. In FY25, DPO also organized flexible, back-office eligibility units to augment this approach.
- Working with business process experts to continuously calibrate the workload distribution system to optimize SNAP timeliness; including streamlining incoming tasks, expressing priority tasks, managing support processes, and analyzing exception reports. This includes deep dive process analysis to better understand system, process, and staff-related causes.
- Restarting SNAP interviews as a requirement in FY25, including both in-person and virtual interview pathways. With the support of business process experts, ESA focused on First Contact Resolution (also known as one-and-done) processing, minimizing unnecessary pre-work and emphasizing early action on virtual interviews. ESA is providing ongoing analysis and support to maximize First Contact Resolution across eligibility units.
- Partnering with both DCAS and Code for America to deliver system usability improvements to reduce transaction times and help reduce errors. Usability features will roll out incrementally between February-December 2026.
- Deployed a Special Processing Team to act as a dedicated backstop for SNAP applications at risk of exceeding the timeliness deadline or for applications identified outside of the regular prioritization process.

183. What steps has DHS taken to improve the accuracy and timeliness of notices to SNAP households in FY25 and FY26 to date, and what other steps does DHS plan to take in FY26?

DHS has worked hard to review and update our notice content and triggers (when the notices go out) to ensure that they are policy compliant and legally sufficient. We also spent significant time reviewing dozens of notices to make them more human-centered, using clear and concise language that is easy to understand. While some of these changes have already gone into effect, we expect more of these improved notices to go into production in the coming year.

184. How many and what percentage of applications and recertifications were denied for failure to complete an interview?

- FY25: 910 (3.8%) of 23,947 total denials were due to failure to complete an interview
- FY26 (Oct'25, Nov'25, Dec'25): 337 (4.5%) of 7,510 total denials were due to failure to complete an interview

185. In FY25, what was the agency's dedicated budget for Summer EBT, and how much was spent?

In FY25, the total operational and administrative budget for DC Summer EBT was \$3,577,789 and total expenditures were \$2,121,581.55.

DHS' dedicated budget for Summer EBT was \$1,000,000 and \$525,908.97 was spent.

186. Of FY25 and FY26 to date funding for Summer EBT, what percentage has been, and, for FY26, is projected to be, used for benefits? What percentage has been, and, for FY26, is projected to be, used for operational or administrative costs?

Summer EBT is currently unfunded in the District for FY26, with support coming from grants and federal matching funds (Code for America and Share Our Strengths). Funds for FY25 came from grants, federal matching funds, and some local funds.

In FY25, 80 percent (\$8,639,520) of the program budget went towards Summer EBT food benefits and 20 percent (\$2,121,581.55) was spent on operational and administrative costs, including start-up costs associated with the build of a new eligibility and case management system. The new eligibility and case management system was roughly 35% of the administrative and operational costs in FY25.

In FY26, we project 16% of our budget will be used for administrative and operational costs, while 84% will be used for benefits. The reduced proportion of

the budget dedicated to administration and operational costs is due to most start-up costs being incurred in FY25, along with staff reductions in FY26.

187. From FY23 through FY26 to date, please provide the following data on enrollees in the Summer EBT program:

- a. The number and percentage of households participating, by ward; and

The District’s Summer EBT program began in FY24. The data shared below includes household participation in FYs 2024 and 2025.

FY24		
Students Receiving DC SUN Bucks by Ward		
Ward	Count	Percent
1	2,944	7%
2	939	2%
3	574	1%
4	5,045	13%
5	5,734	14%
6	2,347	6%
7	8,926	22%
8	11,036	27%
Unmapped	2,588	6%
TOTAL	40,133	

FY25		
Households Receiving DC SUN Bucks by Ward		
Ward	Count	Percent
1	4,259	9%
2	1,289	3%
3	860	2%
4	7,536	15%
5	7,645	16%
6	2,735	6%
7	10,422	21%
8	12,167	25%
Unmapped	2,065	4%
TOTAL	48,978	

In FY26, DHS expects representation across wards to remain consistent year over year.

- b. The number of individual children in households receiving Summer EBT.

- In FY24, just above 58,000 students, and approximately 40,000 households received Summer EBT food benefits for Summer 2024.
- In FY25, nearly 72,000 students, and roughly 49,000 households received Summer EBT food benefits for Summer 2025.
- In FY26, DHS estimates reaching roughly the same number of students, approximately 72,000.

188. For FY25 and FY26 to date, respectively, please provide the following for SNAP:

- How many and what percentage of participants received TANF;
- How many and what percentage of participants received SSI;
- How many and what percentage of participants received SSDI; and
- How many and what percentage of participants received DHS housing assistance.

FY2025 SNAP Individuals (171,125)			FY2025 SNAP Households (105,979)		
Subgroup	#	%	Subgroup	#	%
TANF	47,567	27.60%	TANF	17,052	16.10%
SSI	2,313	1.40%	SSI	2,293	2.20%
Housing	24,570	14.40%	Housing	18,768	17.70%
FY2026 SNAP Individuals (151,155)			FY2026 SNAP Individuals (90,476)		
Subgroup	#	%	Subgroup	#	%
TANF	45,432	30.00%	TANF	15,931	17.60%
SSI	304	0.20%	SSI	302	0.30%
Housing	23,185	15.30%	Housing	17,289	19.10%

189. Please share the District’s current SNAP payment error rate (PER), the five primary factors that contribute to the current PER, and DHS’s plan to reduce the PER.

The District’s current SNAP Payment Error Rate (PER) is just under 20 percent (19.83%). Payment errors are categorized against official FNS Error Elements. For available FY25 PER data the District’s top five Error Elements are:

1. Wages & Salaries
2. Shelter Deduction
3. Household Composition
4. Social Security Income
5. Retirement, Survivors, Disability Insurance

While payment errors are officially calculated against the FNS Error Elements, payment errors exist largely due to patterns that cross categorizations: customers

not reporting changes, staff not acting on reported information, failures to validate sources, inconsistent handling of case evidence, or other errors in applying policy to a case.

Therefore, DHS understands the five primary factors affecting the SNAP Payment Error Rate through root causes. DHS is taking a whole-organization approach, working together with non-profit partners and with the Mayor's Good Government Initiative, to deliver concrete improvements that address underlying patterns and drive down the occurrence of errors.

1. **Factor #1 - Information Not Reported or Withheld:** SNAP recipients are responsible for providing updates on any changes to their case during the certification period. Customers who fail to report changes, particularly income changes, cause a significant proportion of payment errors.

DHS is working with the Good Government Initiative to enhance the agency's income verification approach, increasing the frequency of third-party (Equifax/Work Number Increase) services and targeted client communications (Client Communication Upgrade).

DHS is also working with The Lab to better understand resident behavior, improve awareness in the community, and potentially increase opportunities to obtain updated information from customers.

2. **Factor #2 - Interactions Between Systems and Staff:** A history of workarounds and rapid pace of operational change have led to inconsistent application of policies and procedures across eligibility units. Systems predominantly process inputs correctly, but provide a burdensome case processing workflow and don't provide sufficient guardrails for front-line staff. Together, systems, staff, and processes are not aligned to support consistent processing accuracy.

The agency plans to weave system usability enhancements, operational procedures, and integrated training together to drive SNAP Payment Accuracy.

DHS and DCAS are working together to improve the ease and clarity of eligibility workflows, provide guardrails, and ensure alignment across systems. The agencies have partnered with Code for America to deliver two initiatives in the next few months. (1) SmartAssist – which has now been handed off to DCAS vendors – will improve front-end guardrails for SSRs, focusing on error-prone areas. (2) Entity Resolution is a back-end machine learning technology that will help link case documents, tasks, and case records; providing SSRs with a more complete picture of each case.

DHS and the Good Government Initiative are planning additional technology improvements to support eligibility processing (Integrate AI Updates) and reinforce operations (SOPs, Automated Document Processing/Scanning) where inconsistent procedures can accumulate.

Finally, DHS is focused on providing training that clarifies the interrelationships between policies, procedures, and systems – focusing on SSRs’ day-to-day experience. The agency has already begun providing MicroLearning videos and increasing In-Center Coaching, but DHS will also update training approaches and initiate more significant integration between training teams.

3. **Factor #3 – Performance Management and Staff Development:** Front-line staff and managers are in a challenging position of mastering systems and policies, balancing daily priorities, and adjusting to operational changes. Gaps in individual knowledge, application of procedures, or other performance issues lead to payment errors.

DHS is working to improve systems of accountability to ensure staff are held to a clear, consistent, and fair set of expectations – while systematically identifying gaps in performance. Accountability will be accompanied by targeted development of individuals and teams contributing to payment errors; improving understanding, improving skills, and correcting behavior.

The agency has already initiated Performance Scorecards and Peer Review practices across Service Centers. DHS will provide additional focus on developing Service Center supervisors and empowering them prioritize SNAP Payment Accuracy; through tailored training, employing consistent case reviews, and providing rapid feedback.

4. **Factor #4 – SNAP Case Complexity:** SNAP eligibility policies are highly complex, as are many household situations for families served by the program. Uncommon or challenging scenarios create inherent risk of policies being misapplied, missed income sources, or miscalculated deductions.

DHS is in the process of developing Error-Prone Case Profiles to flag case characteristics and household situations with a high propensity for payment error. These profiles will then be published and systematically submitted to additional layers of review before benefits are authorized.

5. **Factor #5 – Payment Error Rate Data and Analysis:** SNAP Payment Error Rate is measured and aggregated based on thorough case review of a monthly sample of active cases, looking back 12 months. Payment error rate, as a measure, is a lagging indicator based on a very small sample. It is challenging to provide highly targeted and timely analyses or to apply error findings to the entire universe of cases.

DHS is actively working to enhance PER analysis capabilities both through creative partnerships (Code for America, Center for Civic Futures, etc.) and recalibrating internal capacity (ESA-DARE, OPRMI). DHS is actively working towards expanding case reviews, tracking granular root causes, measuring effectiveness of initiatives, and layering available data sources to identify additional patterns or focus areas.

To coordinate and prioritize the whole-organization approach, DHS has formed a SNAP Payment Accuracy Core team which will implement a portfolio management approach, coordinate data and insights, oversee an overall project plan, and facilitate organizational learning. While the Core team’s emphasis will be on organization-wide coordination and promoting a shared understanding of Payment Accuracy strategies, additional organizational alignment needs will likely become clear as efforts progress.

190. For each respective fiscal year from FY23 through FY26 to date, how many and what percentage of SNAP recipients participated in the SNAP Employment and Training Program (E&T)?

	FY23	FY24	FY25	FY26 (as of 1/12/26)
# of SNAP Recipients (Adults 16-59 yrs)	112,016	116,233	119,115	97,355
# of SNAP Recipients that Participated in SNAP E&T	1414	2658	3492	1,504
% of SNAP Recipients that Participated in SNAP E&T	1.3%	2.3%	2.9%	1.5%

191. In FY25, what was the agency’s dedicated budget for SNAP E&T and how much was spent?

Fund	FY25 Budget	FY25 (Approved)
LOCAL	569,732	468,507
FEDERAL	9,593,058	7,407,667
Total	10,162,790	7,876,174

192. In FY25 and FY26 to date, what percent of SNAP heads of household were employed in permanent, full-time positions upon entering SNAP?

a. What percent were employed in permanent, full-time positions upon leaving SNAP?

DHS does not track these engagements for the entire SNAP population; however, the agency does track this information for District residents participating in SNAP E&T.

193. In FY25 and FY26 to date, what were the mean and median incomes of SNAP families upon entering the program?

	Gross Income		Net Income	
	Mean	Median	Mean	Median
FY25	\$2,123.33	\$1,583.37	\$1,384.83	\$950.39
FY26	\$2,198.41	\$1,608.65	\$1,431.30	\$949.41

a. What were the mean and median incomes of SNAP families upon exiting the program?

	Gross Income		Net income	
	Mean	Median	Mean	Median
FY25	\$1,747.32	\$1,308.93	\$1,180.36	\$850.00
FY26	\$1,619.20	\$1,269.95	\$1,092.40	\$805.00

194. Please provide any evaluation data on the effectiveness of SNAP E&T in connecting District residents with permanent, full-time work.

In FY25, the SNAP E&T program evaluated employment-related performance using four quantitative indicators:

- the total number of participants who complete job retention,
- the total number who obtain employment,
- the average wage of individuals enrolled in the program, and
- the median quarterly wages earned in the second quarter after program completion.

These metrics allow the program to assess both immediate employment outcomes and longer-term earnings trajectories. The following section presents a comparative analysis of FY24 and FY25 results.

	FY24	FY25	% Increase from FY24 to FY25
Total Participants in the Program	2,883	3,716	28.89%
Total Completers (of "job retention" activities) in the Program	227	302	33.04%
How many people received jobs	337	381	13.06%
Average wage of participants enrolled in the program	18.13	18.64	2.81%
Median quarterly wages earned in the second quarter following* completion of SNAP E&T participation	\$6,129	n/a	n/a

*Median quarterly wage data available 4/15/2026

195. Please share the District's plan for implementing SNAP policies under the OBBBA. Please list each policy change along with, for each policy change, each associated DHS action, implementation timeline, communication plan, and a list of any challenges that DHS anticipates with implementation.

- **Thrifty Food Plan (TFP)**
 - Sets 2021 TFP as baseline; cannot be re-evaluated before October 2027 and any re-evaluation cannot increase the cost of TFP (cost neutral); likely limits future benefits increase
 - Re-evaluation is optional
 - Household size adjustments are specified as percentages; removes flexibility to adjust based on changing economic or demographic data
 - Required annual TFP updates tied to CPI for most recent 12-month period ending in June
 - Restricts any discretion to adjust TFP to prevent benefit increases outside of OBBB

- **Able Bodied Adults without Dependents (ABAWD) Work Requirements (WR)**
 - Exemptions updated for those subject to ABAWD WR
 - Raises age subject to ABAWDs to 64 (65 and older not subject to ABAWD)
 - Reduces age of a dependent child that provides an exemption: Parent or member of household with responsibility for a dependent child under 14 years of age (previously 18 years of age).
 - Adds certain indigenous peoples: Indian, Urban Indian, and Californian Indian
 - Removes temporary exemptions previously included through the Fiscal Responsibility Act of 2023
 - Homeless individuals
 - Veterans
 - Age 24 or younger who were in foster care at age 18
 - Changes criteria under which State agencies may request a waiver from the ABAWD time limit
 - An area with an unemployment rate of over 10 percent
 - An extensive communications plan was developed and is underway, which includes notices to households, robo calls, push notifications, and policy memos for staff. Information posters are available in service centers, DHS website updates are complete including an FAQ, and the agency is communicating changes with advocates via email. Staff training begins in the coming months.
 - DHS policy, operations, training, and system teams worked together to update our processes and DCAS to ensure a smooth transition. DHS also consulted with various State agencies to discuss lessons learned and review best practices for ABAWD WR.

- We also engaged the Center on Budget and Policy Priorities (CBPP), the American Public Human Services Association (APHSA), and Code for America to obtain their input.
 - Historically, the District met the criteria for an ABAWD waiver. The OBBB significantly increased the waiver threshold and the District no longer meets waiver criteria.
- **Standard Utility Allowances**
 - Only households with an elderly or disabled member who receive Low Income Home Energy Assistance (LIHEAP) automatically receive the heating and cooling standard utility allowance (HCSUA)
 - Energy assistance expenses paid on behalf of a household with an elderly or disabled member under State law is considered out-of-pocket expenses incurred and paid by the household
 - Internet service fees are not included in the computed excess shelter deduction
 - Communication Plan: Due to SNAP policy, specifically households reporting requirements, State agencies cannot systematically make this change during the certification period or require households to provide information in the middle of their certification period. Instead, a notice will be sent to households when the functionality goes live in summer 2026, informing households of this change and the reporting requirement during recertification.
- **SNAP Benefit Cost Share**
 - The following details the percentage of the SNAP benefits cost share for states starting in FY28:
 - 100% for states with error rates below 6%
 - 95% for states with error rates at 6% but below 8%; 5% paid by the state
 - 90% for states with error rates at 8% but below 10%; 10% paid by the state
 - 85% for states with error rates equal to or greater than 10%; 15% paid by the state
 - For FY28, states may elect to use their payment error rate from FY25 or FY26 to determine the state share
 - For FY29 and after, the payment error used to determine the state share will be the third FY preceding the FY for which the state share is calculated
 - Changes to SNAP benefit cost share will be delayed from FY28 to FY29 for states with:
 - A FY25 payment error rate, multiplied by 1.5, equal to or greater than 20%
 - Changes to SNAP benefit cost share will be delayed from FY28 to FY30 for states with:

- A FY26 payment error rate, multiplied by 1.5, equal to or greater than 20%
- **Administrative Cost Share**
 - 50% of SNAP administrative costs paid by federal government through FY26
 - 25% of SNAP administrative costs paid by federal government in FY27 and each year after
- **SNAP-Ed**
 - Stops funding after FY25
- **Non-Citizen Eligibility**
 - Eligibility limited to:
 - Residents of the U.S.
 - U.S. citizens or nationals
 - LPRs
 - Cuban and Haitian entrants
 - Compacts of Free Association (COFA) citizens of the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau
 - State agencies are required to apply the change to existing households at recertification and initial applicants. A suit was filed against USDA regarding the need to give states 120 days before they need to comply with the guidance. A preliminary injunction granted delayed implementation of April 9, 2026. DCAS is planning implementation in early 2026.

196. Please provide the number of SNAP households that DHS anticipates would not be in compliance with work requirements for Able Bodied Adults Without Dependents (ABAWDs).

This is difficult to predict accurately because our current customers do not have to report their exemptions from ABAWD and General Work Requirements (GWR) or how many hours they work - though we know their monthly income. Additionally, H.R.1 introduced changes that categorize even more people as ABAWD, including people aged 60-56 and people with children aged 14-18. Based on Fall 2025 data, we anticipate 27% of all adults (excluding seniors) participating in SNAP or 13% of all SNAP participants would be subject to work requirements. Of that, less than 10% of ABAWDs have any income. Therefore, we predict at least 25% of the adult SNAP population would be out of compliance with work requirements, potentially disqualifying them from benefits (though dependent children aged 14-18 would not be disqualified).

Please note that given DC's high minimum wage, compared to most states, most customers complying with the work requirement (80 hours/month) would become ineligible for SNAP. However, customers who make 30 times the federal

minimum wage (\$217.50) per week will be exempted from the work requirements.

Most states with higher minimum wages have a large portion of residents exempt due to this. If the customer is making DC minimum wage, they would only need a little over 12 hours a week to be exempted. Outside of this, we anticipate the only ABAWD customers that may remain involved in the program are those who are exempt from the requirement or those who leverage volunteer (workfare) or education hours to meet the minimum number of hours.

DHS met with ABAWD program management teams from over nine different states before designing the program and many of them reported around 20-40% of their ABAWD customers lost SNAP benefits 3 months after implementation. Many states are preparing for more case loss given the reduced exemption categories. Given this, and the fact that DC has a higher percentage of customers without any income or work, we are preparing for our loss to be even higher. With the increased paper tax, inclusion of more customers who are older and those who have younger children, there is potential that these customers will find it more difficult to meet work requirements.

Taken together, we are anticipating a loss of around 50-70% of our ABAWD population. ABAWD represents around 17,000 customers presently, so we may lose 8,500 to 12,900 of that group.

- a. What additional measures will DHS take to ensure as few households as possible lose access to benefits?

DHS is taking additional measures to help educate customers and retain access to benefits. We are working with The Lab @ DC to expand our employment and training offerings and system integration, which will make it easier to report and reduce the time tax on customers.

This year, SNAP Employment & Training (SNAP E&T) is working to add light touch workfare (volunteer) programs to ABAWDs, which reduces the work hour requirement for participants. DHS is also working to proactively educate residents of the upcoming change, encouraging them to engage in existing work programs in advance of any changes.

Lastly, DHS is working to make it easy to report exemptions and work hours by incorporating these forms into District Direct.

197. How does DHS plan to screen households for exemptions to the SNAP work requirements (e.g., disability, substance abuse treatment, education)?

Applicants and recipients will be screened during interviews at application and recertification. If a customer informs the agency of a change of circumstance that affects their exemption status, the agency will contact the household to attempt to conduct a screening.

- a. What types of documentation will DHS require to prove eligibility for work requirement exemptions?

The following are examples of types of documentation accepted by the agency:

- **Californian Indian**
 - SNAP Work Requirements Screening Form
- **Caretaker of a Child Under 6**
 - SNAP Work Requirements Screening Form
 - Signed statement of family member or collateral contact
- **Caretaker of an Incapacitated Person**
 - SNAP Work Requirements Medical Report Form signed and dated by an allowable professional and client
 - Other verification provided by a physician or licensed or certified psychologist
 - Completed SNAP Work Requirements Screening Form
 - A court-ordered appointment of guardianship
 - A signed statement from the incapacitated person or family member, or collateral contact
- **Countable Months from Another State**
 - Verbal attestation from other state agency
 - Written statement from the state agency
 - Printouts of the customer's record from the other state's eligibility system
 - Copies of notice(s) from the other state
- **Earning a weekly wage equivalent to the federal minimum wage multiplied by 30 hours**
 - Pay stubs
 - Contract or agreement indicating weekly earnings
- **Enrolled in an Employment or Training Program**
 - SNAP Verification of Employment or Qualifying Work Activity Form
 - Documentary evidence/written statement from program
- **Facing Barriers to Employment as Certified by a Health Professional**
 - SNAP Work Requirements Medical Report Form signed and dated by an allowable professional and client
 - Documentary evidence from an allowable professional, including evidence that individual is on a waitlist for a substance addiction or treatment program
- **Illness, Injury, or Incapacitation**

- SNAP Work Requirements Medical Report Form signed and dated by an allowable professional and client
- **Indian or Urban Indian**
 - SNAP Work Requirements Screening Form
- **Participation In a Qualifying Work Activity**
 - SNAP Verification of Employment or Qualifying Work Activity Form
 - Documentation with weekly or monthly hours from ESA's SNAP Employment and Training (E&T) staff and providers
- **Participating Regularly in a Substance Abuse Treatment and Rehabilitation Program**
 - SNAP Work Requirements Screening Form
 - SNAP Work Requirements Medical Report Form signed and dated by an allowable professional and client
 - Other verification provided by an allowable professional
- **Pregnancy**
 - SNAP Work Requirements Screening Form
 - Signed Attestation
 - SNAP Work Requirements Medical Report Form signed and dated by an allowable professional and client
- **Refugee Training Program Participant**
 - SNAP Verification of Employment or Qualifying Work Activity Form
 - Other documentary evidence/written statement from program
 - Collateral contact with the program administrator to verify the customer's participation
- **Responsibility for a Dependent Child Under 14**
 - Age/date of birth
 - Household composition
- **Volunteering/Community Service**
 - SNAP Verification of Employment or Qualifying Work Activity Form
 - Documentation with weekly or monthly hours from organization where volunteering
- **Working 20 Hours or More Per Week**
 - Paid employment
 - Paystub
 - Signed statement from the employer
 - SNAP Verification of Employment or Qualifying Work Activity Form
 - Self-Employment
 - Business receipts
 - Accounting/business records

- Signed statement documenting number of hours worked
 - **In-kind or in exchange for goods or services**
 - SNAP Verification of Employment or Qualifying Work Activity Form
 - Signed statement from the in-kind employer showing number of hours worked each month
 - **Unpaid work**
 - SNAP Verification of Employment or Qualifying Work Activity Form
 - Signed statement from the organization providing unpaid work showing number of hours worked each month
- b. How will DHS notify SNAP recipients of the availability of exemptions to the SNAP work requirements?

DHS will notify current SNAP applicants and recipients of the availability of exemptions to the SNAP work requirements via the following methods prior to implementation:

- Announcements and information posted on the DHS website/SNAP WR landing page
- Social media posting directing customers to the DHS website/SNAP WR landing page
- Robocalls and push notifications
- WR messaging w/QR codes posted in service centers
- Written notices/direct mail

198. How is DHS engaging with other District agencies, including but not limited to DHCF, to share data and effectively implement provisions under the OBBBA?

DHS is actively engaging with DHCF to ensure H.R.1 is effectively implemented. The main elements DHS must focus on included implementing work requirements, restricting immigration status and restricting eligibility for the Standard Utility Allowance (SUA). Both the immigration status and SUA changes do not require additional data to implement; however, they require us to take new actions based on information already available. The work requirements, require new input to accurately track. DCAS is helping the DHS IT team incorporate information from additional DHS systems that will allow us to ease the burden on customer reporting. It's important to remember that the work requirements were developed to shift burden to customers to do their own reporting, so this mitigation strategy will decrease the burden as much as we are able.

Outside of this, DHS has been working with OAG and EOM on legal actions, with a group of many states, to ensure customer information remains protected and is not improperly shared.

199. After the government shutdown that lasted from October 1 to November 12, 2025, DHS issued a statement saying that D.C. was the only jurisdiction to send out all SNAP benefits on time. What process did DHS take to issue benefits on time, and what programmatic decisions contributed to this?

In October 2025, the USDA informed states that federal funds were insufficient to cover November SNAP benefits. The District of Columbia responded by leveraging local contingency funds, thanks to prior planning by city leadership and DHS. A cross-agency team—including OCFO, OFT, DHCF/DCAS, FIS, OAG, and DHS—met daily to interpret evolving federal and judicial guidance, develop contingency plans, and ensure benefit timeliness.

DC used its existing local funding code (LSS) to issue benefits, shifting from a monthly to a daily payment process to remain flexible during the shutdown. This approach allowed DC to split issuances between local and federal funds when a judge partially restored USDA funding on November 6. Full federal funding resumed on November 8, and monthly issuances were completed by November 10, avoiding delays other states faced.

Customer communications continued through robo calls, notifications, and signage, while case-processing operations remained unchanged. After the shutdown ended on November 13, DC experienced no delays, unlike other jurisdictions that struggled to process backlogged payments. DC’s agility and pre-established systems enabled uninterrupted SNAP benefits during the crisis.

200. How many and what percentage of current SNAP recipients receive a monthly allotment of:

- a. \$24;
- b. \$24-\$48
- c. \$48-\$100;
- d. \$100-\$200;
- e. \$200-\$298;
- f. \$298-\$500;
- g. \$500-\$1,000;
- h. \$1,000-\$1,500; and
- i. Above \$1,500.

Monthly Allotment (For December)		Percentage Of SNAP Recipients
<\$24	372	0.45%
\$24	8,030	9.65%
\$25-\$48	1,515	1.82%
\$49-\$100	7,550	9.07%
\$101-\$200	7,661	9.21%
\$201-\$298	34,257	41.17%
\$299-\$500	6,726	8.08%
\$501-\$1000	15,657	18.82%

\$1001-\$1500	1,413	1.70%
>\$1500	122	0.15%
Total Households	83,303	

Temporary Assistance for Needy Families (TANF)

201. Please provide the following for households receiving TANF in FY25 and FY26 to date:

- a. Total number of individuals and households served, by ward;

TOTAL NUMBER OF INDIVIDUALS			
Program	Ward	2025	2026
TANF	No Address match	464	397
TANF	Ward 1	2,882	2,538
TANF	Ward 2	770	709
TANF	Ward 3	766	675
TANF	Ward 4	4,387	3,875
TANF	Ward 5	6,453	5,697
TANF	Ward 6	6,062	5,572
TANF	Ward 7	11,939	10,576
TANF	Ward 8	16,721	14,978
Total		50,444	45,017

TOTAL NUMBER OF HOUSEHOLDS SERVED			
TANF	No Address match	185	145
TANF	Ward 1	1,056	911
TANF	Ward 2	298	269
TANF	Ward 3	309	262
TANF	Ward 4	1,663	1,432
TANF	Ward 5	2,416	2,102
TANF	Ward 6	2,328	2,093
TANF	Ward 7	4,267	3,705
TANF	Ward 8	5,920	5,181
Total		18,442	16,100

- b. Mean and median number of days between the completion of an application and a decision regarding eligibility;
- FY25: Mean 40 days, Median 16 days
 - FY26: Mean 57 days, Median 26 days
- c. The number of applications that took longer than 30 days to review;

- FY25: 5,078 applications
- FY26: 1,231 applications

d. The average size of households receiving TANF;

- FY25: 2.7
- FY26: 2.7

e. The mean and median TANF benefit paid to households by household size by month;

Household Size	FY25 Average \$ Paid		FY26 Average \$ Paid	
	Mean	Median	Mean	Median
Family size (1)	\$493.5	\$490.0	\$498.5	\$504.0
Family size (2)	\$569.1	\$612.0	\$586.8	\$629.0
Family size (3)	\$700.1	\$781.0	\$729.3	\$803.0
Family size (4)	\$829.7	\$956.0	\$880.1	\$983.0
Family size (>=5)	\$1,026.8	\$1,104.0	\$1,094.9	\$1,136.0

f. The number of individual children in households receiving TANF; and

Program	Fiscal Year	Total Children
TANF	FY25	33,049
TANF	FY26 (Oct-Dec)	29,818

This represents a count of children who received benefits at any time during the period in question.

g. The number and percentage of TANF beneficiary children enrolled in the child care subsidy program.

This data is not tracked by the agency. The Office of the State Superintendent of Education may track this information.

202. Please provide the number of TANF terminations that occurred in FY25 and FY26 to date.

	Termination instances
FY25	7,990
FY26 (Oct-Nov)	82

a. Of those terminations, what were the causes for termination, including those due to clerical or administrative error?

REASON	Terminated Cases		Terminated instances	
	FY25_Count	FY26_Count	FY25_Count	FY26_Count
Client request in writing	80	6	81	6
Client request verbally	32	0	32	0

Created In Error	3	2	3	2
End of one-time benefit	11	7	11	7
Failed to Submit Recertification Form	1854	0	1864	0
Fails to Respond to Data Match Notice	3	0	3	0
Failure to Recertify	2572	6	2634	6
Ineligible	1033	0	1081	0
IPV/Sanction	288	19	292	19
Misrepresented Residency	13	0	13	0
Not Eligible	558	3	565	3
Returned recert form but did not show up for interview	42	0	42	0
Verifications not provided	1350	36	1369	36
Totals	7839	79	7990	79

- b. Of those terminations, how many customers had submitted documents to be reviewed whose documents were unreviewed by DHS at the time of termination?

If a document is submitted, but the case is terminated, the case will still be reviewed and, if eligible, benefits will be retroactively approved. Those actions would be reflected in the table above. See response to question #202(a).

- c. How many and what percentage of the terminations were reinstated, and why were they reinstated?

	Terminations	Reinstated cases	% Reinstated
FY25	7,241	4,191	58%
FY26	82	41	50%

If a document is submitted, but the case is terminated, the case will still be reviewed and, if eligible, benefits will be retroactively approved. Those actions would be reflected in the table above. See response to question #202(a). The agency does not track terminations reinstated and reason for reinstatement.

203. In FY25 and FY26 to date, how many and what percentage of TANF participants were terminated at recertification, and how many and what percentage of those participants were eventually reinstated?

	Terminated At Recert	Total Terminated cases	% Terminated at Recertification	Reinstated	% Reinstated	Termination instances
FY25	5,011	7,241	69%	4,191	58%	7,990
FY26	37	82	45%	20	24%	82

Termination instances represent the total number of terminations. This number may be higher than the number of terminated cases because a case could be terminated multiple times.

204. Please list the five most common causes of errors in the termination and denial, respectively, of TANF benefits and describe the steps DHS is taking to address each of those issues.

The agency does not track this data.

205. What is the benchmark for evaluating the timeliness of determinations for TANF eligibility? How many and what percentage of applications satisfied that benchmark in FY25 and in FY26 to date?

TANF timeliness is determined by the number of application process and approved timely divided by the total number of applications approved. TANF applications are timely if processed within 45 days. Denied or withdrawn applications are not considered.

	Total Applications Timely	Total Applications Approved	Timeliness Rate
FY25	5,591	6,711	83%
FY26	858	998	86%

206. What steps has DHS taken to improve the timeliness of TANF determinations in FY25 and FY26 to date, and what other steps does DHS plan to take in FY26 to improve timeliness?

TANF timeliness closely tracks SNAP timeliness. We have worked to align the certification periods with TANF and SNAP households. All the work that comes in a household is bundled and worked together. Thus, the efforts we are making in SNAP complement the TANF caseload as well.

207. For FY25 and FY26 to date, respectively, please provide the following for TANF:

- How many and what percent of participants received SNAP;
- How many and what percent of participants received SSI;
- How many and what percent of participants received SSDI; and
- How many and what percent of participants received DHS housing assistance.

	FY25	FY26
Total TANF individuals	50,252	46,676
% SNAP	47,467 (94.7%)	45,432 (97.3%)
% SSI	359 (0.7%)	33 (0.1%)
SSDI		
% DHS Housing	11,915 (23.7%)	11,346 (24.3%)

208. Currently, how many households have been on TANF under 5, 5-6, 6-7, 7-8, 8-9, 9-10, and 10 or more years, respectively? Please disaggregate by age, gender, race/ethnicity, and ward.

Gender		
Gender	Months in TANF	Households
Female	Under 5 yrs (1-59)	6,447
Male	Under 5 yrs (1-59)	635
Unknown	Under 5 yrs (1-59)	475
Female	5 yrs (60-71)	1,150
Male	5 yrs (60-71)	49
Unknown	5 yrs (60-71)	20
Female	6 yrs (72-83)	1,353
Male	6 yrs (72-83)	56
Unknown	6 yrs (72-83)	18
Female	7 yrs (84-95)	1,362
Male	7 yrs (84-95)	56
Unknown	7 yrs (84-95)	23
Female	8 yrs (96-107)	1,622
Male	8 yrs (96-107)	55
Unknown	8 yrs (96-107)	23
Female	9 yrs (108-119)	1,947
Male	9 yrs (108-119)	65
Unknown	9 yrs (108-119)	48

Race		
Race	Months Receiving TANF	Households
American Indian/Alaska Native	Under 5 yrs (1-59)	6
American Indian/Alaska Native and Black/African American	Under 5 yrs (1-59)	3
Asian	Under 5 yrs (1-59)	3
Black/African American	Under 5 yrs (1-59)	879
Black/African American and White	Under 5 yrs (1-59)	17
Multiracial, Not Otherwise Defined	Under 5 yrs (1-59)	11
Unknown	Under 5 yrs (1-59)	23
White/Caucasian	Under 5 yrs (1-59)	9
Black/African American	5 yrs (60-71)	144
Black/African American and White	5 yrs (60-71)	3

Multiracial, Not Otherwise Defined	5 yrs (60-71)	1
Unknown	5 yrs (60-71)	3
White/Caucasian	5 yrs (60-71)	1
American Indian/Alaska Native	6 yrs (72-83)	1
Black/African American	6 yrs (72-83)	127
Black/African American and White	6 yrs (72-83)	3
Unknown	6 yrs (72-83)	3
White/Caucasian	6 yrs (72-83)	1
Black/African American	7 yrs (84-95)	67
Black/African American and White	7 yrs (84-95)	1
Unknown	7 yrs (84-95)	1
Black/African American	8 yrs (96-107)	62
White/Caucasian	8 yrs (96-107)	1
American Indian/Alaska Native	9 yrs (108-119)	1
Black/African American	9 yrs (108-119)	65
Multiracial, Not Otherwise Defined	9 yrs (108-119)	1

Ethnicity		
EIHNICITY	Years (Month)on TANF	Total Households
Hispanic or Latino	Under 5 yrs (1-59)	29
Not Hispanic or Latino	Under 5 yrs (1-59)	801
Unknown	Under 5 yrs (1-59)	18
Hispanic or Latino	5 yrs (60-71)	1
Not Hispanic or Latino	5 yrs (60-71)	129
Unknown	5 yrs (60-71)	1
Hispanic or Latino	6 yrs (72-83)	4
Not Hispanic or Latino	6 yrs (72-83)	115
Unknown	6 yrs (72-83)	2
Not Hispanic or Latino	7 yrs (84-95)	66
Unknown	7 yrs (84-95)	1
Not Hispanic or Latino	8 yrs (96-107)	59
Hispanic or Latino	9 yrs (108-119)	1
Not Hispanic or Latino	9 yrs (108-119)	63

Age

Age Grouping	Months Receiving TANF	Households
0-17	Under 5 yrs (1-59)	7
19-59	Under 5 yrs (1-59)	6,959
60 years and above	Under 5 yrs (1-59)	116
19-59	5 yrs (60-71)	1,188
60 years and above	5 yrs (60-71)	11
0-17	6 yrs (72-83)	1
19-59	6 yrs (72-83)	1,380
60 years and above	6 yrs (72-83)	28
19-59	7 yrs (84-95)	1,397
60 years and above	7 yrs (84-95)	21
19-59	8 yrs (96-107)	1,647
60 years and above	8 yrs (96-107)	30
19-59	9 yrs (108-119)	1,980
60 years and above	9 yrs (108-119)	32

DHS migrated from ACEDS (the legacy data system) to DCAS in 2016. Data prior to 2016 is not accessible.

209. How many and what percentage of TANF households are currently at 60 months or more?

Households	Percentage
7,838	50.95%

210. How many individuals currently meet TANF eligibility criteria due to having no children, being pregnant, and expecting to deliver their child within four months?

This cannot be determined by the data we track. We do not record the month or trimester of the pregnancy.

211. The 2016 report “Recommendations for Development of a TANF Hardship Extension Policy” suggested several strategies DHS could take to improve TANF program services and advance self-sufficiency among its participants. Since this report was published and through FY26 to date, what steps has DHS taken to improve:

- a. Assessments to identify customers’ barriers to employment.

Since 2022, DHS has enhanced its assessment process through the launch of Assessforce, a web-based platform that enables customers to complete assessments with DHS staff or independently, using any smart device. Assessforce also improves data management, providing insights that inform new interventions and program offerings.

Additionally, DHS upgraded its internal platform, CATCH, reducing assessment processing times and customer wait times. Some of the enhancements include a refined Individual Responsibility Plan (IRP) page, which reduced the number of questions required for recommended services and questions that are streamlined to the questions in the actual assessment, and auto case notes.

These improvements have streamlined data entry, increased accuracy, and enhanced program recommendations, resulting in better overall customer experience.

b. Personalized Individual Responsibility Plan (IRPs);

In the TEP redesign, implemented in October 2024, DHS updated the detailed IRP to include step by step guidance on creating an IRP. This update also included requiring TEP Providers to select a portfolio of detailed and valid assessments for administering IRP, including: 1) recommended referrals and interventions, 2) configuring assessments in Assessforce, 3) designing and configuring new service plans and, 4) applying a strength-based approach to complete and maintain thoughtful and individualized service plans.

c. TANF Employment Program (TEP) services;

Key elements of the new TEP Model include:

- Family Choice: The new Family Choice model provides more options for customers, by offering three engagement options.
- Strengthened Education and Occupational Training- Job Placement (EOT-JP) pathway by requiring all providers to serve both EOT and JP customers under one roof.
- Individualized case management: Individualized case management provides a holistic, wraparound service program that delivers personalized outcomes for customers.
- Expanded 2Gen: Addressing the needs of both children and the head of household (or parent) together is vitally important to helping families achieve economic stability.

d. Employment outcomes;

Identified north and guiding stars that: To help customers increase their income and earn off benefits.

- Emphasize skill attainment
- Build strong relationships with employers, directly and through providers, and prioritize on-the-job training (e.g. internships, LEAP/WEX, etc.)
- Leverage the expertise of the WIC
- Educate and encourage customers to take advantage of tax benefits

Customers can also engage in a work activity that provides opportunity to acquire the general skills, knowledge, and work habits necessary to obtain employment.

Work experience improves the employability of those who cannot find unsubsidized full-time employment.

e. Educational outcomes;

- Establish and maintain relationships with educational institutions
- Identify which pathways are most effective and tailor certification programs to align with high-growth industries in the area.
- Encourage in-house training courses through providers and employment partners

To improve employment outcomes job placement, and education and occupational training customers may participate in soft skills training such as communication, critical thinking, professionalism, time management, job preparation, workplace etiquette and digital literacy.

f. Case management and assessments 6-12 months prior to TANF termination;

Assessments are a condition of eligibility. Customers do not complete an assessment before their case is terminated. DHS modernized the assessment process in May 2022 by deploying a new assessment platform called Assessforce. Assessforce consist of two applications: (1) DHS Assessment Portal for staff and (2) the Customer Assessment Portal that allows customers to complete self-assessments.

In the TEP program redesign, DHS lowered the case management ratios for contracted providers. Previously the customer to case manager ratio was 1:75 for job placement services, and 1:50 for education and occupational training services. Currently, the ratio is 1:25 for both services. This allows contracted providers to work more closely with customers on achieving their employment and training goals.

g. Enrollment in and evaluation of the Program on Work Employment and Responsibility (POWER); and

The POWER program is designed to assist customers who are temporarily unable to participate in the TANF Workforce program due to medical reasons. While enrolled, participants work closely with a dedicated case manager to develop and achieve life-skill goals that support their overall well-being and prepare them for a successful return to the Workforce program. These goals may include attending therapy sessions, follow prescribed treatment plans, or maintain medication routines.

POWER participants are approved on an annual basis and must complete a yearly recertification to remain in the program. Each customer is required to develop an IRP tailored to their needs. Unlike TEP, POWER does not impose minimum

participation hours, allowing customers to focus on health and stability while progressing toward long-term self-sufficiency.

- h. Communications with TANF customers about program services and community resources?

DCWET has developed a quarterly communication strategy for outreach to customers providing information about program services and community resources. Below is the strategy chart.

When	Theme	What	Communication Vehicle(s)	How
Q1: Jan – Mar	New Year, New Opportunities	Fresh start, reconnecting with TEP, highlighting incentives	Mailers, text messages, email blasts, robocalls	Send outreach letter, promote District Direct, host virtual info sessions, share testimonials
Q2: Apr – Jun	Spring Into Action	Renewal, growth, and taking action before summer	Social media, flyers at service centers, email	Launch campaign, offer appointments for DIRPs, conduct information sessions, share stipend info, partner with community orgs
Q3: Jul – Sep	Back-to-School, Back-on-Track	Family planning, education, and stability	Phone outreach, provider follow-ups	Target families, promote MOMS and POWER, BHU outreach, provider follow-ups
Q4: Oct – Dec	Close the Year Strong	Preparing for the new year, securing benefits	Mail, email, in-person events	Send check-in letters, offer incentives, host resource fairs, share updates

212. Please explain DHS’s process for monitoring and evaluating its TEP service providers.

Each TEP Primary Service Provider is assigned a DHS Monitor to ensure that contractual requirements are met and that TANF customers are properly served and supervised while participating in their assigned activities. DHS Monitors provide conduct biweekly auditing, monthly invoicing, and program performance evaluations of their assigned TEP providers.

213. In FY25, what was the agency’s dedicated budget for TEP, and how much was spent?

	Allocation	Expenditure
FY25	\$25,045,367.00	\$22,194,010.72

As these are performance-based contracts, the program allocates a not-to-exceed amount for each provider, thus, the expenditure is often less than the allocated amount.

214. From FY23 through FY26 to date, how many and what percentage of TANF recipients were, respectively, enrolled in a traditional TEP program, in a self-directed program, or are classified by DHS as “unengaged?”

	FY23	FY24	FY25	FY26 YTD
TANF Recipients	6,916	9,246	12,742	9,152 (as of 2/10/26)
Enrolled in TEP	100%	100%	60%	55%
Enrolled in SD			68%	82%
Engaged	45%	34%	65%	52%
Unengaged	55%	66%	35%	48%

215. For each TEP provider, please provide, by service category:

- a. The average case manager to client ratio;
 - Average ratio: 1:55 (one case manager per 55 customers)
- b. FY26 contract amount;
 - \$22,029,434.00
- c. Number of customers currently being served:
 - 8,771 as of December 31, 2025

216. What was the District’s TANF work participation rate for each fiscal year from FY23 through FY26 to date?

DHS does not track this information.

217. From FY23 through FY26 to date, how many and what percent of TANF customers were sanctioned for not complying with program requirements? Please disaggregate by sanction Levels 1, 2, and 3.

There is only one level of sanction, which is a 6% sanction. Please see supporting data in Question 217 Attachment.

218. Please describe how DHS screens TANF recipients for eligibility for, and connects residents with, POWER.

DHS screens TANF recipients for POWER eligibility in two ways:

1. During the TANF assessment, customers can indicate their interest in the POWER program. Staff then provides the necessary forms and

instructions, and once the customer completes and returns the documents, the Medical Review Team (MRT) reviews them, makes the eligibility decision, and informs the customer.

2. During TEP orientation and ongoing outreach, TEP case managers discuss barriers to participation, including health issues. If a customer reports a medical condition that limits their ability to meet work requirements, the case manager gives them the medical forms and instructions. The customer has the forms completed by a doctor and submits them to a DHS Service Center or emails them to MRT. MRT reviews the medical report and determines eligibility. Customers approved for POWER are exempt from TANF work requirements for 12 months and can reapply by submitting a new medical report after that period.

219. For FY25 and FY26 to date, please break down how POWER’s budget was used to support residents, including what percentage went to administrative costs and what percentage went to benefits.

There is not a dedicated POWER budget. Rather, POWER benefits are paid via the local/local cash assistance budget. There is no allowance for administrative costs tied to POWER.

FY 25 Actuals	FY26 (as of 12/23/2025
\$869,622	\$110,499

220. From FY23 through FY26 to date, please provide the following data on enrollees in the POWER program:

- a. Number of households participating, by ward;
- b. Number of individual children in households receiving POWER;
- c. Number of individuals that applied for, but were denied, POWER;
- d. Reasons for any denials;
- e. Number of enrollees disaggregated by reason for qualification;
- f. Budget for POWER and how much was spent; and
- g. Number and percent of households enrolled in POWER that received cash assistance for 60 months or more.

- a. Number of households participating, by ward;

Wards	FY 23	FY 24	FY 25	FY 26 (Oct-Dec)
Ward 1	17	17	17	13
Ward 2	0	1	1	2
Ward 3	5	7	6	2

Ward 4	23	37	26	11
Ward 5	41	47	40	19
Ward 6	25	37	40	23
Ward 7	58	57	54	29
Ward 8	50	59	65	35
Households with no addresses/not geocoded	4	8	9	9
Total	223	270	258	143

b. Number of individual children in households receiving POWER;

POWER Family children Size:			
FY 23	FY 24	FY 25	FY 26 (Oct-Dec)
503	533	486	260

c. Number of individuals that applied for, but were denied, POWER;

DCAS groups POWER applications under a general term of ‘Cash Assistance’. These cases, along with other cash assistance programs, i.e. ‘General Cash’, are grouped together under the TANF program and are not separated for denial.

d. Reasons for any denials;

Cannot determine POWER from general TANF cases due to reason above.

e. Number of enrollees disaggregated by reason for qualification;

POWER CATEGORY	FY23	FY24	FY25	FY26 (Oct-Dec)
60 years or above	1	0	0	0
Medically unable to work for 30 days or longer	145	180	157	94
Needed in home to care for incapacitated adult	4	9	13	6

Needed in home to care for incapacitated child	23	39	47	32
Victim of Domestic Violence	53	46	49	17
Total	226	274	266	149

f. Budget for POWER and how much was spent; and

There is no POWER budget. The POWER benefits are paid via the local/local cash assistance budget. There is no allowance for administrative costs tied to POWER.

POWER	
FY2025 Actuals	FY2026 (as of 12/23/2025)
\$869,622	\$110,499

g. Number and percent of households enrolled in POWER that received cash assistance for 60 months or more.

Question #	Fiscal Year	FY26 (Oct-Dec)	FY25	FY24	FY23
220	POWER Caseload with 60+ Cash Assistant	85	146	148	119
	POWER Caseload	124	258	270	223
	Percent	69%	57%	55%	53%

221. For FY25 and FY26 to date, what was the mean length of time for POWER participation?

DHS does not track this information.

222. For each of FY23 through FY26 to date, how many and what percentage of TANF customers were enrolled in an educational program at some point in each fiscal year?

Category	FY23	FY24	FY25	FY26
In Education Program	1,730	2,027	2,201	1,956

Total number of Customers Assigned to TEP	139	3,680	4,569	3,525
% of customers in Education	55%	55%	48%	55%

223. In FY25 and FY26 to date, what percentage of TANF heads of household were employed in permanent, full-time positions upon entering TANF?

Category	FY23	FY24	FY25	FY26	Comments
In Employment	727	661	636	534	Please note this is just full-time/first employment
% of customers in Employment	24%	13%	13%	13%	
Total number of Customers Assigned to TEP	3,054	4,925	4,726	4,119	This is total assigned to both internal and external providers

a. What percent were employed in permanent full-time positions upon leaving TANF?

DHS does not track this information.

224. In FY25 and FY26 to date, what were the mean and median incomes of TANF families upon entering the program?

Category	FY23	FY24	FY25	FY26	Comments
Average Monthly Salary			\$ 2,089	\$ 1,632	Please note this is the AVG MONTHLY salary in that year
Median Salary	N/A	N/A	\$ 2,125	\$ 1,880	Please note this is the median monthly salary in that year

a. What were the mean and median incomes of families exiting the program?

	Column1	FY23	FY24	FY25	FY26
Gross Income	Avg Salary upon exiting	1,629.65	1,715.528	1,978.176	2,176.783
	Median Salary upon exiting	1,220.835	1,332.22	1,447.61	1,843.8

225. Please provide any evaluation data on the effectiveness of TANF job readiness and skills training programs in connecting District residents with long-term, sustainable work.

In FY25, 545 District residents were placed in an unsubsidized employment compared to 662 in FY24. More customers were placed in unsubsidized employment in FY23 at 694, higher than the two previous years.

The declining employment numbers reflects accelerated Federal job cuts in the D.C. region since early 2025, outpacing national trends. Budget constraints have further reduced local hiring and impacted related sectors—hospitality, healthcare, law, and administrative services—industries that typically employ most TEP customers.

The DCWET leadership team is designing a new initiative called Jumpstart to Jobs (J2J). The goal of J2J is to pilot a strategy aimed at creating career pathways for customers. DCWET will use assessment and survey data to understand the industries that are of top interest to customers and work with TEP providers to train customers in the industry that can lead to a job placement within a few months.

226. Please provide the top seven job sectors that TANF recipients are connected with through TEP.

The top seven job sectors that TANF recipients are connected with through TEP include:

1. Healthcare
2. Hospitality and Tourism
3. Transportation, Distribution, and Logistics
4. Architecture and Construction
5. Marketing
6. Information Technology
7. Law, Public Safety, Corrections and Security

227. How many families are waiting to receive services from a Work Readiness vendor? What were the average wait times from FY25 and FY26 to date?

Currently, there are 382 customers are waiting to receive services from a Work Readiness vendor. The average wait time is two months.

228. How many families are waiting to receive services from a Job Placement vendor? What were the average wait times from FY25 and FY26 to date?

Currently, 764 customers are waiting for Job Placement vendor. The average wait time is three months.

229. How does DHS partner with the Department of Employment Services (DOES) to assess the labor market and support employment for TANF participants? Please provide copies of any joint policies or agreements to collaborate with DOES, as well as an explanation of what outcomes have been associated with the partnership.

TEP providers are required to take advantage of the free training programs offered by DOES for District residents. TEP customers are referred to the free trainings by both TEP Provider and DHS staff based on the customers' career goals.

DHS doesn't have existing MOU/MOA with DOES relative to labor market and employment services for TANF customers.

230. Has DHS completed a, or is DHS aware of an existing, labor force analysis of the geographical match between the locations, skills, and education levels of TANF recipients and available jobs in the District?

No, DHS has not completed a labor force analysis and is not aware of such an analysis that would allow the agency to match TANF customers with available jobs in the District.

231. What is the current number of households with a TANF sanction for non-compliance with child support cooperation?

- a. How many households had child support sanctions applied to their benefits in FY25 and FY26 to date?

As of December 31, 2025, 1,301 customers have imposed child support sanctions.

232. How many, and what percentage of, TANF households who have participated in TANF for more than 60 months currently receive a DHS housing subsidy?

DHS does not **systematically track** these metrics.

Interim Disability Assistance (IDA)

233. Please provide the following for IDA for each month in FY25 and FY26 to date, as well as the annual equivalents for FY25 and FY26 to date:

- a. Total number of IDA applications, by ward;

This data is not tracked by the agency. The DC Department of Healthcare Finance (DHCF) may be able to provide information as requested.

- b. Mean and median number of days between the completion of an application and a decision regarding eligibility;

IDA Application Processing Days <i>(from application completion/submission to eligibility decision)</i>			
Month	Total Applications	Mean	Median
FY 2025			
Oct-24	290	7	3
Nov-24	257	8	6
Dec-24	272	9	11
Jan-25	335	3	0
Feb-25	349	3	0
Mar-25	348	1	0
Apr-25	312	1	0
May-25	282	1	0
Jun-25	261	2	1
Jul-25	248	3	2
Aug-25	212	2	1
Sep-25	233	1	0
FY 2026			
Oct-25	226	1	0
Nov-25	154	2	1
Dec-25	221	4	2
FY25	3399	3	7
FY26 (Oct-Dec)	601	2	0

- c. Total number of approvals for IDA, by ward;

DHS does not track approvals by ward

d. Total number of, and reasons for, IDA terminations;

Row Labels	Sum of Num of Cases
FY'25	
2024	
October	
Abandoned Recertification	8
Failure to Recertify	74
Not Eligible	14
November	
Abandoned Recertification	7
Client request verbally	2
Created In Error	2
End of one-time benefit	2
Failure to Recertify	71
Not Eligible	6
Verifications not provided	1
December	
Abandoned Recertification	3
Failure to Recertify	104
Not Eligible	5
Returned recert form but did not show up for interview	1
Verifications not provided	1
2025	
January	
Abandoned Recertification	9
Client request in writing	1
Failed to Submit Recertification Form	2
Failure to Recertify	98
Not Eligible	8
February	
Abandoned Recertification	21
Failed to Submit Recertification Form	2
Failure to Recertify	72
Not Eligible	10
Verifications not provided	1
March	

Abandoned Recertification	14
Client request in writing	4
Client request verbally	1
Failed to Submit Recertification Form	2
Failure to Recertify	80
Not Eligible	10
Verifications not provided	1
April	
Abandoned Recertification	33
Client request in writing	33
Client request verbally	2
End of one-time benefit	1
Failed to Submit Recertification Form	1
Failure to Recertify	38
Not Eligible	11
May	
Abandoned Recertification	47
Client request in writing	18
Failed to Submit Recertification Form	1
Failure to Recertify	47
Not Eligible	9
Verifications not provided	3
June	
Abandoned Recertification	37
Client request in writing	14
Failed to Submit Recertification Form	3
Failure to Recertify	69
Not Eligible	12
Verifications not provided	2
July	
Abandoned Recertification	34
Client request in writing	4
Client request verbally	1
Failed to Submit Recertification Form	1
Failure to Recertify	81
Not Eligible	8
Verifications not provided	6

August	
Abandoned Recertification	13
Client request in writing	37
Failed to Submit Recertification Form	1
Failure to Recertify	62
Not Eligible	12
Verifications not provided	6
September	
Abandoned Recertification	12
Client request in writing	14
Failure to Recertify	35
Ineligible	3
Not Eligible	3
Verifications not provided	7
FY'25 Total	1,358

FY'26	
2025	
October	
Abandoned Recertification	20
Client request in writing	24
Client request verbally	4
End of one-time benefit	1
Failed to Submit Recertification Form	6
Failure to Recertify	2
Failure to request hearing or submit additional information to clarify eligibility	8
Ineligible	2
Returned recert form but did not show up for interview	1
Verifications not provided	47
November	
Abandoned Recertification	37
Client request in writing	17
Client request verbally	2
Client requested to withdraw their application	2

Failure to request hearing or submit additional information to clarify eligibility	2
Ineligible	1
Verifications not provided	26
December	
Abandoned Recertification	7
Client request in writing	2
Client request verbally	1
Verifications not provided	49
FY'26 Total	261

e. Total number of, and reasons for IDA denials:

Completed Month	IDA Denied PRN Count
FY 2025	
Oct 2024	37
Nov 2024	59
Dec 2024	53
Jan 2025	33
Feb 2025	32
Mar 2025	44
Apr 2025	114
May 2025	83
Jun 2025	77
Jul 2025	43
Aug 2025	85
Sep 2025	71
FY 2026	
Oct 2025	65
Nov 2025	39
Dec 2025	56

The agency does not track “reasons for IDA denials.” DHCF may be able to provide information as requested.

f. Total numbers of appeals of IDA denials; and

Appeals Related to IDA -Reasons		
Reason for IDA Appeal	FY25	FY26 <i>thru 12/31/25</i>
Denials	7	2
Termination	24	7
Determination Delay	14	4
Issuance Delay	1	
Address Change	1	
Calculation	1	
Customer Service	1	
Reimbursement	2	
FY Total	51	13

Appeals Received Related to IDA Denials by Month <i>FY25 ~FY26 12/31/25</i>		
Month	FY25	FY26
October	3	2
November	2	
December	2	
FY Total	7	2

g. The result of each appeal, broken down by the percentage of appeals that succeeded or failed and the reason for each outcome on appeal.

Reason and Outcome of IDA Denial Appeals FY25 & FY26 thru 12/31/25						
Reason for Outcome	Succeeded		Failed		Total	
	#	%	#	%	#	%
Processing Error <i>System/worker error prevented application from being processed</i>	2	22%	1	11%	3	33%
Misclassified Determination <i>Customer labeled a determination delay as a denial</i>	1	11%	0	0%	1	11%
Verification Not Received <i>Verification not submitted or insufficient</i>	2	22%	1	11%	3	33%
Clarification Needed <i>Customer needed to understand his/her ineligibility</i>	0	0%	2	22%	2	22%
Total	5	56%	4	44%	9	100%

234. What is the maximum number of people that can receive IDA at a given time?

The maximum number of people who can receive Interim Disability Assistance (IDA) at any given time is not fixed. There is no set cap; it is entirely based on the available budget for the program.

235. In FY25 and FY26 to date, respectively, what were the mean and median lengths of participation in IDA.

	FY25	FY26
Mean	273	278
Median	346	344

236. Individuals are eligible for IDA if they are awaiting an eligibility decision for Supplemental Security Income (SSI). How does DHS coordinate with the Department of Disability Services (DDS) to ensure people who may qualify for SSI are applying for those benefits?

Applicants are informed about SSI requirements and provided guidance during the IDA eligibility interview. DHS shares brochures and printed guides explaining SSI eligibility and application steps. Caseworkers may contact applicants to ensure they understand next steps and available assistance.

237. What efforts has DHS taken to assist residents with securing federal disability benefits, in accordance with best practices established through SSI/SSDI Outreach, Access, and Recovery (SOAR)?

DHS does not refer to SOAR to assist residents with securing federal disability benefits.

When an individual applies for Interim Disability Assistance (IDA) and indicates a disability or a pending SSI application, DHS coordinates with the Department of Disability Services (DDS) by:

- *Direct Communication During Intake:* Applicants are informed about SSI requirements and provided guidance during the IDA eligibility interview.
- *Written Resources:* DHS shares brochures/filers or notices to explain SSI eligibility and application steps.
- *Follow-Up Support:* Caseworkers may contact applicants to ensure they understand next steps or what verification is needed.

Child Care Subsidy Program

238. For the Child Care Subsidy Program, please provide for FY25 and FY26 to date:

- a. The number of applicants for the program (disaggregated by new applicants and renewal applicants);

	FY25	FY26 YTD
New Applications	5,013	1,042
Renewals	2,883	998

- b. The number and percentage of applicants approved for the program;

	FY25	FY26 YTD
Number	4,564	1,357
Percentage	91%	94%

- c. The number of residents assisted (disaggregated by TANF and non-TANF);

The numbers below are inclusive of all District of Columbia residents served by the program in the covered time period, including both children and other household members

	FY25	FY26 YTD
Non-TANF Recipients	9,360	7,237
TANF Recipients	8,215	6,563
Total	17,575	13,800

- d. The number of children assisted (disaggregated by age at time of application);

Age (years)	Number of Children
0	2,285
1	1,911
2	2,120
3	1,085
4	658
5	396
6	369
7	322
8	312
9	233
10	192

11	115
12	89
13 and over	25

- e. The number of families assisted (disaggregated by number of children in household);
7,586 families were assisted.

Family Size	Number of Families (FY25)	Number of Families (FY26 YTD)
2	2,940	2,366
3	2,313	1,836
4	1,329	1,043
5	610	487
6	193	169
7 or larger	84	70

- f. The amount of funding allocated to the program;

FY25	FY26
\$24,278,465.36	\$24,278,715.36

These amounts are according to the MOUs between DHS and OSSE and does not include operation and staffing costs.

This reflects the MOU agreement with OSSE. The OCFO will provide FY25 finals and these numbers may adjust slightly.

DHS has a bilateral MOU with OSSE. DHS sends OSSE \$24+ million for subsidies and OSSE sends DHS \$1.9 million to administer the eligibility determination.

- g. The amount of funding spent on processing applications;

Salaries may not reflect additional monies issued to employees. For example, performance awards, step increases, overtime, etc.

DHS has a bilateral MOU with OSSE. DHS sends OSSE \$24+ million for subsidies and OSSE sends DHS \$1.9 million to administer the eligibility determination.

The following chart reflects the MOU agreement with OSSE. The OCFO will provide FY25 finals and these numbers may adjust slightly.

FY25 SUMMARY	
STAFFING	
Salaries	\$1,539,471.33
Benefits @ 25.9%	\$398,723,07
Total Salaries & Benefits	\$1,938,194.40
On-Board	18
Vacant	2
Total FTEs	20
OPERATIONS	
Office Supplies	\$25,000.00
Adobe Acrobat Sign Subscription	\$3,805.60
Program Operations	\$1,967,000.00

h. The eligibility requirements for the program;

To be eligible for the childcare subsidy program, a resident must:

- be a District of Columbia resident;
- be a citizen or qualified immigrant in the United States;
- have a child under the age of 13 years old, or under 19 years old if the child has a disability;
- meet the requirements for one of the categories of need: working, attending a job training or education program;
- A child who receives or needs to receive protective services or are considered to be a “vulnerable child” as defined by the program;
- Income qualified, unless otherwise exempt

i. The average income of families assisted by the program;

	FY 25	FY 26 (YTD)
Average Annual Income	\$22,752	\$23,206
Average Annual Income (no earned income removed)	\$43,367	\$44,301
Median Annual Income	\$13,167	\$13,400

j. An explanation of the amount spent on processing applications;

The amount spent on processing applications for the Child Care Subsidy Program reflects the costs associated with determining and redetermining program

eligibility, including review of new applications, processing reported changes, updating case records, and recalculating benefits.

These expenditures support eligibility workers and administrative staff who verify income, employment, non-traditional schedules, residency, and household composition, and ensure compliance with state and federal requirements. Funds also cover systems used to manage applications and maintain secure records, as well as quality assurance activities that promote program integrity and accurate benefit issuance. Overall, the spending represents the operational resources necessary to ensure timely, accurate, and compliant eligibility decisions for participating families.

- k. Mean and median number of days between the completion of an application and a decision regarding eligibility;

Mean	Median
10	5

- l. The number and percentage of TANF households that have received benefits for 60 months or more are enrolled in the Child Care Subsidy Program; and

Of the 7,857 households receiving TANF benefits for 60 months or more in FY25, 557 households received a child care subsidy, or 7%.

- m. The number and percentage of TANF households that were sanctioned for not complying with TANF work requirements that are enrolled in the Child Care Subsidy Program.

Of the 1,742 households receiving TANF benefits that were sanctioned for not complying with work requirements, 101 received a childcare subsidy, or 6%.

239. Please describe what steps DHS took in FY25 to comply with the changes to the 2024 Child Care Subsidy Policy Manual, specifically:

- a. The requirement to process complete applications within 10 business days; and

DHS assisted OSSE with updating the internal eligibility processing workflows and integrated revised timelines into daily operations. Staff completed trainings and attended Community of Practice sessions for guidance and clarification on the revised procedures. Staff monitored the application activity within the Current system to track processing times, identify potential delays, and to ensure ongoing compliance with the 10-day standard. This monitoring allowed CCSD to address issues proactively and maintain timely service delivery for families.

- b. The streamlined application process for children in child protective services, experiencing homelessness, enrolled in Early/Head Start or Quality Improvement Network, and in families experiencing domestic violence.

In collaboration with OSSE, CCSD clarified documentation requirements for these groups and reduced administrative burden by accepting agency referrals. Internal procedures were updated to ensure these applications followed an expedited pathway, and staff were trained on the revised intake and eligibility processes. CCSD continues to monitor these cases within the Current system to ensure they are processed quickly and in alignment with the policy changes.

- c. What barriers did the agency face in implementing these changes in FY25, and what steps will the agency take in FY26 to resolve them?

A significant barrier in FY25 was the requirement for customers to visit a DHS Service Center to submit a completed application even after they had already uploaded the same application and supporting documents through the online customer portal.

This duplicative process created a substantial hardship for many families, particularly those who had to take time away from work, school, or training programs to resubmit materials in person. The additional step not only delayed application processing but also undermined the intended efficiency of the online portal and contributed to customer frustration and decreased accessibility.

240. If a waitlist is in place for the subsidy program for FY26, what systems has DHS put into place to date to ensure transparency for families and childcare providers?

- a. Has the agency taken steps to create a public-facing dashboard or portal for families and childcare providers to log into to know where a given child is on the waitlist?

Currently, a waitlist for the Child Care Subsidy Program is not in place.

The Office of the State Superintendent of Education (OSSE) has engaged in ongoing consultation with DHS regarding both policy and operational considerations for implementing a waitlist, as we do for any changes in policy or procedures for the child care subsidy program related to eligibility determination or child/family enrollment.

EBT Cards

241. From FY23 through FY26 to date, what is the:

All answers below include claims submitted between March 2022 and December 2025.

DHS issues cash benefits through the TANF program as well as the General Assistance for Children (GC), Interim Disability Assistance (IDA), and Refugee Cash Assistance (RCA) programs and has the same policy for replacing stolen benefits for these programs. TANF accounts for about 97% of total cash benefits each month and a similar percentage of cash stolen benefit claims. In the answers below, all responses for TANF also include GC, IDA, and RCA.

The reported amounts are based on all claims created between October 1, 2022 and December 31, 2025, excluding duplicate submissions, and the amount of benefits that the individual reported were stolen on the original claim form. Claim forms may be submitted with no transactions or can contain typographical errors (e.g., a \$300 transaction entered as \$3,000). The data is presented as originally submitted to maintain reporting integrity.

a. Total number of SNAP and TANF benefit theft claims DHS received?

i. Please disaggregate by cases of fraud vs. physical theft.

DHS does not use the categories of “fraud” or “physical theft” for stolen benefit claims. The figures below are the total number and total dollar value reported by customers when they file a claim reporting that their benefits were stolen due to skimming, cloning, or similar fraudulent methods. Any reports of stolen benefits due to physical theft or other methods are handled by the Trafficking team at the Office of Program Review, Monitoring, and Investigation. 3,971 Trafficking cases during time period.

Reported stolen benefit claim counts, FY 2023 to FY 2026 (through December 31, 2025)

	SNAP Reported Stolen Benefit Claims	Cash Reported Stolen Benefit Claims
FY 2023	2,119	2,667
FY 2024	5,183	2,958
FY 2025	2,828	2,169
FY 2026 YTD	132	58

b. Total amount of stolen benefit claims reported?

Reported stolen benefit claim amounts, FY 2023 to FY 2026 (through December 31, 2025)

	SNAP Reported Stolen Benefit Amount	Cash Reported Stolen Benefit Amount
FY 2023	\$1,327,116.85	\$1,816,684.86
FY 2024	\$2,579,755.28	\$2,101,855.59
FY 2025	\$1,203,945.01	\$1,480,834.23
FY 2026 YTD	\$47,089.11	\$33,788.88

c. Average, by quarter, amount of stolen benefit claims reported?

Average reported stolen benefit claim amounts, by quarter, FY 2023 to FY 2026 (through December 31, 2025)

	SNAP Average Reported Stolen Benefit Amount	Cash Average Reported Stolen Benefit Amount
FY 2023 Q1	\$836.89	\$673.13
FY 2023 Q2	\$772.00	\$674.62
FY 2023 Q3	\$719.24	\$685.52
FY 2023 Q4	\$458.32	\$692.46
FY 2024 Q1	\$560.25	\$737.44
FY 2024 Q2	\$521.55	\$731.95
FY 2024 Q3	\$478.99	\$717.81
FY 2024 Q4	\$505.00	\$762.60
FY 2025 Q1	\$484.38	\$734.35
FY 2025 Q2	\$429.13	\$605.13
FY 2025 Q3	\$423.07	\$548.23
FY 2025 Q4	\$407.50	\$696.30
FY 2026 Q1	\$356.74	\$582.57

d. Total number of SNAP and TANF benefit theft claims DHS repaid?

Repaid stolen benefit claim counts, FY 2023 to FY 2026 (through December 31, 2025)

	SNAP Repaid Stolen Benefit Claims	Cash Repaid Stolen Benefit Claims
FY 2023	2,037	2,600
FY 2024	4,236	2,551
FY 2025	2,237	1,928
FY 2026 YTD	46	15

e. Total amount of stolen benefit claims restored?

Repaid stolen benefit claim amounts, FY 2023 to FY 2026 (through December 31, 2025)

	SNAP Repaid Stolen Benefit Amount	Cash Repaid Stolen Benefit Amount
FY 2023	\$1,024,073.69	\$1,692,980.83
FY 2024	\$1,716,223.01	\$1,722,937.19
FY 2025	\$858,923.38	\$1,268,450.20
FY 2026 YTD	\$15,812.26	\$8,038.40

f. Average, by quarter, amount of stolen benefit claims restored?

Average repaid stolen benefit claim amounts, by quarter, FY 2023 to FY 2026 (through December 31, 2025)

	SNAP Average Repaid Stolen Benefit Amount	Cash Average Repaid Stolen Benefit Amount
FY 2023 Q1	\$715.85	\$630.29
FY 2023 Q2	\$791.01	\$655.59
FY 2023 Q3	\$495.01	\$827.59
FY 2023 Q4	\$622.29	\$659.12
FY 2024 Q1	\$606.02	\$641.40
FY 2024 Q2	\$524.44	\$664.92
FY 2024 Q3	\$421.94	\$630.42
FY 2024 Q4	\$391.47	\$677.97
FY 2025 Q1	\$430.80	\$688.00
FY 2025 Q2	\$396.03	\$655.96
FY 2025 Q3	\$369.47	\$687.71
FY 2025 Q4	\$393.23	\$697.86
FY 2026 Q1	\$338.10	\$592.27

g. Average wait time for reimbursement from the time of a theft report to DHS to the time recipients receive funds?

When DHS began reimbursing claims in March 2022, only the date the claim was received and the date it was sent to be repaid were tracked with subsequent repayment tracked only to ensure completion. DHS started tracking the date that the repayment was completed in late September 2023. The table below includes the average days between when the claim was submitted and when it was sent for repayment (the investigation process) for all years and days between when the claim was submitted and when it was repaid in FY 2024 forward.

Average number of days for investigation and repayment of stolen benefit claims, FY 2023 to FY 2026 (through December 31, 2025)

	Days for Investigation	Days for Repayment
FY 2023	12	-
FY 2024	23	31
FY 2025	17	19
FY 2026 YTD	11	23

h. Mean and median days for investigation and repayment of stolen benefit claims?

When DHS began reimbursing claims in March 2022, only the date the claim was received and the date it was sent to be repaid were tracked with subsequent repayment tracked only to ensure completion. DHS started tracking the date that the repayment was completed in late September 2023. The table below includes the mean and median days between when the claim was submitted and when it was sent for repayment (the investigation process) for all years and days between when the claim was submitted and when it was repaid in FY 2024 forward.

Mean and median number of days for investigation and repayment of stolen benefit claims, FY 2023 to FY 2026 (through December 31, 2025)

	Days for Investigation		Days for Repayment	
	Mean	Median	Mean	Median
FY 2023	12	7	-	-
FY 2024	23	17	31	21
FY 2025	17	15	19	18
FY 2026 YTD	11	8	23	17

i. Number of appeals filed in response to denied claims?

The Consolidated Appropriations Act, 2023, passed by Congress in late December 2022, provided for federal reimbursement of certain stolen SNAP benefits and provided that customers could request a fair hearing if their request was denied. DHS implemented its State Plan in late September 2023. Prior to that, there was not a formal mechanism for customers to request a fair hearing, and it was not systematically tracked. As DHS also transitioned to a new system for stolen benefits in September 2023, attempting to find fair hearing requests that were submitted prior to that would require manual review of each case. For these reasons, all data provided is from FY24 forward.

Number of appeals filed in response to denied claims, claims submitted FY 2024 to FY 2026 (through December 31, 2025)

	Number of Appeals
FY 2024	67
FY 2025	89

FY 2026 YTD	4
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j. Average length of time of an appeal from submission to decision?

The Consolidated Appropriations Act, 2023, passed by Congress in late December 2022, provided for federal reimbursement of certain stolen SNAP benefits and provided that customers could request a fair hearing if their request was denied. DHS implemented its State Plan in late September 2023. Prior to that, there was not a formal mechanism for customers to request a fair hearing, and it was not systematically tracked. As DHS also transitioned to a new system for stolen benefits in September 2023, attempting to find fair hearing requests that were submitted prior to then would require manual review of each case. For these reasons, all data provided is from FY24 forward.

Average number of days between appeal submission to decision, claims submitted FY 2024 to FY 2026 (through December 31, 2025)

	Number of Appeals
FY 2024	141
FY 2025	86
FY 2026 YTD	57

k. Average length of time from appeal decision to benefits restoration?

The Consolidated Appropriations Act, 2023, passed by Congress in late December 2022, provided for federal reimbursement of certain stolen SNAP benefits and provided that customers could request a fair hearing if their request was denied. DHS implemented its State Plan in late September 2023. Prior to that, there was not a formal mechanism for customers to request a fair hearing, and it was not systematically tracked. As DHS also transitioned to a new system for stolen benefits in September 2023, attempting to find fair hearing requests that were submitted prior to that would require manual review of each case. For these reasons, all data provided is from FY24 forward.

During the hearing, the parties will often come to an agreement, and the final order is not issued until after the parties complete their requirements. Because of this, payments are often issued before the final order is issued. The average number of days below includes only cases where the repayment date was after the date of the final order.

Average number of days between appeal decision and repayment, claims submitted FY 2024 to FY 2026 (through December 31, 2026)

	Number of Appeals
FY 2024	13
FY 2025	5
FY 2026 YTD	14

242. Please list the sources of funding, by budget line and amount taken from each budget line, DHS used to repay stolen public benefits in FY25 and FY26 to date.

During FY 2025, the federal government was reimbursing stolen SNAP benefits for transactions that occurred before December 20, 2024. The table below breaks out by local and federal funding, but federal funding was only available for SNAP claims. The fiscal years below are based on the date when the benefits were repaid so this will not match with the repayment amounts in the answer to question 241(e) because that is based on the date that the claim was created.

Repaid stolen benefit amounts, by source, FY 2025 to FY 2026 (through December 31, 2025)

	Local Funds	Federal Funds
FY 2025	\$1,828,032.74	\$358,319.61
FY 2026 YTD	\$60,872.75	-

243. In FY25 and FY26 to date, please identify the number, job titles, and divisions of staff assigned to investigating claims of benefits theft and processing benefit restorations, respectively.

The number of staff has varied between FY25 and FY26 to date as staff from other teams have been reallocated to assist with investigations during peak months, and some staff have worked part time and/or intermittently on processing benefit restorations after the process changed to comply with federal requirements in August 2025.

The list below includes all DHS staff from the Office of Program Review, Monitoring, and Investigation (OPRMI) and Economic Security Administration (ESA) who worked on investigating claims or processing repayments between FY25 and FY26. It does not include staff from DHS who worked on other components of DHS's response to stolen benefits, such as data analysis, establishing processes for PIN removals, contract modifications for additional security features, and communications. It also does not include staff from the Department of Healthcare Finance (DHCF) who worked to establish the automated process for benefit repayments.

Investigating Claims

Job Title	Division	Number of Staff
Compliance and Monitoring Officer	OPRMI	1
Supervisory Investigator	OPRMI	5
Supervisory Management Analyst	OPRMI	1
Investigator	OPRMI	15
Program Analyst	OPRMI	3
Program Support Assistant	OPRMI	2

Processing Repayments

Job Title	Division	Number of Staff
Social Services Program Manager	ESA	2
Social Services Representative	ESA	4
Supervisory Program Monitor	OPRMI	1
Program Analyst	OPRMI	1

244. Please share any updates on the decision to remove EBT card PINs the night before benefits are issued, including any challenges DHS has encountered, the associated benefits of this policy, and any changes DHS plans to put in place in FY26.

DHS began the current process for PIN removals in January 2025 for customers who receive cash benefits. In response to a spike in stolen SNAP benefits in August 2025, DHS also began removing PINs for customers who receive SNAP benefits starting in September 2025.

Each month, PINs are removed the day before benefits are issued and impacted customers are notified via robocalls and push notifications in the District Direct mobile app. As discussed more below, this initiative has corresponded with a large decrease in stolen benefit reports. DHS continues to monitor and evaluate other options but expects to continue this process until customers are equipped with EBT cards with chip technology.

- a. What evidence does DHS have that this practice drives down theft?

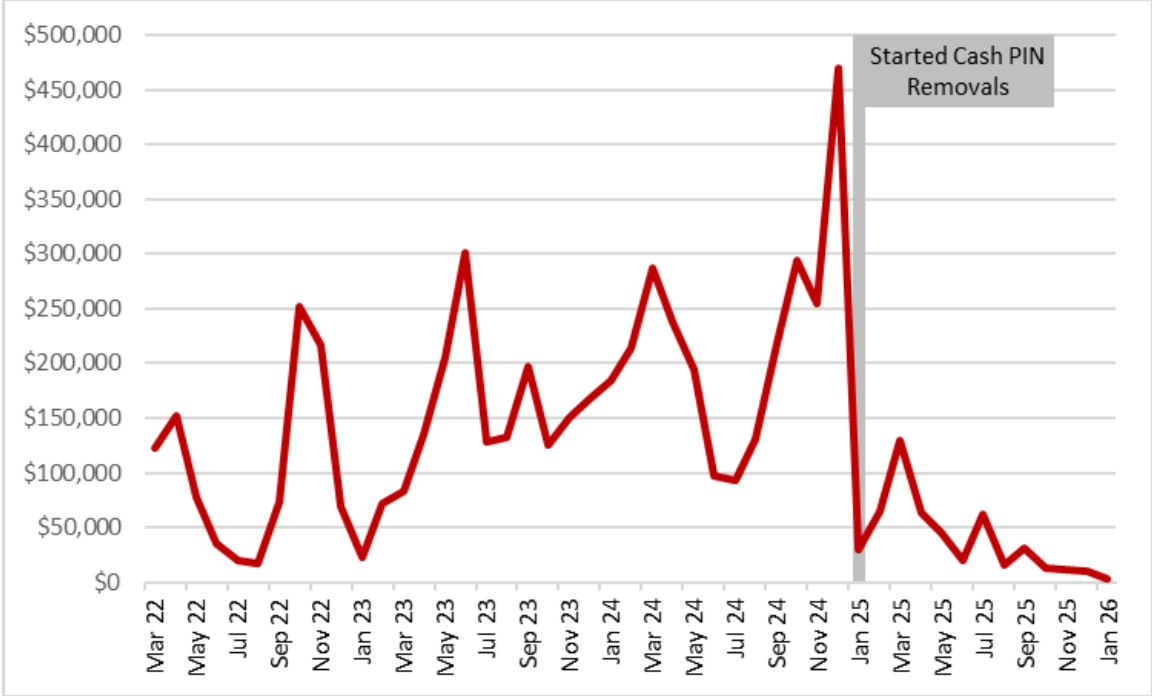
Criminal activity is inherently unpredictable, which makes it difficult to draw direct causal links between any single intervention and outcomes, or to separate the effects of a policy change from independent changes in criminal behavior. That said, there is indirect evidence suggesting the PIN removal policy has had a significant effect.

First, PIN removals have correlated with large reductions in stolen benefit claims, particularly after DHS implemented a block on customers reusing their prior PIN in late September 2025. Second, external sources suggest that stolen benefit claims have not decreased as much across other states.

Since stolen benefit reports started in March 2022, the overall trend for cash benefits had been steadily increasing with an average reported monthly amount of about \$160,000 through December 2024. In December 2024 alone, \$470,000 was reported stolen after three months of over \$200,000 reported each month. Given the impact on customers and the budget, especially when federal reimbursement of stolen SNAP benefits was ending, DHS made the decision to start mass PIN removals the night before benefits were issued for customers who receive cash benefits.

In January 2025, reports of stolen cash benefits dropped below \$30,000 for the first time since January 2023. While there has still been variation across months, the average reported monthly amount has dropped to less than \$39,000. After DHS implemented a block on customers reusing their prior PIN in late September 2025, the average reported monthly amount dropped further to less than \$10,000 each month.

Reported stolen cash benefit claim amounts, March 2022 to January 2026

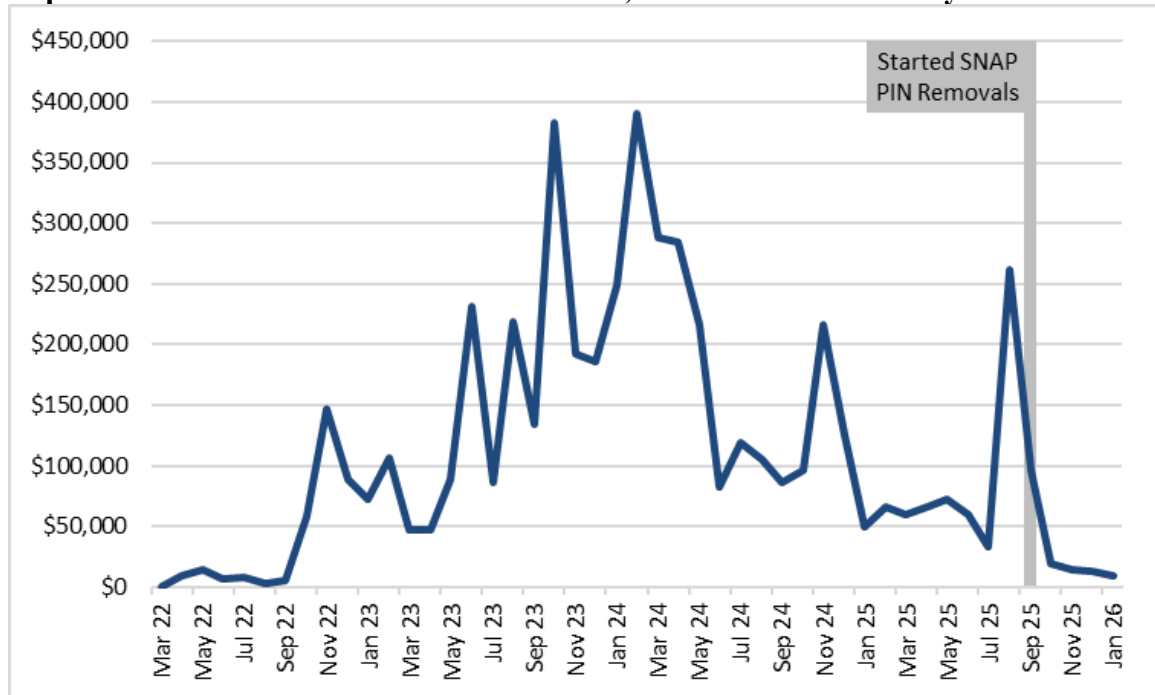


Average monthly reported stolen cash benefit claim amounts, March 2022 to January 2026

Time Period	Amount
Before PIN removals started (March 2022 to December 2024)	\$159,928.96
After PIN removals started (January 2025 to January 2026)	\$38,398.72
After block on reusing most recent PIN (October 2025 to January 2026)	\$9,130.68

When reports of stolen benefits started in March 2022, SNAP benefits represented a small part of the total. However, reports spiked in November 2022 and continued to trend upwards, reaching almost \$400,000 in October 2023 and February 2024. While reported amounts had trended downwards since those peaks, each month between \$50,000 and \$100,000 in SNAP benefits were reported stolen. After a spike in August 2025 with over \$260,000 reported stolen and based on the successes with PIN removals for customers receiving cash benefits, DHS made the decision to expand PIN removals to customers who are receiving SNAP benefits. In September 2025, reports of stolen benefits dropped to less than \$97,000. After DHS implemented a block on customers reusing their prior PIN in late September 2025, reported amounts dropped below \$20,000 for the first time since September 2022.

Reported stolen SNAP benefit claim amounts, March 2022 to January 2026



Average monthly reported stolen SNAP benefit claim amounts, March 2022 to January 2026

Time Period	Amount
Before PIN removals started (March 2022 to August 2025)	\$120,549.11
After PIN removals started (September 2025 to January 2026)	\$30,491.91
After block on reusing most recent PIN (October 2025 to January 2026)	\$13,940.76

While external sources suggest that stolen benefits across the United States have decreased and stabilized after December 2024, this has not been as pronounced as the decrease seen in the District.

A recent report by Propel,¹ a third-party app that collects and analyzes data from EBT customers, indicated there was an increase in reported stolen benefits in December 2025. This contrasts with reported numbers in DC, which have continued to decrease.

Of note is that customers in Virginia reported a large increase, and much of it was concentrated in the counties closest to DC. Additionally, between October 2025 and December 2025, both VA and MD were listed as states with the highest rates of transactions reported by app users as unrecognized, often making the top three. This suggests that criminal activity in the region has not decreased and the large reductions in reports of stolen benefits in DC can be attributed to the PIN removal process.

- b. Since implementing this measure, how many calls to customer service has DHS received about issues related to the removal and resetting of PINs?

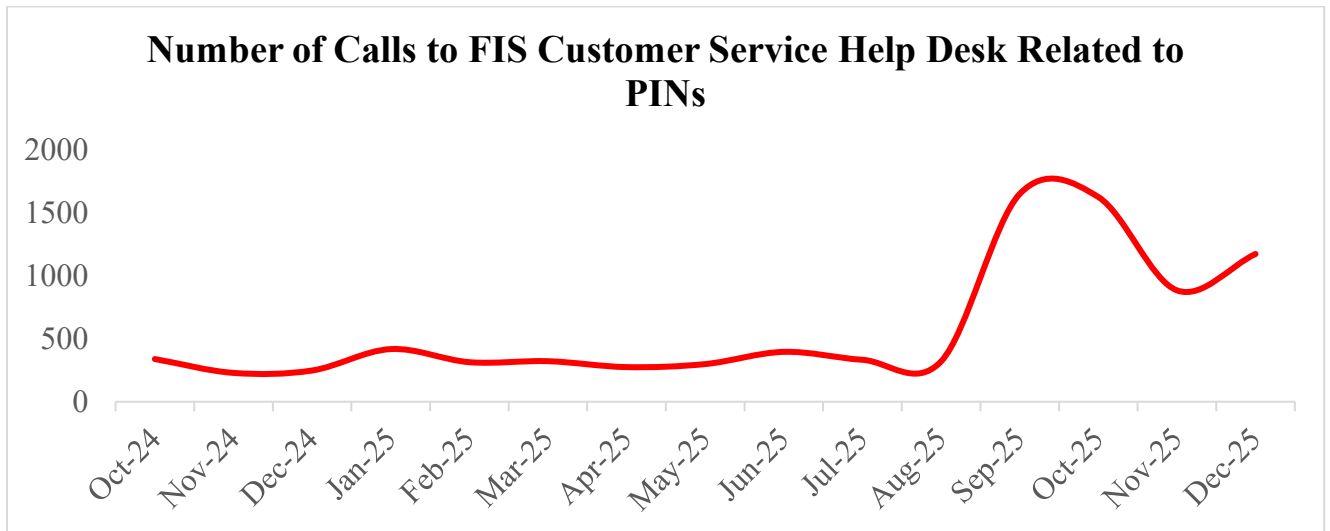
The District's EBT card vendor, FIS, tracks the primary reason for each call to their customer service representatives, including if the call was related to PINs, but does not break out whether the call was about issues related to removal of PINs or something else (e.g., setting a PIN for the first time, changing a PIN, or requirements for PINs).

The table below includes all calls to customer service about PINs between October 2024 and December 2025. However, in interpreting the increase starting in September 2025 after DHS began removing PINs on cards for customers who receive SNAP benefits, it is important to note that DHS also implemented a block so customers cannot reuse their most recent prior PIN in late September 2025, which likely also contributed to the increase in calls about PINs. DHS expects that call volumes will continue to decrease as customers become accustomed to the PIN reset process.

¹ [Data insights: January 2026 EBT theft trends](#), January 23, 2026.

Number of Calls to FIS Customer Service Help Desk Related to PINs, October 2024 to December 2025

Month	Number of Calls
October 2024	339
November 2024	229
December 2024	248
January 2025	418
February 2025	314
March 2025	322
April 2025	275
May 2025	299
June 2025	396
July 2025	333
August 2025	320
September 2025	1,649
October 2025	1,625
November 2025	884
December 2025	1,173



c. How much has it cost to implement this measure?

There is no direct cost to remove PINs. DHS staff spend a few hours each month generating the files and then there is an automated process that handles the PIN removals each night before benefits are issued.

District Access System (DCAS) and Application Processing

245. Please list the data sharing agreements to which DHS is a party that involve data housed in DCAS, and for each, share:

- a. The agency/organization data are shared with;
- b. Which data are shared;
- c. The purpose of this data sharing; and
- d. Any notable analyses that have resulted from the data sharing.

Please see “Question 245 Attachment.

246. During FY25 and FY26 to date, please detail all software upgrades made to DCAS, including the date of the upgrade, the problem being addressed, and the status of the upgrade.

During FY25 and FY26 YTD, DCAS completed over 20 novel releases that ranged from large-scale upgrades and operational changes to small tweaks to code or back-end batches with the goal of improving the performance of the system.

See Question 246 Attachment with details of all the completed upgrades to the DCAS system during this period. The features highlighted in red are larger-scale upgrades that had a larger-scale training impact on staff.

247. During FY25 and FY26 to date, how many times has DCAS experienced technical problems that have led to DCAS being down or offline? Please include the length of time each technical problem persisted, and, if the problem was limited to a subset of customers, the number of customers affected.

See Question 247 Attachment.

248. During FY25 and FY26 to date, please provide the steps DHS has taken to address the following common complaints about the DCAS application system:

- a. No confirmation of completed application;

DHS provides submission confirmation for applications shared via District Direct. Customers can also review a PDF of the application they submitted on District Direct account at any time. When notices are generated to ask for additional information, request an interview, or approve an application – images of those notices are also saved and viewable on District Direct at any time.

- b. Benefits cut off when a completed application is pending; and

Benefits are not available until an application is approved. Recertifying customers receiving benefits must submit their recertification prior to the expiration of their certification period. Benefits may lapse if a recertification is not received before the certification period ends.

Sometimes, because there is higher volume of recertifications submitted towards the end of the month (when they are due), a customer may experience a gap in benefits while their submitted recertification is processed. DHS is addressing this by working to improve our ability to process recertifications timely and by sending a reminder to customers both 60 and 15 days in advance of their certification period end date.

c. Length of time applications are pending.

DHS is working to reduce the length of time applications are pending through our timeliness improvement efforts. Some of the major timeliness efforts that DCAS has assisted DHS with in FY25 include:

1. *Automatic approval of mid-certifications without changes submitted through District Direct.* This automation saved approximately 500-700 person-hours per month allowing staff to process more complex cases.
2. *Re-Launch of Mandatory SNAP Interviews.* This came as a requirement of the end of pandemic-era waivers, but it did help DHS process applications timely. This was a large system change to implement a new process with notices, reminders, and requirements for eligibility, but it helped reduce issues around outstanding questions with customers and improved the timeliness rate.
3. *Redesigning the Expedited SNAP Handling Process.* This enabled staff to retire several workarounds and get expedited applications through the system with fewer issues and in less time.
4. *Launch of Smart Assist with Code for America.* This project added colors and highlights to the staff view of DCAS to quickly catch errors and updates during case processing. In initial tests, it cut processing time by almost 10% on average, but we are waiting for results from the larger pilot to determine the agency-wide impact.
5. *QR Code added to Mid-certification Form.* This was done in conjunction with the DHS tech team that oversees the DHS Document Imaging Management System (DIMS) so that staff would not need to sort through as many papers to scan the right documents quickly. There is a planned expansion of this project so it will grow beyond a single form to allow for faster scanning and less data entry as more forms and notices are added.

249. During FY25 and FY26 to date, how many and what percentage of SNAP and TANF applications were submitted:

- a. Online (other than through a mobile application);
- b. By mobile application;
- c. In-person at ESA service centers;
- d. By mail; and
- e. By fax.
- f. By fax. N/A

The following details how many and what percentage of SNAP and TANF applications submitted via District Direct. DHS does not track applications received in-person, by mail or by fax.

FY25		
PROGRAM	CHANNEL	Num_apps
Cash Assistance	Mobile	8,320
Cash Assistance	Universal Access Application	5,823
SNAP	Mobile	19,678
SNAP	Universal Access Application	20,236
FY26 (Oct-Dec)		
PROGRAM	CHANNEL	Num_apps
Cash Assistance	Mobile	1,783
Cash Assistance	Universal Access Application	1,294
SNAP	Mobile	4,145
SNAP	Universal Access Application	4,237

250. From FY23 through FY26 to date, please provide the mean and median processing times for a verification submission or upload to be reviewed submitted via:

- a. District Direct;
- b. Fax;
- c. Mail; and
- d. In-person drop-off at a service center.

Currently we do not have a direct way to pull this data, however, we will explore ways to track this information in the future.

251. Please indicate how wait times at in-person service centers are tracked, the mean and median wait times at each service center, and the mean and median wait times for all service centers in FY25 and FY26 to date.

DHS tracks in-person Service Center wait times using system data that measures the time between when a customer checks in at the lobby and when a staff member begins assisting them. The data reflects best estimates of customer wait times and is current as of January 8, 2026. Wait time includes only eligibility-related visits at the Anacostia, Congress Heights, Fort Davis, H Street, and Taylor Service Centers. Non-eligibility visits, bundled transactions, mis-triaged cases, and extreme outliers (such as wait times of one day or more) are excluded to ensure the data reflects typical customer experience.

Data is grouped by Service Center and reported for FY25 and FY26 year-to-date (October 1, 2024–January 8, 2026).

In addition to lobby wait times, DHS also tracks internal transaction processing times separately to monitor staff workload and operational performance.

252. Please provide the number of calls received by DHS call centers by program and by month in FY25 and FY26 to date.

	Medical Calls	SNAP Calls	TANF Calls	Total	ASA (In Seconds)	ABA
24-Oct	12,216	15,301	6,707	34,224	16	1.52%
24-Nov	10,425	13,411	5,083	28,919	16	1.92%
24-Dec	10,522	15,086	6,089	31,697	23	2.07%
25-Jan	10,541	15,425	5,012	30,977	17	1.51%
25-Feb	9,103	11,716	3,712	24,532	15	1.25%
25-Mar	9,243	11,924	4,122	25,289	14	1.32%
25-Apr	8,925	12,166	4,026	25,116	15	1.41%
25-May	8,561	12,255	3,997	24,813	15	1.44%
25-Jun	8,258	12,722	3,917	24,898	16	1.53%
25-Jul	9,684	15,086	4,829	29,599	22	2.36%
25-Aug	9,086	15,065	4,382	28,534	25	2.35%
25-Sep	9,983	17,691	5,138	32,812	27	3.08%
25-Oct	9,861	16,545	5,016	31,422	17	1.95%
25-Nov	7,874	12,755	3,666	24,296	14	1.09%
25-Dec	11,191	15,946	5,896	33,033	23	1.92%

253. Please provide call center average hold times and abandon rates by month and by fiscal year for FY25 and FY26 to date.

Month	Hold Time Seconds	Abandon Time seconds	Abandonment rate	SNAP Interviews
24-Oct	8	0	0.0%	0
24-Nov	150	299	26.7%	6
24-Dec	468	247	2.2%	1,957
25-Jan	639	458	2.1%	3,167
25-Feb	718	135	0.8%	2,829
25-Mar	605	150	1.6%	3,468
25-Apr	580	288	2.8%	3,383
25-May	617	338	3.8%	3,411
25-Jun	678	434	4.6%	3,556

25-Jul	702	662	6.5%	4,361
25-Aug	746	1,010	9.8%	4,634
25-Sep	904	808	10.4%	4,675
FY 25 Averages	619	439	6.5%	3222

Month	Hold Time Seconds	Abandon Time seconds	Abandonment rate	SNAP Interviews
25-Oct	921	959	10.4%	4,555
25-Nov	978	696	6.7%	3,384
25-Dec	981	1,017	10.1%	5,281
25-Jan	961	1,380	10.9%	1,637
FY 26 Averages	960	1013	9.5%	960

254. Provide a list of the ten most common issues reported by residents to DHS call centers in FY25 and FY26 to date.

Top 10 Call Reasons FY 25

	Call Total
Status of Benefits Inquiry (Date/Amount)	83,053
Recertification/Renewal within normal processing	33,602
Interview Requested (SNAP)	24,516
Eligibility Question	16,935
New Application within normal processing	13,796
Benefits Not Received - Account is Active	11,676
Recertification/Renewal Requirement Inquiry	9,335
Confirm/Change MCO Provider	8,998
Benefits Incorrect - Account is Active	8,844
EBT Card Issues or Needs Replacement	7,977

Top 10 Call Reasons FY 26 (YTD)

	Call Total
Status of Benefits Inquiry (Date/Amount)	24,947
Interview Requested (SNAP)	10,271
Recertification/Renewal within normal processing	8,015
Eligibility Question	4,403
New Application within normal processing	2,979
Benefits Not Received - Account is Active	2,666
Recertification/Renewal Requirement Inquiry	2,492

Password Reset	2,465
EBT Card Issues or Needs Replacement	2,397
Recertification/Renewal outside normal processing	2,069

255. Please share updates on the recent changes to the policy on the provision of receipts for submission of benefits applications. Has DHS developed a method for residents to timestamp and track the submission of documents that are dropped off at service centers without having to wait to meet with a DHS representative?

DHS has a receipt process available for customers to receive printed proof that a task was created to handle their documents.

In January 2026 and February 2026, DHS is introducing a process for customers to receive printed proof their documents were submitted. The new receipt will contain the list of documents submitted and the timestamp of the scan, so it will be significantly more detailed than the previous receipt.

Customers can also view documents submitted by accessing District Direct. DHS is retaining the option for customers to drop off documents without obtaining a receipt. It is an option as we are accommodating residents who are unable to wait for their documents to be scanned and logged. We need to keep the barrier to submission low, and we will not turn away residents with documents who do not want to speak with a representative.

256. What protections does DHS currently have in place to prevent applicants who provide documents in a timely manner from being penalized if DHS is unable to process timely submitted documents before a deadline?

DHCF has supported DHS in providing benefits for Medicaid customers who are recertifying but have not yet had their documents processed. Once DIMS and DCAS receive a recertification form and verifications are uploaded, DCAS will extend benefits while the case is processed.

We are not able to take such an action for SNAP or TANF, given the federal rules and impact on error rates. However, we are working agency-wide to improve our timeliness and, once a case is processed, back-benefits are delivered according to the associated submission date.

257. During FY25 and during FY26 to date, please detail all updates to social service representative (SSR) training, including the date the new or updated training was implemented, the problem being addressed, and the status of the training update.

See Question 257 Attachment.

258. What is DHS's current staffing capacity for processing applications to each of the following programs?

- a. Interim Disability Assistance;
- b. SNAP;
- c. TANF;
- d. Medicaid; and
- e. Child Care Subsidy Program.

- Division of Program Operations (DPO) staffing capacity, in terms of daily number of Social Service Representatives, includes:
 - **253 SSRs** assigned to process combined **SNAP, TANF, and Medicaid** case actions. These programs share significant overlap in eligibility and process flow.
 - Between **7-12 SSRs** assigned specifically to **Interim Disability Assistance (IDA)** processing.
 - **20 SSRs** assigned to specialized back-office processes such as **Escalations, Medical Records, and Reports.**
- Child Care Services Division (CCSD) staffing capacity includes **9 SSRs.**
- As of April 2025, ESA ceased the use of overtime, which has significantly affected case processing capacity, though not the total number of SSRs. In response, ESA Division of Program Operations (DPO) has focused on tight management of existing resources.
 - DPO reorganized case processing units to optimize for flexibility and efficiency, in order to respond to shifting daily and weekly needs.
 - DPO adjusts daily and weekly SSR assignments, relentlessly prioritizing capacity, based on real-time workload and performance data.
 - During FY26, an average of 82% of DPO eligibility staff have logged in each day, spending 87% of their day actively working cases. Both marks represent improvements that have helped DPO mitigate capacity constraints.

ESA Generally

259. How many individuals participate in one, two, or three or more, respectively, DHS public benefit programs, including all ESA and FSA initiatives? Please disaggregate responses by age, race/ethnicity, gender, and ward.

See Question 259 Attachment for requested data organized by age, race/ethnicity, gender and ward.

260. Please provide an update on the establishment of the Office of the Health Care and Public Benefits Ombudsman, including:

- a. When the office will be fully staffed; and
- b. DHS and DHCF plans for communicating with the public about the establishment of the Office

The establishment of this office is led by the Department of Health Care Finance (DHCF). DHS defers to DHCF to share feedback to question 260 (a) and (b).

261. What communication is DHS issuing or planning around the November 19, 2025 Notice of Proposed Rulemaking that proposes to rescind the 2022 public charge ground of inadmissibility regulations?

DHS does not have a role in public charge, and there is ambiguity in how regulations are treating it. At this time, DHS is not offering any guidance or communication. This is something that the agency will monitor and also dialogue with the advocate community, who is facing the same uncertainty.

262. What steps is ESA taking to improve its workplace culture?

Over the past year, ESA has prioritized transparency and engagement through initiatives such as ESA Cares, employee feedback forums, and an expanded open-door policy with leadership. ESA also continues its participation in the BRAVE Team, which focuses on acknowledging and addressing racial harm and improving internal and external practices.

In addition, the administration has expanded employee recognition efforts by increasing nominations for the DHS Values program, resulting in more than 10 ESA staff members and teams receiving awards over the past year. Several teams have also implemented internal recognition initiatives. The agency has also engaged with specific employee well-being activities, such as line dancing, yoga and chair massages at each center location. The ESA administrator makes an effort to communicate personally with each of the 800+ ESA employees on both their birthday as well as their work anniversary.

DHS is also launching an agency-wide supervisory training starting in March 2026. Fundamentally, the training is built around communication, which we identify as foundational to building a strong organizational culture. This training

was designed by an external organization and is being delivered through a train-the-trainer format, using a cross-section of DHS employees.

Established monthly meetings with senior leadership and union shop stewards to identify and address issues.

Moving forward, ESA will continue to prioritize employee wellness, improve communication clarity, and strengthen accountability measures to support effective collaboration and continuous improvement.

263. Please describe the accomplishments or improvement of three standout ESA employees in non-supervisory roles. (It is acceptable to identify the employees other than by their names.)

ESA has focused on strengthening professionalism, communication, training, and accountability by recognizing non-supervisory employees whose daily work reflects the agency's values and demonstrates measurable improvement in service delivery.

1. **Program Analyst-** This Program Analyst has demonstrated unwavering dedication to promoting inclusivity, fairness, and justice within the workplace. They consistently strive to ensure that everyone is treated equally and given the opportunity to be heard. As an active participant of the agency's Bold Racial Accountability and Vision for Equity (BRAVE) Team, they continue to promote fairness and advocacy for others. This Program Analyst shined as they led the charge to change the workplace dress code policy. This Program Analyst fought to ensure that the policy was inclusive and aligned with the needs of today's workforce. They are a modern-day activist within DHS and continues advising and leading meaningful work with lasting impact as an Alumna of the BRAVE Team.
2. **Vocational Development Specialist-** This Vocational Development Specialist (VDS) consistently exemplifies outstanding customer service and commitment to DC residents. They go beyond simply checking boxes to ensure each resident feels heard, respected, and supported throughout the entire process. They approach every interaction with empathy, patience, and professionalism. Whether coordinating services, troubleshooting barriers to participation, or collaborating with internal and external partners, they remain focused on achieving positive outcomes for customers. Residents frequently express appreciation for their attentiveness and reliability- noting that they make residents feel valued rather than processed. Recently this VDS developed a team-building initiative aimed at strengthening collaboration and unity amongst OWO staff, reflecting their understanding that strong internal relationships ultimately translate into better service for our residents. By creating intentional space for connection and morale-building, they are fostering a more cohesive and supportive team culture.

Their dedication to customer service reflects the mission of our agency and demonstrates what true resident-centered support looks like in action. They bring positive energy, initiative, and genuine care for both colleagues and customers. DHS is fortunate to have this VDS on the team.

3. **Program Analyst-** The Division of Innovation and Change Management (DICM) is extremely grateful for this Program Analyst. Not only do they complete their work, but they also onboarded 8 staff, at no charge to the District, via Capital One's grant program. Over the Thanksgiving holiday, they dedicated personal time to secure another grant to give away turkeys at the H Street Service Center within a week of the holiday! In addition to securing this grant, he also distributed the turkeys. This was a beautiful example of the true spirit of giving, thanksgiving togetherness, friendship, and community. This is everything we hope and strive to be, and we are so grateful that this Program Analyst is here on our team, teaching us by example and spreading joy.
4. **Social Service Representative-** This Social Service Representative (SSR) was recommended by leadership to participate in a pilot of an income calculator spreadsheet and became instant friends with the whole DCAS design team. They are willing to try new things for the benefit of the agency and bring a spirit of enthusiasm each day. This translates to reliability and innovation-DCAS used their insight to build a more permanent calculator. More importantly, they speak up on behalf of co-workers to get the best product possible. The DCAS team is now building the calculator that this SSR helped to design, and it will be released agency-wide later this year. Their influence will permanently change the system for the better.

264. Please describe the accomplishments or improvement of three standout ESA employees in supervisory roles. (It is acceptable to identify the employees other than by their names.)

ESA is proud to highlight three standout supervisory leaders whose work reflects the agency's core values and has contributed to measurable cultural and operational improvements.

1. **Supervisory Program Analyst-** This Supervisory Program Analyst collaborated with the OIS, OPM, OWO, FSA, OD by providing expertise for the TANF TEP Redesign. They are now the first-line of contact for Training and Development to ensure that both DHS and our external partners gain a full understanding of the CATCH System and policies that are in place by DHS. Similarly, they have built a reputation of being a "go-to" person in DCWET for any system-related questions or issues. They are a subject matter expert on DCWET's CATCH system, TEP Customer Portal, and TEP program more generally. This Supervisory Program Analyst is always willing to go outside of her assigned duties to help colleagues and bring a project to completion. They are a pleasure to work with - both because of their kind nature and depth of knowledge.

2. **Supervisory Vocational Development Specialist-** (This particular entry was submitted by a direct supervisee) “I have been assisting [this Supervisory Vocational Development Specialist (Supervisory VDS)] on many projects and now have the honor of working under [their] supervision. [My Supervisor] is passionate, helpful, understanding and willing to assist when needed. [They] show empathy first [and their] guidance and leadership go unmentioned. I have worked for this agency for over 23 plus years and have had many managers, [this Supervisor VDS] is truly a wonderful manager when your entire team feels the same way. We look forward to coming to work and putting all that we have to complete any task for the DC residents to become self-sufficient. When I hear “EMPATHY FIRST” [my supervisor] picture is clear.”
3. **Supervisory Training Specialist-** This Supervisory Training Specialist trained an entire set of new hires on a program that didn't exist a week earlier with materials he made with information that also did not exist! It was an amazing turnaround for a program that's going to feed over 70K kids this summer! The Supervisory Training Specialist learned the program rules and policy on the fly. The team sent many notes about this impact of this training specialist which is an example for the entire training team.
4. **Supervisory Social Services Representative-** This SSR Supervisor is a supervisor that handles special processing and has gone over and above to review job aids with the DCAS team, correct cases, and teach others to use the system. They were our first-ever Golden Bug recipient when they uncovered a major payment error issue that was very deeply hidden. Golden Bug is a Help Desk trophy awarded to people who are the first one to report a novel defect - it's like they found a golden bug. They never hesitate to answer any complex or simplified questions about how the system works in real life or lets us know when it's time for us to focus on things that will help all of DPO. Their brilliance is multiplied whenever they take these steps to help us improve the system across the board.

265. Please identify three areas where ESA demonstrated significant, quantifiable improvement in FY25 over FY24 or the several fiscal years preceding FY25 generally and share what lessons DHS derives from these improvements.

- **SNAP Application Timeliness:** ESA improved SNAP APT rate from 70% in FY24 to 84% in FY25, representing a 20% improvement year-over-year. ESA achieved nearly 90% SNAP timeliness in FY25 prior to stringent budget constraints enacted by Congress. ESA is meeting the timeliness challenge by reorganizing several eligibility units to become more flexible and responsive to daily workload, while using real-time data to efficiently manage available processing capacity. Through SNAP Timeliness, ESA has learned how important it is to share responsibility for data and initiatives to drive whole organization improvements.

- **Streamlined Summer EBT:** ESA led District-wide Summer EBT efforts in FY25, distributing \$8.6 million in food benefits to nearly 72,000 students in the District. This is an expansion above-and-beyond the \$7 million in benefits distributed to 58,000 District students in FY24. ESA accomplished this expansion by 1) enhancing data matching capabilities to automatically enroll a significant majority of eligible households and, 2) providing a streamlined application process for families not automatically matched. Through streamlined Summer EBT, ESA proved that focusing on creating easy, efficient interactions up-front reduces the cost and effort of program administration while improving overall support for the community.
- **SNAP Interview Pathways:** As a final phase of the COVID-19 public health emergency unwinding, ESA resumed interviews as a requirement for SNAP applications in December 2024. Prior to the pandemic, ESA operated exclusively on in-person interviews. But during the pandemic, DHS and DHCF launched both mobile and online portals to enhance customer access. Therefore, ESA designed and supported interview pathways for in-person as well as multiple virtual interactions. Despite the novel service delivery configuration, featuring both cold calls and return calls, the roll-out was exceptionally smooth for both customers and staff. The First Contact Resolution rates (cold calls) for both applications and recertifications were above 50% and one-touch recertifications trending above 66% by October 2025, with remaining cases typically completed via the returned call option. SNAP applications completed using virtual interview options have average transaction times of 1 hour, while recertifications average 50 minutes. All virtual interview options took materially the same amount of time as in-person interviews. These data points demonstrate that the virtual interview options quickly stabilized and have proven operationally effective. Through the implementation parallel SNAP interview pathways, ESA learned to apply a nimble approach for the design and deployment, which is a lesson that can be applied to future customer-facing initiatives.

266. Please identify three areas where ESA's performance needs to improve in FY26 to better meet the needs of District residents and what DHS is doing and will do to ensure that improvement occurs.

ESA has four common focus themes: payment accuracy, processing timeliness, customer growth and organizational culture. To better meet the needs of District residents, ESA has identified three key areas where performance must improve. These areas reflect the underlying causes of current performance challenges and outline the actions DHS is taking and will take to drive sustainable improvement.

1. **Workflow Efficiency and Internal Coordination**

ESA expects to operate in a resource-constrained environment for the foreseeable future – and must take every opportunity to maximize existing resources.

Therefore, ESA is focused on streamlining workflows and improving coordination among internal teams.

ESA has been through a period of rapid change. Often, internal processes have not caught up to the new landscape, causing staff to resort to superhuman efforts to deliver for residents. Internal teams can encounter lengthy processes, gaps, or bottlenecks that slow down the work. ESA plans to examine key strategic capabilities and work backwards to prioritize internal workflows to streamline, processes to connect, or standards to be addressed.

Internal teams bring substantial expertise and perform well in their given domain, but organizational outcomes do not always match the collective level of effort and skill brought to bear. ESA plans to address coordination and shared understandings of internal teams so that they can work more seamlessly towards achieving outcomes. This work takes the form of developing shared objectives, work styles, methodologies, and templates; as well as forming small, focused, cross-functional teams to deliver on priority initiatives.

2. **Performance Tracking, Timeliness, and Economic Outcomes**

ESA must strengthen how it tracks performance and connects operational metrics to customer outcomes. In FY26, DHS is advancing several strategic initiatives to improve timeliness, accuracy, and economic stability:

- *SNAP Payment Accuracy Strategic Initiative:* In FY26, ESA is prioritizing SNAP payment accuracy improvements through a whole organization approach that connect high-level challenges with strategies, initiatives, and measures of effectiveness. The approach will include implementation of a portfolio management approach, coordination of data and insights, oversight of project plans, and facilitation of organizational learning and organizational alignment.
- *SNAP Timeliness Strategic Initiative:* ESA is developing a comprehensive, cross-functional strategy to improve SNAP application processing timeliness, accounting for constrained resources while leveraging data, technology, and performance management to improve efficiency.
- *TANF Eligibility Redesign Initiative:* In response to fiscal pressures and presenting needs, DHS will redesign TANF eligibility operations to ensure compliance, maximize resource efficiency, and align programming with long-term program sustainability and customer success.
- *Employment and Education Outcomes Initiative:* In FY26, the TANF Employment and Education Program (TEP) and SNAP Employment and Training (SNAP E&T) Program will focus on improving consistent customer participation, career skills development, strengthening family stability, and increasing

monthly income. DHS is using a data-driven approach by tracking participation, employment rates, education completion, and income changes across programs to establish performance metrics and design targeted interventions for each individual provider. ESA is then working with the providers on technical assistance. These initiatives strengthen ESA's use of data in planning and operations, allowing for better monitoring, earlier intervention, and clearer measurement of progress.

3. Customer-Centered Service Delivery and Experience

DHS recognizes the importance of improving the customer experience, especially at our service centers. As part of our FY26 Strategic Initiative to improve customer service, ESA is convened a working group to develop and implement deliverables around the following areas:

- **Customer Experience – Qualitative Measures & Initiatives:** The goal is to capture customer feedback through (existing and new) customer surveys and focus groups, provide customers with receipts, track and monitor service delivery, and leverage technologies that create a more user-friendly experience for customers.
- **Uniform Standard Procedures –** ESA is developing standard internal staff and external customer service SOPs. We want to ensure that all stakeholders (staff, customers, partners, etc.) are treated with respect and dignity across the board.
- **Organization Culture –** The DHS Director and ESA Administrator have visited the Service Centers to listen to staff's concerns; DHS ESA is prioritize staff's health and wellness by encouraging staff to participate in health and wellness activities, identify concrete ways to boost employee morale and recognize staff contributions, and create a more welcoming environment for staff and customers at the Service Centers, e.g., post signs reminding everyone how to demonstrate kindness and respect towards one another, display artwork, play relaxing music while customers await services, and display PSAs on the Service Center monitors for informational purposes.

267. Regardless of whether they are captured by other performance evaluation documents, please share what ESA currently identifies as its three primary discrete, measurable goals for the remainder of FY26 and how ESA will measure its progress toward achieving those goals.

Three primary goals for the remainder of FY26 are as follows:

- 1. Improving SNAP payment accuracy** to mitigate substantial annual cost sharing increases. Based on current projections, achieving a

payment error rate below 10% would save the District \$20 million per year; a PER below 8% would save \$34 million; and, achieving PER below 6% would save \$50 million in annual cost sharing. The goal is to have the error rate under 6% for FY27.

DHS's Plan to Reduce the PER

To reduce the SNAP PER, DHS is implementing a coordinated, data-driven strategy led by the SNAP Payment Accuracy Core Team. Key components of this plan include:

- Cross-divisional coordination and governance: Establishing a lock-and-step operating model to ensure initiatives are aligned, tracked, and executed consistently across ESA divisions.
- Prioritization of initiatives using structured tools: Applying Failure Modes and Effects Analysis (FMEA) to identify and prioritize the highest-risk error drivers and focus resources where they will have the greatest impact.
- Process, technology, and training improvements: Advancing targeted system enhancements, refined workflows, and focused staff development tied directly to identified error drivers.
- Strengthened performance tracking: Using payment accuracy data more intentionally to monitor trends, assess effectiveness, and inform continuous quality improvement.

Together, these actions reflect DHS's commitment to addressing the root causes of SNAP payment errors through sustained operational change, improved coordination, and disciplined execution, with the goal of meaningfully reducing the PER and strengthening program integrity for District residents.

2. ESA will continue to prioritize SNAP Application Processing Timeliness (APT) in FY26, though it is essential that APT initiatives compliment PER initiatives. In FY26, ESA is working with technology and business process experts to deliver processing efficiencies, reduce transaction times, and enhance automation. Progress is measured through the official Quality Control Application Processing Timeliness (APT) metric, though ESA also measures the aggregated timeliness of each and every SNAP application processed by the agency. The official program target is 95%, though the national average hovers around 90%. ESA is striving to achieve 95%, however, the priority is focused on payment accuracy.
3. Finally, ESA is prioritizing Customer Growth for SNAP and TANF participants. The Customer Workforce Employment, Education, and Training (CWE&T) division helps program participants improve

skills, strengthen family stability, and achieve more monthly income with the ultimate goal of helping them earn off benefits. Customer Growth will be measured holistically through completion and progress through individual development plans, the ultimate (longer-term) measure of progress is around Percentage of Case Closures Due to Earnings for participating clients, across both SNAP and TANF.

DHS has strengthened its approach to measuring vendor performance in FY26 by introducing monthly targets in its TANF Employment and Education Program (TEP) and its SNAP E&T Program. These monthly targets help us determine whether providers are meeting expectations and, if not, identify what needs to change. We will set clear quarterly goals aligned with our priorities and decide where to focus first for the greatest impact. To support this effort, DCWET leadership will begin reviewing a new monthly management report that tracks provider performance and will establish clear target metrics to define success. Setting these targets is critical because they provide measurable benchmarks, enable consistent progress monitoring, and ensure accountability across providers.

The following represent baseline data points that are being measured in DCWET in FY26. We anticipate the target % to increase in FY27.

KPI	Target Description	Target %
New Employment	# of work placement payment	5%
In Employment	# of Employed PIT	30%
Employment Retention	# of employment retention payment	20%
Education Completion	# of EOT completion payments/incentives	4%
In Education	# of Enrolled PIT - CATEGORY 1-5	30%
Exited TANF - SNAP Due Earnings	# of case closure due to earnings payment	2%

268. What, if any, additional data not provided in response to previous questions would help the Council and District residents better understand ESA’s performance in FY25 and FY26 to date?

ESA is continually assessing both existing performance measures as well as prioritizing analytics for future measures and policy changes. The agency is happy

to work with the committee on specific points of interest or concern and will share updates regarding new measures that support the agency's work.

269. What, if any, narrative context not provided in response to previous questions would help the Council and District residents better understand ESA's performance in FY25 and FY26 to date?

Along with aligning our strategic and programmatic initiatives with the Director/DHS' mission and goals, ESA is meeting customers where they are and improving its performance KPIs by focusing on the following four pillars: 1) Payment accuracy, 2) Processing timeliness, 3) Building customer capacity and enrichment, and 4) Organizational change.

ESA recognizes that there is room for improvement in our business processes and service delivery. ESA is the largest administration within DHS and works tirelessly to listen to and address concerns from staff, customers, and external stakeholders, as appropriate. We collaborate to develop and implement feasible solutions to boost employee morale, provide staff with the guidance and support needed to do their job efficiently and effectively, and mitigate errors. Our timeliness rate increased in FY25-YTD, and we address customer concerns via the new District Customer Inquiry Tracking System (which has received positive feedback). We track and monitor customer feedback through surveys and focus groups to improve services; we evaluate the services provided at our Service Centers; and we constantly evaluate program outcomes and make adjustments as needed.

It can take time to refine a process, but we are diligently working to address the concerns raised during FY25-YTD. We hear our staff and customers, and we remain dedicated to serving District residents professionally and thoughtfully.

Outside of everything that we work towards, DHS is an agency that manages programs overseen by three federal agencies, so there are elements of externalities that can't be avoided. For example, during FY 25 there was extensive turnover at the three federal agencies, which exerted pressure on the priorities ESA had been executing on and reduced the responsiveness of our oversight partners. Stemming from the lack of responsiveness, DHS has not been able to access almost \$6M in local reinvestment funds, as FNS has not yet approved any state error rate improvement plans for two fiscal years. Similarly, FNS chose to rescind our ABAWD waiver a year ahead of its end, thus pushing the agency into a resource-intensive project to launch work requirements a year sooner than planned.