

**FY 2022 PERFORMANCE PLAN**

<p align="center"><b>Temporary Assistance to Needy Families (TANF) &amp; VIEW</b></p>	<p align="center">EID/Public Assistance Bureau &amp; Arlington Employment Center</p>	<p align="center">Patricia Rivers, x1344 Julie Powell, x1340 LaNette Anderson, x1343 Brooke Hammond Perez, x1779</p>
<p>Program Purpose</p>	<ul style="list-style-type: none"> <li>• Enable families with children to become self-supporting through temporary cash assistance and employment-related services.</li> </ul>	
<p>Program Information</p>	<ul style="list-style-type: none"> <li>• Participants are Arlington County families who meet income and other eligibility requirements, with dependent children under 18 who attend school.</li> <li>• Program components include initial eligibility determination, annual redetermination, and processing reported changes. During COVID, certain verification requirements were suspended by the state. Effective 10/2020 localities were encouraged to take advantage of the interview waiver to allow flexibility for processing renewals and to help recipients maintain their eligibility during the pandemic. The TANF application process changed from in-person interviews to telephonic interviews.</li> <li>• TANF staff link eligible clients to Medicaid and SNAP (Supplemental Nutrition Assistance Program) and make referrals to childcare and housing subsidy programs when appropriate.</li> <li>• Parents and other adult TANF recipients must participate in the Virginia Initiative for Education and Work (VIEW) program unless exempt for medical or other reasons. VIEW is a program connecting and supporting employment opportunities to assist individuals in attaining self-sufficiency. Activities include service planning, job search support, volunteer work, and other employment preparation activities.</li> <li>• Support services include assistance with childcare, transportation, job search and readiness workshops, empowerment workshops, barrier identification and removal, and referral to services such as money management, counseling, substance abuse, behavioral health, vocational, aging and disability services. Supportive services continued to be provided for as long as the participant was in a VIEW activity and the TANF case was open.</li> <li>• Households participating in VIEW are limited to 24 months of TANF, after which there is a 24-month waiting period before they may reapply. Lifetime benefits are limited to 60 months. The 24- and 60-month limits were suspended by the state during COVID. Throughout this fiscal year, policy continued to extend benefits beyond the 60-month limit, including ongoing cases and reapplications for those households that had previously exhausted the 60-month clock.</li> <li>• If individuals fail to cooperate or participate in assigned VIEW activities, they may lose TANF benefits for one month on the first offense, three months on the second offense and 6 months on the third offense. During COVID, VIEW recipients were required to participate virtually, but penalties were suspended.</li> <li>• If a parent is absent from the home, the household must cooperate with the Division of Child Support Enforcement in establishing paternity and obtaining child support.</li> <li>• In July 2020, the state implemented an additional relative maintenance support payment of \$200 per child per month for relatives providing kinship care to prevent a child receiving TANF from entering the foster care system.</li> <li>• As of May 2022, monthly TANF benefits averaged \$187.46 per person, or \$480.72 per household. Average length of time TANF recipients receive benefits</li> </ul>	

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	<p>ranges from 12 to 18 months, depending on household composition. TANF is funded through a federal block grant and state funds. The State Board establishes a monthly standard of need based on the number of eligible persons in the household and the locality where the household lives. Because of wide variations in costs within the State, three groups of standards have been established. Arlington is in the highest payment standard due to its high cost of living.</p>
<p>Service Delivery Model</p>	<ul style="list-style-type: none"> <li>• The TANF program was delivered in a hybrid format in SFY 2022. The Public Assistance Bureau staff provided customer services in the office one day per week.</li> <li>• Since the SNAP and TANF interview waivers have been extended, service delivery in SFY 2023 should remain the same. Service delivery will be reevaluated should the waivers end, and the Virginia Department of Social Services (VDSS) makes other adjustments to policies.</li> </ul>

**PM1: How much did we do?**

<p>Staff</p>	<ul style="list-style-type: none"> <li>• Total TANF FTEs: 2.25             <ul style="list-style-type: none"> <li>○ 0.5 FTE Supervisors (25% of 2 FTEs)</li> <li>○ 1.0 FTE Benefit Programs Specialist – Intake (25% of 4 FTEs)</li> <li>○ 0.25 FTE Benefit Programs Specialist – Ongoing (25% of 1 FTEs)</li> <li>○ 0.5 FTE Case Aides (25% of 2 FTEs)</li> </ul> </li> <li>• Total VIEW FTEs: 1.00             <ul style="list-style-type: none"> <li>○ 1.0 FTE VIEW Employment Services Specialist</li> </ul> </li> </ul> <p>Contractors should be addressed separately from County staff.</p>
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<p>Customers and Service Data</p>		<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Total TANF Applications	254	422	552	713
	Average Households Receiving TANF Benefits per Month	132	113	126	163
	Average Individuals Receiving TANF Benefits per Month	232	201	261	418
	Total Referrals to VIEW*	111	97	86	110
	Total Participants in VIEW	48	82	29	40
	Total VIEW Public Service Program (PSP) Worksite Partners	46	43	18	18
	Total VIEW business partners	26	23	4	4

\*FY 2022 data on Total Referrals to VIEW was point-in-time in June 2022

**PM2: How well did we do it?**

<p>2.1</p>	<p>Processing Timeliness for Initial Applications and Redeterminations</p>
<p>2.2</p>	<p>Accuracy Rates for Internal and State Audits</p>

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**PM3: Is anyone better off?**

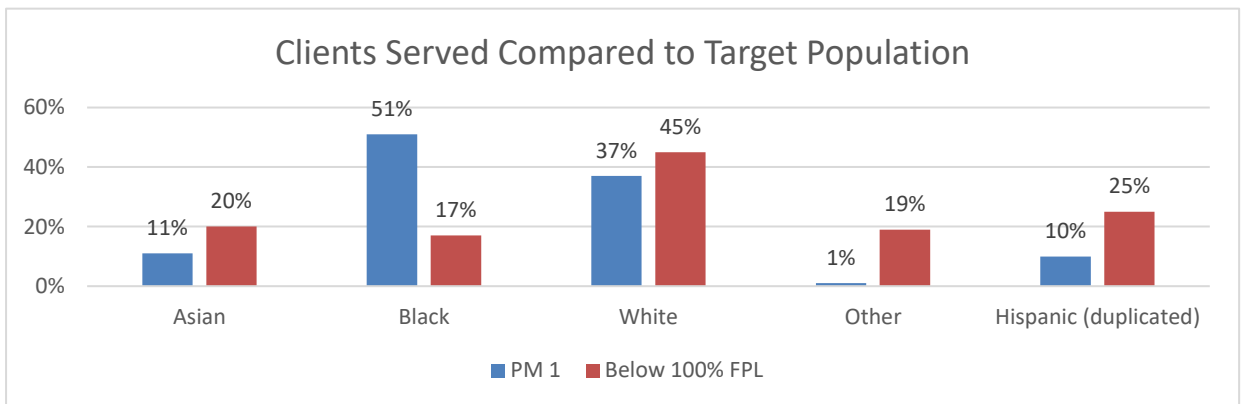
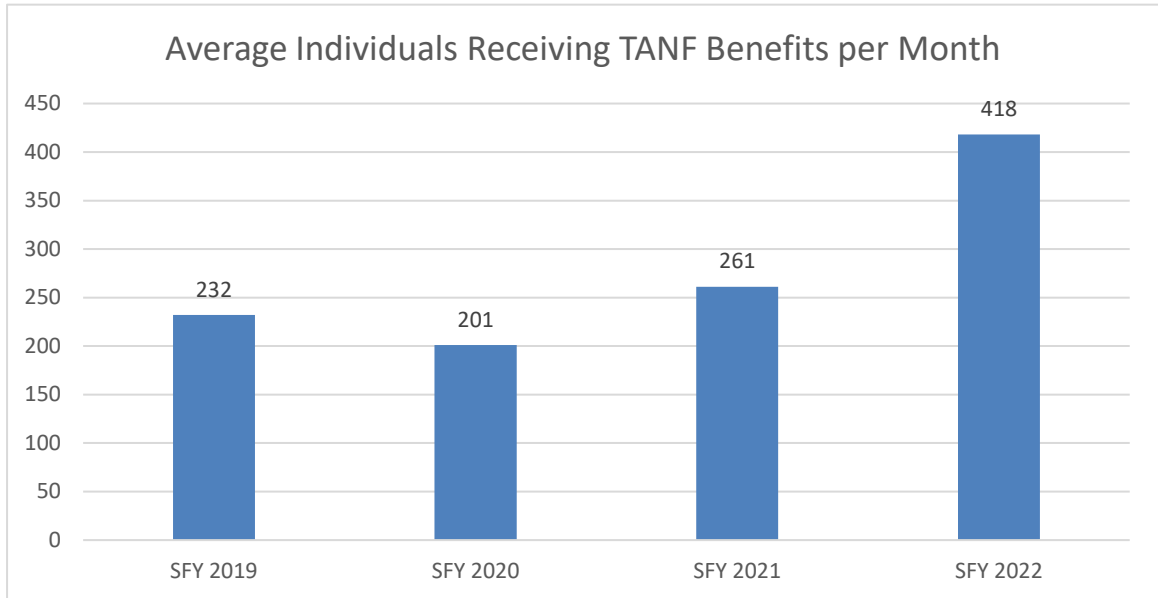
3.1	VIEW participants engaged in work activity
3.2	Increase in monthly household income available to meet family living expenses because of receiving TANF
3.3	VIEW participants still employed after three months

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TANF

Measure 1 Total Clients Served

Data



Data Summary

- In SFY 2022, the average number of individuals receiving TANF benefits per month was 418.
- Between SFY 2019 and SFY 2022 the number of individuals served increased by 44%, from 232 in SFY 2019 to 418 in SFY 2022. During the same time period, the number of households served increased 23%.

What is the story behind the data?

- In SFY 2021, the state suspended certain verification requirements to address the needs of families during the public health emergency. These flexibilities remained in place during SFY 2022, resulting in an increased number of families served.
- The average number of individuals per household served increased from 1.8 in SFY 2019 and 2020, to 2.1 in SFY 2021, and 2.6 in SFY 2022.
- In SFY 2022, Arlington had an influx of Afghani Refugees with children who were potentially eligible for TANF, causing an increase in applications. Afghani households tend to have several children in their families, contributing to the agency trend of increased household size.

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- In comparison to the population of Arlington residents with incomes below 100% of the federal poverty level, the program served a higher percentage of Black individuals, and lower percentage of Asian and Hispanic individuals. In addition to income criteria, TANF recipients must meet additional eligibility requirements. Most TANF recipients have 0 income prior to applying for and receiving TANF.

**Recommendations**

**Target Dates**

- TANF has a very low-income limit and restrictive timelines for continued non-financial eligibility. Eligibility staff will continue to work closely with VIEW Specialist to enroll all applicants meeting the eligibility criteria.
- Continue to work with Refugee Resettlement agencies to ensure that potentially eligible refugees have program access.

- Ongoing
- Ongoing

**Forecast**

- In SFY 2023, enrollment will likely decrease if the Public Health Emergency ends as current households have participated beyond their 24- or 60-month clocks which requires benefits to stop temporarily and ultimately permanently respectively.

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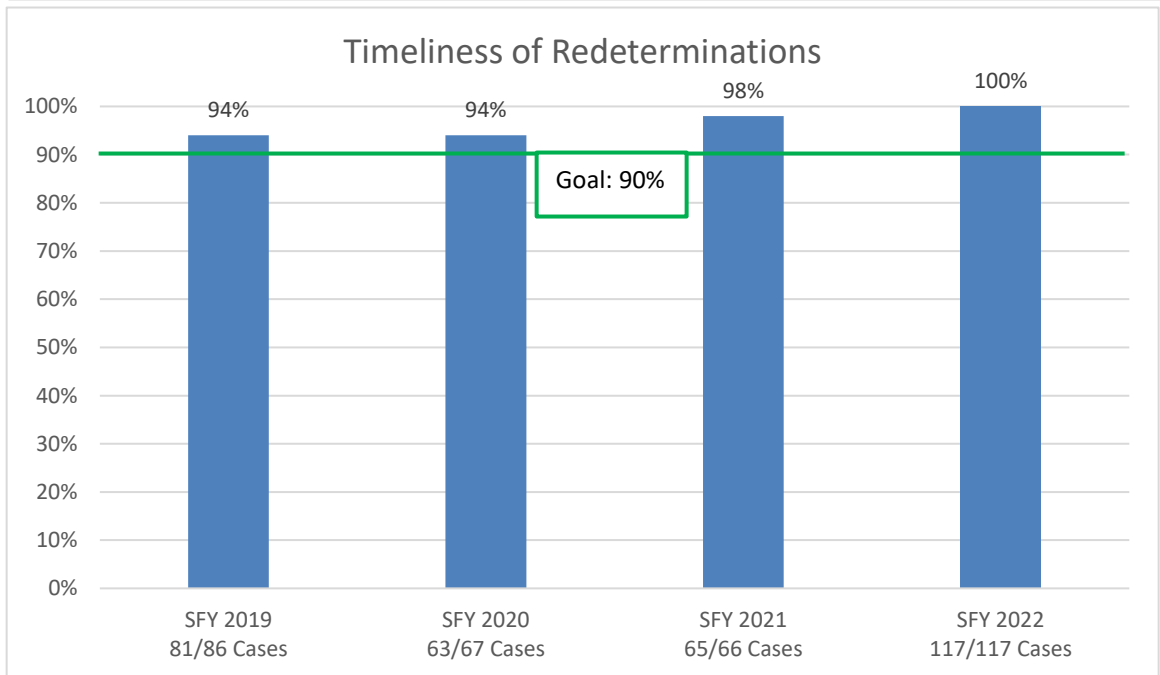
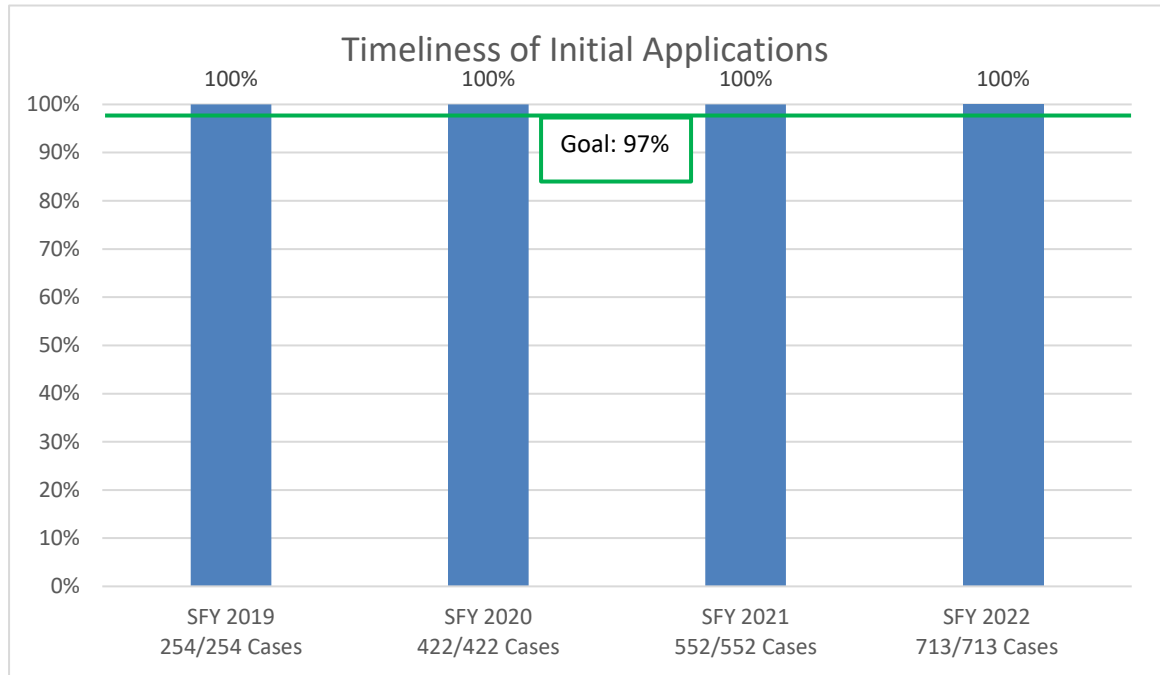
TANF

Measure

2.1

Processing Timeliness for Initial Applications and Redeterminations

Data



Data Summary

- This program met or exceeded its processing timeliness goals for SFY 2015 - SFY 2022. Goals are based on state processing timeliness standards of 97% for initial applications and 90% for redeterminations. Because the Virginia Case Management System (VACMS) does not provide a reliable data source for these

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elements, staff self-reporting and supervisory reviews are used to provide data for applications and redeterminations.

**What is the story behind the data?**

- During SFY 2022, 100% of all applications were completed on time and 100% of all redeterminations were completed on time, exceeding state standards.
- In SFY 2021, the state of Virginia pushed redetermination to three months later to allow staff support to be utilized for the influx of TANF applications. That policy ended for SFY 2022.
- Applications increased 29% from SFY 2021 to 2022 and are up 181% from SFY 2019 pre-pandemic numbers.
- The intake unit was reorganized in SFY 2022, and more staff were trained in TANF processing. In addition, TANF support was also provided by IV-E staff.
- Benefit Programs Specialists have access to VACMS pending reports listing outstanding applications, days in pending status, and remaining days to process on time.
- Benefit Programs Specialists are given tasks and reminders in VACMS to remind them of pending actions when signing into the system.
- Benefit Programs Specialists have monthly cutoff dates to update VAMCS timely actions on redeterminations, which serves as a reminder to complete actions on time.
- Benefit Programs Specialists are diligent in accessing redetermination reports monthly from VACMS to evaluate what cases require worker action.
- Intake workers were required to continue interviewing all new applicants for TANF during the pandemic, while renewal interviews were waived.

**Recommendations**

**Target Dates**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Continue to vigilantly analyze and monitor weekly pending reports to track outstanding applications.</li> <li>• Supervisors will continue to perform periodic reviews of Eligibility Worker tasks and reminders.</li> <li>• Continue to monitor updates and reports in VACMS to ensure timely redeterminations.</li> <li>• Continue to monitor new workers closely to ensure procedures and processes are understood.</li> <li>• Continue to review VDSS PIMR (Performance Indicator Monthly Report) quarterly.</li> <li>• The bureau is in the process of training all Family and Children intake workers on TANF policy for more staff support in the future and during periods of increased applications.</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• SFY 2023 Q4</li> </ul> |
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**Forecast**

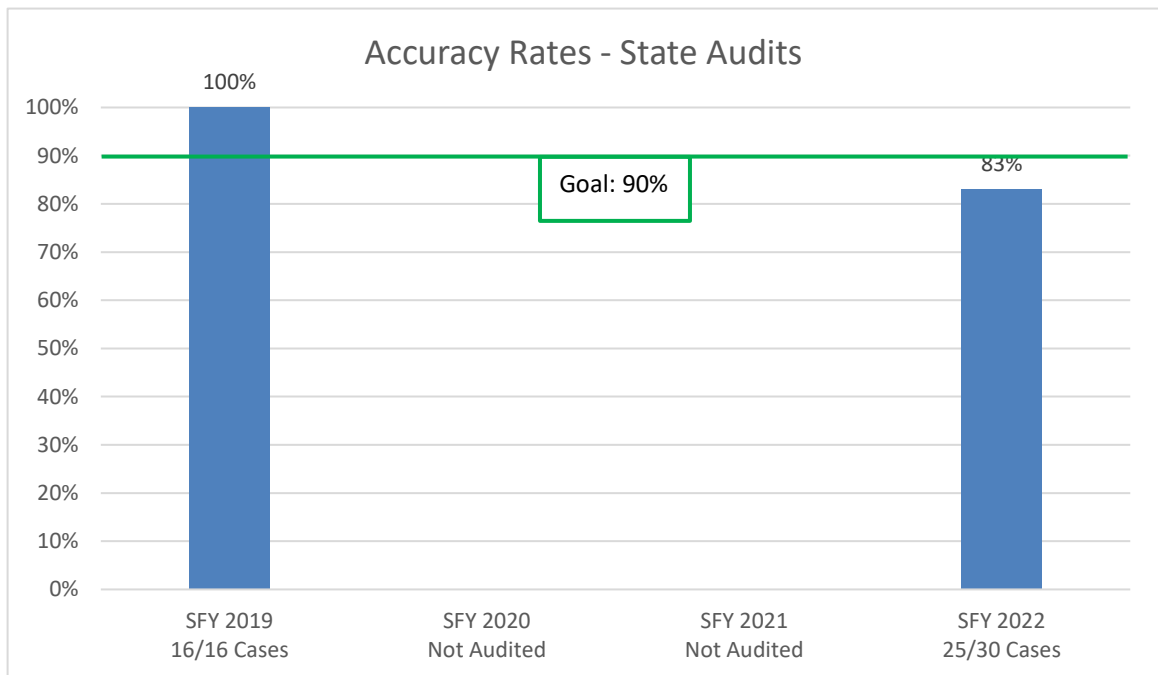
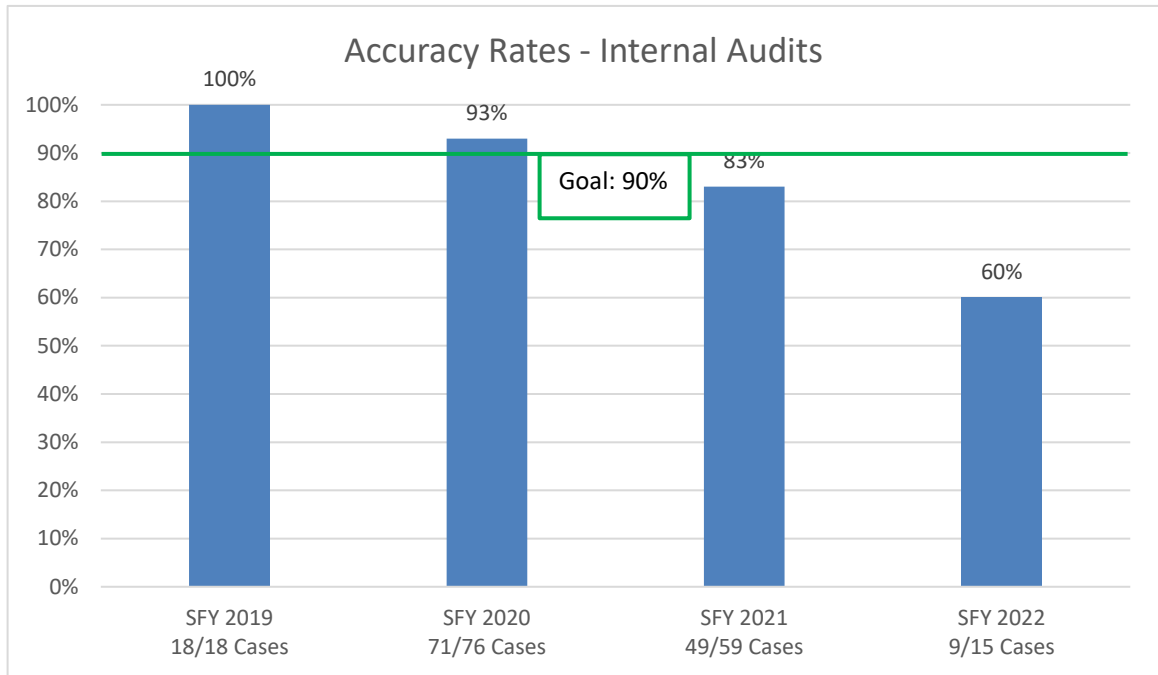
- In SFY 2023, at least 99% of initial applications and 96% of redeterminations will be processed on time, meeting or exceeding the program’s processing timeliness goals as well as the state standards.

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TANF

Measure 2.2 Accuracy Rates for Internal and State Audits

Data



Data Summary

- This program exceeded state accuracy goals for SFY 2016 – SFY 2020. In SFY 2022, internal accuracy rate decreased to 60% and state accuracy decreased to 83%.
- Goals are based on state accuracy standards of 90%. For internal audits, each Eligibility Supervisor reviews one TANF application/case per Benefit Programs



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- Specialists per month and completes additional reviews for new staff members depending on their level of expertise and policy knowledge.
- State audits are conducted periodically and randomly; data is gathered from quality assurance reports provided from the audits. In SFY 2022, the State reviewed 30 cases and 25 were correct.

**What is the story behind the data?**

- The program fell below the state standard of 90% accuracy on applications and reviews in SFY 2022.
- State audit results were received in SFY 2022, and the program achieved 83% accuracy. Internal audits reviewed 15 cases of which 9 were correct. The most frequent errors were missing or incomplete documentation or forms.
- In SFY 2022, there was an increase of 29% in TANF applications, which were absorbed by the program’s intake workers, the supervisors, and the IV-E staff. In addition, staff turnover was at 25%. 95% of new hires needed program training in all areas. The high volume of applications resulted in fewer opportunities for supervisors to conduct internal audits.
- In SFY 2022, 50% of Family and Children intake staff were trained to process TANF applications, to increase staff capacity.
- Staff received policy training at quarterly Bureau meetings, monthly unit meetings, and state sponsored conferences.
- Staff are expected to read and follow policy guidance as it is updated and disbursed via the state broadcast system and on-line manuals. This performance guidance is included in the staff’s Key Work Expectations.
- In-house trainers work closely with new and experienced staff to ensure policy understanding and application; however, because of the 50% increase in caseloads and staffing demands, trainers were carrying larger workloads and filling the gaps in other areas.

**Recommendations**

**Target Dates**

- | Recommendations   | Target Dates  |
|---|---|
| <ul style="list-style-type: none"> <li>Continue to provide policy training and ensure that all new policies are reviewed at unit and Bureau meetings.</li> </ul>  | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>     |
| <ul style="list-style-type: none"> <li>Maintain expectation with all Benefit Programs Specialists that they read and follow policy guidance as it is updated and disbursed.</li> </ul>  | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>     |
| <ul style="list-style-type: none"> <li>Continue to ensure access to regional and statewide classroom training, as well as online training, when offered. Encourage staff to attend state-sponsored training conferences.</li> </ul>                             | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>     |
| <ul style="list-style-type: none"> <li>Continue to perform supplemental monthly reviews beyond the minimum of three for staff in need of additional guidance, as determined by their supervisor.</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>     |
| <ul style="list-style-type: none"> <li>Train all Family and Children intake staff to process TANF applications, to enhance staff capacity.</li> </ul>   | <ul style="list-style-type: none"> <li>SFY 2023 Q4</li> </ul> |
| <ul style="list-style-type: none"> <li>The bureau has reallocated resources to improve training for new and experienced staff on policy changes and program deficiencies in SFY 2023. This should free up supervisors to focus more on case reviews.</li> </ul> | <ul style="list-style-type: none"> <li>SFY 2023 Q1</li> </ul> |

**Forecast**

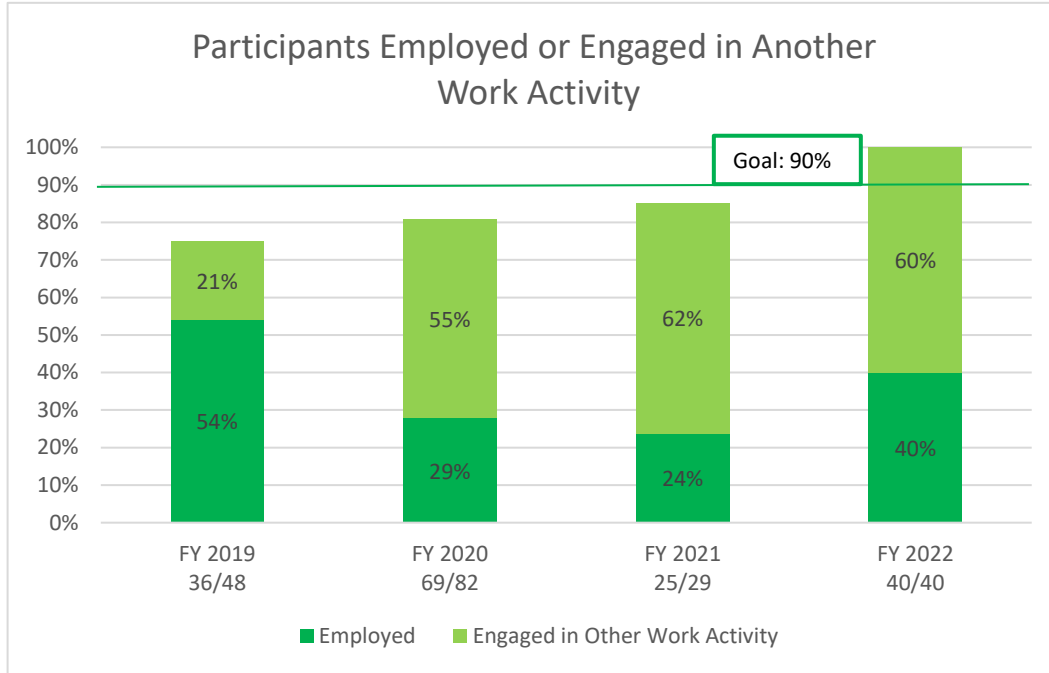
- In FY 2023, 95% of applications/cases reviewed in internal audits, and 95% of applications/cases reviewed in state audits, will have accurate payments.

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**TANF**

**Measure**      3.1      VIEW participants employed or engaged in work activity

**Data**



**Data Summary**

- In FY 2022, 100% of VIEW clients were employed or engaged in a work activity, exceeding last year and the 90% target.
- All data is derived from VACMS and ETO.

**What is the story behind the data?**

- 100% of VIEW clients were employed or engaged in a work activity in FY 2022, which is the only time we have met the target in the last four years. There was a gain (24% to 40%) of VIEW participants getting employed in FY 2022 over FY 2021. The remaining 60% of clients were engaged in a work activity in FY 2022.
- The increase in participation in VIEW in FY 2022 is due to an active effort by the VIEW ESS and Employment Services Supervisor to have TANF recipients volunteer to participate in the program despite the lack of sanctions for non-participation. This attention to the VIEW program and its clients also resulted in the higher percentage of clients participating in the VIEW activities.
- Work activities include service planning, job search support, public service (PSP)/volunteer work, vocational training, and other employment preparation activities. These services are provided by Arlington Employment Center (AEC) staff.
- Participation in the VIEW program transitioned from mandatory to optional in March 2020. Sanctions for non-enrollment were eliminated and remained eliminated throughout FY 2022. This eliminated a driving force behind participation. Prior to VIEW participation, clients are now automatically approved for childcare supportive services. Once approved, the benefit is not re-evaluated for a year.

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- Other factors that can contribute to client non-participation in VIEW include limited job search timeframes (4-6 weeks per state regulation), benefits reductions, medical waivers, and anxiety in transitioning to self-reliance.

**Recommendations**

**Target Dates**

- In FY 2023, the AEC will continue to focus on its PSP placement program to get clients on-the-job skills and experience.
- VIEW Employment Services Specialists will continue to prioritize sending clients to trainings and addressing other barriers to employment, by providing supportive services funds.
- With the expectation that the VIEW program will once again become mandatory some time in FY 2023, an Employment Services Specialist has been moved from General Population to VIEW client services. The list of TANF clients that will have to participate in VIEW once it becomes mandatory may exceed 100 people.

- Ongoing
- Ongoing
- FY 2023 Q1

**Forecast**

- In FY 2023, 90% of VIEW participants will be employed or engaged in a work activity.

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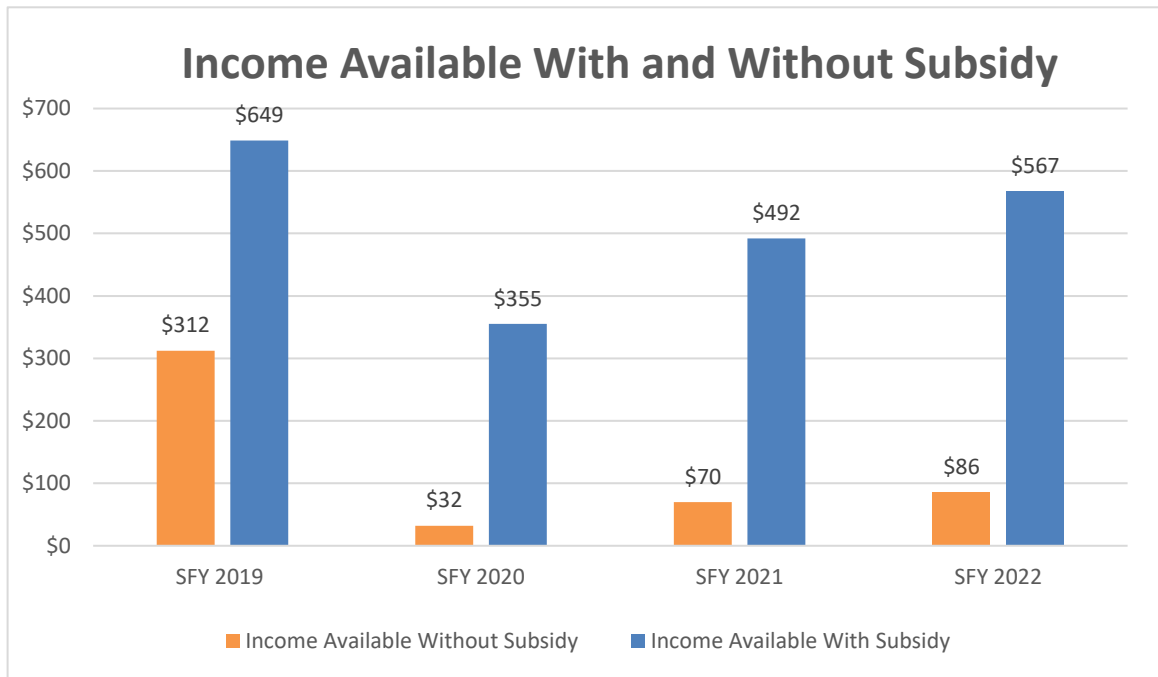
**TANF**

**Measure**

3.2

Increase in monthly household income available to meet family living expenses because of receiving TANF

**Data**



**Data Summary**

- Effective SFY 2018, data is based on a review of all cases open as of May 31<sup>st</sup> of the current year, regardless of income level. Income from all sources is reported, including subsidy, employment, and child support based on case records.
- In SFY 2022, disposable income for households with the TANF/VIEW subsidy increased by \$75.

**What is the story behind the data?**

- In SFY 2022, households receiving a subsidy had an average of \$481 more in disposable income each month.
- This additional disposable income helps support the family’s basic needs and moves them closer to self-sufficiency.
- Out of the 156 families receiving TANF as of May 2022, 13% had income other than the subsidy, up from 1% in SFY 2021. Twelve families were working in SFY 2022 as opposed to 15 families in SFY 2021. Prior to the pandemic, 36% of families were working.

**Recommendations**

- Continue to encourage and support clients in finding additional sources of income.
- Continue to encourage VIEW participation and compliance.

**Target Dates**

- Ongoing
- Ongoing

**Forecast**

- In SFY 2023, the amount of income that a household has available for living expenses as a TANF recipient is projected to remain consistent due to the pandemic. Most TANF recipients time out of the program, are not employed, and have a very low earning potential.

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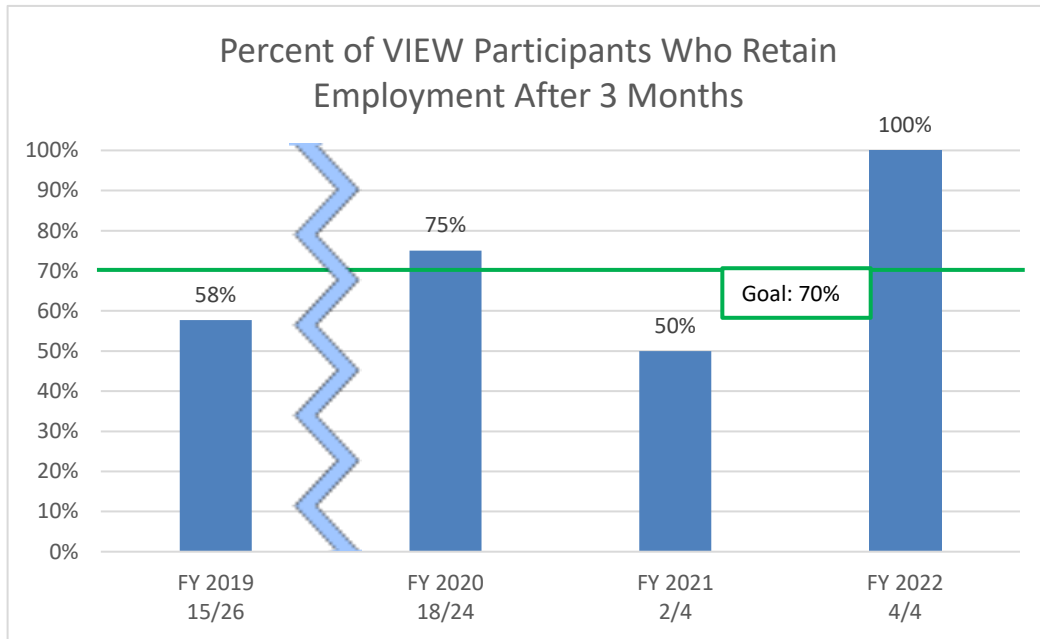
Ultimately the number of TANF recipients is expected to continue to drop in the future once the State declares the Public Health Emergency to be over.

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**TANF**

**Measure** 3.3 VIEW participants who retain employment after three months

**Data**



**Data Summary**

- The employment retention rate for VIEW clients in FY 2022 was 100% which exceeds our goal of 70%.
- Methods for calculating employment retention were revised in FY 2019 to enhance accuracy, so comparison across fiscal years is not meaningful. Retention was also calculated at 3 months starting in FY 2020, instead of 6 months.
- Data is currently derived from VaCMS and ETO.

**What is the story behind the data?**

- In FY 2021 and FY 2022, the number of VIEW clients for whom data could be reported was very low, so 1-2 clients can have a big impact on the percentages. With VIEW participation being voluntary during the COVID-19 pandemic, many VIEW clients gaining employment have not responded to case managers' attempts at follow-up post-employment.
- VIEW participants often choose to accept lower paying positions they can obtain quickly to avoid PSP placement, then quit those entry-level jobs. These clients are sanctioned, interrupting their TANF benefit.
- VIEW clients also have higher barriers to employment, which often affects their ability to retain employment.
- The pandemic continues to affect the number and types of jobs in which many VIEW are qualified or VIEW clients feel safe working. Lack of penalties for non-participation in the program due to the pandemic also limit the number of clients actively working towards employment.

**Recommendations**

- The AEC will continue to focus on actively reaching out to current and potential VIEW clients to promote the benefits of VIEW to those choosing not to participate in the program due

**Target Dates**

- Ongoing

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<p>to pandemic policy of participation being voluntary (i.e., no penalties for lack of participation). It is anticipated that the program will become mandatory again sometime during FY 2023.</p> <ul style="list-style-type: none"><li>• The AEC will continue to emphasize more workforce training, including soft skills development, which will continue to help VIEW clients not only gain employment, but also retain employment.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b>Forecast</b>	
<ul style="list-style-type: none"><li>• In FY 2023, at least 70% of VIEW participants will retain employment after 3 months.</li></ul>	