



TANF Works!

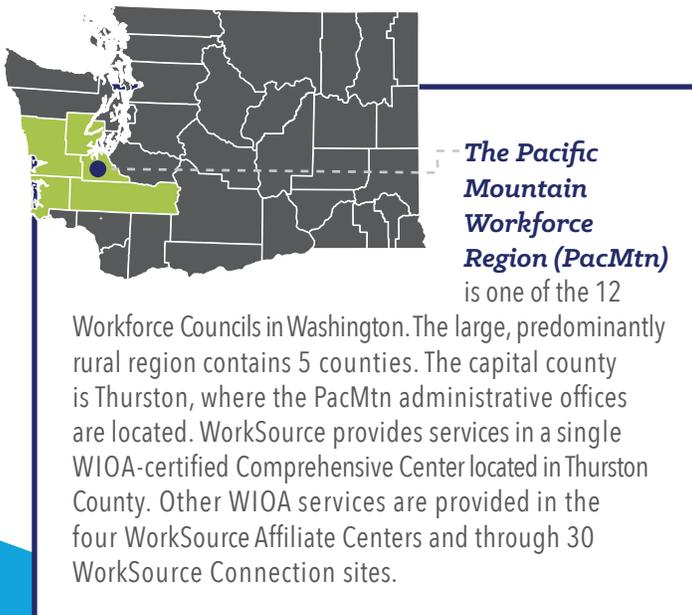
TANF/WIOA
COLLABORATION SERIES
2019 - 13

Pacific Mountain Workforce Region, Washington

TANF/WIOA COLLABORATION

Since the passage of the Workforce Innovation and Opportunity Act (WIOA) in 2014, many state Temporary Assistance for Needy Families (TANF) and workforce system leaders have focused efforts to coordinate client services serving low-income or vulnerable populations. WIOA makes TANF a mandatory partner unless the Governor opted out. Coordination efforts are meant to improve service delivery and reduce duplication.

FIGURE 1: The PacMtn Workforce Development Region



This brief highlights emerging TANF and WIOA agency collaboration practices among TANF agencies (called WorkFirst) and American Job Centers (called WorkSource) in the Pacific Mountain Workforce Region of Washington in the following areas:



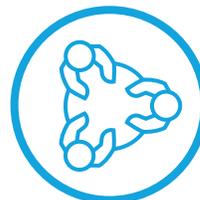
Joint Service Delivery

through co-enrolled integrated services delivery and a "client-first" approach



Resource Sharing

through co-location and integrated funding



Shared Learning

through data sharing and formal/informal staff meetings



Managing Collaborative Activities

through consistent staff communication and a "forming, storming, norming, and performing" process for team development

Local Services Overview

FIGURE 2 depicts the different paths a TANF client may follow in the PacMtn Region (and clients may co-enroll in multiple paths). TANF customers are served in each of the WIOA Affiliates and the Comprehensive Center.

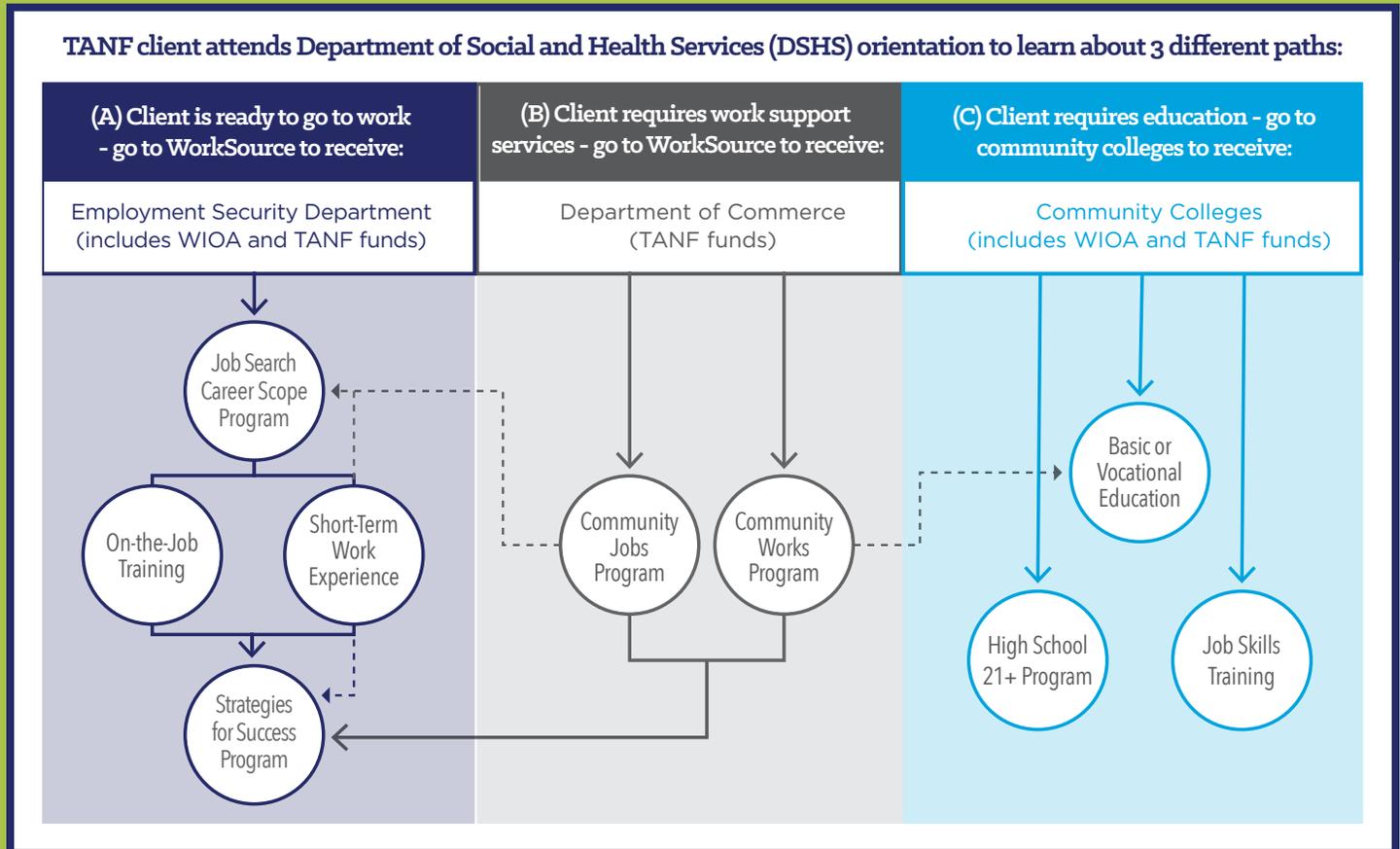


FIGURE 2: TANF and WIOA Program Referrals in PacMtn

Work Ready Track. TANF clients who would like to receive workforce services are typically referred directly to a WorkSource case manager. They enroll in the **Job Search – Career Scope** program (managed by the Economic Security Department (ESD) with both WIOA and TANF funding) to receive coaching in their search for a job. Through this program, clients can access other programs and services for further career training, including **On-the-Job Training** (OJT, managed by ESD and funded by TANF, though there is also a WIOA OJT). The OJT program works with employers to make full-time paid jobs available to TANF cash recipients.

Work Support Track. If clients want to work but need additional support and work training, they are sent to the **Community Jobs** or **Community Works** programs (managed by the Department of Commerce with TANF funding). Community Jobs offers paid employment, while Community Works offers internships for clients

who need more experience before paid work assignment. These internships are often a stepping stone to get to Community Jobs.

Education Track. Clients in the education track receive case management services at the community college, located across the street from WorkSource. Those interested in taking courses or trainings are referred to programs like **High School 21+** (managed by community colleges with WIOA funding), which offers classes to help adults get their high school diplomas.

Finally, clients in any track can participate in **Strategies for Success** (managed by ESD under WIOA Title III Wagner-Peyser), housed at WorkSource. This program provides training on soft skills, such as communication, behaviors and attitudes, and relationships in the workplace and personal life.



JOINT SERVICE DELIVERY

PacMtn takes a client-oriented approach to service delivery.

Co-enrolled integrated service delivery. Local workforce development councils (WDCs) can choose to opt into an integrated service delivery (ISD) model and co-enroll eligible job seekers at WorkSource in WIOA Titles I and III. With this model, PacMtn emphasizes high-quality customer service and maximizing the opportunities for customers in all programs. By addressing the full set of needs of high-barrier customers and offering a continuum of care for these customers, ISD can better serve TANF customers, individuals with disabilities, and ex-offenders.

Co-enrollment. PacMtn is moving towards enrolling all clients who enter WorkSource directly into WIOA basic services (under Title III Wagner Peyser). A person who is enrolled in WIOA basic services has access to the staff and resources in the job search room. If clients need more intensive services and they are eligible, they can enroll in WIOA Title I case management services or any of the TANF programs. TANF clients who come to WorkSource – all TANF recipients who are required to work – will automatically be enrolled in WIOA basic services, and thus co-enrolled in TANF and WIOA.

Service-oriented approach. PacMtn is making an intentional culture shift to a “client-first” approach. Clients receive information about all the services available to them (instead of receiving information about programs or funding streams). Front-desk staff receive training on every service available at WorkSource, and staff from every program at WorkSource take turns working at the front desk.



RESOURCE SHARING

TANF and WIOA programs coordinate their office locations and funding to more efficiently serve WorkSource and WorkFirst clients.

Co-location. Most WorkFirst and WIOA case managers are located at WorkSource, and many are located on the same floor. While DSHS conducts TANF eligibility screening and orientations for the WorkFirst programs, its office is located near WorkSource and also has some WorkFirst case managers located there.

Integrated funding. TANF and WIOA fund different services. For example, the Community Jobs program pays for relocation expenses using TANF funds for WorkFirst clients, while WIOA provides rent funds. By meeting together regularly, case managers from TANF and WIOA have learned what services the other program can fund and work together on a case-by-case basis to offer complementary services to clients.



SHARED LEARNING

PacMtn partners keep each other informed through a shared data system and regular meetings.

Data sharing. Programs share data through the Efforts to Outcomes (ETO) system. If a client discusses job applications with a WIOA Title I case manager, the case manager enters the information into the shared data system to keep ESD case managers informed. Program managers identified this synergy and asked caseworkers to document the information moving forward.



Washington is collaborative by nature. It has always has been like that. We design our systems to think about coming together around who does what part well.

- PACMTN WORKFORCE DEVELOPMENT COUNCIL LEADERSHIP

Meetings. PacMtn has organized a series of meetings for many years that bring together different partners to discuss their programs and clients. These meetings are both formal and informal, with the goal of facilitating partnerships.



MANAGING COLLABORATIVE ACTIVITIES

Formal meetings. PacMtn hosts two types of formal meetings. They hold a monthly Local Planning Area (LPA) meeting with all partners, including TANF and WIOA programs as well as community organizations. They also hold regular “Four Core Partner” meetings at WorkSource, which are mandated and convened by the Department of Commerce. Program leaders from the following partners attend the Four Core Partner meetings:

- **Department of Social and Health Services (DSHS):** oversees TANF eligibility, client orientation to work and education paths, and workforce referrals
- **Department of Commerce:** oversees Community Jobs and Community Works
- **Economic Security Department (ESD):** oversees Job Search – Career Scope and Strategies for Success
- **Community colleges:** oversee the education and training programs

The partners discuss their programs, identify issues, and develop possible solutions. At one meeting the DSHS representative noted that TANF clients were unable to use their Electronic Benefit Transfer (EBT) cards at community college cafeterias. Clients had difficulty getting food while attending education or training programs. In response, the community college representatives committed to either arrange for the cafeterias to accept EBT cards or to create a separate card with SNAP benefits for TANF clients that could be used at the college.

Informal meetings. Leaders from the TANF and WIOA programs at WorkSource have daily “morning huddles” to communicate updates. For example, when there was a staffing shortage to cover the front desk in the job search room, the program managers agreed that staff from any program could take on this role, as long as they were trained on all the services offered at WorkSource. From that point forward, staff from all programs were trained on how to run the front desk and answer any questions from clients. Front-desk staffing now rotates through all the WorkSource programs.

Passionate about the collaboration between TANF, WIOA, and other workforce programs, WorkSource leaders in the PacMtn Region are creating forums for cross-program communication and building community partnerships.



The best movement has been understanding our system and developing great relationships around it.

- A TANF TEAM MEMBER

The local WDC in the PacMtn Region governs the collaboration between all programs located at the WorkSource. The WDC’s expectations for collaborative activities are outlined in a memorandum of understanding (MOU) and is signed by the partner organizations. WorkSource leaders aim to make collaboration a norm, building on the MOU that specifies the standards of performance, principles of behavior, and customer service standards for TANF and WIOA programs.

WorkSource leaders have also engaged the community in the conversation around partnerships, conducting focus groups with business leaders and clients to learn what workforce services should look like moving forward. In addition, PacMtn has partnered with the DSHS Community Service Offices throughout the region to better meet the employment needs of TANF and WIOA customers. The DSHS Community Services Office (CSO) office in South Bend, Washington is currently a provisionally certified WorkSource Connection Site. This has allowed partners to expand access to employment-related services for TANF and WIOA job seekers and has provided additional employment-related resources to all DSHS customers.

As collaboration has developed, leaders have been consistent about communicating WIOA requirements with all WorkSource staff, especially the changes WIOA has required. WorkSource leaders chose to implement the “Forming, Storming, Norming, and Performing” process of team development. Currently, they consider themselves to be in the “storming” stage, meaning that

they are working through conflicts that arose in the earlier stages of the process. To move forward, WorkSource leaders are posting charts with key information about collaboration around the building.

Along with WorkSource leaders, individual program managers in PacMtn have supported coordination. They have established “morning huddles” with other program managers and come up with ways partner programs could collaborate to solve a shared case management problem (for example, by finding ways to share data, as described earlier in this brief).

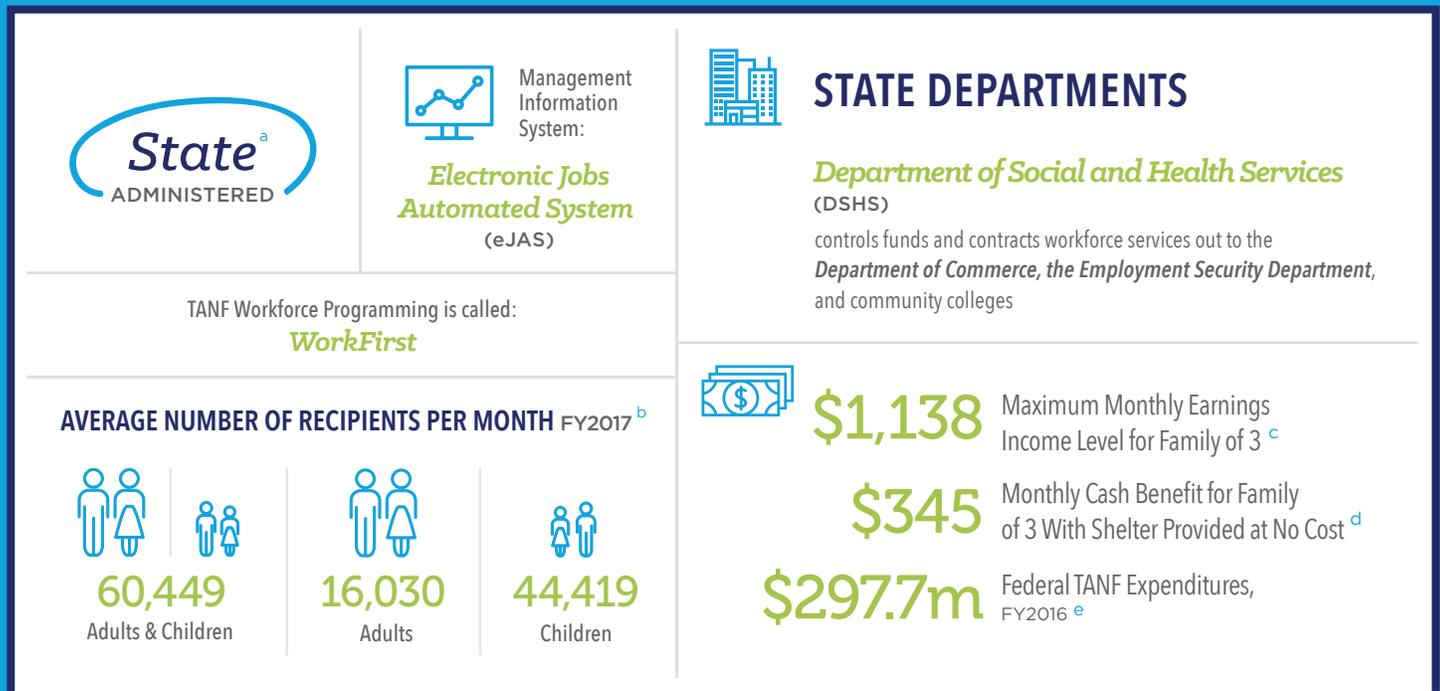


TANF and WIOA Eligibility and Services in Washington

TANF. Approximately 16,000 of Washington’s low income adults are enrolled in TANF, where the maximum income threshold is \$1,138 for a family of three (SEE TABLE S.1). “WorkFirst” is the name of the program that supports work for TANF recipients in the state. TANF clients have access to a variety of work

support, training, and education programs, depending on the type of services they need. Each path is managed by a different agency, with funding from a variety of sources, including TANF, Workforce Innovation and Opportunity Act (WIOA) Title I, WIOA Title II, WIOA Title III, and WIOA Title IV.

TABLE S.1: Washington TANF Snapshot



SOURCES: (a) A Descriptive Study of County- versus State Administered Temporary Assistance for Needy Families Programs (https://www.acf.hhs.gov/sites/default/files/opre/county_tanf_final_report_submitted_to_acf_b508.pdf); (b) TANF Caseload Data 2017 (<https://www.acf.hhs.gov/ofa/resource/tanf-caseload-data-2017>); (c) Washington State Legislature – What are the maximum earned income limits for TANF, SFA, PWA and RCA? <http://apps.leg.wa.gov/wac/default.aspx?cite=388-478-0035>); (d) Washington State Legislature - Payment standards for TANF, SFA, and RCA. <http://apps.leg.wa.gov/wac/default.aspx?cite=388-478-0020>); (e) TANF Financial Data in FY 2016 (<https://www.acf.hhs.gov/ofa/resource/tanf-financial-data-fy-2016>)

WIOA. The one-stop system in Washington is called WorkSource, and WIOA services are offered and coordinated through these multi-partner, multi-service facilities (SEE TABLE S.2). The 12 federally designated and governor-approved Workforce Councils in the state are responsible for overseeing the local WorkSource system. Most WIOA-funded services are available to individuals in Washington regardless of income, but many programs prioritize

servicing low-income individuals or those having one or more barriers to employment. The principal WIOA services offered to job seekers statewide include labor-exchange/job search assistance, individualized career services, work readiness preparation, adult basic education, and occupational skills training. Some WIOA-funded programs also offer supportive services such as child care, transportation, tools and equipment, and uniforms.

TABLE S.2: Washington WIOA Snapshot

	<p>One-Stop Job Center: WorkSource</p>		<p>Management Information System: Efforts to Outcomes (ETO) CURRENTLY IN TRANSITION</p>
 <p>GOVERNOR-APPOINTED BOARD OVERSEEING WIOA^b</p> <p>Workforce Training and Education Coordinating Board</p> <p>a partnership of nine voting members from business, labor, and government</p>		 <p>2017 ALLOTMENTS^c</p> <ul style="list-style-type: none"> \$14.8m Employment Service (Wagner-Peyser) Federal Appropriation \$17.3m WIOA Adult Federal Appropriation \$18.6m WIOA Youth Federal Appropriation \$29.1m WIOA Dislocated Worker Federal Appropriation 	

SOURCES: (a) WIOA State Plan for the State of Washington (<https://www2.ed.gov/about/offices/list/osers/rsa/wioa/state-plans/wa.pdf>); (b) Workforce Innovation and Opportunity Act (<http://www.wtb.wa.gov/wioa.asp>); (c) Program Year (PY) 2017 Workforce Innovation and Opportunity Act (WIOA) Allotments; PY 2017 Wagner-Peyser Act Final Allotments and PY 2017 Workforce Information Grants (<https://www.federalregister.gov/documents/2017/06/15/2017-12336/program-year-py-2017-workforce-innovation-and-opportunity-act-wioa-allotments-py-2017-wagner-peyser>)

Resources

- **Workforce Innovation and Opportunity Act Overview:** <https://www.doleta.gov/WIOA/Overview.cfm>
- **USDHHS OFA PeerTA TANF/WIOA Resource Hub:** <https://peerta.acf.hhs.gov/ofa-initiative/426>
- **USDOL TA Hub:** <https://ion.workforcegps.org/>

This brief is based primarily on conversations conducted in spring 2018 with WIOA and TANF program staff the Pacific Mountain WorkSource and their partners from DSHS and the South Puget Sound Community College. For more information about the content in this brief, contact Corinne Daffern, Associate Director of Workforce Services, PacMtn Workforce Development Council (corinne@pacmtn.org). Marissa Strassberger (MDRC) and Jack Myrick (Public Strategies) were the IIEESS site visit team members.

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The Integrating Innovative Employment and Economic Stability Strategies (IIEESS) initiative of the Office of Family Assistance (OFA), under contract number HHSP23337005T, publishes briefs and materials that document the collaboration between Temporary Assistance for Needy Families (TANF) and public workforce systems under the Workforce Innovation and Opportunity Act (WIOA). This material is intended to encourage peer learning among state and local actors so that low-income individuals can effectively access employment and family support services.