



Outcomes of the Temporary Assistance to Needy Families Employment Program

November 4, 2014

Report Team:

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A Report by the Office of the District of Columbia Auditor
Lawrence Perry, Acting District of Columbia Auditor

The Honorable Jim Graham, Chairman
Committee on Human Services
Council of the District of Columbia
1350 Pennsylvania Avenue, N.W., Suite 504
Washington, D.C. 20004

Letter Report: Outcomes of the Temporary Assistance to Needy Families Employment Program

Dear Chairman Graham:

Pursuant to your request, the District of Columbia Auditor conducted an examination of information provided by the Department of Human Services (DHS) to analyze the outcomes of the Temporary Assistance to Needy Families (TANF) Employment Program.

Background

TANF provides cash assistance to eligible needy families with dependent children when available resources do not fully address the family's needs and while preparing program participants for independence through work through the TANF Employment Program (TEP). In 2012, DHS redesigned TEP to focus on helping TANF customers remove barriers to employment, educational enhancement and skills acquisition. At that time, DHS reported that 10,900 of the 17,100 District TANF households were non-exempt and were required to meet TEP participation requirements.¹ Of the 10,900 customers that were required to participate in TEP, 3,900 (36 percent) were subject to sanctions for failing to meet work participation requirements. In 2012, nearly 40 percent of the District's TANF customers were under the age of 25 and the average household size for all TANF customers was 2.5 persons.

The redesigned TEP required all non-exempt TANF customers to undergo a DHS-administered orientation and an in-depth assessment of their skills, abilities, weaknesses, barriers to employment, and goals. DHS captured this information in an Individual Responsibility Plan (IRP).

Following the assessments, DHS determined which services were most appropriate for each customer, either: job placement; work readiness; barrier removal and work support; or barrier removal and financial support. This resulted in a referral to a vendor and/or to another District agency or service provider. For example, customers with low personal and health barriers, and moderate to high levels of education and skills, were referred directly to job placement vendors.

¹ At that time, 6,200 (36 percent) were exempt from TEP participation. Examples of an exempt TANF customer would be a victim of domestic violence, a single parent of a child under the age of one, or a customer older than 60 years old.

Customers with moderate to high personal and health barriers, and moderate to high levels of education and skills, first received intensive barrier remediation services from DHS, other District agencies or service providers to address their challenges. Customers with low personal and health barriers, and low to moderate levels of education and skills, were assigned to work readiness vendors to enhance education and skill levels prior to obtaining employment. Customers who failed to participate with their assigned vendor or agency without good cause were subject to graduated sanctions.

In 2012, DHS estimated that redesigning TEP would cost the District \$27.3 million to serve 7,000 customers. This cost estimate excluded DHS internal management costs as well as the costs of other agencies' barrier remediation services. DHS identified six outcomes to measure the effectiveness of the redesigned TEP, with the goal of increasing the number of TANF customers who: 1) overcome education and skill barriers to become employable; 2) meet work participation requirements; 3) gain employment; 4) secure high wage jobs; 5) retain jobs; and 6) move off TANF.

Two Types of Vendors - Work Readiness & Job Placement Services and Job Placement Services

There are two types of vendors that provide services for TEP: Work Readiness and Job Placement Services vendors (Work Readiness) and Job Placement Services vendors (Job Placement). In 2012, DHS established human care agreements (agreements) with six vendors for Work Readiness. These six vendors provided both work readiness and job placement services to non-exempt adult TANF customers to assist them in enhancing their education and skill levels and preparing the customers for, finding, and retaining unsubsidized employment to ultimately earn family-sustaining incomes. Also in 2012, DHS established agreements with five vendors for Job Placement. These five vendors provided job placement services to non-exempt adult TANF customers to assist them in preparing for, finding, and retaining unsubsidized employment in order to ultimately earn family-sustaining incomes.

The key difference between the vendors is that Work Readiness vendors are responsible for both preparing customers for employment and for providing job placement services, whereas Job Placement vendors are primarily responsible for job placement services. Both types of vendors are required to provide: customer outreach and engagement; a DHS-approved orientation on the program requirements, sanctions, services, and impact of increased earnings; wraparound case management, including the development of a more detailed IRP that reflects such things as the steps the customer will take to complete education, training or work activities; and meetings with the customer at least every three months to review the IRP. Work Readiness vendors are required to maintain a full-time case manager for every 50 not-employed customers and Job Placement vendors are required to maintain a full-time case manager for every 75 not-employed customers.

The agreements are for one base year with four option years, thus 2012-2016. Both types of agreements set a minimum and maximum number of customers per vendor and contained three compensation components: 1) a monthly lump-sum payment to the vendor based upon the

number of assigned customers; 2) outcome-based payments designed to incentivize the vendor for delivering specific and desired outcomes; and 3) cost reimbursements for stipends, incentives and discrete work-related expenses (cost of uniforms, etc.) that the vendor disburses to the customers. Appendix I contains details of the three payment components for both types of vendors.

Objectives, Scope and Methodology

The objectives of this examination were to determine the:

1. Number of TEP customers placed with TEP vendors;
2. Number of TEP customers who completed training and education;
3. Number of TEP customers placed in employment;
4. Types of employment gained by TEP customers;
5. Length and status of employment of TEP customers;
6. Payments to TEP vendors; and
7. Estimated cost per TEP outcome.

Per the examination request, we limited our focus to the TEP customers who have been receiving TANF for more than 60 months, as of October 24, 2014. We received data from the point of the TEP restructuring in February 2012 to October 24, 2014.

In conducting this examination, we reviewed data provided by DHS on TEP participation levels and outcomes. The formal request for this examination was made on October 4, 2014 and we were asked to complete this report by November 4, 2014. Given our limited timeframe, we did not conduct a data reliability assessment or otherwise verify the information. Therefore, in most cases, the numbers in this report should be seen as estimates. DHS provided sample agreements with one Work Readiness vendor and one Job Placement vendor, which we reviewed. DHS stated that the two sample agreements contained the same terms and requirements as the other nine agreements. We also interviewed key staff from DHS responsible for compiling this information. We did not conduct the examination as an audit as defined by the Government Accountability Office's Government Auditing Standards.

Results of the Auditor's Analysis

The following information was obtained from DHS. The data, current as of October 24, 2014, encompasses TEP activity since the redesigned program inception in February 2012.

Customer Assignment to TEP Vendors and Non-TEP Service Providers

There have been a total of 38,731 TEP customer assignments to either TEP vendors (Work Readiness & Job Placement) or non-TEP service providers (DHS programs, home visit providers, and/or other District agencies). This number reflects the fact that some customers have been assigned to more than one TEP vendor and/or non-TEP service provider during our scope. DHS stated that all customers who have received TANF benefits for 60 months or more were prioritized in the assessment and all were referred to a vendor or service provider based on their assessment. Of the 38,731 total assignments, 12,463 were with TEP vendors. Figure 1 shows the number of assignments to TEP Work Readiness and Job Placement vendors.

Figure 1
Number of Assignments to TEP Vendors (Work Readiness & Job Placement)

| Vendor Name & Program Type² | Number of Assignments |
|---|------------------------------|
| AMERICA WORKS - Job Placement | 1,057 |
| AMERICA WORKS - Work Readiness | 1,467 |
| ARBOR/RESCARE - Job Placement | 851 |
| CAREER TEAM - Job Placement | 927 |
| CAREER TEAM - Work Readiness | 1,210 |
| GRANT ASSOCIATES - Work Readiness | 2,035 |
| KRA CORPORATION - Job Placement | 994 |
| KRA CORPORATION - Work Readiness | 1,048 |
| MAXIMUS - Job Placement | 1,117 |
| MAXIMUS - Work Readiness | 1,330 |
| OIC DC - Work Readiness | 427 |
| Total | 12,463 |

Appendix II shows the number of customers assigned to non-TEP service providers (DHS programs, home visit providers, and other District agencies).

Education and Training Program Completion

In order to determine the number of customers who completed education and training programs, we examined the number of bonuses provided to Work Readiness vendors. Work Readiness vendors are eligible for a \$400 bonus for each customer who completes either an education or training program. These vendors received a total of \$296,800 in education and training completion bonuses, which represents 742 bonuses. While there is a limit of one bonus per customer during a 12-month period, this total reflects the fact that some vendors earned

² As stated in the text, Work Readiness includes both work readiness and job placement services.

bonuses for some customers for multiple years. Figure 2 shows the number of education and training program completions.

Figure 2
Number of Education and Training Program Completions

| Education and Training Program Completions | |
|---|-----|
| Number of times customers completed education and training programs | 742 |

Employment

Many customers have had more than one employer during our scope and the employment status for customers is often fluid. Since the February 2012 redesigned TEP, 6,145 customers held jobs. Figure 3 shows the types of jobs held by TEP customers, both actively and formerly, since the program redesign in February 2012.

Figure 3
Types of Employment Held by TEP Customers

| Employment Type | # of Customer Placements |
|------------------------|---------------------------------|
| Full-time | 2,358 |
| Part-time | 3,214 |
| Temporary/Seasonal | 573 |
| Total | 6,145 |

As of October 24, 2014, there were 2,976 TEP customers currently employed, as shown in Figure 4.

Figure 4
Number of Currently Employed TEP Customers

| Currently Employed | # of Customers |
|---------------------------|-----------------------|
| Currently Employed | 2,976 |

Figure 5 shows the top ten employers of TEP customers, both actively and formerly, since the program inception in February 2012.

Figure 5
Top Ten Employers of TEP Customers³

| Employer | # of Customers Employed |
|---------------------------------|--------------------------------|
| Allied Barton Security Services | 101 |
| McDonalds | 96 |
| Safeway | 91 |
| Walmart | 91 |
| Giant | 82 |
| Macys Department Store | 74 |
| TJ Maxx | 63 |
| CVS | 60 |
| Harris Teeter | 52 |
| Ross Dress For Less | 43 |

To determine how quickly customers were placed in employment, we examined the number and amount of bonuses earned by the vendors, as DHS set up its agreements with both types of vendors to reward them for placing a customer in a job. Job Placement vendors earn a \$400 bonus when a customer is placed in a job within 3 months of their referral to the vendor, or a \$200 bonus when they are placed later than 3 months after their referral. Work Readiness vendors earn a \$400 bonus when a customer is placed in a job within 4 months of their referral to the vendor, or a \$200 bonus when they are placed later than 4 months after their referral. Only two bonuses can be earned per customer in a 12-month period. Figure 6 shows the numbers and types of customer job placements.

Figure 6
Numbers and Types of Customer Job Placements

| Types of Customer Job Placements | # of Placements |
|--|------------------------|
| Job Placement customers placed in a job in less than 3 months | 255 |
| Work Readiness customers placed in a job in less than 4 months | 486 |
| Job Placement customers placed in a job in more than 3 months | 499 |
| Work Readiness customers placed in a job in more than 4 months | 445 |
| Total Placements | 1,685 |

³ Due to inconsistencies in how employers are identified in DHS' data, these numbers are an estimate.

Employment Duration

To identify the length of time customers held jobs, we examined the bonuses given to the vendors for job retention. The agreements established a \$300 bonus for Job Placement vendors and a \$400 bonus for Work Readiness vendors for each month a customer remains in their job. There is a maximum of six payments per customer per 12-month period. Figure 7 shows the length of time in employment for TEP customers.

Figure 7
Length of Time in Employment for TEP Customers

| Length of Time in Employment | # of TEP Customers Completed |
|---|-------------------------------------|
| Customers holding employment for more than 1 month | 1,532 |
| Customers holding employment for more than 2 months | 1,253 |
| Customers holding employment for more than 3 months | 1,114 |
| Customers holding employment for more than 4 months | 947 |
| Customers holding employment for more than 5 months | 913 |
| Customers holding employment for more than 6 months | 770 |

Wages

The average hourly wage was \$10.58 for TEP customers and the median hourly wage was \$10. Figure 8 below shows a breakdown of hourly wages and ranges and the number of TEP job placements at each wage.

Figure 8
Hourly Wage and Range, and Number of TEP Placements at Each Wage

| Hourly Wage Range | Number of TEP Placements |
|--------------------------|---------------------------------|
| \$21-50 | 80 |
| \$20 | 44 |
| \$19 | 36 |
| \$18 | 43 |
| \$17 | 108 |
| \$16 | 98 |
| \$15 | 214 |
| \$14 | 277 |
| \$13 | 388 |
| \$12 | 430 |
| \$11 | 699 |
| \$10 | 1,094 |
| \$9 | 1,032 |
| \$8 | 1,129 |
| \$7 | 302 |
| Below \$7 | 156 |

Both vendors are awarded a \$300 payment when they place a customer in a job with a higher wage; for Job Placement vendors that wage equals or exceeds the District's Living Wage rate (\$12.60 in 2012; \$13.40 in 2013; \$13.60 in 2014) and for Work Readiness vendors that wage equals, exceeds, or is an amount equal to \$2.50 per hour less than District's Living Wage rate. Payment is made when the customer successfully completes two weeks of work and meets his/her work participation requirements for those two weeks. DHS awarded 480 higher wage bonuses to vendors, totaling \$144,000. Figure 9 shows the number of placements of TEP customers in higher wage jobs.

Figure 9
Number of Placements of TEP Customers in Higher Wage Jobs

| Number of Placements of TEP Customers in Higher Wage Jobs | |
|--|-----|
| Placements in jobs with wages of least \$2.50 less than the District's Living Wage | 480 |

Customer Transition Off of TANF

DHS provided us with an estimated number of the customers (who have been on TANF for more than 60 months) that have exited the program since the TEP restructuring. According to DHS, 3,076 customers left TANF, a majority due to the fact that they began to earn enough income that made them ineligible for TANF. Figure 10 shows the estimated number of customers off of TANF since the TEP restructuring.

Figure 10
Estimated Number of Customers Off of TANF since the TEP Restructuring

| Number of Customers Off of TANF since TEP Restructuring | |
|--|-------|
| Customers who have left the TANF program | 3,076 |

Cost Per Outcome

To assess the costs of the new program, we calculated and compared the cost of TEP payments to vendors with the major outcomes sought by DHS under the program redesign. These expenditures encompass the three component payment system, which includes outcome-based bonuses to the vendors, as well as incentives paid to customers.

Figure 11 shows the expenditures to TEP vendors from fiscal years (FY) 2012 through 2014.

Figure 11
Expenditures to TEP Vendors, FY 2012-2014

| | FY2012 | FY2013 | FY2014 | Total |
|-------------------------------------|-----------------------|------------------------|------------------------|------------------------|
| Job Placement Vendors | | | | |
| Arbor | \$203,419.90 | \$1,181,456.57 | \$1,589,880.00 | \$2,974,756.47 |
| America Works | \$220,443.00 | \$627,110.69 | \$795,272.00 | \$1,642,825.69 |
| Career Team | \$357,017.57 | \$741,593.03 | \$916,549.00 | \$2,015,159.60 |
| KRA Corp | \$323,174.86 | \$947,261.30 | \$1,418,133.47 | \$2,688,569.63 |
| Maximus | \$357,430.14 | \$842,291.35 | \$1,297,979.85 | \$2,497,701.34 |
| Total Job Placement Vendors | \$1,461,485.47 | \$4,339,712.94 | \$6,017,814.32 | \$11,819,012.73 |
| Work Readiness Vendors | | | | |
| America Works | \$420,140.00 | \$1,291,837.25 | \$1,538,746.00 | \$3,250,723.25 |
| Career Team | \$569,796.49 | \$1,652,445.84 | \$1,668,505.00 | \$3,890,747.33 |
| Edgewood ⁴ | \$322,604.00 | \$404,296.68 | \$3,596,379.05 | \$726,900.68 |
| Grant Assoc. | \$564,137.37 | \$1,861,166.87 | \$2,555,693.85 | \$6,021,683.29 |
| KRA Corp. | \$433,723.10 | \$1,658,706.85 | \$2,625,483.72 | \$4,648,123.80 |
| Maximus | \$689,324.27 | \$2,329,741.93 | \$827,295.00 | \$5,644,549.92 |
| OIC/DC | \$375,504.00 | \$980,295.00 | \$12,812,102.62 | \$2,183,094.00 |
| Total Work Readiness Vendors | \$3,375,229.23 | \$10,178,490.42 | \$1,538,746.00 | \$26,365,822.27 |
| Total All Vendors | \$4,836,714.70 | \$14,518,203.36 | \$18,829,916.94 | \$38,184,835.00 |

We used these expenditures to calculate the cost per TEP outcome, as shown in Figure 12.

Figure 12
Estimated price per TEP Outcomes

| Outcomes | # of Occurrences | TEP Price per Customer Outcome |
|--|-------------------------|---------------------------------------|
| Completed Education and Training (Work Readiness Vendors only) | 742 | \$35,533 |
| Currently Employed | 2,976 | \$12,831 |
| Off of TANF | 3,076 | \$12,414 |

⁴ This is a vendor that is no longer actively serving the TEP.

Conclusion

Our analysis showed that DHS has assigned 38,731 TEP customer assignments to either TEP vendors or non-TEP service providers. Of those, 742 customers achieved education and training goals and 6,145 were placed in jobs. As of October 24, 2014, only 2,976 TEP customers remained in their job – 48 percent. Of the 6,145 placed in jobs, 770 retained the job for more than 6 months – 12 percent.

From FY 2012-14, the District has spent \$38 million on its TEP vendors. Based on these costs, we calculated the cost per TEP outcome to be: \$35,533.45 per completed education and training; \$12,830.93 per job for those currently employed; and \$12,413.80 per customer who has left TANF.

We hope this information is helpful to you in your continued oversight of TEP and the changes to the TANF program.

Sincerely,

A handwritten signature in black ink, appearing to read "Lawrence Perry". The signature is written in a cursive style with a large, stylized "P" at the end.

Lawrence Perry
Acting District of Columbia Auditor

Appendix I

Appendix I

Work Readiness and Job Placement Vendors: Compensation, Bonuses, Incentives, Stipends, and Expenses for Customers

The following information was found in two human care agreements that DHS provided to ODCA as examples. DHS stated that all agreements of the same type contained the same provisions.

Base Compensation for Work Readiness Vendors

| Not-Employed Customers | Base Compensation |
|------------------------|-------------------|
| 150 | \$34,000 |
| 300 | \$54,000 |
| 450 | \$75,000 |
| 600 | \$82,000 |
| 750 | \$103,000 |
| 900 | \$110,000 |

Base Compensation for Job Placement Vendors

| Not-Employed Customers | Base Compensation |
|------------------------|-------------------|
| 150 | \$18,000 |
| 300 | \$19,000 |
| 450 | \$19,000 |
| 600 | \$12,000 |
| 750 | \$12,000 |
| 900 | \$6,000 |

Outcome-Based Compensation for Work Readiness Vendors

| Outcome | Performance Standard | Incentive |
|--|---|---|
| Education or training program completion | A not-employed customer completes the education or training program(s) specified in their IRP. Upon verification of the successful completion, the provider determines that the customer is employable and is eligible to receive Job Placement Services. | \$400 per customer (limit on one payment per customer per 12-month calendar period) |
| Participation payment | A not-employed customer meets his/her full monthly work participation requirements, through a combination of approved core ¹ and non-core TANF activities. | \$200 per customer per month |

¹ Core TANF activities that are federally countable include unsubsidized employment, subsidized private sector employment, subsidized public sector employment, work experience, on-the-job training, job search and job readiness assistance, community service programs, vocational educational training, and providing child care services to an individual participating in an community service program. Non-core TANF activities include job skills training

| Outcome | Performance Standard | Incentive |
|------------------------------|--|---|
| Work placement payment | The provider places customer in unsubsidized employment; Payment is made available to the provider when the customer successfully completes two weeks of work and has fully met his/her weekly work participation requirements for those two weeks; Participation weeks do not have to be consecutive. | <p>\$400 per customer who obtains unsubsidized work either within four months of the education and work slot completion date or while still engaged in an education or work slot (maximum of two payments per customer per calendar year; if eligible, second payment is \$200).</p> <p>\$200 per customer who obtains unsubsidized work more than four months after the education and work slot completion date.</p> |
| Higher wage payment | The provider places the customer in unsubsidized employment where the wage equals or exceeds an amount equal to \$2.50 per hour less than the Living Wage rate. Payment is made when the customer successfully completed two weeks of work and has fully met his/her work participation requirements for those two weeks. Participation weeks do not have to be consecutive. | \$300 per customer (maximum of two higher wage payments per customer per 12-month calendar period). |
| Employment retention payment | A customer placed in unsubsidized employment by the provider who meets his/her full monthly work participation requirements through a combination of core and non-core TANF activities. | \$400 per month per customer (maximum of six employment retention payments per customer per 12-month calendar period). |

Outcome-Based Compensation for Job Placement Vendors

| Outcome | Performance Standard | Incentive |
|------------------------|--|---|
| Participation payment | A not-employed customer meets his/her full monthly work participation requirements, through a combination of approved core and non-core TANF activities. | \$150 per customer per month |
| Work placement payment | The provider places customer in unsubsidized employment; Payment is made available to the provider when the customer successfully completes two weeks of work and has fully met his/her weekly work participation requirements for those two weeks; Participation weeks do not have to be consecutive. | \$400 per customer who obtains unsubsidized work within 3 months of the date DHS referred the customer to the provider (maximum of two payments per customer per calendar year; if eligible, second payment is \$200) |

directly related to employment, education directly related to employment, and satisfactory attendance at secondary school or in a course of study leading to a certificate of general equivalence.

| Outcome | Performance Standard | Incentive |
|------------------------------|---|---|
| | | \$200 per customer who obtains unsubsidized work more than 3 months after the date DHS referred the customer to the provider |
| Higher wage payment | The provider places the customer in unsubsidized employment where the wage equals or exceeds the Living Wage rate. Payment is made when the customer successfully completes two weeks of work and has fully met his/her work participation requirements for those two weeks. Participation weeks do not have to be consecutive. | \$300 per customer (maximum of two higher wage payments per customer per 12-month calendar period) |
| Employment retention payment | A customer placed in unsubsidized employment by the provider who meets his/her full monthly work participation requirements through a combination of core and non-core TANF activities. | \$300 per month per customer (maximum of six employment retention payments per customer per 12-month calendar period; months do not have to be consecutive) |

In addition to performance incentives for the vendors, customers can also receive incentives, as well as work-related expenses, from their vendors (which will be reimbursed by DHS).

Incentives, Stipends and Expenses Paid to Customers

| | | |
|--|--|---|
| Customers served by Work Readiness vendors only | Education or training program completion incentive | \$300 (maximum of one per customer per 12-month calendar period) |
| Customers in both Work Readiness and Job Placement Services | Two-week employment retention incentive: also has to meet his/her full weekly work participation requirements over these two weeks (participation weeks do not have to be consecutive) | \$150 |
| | One-month employment retention incentive | \$120 |
| | Two-month employment retention incentive | \$120 |
| | Three-month employment retention incentive | \$120 |
| | Four-month employment retention incentive | \$120 |
| | Five-month employment retention incentive | \$120 |
| | Six-month employment retention incentive | \$500 |
| | Stipend-travel expenses: for those who participate in approved core and non-core TANF activities for at least 4 hours/day | \$10 per day (no longer eligible for when employment entered and first paycheck received) |
| | Discrete work-related expenses | \$250 (maximum payment for one-time payment expense, unless DHS approval for above this limit, and not to exceed the amount per 12-month calendar period) |
| | | |

Cost Reimbursement Ceilings for Work Readiness Vendors

| # of Not-Employed Customers | Base Year | Option Years 1-4 | Total |
|-----------------------------|-------------|------------------|-------------|
| 150 | \$260,000 | \$260,000 | \$1,300,000 |
| 300 | \$520,000 | \$520,000 | \$2,600,000 |
| 450 | \$775,000 | \$775,000 | \$3,875,000 |
| 600 | \$1,050,000 | \$1,050,000 | \$5,250,000 |
| 750 | \$1,300,000 | \$1,300,000 | \$6,500,000 |
| 900 | \$1,550,000 | \$1,550,000 | \$7,750,000 |

Cost Reimbursement Ceilings for Job Placement Vendors

| # of Not-Employed Customers | Base Year | Option Years 1-4 | Total |
|-----------------------------|-------------|------------------|--------------|
| 150 | \$350,000 | \$350,000 | \$1,750,000 |
| 300 | \$700,000 | \$700,000 | \$3,500,000 |
| 450 | \$1,050,000 | \$1,050,000 | \$5,250,000 |
| 600 | \$1,400,000 | \$1,400,000 | \$7,000,000 |
| 750 | \$1,750,000 | \$1,750,000 | \$8,750,000 |
| 900 | \$2,100,000 | \$2,100,000 | \$10,500,000 |

Appendix II

Appendix II

Number of Customer Assignments to non-TEP Service Providers

| Non-TEP Service Provider Name & Status | # of Customer Assignments |
|--|---------------------------|
| Catholic Charities: Home Visitor & Outreach Grantee (4 in total). This assignment is reserved for customers who are Non-Compliant with their Individual Responsibility Plan (IRP), and have failed to participate/engage with their service provider(s). The Home Visitor & Outreach Specialist attempts to reengage the customer back into the program. A customer can be sanctioned if they fail to reengage/comply with their IRP. | 1109 |
| Child and Family Services Agency (CFSA): Assists families with alleged and/or confirmed cases of abuse/neglect against their children. **The current level of involvement may change in the future (i.e. we may start assigning customers to CFSA's PIT for secondary provider services). This service provider assignment is no longer active. Customers should not be assigned to this point-in-time caseload (PIT). | 9 |
| Child Care Services Division: This service provider assignment is no longer active. | 1 |
| Department Of Behavioral Health: This is a relatively new service provider. The Dept. of Behavioral Health Coordinators assesses customers for moderate to severe mental health and or substance abuse issues. If the customer is deemed appropriate for services, the DBH Health Coordinator will make referrals to a 12 Cities Grantee for additional services; they also serve as a liaison between DHS' Family Services Administration-Strong Families division & 12 Cities Grantees. | 1 |
| Department of Human Services-Economic Security Administration: This service provider assignment is no longer active. | 2 |
| East River Family Collaborative: Home Visitor & Outreach Grantee (4 in total). This assignment is reserved for customers who are non-compliant with their IRP and have failed to participate/engage with their service provider(s). The Home Visitor & Outreach Specialist attempts to reengage the customer into the program. A customer can be sanctioned if they fail to reengage/comply with their IRP. | 889 |
| Edgewood/Brookland - Former Work Readiness Service Provider (WRSP): WRSP's assist customers with educational and/or vocational training needs. This service provider assignment is no longer active | 308 |
| Economic Security Administration – Office of Performance Monitoring: This service provider assignment is no longer active. | 1 |
| Economic Security Administration – Office of Work Opportunity: This service provider assignment is no longer active. | 3 |
| Family And Medical Counseling Services, Inc: A relatively new service provider. The Department of Behavioral Health Coordinators will assign customers to this service provider for assistance with mental health related (and perhaps other) issues. | 1 |
| DHS' Family Services Administration-Strong Families (FSA-SF) Division: Assists family's with barrier remediation services. They can serve as a primary and/or secondary service provider assignment (case by case basis). | 679 |

| Non-TEP Service Provider Name & Status | # of Customer Assignments |
|---|---------------------------|
| <p>Family Services Administration – Teen Parent Assessment Program (FSA-TPAP): This program assists Pregnant Teens and/or Teen Parents with fulfilling educational requirements and provides parenting skills classes. Teens must be 19 years of age and under.</p> | 328 |
| <p>Homeless Services Integration: Provides customers with homeless services and/or resources. Customers must be assessed by designated staff at the Virginia Williams Family Resource Center in order to be eligible for homeless services and to be assigned to this PIT.</p> | 2494 |
| <p>DHS Office or Work Opportunity-Case Coordination Unit (OWO-CCU): Once a customer is deemed eligible to receive TANF benefits, they are assessed by Case Coordinators at OWO-CCU re: work, educational, mental health, health etc. levels using an assessment tool. The Case Coordinator recommends a primary and/or secondary service provider assignment(s) based off of the assessment. The Case Coordinators also develops an IRP with the customer. The customer must sign off and comply with their IRP as part of their eligibility requirements. OWO-CCU also serves in a TANF Employment (TEP) Provider Role. Case Coordinators assist customers with job placement, educational, and/or training goals. OWO-CCU is a multi-faceted division of DHS' Economic Security Administration, and provides direct services to customers.</p> | 3518 |
| <p>Office of Work Opportunity- Closed Cases: Reserved for customers whose TANF program has closed. We generally reassign the customer from a service provider's PIT to 'Closed Cases' when they are no longer eligible to receive benefits/services. *Exceptions: if a customer is receiving barrier remediation services from a secondary service provider i.e. Homeless Services or FSA- Strong Families etc.; or if the customer is employed and is eligible to receive bonuses from their TEP vendor.</p> | 4564 |
| <p>Office of Work Opportunity – Employment Retention Unit: This unit assists customers who have been employed for 6 months or more and have received all of their incentives/bonuses. The customer will be reassigned from their TEP Provider to the Employment Retention Unit for continued services. The Vocational Development Specialists (or Case Coordinators) assist customers with additional job training, job fair resources, and appropriate support.</p> | 602 |
| <p>Office of Work Opportunity – Exempt: Reserved for customers who are approved for an exemption from work or educational requirements. For instance, customers who are in their second or third trimester of pregnancy; or a customer who has a child under the age of one.</p> | 2564 |
| <p>Office of Work Opportunity – Failed to Participate: This service provider assignment is no longer active. Customers should not be assigned to this PIT.</p> | 549 |
| <p>Office of Work Opportunity – Failed to Participate II: Reserved for customers who are non-compliant and have not engaged with a Home Visitor & Outreach Grantee. The next step could lead to sanctioning if the customer does not reengage and/or comply with their IRP.</p> | 154 |
| <p>Office of Work Opportunity – INTERIM PROCESS _LEV1 SANCTION</p> | 107 |

| Non-TEP Service Provider Name & Status | # of Customer Assignments |
|--|---------------------------|
| <p>AVOIDED: This PIT is reserved for customers who are Non-Compliant with their TEP Provider, have 0 participation hours, are not Exempt, and have not reengaged despite numerous outreach attempts from their TEP Provider and Home Visitor Grantee.</p> <p>This customer has received a Notice of Non-Compliance Warning letter, and has adhered to the stated deadline (in the Notice of Non Compliance letter) to renegotiate their IRP.</p> | |
| <p>Office of Work Opportunity - INTERIM PROCESS_LEV1 SANCTIONED: This PIT is reserved for customers who have failed to participate and have not reengaged/or fully complied with their IRP after receiving numerous attempts of outreach by their TEP Providers, Home Visitor Grantee, and several warning letters. The head of household's TANF grant will be reduced until they comply with their work or educational requirements.</p> | 269 |
| <p>Office of Work Opportunity - INTERIM PROCESS_NOTICE OF NON-COMPLIANCE: Reserved for customers who are Non-Compliant with their TEP Provider, have 0 participation hours, are not Exempt, and have not reengaged despite numerous outreach attempts from their TEP Provider and Home Visitor Grantee.</p> <p>The customer receives a Notice of Non-Compliance Warning letter and has a deadline to adhere to, in order to renegotiate their Initial Individual Responsibility Plan and avoid a sanction/reduction in their TANF grant.</p> | 556 |
| <p>Office Of Work Opportunity - INTERIM PROCESS_RE-ENGAGEMENT: This PIT is reserved for customers who either:</p> <ul style="list-style-type: none"> a) Did not reengage and/or update their IRP by the stated deadline in the Notice of Non-Compliance Warning Letter, or b) Received a Sanctions Warning Letter and came in to reengage/update their IRP. The customer must also comply with their IRP for four consecutive weeks (a Case Coordinator tracks and works with the customer). If they fail to do so, they will be reassigned to the OWO/INTERIM PROCESS_LEV1 SANCTIONED PIT until they are in compliance. <p>**The customer is still sanctioned and will receive a reduction in their grant at this point.</p> | 40 |
| <p>Office of Work Opportunity – Not Work Eligible: Generally reserved for customers who are not mandated to meet federal/local work requirements for various reasons. The adult is not eligible to receive their portion of the TANF grant. This is a <u>child only</u> case, where the child is deemed eligible to receive TANF benefits.</p> | 86 |
| <p>Office or Work Opportunity – Pending Exemption: Reserved for customers who are seeking an exemption and are awaiting approval. Customers can be assigned to this PIT as a primary and/or secondary assignment (case by case basis).</p> | 3049 |

| Non-TEP Service Provider Name & Status | # of Customer Assignments |
|---|---------------------------|
| <p>Office of Work Opportunity – Social Security Income: Reserved for customers who are receiving SSI benefits. They are not mandated to meet federal etc. work requirements.</p> | 338 |
| <p>Office of Work Opportunity – Wrong Address Failed to Participate: Reserved for customers who are Non-Compliant (not engaging) with their TEP Provider. The Case Manager has made numerous outreach attempts to reengage the customer to the program without success, <i>and</i> cannot locate the customer. For instance, the customer’s phone number is not working, is incorrect, or notices/letters etc. have been returned. An investigation is conducted at this point to verify the customer’s contact information.</p> | 207 |
| <p>Program On Work Employment & Responsibility (POWER): Reserved for customers who have been approved for a POWER exemption (<u>for non-medical needs</u>). Customers who are approved for POWER are exempt from work participation requirements. A POWER status also effectively stops the TANF ‘clock’ (i.e. customers can only receive TANF benefits for 60 months; the ‘POWER’ months will not be counted during this time). Customers generally work on barrier remediation needs. The exemption is usually for a long period of time (generally 6 months to a year or more).</p> | 144 |
| <p>Program On Work Employment & Responsibility (POWER): Reserved for customers who have been approved for a POWER exemption (<u>for medical reasons</u>). Customers who are approved for POWER are exempt from work participation requirements. A POWER status also effectively stops the TANF ‘clock’ (i.e. customers can only receive TANF benefits for 60 months; the ‘POWER’ months will not be counted during this time). Customers assigned to this PIT may be eligible to receive SSI benefits. The customer works with a Case Manager from DHS’ Family Services Administration’s POWER Unit.</p> | 344 |
| <p>Program On Work Employment & Responsibility (POWER): Reserved for customers who have been approved for a POWER exemption (<u>for various reasons</u>). Customers who are approved for POWER are exempt from work participation requirements. A POWER status also effectively stops the TANF ‘clock’ (i.e. customers can only receive TANF benefits for 60 months; the ‘POWER’ months will not be counted during this time). The customer will receive services from a Case Manager at the University of the District of Columbia (UDC).</p> | 241 |
| <p>SOUTHEAST CHILDRENS FUND: Home Visitor & Outreach Grantee (4 in total). This assignment is reserved for customers who are non-Compliant with their IRP, and have failed to participate/engage with their service provider(s). The Home Visitor & Outreach Specialist attempts to reengage the customer into the program. A customer can be sanctioned if they fail to reengage/comply with their IRP.</p> | 895 |
| <p>University of the District of Columbia’s Paving Access Trails for Higher Security (UDC PATHS) Program: This service provider assists customer’s with educational and or vocational needs.</p> | 1231 |

| Non-TEP Service Provider Name & Status | # of Customer Assignments |
|---|---------------------------|
| <p>UNION TEMPLE: Home Visitor & Outreach Grantee (4 in total). This assignment is reserved for customers who are non-compliant with their IRP, and have failed to participate/engage with their service provider(s). The Home Visitor & Outreach Specialist attempts to reengage the customer into the program. A customer can be sanctioned if they fail to reengage/comply with their IRP.</p> | 985 |
| <p>Total Assignments to Non-TEP Service Providers</p> | 26,268 |