



Department of Human Services DHS (JA)

MISSION

The mission of the Department of Human Services (DHS) is to coordinate and provide a range of benefits, goods and services that collectively create the enabling conditions for economically and socially challenged residents of the District of Columbia to enhance their quality of life and achieve greater degrees of self-sufficiency. DHS leads a coordinated and integrated community effort that recognizes and fulfills its responsibility to make easily accessible the resources and mechanisms that enable individuals and families to maximize their potential for self-sufficiency. Individuals and families respond by availing themselves of those resources and striving for self-sufficiency as a condition of receipt.

SUMMARY OF SERVICES

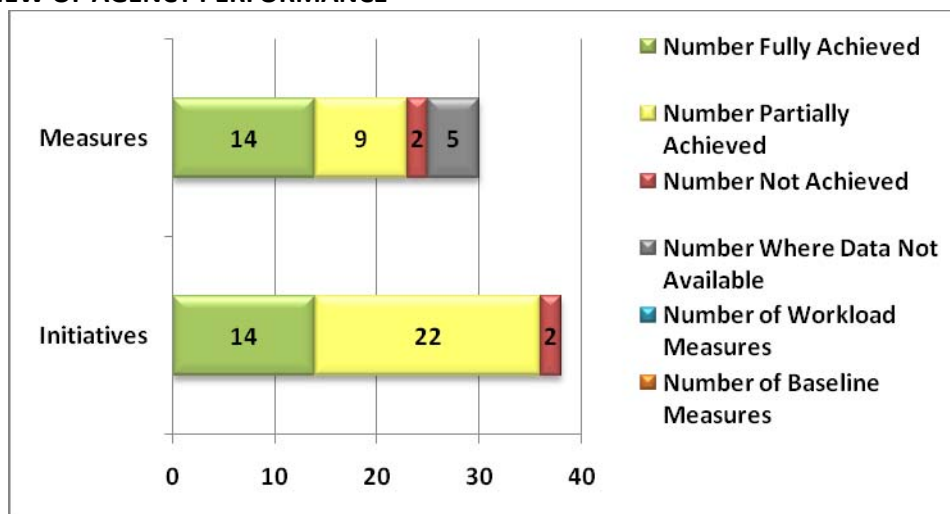
The mission of DHS is achieved via the following agency programs:

- Agency Management – provides for administrative and operational support to achieve programmatic results;
- Family Services – helps homeless individuals and families, low-income people, adults at-risk for abuse and neglect, teenage parents, troubled families, and refugees to become gradually stable and fully self-sufficient through an array of social services, assessments, and case-management; and
- Income Assistance – assists low-income individuals and families obtain benefits.

AGENCY ACCOMPLISHMENTS

- ✓ Housed the 1,000th household in the Districts' Permanent Supportive Housing (PSH) program, providing intensive supportive services and affordable housing to the Districts' most vulnerable.
- ✓ Earned recognition – as one of six states – from the United States Department of Agriculture (USDA) for excellent service in providing food stamp benefits.
- ✓ Began the development of a Document Imaging Management System, which will allow DHS to serve customers from any location across the city, improving case management, security, and retention of records, and increasing the accuracy of benefit eligibility determinations.

OVERVIEW OF AGENCY PERFORMANCE










Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

AGENCY MANAGEMENT PROGRAM

OBJECTIVE 1: CONTINUE THE RE-ENGINEERING OF THE PHYSICAL, TECHNOLOGICAL AND LABOR FORCE STRUCTURE OF THE DEPARTMENT OF HUMAN SERVICES (DHS) TO SERVE DISTRICT RESIDENTS MORE EFFICIENTLY AND EFFECTIVELY.

-  **INITIATIVE 1.1: Complete and deliver a Planning Advanced Planning Document (PAPD).**
DHS developed a PAPD to requisite federal agencies; the PAPD details the specifications, architecture and business process re-engineering for a shared technological infrastructure, which serves the integrated data and business needs of all health and human service cluster agencies.
-  **INITIATIVE 1.2: Complete the procurement of necessary software and hardware for an integrated benefit acquisition system.**
DHS has developed the RFP, and submitted a complete draft to the Office of Contracts and Procurement.
-  **INITIATIVE 1.3: Develop a benefits portal.**
The Office of the Director completed a request for proposal (RFP) for the software needed to customize the front end client eligibility system. Once acquired, the OD Technical Management Office will work with the Income Maintenance Administration, Office of Information Systems and the integrators to ensure the new front end interface conforms to federal and District policies and procedures. The system integration and implementation will occur over the next few fiscal years.
-  **INITIATIVE 1.4: Implement a full service call center.**
The current call center will be relocated in the third quarter of FY11. While the move is in-process, DHS will begin to implement a 'virtual' consolidation using the DC NET Avaya customer management system. The virtual call center will enable staff currently scattered across multiple sites to work as a single unit while the detailed processes and systems to support the call center are finalized.
-  **INITIATIVE 1.5: Implement an application mail processing center.**
Documentation that outlines the roles and responsibilities for the mail processing centers has been completed. IMA management and DHS facilities management have discussed design requirements for each service center. In addition, DHS developed Position Descriptions (PDs) for Document Imaging Specialists, and purchased high capacity scanners for both the central mail center and DHS service centers. Once the DIMS project is complete, incoming mail and correspondence will be directed to the central mail center and service centers (where applicable) and scanned. DHS expects to begin this phase in January 2011.



- **INITIATIVE 1.6: Shift staff from benefit acquisition functions to increased client supports.**
Due to the increase in applications, this initiative was not fully implemented. Food Stamp applications have increased by 37% since 2008, and TANF and Medicaid applications increased by approximately 15%. To address this surge in the need for public benefits, DHS is undergoing a business process transformation that includes, scanning client case records, web-based applications, and automating certain eligibility determination functions that will streamline the process and conserve resources. Assuming the caseloads and applications remain static over the next five years, DHS will reduce the number of customers coming into the service center and fully maximize an automated business process, including telephone recertification, interactive voice response technology, web application and recertification that streams into the eligibility system.

OBJECTIVE 2: ENHANCE PROGRAM QUALITY AND OVERSIGHT FUNCTIONS.

- **INITIATIVE 2.1: Realign the DHS quality control and monitoring apparatus.**
In FY2010, DHS drafted its Quality Control Process and Procedures to establish clear responsibilities and authority for Quality Control, including sampling, review, statistical analysis, identification of opportunities for improvement, and corrective and preventive action. The realignment is scheduled to be completed by the last quarter of FY11.
- **INITIATIVE 2.2: Develop a CapStat Program for DHS.**
In order to improve agency programs, DHS created and implemented Performance Review, Improvement and Management Evaluation (PRIME), an initiative which monitors and reviews on-going program operations and makes recommendations to agency leadership for operational improvements. In FY10, thirteen PRIME sessions were conducted, which resulted in the expansion and streamlining of several agency programs. A few sessions included: Adult Protective Services, Community Services Block Grant, Fraud and Unusual Incidents, Parent and Adolescent Support Services and Strong Families.

FAMILY SERVICES ADMINISTRATION

OBJECTIVE 1: REDUCE HOMELESSNESS IN THE DISTRICT OF COLUMBIA.

- **INITIATIVE 1.1: Transform the homeless service program.**
DHS has developed a series of RFPs to transform the homeless services program. These include: Management, Homeless Outreach, Shelter Hotline, Virginia Williams/DC General Hospital, STI and Individual Assessment. New contracts will streamline services for homeless persons in the District, and improve DHS' ability to track and monitor the quality of all homeless service provision.
- **INITIATIVE 1.2: Continue the implementation of the Permanent Supportive Housing Program (PSH).**
In FY10, DHS placed 122 families and 324 individuals in Permanent Supportive Housing. In addition to housing, PSH program participants receive intensive case management services to assist them to move to self-sufficiency.



- **INITIATIVE 1.3: Implement the Homeless Prevention and Rapid Re-housing Program (HPRP) initiative to prevent homelessness and re-house homeless residents.**

In FY10, the HPRP was implemented and over 470 households were provided prevention assistance, and over 160 households were provided with rental subsidies. To date, all of the prevention funds have been disbursed and all of the re-housing funds are either disbursed or obligated.

- **INITIATIVE 1.4: Implement the Permanent Supportive Housing Program for Veterans (PSHV).**

In FY10, DHS collaborated with the DCVA Medical Center to house 105 veterans in Permanent Supportive Housing for Veterans (PSHV) program, in addition to housing these veterans receive intensive case management services to assist them to move to self-sufficiency.

- **INITIATIVE 1.5: Develop a Family Assessment Center.**

DHS developed a model for a Family Assessment Center that was articulated in an RFP that was issued in August 2010; the target date to open the center is May 2011.

- **INITIATIVE 1.6: Collaborate with District agencies to house special populations of homeless clients.**

In FY10, the Department of Human Services collaborated with the Office on Aging to provide 25 housing vouchers to homeless seniors in the District. In addition to housing, the seniors receive intensive case management services to assist them to move to self-sufficiency.

OBJECTIVE 2: DESIGN AND IMPLEMENT A PROGRAM TO DIVERT STATUS OFFENDERS AWAY FROM FORMALIZATION

- **INITIATIVE 2.1: Develop the name, design, staffing structure and service network for the status offender diversion program.**

In FY10, DHS developed the name, design, staffing structure and service network for the status offender diversion program known as the Parent and Adolescent Support Services (PASS) program. The program officially began in the last quarter of FY10 and its purpose is to engage District of Columbia families with youth who are committing status offenses to reduce these challenging behaviors before child welfare or juvenile justice intervention is needed. The staff of seven includes a program manager, LICSW, social worker, three case managers, and a staff assistant. PASS worked extensively with other District agencies (MPD, CFSA, OAG, Court Social Services, DCPS) to create the program, and is partnering with other city agencies (DMH, APRA), community organizations, and therapeutic service providers to ensure that PASS youth and their families are linked to appropriate and effective services.

- **INITIATIVE 2.2: Pilot the status offender diversion program.**

The PASS program will begin to receive referrals in October of 2010 from targeted agencies (CFSA, MPD, CSS/OAG and DCPS) as well as referrals on a case-by-case basis from individuals and community organizations. The goal for FY11 is to engage 150 District of



Columbia families with youth who are committing status offenses to reduce these challenging behaviors before child welfare or juvenile justice intervention is needed.

OBJECTIVE 3: PROVIDE ASSESSMENT, INTERVENTION, STABILIZATION AND REFERRAL SERVICES FOR FAMILIES IN CRISIS THROUGH THE STRONG FAMILIES PROGRAM.

● **INITIATIVE 3.1: Provide intervention and stabilization services to families in crisis.**

In FY10, the Strong Families Program provided intervention and stabilization services to 1,400 District residents. Staff assessed families in their home or the Division's office and provided residents a range of social services which included: case management, referral and collaboration of services with other District agencies, or non-profits, emergency assistance for payment of utilities, burial assistance, emergency food, and coordinated group sessions for individuals re-entering the workforce.

● **INITIATIVE 3.2: Respond to emergency situations.**

In FY10, the Strong Families Program responded to three large fires, ten single unit fires, two citywide power failures, one snow emergency, one family relocation from a condemned property, and assisted with housing families from DC General shelter.

● **INITIATIVE 3.3: Continue to implement the Focused Improvement Area (FIA) initiative.**

In FY10, DHS continued to facilitate weekly Case Management Review sessions with several District agencies and community based organizations. In addition, DHS conducted various outreach events in the following areas: Park Morton Development, Miner Elementary School, and Columbia Heights.

● **INITIATIVE 3.4: Integrate into the service network for the status offender diversion program.**

The PASS program has forged relationships with various service providers ranging from Boystown, Mentors, Inc., LAYC, Family Ties, SAFE, the Collaborative, and Sasha Bruce, among others. These organizations provided input into the creation of PASS, and are working with PASS to provide services such as mentoring, parenting classes, and intensive in-home therapy to ensure that PASS clients have access to a range of services tailored to meet their family's individual needs.

OBJECTIVE 4: INTERVENE TO PROVIDE DISTRICT RESIDENTS WHO ARE VULNERABLE TO ABUSE, NEGLECT AND EXPLOITATION AND RECONNECT FATHERS WITH THEIR CHILDREN.

● **INITIATIVE 4.1: Provide assessment, stabilization and pregnancy prevention services to teen parents through the Teen Parent Assessment Program.**

In FY10, the Teen Parent Assessment Program stabilized and assessed approximately 100 teen parents and conducted outreach to over 1,500 DC residents. Outreach includes workshops geared towards: life skills, parenting skills, abstinence and safe sex, and social skills.

● **INITIATIVE 4.2: Implement the Fatherhood initiative to successfully reconnect fathers with their children.**



In FY10, the DC Fatherhood initiative administered 25 competitive grants to community based organizations that served approximately 628 parents focused on the following activities: healthy marriage, responsible parenting, and economic stability.

● **INITIATIVE 4.3: Protect vulnerable adults from abuse, neglect, exploitation and risk through Adult Protective Services.**

In FY10 Adult Protective Services (APS) responded to 1,234 referrals making initial contact with 98.25% of clients within 5-10 working days. APS mitigated identified risks for 100% of client cases prior to closure, 89% of which were completed in the specified timeframe.

INCOME MAINTENANCE ADMINISTRATION

OBJECTIVE 1: IMPLEMENT SYSTEM IMPROVEMENTS TO FACILITATE A PERSON-CENTRIC APPROACH TO SERVICE DELIVERY.

● **INITIATIVE 1.1: Support the implementation of newly acquired web-based and document imaging technology.**

In FY10, DHS awarded two contracts to build and manage a Document Imaging System, which includes creating the software, and coordination of the system for digitization. Digitization of client records will allow for records to be stored and retrieved electronically, this process will improve case management, security, and retention of records, as well as increase the accuracy of benefit eligibility determinations. The purpose of the second contract is to convert all of the existing Income Maintenance Administration (IMA) paper case files to electronic case files. The DIMS System is scheduled to go live January 2011.

● **INITIATIVE 1.2: Customize the front end client eligibility system to IMA policies and procedures.**

The Office of the Director completed a request for proposal (RFP) for the software needed to customize the front end client eligibility system. Once acquired, the OD Technical Management Office will work with the Income Maintenance Administration, the Office of Information Systems and the integrators to ensure the new front end interface conforms to federal and District policies and procedures. The system integration and implementation will occur over time as programs are added and tested for accuracy. Currently, the RFP is being processed by OCP for public solicitation.

● **INITIATIVE 1.3: Support the implementation of a client risk assessment dashboard.**

In FY10, DHS implemented the following system improvements to facilitate a person-centric approach:

1. Document Imaging Management System (DIMS), which will result in the digitization of client records, allowing records to be stored and retrieved electronically. DIMS will improve case management, security, and retention of records, as well as increase the accuracy of benefit eligibility determinations.
2. DHS shifted the process by which customers and their respective cases are handled for the purposes of interviewing and processing. In FY10, DHS implemented Case Banking. Individual workers do not have cases assigned



specifically to them. Rather, the cases are “banked” and any worker can handle any case at any point in the process. In case banking, when a worker is free, they simply take the next case in the cue, creating a more flexible workforce, and allowing for a greater volume of customers to be served.

3.

INITIATIVE 1.4: Manage the development Document Imaging Management System (DIMS).

In FY10, DHS awarded two contracts to build and manage a Document Imaging System, which includes creating the software, and coordination of the system for digitization. Digitization of client records will allow for records to be stored and retrieved electronically, this process will improve case management, security, and retention of records, as well as increase the accuracy of benefit eligibility determinations. The purpose of the second contract is to convert all of the existing Income Maintenance Administration (IMA) paper case files to electronic case files. The DIMS System is scheduled to go live January 2011.

OBJECTIVE 2: STREAMLINE IMA CENTER OPERATIONS AND IMPROVE QUALITY ASSURANCE.

INITIATIVE 2.1: Implement the LEAN process (operational efficiencies) at IMA service centers.

In FY10, DHS continued to implement LEAN processes to reduce duplicative operations, streamline intake, and reduce waiting times at IMA centers. Improvements include:

- Enhancing front desk services through automation.
- Improving signage directing customers to appropriate locations.
- Utilizing a front desk log to optimize staffing allocations.
- Leveraging Tableau business intelligence to better understand performance of staff at service centers.

INITIATIVE 2.2: Improve accuracy of food stamp eligibility determinations.

In FY10, DHS provided staff training and Quality Control best practices training on the FNS 310 handbook. As a result, the Food Stamp accuracy rate has improved bringing the District above the national average. Additionally, DHS was one of six states recognized by the United States Department of Agriculture. DHS also received grant awards for completing one of the highest rates of timely processed applications in the nation, and for having the best and most improved program access index.

INITIATIVE 2.3: Redesign the eligibility determination process.

The Office of the Director completed a request for proposal (RFP) for the software needed to customize the front end client eligibility system. Once acquired, the OD Technical Management Office will work with the Income Maintenance Administration, the Office of Information Systems and the integrators to ensure the new front end interface conforms with federal and District policies and procedures. The system integration and implementation will occur over time as programs are added and tested for accuracy. Currently, the RFP is being processed by OCP for public solicitation.

OBJECTIVE 3: RE-ALIGN IMA STAFF TO BETTER SERVE CUSTOMER NEEDS.



- **INITIATIVE 3.1: Develop a cadre of case coordinators to work with the highest risk clients.**

In FY10, DHS engaged a team of consultants to assist with the design of the case coordination program. There is a Mayor's Order pending which authorizes and empowers DHS to develop the case coordination program. In addition, position descriptions were developed and classified.

- **INITIATIVE 3.2: Develop and implement a staff realignment plan.**

The purpose of the realignment plan is to integrate the Child Care Services Division and the DDOE/LIHEAP eligibility staff with IMA. With regard to the child care realignment, OSSE is in the process of developing an eligibility determination and case management system. DHS has table integration until this system is built. During FY10, DHS and DDOE made the decision to wait until DDOE's new web application is complete so that eligibility decisions can be transmitted to both legacy systems. In the interim, LIHEAP staff has co-located with IMA at Taylor Street and Anacostia Service Centers.

- **INITIATIVE 3.3: Transition the Low Income Heat and Energy Assistance Program (LIHEAP) staff from the District Department of the Environment (DDOE) to IMA.**

The purpose of the realignment plan is to integrate DDOE/LIHEAP eligibility staff with IMA. During FY10, DHS and DDOE made the decision to wait until DDOE's new web application is complete so that eligibility decisions can be transmitted to both legacy systems. In the interim, LIHEAP staff has co-located with IMA at Taylor Street and Anacostia Service Centers.

OBJECTIVE 4: IMPLEMENT TEMPORARY ASSISTANCE TO NEEDY FAMILIES (TANF), MEDICAL ASSISTANCE AND FOOD STAMP POLICY CHANGES TO IMPROVE INTEGRITY, ACCESS AND PROGRAM EFFICIENCY.

- **INITIATIVE 4.1: Modify and enhance the customer's TANF orientation and preliminary assessment as a condition of TANF eligibility.**

Currently, TANF Employment Program (TEP) vendors provide TANF customers with an orientation and assessment. Since not all customers are referred to a vendor, and they are not referred as soon as they are approved for a benefit, this is not a best practice. In FY10, DHS engaged regional and national experts to redesign the TANF program. This included reviewing an assessment tool developed by the US Department of Health and Human Services. DHS piloted the online assessment tool in August 2010, which allows for consistent and uniform assessments of TANF clients. This new tool will be adapted to meet IMAs needs, and is scheduled to go live in the last quarter of FY11. These changes will require customers to engage in orientation and assessment as a condition of eligibility. DHS will provide referrals, and identify the appropriate employment services upon approval of the TANF benefit. Next steps include: convening a panel to develop the taxonomy and business logic for analyzing assessment results and making appropriate referrals; finalizing the orientation; and developing a training module, policies and procedures.



● **INITIATIVE 4.2: Redesign the TANF Employment Program (TEP) program to better meet customer needs and support customer self sufficiency goals.**

In FY10, DHS hosted a series of roundtable discussions with community advocates, clients, national experts, vendors and council staff. These discussions helped DHS to craft the core elements of a redesigned TEP program. The program design and the requests for proposal were developed and submitted to the Office of Contracting and Procurement. Changes include: mandatory orientation and assessment as a condition of eligibility; personalized referrals to TEP programs, including contract vendors and District agencies, based on client needs; and outcome-based performance contracts consistent with federal work participation guidelines and program goals.

● **INITIATIVE 4.3: Revise policies and procedures to better support the personal responsibility goals of TANF.**

In FY10, DHS hosted a series of roundtable discussions with community advocates, clients, national experts, vendors and council staff. DHS gained valuable information through these discussions, which will be incorporated into the revision of the TANF program's policies and procedures. Currently, DHS is considering changes or revisions to the following policies: TEP provider's ability to serve self-referred clients; imposition and lifting of sanctions; orientation and assessment; domestic violence referrals; SSI advocacy; subsidized employment; and work participation requirements.

● **INITIATIVE 4.4: Implement new Alliance residency and third party insurance guidelines.**

DHS implemented new Alliance residency and third party insurance guidelines. In order to implement these guidelines, DHS collaborated with the Department of Health Care Finance to require additional proof of Alliance residency and refine the guidelines for an individual third party residency letter.

● **INITIATIVE 4.5: Implement Categorical Eligibility and Heat & Eat initiatives.**

In FY10, DHS implemented both the Categorical Eligibility (CAT-EL) and Heat & Eat initiatives. CAT-EL was implemented on March 15, 2010. It expands Food Stamp eligibility up to 200% of the federal poverty level for customers that receive a TANF-funded benefit. The TANF-funded benefit is a brochure on domestic violence programs and services. The Heat and Eat program, a joint program between DHS and DDOE, was implemented in May 2010. This program provides Food Stamp recipients, who have not received a LIHEAP payment a \$1.00 utility payment, which qualifies them for the full standard utility allowance for Food Stamps. Customers who receive this allowance receive a greater food stamp benefit up to the maximum grant.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

	Measure Name	FY2009 YE Actual	FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
FAMILY SERVICES ADMINISTRATION						
●	1.1 # formerly homeless individuals housed through the Permanent Supportive Housing Program	498	620	794	128.06%	FAMILY SERVICES
●	1.2 # formerly homeless families housed through the Permanent Supportive Housing Program.	70	80	195	243.75%	FAMILY SERVICES
●	1.3 % of participants in the Permanent Supportive Housing Program that were housed in FY 2009 that maintain housing in FY 2010.	95	85	94.55%	111.23%	FAMILY SERVICES
●	1.4 # of individuals/families provided homeless prevention resources through the HPRP.	0	275	1822	662.55%	FAMILY SERVICES
●	1.5 # of individuals provided housing resources through the HPRP.	0	50	873	1746%	FAMILY SERVICES
●	1.6 # of families provided housing resources through the HPRP.	0	50	341	682%	FAMILY SERVICES
●	1.7 # homeless veterans who receive housing and supportive services through the Permanent Supportive Housing for Veterans Program.	0	105	105	100%	FAMILY SERVICES
●	1.8 # homeless seniors who receive housing and supportive services through	0	25	25	100%	FAMILY SERVICES



	the special populations initiative					
1.9	# of literally homeless single persons according to annual point in time (PIT) count	3934	3934	4016	97.96%	FAMILY SERVICES
1.1	# of unsheltered individuals according to annual point in time (PIT) count	321	321	430	74.65%	FAMILY SERVICES
1.11	# of literally homeless persons in families according to annual Point in Time (PIT) count	2294	2294	2523	90.92%	FAMILY SERVICES
1.12	# of individuals who are chronically homeless in the District according to the PIT count	1923	1923	2097	91.70%	FAMILY SERVICES
3.1	# of families provided with crisis intervention and stabilization services through the Strong Families Program.	0	600	1209	201.50%	FAMILY SERVICES
3.2	% of individuals/families experiencing emergencies that are successfully stabilized, referred and engaged in needed services through the Strong Families Program.	0	85	64.34%	75.70%	FAMILY SERVICES
3.3	% of individuals/ families successfully referred and connected to needed services through the FIA initiative	0	85	72.88%	85.74%	FAMILY SERVICES
3.4	% of teen parents who are successfully assessed and stabilized through the Teen Parent Assessment Program	0	80	64.81%	81.02%	FAMILY SERVICES
3.5	% of teen parents receiving services from the Teen Parent Assessment Program that do not have additional pregnancies within 12 months of initial referral.	0	80	100%	125%	FAMILY SERVICES
4.1	% of referrals where initial client contact and investigation takes place	0	90	98.01%	108.90%	FAMILY SERVICES



	within specified timeframes for the Adult Protective Services Program.					
4.2	# of non-custodial reconnected with their children through the Fatherhood Initiative	439	601	765	127.29%	FAMILY SERVICES
4.3	% of non-custodial fathers served through the Fatherhood Initiative whom are reconnected with their children.	0	75	63.96%	85.28%	FAMILY SERVICES
4.4	% of cases where investigations, determinations of the validity of allegations, the provision of services to mitigate immediate risk and referrals to the continuing services unit are completed within specified timeframes for the Adult Protective Services	0	90	84%	93.33%	FAMILY SERVICES
4.5	% of cases where substantiated allegations and identified risk to clients has been mitigated before case closure within the Adult Protective Services Program	0	95	81.43%	85.71%	FAMILY SERVICES
INCOME MAINTENANCE ADMINISTRATION						
1.1	% of files digitized from the date of implementation	0	20	N/A	N/A	INCOME MAINTENANCE
2.1	Average IMA Service Center wait time (reduce wait times)	105	100	52	192.31%	INCOME MAINTENANCE
2.2	Food Stamp error rate percentage %	0	5.7	4.79	118.99%	INCOME MAINTENANCE
2.3	Average monthly # of work eligible clients meeting full work participation requirements	0	800	570	71.25%	INCOME MAINTENANCE
2.4	# of new or recertifying applicants who completed their preliminary	0	70	N/A	N/A	INCOME MAINTENANCE



	assessment and orientation					
3.1	# of clients served by case coordinators	0	60	N/A	N/A	INCOME MAINTENANCE
3.2	% of clients served through case coordination who experience a reduction in the risk level	0	75	N/A	N/A	INCOME MAINTENANCE
4.1	% of work eligible TANF recipients assigned to a TEP vendor with zero work participation hours who have not been sanctioned	0	0	3.88%	0%	INCOME MAINTENANCE