

Report to the Legislature

WorkFirst Report on Maximizing Outcomes

3ESSB 5034 Section 207 (1)(a)

November 1, 2013

Economic Services Administration
Community Services Division
PO Box 45470
Olympia, WA 98504-5470
(360) 902-8077



TABLE OF CONTENTS

Background.....	Page 3
WorkFirst Performance Plan Elements.....	Page 6
Performance Metrics.....	Page 16
Appendix A— Budget.....	Page 17
Appendix B— Implementation Estimates and Considerations.....	Page 18
Appendix C— FFY13 Maintenance of Effort (MOE) & FFY14 Work Participation Estimates.....	Page 19
Appendix D— Partner Contracts and Expenditures.....	Page 21
Appendix E— Sanction Demographics.....	Page 23
Appendix F— LEAN Project Plan	Page 26
Appendix G— Comprehensive Evaluation Pilot Findings	Page 28
Appendix H— Practice Assistance Visits Plan.....	Page 32

BACKGROUND

Third Engrossed Substitute Senate Bill (3ESSB) 5034 Section 207 (1)(a) requires the Secretary of the Department of Social and Health Services (DSHS), working with WorkFirst partners agencies and in collaboration with the WorkFirst Oversight Task Force, to develop a plan for maximizing the following outcomes and must report back to the Legislature by November 1, 2013. The outcomes to be measured are:

- Increased employment;
- Completion of education or post-secondary training;
- Completion of barrier removal activity including drug and alcohol or mental health treatment;
- Housing stability;
- Child care or education stability for the children of Temporary Assistance for Needy Families (TANF) recipients;
- Reduced rate of return after exit from the WorkFirst program; and
- Work participation requirements.

As previously reported during Legislative-Executive WorkFirst Oversight Task Force meetings, the WorkFirst program has been underperforming in few areas:

1. **Federal Participation Rate**--Washington did not meet the All Family or Two-Parent Participation Rate targets in federal fiscal year (FFY) 2012. As of August 2013, it appears the State has just met the All Family target, but will still fail to meet the Two-Parent participation rate for FFY 2013.

FFY 2012 Actuals	FFY 2012 Target	FFY 2012 Rate	FFY 2012 Under Target
All Family	14.6%	10.1%	-4.5%
Two-Parent	54.6%	10.2%	-44.4%
FFY 2013 Estimates	FFY 2013 Target	FFY 2013 Rate	FFY 2013 Under/Over Target
All Family	12.5%	12.6%	0.1%
Two-Parent	52.5%	11.7%	-40.8%
FFY 2014 Estimates	FFY 2014 Estimated Target	FFY 2014 Rate	FFY 2014 Under/Over Target
All Family	10.2%	FFY14 data not yet available	
Two-Parent	50.2%		

Note: FFY 2013 estimates include August 2013 data and include a twelve week Job Search/Job Readiness count for October 2012 through May 2013. Job Search/Job Readiness for June 2013 through August 2013 reflects a six week count pending confirmation by the Administration for Children and Families that Washington meets the needy state status.

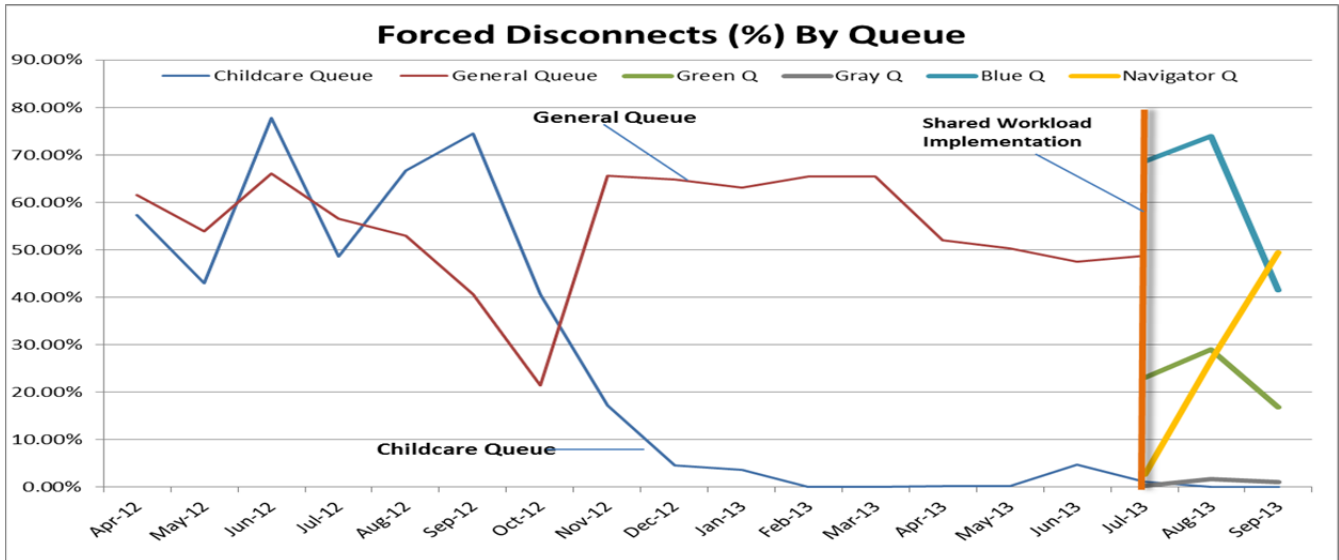
2. ESD/DSHS Job Search Performance—The Employment Security Department (ESD) reported to the Legislative-Executive WorkFirst Oversight Task Force (LET) that 37% of referrals to ESD for Job Search are referred back to DSHS. Based on information included in a letter from ESD dated June 11, 2013, of the 12,100 participants referred back in 2012:

- 54% were referred back for non-participation or loss of contact
- 33% were referred back due to the discovery of a barrier to employment (typically due to a medical or legal issue)
- 13% were referred back following job search completion without successfully obtaining employment

OFM Forecasting WorkFirst Chartbook data for the period of June 2012 to May 2013 shows an average of 18.3% of participants who remain in EDS Job Search are participating enough to meet the Participation Rate. DSHS and ESD will embark on a LEAN project in December 2013 to identify how to improve quality referrals, reduce churn and achieve better job search outcomes.

3. SBCTC/DSHS Educational Outcome Performance—The State Board for Community and Technical Colleges (SBCTC) reported in May 2013 to the LET that 82% of participants engaged in educational programs in 2011 did not complete the program. SBCTC has subsequently reported that the non-completion rate is in actuality less than the 82% they reported in May 2013 since many of the clients they serve are in basic skills programs that do not result in the achievement of a degree or certificate—their definition of program completion. We continue to work together to identify what are the appropriate measurements of successful educational outcomes—for all students in all programs. OFM Forecasting WorkFirst Chartbook data for the period of June 2012 to May 2013 shows an average of 32.7% of participants engaged in SBCTC educational programs are participating enough to meet the Participation Rate. DSHS and SBCTC will embark on a LEAN project in 2014 to identify how to achieve better program outcomes.

4. CSD Customer Service Contact Center— While not directly related to WorkFirst outcomes such as the participation rate, access to services via the Contact Center does impact WorkFirst families who may be applying for TANF, Food or Child Care subsidies or reporting changes of circumstances. The chart below shows the forced disconnect rate—the rate at which callers are unable to get through to a call agent for service. It shows that since dedication of a full contingent of resources in the child care queue, the disconnect rate has been brought down to and maintained at near zero. DSHS recently implemented a way of distributing work across the entire available staff resource pool (referenced as Shared Workload Implementation on the chart) in an effort to balance the workload, call volume and to bring down forced disconnects in the remaining queues.



The federal penalty for failing to meet FFY 2012 Participation Rate targets is estimated to be \$14.9 million. Failure to meet the FFY 2013 Two-Parent target is estimated to result in an additional penalty of \$2.2 million, for a total estimated potential penalty liability for Washington of \$17.1 million. DSHS will be required to submit a corrective compliance plan upon notification by the Health and Human Services’ (HHS) Administration for Children and Families (ACF). A strong plan holds a strong prospect for a waiver of some or all of the penalty liability.

Importantly, beyond the federal penalties, in a system where a family is limited to just 60 months of lifetime TANF benefits and just twelve months of lifetime TANF vocational training, it is absolutely critical that we maximize the time each person has on TANF to effectively transition them to work. Every TANF family has a child and every child needs a childhood of support, not just 60 months.

This report includes an examination of several elements from the action plan developed by DSHS to improve WorkFirst performance. The plan includes efforts to implement recommendations from the 2011 WorkFirst Re-Examination Report as well as new initiatives designed to result in short and long-term improvements. The elements of the plan draw heavily on feedback gathered through staff surveys and interviews as well as on a realistic look at what has or has not worked well historically. The actions taken as a result of this plan would comprise key components of a future corrective compliance plan to ACF.

The elements are organized in the report in three categories:

- 2011 WorkFirst Re-Design Related Elements
- Partner and Service Changes
- Participation Requirement Changes

The report also includes a description of the Performance Metrics instituted in June 2013 to measure program outcomes.

WORKFIRST PERFORMANCE PLAN ELEMENTS

1. 2011 WorkFirst Re-Design Related Elements

a. Implement an Improved Comprehensive Evaluation (CE)

The Comprehensive Evaluation (CE) is the initial assessment conducted to determine appropriate engagement for TANF participants. Improved evaluation is expected to result in earlier identification of appropriate activities and to more quickly move participants to employment and self-sufficiency.

Planning and design work for a new Comprehensive Evaluation, as recommended in the 2011 WorkFirst Redesign Report, was completed in 2013. The Kelso, Spokane Valley and Access Spokane Community Services Offices conducted user testing of the new tool between August 5, 2013 and September 13, 2013 for 695 new TANF applicants. Staff and client focus groups and interviews were conducted as part of the user testing to assess the functionality of the tool and its impact on staffing and service delivery.

The new CE was designed to focus on client strengths and supports, as well as on the children in the home. Surveys conducted by the Departments' Research and Data Analysis Division asked 382 clients in the pilot whether the tool asked the right questions to find out about these and other topics. They also surveyed 103 clients in a control group who had just completed the current WorkFirst evaluation. Clients in the pilot group consistently gave higher scores in all areas, and gave notably higher scores in the areas of strengths, supports, health, job barriers and goals.

However, both clients and staff indicated the pilot tool took too long. On average, it took one hour and 45 minutes to complete the evaluation, which is more than twice the time it takes to complete the current evaluation. Also, 22% of the clients in the pilot group (compared to 3% of the clients in the control group) found some questions were confusing or hard to answer.

Program and IT staff are working to streamline the tool and develop clearer questions. A final user test will be conducted, a fully automated tool programmed, and staff training developed and delivered to support the goal of statewide implementation by July 2014. While program and IT staff are working hard to ensure July 2014 delivery, significant redirection of IT resources needed to implement the Affordable Care Act does present some risk for delay to this project timeline.

b. TANF PRISM

TANF PRISM is a technology-based approach designed to search DSHS' Integrated Client Database to provide additional information about TANF participants. This information will be considered along with information gathered in the CE to better target services and improve participant engagement and success. DSHS' Research and Data Analysis Division will begin coding of the TANF PRISM prototype in October 2013. Pilot of the new tool is anticipated to begin in April 2014.

c. Implement a Post-TANF Participation Support Program

DSHS is building a new, low-cost (likely less than \$25) assistance benefit for low-income families working enough hours to be counted in the Participation Rate that will be called the Working Family Support program. Due to tight IT constraints in Economic Services Administration (largely driven by the Affordable Care Act implementation demands), the program will be implemented in phases. The initial phase will have a modest impact on the Participation Rate but there is a strong reason to believe that once the final phase of the program is implemented, at least as it applies to the "All Family" rate, meeting the rate will cease to be a major hurdle.

Phase I—Post TANF Support Benefit—Target Implementation by June 2014

- Issued on Bank of America card
- Anticipating +/- 300 clients per month and up to 1% rate increase

Phase II—Large Scale Program—Ongoing ACES Benefit within 18-24 months

- Target Automated Client Eligibility System (ACES) programming to begin January 2014 with implementation April 2015
- Anticipating +/- 15,000 clients per month for up to 17.3% All Family and 56.7% Two-Parent Participation Rate increase

The Legislature did not provide funding for this initiative in the 13-15 biennial budget and is currently being funded using other WorkFirst program funds. As a result, creation and implementation of this program is dependent on DSHS' continued ability to fund this project within existing fund sources.

d. Implement a New Orientation

It is critical to client and program success that WorkFirst participants are informed of not only the benefits and requirements of the program but also the consequences for choosing not to participate. In order to better deliver this information, and in accordance with the recommendations of the 2011 Re-Design Report, Economic Services Administration (ESA) staff will convene a group to develop a mandatory Orientation for new WorkFirst clients. Issuance of the initial TANF grant payment will be contingent upon completion of the orientation. Implementation of this initiative is targeted for June 2014.

e. Conduct Comprehensive LEAN Overhaul

One of the eight recommendations of the 2011 WorkFirst Redesign Report was to implement a continuous improvement process for the program. Clearly there is much to be learned from the experts who deliver services in the field about how to improve program efficiency and outcomes. DSHS will coordinate six major LEAN projects to identify additional program improvements. The projects will be conducted approximately six weeks apart between December 2013 and July 2014 and will examine the following program areas:

- Reducing ESD Job Search Churn (December 2013)
- Preparing Federal Participation Report (January 2014)
- Verifying and Documenting Actual Hours of Participation (March 2014)
- Increasing Successful Outcomes for Educational Activities (April 2014)
- Reducing Transition Gaps Between Activities (June 2014)
- Improving Engagement: Moving from Barrier Removal to Work (July 2014)

2. Partner and Service Changes

a. Adjust WorkFirst Partner Contracts

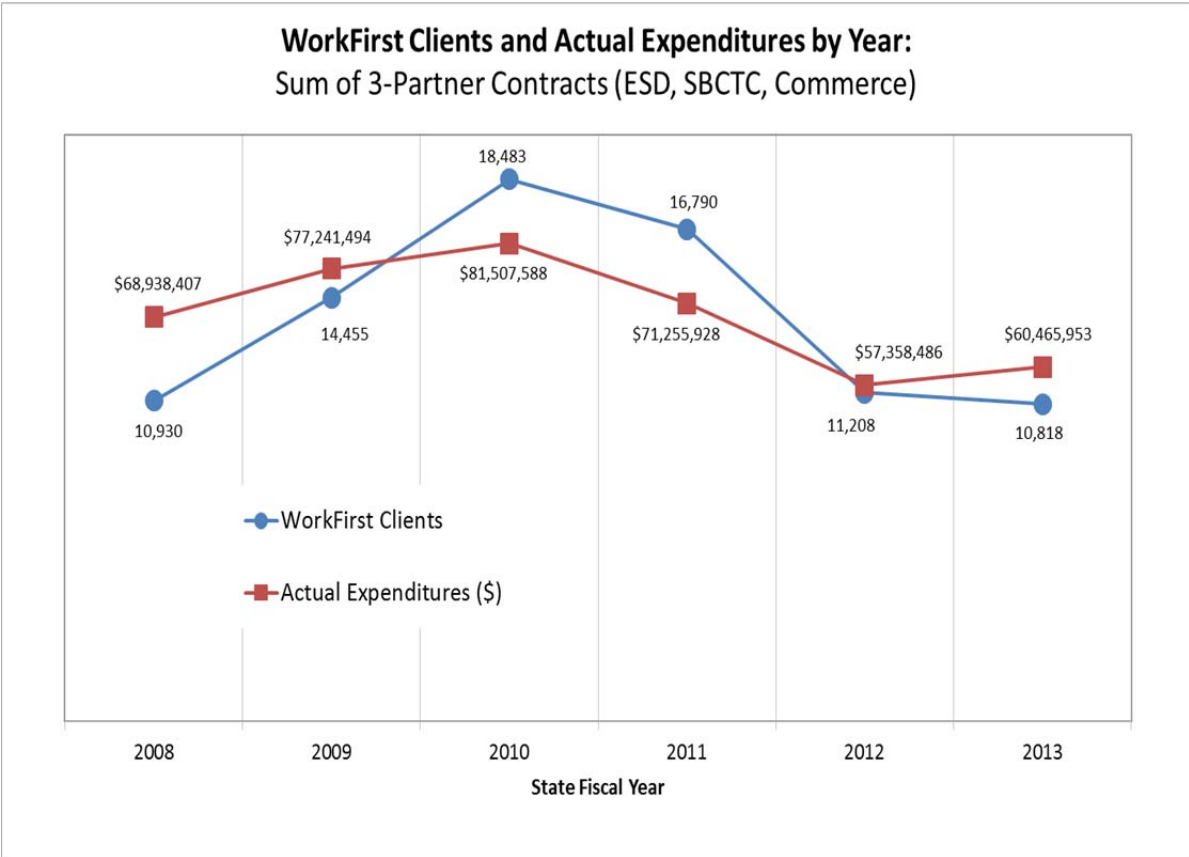
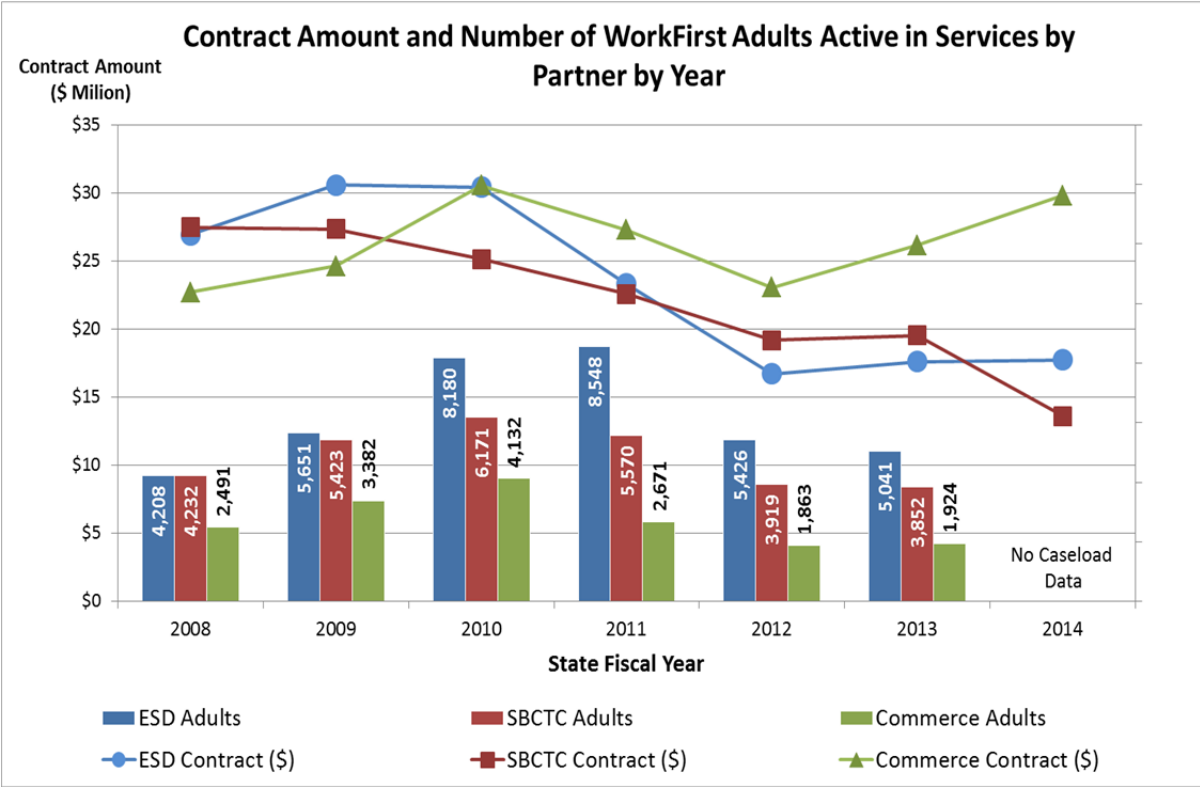
ESD and SBCTC contracts were reduced by up to 25% primarily reflecting lower caseloads. At the same time, increased reporting requirements contained in the Legislative budget proviso have been incorporated into the contract language. This will provide better information to identify where programs are succeeding and failing.

Reduced funding for ESD and SBCTC was primarily shifted to Commerce and Limited English Proficiency (LEP) programs, both of which have significantly higher demonstrated success rates. Some reductions were also used to address legislative budget reductions and to fund WorkFirst LEAN initiatives described above.

Table 1 below provides a summary of the funding allocations and service changes for ESD, SBCTC and Commerce.

Table 1: Partner Contract Changes			
Partner	SFY 2014 Allocation	Continuing Activities	Changing Services and Activities
ESD	\$15.418 million	<ul style="list-style-type: none"> Existing Career Scope service delivery model All participants may receive WorkFirst support services automatic transportation payments, bus passes and OJT reimbursements 	<ul style="list-style-type: none"> Effective September 18, 2013, only participants with a job offer may receive other WorkFirst support services (such as clothing, tools, etc.) All other supports may be provided by DSHS
SBCTC	\$13.601 million	<ul style="list-style-type: none"> Vocational Education IBEST High-Wage, High-Demand Training Degree Completion Basic Skills, ESL, HS completion and HS Equivalency (GED) preparation WorkFirst Work Study 	<p>No longer funded as of 01/01/2014</p> <p>Stand-alone classes for:</p> <ul style="list-style-type: none"> Life Skills Customized Job Skills Training Open entry/open exit GED Summer and holiday break activities Remote site (in CSOs) classes
Commerce	\$29.578 million	<ul style="list-style-type: none"> Community Jobs Career Development Job Connection 	Community Works (WEX) will be available as of October 18, 2013

The charts that follow provide a depiction of clients served by each partner as compared to the funding allocations between 2008 and 2014. A partner by partner breakdown of contracts and expenditures can be found in Appendix B of this report.



b. Conduct Practice Assistance Visits

In-person practice assistance will be provided for struggling offices and workers. Support will include data/trend analysis, case reviews, supplemental training and guidance. Focus will start in the 15 largest offices which serve over 60% of all WorkFirst participants. It is important to understand that a number of WorkFirst programs around the state continue to show successful outcomes. DSHS needs to re-double efforts to share successes and expertise across the organization.

c. Focus on Case Management

Community Services Division continues work to fill staffing vacancies and implement a shared workload model that will allow WorkFirst case managers to focus staff time on case management, participant engagement and accountability. During the recent period of a three year hiring freeze, case managers were often called away from a primary focus on WorkFirst engagement in order to meet level of service requirements for processing related benefits for TANF families such as Supplemental Nutrition Assistance (SNAP)/state Food Assistance Program (FAP), Aged, Blind or Disabled (ABD) assistance, or other emergency assistance programs.

d. Increase Access to Targeted Life Skills Training

Field surveys and staff feedback identified a need to fill gaps in skill development by developing modules to meet specific participant needs such as overcoming criminal history, self-awareness, attitude, balancing work and personal life, money management, stress and anger management, time management, communication skills and appropriate standards of dress. For instance, over one-third of participants referred to ESD are sent back to DSHS as “not ready” for job search or employment. These modules will provide participants with another option for building skills and meeting engagement requirements.

e. Increase Use of Work Experience (WEX)

In July 2011 DSHS and Commerce re-introduced a limited unpaid Work Experience (WEX) activity called the Career Development program that was designed to supplement engagement in an education program. Staff surveyed consistently indicated a need for further expansion of Work Experience activities—unpaid work placements used as a bridge between activities and a ramp from barrier removal to work-like engagement.

The WorkFirst program has significantly limited options for participants when vocational education is not a realistic option, when they have exhausted time limited activities such as 12 weeks of job search or 12 months of vocational education, or when they have already completed a Community Jobs placement. Expansion of the WEX program will provide case managers and participants with an element to add to their plans when no other participation options are available, where it is an appropriate transition step prior to work or work-like activity, or to bridge gaps between the end of one activity and the beginning of another.

Advantages to increased use of WEX include:

- WEX is not time limited. Job Search is limited to between 6 and 12 weeks in a year and Vocational Education is limited to 12 months in a lifetime.
- There is no cap on how many clients may be engaged in WEX. Vocational Education is capped at 30% of countable participating adults which the program recently exceeded.
- WEX is less expensive than a paid work experience.
- Since WEX is unpaid employment, it is subject to Fair Labor Standards Act (FLSA) calculations. This means that the calculation that divides the amount of food benefits and TANF grant for the household by the state minimum wage determines how many hours of WEX a family may be required to engage in. A benefit of this is that if the calculation allows only 8 hours per week of participation, those 8 hours will count as meeting the federal 20 hour core requirement for participants.

Funding has been increased for Commerce to facilitate expansion and referrals for additional services began October 18, 2013.

f. Implement an Incentive Payment for Participants Meeting Work Requirements

DSHS is developing an incentive program that would provide about \$55.00 per household for each month an adult participant completes enough hours of participation to meet Participation Rate requirements. This incentive is roughly equivalent to a 15% grant increase that would return participating families to the pre-2011 grant reduction level (less inflation). The program will require significant IT programming and is anticipated to implement concurrent with the Working Family Support program in April 2015.

3. Participation Requirement Changes

a. Increase Participation Requirements for Two-Parent Households

In October 2010, participation requirements were changed for two-parent households allowing one parent to choose not to participate while the other completed the minimum 35 hours per week necessary to meet the Participation Rate. The change was made to achieve child care cost savings during a time where the effective All Family Participation Rate target was at zero.

Since that time, however, the program significantly limited the availability of time limit extensions and implemented an effective hard time limit in 2011. Given the reality that families face a time-limited program it is imperative that we help families make the most effective use of their time on the program. This should extend to both parents in a two-parent household.

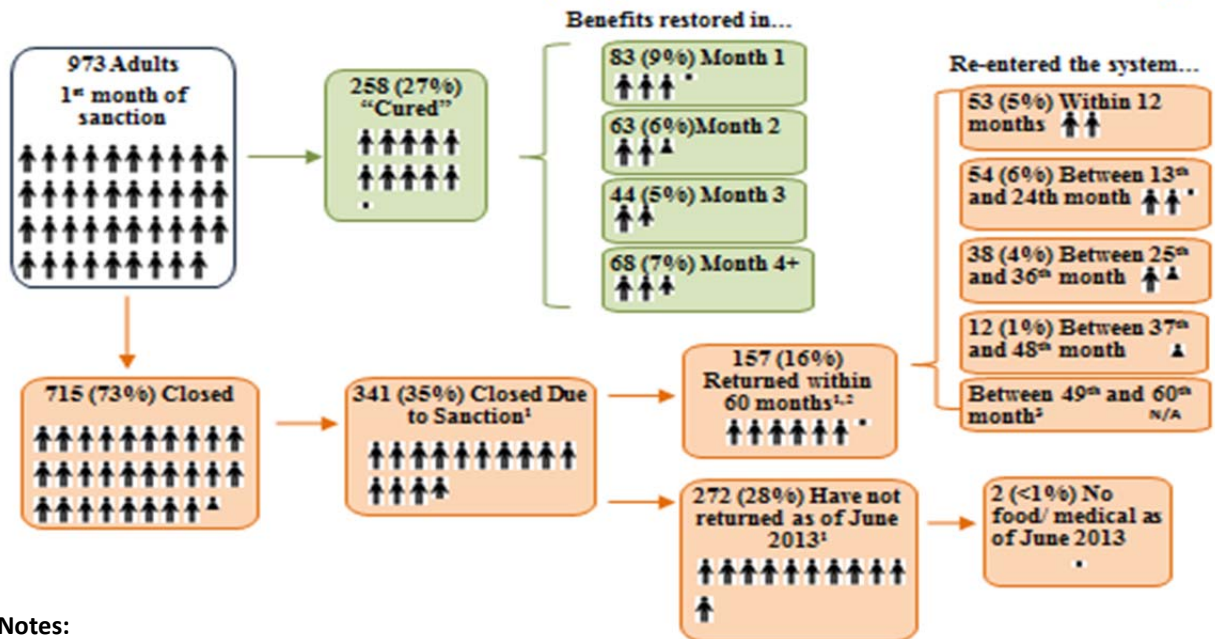
ESA will draft staff guidance to begin requiring both parents in a two-parent household to participate in WorkFirst participation activities beginning in February 2014.

b. Reduce Time Between Sanction and TANF Termination

TANF adults who do not participate as required in their WorkFirst plan are sanctioned and receive a 40% reduced grant for up to four months. If not cured within 4 months, the entire TANF grant is terminated. A household terminated three times for sanction is permanently disqualified from TANF. Within this process, adults who are able but choose not to engage essentially have at least 5 months of benefits without requisite participation. Again, as stated above, with a time limited program and the reality that the program must meet the Participation Rate, it is imperative to encourage participation to the fullest of each person’s capacity.

In considering this recommendation, we start by referencing historical sanction trends in the chart that follows.

TANF Sanction Flowchart (July 2009 to Dec 2012 Cohorts)



Notes:

Each complete human figure represents 25 persons.

Base: TANF adults who entered their first month of sanction between July 2009 and December 2012.

Downstream results are based on monthly averages.

Source: ESA/EMAPS report based on June 2013 ACES Data Warehouse load (as of June 13, 2013).

¹ The number counts only unduplicated adults. However, a client may be counted more than once if they re-enter TANF.

² A final count of adults who re-entered the system within 60 months is not yet available because not all clients have had 60 months since leaving TANF.

³ Results for the period between the 49th and 60th months are not yet available, as this time frame had yet to occur for any member of this client cohort as of June 2013.

73% of those who enter sanction have their TANF close rather than “cure”, but only 35% close as a result of the non-compliance sanction process. Further, 28% of them never return to TANF once they close. As discussed above, this seems to indicate that there may be other resources or supports available to families that go into sanction. This seems consistent with information contained in a 2003 report titled “Review of Sanction Policies and Research Studies” submitted by Mathematica Policy Research, Inc. to HHS’ Office of the Assistant Secretary for Planning and Evaluation (<http://aspe.hhs.gov/hsp/TANF-sanctions03>).

In regards to the impact of sanctions the report states “A few studies suggest that more stringent sanctions led to greater welfare exits and caseload declines, although most offer little insight into how these changes occur. A study that examined the impact of waiver policies on welfare exits found that more stringent sanction policies are associated with increased employment exits.” Later the report cites “The one study that examined the impact of sanctions on employment exits did find that work exits were more common when families were subject to more stringent sanctions.”

Participation and employment are encouraged through more stringent accountability standards for those failing to meet program requirements. However, again, it is the Department’s intent to hold those who are capable of participating but choose not to do so accountable while creating robust mechanisms to ensure that safeguards are in place to protect those who are more vulnerable or are facing significant barriers or challenges like Family Violence, Chemical Dependency and Mental or Physical Health that prevent them from engaging in appropriate activities.

DSHS would implement an outreach approach that emphasizes engagement rather than a punitive approach. This would likely include:

- A specialized sanction track for parents with infants under the age of one year that will include a home visit prior to termination and a mandatory standard screening to focus on potential Domestic Violence, Mental Health or Chemical Dependency issues in addition to screenings for special needs of the infant that may require deferral or alternate activities for the parent.
- A standard screening to focus on the identification of potential Domestic Violence, Mental Health or Chemical Dependency issues for all participants who attend the Good Cause appointment.
- Phone outreach attempt prior to sanction closure for participants that do not attend the Good Cause appointment to encourage engagement

- A home visit prior to termination for those who do not attend the Good Cause appointment and who have had Domestic Violence, Chemical Dependency or Mental Health issues documented within the previous year.
- A follow up communication letter will be sent to all families that are scheduled to be closed due to sanction to provide them with information about how to cure a sanction and how to become eligible to TANF again following sanction termination.

The Department intends to complete a stakeholder engagement process to review these and other ideas that will create the optimal sanction avoidance process.

Performance Plan Summary

The Mathematica report cited above indicates that “Recipients often are not clear about participation requirements; sanction policies and processes to “cure” a TANF sanction” and “The enforcement of sanctions may be influenced by case managers’ ability to identify barriers to employment, time to monitor and track participation in program activities, approach to case management, and comfort initiating sanction.”

While there are 13 distinct elements contained in the plan, they are intended to work together to support the improved outcomes and performance of the program as a whole. For instance, enhancing assessment processes will allow case managers to better identify barriers and engage clients, an improved orientation will provide clients with a good understanding of the program benefits, the consequences for choosing not to engage, and how to resolve a sanction should one be applied. Increasing the focus of case managers is directed to allow them the time to monitor and track participation. The LEAN processes are aimed at continuing to find ways to improve both efficient program delivery and effective program outcomes. The elements are clearly in alignment and would poise the program to better support families, enforce appropriate accountability and achieve program goals.

PERFORMANCE METRICS

The New WorkFirst Performance Chartbook has been developed and is available on the WorkFirst Website at:

<http://www.workfirst.wa.gov/performance/asures/WorkFirstChartsJun2013.pdf>

The Chartbook continues to provide general program data, such as caseload information. However, it has now been updated to include the three new performance metric categories and associated measurements. This reflects the culmination of work done by the WorkFirst Redesign Performance Measurement group as previously reported to the Legislative-Executive WorkFirst Oversight Task Force.

Targeted Outcomes

- Participation Rate
- Return to TANF
- Exit Due to Increased Income, Earnings or Customer Request
- Exit Due to Employment
- Employment Rate Following WorkFirst Activity (including ESD Job Search, Vocational and Post-Secondary Education, Paid Work Preparation and LEP Job Search)

Driver Measures

- Alcohol/Drug Treatment, Mental Health Treatment, Domestic Violence, Housing Stability—Issue identified and addressed in WorkFirst Plan
- Engagement in High School/GED
- Engagement in English as a Second Language

Barometer Measures

There are 31 Barometer Measures in the new Chartbook. Measurements that support reporting requirements specified (3ESSB) 5034 Section 207 (1)(a) requirements include:

- TANF Children and TANF Parents Homeless or at Risk of Homelessness
- TANF Children Using Working Connections Child Care by Modality
- TANF Children Completing High School on Time, Enrolled in School, and Progressing along Grade Level K-12 (the latter two measures are under development)
- Stability of Childcare in Centers, Licensed Family Homes and License-Exempt Care
- Drug/Alcohol Treatment and Mental Health Treatment Received for Youth and Adults
- Engagement in Education Pathways (Basic Education, Post-Secondary Education)
- Adults progressing in Education to include: Attaining High School Diploma or GED; In ESL/ABE with Measurable Gains; in ESL/ABE who transition to Vocational Training; In Vocational Education with Measurable Gains; Earning Certificates, Degrees or Apprenticeships.

Appendix A - Budget

**2013-15 WorkFirst Spending Plan
October 2013
Proposed Policy Changes and
Preliminary November Forecast**

	2013-2015 Biennium					
	Current	Proposed	Current	Proposed	Curent	Proposed
	SFY 2014	SFY 2014	SFY 2015	SFY 2015	2013-15	2013-15
DSHS - Economic Services Administration (ESA)						
ESA - Assistance to Clients (3ESSB 5034, Section 207(1)(b))						
TANF Grants	198,246	192,868	191,568	185,764	389,814	378,632
Participation Incentive				1,007	-	1,007
Sanction				(2,047)	-	(2,047)
Diversion Assistance	7,802	6,702	8,202	6,702	16,004	13,404
Legislature IT Reductions	100		100		200	-
LEAN Restructuring	600		200		800	-
Subtotal - ESA Assistance to Clients	206,748	199,570	200,070	191,426	406,818	390,996
ESA - WorkFirst Services (3ESSB 5034, Section 207(1)(c))						
Tribal TANF - State MOE	12,911	12,305	12,911	12,305	25,822	24,610
DSHS - Interpreters	1,209	1,209	1,209	1,209	2,418	2,418
DSHS- Local Contracts	6,460	6,460	6,311	6,311	12,771	12,771
DSHS- Local Contracts - Life Skills		450			-	450
DSHS - Limited English Proficiency (LEP)	4,000	4,000	5,600	5,600	9,600	9,600
ESD - Job Search & Placement	15,418	15,418	15,418	15,418	30,836	30,836
SBCTC - Education & Training	13,601	13,601	13,601	13,601	27,202	27,202
Commerce Dept - Subsidized & Community Employment, LEP	29,928	29,928	28,853	30,353	58,781	60,281
Undistributed WorkFirst Services Reduction			(2,211)		(2,211)	-
Legislative IT Reduction	50		50		100	-
Two Parent Participation		2,324		4,077	-	6,401
DSHS - Working Family Support	250	155	2,250	1,830	2,500	1,985
LEAN Restructuring	150		50		200	-
Subtotal - ESA WorkFirst Services	83,977	85,850	84,042	90,704	168,019	176,554
ESA - Child Care (3ESSB 5034, Section 207(1)(d))						
Child Care Subsidy	170,233	161,423	181,266	179,167	351,499	340,590
Child Care - Early Achievers	1,865	1,820	2,918	2,906	4,783	4,726
Two Parent Participation		1,970		4,727	-	6,697
Child Care Health Care & other (CBA)	5,696	5,696	5,698	5,698	11,394	11,394
Subtotal - ESA Child Care	177,794	170,909	189,882	192,498	367,676	363,407
ESA - Overhead and Administration (3ESSB 5034, Section 207(1)(e))						
DSHS Staffing Operations	70,976	70,976	70,138	70,138	141,114	141,114
LEAN Restructuring		750		250	-	1,000
Legislative IT Reduction		150		150	-	300
DSHS - Working Family Support		95		1,129	-	1,224
WorkFirst Orientation		24		269	-	293
Technical Assistance Vists		214		283	-	497
Participation Incentive				220	-	220
Two Parent Paticipation		324		779	-	1,103
Sanction				612	-	612
DSHS Office of Financial Recovery	505	505	505	505	1,010	1,010
Subtotal - ESA Overhead and Administration	71,481	73,038	70,643	74,335	142,124	147,373
Total - ESA (3ESSB 5034, Section 207(1)(a))	540,000	529,367	544,637	548,963	1,084,637	1,078,330
Other						
Tribal TANF - Federal	23,787	23,787	23,787	23,787	47,574	47,574
Early Learning - Child Care Subsidy	75,850	76,839	75,850	76,878	151,700	153,717
Early Learning - DSHS Overhead	1,009	1,009	1,009	1,009	2,018	2,018
DSHS - Overhead	11,864	11,864	11,864	11,864	23,728	23,728
DSHS - Children's Administration	34,248	34,248	34,248	34,248	68,496	68,496
Total - Other	146,758	147,747	146,758	147,786	293,516	295,533
Total WorkFirst Spending Plan	686,758	677,114	691,395	696,749	1,378,153	1,373,863
**Total Child Care Subsidy						
ESA	170,233	161,423	181,266	179,167	351,499	340,590
Early Learning	75,850	76,839	75,850	76,878	151,700	153,717
Total Child Care Subsidy	246,083	238,262	257,116	256,045	503,199	494,307

Appendix B—Implementation Estimates and Considerations

Plan Element	Estimated Implementation	Implementation Considerations
2011 WorkFirst Re-Design Related Elements		
Improved Assessment: Comprehensive Evaluation	07/2014	<ul style="list-style-type: none"> • Revise tool • Final user test • IT Programming • Staff Training
Improved Assessment: PRISM	Pilot begins 04/2014	<ul style="list-style-type: none"> • IT Programming • Staff Training
Working Family Support Program	Small pilot 06/2014; Statewide large scale program 04/2015	<ul style="list-style-type: none"> • IT programming will take 16-18 months. • WAC change
WorkFirst Orientation	06/2014	<ul style="list-style-type: none"> • WAC change • Staff training
LEAN Projects	12/2013 to 07/2014	--
Partner and Service Changes		
Partner Contracts	SFY 2014 Contracts Completed	
Conduct Technical Assistance Visits	Site Visits begin 11/2013	--
Focus Case Management	Ongoing	--
Life Skills	11/2013	--
WEX	Referrals begin 10/18/13	--
Participation Incentive	04/2015	<ul style="list-style-type: none"> • IT Programming--roll out concurrent with the Working Family Support • WAC Changes • Staff training
Participation Requirement Changes		
Two-Parent Participation Increase	02/2014	<ul style="list-style-type: none"> • Policy change • Staff training
Reduce Sanction Period	10/2014	<ul style="list-style-type: none"> • IT programming—7 months after business requirements developed • WAC change • Staff training • Client outreach

Appendix C—FFY 2013 Maintenance of Effort (MOE) and FFY 2014 Work Participation Estimates

TANF MOE Assumptions:

- The state is likely to exceed the 80% MOE spending requirement by \$195.1 million and the Contingency Fund MOE requirement by \$76 million.
- Based on the SFY 2013 budget, DSHS Basic TANF MOE spending is estimated at \$171.2 million for federal fiscal year 2013. DSHS Contingency Fund MOE spending for federal fiscal year 2013 is estimated at \$122.2 million.
- MOE spending by other state agencies is estimated at \$297 million. With the exception of \$33.7 million estimated for the Department of Early Learning (DEL), these estimates were developed by a match of people served in the programs operated by other state agencies in 2012 with a list of “TANF-eligible” clients for SFY 2012 to approximate FFY 2013 expenditures.
- Based on the projected amount of MOE in excess of the 80% requirement, the FFY 2014 work participation rate targets would be 24.7% for All-Families and 64.7% for Two-Parent families.

FFY 2013 MOE Estimate <i>[Updated: 10-29-2013]</i>	80% TANF MOE Requirement	100% Contingency Fund Requirement
MOE Spending Requirement	\$273,125,888	\$343,120,743
DSHS - Budget for SFY 2013	\$171,251,613	\$122,152,008
Department of Labor and Industries (L&I) – Medical Assistance Fund	\$124,507,719	\$124,507,719
Office of Superintendent of Public Instruction (OSPI) – Learning Assistance Program	\$42,684,944	\$42,684,944
Office of Superintendent of Public Instruction (OSPI) – Full-Day Kindergarten	\$26,788,276	\$26,788,276
Office of Superintendent of Public Instruction (OSPI) – Navigation 101	\$294,306	\$294,306
Washington Student Achievement Council (WSAC) – State Needs Grant	\$64,568,174	\$64,568,174
Department of Early Learning (DEL) – ECEAP	\$33,714,199	\$33,714,199
Department of Corrections (DOC) – CD Treatment	\$1,069,652	\$1,069,652
Washington Telephone Assistance Program (WTAP)	\$985,790	\$985,790
Commerce Housing Programs	\$2,395,414	\$2,395,414
Total MOE	\$468,260,087	\$419,160,482
MOE in Excess of Requirement	\$195,134,199	\$76,039,739
FFY 2014 Estimated All-Family Work Participation Rate Target	24.7%	N/A
FFY 2014 Estimated 2-Parent Family Work Participation Rate Target	64.7%	N/A

Future Concerns:

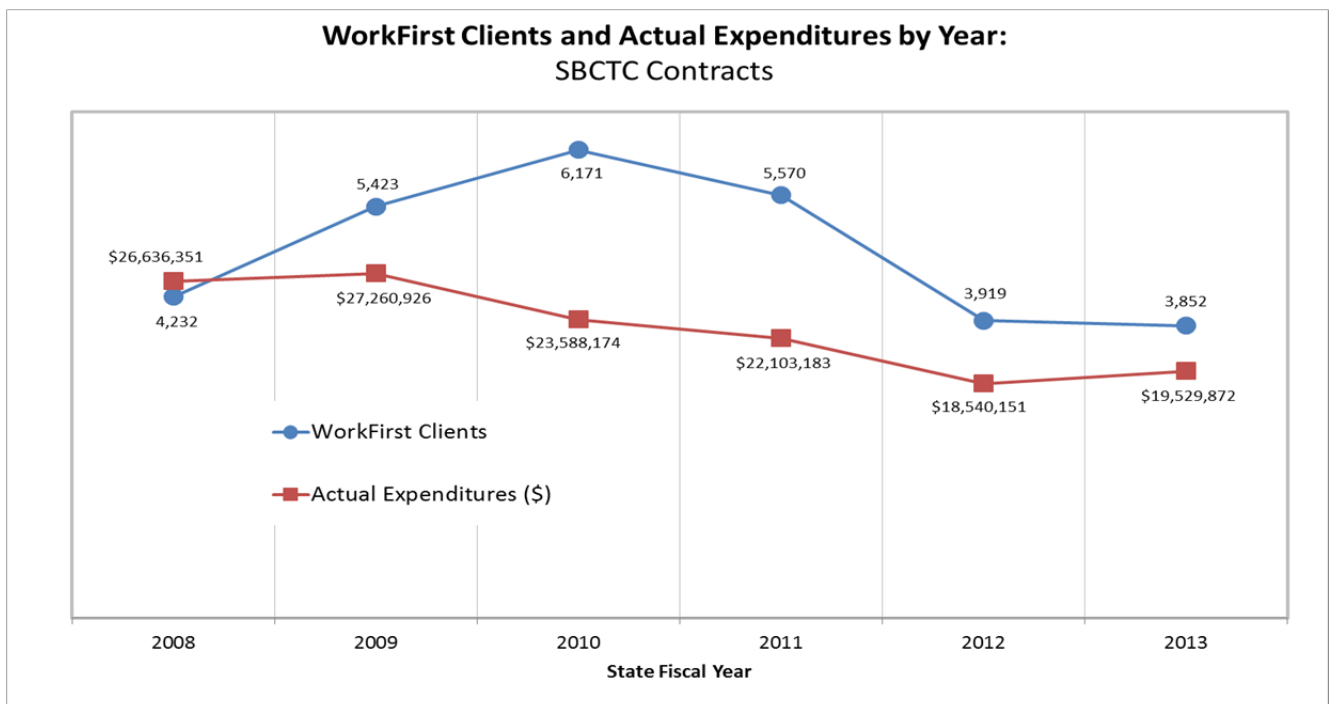
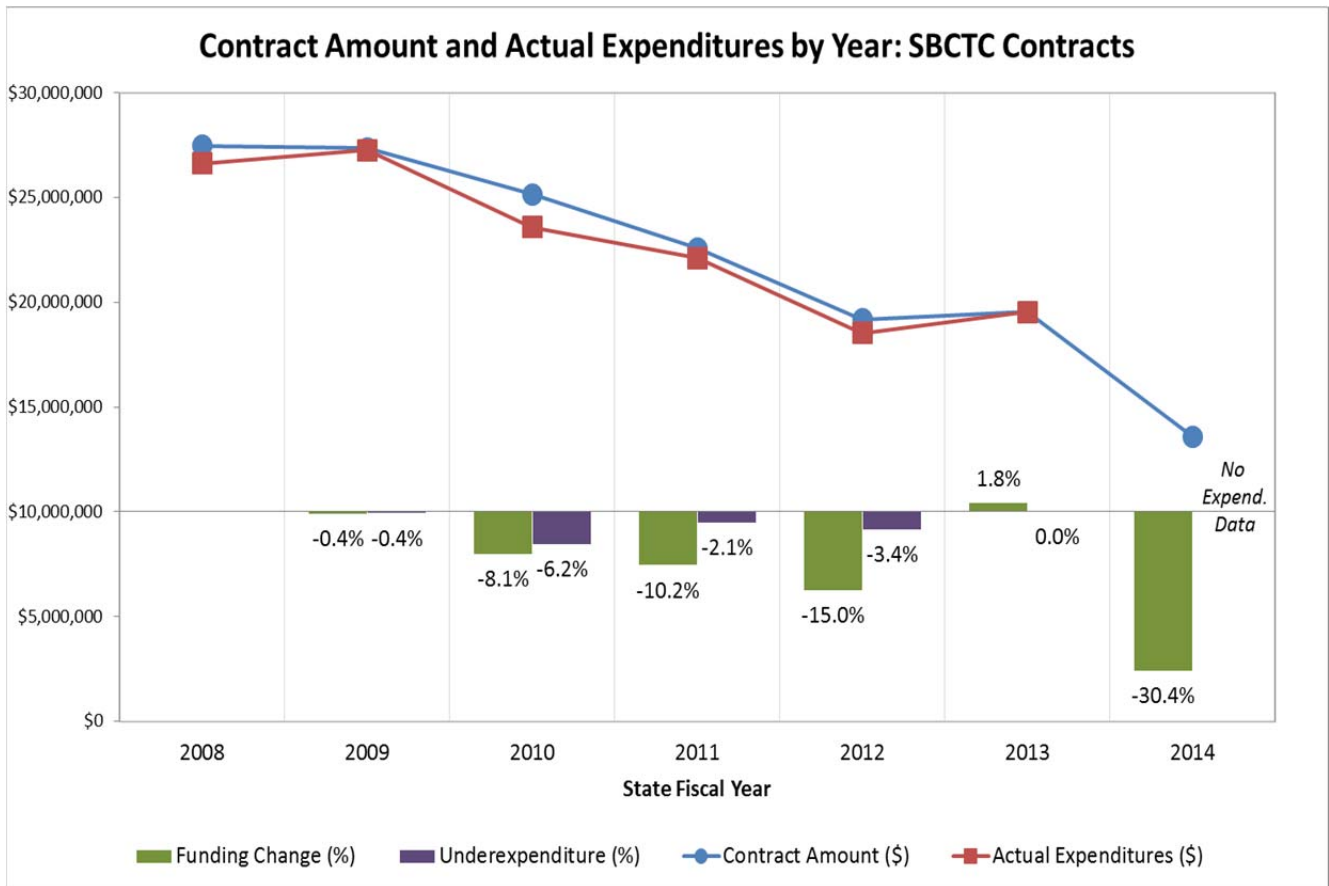
1. Changes in funding levels and the number of children served is expected to result in expenditures in the OSPI programs no longer being eligible to be claimed toward the TANF MOE requirement. DSHS will work with OSPI to determine when these expenditures will no longer be claimable.

There may be additional expenditures that can be claimed, but a final determination on these items has not been made at this time. This includes:

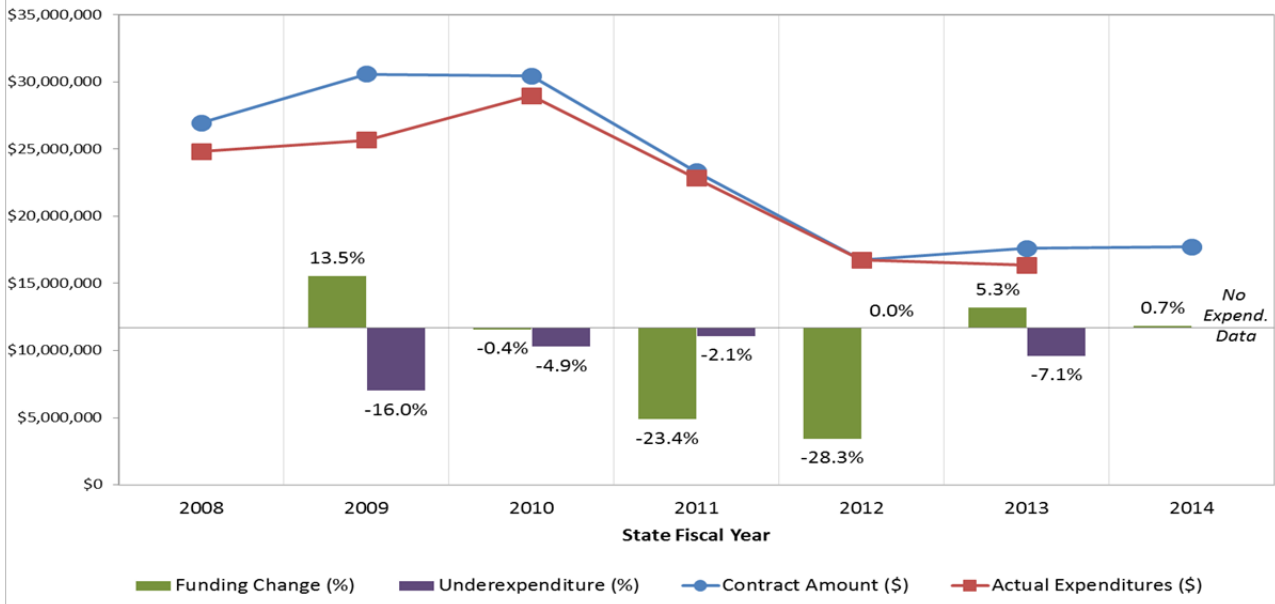
- a. **Children’s Administration** – staff costs related to CPS visits aimed at keeping children in their home.
- b. **K-3 Funding** – High Poverty Schools – funding for classroom size reduction to benefit some to the state’s neediest children attending high-poverty schools.
- c. **Emergency Food Banks** – we are working on a methodology to determine short-term, emergency use of food banks.

Note: The estimated 2014 TANF work participation targets have been adjusted to reflect the final DSHS budget whereas the original estimate prepared in April 2013 was based upon the House Budget. These estimates use FFY 2012 caseload data. The estimated targets will change once the final FFY 2013 TANF caseload data becomes available along with final 2013 expenditures.

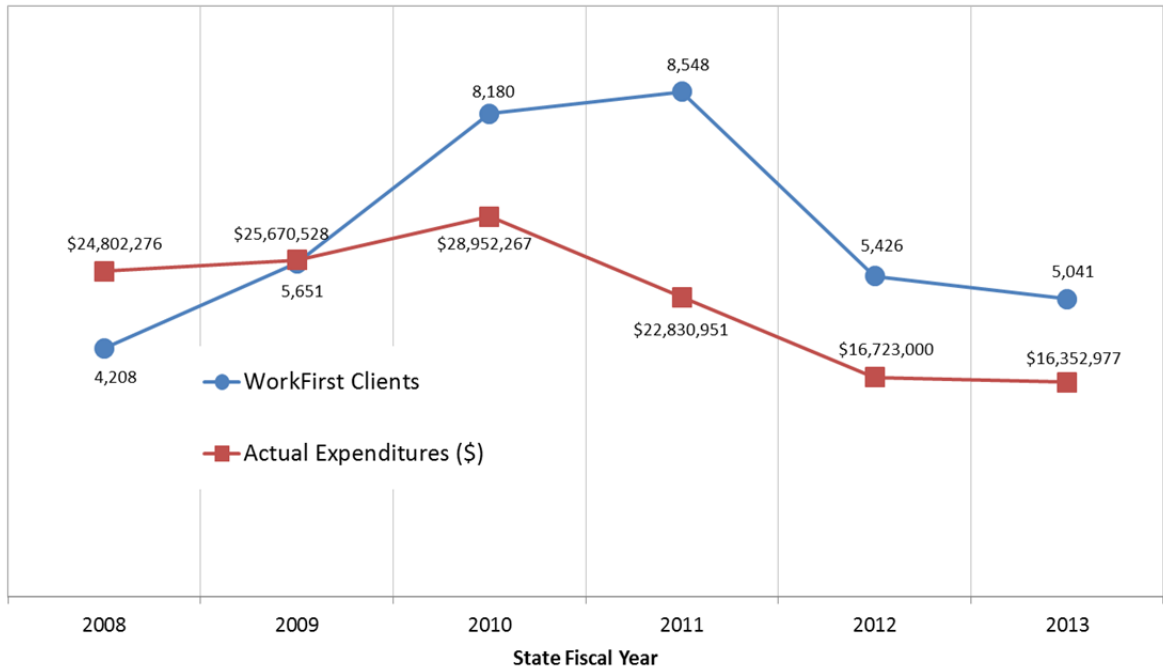
Appendix D—Partner Contracts and Expenditures



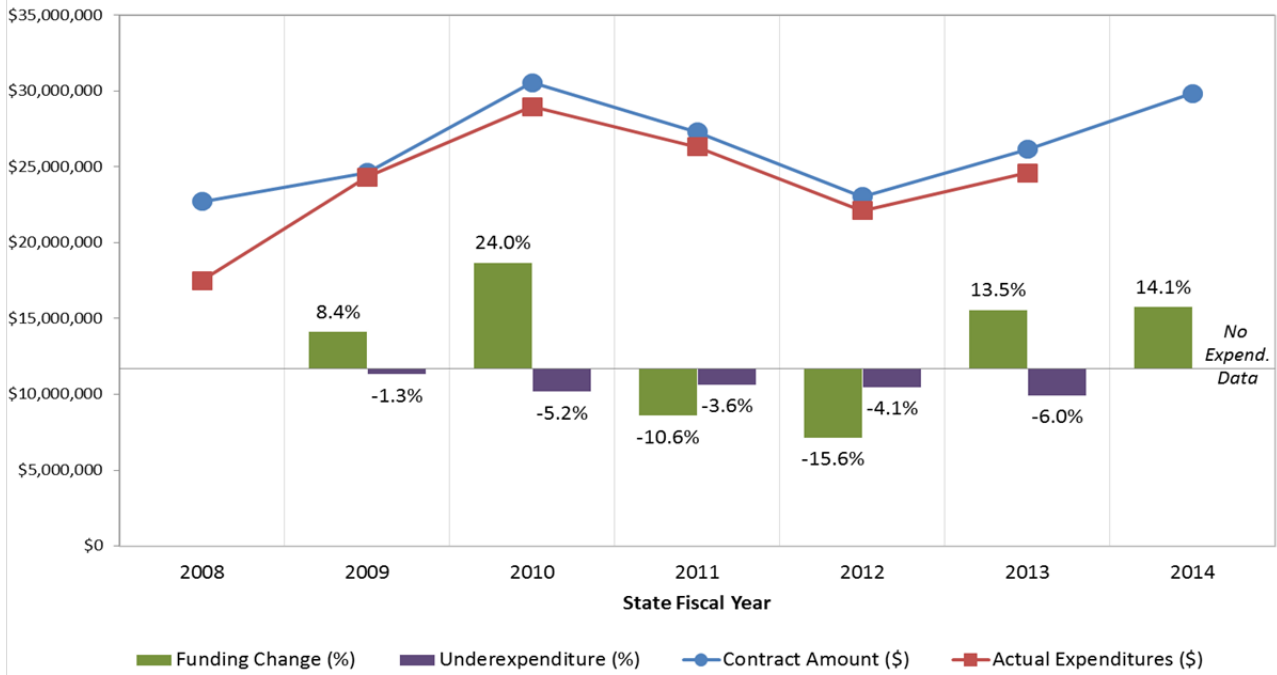
Contract Amount and Actual Expenditures by Year: ESD Contracts



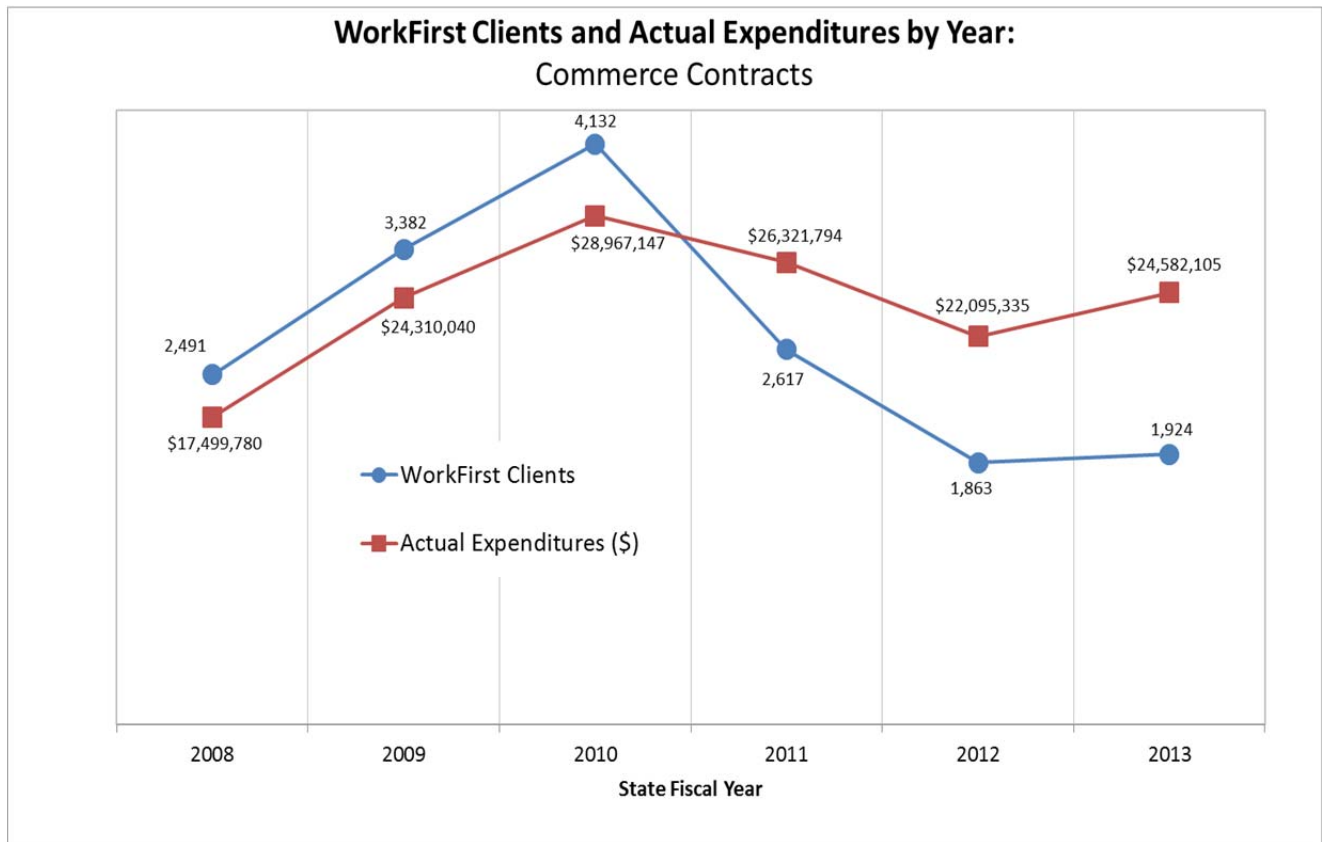
WorkFirst Clients, Contract Amount and Actual Expenditures by Year: ESD Contracts



Contract Amount and Actual Expenditures by Year: Commerce Contracts



WorkFirst Clients and Actual Expenditures by Year: Commerce Contracts



Appendix E—Sanction Demographics

Demographics of TANF Adults¹ in the First Month of Sanction, December 2012

Cohort

Demographics regarding who entered sanction, cured sanction prior to termination, never terminated, and have not yet returned to TANF

		TANF Adults in the 1st month of sanction		TANF Adults who "Cure" ³		TANF Adults who close due to Sanction		Closed & have not returned as of June 2013	
		# of Adults	%	# of Adults	%	# of Adults	%	# of Adults	%
	Total	1,065	100.0%	253	100.0%	394	100.0%	379	100.0%
Gender	Female	818	76.8%	219	86.6%	296	75.1%	283	74.7%
	Male	247	23.2%	34	13.4%	98	24.9%	96	25.3%
Race	Asian	42	3.9%	7	2.8%	13	3.3%	12	3.2%
	Black	108	10.1%	29	11.5%	36	9.1%	34	9.0%
	Hispanic	102	9.6%	24	9.5%	35	8.9%	34	9.0%
	Native American	50	4.7%	9	3.6%	23	5.8%	22	5.8%
	White	671	63.0%	158	62.5%	249	63.2%	239	63.1%
	Unknown	92	8.6%	26	10.3%	38	9.6%	38	10.0%
Education Level	Did Not Finish High School	377	35.4%	106	41.9%	142	36.0%	138	36.4%
	Finished High School/GED	552	51.8%	109	43.1%	201	51.0%	194	51.2%
	Completed Some College Level Work	127	11.9%	33	13.0%	48	12.2%	45	11.9%
	Not Reported/Unknown	9	0.8%	5	2.0%	3	0.8%	2	0.5%
Subsidized Housing	No	973	91.4%	232	91.7%	357	90.6%	344	90.8%
	Yes	92	8.6%	21	8.3%	37	9.4%	35	9.2%
LEP²	No	1,023	96.1%	243	96.0%	382	97.0%	368	97.1%
	Yes	42	3.9%	10	4.0%	12	3.0%	11	2.9%

Notes:

1. These are client self-reported data in ACES. Federally-funded Temporary Assistance to Needy Families (TANF) and state-funded State Family Assistance (SFA) adult cases are considered in this report.
2. For purposes of this report, LEP adults are defined as individual's age 18 to 64 who meet one or more of the following criteria: (1) reported that English is not their primary language; (2) reported that they need interpreter services; or (3) their immigration status indicates that they arrived from another country.
3. Action occurred in a month after the first month of sanction and before termination.

TANF Adults in the First Month of Sanction by County, December 2012 Cohort

County Number	County Name	TANF adults in 1st month of sanction		Adults who "Cured"		Adults who closed for Sanction		Closed & have not returned as of June 2013	
		#	%	#	%	#	%	#	%
		1,065	100.0%	253	100.0%	394	100.0%	379	100.0%
2	Asotin	5	0.5%	1	0.4%	3	0.8%	3	0.8%
3	Benton	34	3.2%	11	4.3%	11	2.8%	11	2.9%
4	Chelan	3	0.3%	1	0.4%	2	0.5%	1	0.3%
5	Clallam	16	1.5%	5	2.0%	5	1.3%	5	1.3%
6	Clark	82	7.7%	24	9.5%	27	6.9%	27	7.1%
7	Columbia	1	0.1%	-	0.0%	1	0.3%	1	0.3%
8	Cowlitz	49	4.6%	15	5.9%	13	3.3%	13	3.4%
9	Douglas	2	0.2%	-	0.0%	2	0.5%	2	0.5%
11	Franklin	7	0.7%	3	1.2%	3	0.8%	3	0.8%
13	Grant	12	1.1%	4	1.6%	2	0.5%	1	0.3%
14	Grays Harbor	18	1.7%	6	2.4%	7	1.8%	6	1.6%
15	Island	6	0.6%	2	0.8%	3	0.8%	3	0.8%
16	Jefferson	8	0.8%	2	0.8%	2	0.5%	2	0.5%
17	King	194	18.2%	44	17.4%	68	17.3%	66	17.4%
18	Kitsap	38	3.6%	7	2.8%	17	4.3%	16	4.2%
19	Kittitas	4	0.4%	2	0.8%	-	0.0%	-	0.0%
20	Klickitat	7	0.7%	2	0.8%	2	0.5%	2	0.5%
21	Lewis	18	1.7%	3	1.2%	5	1.3%	5	1.3%
22	Lincoln	1	0.1%	-	0.0%	1	0.3%	1	0.3%
23	Mason	13	1.2%	5	2.0%	4	1.0%	4	1.1%
24	Okanogan	5	0.5%	1	0.4%	2	0.5%	2	0.5%
25	Pacific	8	0.8%	2	0.8%	3	0.8%	3	0.8%
26	Pend Oreille	1	0.1%	-	0.0%	-	0.0%	-	0.0%
27	Pierce	172	16.2%	36	14.2%	65	16.5%	63	16.6%
28	San Juan	1	0.1%	-	0.0%	1	0.3%	1	0.3%
29	Skagit	38	3.6%	7	2.8%	13	3.3%	13	3.4%
30	Skamania	3	0.3%	1	0.4%	-	0.0%	-	0.0%
31	Snohomish	75	7.0%	17	6.7%	32	8.1%	30	7.9%
32	Spokane	109	10.2%	24	9.5%	51	12.9%	49	12.9%
33	Stevens	5	0.5%	1	0.4%	1	0.3%	1	0.3%
34	Thurston	45	4.2%	9	3.6%	15	3.8%	15	4.0%
36	Walla Walla	4	0.4%	2	0.8%	1	0.3%	1	0.3%
37	Whatcom	26	2.4%	6	2.4%	9	2.3%	9	2.4%
38	Whitman	2	0.2%	-	0.0%	1	0.3%	1	0.3%
39	Yakima	53	5.0%	10	4.0%	22	5.6%	19	5.0%

Appendix F—LEAN Project Plan

Background: The Secretary’s Office is seeking opportunities to apply continuous improvement principles to targeted DSHS processes and programs, and reinforce employee engagement as leaders and change agents within their organization. First area of focus was Child Protective Services within Children’s Administration, next areas of focus is WorkFirst.

Proposal: Seek Secretary support and sponsorship by end of August 2013 to accomplish the following: Plan and conduct six Value Stream Mapping workshops, between the months of December 2013 and July 2014, to identify opportunities for improvement.

Develop and implement an action plan based on the workshop recommendations. Recommendations to be implemented from the VSM workshops will impact the WPR—some will have a result of increasing the rate, some may move people to engagement tracks that won’t help in meeting the rate in the short term, but will yield positive long-term outcomes.



	Reduce ESD Job Search Churn	Preparing Federal Report	Verifying & Documenting Actual Hours	Increasing Successful Educational Outcomes	Reducing Transition Gaps	Post CE Engagement: Barrier Removal to Work
Agencies	ESD & DSHS	DSHS	DSHS & WF Partners	SBCTC & DSHS	DSHS & WF Partners	DSHS
Location	Tacoma	Olympia	Vancouver	Everett	Spokane	Yakima
Participants	<ul style="list-style-type: none"> • ESD Vertical Slice • DSHS Vertical Slice 	<ul style="list-style-type: none"> • CSD • CSD Policy Advisor for Program Reporting • eMAPS • RDA • OFM Data • ACES • eJAS 	<ul style="list-style-type: none"> • SBCTC, ESD, Commerce and DSHS Vertical Slices • RIA Provider Rep 	<ul style="list-style-type: none"> • SBCTC Vertical Slice • DSHS Vertical Slice 	<ul style="list-style-type: none"> • SBCTC, ESD, Commerce and DSHS Vertical Slices • RIA Provider Rep 	<ul style="list-style-type: none"> • DSHS Vertical Slice
Workshop Schedule	December 9-13, 2013	January 6-10, 2014	Early March 2014	Mid-April 2014	Early June 2014	Mid-July 2014

**LEAN Project Sponsor Update
As of 10/21/2013**



<i>Activity</i>	<i>Lead</i>
<i>Project Charter approved</i>	<i>Carla</i>
<i>Over 65 applicants to participate! Selected participants for WF-1, extended application deadline for future events to 10/23</i>	<i>Carla</i>
<i>SharePoint site migrated to new version –new path- resave as favorite https://shared.sp.wa.gov/sites/workfirstredesign/lean/Pages/default.aspx</i>	
<i>Communications Plan completed</i>	
<i>Implementing 4 CSO-A 6-hr Lean Trainings & invited participants: 10/8- Ellensburg (8 participants), 10/23 Spokane (10 participants), 11/5- Seattle, 11/14- Olympia</i>	<i>Linda</i>
<i>Conducted Regional LPA Meetings 10/10 (Moses Lake); 10/17 (Lynnwood); 10/24 (Olympia)</i>	<i>Carla</i>
<i>WF-1 / ESD Job Search- 12/9-13, WorkForce Central, 3650 S. Cedar Street, 98409, Tacoma (Sponsor calendars reserved)</i>	
<i>4 facilitators (2ESD & 2 DSHS-CA); starting Gemba walks next week</i>	<i>Linda</i>
<i>Save the date sent to participants 10/21</i>	<i>Vicky</i>
<i>Charter Meeting w/Sponsors (Babs, Sandy)- rescheduled for 11/6</i>	
<i>Identified potential communication challenge (ESD hosting a Lean event 11/18-22, to include 1-CSD HQ)</i>	<i>Vicky</i>
<i>WF-2 / Federal Participation Report: 1/6-10, Cap View 1, Olympia; (Sponsor calendars reserved)</i>	
<i>2 facilitators (ADS staff)</i>	<i>Cassandra</i>
<i>Site Selected – Cap View 1</i>	
<i>WF-3/ Verifying and Documenting Actual Hours of Participation, 3/10-15, Vancouver</i>	
<i>Identified Event dates- need to reserve calendars</i>	<i>Jan</i>
<i>Alerted Sub3 of selected date and initiated discussion about participant selection</i>	<i>Carla</i>
<i>WF-4/SBCTC- Increasing Successful Outcomes for Educational Opportunities, 4/21-25, Everett</i>	
<i>Identified Event dates- need to reserve calendars</i>	

Appendix G—Comprehensive Evaluation Pilot

October 2, 2013 Summary of Preliminary Results

Background

The Kelso, Spokane Valley and Access Spokane Community Services Offices conducted the WorkFirst Comprehensive Evaluation (CE) pilot between August 5 and September 13, 2013. This six-week pilot tested a redesigned WorkFirst CE for 695 newly approved TANF applicants and for 61 WorkFirst parents curing sanction¹.

For newly approved TANF applicants², the Pilot CE:

- Included follow up questions when there may be an issue, solicited more information about the family and added a focus on the WorkFirst parent's strengths and supports.
- Used in-person CE interviews unless the parent was working or couldn't come in due to health concerns.
- Broke the evaluation into three parts, so that staff could stop to address a crisis or significant barrier when needed and then finish the rest of the questions after the situation was stabilized.
- The average time to complete the Pilot CE was one hour and 45 minutes³. This is more than twice the time it takes to complete the current CE (about 45 minutes).

The pilot also tested using specialized questions (instead of a new CE) to cure sanction.

Gathering Information

- *Telephone Surveys:* The Research and Data Analysis Division conducted telephone surveys with clients who had recently completed a WorkFirst comprehensive evaluation (CE), including 351 surveys with clients who completed the pilot CE⁴ and 103 surveys with clients who completed the current CE.
- *Observation/Management Interview Visits:* IT Solutions and WorkFirst policy and operations staff visited each pilot site mid-way through the pilot to observe client CE interviews and interview the CSO Administrator and WorkFirst managers.
- *Online Staff Survey:* 44 pilot site WorkFirst Program Specialists and WorkFirst Social Services Specialists provided comments via an online staff survey, related to pending CEs, in-person interviews, the sanction CE and overall impressions of the strengths and weaknesses of the pilot CE.

¹ Source: eJAS Daily Comprehensive Evaluation Completion report and eJAS list of auto-closed cases.

² Source: ESA-EMAPS report using the ACES data warehouse for August 2013. This includes some applicants who entered TANF in sanction and were required to complete the sanction cure questions.

³ If we included the 28% of the clients who completed the first part only (screening for emergencies) at an average of 14 minutes per case, the average time to complete the CE would be one hour and 20 minutes.

⁴ RDA is continuing to contact pilot clients through the end of September, so additional results may be available.

- *Staff Focus Group Visits:* IT Solutions and WorkFirst policy and operations staff conducted six focus groups with 39 line staff, primarily to discuss recommended changes to the pilot CE questions.

Pilot and Control Group Client Feedback

Addressing Key Topics

WorkFirst Redesign wanted to increase the focus on client strengths and supports, as well as on the children in the home. We asked clients in the pilot and control groups about whether we were asking the right questions to find out about these and other topics.

Depending on the topic:

- 92.2% to 97.0% of the pilot site clients stated we were asking the right questions. They gave notably higher scores than the control group in the areas of strengths, supports, health, job barriers and goals.
- 71.2% to 93.2% of control group clients stated we were asking the right questions.

How Long it Took to Complete the evaluation

- Half the clients in the pilot sites felt the evaluation took too long, while most of the remainder felt it took just the right amount of time.
- 85% of the clients in the control group felt it took just the right amount of time.

Clarity of evaluation Questions

We asked the pilot and control groups whether any of the questions were confusing or hard to answer.

- 23% of the pilot group clients found some questions were confusing.
 - Most of their comments were about how the questions were structured overall, such as being repetitive, worded poorly or getting confused by being asked so many questions.
 - Many also found some questions related to a specific topic confusing. Some commented that the questions about their strengths and goals could be difficult to answer as they hadn't thought much about that before.
- Three percent of the control group clients answered yes to this question. One commented that the questions were repetitive.

“Most Helpful” Responses

We asked the pilot and control groups what was most helpful about the questions WorkFirst staff asked. Both the pilot and control groups mentioned the help they received with accessing services and addressing barriers, as well as the help with setting goals and making plans to achieve them. In addition:

- The pilot group found the questions about strengths, education and employment particularly helpful. A few stated the questions let them get to know their WorkFirst case manager better while a few others stated the questions might be more helpful to DSHS than to them.
- The control group found WorkFirst staff helpful.

“What could be better” Response

We asked the pilot and control groups what could be better about the WorkFirst Evaluation.

- The pilot group’s most common responses were that the CE was too long and the questions were repetitive. Also, some noted questions that were too personal or not relevant to their situation.
- The control group focused on long wait times, insufficient resources and services to meet their needs and unsupportive staff.

Pilot Staff Feedback

1. **Recommendation to restructure the TANF intake CE Questions:** Focus groups had broad consensus on how to restructure the questions to gather the same basic information, while eliminating redundancies, promoting a more open-ended conversation and increasing the focus on positives and WorkFirst goals.

WorkFirst partner agency staff have reviewed, and support, these recommendations.

2. **The pilot TANF intake CE took too long to complete.**

- The time it takes to complete the CE may be partially addressed by restructuring the questions and additional IT functionality, but ultimately will require adequate staffing.
- In addition, many clients (often with their children) had already been in the office for a long time waiting for, and completing, their financial intake interview.
- One option is to ask clients if they want to schedule a separate appointment to complete the CE, although this would cause an up to 10-day delay in participation and some may fail to come in.

3. **There are pros and cons to requiring an in-person intake CE interview.**

- Advantages: More control over scheduling an interview in a private setting with the right person, staff get visual cues as to what is going on with the client, and promotes relationship-building that may produce a more effective Individual Responsibility Plan.
- Disadvantages: Clients may not show and face sanction, a telephone interview may be more convenient for the client, and scheduling an extra appointment delays participation for up to 10 days.

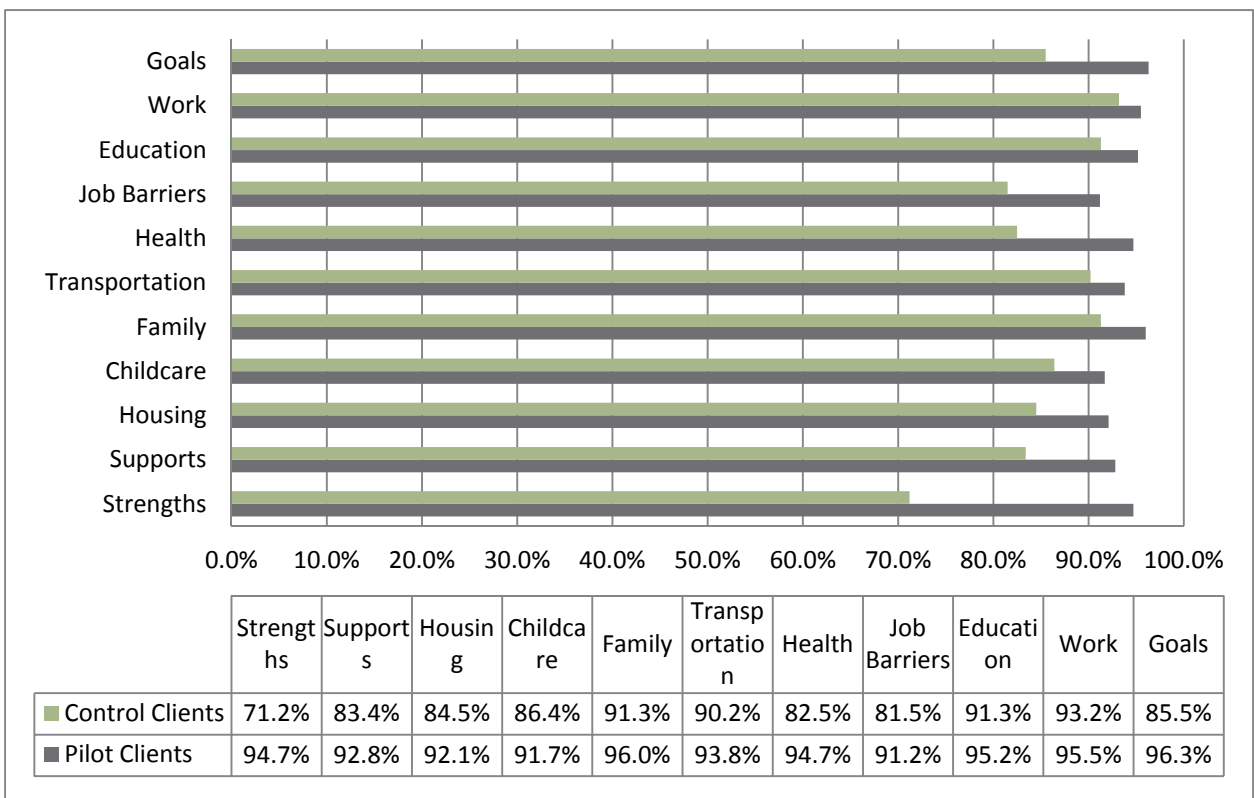
4. **The Sanction CE Questions worked well.** The questions were short, open-ended, and focused on how the client would successfully participate and avoid further sanctions.

Recommendations

Even with restructured CE questions, it will take longer to do the new in-person CE and, in some circumstances, participation may be delayed for up to 10 days. If this approach is supported by executive management, and there is sufficient staffing, our recommendations are to:

- Restructure the Pilot CE questions as suggested by pilot site staff, in consultation with stakeholders. Retain the sanction CE questions with minor changes.
- Require in-person CEs. When a client has come into the office to complete their financial intake, ask them if they want to schedule a separate appointment to complete their CE within 10 days.
- Test the restructured CE and supporting IT functionality for a very short period of time to ensure they both work as intended before we make the changes statewide.

Survey Findings: Yes, the evaluation asked the right questions about...



Appendix H—Practice Assistance Visits—Field Support Initiative Best Practices and Information Sharing Work Plan (as of 10/28/2013)

Description	Scope	Data Analysis & Performance Traits	Assistance Visits	Communication & Follow Up
<p>Field Support Initiative Best Practices and Information Sharing to improve WorkFirst Participation Rate (WPR) rate according to State Plan while continuing to balance an engagement that matters approach that tailors activities to individual clients for a meaningful outcome.</p> <p>Scope: Initial review and assistance will focus on the 15 largest offices by WorkFirst caseload size.</p> <p>Approach: Reinforce Respect model in interactions with offices. Coordinated with Karen Johnson</p> <p>Sponsors: Kevin Quigley, Babs Roberts, Carla Reyes</p> <p>WorkFirst Lead (for this initiative): TBD</p> <p>Project Manager: Melissa Mathson</p> <p>Status: Initiation phase. Plan briefed to Sponsors on 10/22 and concurrence obtained.</p> <p>Implementation Date: Beginning October 2013 with pre-visit preparation and data analysis.</p> <p>Field Support Visits begin November 12-15.</p> <p>Stakeholders: Susan Kempf, (LPA Liaison) Local Planning Areas (LPA) (Employment Security Department, Commerce, Colleges, and other</p>	<p>WorkFirst Operations will review data from Community Services Offices (CSO)s, survey the highest and lowest performing offices and provide assistance to lower performing offices to improve their WPR.</p> <p>Identify 15 largest CSO's (all family caseload)</p> <p>Rank large CSO's by WPR (3 month average April -June)</p> <ol style="list-style-type: none"> 1. Yakima 27.4 2. White Center 24.1 3. Pierce South 18.5 4. Kelso 16.5 5. Pierce North 16.5 6. King South 16 7. Everett 15.7 8. Bremerton 15 9. Lakewood 11.5 10. Spokane 11 11. Kennewick 11 12. Puyallup 11 13. Columbia River 10.6 14. Olympia 10.2 15. Bellingham 8.3 <p>Identify Areas of Review:</p> <ul style="list-style-type: none"> • LPA Relationship • CSOA/WPS 	<p>Data Analysis and Performance Traits</p> <p>DATA - Pull data reports to analyze (from data warehouse for same time period as WPR data):</p> <p>All elements in summary to include all family and breakouts for one and two parent households.</p> <ol style="list-style-type: none"> 1. # of work eligible parents 2. % of parents participating 3. Participation lag time (TANF approval to entry of countable Ejas code) & (TANF approval, referral to contractor, contractor acceptance) 4. # activities under half time? 5. # participants in no activity 6. # hours coded for working parents? (ACES/eJAS) 7. How often are case documented (time between) case notes? 8. Time in current 	<p>Field Support Visits</p> <p>In person visit to speak with CSOA, WF Sup(s) and line staff to identify and articulate best practices and areas for improvement.</p> <p>Pre Visit Preparation & Data Analysis</p> <p>Audit Sample - review Ejas case samples to identify coding errors and other potential trends</p> <p>Leadership Survey Sent to CSOA no later than 10 days prior to visit.</p> <p>LPA Survey – Delivered by email or online survey</p> <p>Office Visit Itinerary</p> <p>In person visit to speak with CSOA, WF Sup(s) and line staff to identify and articulate best practices and areas for improvement.</p> <p>Visits will include:</p> <ul style="list-style-type: none"> • Entrance meeting (why are we here and what do you (CSO) want to gain from this visit?) • LPA meeting or 	<p>Communication</p> <p>This Plan overview provided at Regional Coordinator meeting October 16, Coordinators on October 18, Sub-3 Partners on Oct 21.</p> <p>Policy/Operations Call – Jerry Kosierowski or project manager will promote initiative and provide updates on Tuesday policy call at least monthly.</p> <p>Work with ALL offices to develop a plan to improve engagement and WPR (Way Ahead). Program staff will facilitate development – including training, auditing and process review.</p> <p>Follow up visits will be scheduled for approximately one month after office visit to assist in the development of improvement plans with CSO's based on information and feedback shared during field visit.</p> <p>Improvement plans may include, but are not limited to:</p> <ul style="list-style-type: none"> • Coordination with LPA • Case Management priorities • Reports and coding accuracy • Other strategies as identified by each office. <p>Offices will be provided with a template for monthly tracking of strategies for improvement identified by offices.</p>

community partners)	leadership <ul style="list-style-type: none"> • Case Management priorities • Component coding accuracy • Other key elements for success 	component? (what codes are assigned for an extended time?) 9. WorkFirst client to WFPS ratio	separate meetings with partners <ul style="list-style-type: none"> • Case reviews • Best practices 	
Description	Scope	Data Analysis & Performance Traits	Assistance Visits	Communication & Follow Up
	<p>Field Support Visits Team including WF Operations Administrator, WF Program Managers and Regional WF Coordinators will conduct an in-person visit to speak with CSOA, WF Sup(s) and line staff to identify and articulate best practices and areas for improvement. Each office will be further assigned a WorkFirst point person as their contact person for the offices visited. Transparency in purpose and scope of visits is needed to facilitate open discussions.</p> <p>Regional Coordination</p> <ul style="list-style-type: none"> • Coordination and support at a regional level is necessary to ensure meaningful and lasting change. • WorkFirst Coordinator or their SHPC will 	<p>Analysis will also include CSD dashboard statistics for lobby wait time and file touch time for red track.</p>	<ul style="list-style-type: none"> • Field Support and Technical Assistance. • Exit debriefing to include scheduling meeting for follow up visit to review improvement plan. • Employee Climate Survey (drafted – based on availability of respect survey results) <p>Client Survey - Delivered in person or by telephone TBD. May handout at office for telephone survey.</p> <p>Exit Briefing – Share initial impression of observations to be followed by written report. Leave examples of what works in high performing offices, including:</p> <ul style="list-style-type: none"> • Trends and best practices w/ • Case scenario examples 	<p>Local Planning Area Team Meeting – Building the Action Plan</p> <ul style="list-style-type: none"> • Review Information gathered during the visit • Identify promising practices • Identify gaps for process improvement • Brainstorm strategies and action items • Prioritize strategies and action items • Identify Desired Outcome Measures and Required Resources <p>Training- TBD Training Developer: Manual/Handbook - TBD</p>

	<p>be present for all 15 office visits.</p> <p>Schedule meeting with coordinator prior to office visit to review data and gather insight on tracking tools, and office strengths and challenges.</p>		<ul style="list-style-type: none"> • Flow charts • Decision trees • Tracking tools • Share office specific trends from Ejas audits <p>Report Due to CSOA, RA and WPS Coordinator two weeks from visit date.</p>	
Description	Scope	Data Analysis & Performance Traits	Assistance Visits	Communication & Follow Up
	<p>LPAs - The Local Planning Area, representing the CSOs, Colleges, ESD, and other community partners are crucial to the success of WorkFirst.</p> <p>Meeting with Susan Kempf to discuss communication strategies held on October 14, 2013.</p> <p>Visits to be timed to include the regularly scheduled LPA meetings, with an additional LPA meeting the same week to accomplish agenda.</p>		<p>Summary of observations, trends, and best practices, including:</p> <ul style="list-style-type: none"> • Case scenario examples • Survey results • Flow charts • Decision trees • Tracking tools 	