

## Program and Activity Analysis FY 2006

To address most of the requirements of the FY 2006 Budget Submission Requirements (Subtitle E, Section 1042 (b) (1)-(2)) FY 2006 DHS data are analyzed using the following categories for each program and activity:

- **Employees** describe the distribution of positions by management, direct service, administrative support, and (if applicable) Other.
- **Compensation** describes Total Personal Service expenditures and FTEs budgeted for FY 2006.
- **Expenditures** show the distribution of total expenditures by Personal Services (PS), Contracts, and Other Non-Personal Services (NPS).
- **Beneficiaries and Services** shows the Output performance measure data for FY 2006.
- **Benchmarks** shows comparisons of the District of Columbia to other jurisdictions using measures provided by DHS. In some cases benchmark measures provided by DHS are supplemented with additional information. Benchmark measures have not been provided for every activity.

At this time, data are not available to address the following:

- **Unit Costs:** To date, departments have not been required to track efficiency measures (i.e., costs per beneficiary or cost per unit of service), so DHS is not able to report data associated with activity unit costs.

The remainder of this section analyzes data provided by DHS for each of its programs and activities, as defined in its FY 2006 performance based budget structure.

### Income Maintenance Program

Income Maintenance determines the eligibility of recipients for Federal and District-funded assisted programs. Its mission is to help heads of households receiving TANF benefits to become employed and financially independent. This program consists of the following activities: Income Assistance, Temporary Assistance to Needy Families (TANF), Case Management, Eligibility Determination, and Quality Assurance.

The following table summarizes total expenditures and full time equivalent employees for this program.

**TOTAL EXPENDITURES AND FULL TIME EQUIVALENT EMPLOYEES BY PROGRAM AND ACTIVITY**

*FY2006 PROPOSED BUDGET*

<b>Program/Activity</b>	<b>Total Expenditures (\$000s)</b>	<b>Full Time Equivalent Employees</b>
<b><i>Income Maintenance</i></b>	<b><i>\$158,486</i></b>	<b><i>734</i></b>
Income Assistance	\$86,528	0
Temporary Assistance to Needy Families (TANF)	\$25,367	0
Case Management	\$2,945	44
Eligibility Determination	\$40,392	637
Quality Assurance	\$3,254	53

**Income Maintenance: Income Assistance**

Income Assistance provides financial assistance services to eligible individuals so they can meet their basic needs. The following table summarizes total expenditures and full time equivalent employees for this activity.

**TOTAL EXPENDITURES AND FULL TIME EQUIVALENT EMPLOYEES BY PROGRAM AND ACTIVITY**

*FY2006 PROPOSED BUDGET*

<b>Program/Activity</b>	<b>Total Expenditures (\$000s)</b>	<b>Full Time Equivalent Employees</b>
<b><i>Income Maintenance</i></b>	<b><i>\$158,486</i></b>	<b><i>734</i></b>
Income Assistance	\$86,528	0

**Employees**

No personnel are allocated to this activity. Consequently, no employee information is provided.

**Compensation**

Only Non-Personal Service costs are allocated to this program. Consequently, no compensation information is provided.

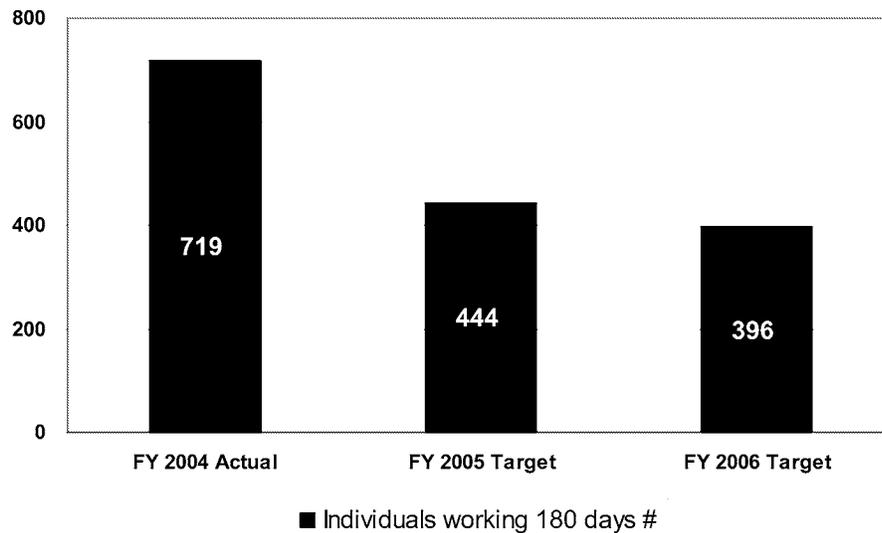
**Expenditures (FY 2006 Budget)**

No contract expenditures are allocated to this program. The FY 2006 budget for this program is approximately \$86.5 million dollars, consisting exclusively of Subsidies.

## Beneficiaries and Services

Activity beneficiaries are defined as individuals working for at least 180 days. This Output Measure is identical to that reported under the Temporary Assistance to Needy Families (TANF) activity (see below), suggesting that the performance objectives of the Income Assistance activity are identical to those of the TANF activity. But the stated purposes of the two activities are different, suggesting that the true Output of the Income Assistance activity has not been defined. DHS should consider defining and measuring Outputs for this activity that are not duplicative of the TANF activity.

**Beneficiaries and Services, FY2004-FY2006**



## Income Maintenance: Temporary Assistance to Needy Families (TANF)

The purpose of the Temporary Assistance to Needy Families Activity is to provide employment readiness, skill development training, educational enrichment and social support services to eligible individuals so they can be socially and economically self-reliant. The following table summarizes total expenditures and full time equivalent employees for this activity.

### TOTAL EXPENDITURES AND FULL TIME EQUIVALENT EMPLOYEES BY PROGRAM AND ACTIVITY

*FY2006 PROPOSED BUDGET*

Program/Activity	Total Expenditures (\$000s)	Full Time Equivalent Employees
<b>Income Maintenance</b>	<b>\$158,486</b>	<b>734</b>
Temporary Assistance to Needy Families (TANF)	\$25,367	0

## Employees

No personnel are allocated to this activity. Consequently, no employee information is provided.

## Compensation

Only Non-Personal Service costs are allocated to this program. Consequently, no compensation information is provided.

## Expenditures (FY 2006 Budget)

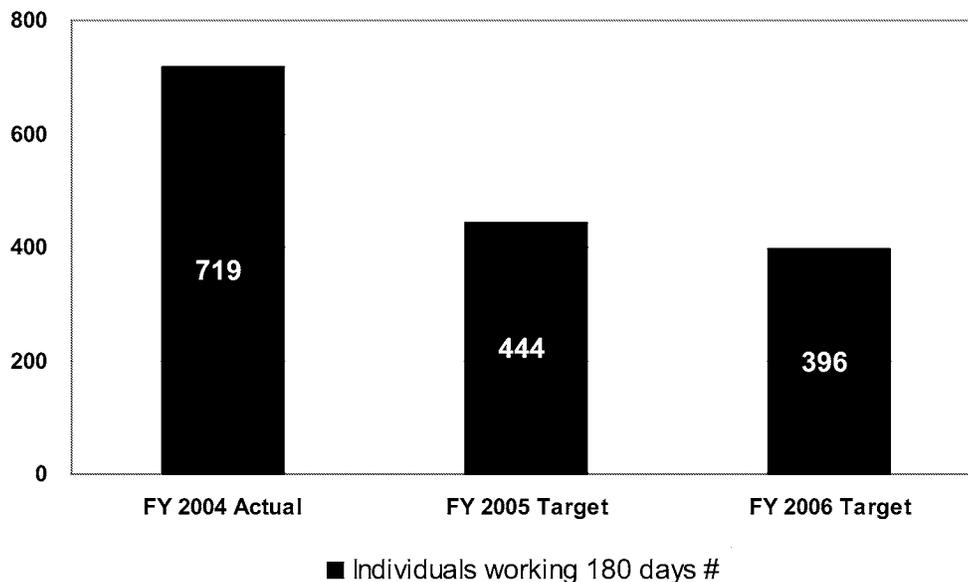
No Contract expenditures are allocated to this program. The FY 2006 budget for this program is approximately \$25.4 million dollars, consisting exclusively of Subsidies.

## Beneficiaries and Services

Activity beneficiaries are defined as individuals working for at least 180 days. In FY 2004, 719 TANF recipients worked for at least 180 days. This number is expected to drop to 444 in FY 2005, and 396 in FY 2006.

Because it is limited to adult clients working for at least 180 days, the DHS Output Measure for this activity probably understates the total number of individuals served. DHS needs to redefine its Output Measures to better reflect the total number of activity beneficiaries.

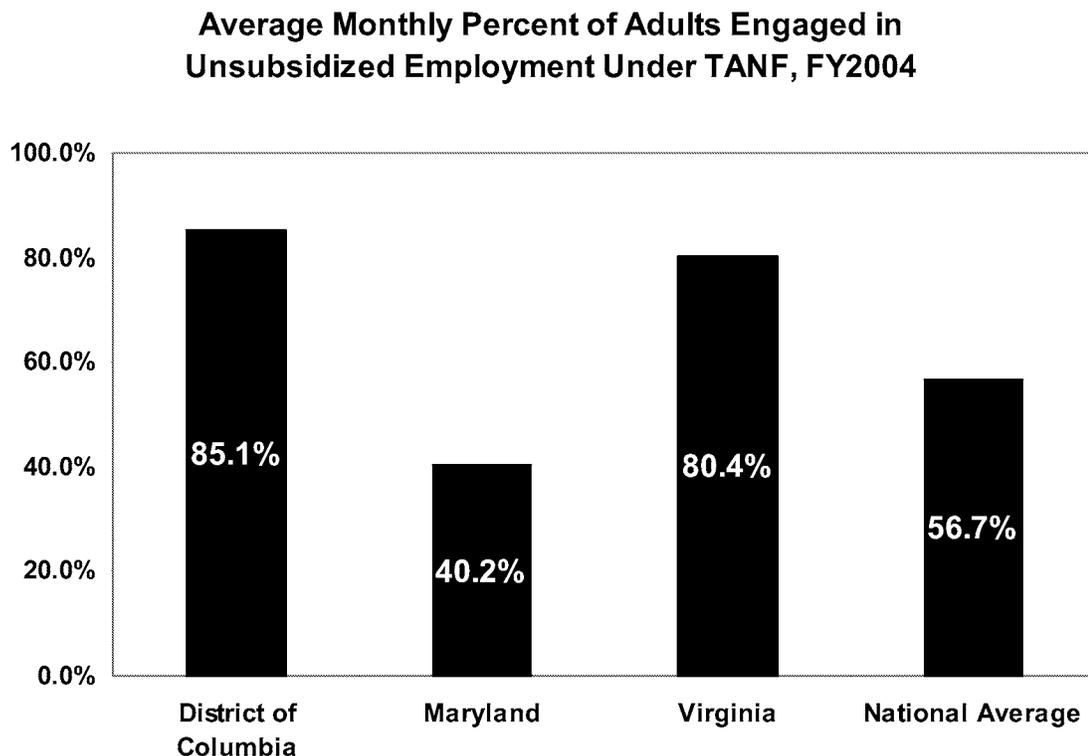
**Beneficiaries and Services, FY2004-FY2006**



## Benchmarks

DHS benchmarks its TANF performance using the Average Monthly Percent of Adults Engaged in Unsubsidized Employment Under TANF. Unsubsidized employment means paid employment in the private or public sectors for which the employer receives no government subsidy. Data are collected by states and reported to the US Department of Health and Human Services, Administration for Children and Families. This federal agency computes the unsubsidized employment participation rate.

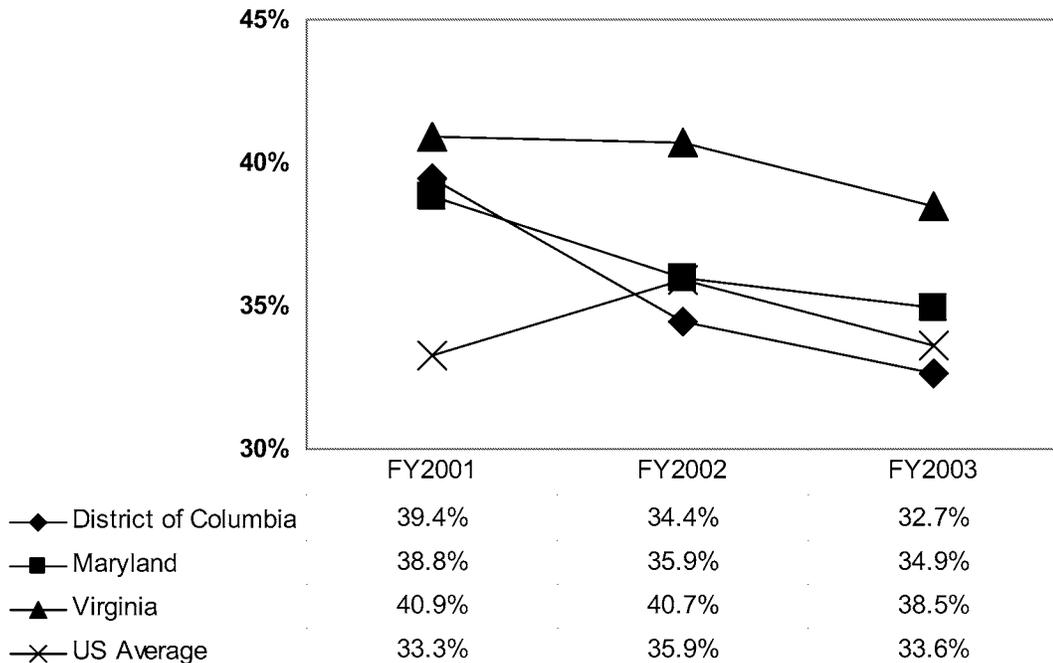
The latest data available are for FY 2003, and are described in the following chart. As seen, the District's rate (85.1%) is comparable to that of Virginia's (80.4%) and significantly exceeds that of Maryland's (40.2%). The District also performs well above the national average (56.7%).



In addition to the benchmark measure provided by DHS, the District is also benchmarked by the federal government for purposes of allocating a \$140 million per year job-related high performance bonus to participating states. This bonus is rewarded to the top ten performers using the following three measures: a job entry rate, a job retention rate, and an earnings gain rate. Each of these measures is analyzed below, using available data published by the US Department of Health and Human Services. Additional information is available online at [www.acf.hhs.gov//programs/ofa/HPB/hpbindex.htm](http://www.acf.hhs.gov//programs/ofa/HPB/hpbindex.htm).

The District competes for the federal high performance bonus and reports job entry rate data to the federal government on an annual basis. The job entry rate measures the percent of the number of unduplicated unemployed adult recipients who entered employment for the first time during the performance year (i.e., Job Entries). An adult is considered to have entered employment for the first time in a calendar quarter if he/she had no earnings in any of the prior quarters of the performance year. Comparisons between the District and other jurisdictions are provided in the following chart. As seen, the District's rate has been falling since 2001, consistent with the experience of Maryland and Virginia. Although Virginia's rate has fallen somewhat, it still ranks among the top ten performers, and earned approximately \$6.3 million in federal bonuses for its 2003 performance.

**TANF Job Entry Rate, 2001-2003**

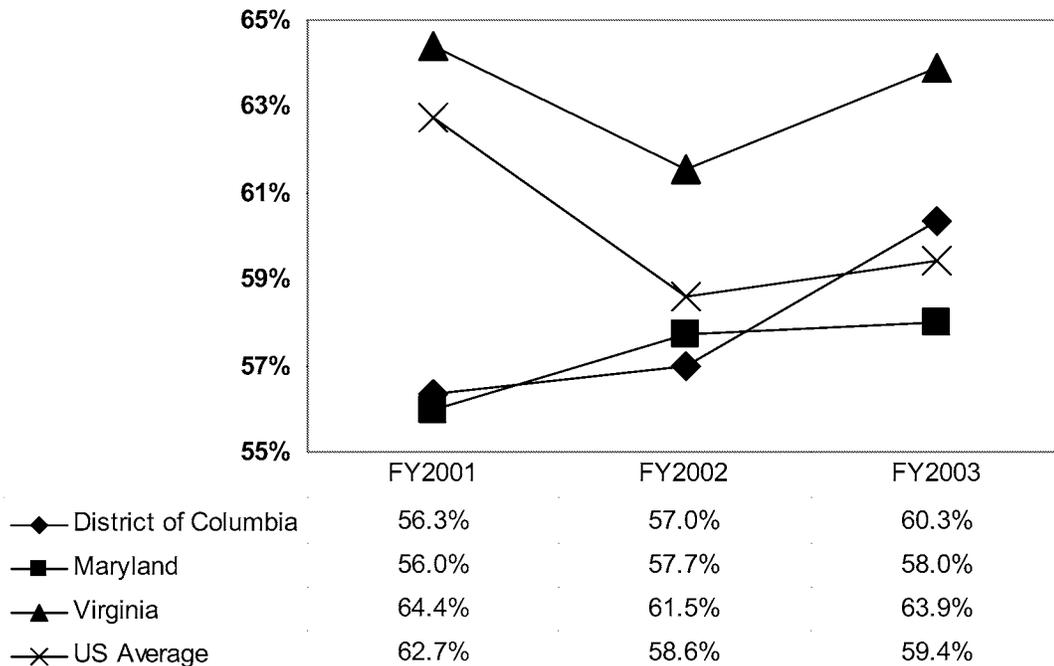


SOURCE: US Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance, *High Performance Bonus Awards, Table 3a*. Available online at [www.acf.hhs.gov/programs/ofa/HPB/hpbindex.htm](http://www.acf.hhs.gov/programs/ofa/HPB/hpbindex.htm).

The District also reports job retention data to the federal government, which uses the data to compute job retention rates for participating jurisdictions. The job retention rate measures the percent of the sum of the unduplicated number of employed adult recipients in each quarter of the performance year who were also employed in the first and second subsequent quarters (at some point, the adult might become a former recipient). Comparisons between the District and other

jurisdictions are in the following chart. As seen, the District significantly improved its performance from 2001 to 2003, surpassing both Maryland and the national average. This improvement helped the District earn approximately \$1.1 million in federal performance awards in the 2003 performance assessment.

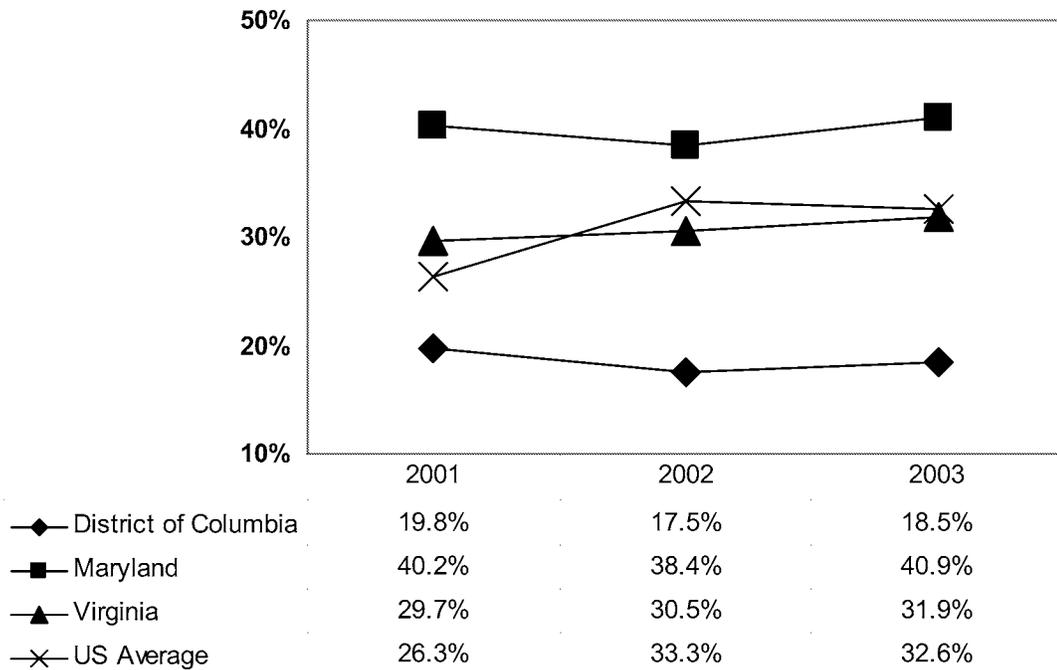
### TANF Job Retention Rate, 2001-2003



SOURCE: US Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance, *High Performance Bonus Awards, Table 3a*. Available online at [www.acf.hhs.gov/programs/ofa/HPB/hpbindex.htm](http://www.acf.hhs.gov/programs/ofa/HPB/hpbindex.htm).

The final TANF job-related performance data reported by the District to the federal government are the earnings of its employed adult TANF recipients. The federal government uses these data to calculate an earnings gain rate. The earnings gain rate measures the rate of change in earnings of employed adult recipients who were employed in both an initial and a second subsequent quarter in each of the four quarters of the performance year. Comparisons between the District and other jurisdictions are in the following chart. As seen, the District's earnings gain rates are well below those of Maryland and Virginia, and are also significantly less than national averages. These benchmark data provide parameters for improvement that, if achieved, might result in additional federal performance awards.

### TANF Earnings Gain Rate, 2001-2003



### Income Maintenance: Case Management

Case Management Services provides diagnostic, evaluation and plan development services to consumers, in order to determine the comprehensiveness of the consumer's service needs and plan the treatment and support needed. The services for this activity include Employability Assessments, Food Stamp Employment & Training, Individual Responsibility Plans (Development & Monitoring).

The following table summarizes total expenditures and full time equivalent employees for this activity.

#### TOTAL EXPENDITURES AND FULL TIME EQUIVALENT EMPLOYEES BY PROGRAM AND ACTIVITY

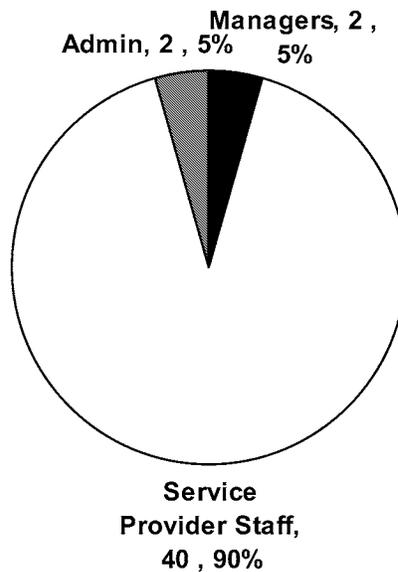
*FY2006 PROPOSED BUDGET*

Program/Activity	Total Expenditures (\$000s)	Full Time Equivalent Employees
<b>Income Maintenance</b>	<b>\$158,486</b>	<b>734</b>
Case Management	\$2,945	44

## Employees

This activity utilizes 44 positions, 90% of which provide direct service. The remaining 10% of positions are split equally between management and administration.

### Positions by Span of Control, FY2006 (Category, Number, Percent)



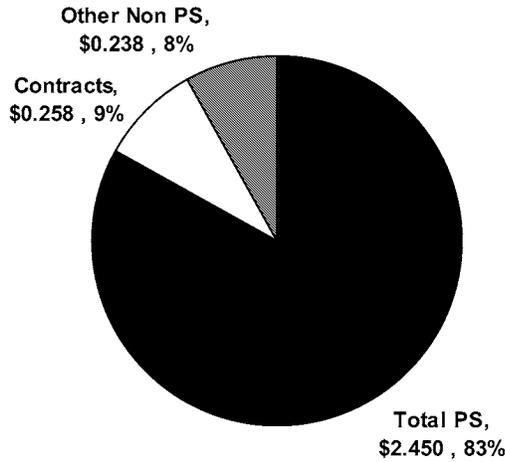
## Compensation

Approximately \$2.5 million are budgeted for Personal Services expenditures in FY 2006. This provides compensation to 44 FTEs allocated to this activity.

## Expenditures (FY 2006 Budget)

Contracts account for nine percent (9%) of budgeted FY 2006 expenditures. The largest component of the activity budget is Personal Services (PS), accounting for 83% of total expenditures.

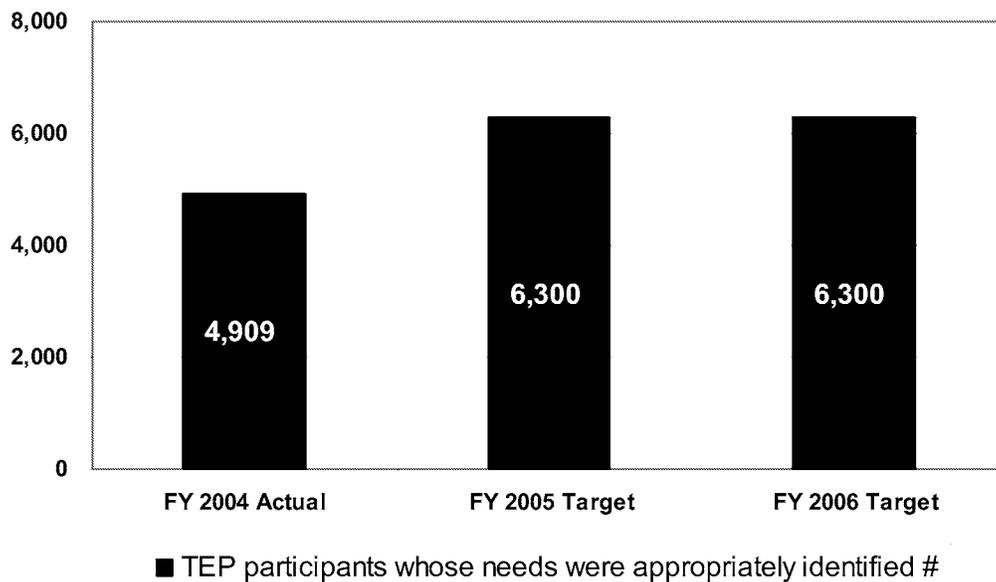
**Expenditure Distribution, FY2006  
(Category, \$millions, Percent)**



**Beneficiaries and Services**

Beneficiaries of this activity include Transitional Employment Program (TEP) participants whose needs are appropriately identified. The number of participants is expected to increase significantly in FY 2005 and FY 2006, from 4,909 in FY 2004 to 6,300 in both FY 2005 and FY 2006.

**Beneficiaries and Services, FY2004-FY2006**



## Income Maintenance: Eligibility Determination

Eligibility Determination provides public assistance and social support services to disadvantaged individuals so they can access services in a timely manner to improve their lives. The services for this activity include TANF, Food Stamp, and Medicaid Eligibility Determinations.

The following table summarizes total expenditures and full time equivalent employees for this program.

### TOTAL EXPENDITURES AND FULL TIME EQUIVALENT EMPLOYEES BY PROGRAM AND ACTIVITY

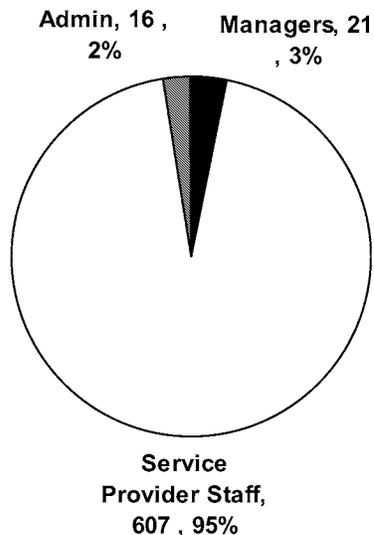
*FY2006 PROPOSED BUDGET*

Program/Activity	Total Expenditures (\$000s)	Full Time Equivalent Employees
<b>Income Maintenance</b>	<b>\$158,486</b>	<b>734</b>
Eligibility Determination	\$40,392	637

## Employees

This activity utilizes 637 positions, 95% of which provide direct service. The remaining 5% of positions are split between management (3%) and administration (2%).

**Positions by Span of Control, FY2006  
(Category, Number, Percent)**



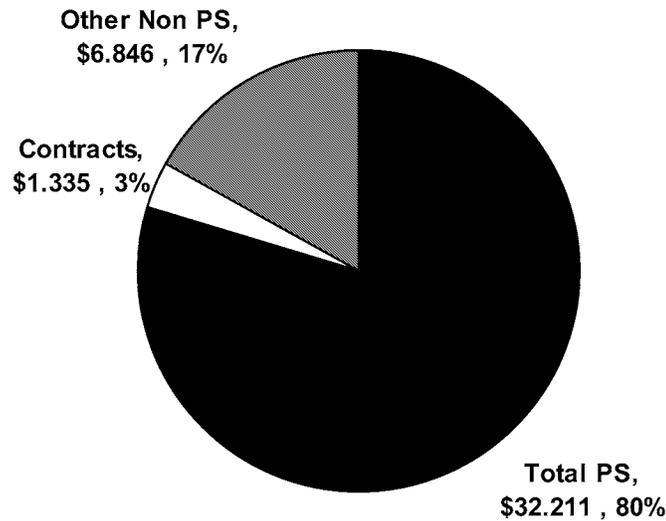
## Compensation

Approximately \$32.2 million are budgeted for Personal Services expenditures in FY 2006. This provides compensation to 637 FTEs allocated to this activity.

## Expenditures (FY 2006 Budget)

Contracts account for three percent (3%) of budgeted FY 2006 expenditures. The largest component of the activity budget is Personal Services (PS), accounting for 80% of total expenditures.

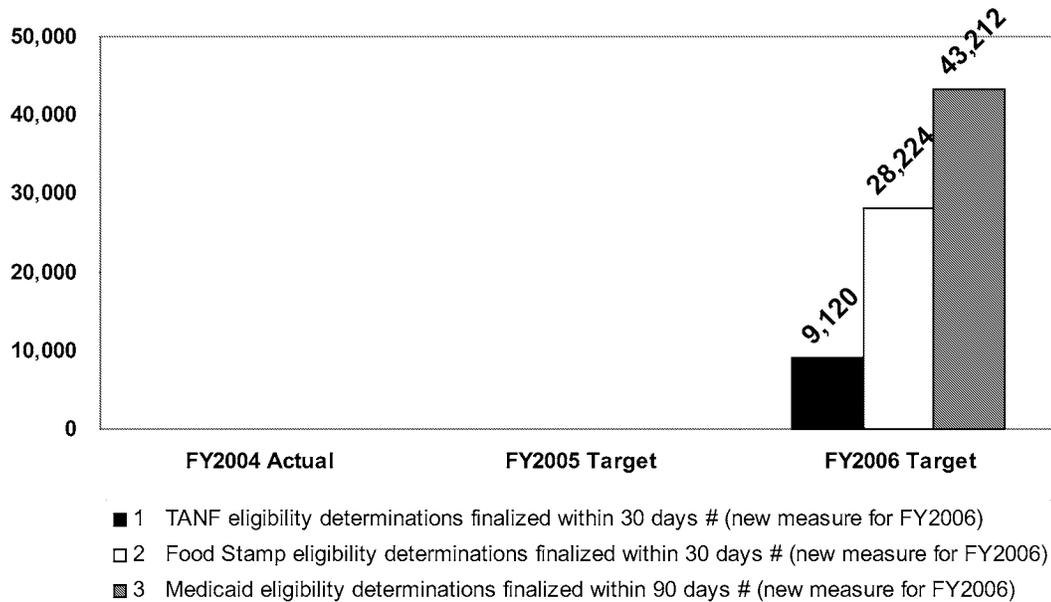
### Expenditure Distribution, FY2006 (Category, \$millions, Percent)



## Beneficiaries and Services

Activity Outputs include timely Medicaid, Food Stamp and TANF eligibility determinations. These are new Output Measures defined for FY 2006, so no data is provided for FY 2004 or FY 2005. Overall, about 85,000 determinations are expected in FY 2006. Approximately half of these are expected to be for Medicaid eligibility.

### Beneficiaries and Services, FY2004-FY2006

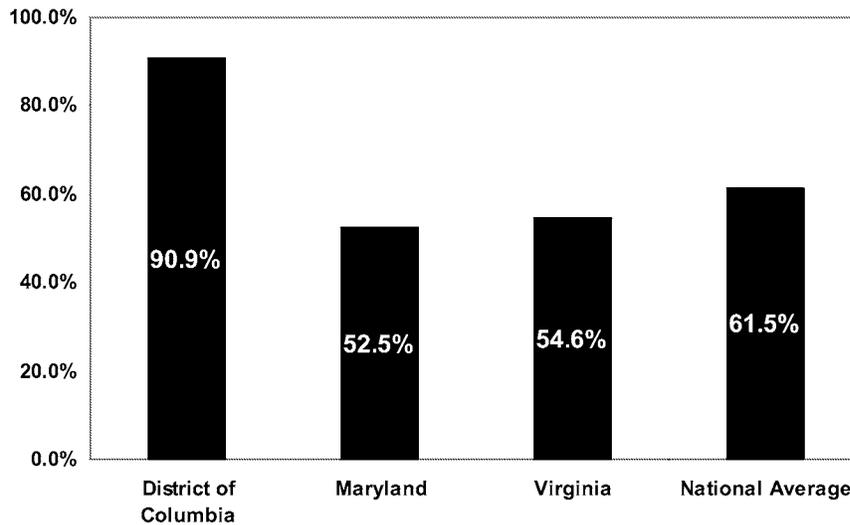


### Benchmarks

DHS benchmarks the Food Stamps component of eligibility determination using the Participant Access Rate (PAR). The PAR is designed to indicate the degree to which low-income people have access to food stamp benefits. The PAR is the simple ratio of the average monthly number of food stamp participants over the course of a calendar year to the number of people with income below the official poverty line over the course of the calendar. The source of information for this benchmark is "Calculating the Food Stamp Participant Access Rate: A Step-By-Step Guide," dated November 2004, and published by the Food and Nutrition Service of the US Department of Agriculture.

The latest data available are for calendar year 2003, and are described in the following chart. As seen, the District has a much higher access rate (90.9%) than both Maryland and Virginia, and the District's access rate also exceeds the national average (61.5%).

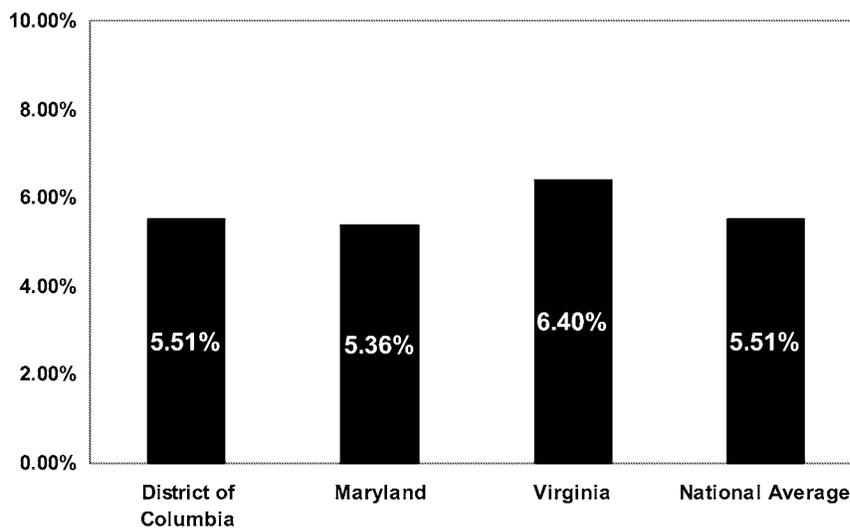
**Food Stamp Participant Access Rate, 2003**



Also important to food stamp eligibility determination is the combined payment error rate. This measure accounts for both overpayments and underpayments to households eligible for food stamps. The Food and Nutrition Service (FNS) of the US Department of Agriculture (USDA) adds overpayments and underpayments of food stamp benefits and then divides by the total food stamp benefit payment of a state to determine the combined payment error rate.

The latest data available are for FY 2004, and are shown in the following chart. As seen, error rates for the District (5.51%) are comparable to those in Maryland and Virginia, and the District's error rate is identical to the national average.

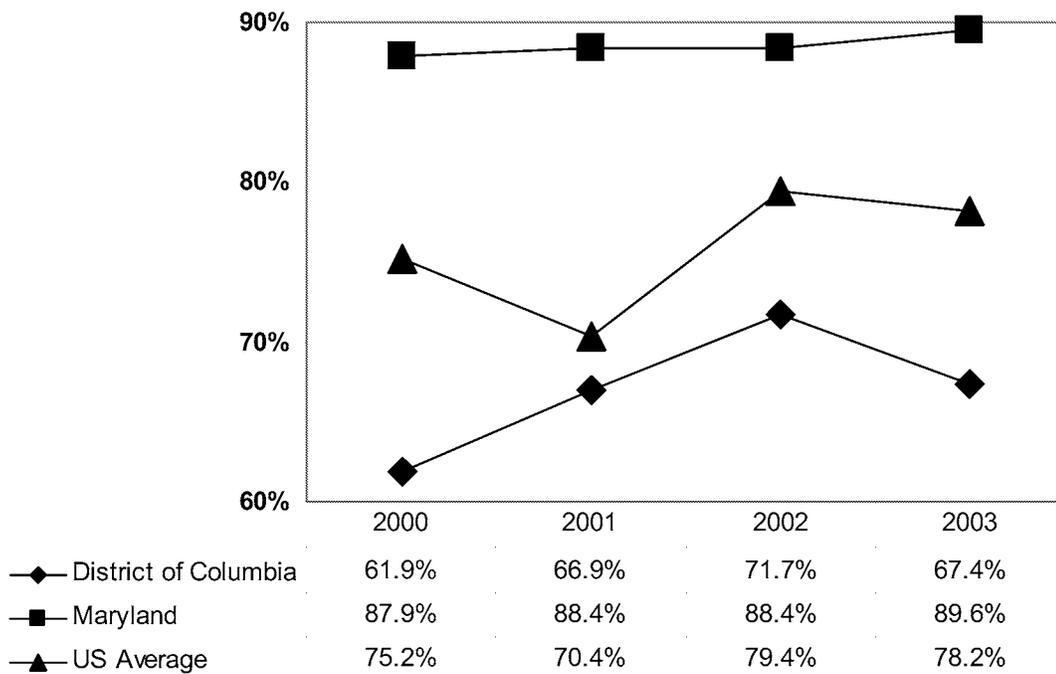
**Food Stamp Combined Payment Error Rate, FY2004**



In addition to the Food Stamp benchmark measures provided by DHS, the District is also benchmarked by the federal government for purposes of allocating a \$40 million per year access-related high performance bonus to participating states. This bonus is rewarded to the top ten performers using two measures: a Medicaid/State Children's Health Insurance Program (SCHIP) enrollment rate and a Food Stamp enrollment rate. Each of these measures is analyzed below, using available data published by the US Department of Health and Human Services. Additional information is available online at [www.acf.hhs.gov//programs/ofa/HPB/hpbindex.htm](http://www.acf.hhs.gov//programs/ofa/HPB/hpbindex.htm).

The District competes for the federal high performance bonus and reports Medicaid/SCHIP enrollment data. The federal government uses this data to compute a Medicaid/SCHIP enrollment rate. The enrollment rate measures the number of recipients in the performance year who leave TANF and are enrolled in the Medicaid/SCHIP program both at the time of leaving and in the fourth month after leaving, as a percent of all recipients who leave TANF and are enrolled at time of leaving. Comparisons between the District and other jurisdictions are provided in the following chart (note that data for Virginia is not available, as it does not participate in the Medicaid/SCHIP enrollment bonus). As seen, the District's rates have generally improved since 2001, but are still below Maryland's rates and national average rates.

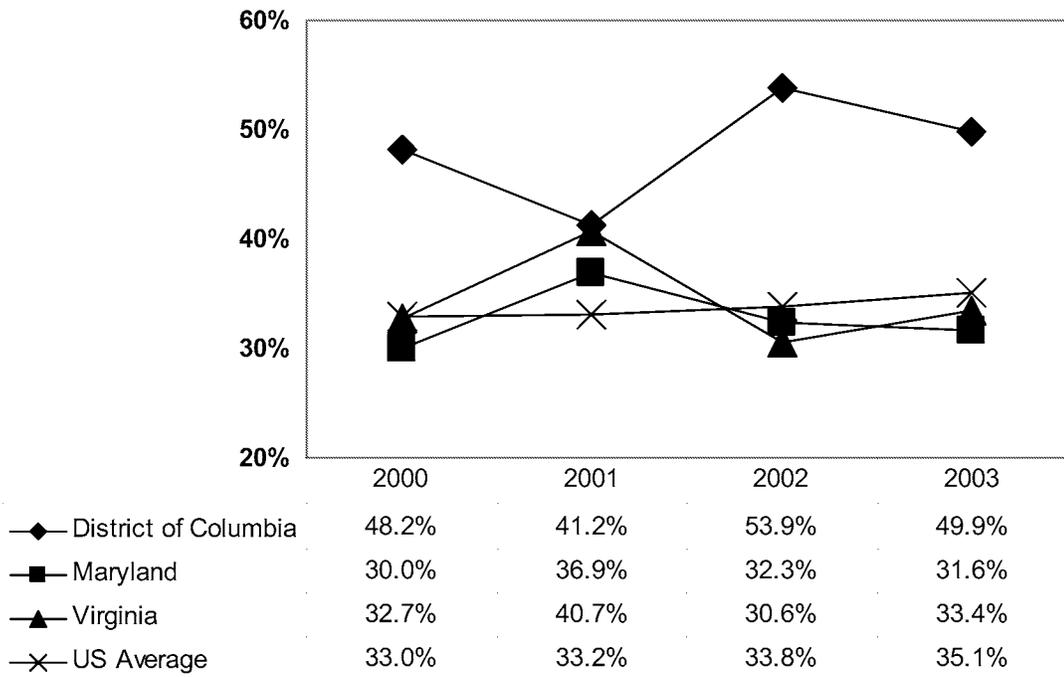
**Medicaid/SCHIP Enrollment Rate, 2000-2003**



SOURCE: US Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance, *High Performance Bonus Awards, Table 4*. Available online at [www.acf.hhs.gov//programs/ofa/HPB/hpbindex.htm](http://www.acf.hhs.gov//programs/ofa/HPB/hpbindex.htm).

The federal government also uses a Food Stamp access rate to award performance bonuses to participating jurisdictions, using data provided by the US Census Bureau. The Food Stamp access rate is a measure of the percent of low-income working households with children under 18 in the performance year who participate in the Food Stamp program. Comparisons between the District and other jurisdictions are in the following chart. As seen, the District consistently outperforms both its neighbors (Maryland and Virginia) and the national average, consistent with the data provided by DHS regarding the Food Stamp Participant Access Rate reported above. As a result of this high performance, the District earned almost \$4 million in federal bonuses for its 2002 performance.

**Food Stamp Enrollment Rate, 2000-2003**



SOURCE: US Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance, *High Performance Bonus Awards, Table 5*. Available online at [www.acf.hhs.gov/programs/ofa/HPB/hpbindex.htm](http://www.acf.hhs.gov/programs/ofa/HPB/hpbindex.htm).

**Income Maintenance: Quality Assurance**

The purpose of the Program Quality Assurance Activity is to provide monitoring and review services for taxpayers and customers so they can be assured of quality human service delivery and accountability. The activity provides the following services: Contract Monitoring, Grant Monitoring, Compliance Audits, Corrective Action Plans, On-site Visits, Monitoring Reports, Quality Assurance

Reviews, Memoranda of Understanding, Memoranda of Agreement, and TANF Job Contracts.

The following table summarizes total expenditures and full time equivalent employees for this program.

**TOTAL EXPENDITURES AND FULL TIME EQUIVALENT EMPLOYEES BY PROGRAM AND ACTIVITY**

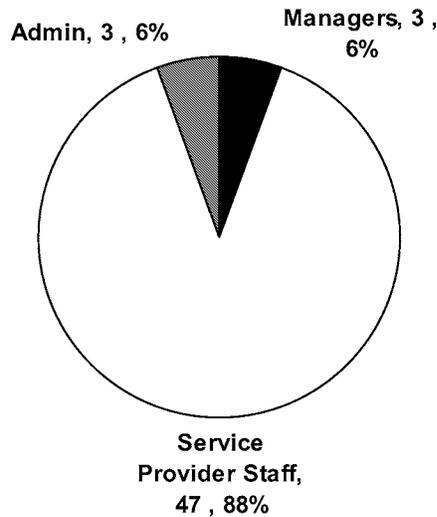
*FY2006 PROPOSED BUDGET*

Program/Activity	Total Expenditures (\$000s)	Full Time Equivalent Employees
<b><i>Income Maintenance</i></b>	<b><i>\$158,486</i></b>	<b><i>734</i></b>
Quality Assurance	\$3,254	53

**Employees**

This activity utilizes 53 positions, 88% of which provide direct service. The remaining 12% of positions are split equally between management and administration.

**Positions by Span of Control, FY2006  
(Category, Number, Percent)**



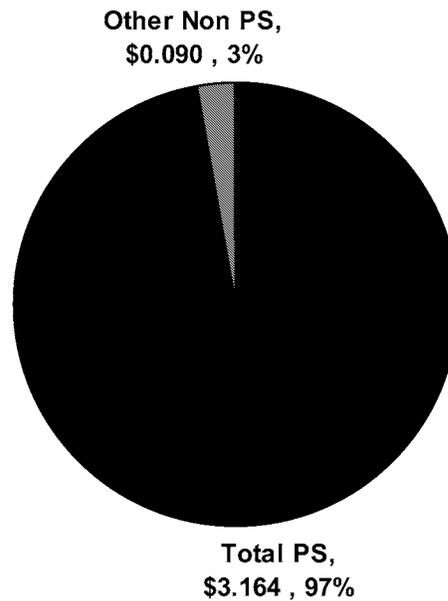
**Compensation**

Approximately \$3.2 million are budgeted for Personal Services expenditures in FY 2006. This provides compensation to 53 FTEs allocated to this activity.

## Expenditures (FY 2006 Budget)

Contracts are not utilized in this activity. The largest component of the activity budget is Personal Services (PS), accounting for 97% of total expenditures.

### Expenditure Distribution, FY2006 (Category, \$millions, Percent)



## Early Childhood Development Program

The Early Childhood Development program provides support for and collaborates with other public and private child and family advocacy organizations to formulate an effective continuum of services and care for District children five years of age and younger, and to provide access to before and after school services for eligible children up to age 13. This program consists of the following activities: Eligibility Re-Determination, Child Care Services, Child Development Provider Services, Early Intervention Services, Case Management, and Quality Assurance.

The following table summarizes total expenditures and full time equivalent employees for this program.