

FY 2023 PERFORMANCE PLAN

<p align="center">Temporary Assistance to Needy Families (TANF) & VIEW</p>		<p align="center">EID/Public Assistance Bureau & 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"> • Enable families with children to become self-supporting through temporary cash assistance and employment-related services. 		
<p>Program Information</p>	<ul style="list-style-type: none"> • Participants are Arlington County families who meet income and other eligibility requirements, with dependent children under 18 who attend school. • Program components include initial eligibility determination, annual redetermination, and processing reported changes. During COVID, certain verification requirements were suspended by the state, and client statement was accepted for school enrollment at renewal. TANF renewals were also suspended initially and 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. While schools were closed, enrollment information was suspended entirely. • TANF staff link eligible clients to Medicaid and SNAP (Supplemental Nutrition Assistance Program) and make referrals to childcare and housing subsidy programs when appropriate. • 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. • 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. • VIEW participation was optional during the pandemic, but the requirement restarted in January 2023. 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. • 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. • 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. 		

FY 2023 PERFORMANCE PLAN

	<ul style="list-style-type: none"> • 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. • As of May 2023, monthly TANF benefits averaged \$197.54 per person, or \$503.80 per household. Average length of time TANF recipients receive benefits 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. • The Public Health Emergency ended May 11, 2023, and ended some of the policy concessions.
Service Delivery Model	<ul style="list-style-type: none"> • The TANF program was delivered in a hybrid format in SFY 2023. The Public Assistance Bureau staff most often teleworked four days week and provided customer services in the office one day per week. • Since the SNAP and TANF interview waivers have been extended, service delivery in FY 2024 should remain the same. Service delivery will be reevaluated should the waivers end and the Virginia Department of Social Services (VDSS) make other adjustments to policies.

PM1: How much did we do?

Staff	<ul style="list-style-type: none"> • Total TANF FTEs: 2.25 <ul style="list-style-type: none"> ○ 0.5 FTE Supervisors (25% of 2 FTEs) ○ 1.0 FTE Benefit Programs Specialist – Intake (25% of 4 FTEs) ○ 0.25 FTE Benefit Programs Specialist – Ongoing (25% of 1 FTEs) ○ 0.5 FTE Case Aides (25% of 2 FTEs) • Total VIEW FTEs: 2.75 <ul style="list-style-type: none"> ○ 0.5 FTE Supervisor ○ 2.0 FTE VIEW Employment Services Specialist ○ 0.25 FTE VIEW Program Service Placement (PSP) Employment Services Specialist (0.25% of 1 FTE)
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Customers and Service Data		FY 2020	FY 2021	FY 2022	FY 2023
	Total TANF Applications	422	552	713	699
	Average Households Receiving TANF Benefits per Month	113	126	163	161
	Average Individuals Receiving TANF Benefits per Month	201	261	418	372
	Total Referrals to VIEW	97	86	110	92
	Total Participants in VIEW	82	29	40	81
	Total VIEW Public Service Program (PSP) Worksite Partners	43	18	18	18

FY 2023 PERFORMANCE PLAN

	Total VIEW business partners	23	4	4	4
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PM2: How well did we do it?

2.1	Processing Timeliness for Initial Applications and Redeterminations
2.2	Accuracy Rates for Internal and State Audits

PM3: Is anyone better off?

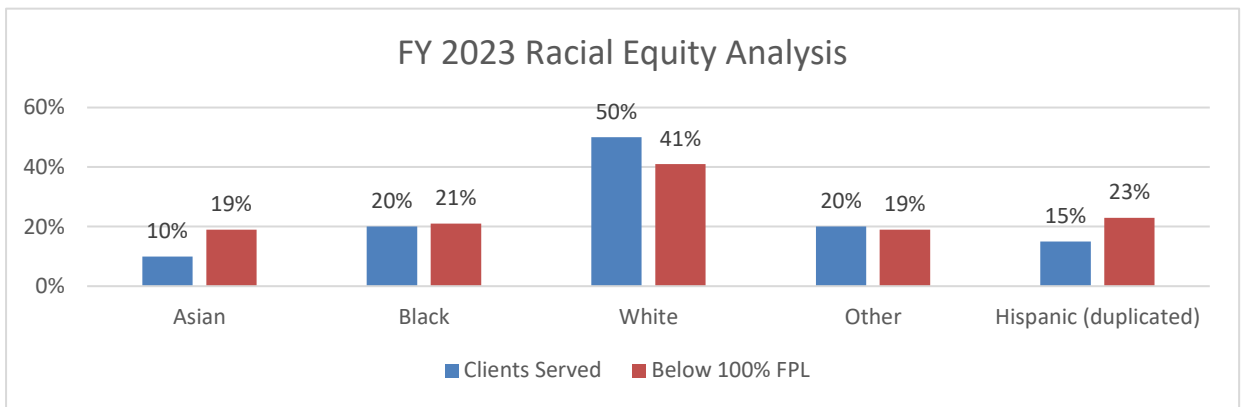
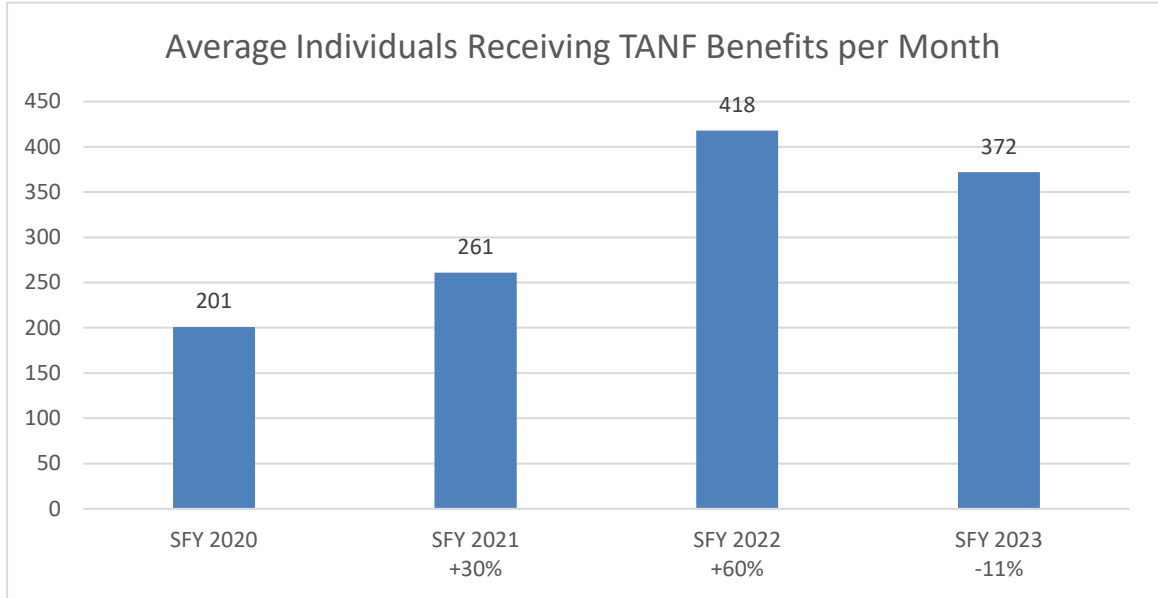
3.1	VIEW participants engaged in work activity
3.2	Increase in monthly household income available to meet family living expenses because of receiving TANF
3.3	VIEW participants still employed after three months

FY 2023 PERFORMANCE PLAN

TANF

Measure 1 Total Clients Served

Data



Data Summary

- In SFY 2023, the average number of individuals receiving TANF benefits per month was 372, down 11%.
- Between SFY 2019 and SFY 2022 the number of individuals served increased by 85%, from 201 in SFY 2019 to 418 in SFY 2022.

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.
- In January 2023, TANF reinstated the 60-month time limit for benefit receipt. Required adult household members who have received 60 months of assistance will no longer be eligible for assistance unless an exemption or exception to continue eligibility beyond 60 months is met. These cases had to be closed by March 31, 2023.
- All TANF applications processed on or after January 1, 2023, received a new 24-month clock for VIEW participation, even if there was time left on an existing 24-month clock. The

FY 2023 PERFORMANCE PLAN

average number of individuals per household served increased from 1.8 in SFY 2019 and 2020, to 2.3 in SFY 2023.

- In SFY 2022 and 2023, 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.
- In comparison to the population of Arlington residents with incomes below 100% of the federal poverty level, the program served a slightly higher percentage of White individuals in SFY 2023, and a slightly lower percentage of Asian and Hispanic individuals. Language barriers may continue to be an issue in serving some racial ethnicities. 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
<ul style="list-style-type: none"> • 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. • Continue to educate customers about policy changes and eligibility guidelines. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing
Forecast	
<ul style="list-style-type: none"> • In SFY 2024, enrollment will likely decrease at least 10% to 335 as the Public Health Emergency has ended and the 24- or 60-month clocks have been reinstated and will affect TANF participation. 	

FY 2023 PERFORMANCE PLAN

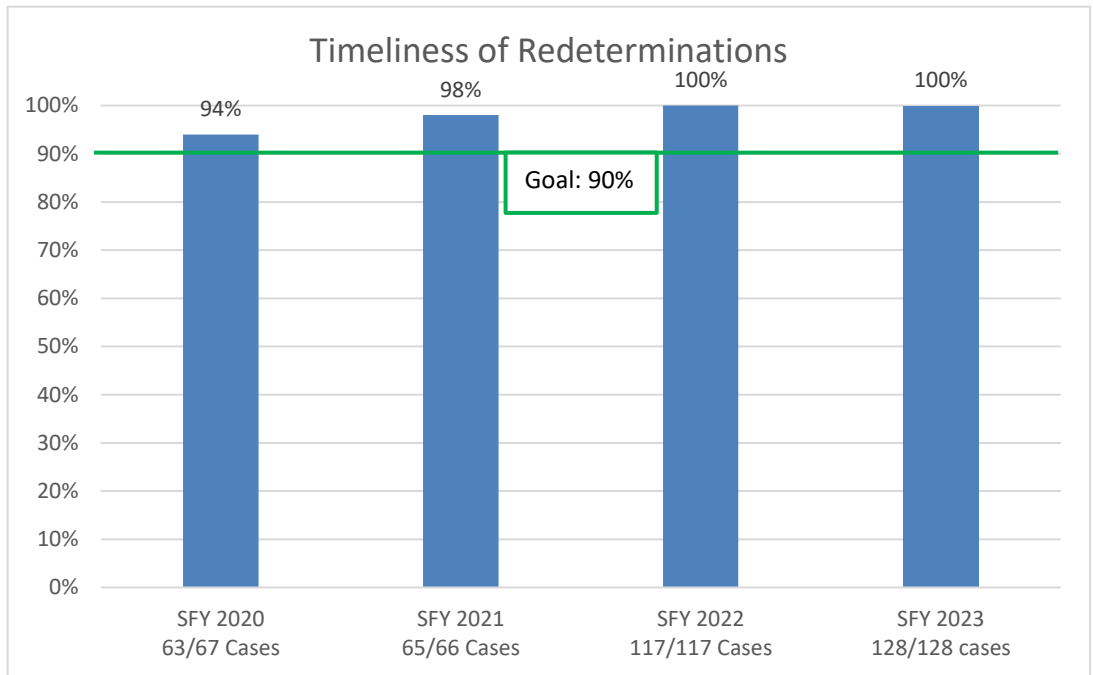
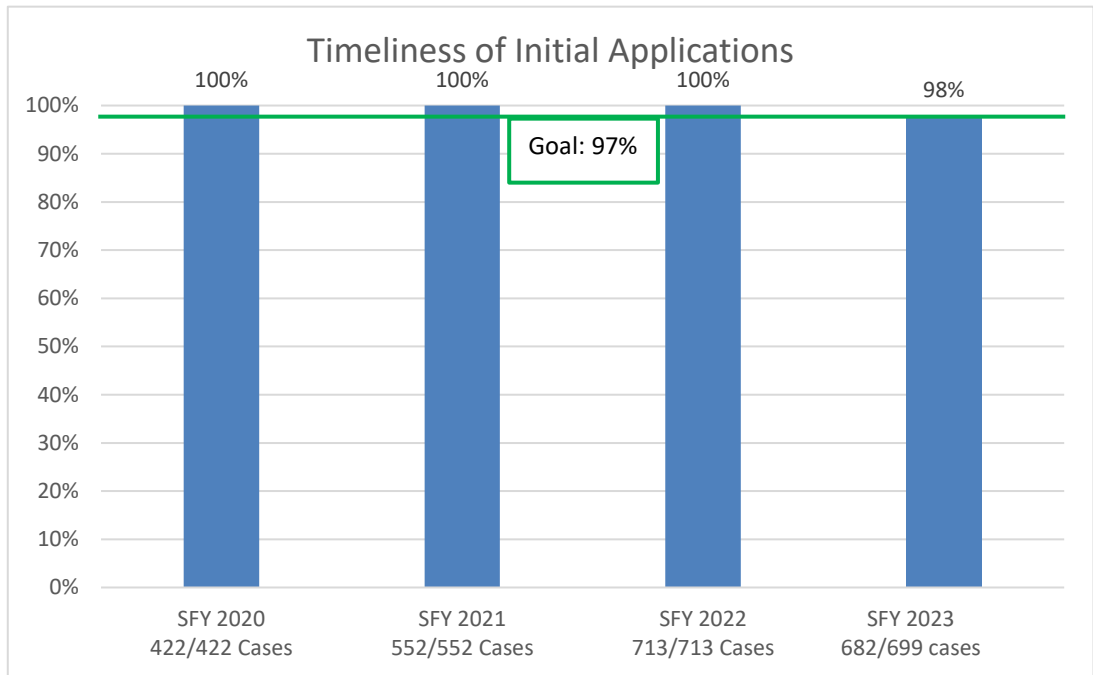
TANF

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 2023. Goals are based on state processing timeliness standards of 97% for initial applications and 90% for redeterminations. Because the Virginia

FY 2023 PERFORMANCE PLAN

Case Management System (VACMS) does not provide a reliable data source for these elements, staff self-reporting and supervisory reviews are used to provide data for redeterminations. Application timeliness statistics were gathered from the state Fusion page at <https://fusion.dss.virginia.gov/orp/ORP-Home/RECURRING-REPORTS/Performance-Indicator-Monthly-Report>.

What is the story behind the data?

- During COVID-19 initially, 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 FY 2022. Applications were up 33% from 2021 to 2022, and up 64% from pre-pandemic numbers in SFY 2020. Application volume in SFY 2023 was similar to SFY 2022. The number of active households also increased 33% and individual recipients increased 48% from SFY 2019 to SFY 2022, and numbers served in SFY 2023 remained consistent with SFY 2022.
- During SFY 2023, 98% of all applications were completed on time and 100% of all redeterminations were completed on time, exceeding state standards.
- In SFY 2022, the intake unit was reorganized, and more staff were trained in TANF processing. In addition, TANF support was also provided from our 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"> • Continue to vigilantly analyze and monitor weekly pending reports to track outstanding applications. • Supervisors will continue to perform monthly reviews of Eligibility Worker tasks and reminders. • Continue to monitor weekly updates and reports in VACMS to ensure timely redeterminations. • Continue to monitor new workers closely to ensure procedures and processes are understood. • Continue to review VDSS PIMR (Performance Indicator Monthly Report) quarterly. • 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. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • SFY 2024 Q4

Forecast

FY 2023 PERFORMANCE PLAN

- In FY 2024, 99% of initial applications and 97% of redeterminations will be processed on time, meeting or exceeding the program's processing timeliness goals as well as the state standards.

FY 2023 PERFORMANCE PLAN

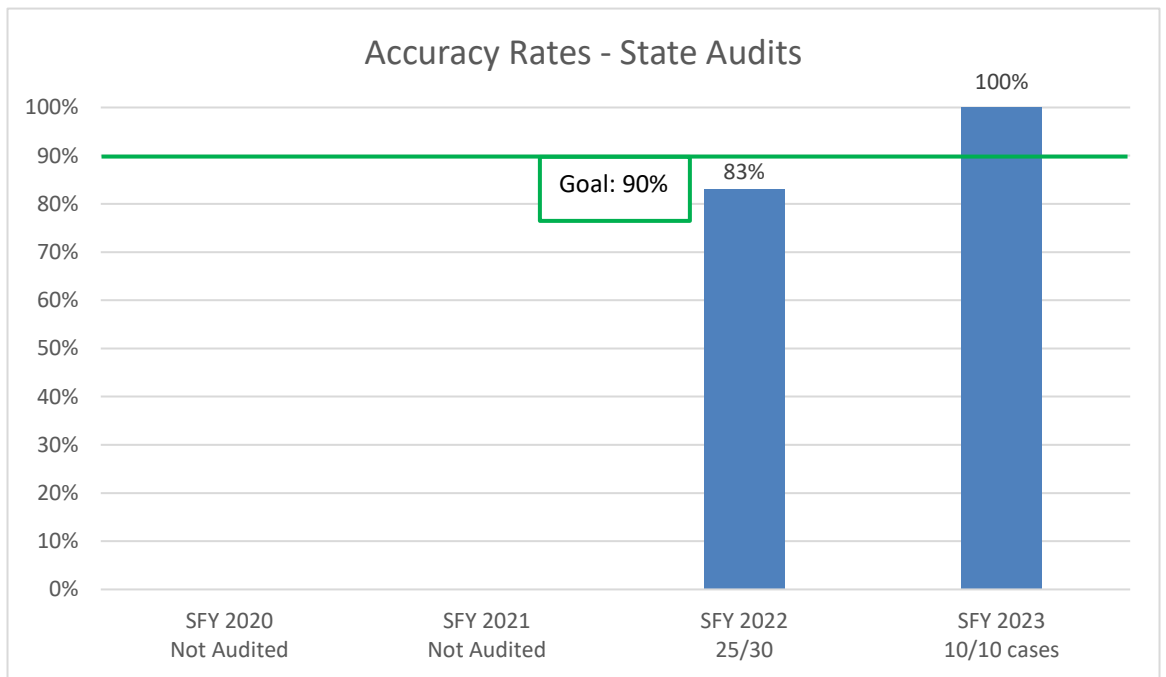
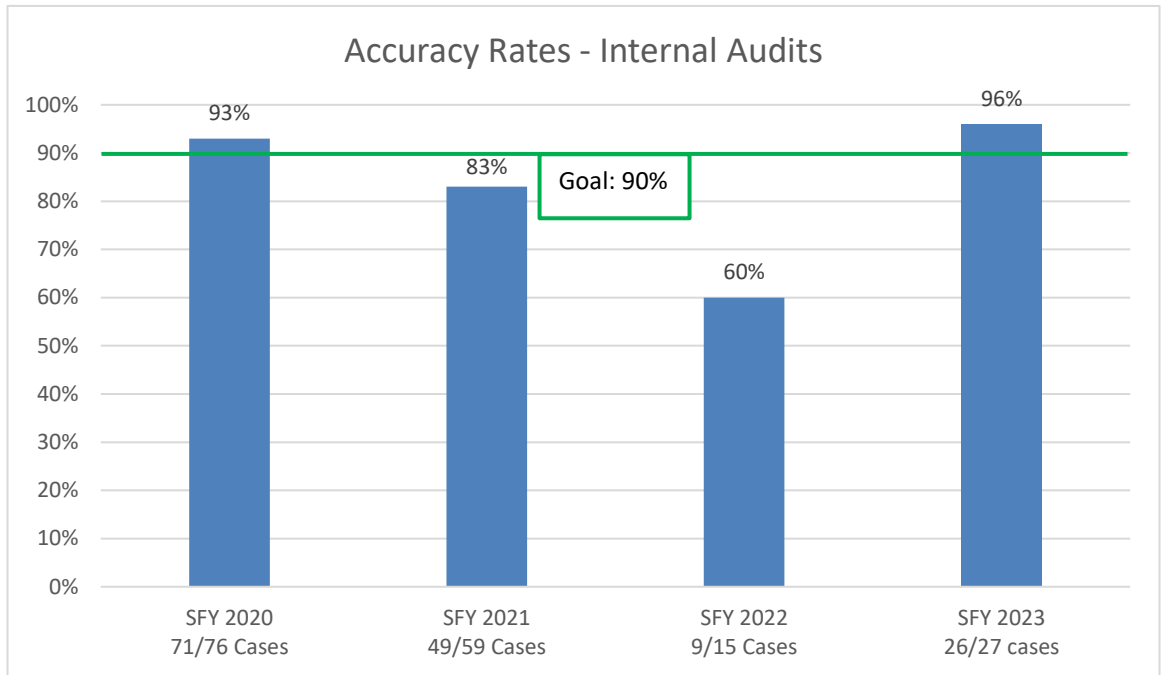
TANF

Measure

2.2

Accuracy Rates for Internal and State Audits

Data



Data Summary

- In SFY 2023, internal accuracy rate increased to 96%.
- Goals are based on state accuracy standards of 90%. For internal audits, each Eligibility Supervisor reviews one TANF application/case per Benefit Programs Specialists per month and completes additional reviews for new

FY 2023 PERFORMANCE PLAN

staff members depending on their level of expertise and policy knowledge as the schedule permits.

- State audits are conducted periodically and randomly; data is gathered from quality assurance reports provided from the audits. In SFY 2023, the State reviewed 10 cases, and all were correct.

What is the story behind the data?

- The program met the state standard of 90% accuracy on applications and reviews in SFY 2023.
- State audit results were 100% in SFY 2023; internal audits was 96%, 27 cases reviewed of which 26 were correct.
- In SFY 2022 and 2023, the number of TANF applications was approximately 25-30% higher than in prior years. These additional applications were absorbed by the program’s intake workers, the supervisors, and the IV-E staff.
- In addition, staff turnover was over 10%. 100% of our new hires needed program training in all areas.
- 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 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.
- In SFY 2023, fifty percent of the intake staff were trained in TANF policy.

Recommendations

- Continue to provide policy training quarterly and ensure that all new policy is reviewed at unit and Bureau meetings.
- Continue to ensure access to regional and statewide classroom trainings, as well as online trainings, when offered. Encourage staff to attend state-sponsored training conferences.
- Continue to perform supplemental monthly reviews beyond the minimum of three for staff in need of additional guidance, as determined by their supervisor.
- Train all Family and Children intake staff to process TANF applications as staff and resources are available.
- With additional staff being added in SFY 2024, we will be able to hire more staff and audit more cases internally.

Target Dates

- Ongoing
- Ongoing
- Ongoing
- SFY 2024 Q4
- SFY 2024 Q4

Forecast

FY 2023 PERFORMANCE PLAN

- In FY 2024, 95% of applications/cases reviewed in internal audits, and 95% of applications/cases reviewed in state audits, will have accurate payments.

FY 2023 PERFORMANCE PLAN

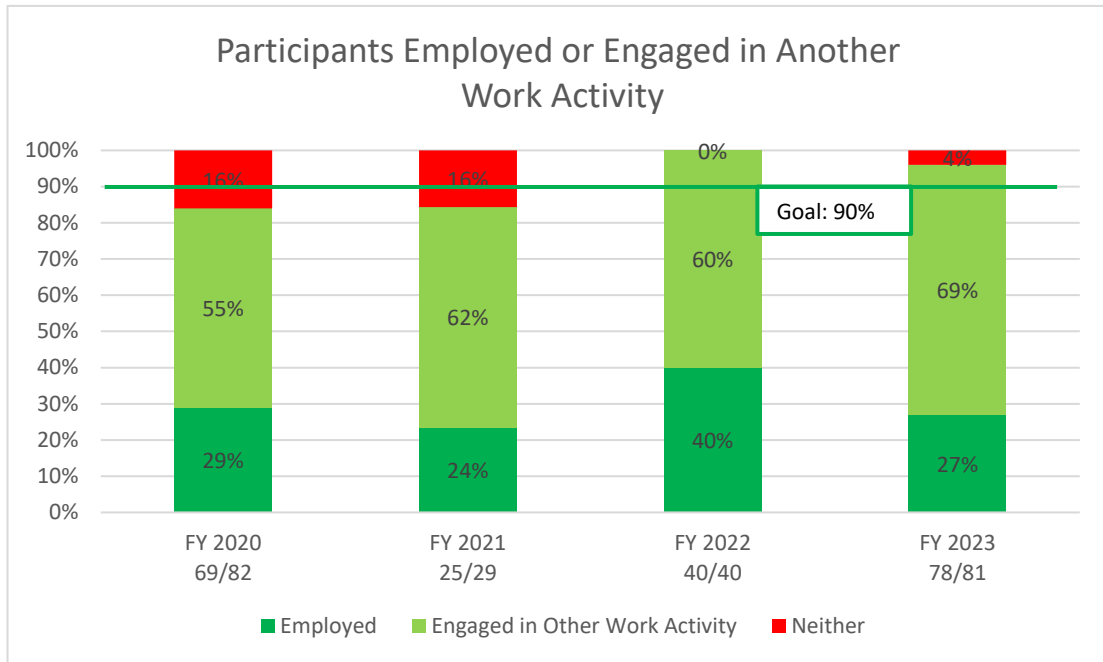
TANF

Measure

3.1

VIEW participants employed or engaged in work activity

Data



Data Summary

- In FY 2023, 96% of VIEW clients were employed or engaged in a work activity, a slight decrease from last year but above the 90% target.
- All data is derived from VACMS and ETO.

What is the story behind the data?

- 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.
- Mandatory VIEW participants are referred to the AEC through an automated process. Employment Specialist Workers and AEC staff meet once each month to discuss mutual clients and their progress towards achieving self-sufficiency.
- Participation in the VIEW program transitioned from mandatory to optional in March 2020 due to the public health emergency. Sanctions for non-enrollment were eliminated and remained eliminated throughout FY 2022. This eliminated a driving force behind participation. Participation in the VIEW program became mandatory again in January 2023 which contributed significantly to the increase in VIEW participation in FY 2023.
- Employment opportunities continue to be limited for VIEW participants despite low unemployment numbers. VIEW clients continue to need further training and work experiences to go along with increased supports provided by Employment Services Specialists to effectively compete in today's labor market.
- 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

FY 2023 PERFORMANCE PLAN

- In FY 2024, the AEC will focus on its PSP placement program to get clients on-the-job skills and experience. During the pandemic, many organizations stopped participating in PSP. Unfortunately, most of the past PSP sites continue to decline participation in the PSP program.

- FY 2024, Q3

Forecast

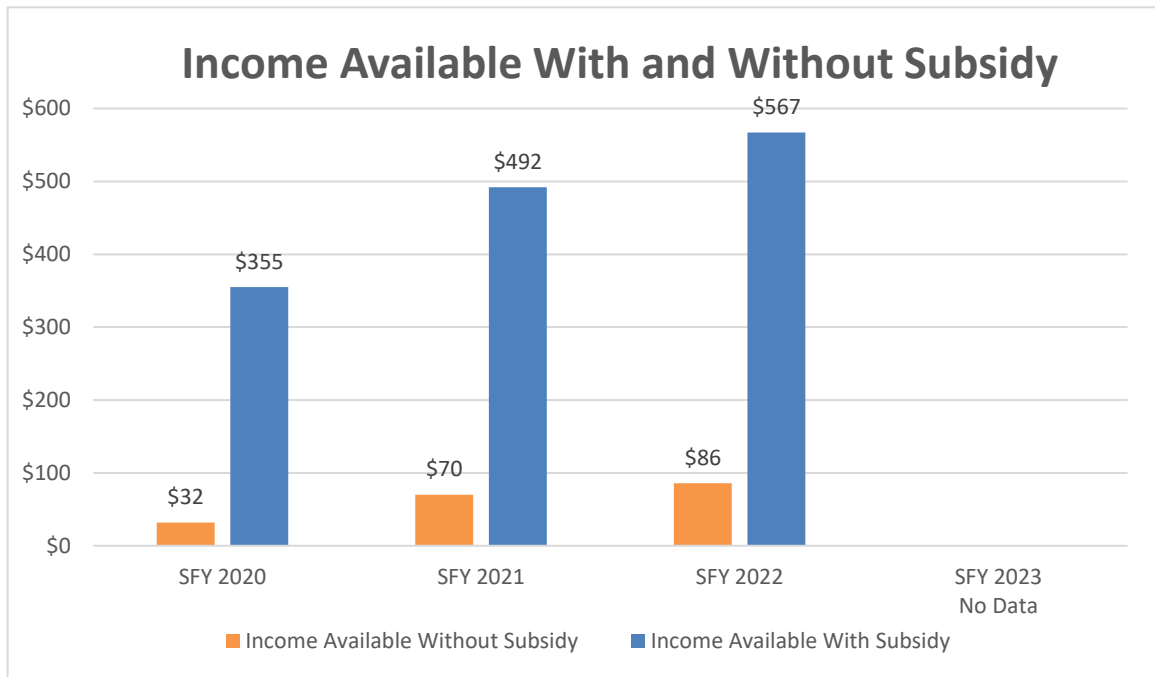
- In FY 2024, 90% of VIEW participants will be employed or engaged in a work activity.

FY 2023 PERFORMANCE PLAN

TANF

Measure	3.2	Increase in monthly household income available to meet family living expenses because of receiving TANF
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Data



Data Summary

- Data is based on a manual review of all cases open as of May 31st 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 2023, this measure was not calculated due to limited staff resources.

What is the story behind the data?

- TANF provides families with additional disposable income that helps support the family’s basic needs and move them closer to self-sufficiency.
- In SFY 2023, this measure was not calculated. Calculating data for this measure requires manual review by staff, and was not possible due to the high volume of applications received and recipients served in SFY 2023.
- In SFY 2022, 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 2024, the amount of income that a household has available for living expenses as a TANF recipient is projected to increase 10% or more as the Public Health Emergency has ended, and the VIEW Program resumed as a mandatory requirement for TANF recipients not

FY 2023 PERFORMANCE PLAN

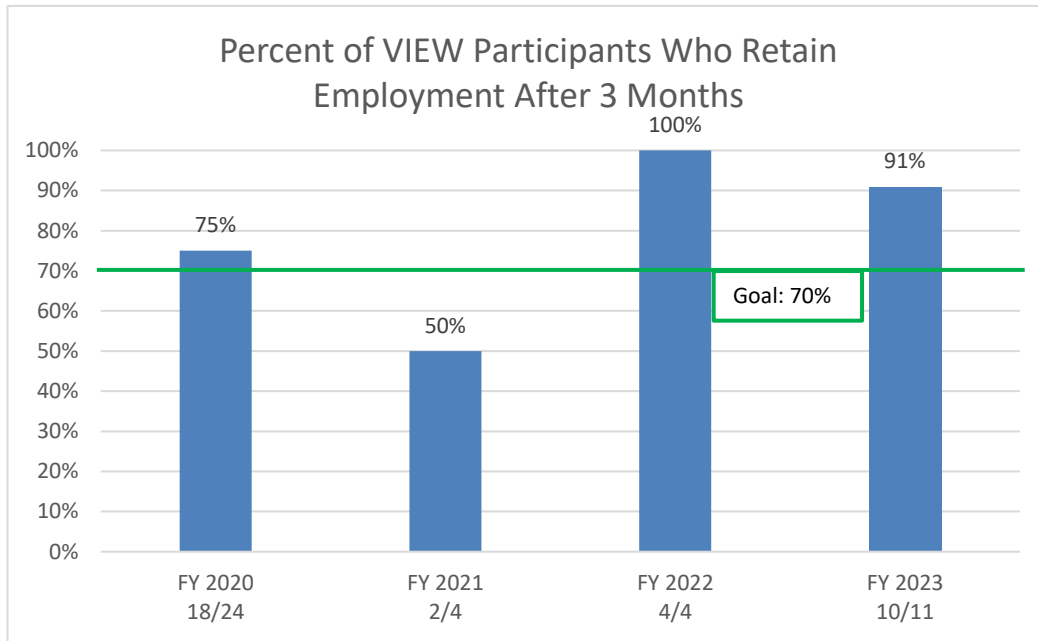
meeting an exemption effective January 2023. Reinstatement of the VIEW program increases the earning potential of recipients. Although the number of TANF applications increased during COVID-19 and the recipients 24-month/60-month clocks were temporarily ignored, the number of TANF recipients is expected to continue to drop with these updated restrictions.

FY 2023 PERFORMANCE PLAN

TANF

Measure 3.3 VIEW participants who retain employment after three months

Data



Data Summary

- The employment retention rate in FY 2023 was 91% which is above our goal of 70%.
- Retention is calculated at 3 months. Clients who had not yet reached the 90 day mark by June 30th are not included in the measure.
- Data is currently derived from VaCMS and ETO.

What is the story behind the data?

- 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.
- With very low numbers of clients obtaining employment, 1-2 clients can have a large impact on the percentages.
- In FY 2021 and FY 2022, the pandemic affected the number and types of jobs in which many VIEW were qualified or VIEW clients felt safe working. Lack of penalties for non-participation in the program due to the pandemic also limited the number of clients actively working towards employment.
- Retention rates for FY 2023 were high, likely due to another increase in the minimum wage in Virginia and a corresponding bump to some other salaries as a result. Also, increases in wages resulted in a higher percentage of placements earning a living wage. A tight labor market may have also resulted in employers making efforts to retain employees as well as employees being less likely to leave due to fewer alternative options being available.

Recommendations

Target Dates

FY 2023 PERFORMANCE PLAN

- 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.

- Ongoing

Forecast

- In FY 2024, 65% of VIEW participants will retain employment after 3 months, reverting to the historical averages seen prior to the pandemic.