



U.S. Department of Health and Human Services
ADMINISTRATION FOR
CHILDREN & FAMILIES
Office of Family Assistance

Administration for Children and Families Office of Family Assistance Regions V & VII



2012 Regions V & VII TANF Priority Update Meeting

Executive Summary



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Introduction

Acknowledgements

The Administration for Children and Families (ACF), Office of Family Assistance (OFA) Regions V & VII would like to thank all who participated in the planning and implementation of the Regions V & VII TANF Priority Update Meeting.

Overview

The Regions V & VII TANF Priority Update Meeting took place September 11 - 12, 2012 in Chicago, Illinois. State representatives from Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, and Wisconsin met to discuss the requests of Temporary Assistance for Needy Families (TANF) Programs for further guidance in a number of areas. Topics included: business processing; strategies to improve postsecondary career pathways for low-income workers; developing and sustaining employment entry, access, retention, and advancement for TANF participants and low-income clients; improving services and tracking outcomes for special populations; innovative strategies for client assessment and service coordination; and effective strategies for engaging workforce partners through Summer Youth Employment and subsidized employment.

For a complete agenda, see Appendix A.

Day One – September 11, 2012

Welcome and Opening Remarks

Steve Krasner, the Regional Program Manager for OFA Region V and Gary Allen, the Regional Program Manager for OFA Region VII, welcomed State representatives, Federal staff, and speakers to Chicago, and noted that this was an excellent opportunity to hear about successes, challenges, and innovations at the state and local level, and to facilitate discussion among meeting attendees and speakers.

Federal Updates Panel

Following the opening remarks, Mark Greenberg, the Deputy Assistant Secretary for Policy at ACF, and Earl Johnson, the Director of OFA, held a private session with the State representatives during which they discussed recent updates from OFA Central Office. State representatives indicated in their feedback on the meeting that they appreciated this opportunity to speak candidly with leadership from ACF.

Peer-to-Peer Networking

Following the private Federal Updates Panel, Louisa Jones, Senior Project Manager at ICF International, facilitated a peer-to-peer networking session between meeting attendees. This session consisted of summaries given by State representatives of past, current, and future legislation; challenges and successes in each State; recent program changes; and TANF caseloads.

Ohio

Since receiving a penalty in 2007, the Ohio Department of Job and Family Services (ODJFS) has worked to increase work participation rates by focusing on policy changes, including: making the self-sufficiency contract part of eligibility; emphasizing the use of First Month Pay for Performance (applicant job search assignments where appropriate) and operating the new Ohio Works Now program from January to June which issued \$10.00 benefits to food assistance recipients working 55 hours a week if they were a 2 parent

family or 30 hours for one parent or 20 with a child under age 6. Another change currently being considered would require sanctioned participants to complete the hours they missed before again being eligible to receive benefits. There could be further policy changes in the new year, as there is a bill on the legislative agenda that would require drug testing for TANF participants and the state fiscal year 2014 and 2015 biennial budget is now underway.

Michigan

Michigan is in the midst of implementing a new TANF eligibility process which stipulates that clients must complete a 21 day Application Eligibility Period requirement as part of their orientation prior to approval of their benefits. Michigan has achieved success with their new automated referral system for clients assigned to their one stop service centers for employment activities. This in turn has eliminated the additional step for case workers and resulted in a 40 percent increase for client referrals. Additionally, the State TANF agency, work providers and the workforce development agencies have been collaborating successfully, leading to enhanced client outcomes. The State representative commented that successful partnership collaboration in assisting Michigan's clients achieve job sustainability would be one of the key factors influencing Michigan's increased work participation rate of 46 percent.

In addition to specific policy changes, Michigan is looking to shift their overall focus to barrier removal, and specifically daycare and transportation issues. If passed, current legislation could cause further changes surrounding drug testing, the method for which would be decided by a questionnaire. Additionally, legislators are looking at including a drug treatment facet to the legislation.

Currently, the caseload for TANF is 250:1 – 300:1, with higher rates for non-TANF cases, at 700:1 - 800:1.

Nebraska

Nebraska has recently transitioned from an assigned caseload system to a universal caseload system, and they now use ResCare as a subcontractor for all work eligible and exempt cases. The collaboration with ResCare has been very successful and has been essential to meeting work participation rates. In July, Nebraska moved to electronic benefits, and it has been a smooth transition, though the new EBT card requirements have not yet been announced. Prior to Nebraska's contract with ResCare, caseloads were about 500:1. Currently, using ResCare, caseloads are about 80:1.

New legislation passed this summer to allow GED/high school education to be counted as a TANF core activity. Post graduate studies may now be counted in work participation rates as well. However, in most cases, neither activity meets Federal core participation requirements.

Iowa

Bills have been introduced in Iowa in the past that would affect TANF recipients, regarding both mandatory drug testing and an increase in the Earned Income Tax Credit (EITC). Bills on both issues are expected to be introduced again in the upcoming legislative session.

Iowa has seen success in reducing their cash assistance caseloads, which are currently the lowest they have been since the implementation of TANF. Another success is the hiring of Accenture to create a new eligibility system which will be online for Medicaid, CHIP and the Health Benefit Exchange in 2013 and TANF and SNAP in 2014. Currently, caseloads for income maintenance workers including but not limited to TANF cases, are approximately 800:1.

Kansas

Several program changes were made in the past year, including: reducing time limits from 60 months to 48, excluding hardship cases which remain eligible through the 60th month; and implementing a 20 hour-a-week mandatory job contact requirement, necessitating a denial of benefits if the requirement is not met; and are in the process of creating a new data system to assist with federal reporting. Additionally, EBT cards will transition in March 2013 to mail rather than in-office receipt. EBT cards cannot be used for alcohol, tobacco, firearms or other products, and a new policy has been implemented to inform EBT participants of that fact. However, there are currently no legal repercussions should the individual use the card for any of the banned products and/or services. In terms of legislation, a mandatory drug testing bill was introduced last year, but the bill did not pass, therefore it will have no policy effects.

These program changes have been made since caseloads were last calculated; therefore, a current caseload estimate is not possible. However, at last count, the TANF caseload was 400:1 – 700:1, and for work programs it was 100:1 – 200:1.

Some positive program effects have been seen in the A-OK Program, designed to help participants earn GEDs and work with them on credentialing and technical skills certificates, helping them move into good, non-minimum wage jobs. There are challenges ahead, however, in that the Department for Children and Families, along with all agencies within the state has been asked to submit a 10 percent budget reduction proposal.

Illinois

Illinois reinstated a 30-day wait before benefits are received and does not require work activities for the first 30 days after application at the same time that State's representatives indicated that staffing has fallen dramatically. The drop in staff, as well as the recession, has caused caseloads to increase considerably. Currently, rates are as high as 2,600 per worker for SNAP and Medicaid. Work participation is challenging, as a majority of new cases are categorized as work eligible.

Minnesota

Significant program changes will occur in July of 2013, as data exchanges are implemented across Minnesota to ensure more program integrity. For example, if an individual is arrested and possesses multiple EBT cards, that information is sent to DHS. A determination of whether the person was authorized to have multiple cards must be made (affects TANF and SNAP). Other data that will be shared with DHS includes: identifying information on 1) individuals who commit a drug related felony and 2) on immigrants whose authorization date for temporary residence in the county has expired. State representatives indicated that a challenge to implementation is determining how to use inconclusive data (confirming that matches are correct). Beginning in March 2013, cash benefits on an EBT card can only be accessed in MN and the 4 contiguous States. Earlier this year disqualification for purchase of alcohol or tobacco were clarified, along with authority for DHS to take all actions necessary to ensure EBT cards are not used at ATM terminals in or attached to casinos, liquor and tobacco stores or tattoo parlors. Several mandatory drug testing bill were introduced last year, but none passed.

The state is piloting programs to look at the effectiveness and employer response to job placements that come with a partial wage subsidy and to explore ways to better serve teen parents by providing a single point of contact. Minnesota is also attempting to strengthen connections between TANF and the healthcare system to better serve families with physical and mental health issues.

Minnesota has one performance measure in addition to the WPR which is called the Self-Support measure index (S-SI). The self-support index measures how many people are off MFIP or working at least 30 hours per week three years after coming on the program. Off the program does not include sanctioned off or timed off due to the 60 month limit. This measure is considered a better measure of the program's success than a simple case load reduction measure..

Wisconsin

Wisconsin went from 38 case management vendors to eight, which will make all process improvements easier. In January, they are also implementing a pay-for-performance structure of the vendors, and will then renegotiate performance outcomes annually. The performance outcomes to be measured include: 30-day job attainment; high-wage pay point; job retention; long-term participant placement; SSI/SSDI attainment; and quarterly payment for every quarter that work participation rates met.

Wisconsin has capacity challenges, as staff retirement in 2011 was high (20% – 25% loss). The TANF caseload is 80:1, with total caseloads dropping, down 10%-12% from a total high of 19,000 last August. DCF had to find funding from other programs to accommodate the high caseload.

There has been some legislative interest in drug testing for all TANF recipients, but so far no bill has passed on that issue. State representatives also discussed a recent study of TANF payments to people receiving food stamps with zero income, and the recent results confirmed a prior study that can be found here: http://dcf.wisconsin.gov/w2/pdf/w2_takeup_study.pdf

Missouri

Several pieces of legislation were passed in Missouri last year, including: legislation requiring a review of all State regulations by 2017; legislation requiring mandatory drug testing for TANF recipients; and a photo requirement for EBT cards (from 2011). The budget to implement drug testing and the new photo requirements was authorized in 2012, so implementation is ongoing. The rules regarding drug testing have just been released, and staff is in the process of reviewing "Comments" on the regulations. Also a new eligibility and enrollment system is being explored. As a result of H.R. 3630 (2012), Missouri is exploring ways to meet the requirements. Work Participation rates are increasing in Missouri. The overall TANF caseload size has decreased slightly.

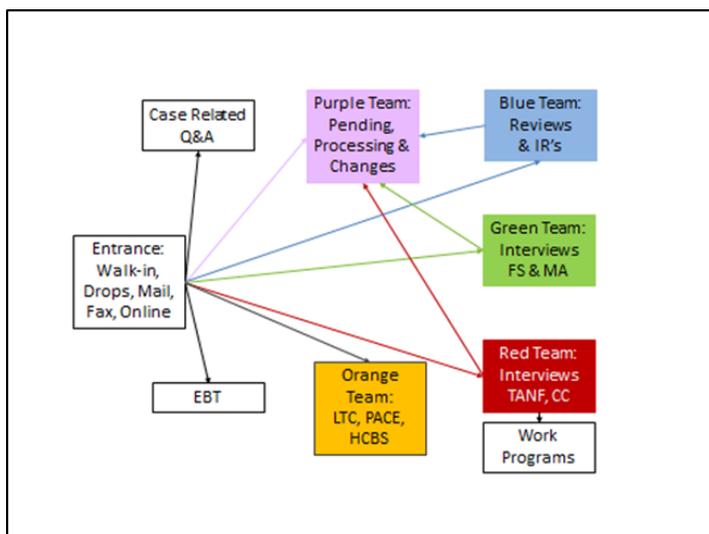
Indiana

Indiana implemented a mandatory adult applicant job search program for TANF recipients. As a consequence of the new job search requirement, TANF caseloads dropped to 16,000 State-wide. Indiana has added adult entertainment establishments to its existing list of prohibited TANF EBT access locations. Under Indiana law, attempting to use a TANF EBT card at a prohibited location is a criminal offense. Indiana's Family and Social Services Administration (FSSA) is working with the Indiana Alcohol and Tobacco Commission to set up a data match to further strengthen its TANF EBT enforcement efforts. More program changes could be seen in the next year, as the state representative expects a bill to require drug testing for all TANF recipients to pass.

Business Process Management¹

During the Business Process Management session, Judy Kennedy, the TANF Program Manager for the Kansas Department for Children and Families (DCF), presented a case study of Kansas' new, successful process management model. Ms. Kennedy shared this information hoping that it might be valuable to other TANF Program Managers when thinking about their own processes. By moving to a team-based structure rather than traditional caseloads, the Kansas offices where the model has been implemented have streamlined their operations, provided expedited service to clients, and virtually eliminated case status inquiries.

Figure 1. Case Management Map



This was done through mapping and analyzing the business process, then assigning employees to teams which handle one step in the process, with cross-training in order to be able to shift resources when bottlenecks occur. A tracking system was also implemented, which the staff was then trained on, in order to track and assign cases to the appropriate team. Other tools were created and utilized in conjunction with the new tracking system, including: interview scripts for every type of interview; a verification matrix on what verifications are needed for each program; a resource matrix; and documentation templates so the next staff member can

pick up a case from where the previous staff member left off.

Figure 1 illustrates Kansas' new case management process that allows caseworkers to better address clients' differing needs; eliminate repeat visits and follow-up calls; reduce duplication of work; collect real-time data; and have better resource management capabilities.

Mr. Krasner indicated that there is a possibility of site visits funded through the Welfare Peer Technical Assistance (WPTA) Network, if other states were interested in learning more about Kansas' work.

Strategies to Improve Postsecondary Career Pathways for Low-Income Workers²

During this moderated panel, Tracy Conklin, the Kansas Health Profession Opportunity Project (KHPOP) Program Director at the Kansas Department of Commerce; Leslie Durr, the Chief Program Officer at the Southland Healthcare Forum; and Tawana Woods, the Program Manager for 21st Century Healthcare Works at the Full Employment Council discussed local career pathways initiatives and partnerships. They also shared strategies to increase and improve TANF work participation using innovative career pathways models and collaboration with postsecondary education systems.

¹ The PowerPoint from this session is available on the Welfare Peer TA Network site at: [<Insert Link Here>](#)

² The PowerPoint and handout from this session is available on the Welfare Peer TA Network site at: [<Insert Link Here>](#)

Figure 2. KHPOP Snapshot

Ms. Conklin began by discussing some of the unique features of KHPOP, including the project's use of career coaches to help clients as they look for job placements in the healthcare field, as well as KHPOP's Registered Apprenticeship program which is unique to Kansas. The KHPOP Registered Apprenticeship program combines employment and on-the-job learning overseen by a mentor and related technical instruction that may be provided through community or technical colleges, correspondence, online, distance learning, contract vendors, or apprenticeship training centers to both educate and develop business and industries' workforce. The Registered Apprenticeship program represents a major accomplishment for Kansas in terms of employer engagement, since the program requires employers to pay employees 15 dollars an hour after they successfully complete the program.

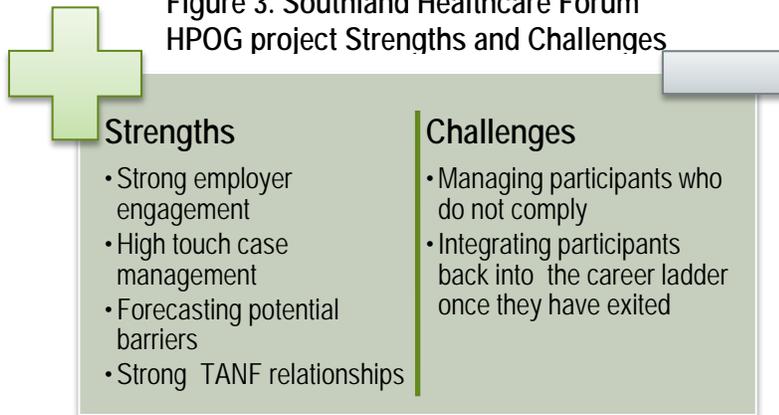


Ms. Conklin emphasized the importance of employer engagement as a key component of career pathways, especially for healthcare related programs. Employers in the healthcare field are in great need of skilled workers, which presents an important opportunity for career pathways programs to form partnerships with healthcare employers. Ms. Conklin instructed attendees that it is important to engage employers early and to demonstrate both the direct benefits of a career pathways program to the employer, and to the larger state economy. KHPOP has had success in the first two years of the program, serving over 2,300 clients, approximately 20 percent of whom are TANF recipients (see **Figure 2** for more details on KHPOP program statistics for years one and two).

Next, Ms. Durr discussed the Southland Healthcare Forum Health Profession Opportunity Grants (HPOG) project in Illinois. Ms. Durr discussed the strengths and challenges the program has experienced in its implementation and shared lessons learned (see **Figure 3** for a list of strengths and challenges associated with the Southland Healthcare Forum HPOG project).

A unique aspect of Southland's HPOG project is that they have developed a two-way referral system with the local TANF office recruiting participants to their program, which has proved to be very successful.

Figure 3. Southland Healthcare Forum HPOG project Strengths and Challenges



Another aspect of the Southland Healthcare Forum's HPOG project that Ms. Durr identified as being particularly successful is the high-touch relationship between case managers and clients. Since Southland is a smaller organization they are able to have a very high touch-ratio with each client and case managers spend a great deal of time with each one of their clients while they are in the program. Ms. Durr credits this success to the office administrators and case workers who are very thorough in making selections for the program, and who do an excellent job predicting which clients are serious and will make good candidates for the program.

Figure 4. Full Employment Council HPOG program Strengths and Challenges



Finally, Ms. Woods discussed the Full Employment Council HPOG project. The Full Employment Council represents two Workforce Investment Boards (WIB) in Missouri. The State has prescribed a number of steps that every client must follow when they come into a career center, which

involves each client being interviewed and placed on a specific career path based on their ability to succeed on that path. Ms. Woods cited this intake assessment as one of the most important aspects of the Full Employment Council's program. Correct placement of a client has a huge impact on a client's chances for success. The Full Employment Council offers intensive training as well as less intensive workshops on job readiness competencies such as skill building, resume writing, and interviewing. (See **Figure 4** for a list of program strengths and challenges that were discussed).

At the end of the session meeting participants had a chance to ask a few questions. An attendee asked about the placement of individuals in career paths and how the programs determine whether or not an individual will be a good fit for a job in the health field. The speakers responded that their programs place individuals in a career pathway that fits their skill set. For example, an individual who says they cannot work with bodily fluids would be directed to a career in health care administration rather than in nursing or direct care.

Another question was asked about the cost per participant for each program. The speakers indicated that cost differs greatly for programs depending on the level of time that is spent with each client. Kansas gave an estimate that their program costs about 4,000 dollars per person per year.

Developing and Sustaining Employment Entry, Access, Retention, and Advancement for TANF Participants and Low-Income Clients³

Continuing the conversation surrounding employment for low-income individuals and TANF participants, this panel session, featuring Chris Warland, Manager for Quality and Technical Assistance at the National Transitional Jobs Network (NTJN), and Carrie Thomas, Associate Director at the Chicago Jobs Council (CJC), focused on strategies that attendees could utilize in developing and sustaining employment opportunities for TANF participants and low-income clients.

Mr. Warland focused the bulk of his presentation on employer recruitment strategies, explaining several reasons why targeting small employers is often a strong strategy, such as:

- Small businesses usually have less red tape in their human resources departments than large firms,
- They may have a manager or company head with the ability to make unilateral hiring decisions,
- A subsidy would have a more significant impact on their bottom line, and
- Smaller companies are often more embedded in their communities and see hiring transitional jobs participants as an act of community building.

Mr. Warland also suggested targeting industries and sectors that hire individuals with criminal records, which are more often smaller, community-based organizations. Mr. Warland then gave specific examples of programs successfully using those strategies to target employers: Put Illinois to Work (PITW) and JobStart, in Chicago. In both cases, the feedback from employers was highly positive, with 85 percent indicating they would participate in such programs again.

Following Mr. Warland, Ms. Thomas presented on the CJC's work as the fiscal agent for a pilot program of four transitional jobs programs over three years. Community-based providers were paid for providing jobs based on 30, 90, and 120 day retention points, and programs were structured to ensure that participants did not lose their benefits by being in the program. CJC was involved in program evaluation, focusing on participant experience. Based on that evaluation, the most important participant skills were organization, motivation, and persistence, and the most important outcomes for program participants were self-confidence and positive attitude changes. A key aspect of the transitional jobs program was the individualized help and the hands-on work experience afforded to the participants.

Improving Services and Tracking Outcomes for Special Populations⁴

In this interactive session, Jane Delage, the TANF Program Manager of the Minnesota Family Investment Program with the Minnesota Department of Human Services and Bob Krebs, the Executive Officer of the Division of Adult, Children and Family Services in the Iowa Department of Human Services, led State representatives in a discussion about their challenges and successes in serving special populations and encouraged State representatives to share their experiences in assessing and serving these populations as well as possible ways to address disparities in outcomes for various groups. The special populations that were specifically discussed included the disabled, racial and ethnic minorities, and teen parents.

In working with the disabled population, State representatives discussed issues and ideas related to:

³ The PowerPoint and handout from this session is available on the Welfare Peer TA Network site at: [<Insert Link Here>](#)

⁴ The handout from this session is available on the Welfare Peer TA Network site at: [<Insert Link Here>](#)

- Hiring a contractor to work with special populations;
- Utilizing screening tools to identify disabilities; and
- Considerations and referrals for Social Security Income (SSI) and Social Security Disability Income (SSDI).

In working with teen parents, State representatives discussed issues and ideas related to:

- How to increase education and training credentials among this population (such as a GED, or high school completion);
- Providing employment services; and
- Collaborating with Child Welfare and Public Health offices.

In working with racial and ethnic minorities, State representatives discussed issues and ideas related to tracking outcomes for specific populations (such as Native Americans or African Americans) and how to focus special attention on these populations to improve outcomes. State representatives agreed that more work needed to be done to expand efforts to serve these populations.

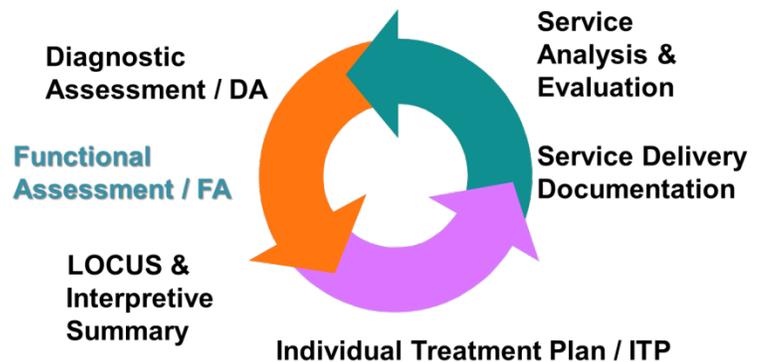
Day Two – September 12, 2012

Innovative Strategies for Client Assessment and Service Coordination⁵

During this moderated discussion, Melinda Shamp, a Mental Health Program Consultant with the Chemical and Mental Health Division/ Adult Rehabilitative Mental Health Services (ARMHS) in the Minnesota Department of Human Services; Tori Conley, a Project Director with ResCare Workforce Services; and Judy Moon, a Senior Director of Quality and Technical assistance with ResCare Workforce Services, discussed innovative approaches for assessing client barriers and linking clients to appropriate barrier removal activities.

Ms. Shamp began by discussing the array of mental health services offered by Minnesota ARMHS, which includes basic living and social skills, certified care specialist services, and community intervention. Ms. Shamp explained ARMHS' continuum of mental health service delivery (Figure 5) and the concept of functional assessment, which is the process of thinking through how a service is going to be beneficial to a client. Of particular interest to meeting attendees is the way in which ARMHS is engaging people who are also being served by the Minnesota Family Investment Program (MFIP), the State TANF program. The approach uses evidence based practice with the intention of bridging the silos between ARMHS and MFIP

Figure 5. Minnesota ARMHS Continuum of Mental Health Service Delivery



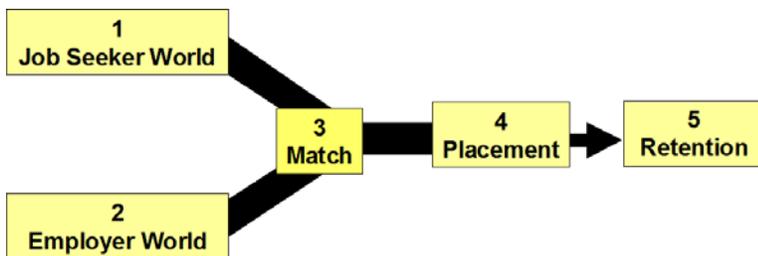
⁵ The PowerPoint and handouts from this session are available on the Welfare Peer TA Network site at: [<Insert Link Here>](#)

to create an integrated approach to service delivery. Ms. Delage noted that Dartmouth is currently conducting a study of this modification and that a report on the study will be available soon.

Next, Ms. Conley spoke about assessment as it relates to case management. She emphasized the importance of “selling the program”. Placement agencies are the “face” of a TANF program and their job is to sell the program to the client by letting them know how TANF is going to help them through their barriers to get and keep a job. Ms. Conley made a point that clients who are deferred and choose to waive a grant should not be counted as a success. Instead, these clients need to be “sold” on why participating in TANF is a good choice for them, and then they need to be supported so that they can be successful. Ms. Conley outlined a three step case management process to illustrate her point:

- Assessment: This consists of both a participant self-assessment, and an assessment by a case worker to ensure that the client’s complete story is being told.
- Creating a unified plan: This needs to be a document that is meaningful to the participant and that allows them to choose what they want to do.
- Delivery: This involves follow through on both sides of the plan. Both the case manager and the participant need to follow-up and make sure that new barriers haven’t presented themselves that will stop the client from being successful.

Figure 6. ResCare Workforce Services’ Service Delivery Model



Next, Ms. Moon discussed ResCare’s service delivery model (Figure 6) in the context of employer engagement and employability. In terms of employability, the case manager’s job is not just to assess job seeker skills; they also need to assess how ready someone is to go in front of an employer. Ms. Moon spoke about assessment as not just a process for detecting barriers, but also

a process for determining what strengths and skills a client brings to the table and determining how those skills can be transferred and retained in long-term employment. She emphasized that employer engagement is an important part of this process. TANF programs need to understand what skills employers are looking for and convince employers that TANF participants can fill those jobs.

Effective Strategies for Engaging Workforce Partners through Summer Youth Employment and Subsidized Employment ⁶

During this session, attendees learned about opportunities and strategies for engaging workforce partners and strengthening client service systems from three speakers: Corey Bulluck, the Division Chief in the Office of State Systems in the Division of Workforce Investment at the Employment and Training Administration (ETA) at the Department of Labor; James Chapman, Program Development Specialist at the Southeast Tennessee Development District; and John Wilcox, Executive Director at Corporate Voices for Working Families.

⁶ The PowerPoint from this session is available on the Welfare Peer TA Network site at: [<Insert Link Here>](#)

The first speaker, Mr. Bulluck, enumerated some past and ongoing grant opportunities within ETA, such as the Summer Jobs Plus Program 2012 and grants awarded under the Workforce Investment Fund (including the Department of Commerce and Economic Opportunity Grants), as well as future opportunities, such as Youthbuild grants, ex-offender grants targeting women and youth, grant programs for women in apprenticeship and non-traditional occupations, and others that are coming in the next few months. Mr. Bulluck recommended using Grants.gov as a resource for those looking to apply for grants. More generally, Mr. Bulluck discussed the need for a more collaborative approach between TANF and WIA, and specifically invited state and local organizations to work with their regional office to increase collaboration.

Next, Mr. Chapman presented about the Summer Youth Program at the Southeast Tennessee Development District. Mr. Chapman offered a unique perspective on the program, as he was a program participant before joining the Southeast Tennessee Development District to help manage the Summer Youth Program. Originally funded through the American Recovery and Reinvestment Act (ARRA), the program has had to increase competitiveness and selectivity since 2011 when the ARRA funds ran out and the program became funded entirely through local sources.

Currently, the Summer Youth Program's main goal is to maximize the limited funds they have available. They have done this primarily by targeting a decreased number of participants based on two main criteria: 1) Age: the program serves youth ages 17 – 21; and 2) Need: the program targets youth who want and need “year-round” services such as books, tools, travel assistance, and tutoring. The Southeast Tennessee Development District has been marketing the program to local families, worksites, partners, HHS staff, adult education, school systems, and other potential partners in order to build connections to ultimately help participants achieve professional success and help the program achieve long-term sustainability.

Meeting attendees were interested to learn how suitability for the program was determined. Mr. Chapman explained that they do several front end assessments in order to test literacy, interest, and need. A question was also asked about the differences between working with youth as opposed to adults, and Mr. Chapman remarked that adults are more interested in specific skills, such as computer literacy, while youth might need more general guidance on topics like behavioral issues, dress codes, and more. Youth are also more flexible than adults in how they are engaged, so the program uses role playing and scenarios to interest them.

Following Mr. Chapman, Mr. Wilcox spoke about the successes and challenges of developing partnerships between corporations, nonprofits, and government. The main obstacle he discussed was the challenge of designing a national strategy for Fortune 500 companies to engage with TANF programs when TANF Rules differ by state. Mr. Wilcox described three models that are in use now that have been successful at dealing with this challenge:

1. Direct state support model: The direct state support model is where the employers receive monetary support from TANF or from a tax credit to hire and train new employees; employers such as CVS, PG&E, and Johns Hopkins have programs using this model.
2. “Grow your own” model: The “grow your own,” model is where the employers provide tuition assistance and attainment supports that are tied to career advancement; Verizon is an example of an employer with this type of program.

3. Wraparound support model: The wraparound support model provides support along a continuum, from classroom to internship to employment supports; AOL is the most prominent example of this model.

Mr. Wilcox suggested that TANF programs connect to their regional leadership development councils to replicate these models at the state and local levels.

Technical Assistance Feedback and Follow-Up Session

During this moderated session, Ms. Jones spoke about technical assistance resources available through the Welfare Peer TA (WPTA) network and gave meeting attendees an opportunity to identify and provide feedback to OFA on future technical assistance topical areas and activities. Feedback from State representatives is organized in the chart in **Figure 7** below.

Figure 7. Follow-up Technical Assistance Needs

<p>Using Contractors</p>	<ul style="list-style-type: none"> • Connecting with other states and counties who contract with national providers (e.g. Maximus, ResCare, PCG, etc.) • Information about ResCare Workforce Services.
<p>Tools for better Case Management and Assessment</p>	<ul style="list-style-type: none"> • Information about good workforce assessments that are available for providers to use online. • Information on credentials, trainings, and curriculums for case management practices and job counselors. • A repository of strengths based TANF applicant assessments.
<p>Policies affecting Caseloads and WPR</p>	<ul style="list-style-type: none"> • Assistance with policy procedures that will serve to assist clients with work limitations without harming the state's work participation rates. • Strategies to counteract state policy and administration that encourages caseload reduction over effective case management. • Explanation of the step-by-step process that happens when a state fails to meet one or both work participation rates.
<p>Building Collaboration and Partnerships</p>	<ul style="list-style-type: none"> • Action planning around state specific facilitation of WIA/TANF meeting on roles and responsibilities related to employer relations and job development. • Assistance engaging businesses to participate in community improvement without the use of subsidies. • Funding to link computer systems with other agencies (e.g. Family Services, Commerce, Health, Education, etc.)
<p>Technology Improvements</p>	<ul style="list-style-type: none"> • Funding to link TANF agencies information on clients with other systems (e.g. Family Services, Commerce, Health, Education, etc.) • A scan of databases to track work required individuals' qualifications. What states have good models? Do you partner with state employment boards to send individual employment matches? • TA on how to use technology to assist in verification of hours/activities.
<p>Other Topics for Research/Dissemination</p>	<ul style="list-style-type: none"> • Information about the groups or individuals that states have in their solely state funded programs. • Dissemination of data and research on what has happened to TANF families who lost benefits in states with full family sanctions.
<p>Other Administrative TA Needs</p>	<ul style="list-style-type: none"> • Process management/re-engineering efforts. • TA around Regional Quarterly Data Reports (e.g. Instructions, codes, error reports, feedback files, etc.).

Closing Remarks

Mr. Krasner and Mr. Allen closed the meeting by thanking the State representatives, Federal staff, and speakers for their participation and sharing over the day and a half meeting. They encouraged State Directors to reach out to Regional Offices for assistance to improve services for low-income families.

Summary

The Regions V & VII TANF Priority Update Meeting brought together TANF program directors and other key stakeholders to strategically engage with peers on effectively providing services to families in a recovering economy and to brainstorm better ways to help TANF participants achieve self-sufficiency. Meeting attendees had the opportunity to obtain information and technical assistance on a variety of subjects critical to the ongoing success of TANF programs, including updates from ACF Central Office and peer-to-peer sharing around innovative strategies to improve employment outcomes for needy families. .



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Appendix A - Agenda



Agenda

Tuesday, September 11, 2012

8:00 a.m. – 8:30 a.m. **Registration and Networking**

8:30 a.m. – 8:45 a.m. **Welcome and Opening Remarks**

8:45 a.m. – 10:15 a.m. **Peer-to-Peer Networking**

During this session, each State will have the opportunity to engage in peer-to-peer dialogue and networking around pre-identified topics and discuss legislative updates and recent policy implementations within their States. State participants will have the opportunity to network and engage with their peers on local innovations in action that have been implemented to improve program outcomes.

Speakers: All State Presenters

Facilitator: Louisa Jones
Senior Project Manager, ICF International

10:15 a.m. – 10:30 a.m. **Break**

10:30 a.m. – 11:30 a.m. **Federal Updates Panel**

During this facilitated discussion, Region V and VII State representatives will have the opportunity to hear from ACF and OFA leadership on key issues. States will have the chance to engage in conversations with ACF leadership during this Question & Answer Session.

Speakers: Mark Greenberg

Deputy Assistant Secretary for Policy, Administration for Children and Families, U.S. Department of Health & Human Services

Earl S. Johnson

Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health & Human Services



11:30 a.m. – 12:30 p.m. Business Process Management

During this session, Kansas Department for Children and Families (DCF) staff will share information on their successful new Business Process Management model. By using teams rather than traditional caseloads, offices where the model has been implemented have streamlined their operations, provided expedited service to clients, and virtually eliminated case status inquiries. In a time of diminishing resources and increasing workloads, DCF will describe a practical way to really “do more with less” while improving service delivery.

Speaker: Judy Kennedy
TANF Program Manager, Kansas Department for Children and Families

Facilitator: Caterina Bumbara
Project Manager, ICF International

12:30 p.m. – 1:45 p.m. Lunch on Your Own

1:45 p.m. – 3:00 p.m. Strategies to Improve Postsecondary Career Pathways for Low-Income Workers

During this moderated panel, presenters will discuss local career pathways initiatives and partnerships and hear about and discuss strategies to increase/improve TANF work participation using innovative career pathways models and collaboration with postsecondary education systems. Specific topics will include career laddering, skill-building, and employer engagement. Participants will learn strategies for engaging potential partners and integrating career pathways into TANF programming.

Speakers: Tracy Conklin
Kansas Health Profession Opportunity Project (KHPOP) Program Director, Kansas Department of Commerce

Leslie Durr
Chief Program Officer, Southland Healthcare Forum, HPOG grantee

Tawana Woods
Program Manager, 21st Century Healthcare Works, Full Employment Council, HPOG grantee

Facilitator: Louisa Jones
Senior Project Manager, ICF International

3:00 p.m. – 3:15 p.m. Break



3:15 p.m. – 4:15 p.m.

Developing and Sustaining Employment Entry, Access, Retention, and Advancement for TANF Participants and Low-Income Clients

During this panel session, State participants will learn strategies for developing and sustaining employment opportunities for TANF participants and low-income clients. Specific topics include funding, employer engagement, partnering with SNAP, Employment and Training, and WIA.

Speakers: Carrie Thomas

Associate Director, Chicago Jobs Council

Chris Warland

Manager, Program Quality and Technical Assistance, National Transitional Jobs Network, Heartland Alliance for Human Needs and Human Rights

Facilitator: Caterina Bummara

Project Manager, ICF International

4:15 p.m. – 5:15 p.m.

Improving Services and Tracking Outcomes for Special Populations

In this interactive session, State representatives will describe their challenges and successes in serving special populations (including disabled workers and teen parents) and then lead a discussion where all participants can share their experiences in assessing and serving these populations as well as possible ways to address disparities in outcomes for various groups.

Session Leaders: Bob Krebs

Executive Officer, Division of Adult, Children and Family Services, Iowa Department of Human Services

Jane Delage

TANF Program Manager, Minnesota Family Investment Program, Minnesota Department of Human Services

5:15 p.m.

Day One Close and Evaluation



Agenda

Wednesday, September 12, 2012

8:55 a.m. – 9:00 a.m. Opening Remarks

9:00 a.m. – 10:00 a.m. Innovative Strategies for Client Assessment and Service Coordination

During this moderated discussion, State participants will hear about and discuss innovative approaches for assessing client barriers and linking clients to appropriate barrier removal activities. Participants will learn practical strategies for assessing client barriers to employment, linking clients to supportive services, and tracking client progress.

Speakers: Melinda Shamp

Mental Health Program Consultant, Chemical and Mental Health Division, Adult Rehabilitative Mental Health Services (ARMhs), Minnesota Department of Human Services

Tori Conley

Project Director, ResCare Workforce Services

Judy Moon

Senior Director, Quality and Technical Assistance, ResCare Workforce Services

Facilitator: Louisa Jones

Senior Project Manager, ICF International

10:00 a.m. – 10:15 a.m. Break and Check-Out



10:15 a.m. – 11:15 a.m. Effective Strategies for Engaging Workforce Partners through Summer Youth Employment and Subsidized Employment

During this session, State participants will learn about opportunities and strategies for engaging workforce partners and strengthening client service systems. Participants will learn practical strategies for interacting with new partners to enhance and broaden services for TANF participants, including summer youth employment and subsidized employment, as well as promising strategies for engaging businesses to provide sustainable employment for low-income individuals.

Speakers: **Corey Bulluck**
Division Chief, Office of State Systems, Division of Workforce Investment, Employment and Training Administration, U. S. Department of Labor

James Chapman
Program Development Specialist, Southeast Tennessee Development District

John Wilcox
Executive Director, Corporate Voices for Working Families

Facilitator: **Caterina Bummara**
Project Manager, ICF International

11:15 a.m. – 11:45 a.m. Technical Assistance Feedback and Follow-Up Session

During this moderated session, State participants will learn of technical assistance resources available through the Welfare Peer TA (WPTA) network and will identify and provide feedback to OFA on future technical assistance topical areas and activities.

Speakers: **All State Presenters**

Facilitator: **Louisa Jones**
Senior Project Manager, ICF International

11:45 a.m. - Noon Meeting Close and Evaluation



U.S. Department of Health and Human Services
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Appendix B – Participant Lists



U.S. Department of Health and Human Services
ADMINISTRATION FOR
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Office of Family Assistance

Regions V & VII TANF Priority Update Meeting

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Regions V & VII TANF Priority Update Meeting

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Regions V & VII TANF Priority Update Meeting

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