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**Administration for Children and Families
Office of Family Assistance
Welfare Peer Technical Assistance Network**

**Summary of Outreach to States on TANF
Caseloads and Case Management Services:
Welfare Peer TA Request #210
Jefferson County, Colorado Department of
Human Services**

2013

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Executive Summary

Colorado's Temporary Assistance to Needy Families (TANF) program - Colorado Works - provides financial assistance, job preparation and work opportunities to needy families with children on a temporary basis to help them achieve economic and family stability. Financial aid is provided based on family size, income, resources and ages of the children.

In December 2011, representatives from the Jefferson County Department of Human Services, Career and Family Support Services, Colorado Works and Child Care Assistance Program, submitted a technical assistance (TA) Request to the Welfare Peer Technical Assistance (WPTA) Network. A 2011 County Administrator meeting in Colorado had highlighted disparity in caseload sizes and uncertainty over caseload to caseworker needs. Leadership from Colorado supported exploring what peer states and counties of the same population size determined as optimal TANF caseload sizes. Colorado was specifically interested in a national questionnaire or TA outreach effort focused on determining what large service areas consider the optimal caseload size per TANF worker.

In response to Jefferson County's TA Request, the WPTA team conducted information gathering outreach to 10 of the largest cities in the country. This provided Colorado and other states a greater understanding of optimal caseload sizes for TANF offices, and for caseload sizes per TANF eligibility workers versus case managers. The national TA effort/information gathering included the following localities, determined by the U.S. Census¹ to be the most populous cities in the U.S.: New York, New York; Los Angeles, California; Chicago, Illinois; Houston, Texas; Philadelphia, Pennsylvania; Phoenix, Arizona; San Antonio, Texas; San Diego, California; Dallas, Texas; and San Jose, California.

By determining the optimal caseload size per TANF case worker across these states and counties, the WPTA team provided Colorado with information from their peers on how to improve services to TANF participants. This included a common underlying focus among peer cities and county TANF programs of ensuring that TANF participants receive the time and attention needed to assist them in moving towards self-sufficiency.

This Technical Assistance Summary provides a high-level overview of TANF caseload sizes among programs across the top 10 largest cities in the country. It also provides insight into staffing structure, caseload size designation, characteristics of staff and participants, caseload manageability, caseload assignments, staff expectations, target activities, caseload demographic information, workload and responsibilities of staff, curricula and training, as well as barriers and challenges faced by the TANF programs.

¹ U.S. Census, Top 20 Cities: Highest Ranking Cities, 1790 to 2010, July 19, 2012
(<http://www.census.gov/dataviz/visualizations/007/508.php>)



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Background Summary on Technical Assistance Request

The Jefferson County, Colorado Department of Human Services contacted the Welfare Peer TA Network for assistance in determining the optimal number of cases each TANF caseworker should maintain, so that an appropriate amount of time and attention can be paid to all participants to assist them in achieving higher levels of economic self-sufficiency. Further discussion also revealed that Jefferson County would also like more information on case management processes that produce favorable results for participants seeking to achieve self-sufficiency.

Caseload size has a significant impact on the ability of TANF caseworkers to effectively engage TANF participants in barrier reduction, job readiness, and other service coordination activities. Jefferson County, Colorado, and the State of Colorado are interested in gaining a better understanding of an optimal caseload size and composition for TANF programming by engaging other counties and States providing similar services to TANF participants. In addition, Jefferson County and the State of Colorado are interested in: (1) strategies for designing a caseload calculator to help program managers determine the most appropriate caseloads depending on client needs, office resources, and case manager skills; (2) understanding factors associated with direct client services derived from comprehensive needs assessments, as well as strategies for increasing caseworkers' ability to improve involvement, guide the provision of services, manage caseloads and workloads; and (3) activities to ensure continued compliance with national and State/local requirements. Ultimately, Jefferson County would like to start a national dialogue about the optimal caseloads for TANF workers to achieve higher outcomes, and develop strategies to achieve these optimal caseloads.

Technical Assistance Process Summary

The Welfare Peer TA Network conducted outreach efforts focused on determining the optimal caseload size per TANF worker as identified by large service areas. Jefferson County was specifically interested in including large U.S. cities in the scan, because their service delivery structures are more aligned with those of Jefferson County, and there is a greater likelihood that these geographical areas serve larger and more similar TANF caseloads.

Based on this information, the Welfare Peer TA Team identified the following sites to contact:

1. Alameda County, California
2. Baltimore, Maryland
3. Franklin County, Ohio
4. Hennepin County, Minnesota



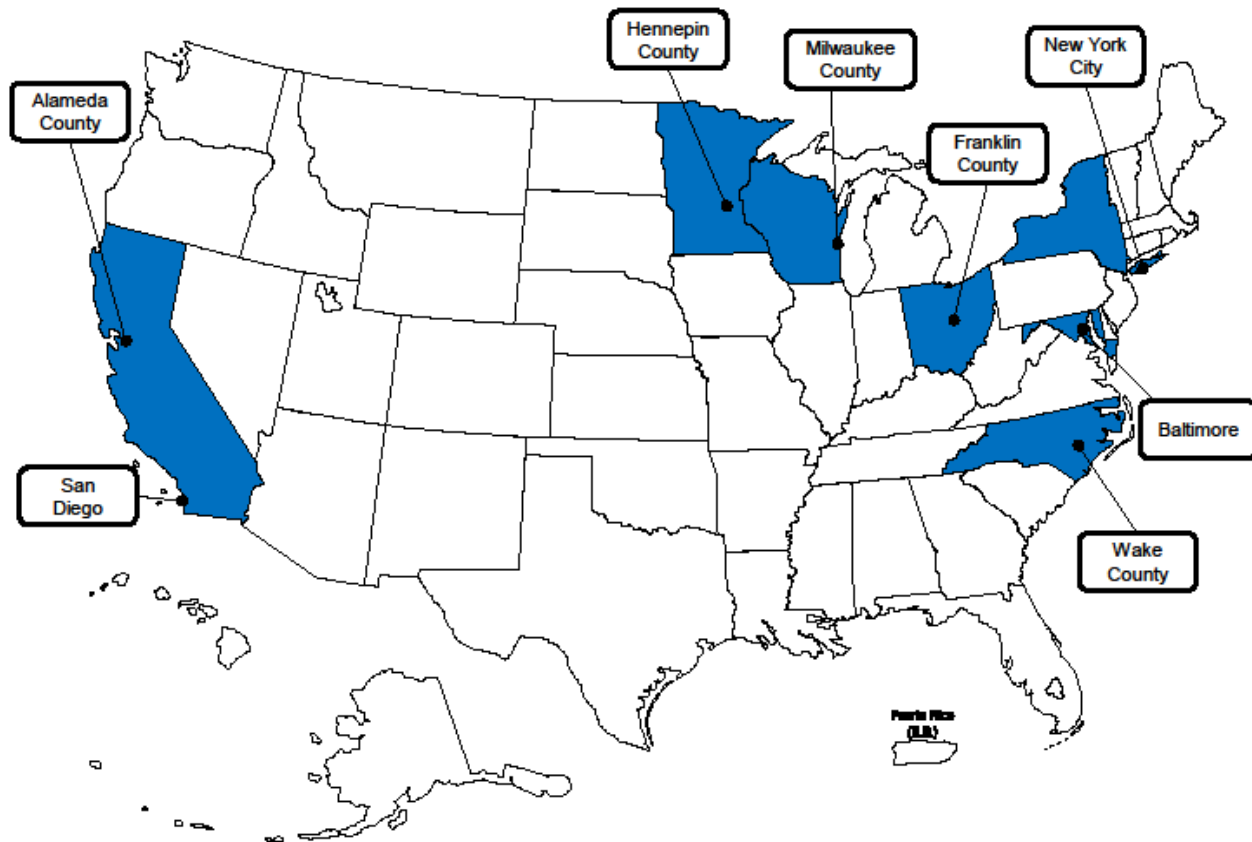
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5. Milwaukee County, Wisconsin
6. New York, New York
7. San Diego, California
8. Wake County, North Carolina

These sites were selected based on size, TANF population, and similarity to Jefferson County, Colorado. Please view the map below for a geographical representation of the sites with which the Welfare Peer TA Network conducted conversations.

Map of Outreach Conducted





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Summary of Outreach

Below is a summary of the answers to the outreach questions from each site that was contacted. Jefferson County's response to each question appears first, highlighted in the blue boxes. Please note that the information contained within this section is simply a summary of responses from the contacted sites and is not meant to be prescriptive or thought of as best practice. Without formal evaluation, these programs represent field informed practices that may or may not impact TANF participants; thus, this outline of programs is unable to draw any conclusions about the effect of these programs on the goal of improving self-sufficiency among the target population.

There was great variance in caseload size based on population and location. Over the eight jurisdictions interviewed, the total caseloads ranged from 1,880 in Milwaukee County, Wisconsin to 160,369 in New York City. Most cities/localities responded that they did see an increase in the number of applicants and open cases that coincided with the recession, though the increase in numbers varied from a slight increase to a 16% increase in San Diego, California.

The majority of jurisdictions structured their TANF programs so that one staff person completes both eligibility and case management services. Three jurisdictions had separate staff for these duties, including job developers working on employment issues. When discussing current worker caseloads, only New York City reported that their current caseload per caseworker was lower than their optimal level. All other jurisdictions that reported optimal caseload sizes had caseloads well over their optimal levels. Some standard caseloads were hundreds of cases, while the lowest reported caseload for a case manager (not a specialized staff person such as a job developer) was 80. The caseload size depended upon the total caseload of the entire agency. Most jurisdictions assign cases based on a round robin style as cases are processed, but make special assignments for certain populations. These specific populations varied across the locations, but included those for whom English is a second language, SSI cases, at-risk families, and young parents.

In order to manage caseloads, half of the jurisdictions utilize some report format or software that informs management as to how many cases staff have at one time. Hennepin County, Minnesota, New York City, and San Diego all have case managers who provide specialized services to specific populations. It is interesting to note that out of the jurisdictions interviewed, these are the three with the largest caseloads. It may be that specialized case management services are not necessary or not as much of a return on investment for cities and counties with smaller caseloads. Staff (with the exception of eligibility staff) are required to focus on the federally mandated Work Participation Rate (WPR) in all jurisdictions and are often expected to meet or exceed the 50% federal requirement. Common strategies to help agencies and staff achieve their WPRs include data tracking; daily, weekly and monthly meetings to ensure staff are focused on set goals; and friendly competition between staff and departments. To increase work participation, both New York City and Alameda County, California reported that they monitor participant activities very closely. Other strategies included expanding work opportunities, sanctions, reorganizing staff to better serve participants, and increased client contact.



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The demographics of TANF caseloads varied greatly by location. However, in keeping with national data, the majority of TANF participants are single mothers, many with less than a high school education. The majority of TANF participants in all jurisdictions receive more than one public benefit (SNAP, Medicaid) and two jurisdictions reported that nearly 100% receive other services besides TANF. Jurisdictions were asked about the average amount of time participants remain on the TANF rolls, and the majority do not track this information. Those that did collect this data had offered responses from less than 6 months to more than 5 years (for jurisdictions with state-funded programs such as New York).

Many of the jurisdictions reported that they see case management as providing a full spectrum of services to the participant from application to program exit. Others (such as Milwaukee County) deal with a difference in approaches between case managers and job developers (who do not see themselves as providing services to the participant) and work hard to mediate between the two positions.

The core components of each jurisdiction's case management services are relatively similar -- assessment, work experience, job placement, and barrier removal. Wake County, North Carolina is distinctive in that they focus heavily on child well-being and encourage parents to follow up on inoculations, work to ensure children have high-quality day care, and frequently refer to family-centered programs (fatherhood programs, a local women's center, etc.). Statewide case management services implementation depended upon whether or not a state was state supervised, county administered. Most jurisdictions responded that the components are implemented statewide, or guidelines are provided by the state and local offices are able to tailor the program to their needs. To assess participants, jurisdictions reported that a short, initial assessment is completed with the participant to determine to which type of sub-program they would be assigned, after which a formal assessment was completed. A common practice for participants with significant barriers is that a specific program, contractor, or other appropriate state agency handles these cases so that specialized attention is provided. New York has an entire program dedicated to assisting participants who struggle with physical, mental health, and/or substance abuse issues.

All jurisdictions have set time frames for completing certain tasks, though these vary by program structure and specific task. Both Baltimore, Maryland and Franklin County, Ohio require a case determination to be made within 30 days of application. Both San Diego and Wake County have very short turn-around times for applications -- within five days of receiving the application. The time allowed to process applications appears to correspond with the average size of a worker caseload; those with smaller caseloads need less time to process applications.

All jurisdictions offer training for staff in various elements of their jobs. Alameda and Milwaukee Counties both contract with local universities to develop the curriculum for their trainings, while the others developed their own trainings in-house or relied on the state to provide



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curriculum. These trainings focus on a variety of topics including specific program policies, work readiness issues, and other specific issues affecting TANF participants and their ability to work. Hennepin County requires staff to meet with supervisors for program coaching and supervision as needed.

Most of the jurisdictions reported that a supervisor or administrator was responsible for monitoring staff workloads and tasks. Milwaukee County has a specific quality assessment unit that monitors cases. Hennepin County reports that they review all cases once or twice a year and then move staff around to accommodate the caseload. Three of the jurisdictions reported that they operate on a traditional case management model in which cases are assigned to one worker who coordinates all services for each case, one jurisdiction uses a task-based model in which cases are assigned to a specific unit instead of an individual worker, and two reported that they utilize hybrids of both methods. Six of the jurisdictions have created a process for workload management and participant engagement. Both Milwaukee County and San Diego are testing new models making intake more comprehensive to more quickly determine eligibility and meet the specific needs of participants.

The time that staff spends face-to-face with participants varies depending on the worker's position, as well as the jurisdiction and how large their total caseload is. Estimates ranged from 50% (San Diego) to 85% (New York) of staff time devoted to face-to-face interaction. Conversely, estimates for staff time spent on data entry and paperwork ranged from 15% (New York) to 65% (Hennepin). Work verification is often a tricky job; both New York and San Diego contract it out to vendors, and half of the jurisdictions use an electronic system to track participant activities. Hennepin, Milwaukee and Wake Counties all have case managers or counselors who are responsible for monitoring participant activities and verifying work. All jurisdictions reported that they have separate staff dedicated to handling job development and placement. Not all positions are called job developers, and some are contracted out to vendors, as mentioned above.

When operating any type of human service program, it is important to document outcomes. Some of the most common measures that were reported by program representatives included: timeliness of application processing, job placement rates, and employment rates after leaving TANF. New York provided a detailed list of 25 indicators that their program measures to ensure performance.

Finally, both Wake County and New York recommended ensuring that the data a program collects is utilized -- not just collected for the sake of collection. Other respondents emphasized communication between and among workers, efficiently using community resources and vendors, and properly training staff for their jobs.



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Caseload Information:

1. What is your program's current TANF caseload?

For our Eligibility Department of TANF, we have an average caseload size of 180-230 cases per worker x 11 workers = ~2000-2500 per month. In our Case Management Department, we have an average caseload size of 50-60 cases per worker, which represents roughly 750-850 cases per month.

Alameda County: As of June 2012, Alameda County has 19,585 cases.

Baltimore: Baltimore City – 11,229 heads of household.

Franklin County: As of September 2012, Franklin County has 3,750 work required cases, of 4,800 cases total. While there is no statistic as to how many people we serve annually, in the past we would reach up to 7,500 cases a month. Recently, however, those numbers have been declining slowly down to the 3,750, with roughly 200 new clients a week.

Hennepin County: The current TANF household caseload for Hennepin County's MFIP (Minnesota Family Investment Program) as of September 30, 2012 is 43,097 (average household includes one to two adults and two children).

Milwaukee County: 1,880 each month.

New York: New York City's current TANF caseload for basic family assistance is 144,680. As of August 2012, on an individual basis, our caseload size is 160,369.

San Diego: San Diego HHSA's current federally funded caseload for CalWORKS TANF is 26,724, with 10,560 of those cases being for Welfare to Work (WTW). California's Safety Net program provides assistance for children whose parents have passed the four year time limit for TANF; it currently has 3,548 State-funded cases.

Wake County: As of October 1, 2012, our caseload size for active cash cases is 1,479 individuals, with an additional 645 transitional cases. Total caseload size is 2,124 individuals.



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2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

This is a difficult number to pull due to duplicated cases of reapplying applicants. An estimate of unduplicated cases for fiscal year 2011 would be 5,000. In any given month, we have approximately 1,500 active cases, and 200 new applicants.

Alameda County: Our caseloads are calculated on a month-to-month basis, not taking into account repeating individuals. Therefore, we are unable to supply an annual figure for our caseload size.

Baltimore: 12,069.

Franklin County: For the Fiscal Year 2011, Franklin County had 12,755 Assistance Groups, 29,000 Individuals, and 21,673 Child-Only cases.

Hennepin County: In 2011, we served 42,433 households (roughly 127,300 individual cases).

Milwaukee County: This is difficult to track annually – tracking is done only by month unduplicated.

New York: New York City's Human Resources Administration (HRA) cannot provide statistics for annual overall caseload size. Rather, we are able to provide a statistical snapshot for any given time period.

San Diego: In 2011, there were 77,349 participants for CalWORKS (11,640 of those being for WTW).

Wake County: Our annual caseload size for North Carolina's Wake County Human Services TANF Program is based on the total number of active and transitional participants; the sum of these being 57,940 for fiscal year 2011, with a monthly average of 4,828 participants served. The overall caseload size was 25,943 cases, with the monthly average being 2,161 cases.

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

Jefferson County has not seen a flux in our caseload size, as our flow of cases remains fairly constant. We did, however, grow an estimated two percent over the last year.



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Alameda County: There have not been any significant increases in our TANF caseload size over the last several years, with the exception of a slight increase of 1,000 individuals in 2010-2011. However, this has since returned to our current caseload size.

Baltimore: Yes.

Franklin County: Franklin County saw a fairly significant increase starting in late 2008 to early 2009, with caseloads reaching 7,500 work required cases. However, these numbers had gone down in early 2011 to our current caseload size of 3,750 work required cases.

Hennepin County: Yes.

Milwaukee County: Yes – tracking started in 2010, and in the beginning of that year, there were 1,600 cases each month. Cases increased until the highest number in August, 2011, when the program served 2,188; the number of cases has been slowly decreasing since then.

New York: Looking at the numbers since the end of December 2008, a time when the economic downturn had its biggest impact in the New York City area, we have seen an increase of 3.29% in cash assistance caseloads. Larger increases in the SNAP population were also observed, increasing 36.95% to a total of 1,844,896 individuals, while the Medicaid population has increased 15.76%. These, however, do not represent total caseload size, as they may represent duplicates.

San Diego: Yes.

Wake County: While the total number of cases Wake County Human Services TANF Program serves has remained stable over the past several years, there have been slight fluctuations seen within the past year. We are currently seeing a decrease in Payee Only cases, and a slight increase in our Work First Cash Assistance cases that include a work eligible adult. There is also a dramatic and continuous increase seen in SNAP cases.

- a. If yes, do you know the approximate number of new participants on your caseload?**

Approximately 200 new applicants each month, but we also have about the same number coming off as well.

Alameda County: N/A.



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Baltimore: In 2007, there were 9,833 TANF cases. From 2007 to 2012, there was a 14% increase, with 1,396 new cases; Mr. Johnson was not sure if any of the new cases has ever been on TANF.

Franklin County: New participants on caseload are estimated at 200 a week.

Hennepin County:

2009: 38,600 cases open.

2010: 40,900 cases open.

2011: 42,400 cases open.

2012: 43,097 cases open.

There has been a gradual increase in the number of new participants since the start of the economic downturn. This gradual increase has brought in approximately 40,000 new cases between September 2009 and September 2012.

Milwaukee County: Approximately 500 to 600 participants.

New York: See above.

San Diego: We have seen a steady increase in cases from 2007 to 2011, with a peak in 2009 when caseloads increased 16% over 2008 caseloads. However, since 2009, the percentage of increase has steadily gone down with each year. Last year, from 2011 to 2012, there has been a decrease in caseload size.

Wake County: While there was a slight fluctuation in caseload size from October to December of 2011 when the caseload exceeded 1,500 cases up from the normal average of 1,431, it has since fallen back to the normal range keeping our overall numbers unchanged.

- 4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?**

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
<i>Eligibility:</i>			
Administrative Staff	1	Clerical	High School Diploma/GED
Clerical Staff/ Customer Service	1	Clerical	High School Diploma/GED



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Eligibility Workers	11	Responsible for determining eligibility, intake and redetermination.	High School Diploma/GED plus one year experience
Eligibility Supervisor	1	Supervising of Eligibility Workers. Manage business and daily work flow.	Bachelor's degree plus two years' experience
Eligibility Coordinator	1	Manages overall business process, quality assurance, process improvement and overall functionality of program.	Bachelor's degree, plus five years' experience
<i>Case Management:</i>			
Case Management Career Specialist	15	Role is to monitor an individual's participation in the work requirements for program. Remove and resolve barriers to employment. Resources and referrals and supportive services, additional cash assistance, conduct assessments and refer to appropriate community resources and organizations to improve situation. Two of these staff have partial caseloads and other administrative duties.	Bachelor's degree plus one year experience or equivalent
Internship Coordinators	2	Matching current customers with appropriate employers. Job development based on referrals from other case managers, as well as leads they establish. Community work placement and subsidized employment.	Bachelor's degree plus one year experience or equivalent
Case Management Employment Retention Coordinator	1	Works with individuals that are already placed into employment, for the duration of their employment and for at least nine months after benefits stop. Goal is to track whether people are retaining their employment. Staff person assists participants with resources and helps them with any barriers that may come up. They focus on advancement and conduct career plans with all participants. New position since June 2012.	Bachelor's degree plus one year experience or equivalent
Administrative Support Staff	2	Works in collaboration with Eligibility Workers to set up assessment appointment with case	High School Diploma/GED (Temporary Position)



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
		manager.	
Career Services Supervisor	2	Supervises Case Management staff. Manage business and daily work flow. Project management.	Bachelor's degree plus two years' experience

Alameda County:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Eligibility Technicians (ET) II	34	Cal Works Intake	Not provided
Eligibility Technicians (ET) III	116	Multiple programs: Cal Works, Food Stamps, General Assistance, ongoing eligibility	Not provided
Employment Counselors	104	Manages all stages of employment program	Not provided
Job Developers	7	Works in community and with external employers to find and create jobs for clients	Not provided
Career Development Specialists I	7	Works with clients on 'hard skills'- resumes, job search and interviews	Not provided
Career Development Specialists II	2	Supervises the Career Development Specialist I	Not provided
Social Workers		Sees every client	Not provided

Baltimore:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Family Investment Specialists I and II	312	All program services including TANF, SNAP, child care, medical assistance, general assistance for adults, and assistance for adults with disabilities	Not provided

Franklin County:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Intake Staff	13	Intake, initial assessment and assignment	2 year degree minimum
Case Managers	8	Eligibility maintenance	2 year degree minimum
Case Managers (General)	22	Work activity tracking; sanctions; ongoing maintenance of cases; one of these is a child care expert and provides assistance in that area	2 year degree minimum
Case Managers (Intervention Unit)	8	Works with cases that need to be reassigned or that are under/un-assigned	2 year degree minimum



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Workforce Director	1		Bachelor's minimum
Northland Center Director	1	Manages eligibility staff and caseworkers	Bachelor's minimum
Clerical Workers	8	Clerical support	High School Diploma/GED
Statistical Clerks	5	Statistical tracking	High School Diploma/GED
Assistant Center Directors	1-3	Supports Directors	Bachelor's degree

Hennepin County:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Human Services Representative 1	61	Focuses on case processing for ongoing maintenance; interacts with clients; determines eligibility; issues benefits; updates computer systems; responds to clients that drop by office; inquires about cases and responds to phone calls.*	Two years of approved work-related experience (customer service); Educational Qualifications: Graduate of Public Welfare, Financial Work, AA and/or Sciences Degree, or two years of post-high school education. High school degree is required
Human Services Representative 2	35	Conducts more complex casework; coordinates trainings for team; handles special projects; addresses issues that arise on team; builds upon HSR 1 tasks by adding new components. Main concentration on ongoing maintenance.*	Expert knowledge of programs, policies and procedures that are provided in addition to above
Human Services Representative 3	188	Assists clients in navigating through welfare system and to connect with other agency services; focuses on applications coming through the door; conducts similar, but more complex tasks as HSR 1 and 2.*	Expert program knowledge higher than HSR 2. High skill level in problem resolution
Human Services Supervisors		Supervises HSR staff.	Not provided
Clerical Staff		Serves all populations in structure, not just TANF.	Not provided

* Note: Human Service Representatives levels 1-3 address eligibility and case management for the SNAP and Medicaid programs as well as MFIP.

Milwaukee County:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Financial Employment Planner (Case Manager)	28-30	Deals with employability planning, assigning participants to work activities, support services,	Two years of postsecondary education plus two years of case management experience



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
		case processing, and documentation	
Employment Services Team--Employment Consultants (Job Developers)	6	These are the primary positions in W2 direct service	Two years of postsecondary education plus two years of case management experience; marketing or staffing experience
Quality Assurance Unit—includes four staff plus a manager and another staff person who deals with participant complaints and arranges for fact finding when someone disagrees with the decision made about the case	6	Quality assurance reviews, monitor, train, deal with fraud	Not provided
Work Experience Activity Coordination	2	Develop work sites and assign people to work sites	Not provided
Education Unit--Cost allocated across other Workforce Investment Act (WIA) programs	2 ½ Instructors, 1 Workshop Facilitator	Adult basic education; workshop facilitator conducts career inventory	Not provided
Employment Consultants	6		Not provided
Reception/Front Desk	5		Not provided

New York:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Clerks in Cash Assistance	262	Minor paperwork, index, scanning, registering cases	A four-year high school diploma or its equivalent and one year of satisfactory clerical experience
Case Managers (Job Opportunity Specialists)	1,260	Direct involvement with clientele, as well as processing	1. Baccalaureate degree from an accredited college; or 2. High school diploma or equivalent and four years of full-time experience working with a NYC/DSS Job Center job opportunity program, providing employment planning/counseling services involving job development, skills assessment and employment placement. Thirty college credits from an accredited college may be



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Associate job staff, Levels 1-3	534	Provides direct supervision to case managers Level 1 -- direct supervision of job workers (provide direct services to participants) Level 2 -- Additional supervision to the Level 1 Associate staff Level 3 -	substituted for one year of the above work experience 1. Baccalaureate degree from an accredited college; plus eighteen months of full-time experience working as a JOS or 2. High school diploma or equivalent, and six years of full-time experience working directly with a NYC Job Center job opportunity program, providing employment planning/counseling services involving job development, skills assessment and employment placement. Thirty college credits from an accredited college may be substituted for one year of the above work experience
Principal Administrative Associates	49	Varying functions that case managers do not address; primarily service the SNAP population	1. Baccalaureate degree from an accredited college and three years of full-time clerical/administrative experience, one year of which must have been in an administrative capacity or supervising staff performing clerical/administrative work or 2. Associate degree or 60 semester credits from an accredited college and four years of full-time experience as described in "1" 3. High school diploma or equivalent and five years of full-time experience as described in "1" 4. Education and/or experience equivalent to "1", "2" or "3" above. However, all candidates must possess the one year of administrative or supervisory experience. Thirty college credits from an accredited college may be



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
			substituted for six months of work experience up to a max of three and a half years

San Diego:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Human Service Specialists (HSS)	Cal-WORKS:143 All Programs:984	Eligibility Workers	Not provided
Office Assistants	1-3 ratio to HSS	Clerical administrative support for workers	Not provided
Supervising Human Service Specialists	1-7 ratio to HSS	Supervises HSS	Not provided
Policy Support	6 Program Specialists between CalWORKS and WTW		Not provided
Administrator	1		Not provided
Program Specialists -- Business Analysts	(Across all workers, therefore there is no specific number)	Ensures coordination between IT systems and policy requirements. Assists with: Electronic Imaging of Files and Quality Control	Not provided
WTW vendors (Each contractor handles two of four regions to provide WTW services)	29 clerical, 141 employment case managers, 18 supervisors, 8 job developers, 7 program managers, 1 regional manager, 1 site manager		Not provided



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Wake County:

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Team Leaders	11	Includes five (5) Work First Team Leaders on our main campus with an additional three (3) Work First Team Leaders at our Regional sites; and three (3) Childcare Subsidy Supervisors that oversee staff in all locations	Not provided
Workforce First Case Managers	16	Handles applications and ongoing reviews/redeterminations	Not provided
Medicaid Workers		Work First Review Staff also carry Family and Children’s Medicaid cases. Staff in other sections have primary responsibility for Family & Children and Adult Medicaid cases	Not provided
Child Care Case Managers	14	Manages cases that receive child care subsidy funds	Not provided
Job Counselors/ Coaches	18	Helps prepare individuals for entering job market (vocational testing, making referrals for issues of domestic violence, substance abuse, mental health and other barriers to employment)	Not provided
Job Developer	1	Goes into the community and speaks with employers to get them to hire clients. Monitors work experience contracts	Not provided
Administrative Assistants	4	Provides administrative support to team(s)	Not provided
Receptionists	2	Meets, greets and registers/logs in applicants and participants	Not provided
Executive Secretary	1	Provides administrative support to Program Manager and Section	Not provided
Interpreter	1	Provides interpreter services to participants and coordinates with staff	Not provided
Foster Care and Adoption Case Managers	1	Manages cases that are involved with Child Welfare, i.e., foster care or adoption services	Not provided
Housing Specialist	1	Works with families that live in set aside apartments in four (4) complexes that received tax credits from Wake County. Works closely with the management of the apartment complex to limit problems that could lead to eviction. Works to identify other	Not provided



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
		housing opportunities within the community	
Accounting Technician	1	Makes payments to vendors for support services provided to families	Not provided
Social Workers	2	Administers services to participants whose income is at or below 200% of the Federal poverty income level	Not provided
Daycare Administrative Assistants	2	Provides administrative support to Child Care Subsidy staff	Not provided

5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

Position Name	Current Caseload Size	Optimal Caseload Size
Eligibility Specialist	180-230	160-180
Case Manager/ Career Specialist	50-60	40-45
Employment Retention Specialist	50-55	80

Alameda County:

Standards are set by their labor union.

Position Name	Current Caseload Size	Optimal Caseload Size
Eligibility Technicians (ET) II	31 applications per month	42
Eligibility Technicians (ET) III	447	350
Employment Counselors	80	65

Baltimore:

Position Name	Current Caseload Size	Optimal Caseload Size
Family Investment Specialist	650	500

Franklin County:

Position Name	Current Caseload Size	Optimal Caseload Size
Intake Staff	18 per week (interviews conducted 4x per week)	18 per week



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Case Managers -- General	500	250
Case Managers -- Intervention Unit	400	250

Hennepin County:

Position Name	Current Caseload Size	Optimal Caseload Size
HSR1	See below	See below
HSR2	See below	See below
HSR3	See below	See below
Supervisors	See below	See below
Clerical Staff	See below	See below

HSPHD does not monitor caseload sizes for staff members. The structure of our system has 17 teams that work together to address clients' needs. Each team has an average of 14 staff members in them (ten HSR 3's, one HSR 2, and three HSR 1's), and manage approximately 3,000 cases, Therefore, there is an average of 185 cases per person.

Our optimal caseload size for each team is 2,200.

Milwaukee County:

Position Name	Current Caseload Size	Optimal Caseload Size
Financial Employment Planner (Case Manager)	80	60

New York:

From 2007 to 2012

Position Name	Current Caseload Size	Optimal Caseload Size
Case Managers, Job Opportunity Specialists	121 as of 2012; 111 as of 2007	150

San Diego:

Position Name	Current Caseload Size	Optimal Caseload Size
Eligibility Case Managers	90-100	N/A
HSS	360	N/A

Wake County:

Position Name	Current Caseload Size	Optimal Caseload Size
Job Coaches	36 per worker	30 (to allow for proper



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		placement and followup services)
Work Force Intake Case Managers	53 applications per month	This is a reasonable caseload
Review Case Manager	472 (TANF and Family Children’s Medicaid cases)	400

6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers’ availability?

Eligibility: At the Colorado Works Program, assignment of participants to staff is based on an alphabet method. Each caseworker is designated a portion of the alphabet, so when a participant comes in, they are assigned to a caseworker based on their last name.

Case Management: The Colorado Works Program used to assign participants in the Case Management Department based on the participant’s ability to work. However, we found this to lead to a high number of transferred cases. Therefore, last year we changed our methods to random assignment. The only exception is if the participant is between the ages of 16-21. In that case, the participant will go to a specific caseworker that is assigned to work with this population.

Alameda County: The staff is assigned participants based on geographical location (zip code) and language.

Baltimore: There is an intake center and a processing center; at the intake center, participants can apply for all public assistance services. The processing center provides no customer service contact, and staff process work from intake across all programs. A generalist approach is taken, where staff are required to handle all types of situations and programs. There are seven family investment locations across Baltimore City; one is strictly intake, and the other six do intake and processing and have a separate track of case managers who handle non-TANF cases. The program would like the intake processing center streamlined, and for the entire city to follow this model.

Franklin County: New applicants are assigned to caseworkers round robin style. Participants getting new assignments after a sanction or needing reassignment will be directed to the specific unit that is best positioned to meet their need at the time. Participants are directed more to the unit based on the functions versus the particulars of the participant. Our process includes same day or next day intake application/assessment and assignment.



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Hennepin County: At HSPHD, we assign participants to staff teams based on a round robin method; it is never a question of availability.

Milwaukee County: Most staff deal with all regular TANF cases and are assigned cases on rotating basis; exceptions include cases involving SSI cases, 18-19 year-olds in high school (young parents), and at-risk families receiving child welfare benefits—these populations are handled by certain staff and receive separate services.

New York: Clients that will require special assistance, for example, with limited or no English speaking capabilities, we will assign to particular workers that can address their needs. Special needs cases also apply to those clients that have handicaps, substance abuse issues, mental health issues, etc. With these clients, we refer them to an appropriate resource outside of the Job Opportunity Specialist, in order to ensure proper care. If the client does not fall into a special needs category, then they will be assigned to a caseworker, based on the scope of work on that particular day.

San Diego: Our staff is assigned participants through a general queue. However, we do have specialized staff that are assigned to participants speaking foreign languages and with other specific needs.

Wake County: North Carolina's Wake County Human Services TANF Program uses a general queue for the assignment of participants to caseworkers, with the exception of any Spanish-speaking participants. There are two Spanish-speaking Case Managers who carry the caseload for that population. Other participants are assigned to caseworkers that possess the skills necessary to work with their needs.

a. How do you manage the caseloads of your staff to ensure that staff is not receiving more participants than manageable?

Monthly meetings are held with case managers to ensure that their caseload is manageable. Redistribution of cases occurs when necessary. Eligibility side reviews the alpha split every quarter and adjusts based on volume.

Alameda County: Alameda County assesses each case individually and evenly distributes them amongst the staff.

Baltimore: Staff who provide evaluations are specialized to insure that everyone is in a State- or Federal-approved work activity. Staff break down their work activity into intake and processing. Participants apply for TANF and then see a work participation employee or case manager who assesses and makes a referral to participate in work



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programs. Participants are then referred to processing, where eligibility is determined and then temporary cash assistance is approved.

Franklin County: Franklin County has an automated appointment scheduling system so that they can keep track of who has what appointment, and with whom. The supervisors keep track of those scheduled and the agency keeps track of how long someone is waiting in the waiting room so the supervisor will assign someone to assist the customer in a timely manner.

Hennepin County: Once or twice a year, HSPHD will re-examine whether cases are distributed evenly. Instead of shifting cases around, we reassign team members in order to assist those teams that require more help.

Milwaukee County: Cases are assigned on a rotating basis. The caseloads are continuously being evaluated through weekly reports so that staff are not receiving more participants than manageable, and are re-allocated as necessary. There is a separate contract for those applying for SSI. Some cases may be transitioning out, which lightens the caseload eventually.

New York: The New York City HRA has a system in the model center called Management Counsel. With this system, we are able to determine, at any given point, how much work a worker has seen for that day. For the purpose of monitoring on a monthly basis, we developed a report that allows us to balance caseload sizes so that the workers have an even distribution of responsibility each month.

San Diego: In 2008, we implemented a task-based system that incorporates a “touch and go” method. With this, staff are assigned a collection of tasks, and then divided into units. For example, one unit will focus on renewals, while another will focus on applications. This method has allowed us to overcome some of our most challenging years when there was a shortage in staff and a high caseload size. This blended approach allows individuals to get tasks done in a pool, making caseload sizes more manageable.

Wake County: Our staff’s caseload is monitored using case management reports, which are received monthly. This report helps us to be aware of what the caseload sizes are, and to ensure that the ratio of participants to staff members are aligned and evenly distributed.

- b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers’ skills and participants’ needs?**



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N/A.

Alameda County: Each staff is allotted a specific zip code and county. With the exception of bi/multi-lingual case scenarios, geographical location is our primary process for the assignment of participants to staff.

Baltimore: No, all employment case managers provide assessment, develop an independence plan, and enroll eligible participants into TANF.

Franklin County: Same as above.

Hennepin County: HSPHD has teams that are organized by specialty. This allows for greater case accuracy. For instance, if a case comes through where the individual is receiving other social services, we would not assign the individual to staff through the round robin method. Instead, we would directly assign them to a team that manages the specialty area under which their case falls. For example, children that require foster care would be directed to a team that specializes in that topic area.

Milwaukee County: N/A.

New York: Yes, see above.

San Diego: In addition to our general queue, in each of our family resource centers, we have staff members that are subject matter experts in varying areas, such as domestic violence, immigration, civil rights, and physical disabilities. There is also staff that work specifically with people experiencing homelessness, and individuals with learning disabilities. There is also staff that specialize on maximizing time on aid, who guide human service specialists in maximizing the four allowable years for participants. These specialized staff members are assigned participants based on how their qualifications and areas of specialty align with the needs of the participants.

Wake County: See above.



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7. What are your staff expectations as they relate to achieving Federal work activities targets?

We have found at the Colorado Works Program that aiming to achieve the 50% work participation rate for all families and the 90% participation rate for two parent households has been out of our reach. Therefore, we focus ours on reaching the 50% participation rate for both household types. Recently, the direction of the State has moved away from strictly looking at the Work Participation Rates (WPR) as an indicator of success. Instead, it has started to look at a combination of WPR's, employment rates, work activities, and success in education.

For case managers, success is measured by a participant's engagement in the program. If the staff is doing a good job with their assessment of the participant and working with them to meet their contract needs, the participant will be more likely to meet the standards given by the State. Therefore, if the staff member is successfully meeting their expectations and standards of work, it will in turn benefit the participant in meeting their monthly agreement goals.

Alameda County: The primary staff expectation for Alameda County is to engage all the participants in the Welfare to Work program (the employment component of Cal Works).

Baltimore: N/A.

Franklin County: We expect them to meet or exceed Federal work targets. Our county's target is 60%, which is the goal for which everyone is being held accountable; it is included in everyone's performance reviews and progress is tracked on a daily basis. It is the number one priority in our organization.

Hennepin County: Our HSR 1's, 2's, and 3's have the primary responsibility of eligibility and assigning cases to sub-programs (the Family Stabilization Program or the work programs operated by vendors). Our eligibility staff has no work participation rate expectations.

Milwaukee County: The State had a waiver until recently. The State was meeting its rates, so there was not a significant focus at the case management director's level. For the next contract, however, the program will be eligible for a performance payment, which means that staff expectations will change after January 1. The State had been previously looking just at the agency's rate, but now will review on an individual staff level basis, and all staff has to meet at least 50% all families work participation rate.



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New York: The New York City Human Resources Administration has very specific goals for what we expect our staff to do. For the Reporting Department, we conduct self-audits. With self-audits, we are able to report numbers to the Family Independence Administration (FIA), and in turn they report those numbers to the job center directors on those particular individuals who may not be meeting their Federal requirements. With this, the center director is able to monitor what the staff is accountable for, and is able to resolve any issues present. On a weekly basis, we produce caseworker engagement reports that document the staff in the entire center, and give a visual representation to the directors of where the progress of all the staff is at that time.

San Diego: Vendors have the most delineated expectations. They are required to make sure 35% of work-eligible clients are engaged in work activities within 15 days, and 100% are engaged within 30 days.

Wake County: Wake County works hard to meet rates. Our job counselors, team leaders, and case managers all work together as a team to try and make sure that our participation rates are met. We also look towards our support services, including psychiatry, a domestic violence counselor, as well as our substance abuse counselor, all of which provide counseling to participants and consultation with our staff when needed. We also have our local community college that provides a three (3) week job readiness class every month to help prepare our clients for employment. In addition to that, we have a contract with a vocational agency to do vocational testing and job site assessment.

a. What strategies have you used to ensure that staff are working to achieve higher work activities targets?

We are measuring engagement in program, assessment, contract agreements, work activities, etc.

Alameda County: Alameda County has a tracking system called the Social Services Integrative System (SSIRS). This system ensures that our staff is engaging the participants to their highest capacity through various reports that are billed throughout the month.

Baltimore: Staff isolate and specialize participant work activities. Participant compliance is monitored on a weekly basis—for instance, have they met their appointment? The participant receives status change notices which indicate whether they have cooperated. TANF has a separate management information system. Vendors can input information in the system and receive daily reports on compliance. Participants receive temporary cash assistance benefit if enrolled in State-defined work activities.



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Franklin County: Every meeting Franklin County has starts with the topic of the work participation rate and strategies that can improve our services. In our workforce area, we have started doing quick stand-up meetings at the beginning of every day that are 15 minutes just to outline the day's priorities so we can keep the perspective of what needs to be done that day, and what sort of things we need to do to stay on target and stay on track. Doing so helps with daily priorities and getting work done. These activities get our workers together as a team, so there is not a lot of turnover that occurs.

Hennepin County: N/A.

Milwaukee County: Quality assurance monitoring and a data tracking system, which tracks who is in what activity, and if they meet core activities. Cases will be managed to determine what is best for the person to get to a job or SSI, as well as with the TANF participation rate in mind. There is a lot of paperwork now, which is cumbersome. The staff will need a lot of training in the next two months to understand the new system in preparation for the coming year.

New York: At the local level, we hold monthly meetings where the center director reviews workload statistics, and is able to strategize how to increase those numbers among the staff. We've also found that staff have been extremely receptive to the incorporation of light-hearted competition into the work environment, serving as a tool to motivate and encourage.

San Diego: Currently, the State of California's WTW hour requirements differ from Federal requirements. Required work hours for single parents is 30 hours, or 35 hours for two-parent households (regardless if they have children below six years of age). Once our new policies are in place at the beginning of 2013, the new hours will require 30 hours for single parents with children above the age of six, and 20 hours for single parents with children below the age of six.

Wake County: Expectations from our staff are rated through multiple means. First, all of our staff have annual performance reviews. In addition to this, there are monthly meetings conducted with supervisor that identify staff members' progress, needed areas of improvement, and future steps and goals.

We also have two trainers that are assigned to our program, and while they are not directly supervised by Work First, they are critical in helping us to keep staff trained and educated about current policies and procedures.



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Lastly, we have monthly case manager and employment meetings that are occasionally combined. During these meetings, current policies, issues, and questions are addressed.

- b. **If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?**

See above.

Alameda County: Alameda County is currently not meeting their work participation goals. However, there are multiple strategies in place to address this. With the merging of two departments in April 2012, a process reform is currently underway that will assist us in meeting our work participation rates in the future. We are also utilizing the SSIRS reporting system to continuously manage our caseload size, to keep track of where our clients stand, and to identify the areas where additional attention is required.

Baltimore: Work activities can include volunteering, school, and/or specialized training. Staff receive notices when non-compliance occurs, and send the participant a letter of non-compliance; the participant then has the opportunity to come to the office and explain why they have not completed the required hours. Staff can impose three possible levels of sanctions: 1) the participant loses the benefit for one day for the next month, which can be cured by participating for one day; 2) a 502 sanction is imposed for ten days in the following month, and the benefit is based on proration for the residual of the month after cured; or 3) a 503 sanction is imposed for thirty days through phases, and the benefits cannot be re-instated for that month but can be re-instated for the following month. Also, participants who are sanctioned can cure their sanction in the month they receive their benefit, thereby preventing their case from closing at month's end and preventing a loss of their benefit in the subsequent month.

Franklin County: Franklin County is currently not meeting our target goal. But there are multiple strategies in place to address this.

1. The creation of the Ohio Work First Center is one strategy.
2. We contracted with an outside vendor to manage the work experience placement program and develop new work sites, and with this we have realigned how we have done our business.
3. We are putting a case manager at the educational institution where the majority of our students attend. They will ensure the customer's hours are being recorded properly in order to help assist our customers more readily.



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- 4. In August, we started a two week applicant assignment, meaning that all new applicants not currently on cash assistance have to complete a two week job search/job assistance task in order to receive benefits. There are only two days from the time clients fill out the application to when they start their assignment.

Breaking the caseworkers into “units” such as the Intervention Unit is another strategy. This allows caseworkers to specialize in certain areas, and not lose focus.

Hennepin County: N/A.

Milwaukee County: N/A.

New York: While the Federal work activity target for New York City is 50%, we are currently only reaching roughly 35%. Since the end of the Giuliani administration in the early 2000’s, we have become better oriented internally. As stated before, our engagement reports let our multiple center directors know exactly where all their participants are at any given time. Using data management strategies, our numbers are continuously being monitored, and we are able to track where the participants are, their engagement level in the process, and what sort of activities they are engaging in. We also track activities conducted through vendors, using vendor statistics. With this, the center directors are able to monitor whether or not the agency goals and Federal targets are being met.

San Diego: N/A.

Wake County: When staff have participants that are not meeting work requirements, they are required to meet with them twice a month, assess the problem, identify possible solutions, and continue to problem solve until the goal is being achieved or the family leaves the program.

8. What percent of your program participants access more than one service (TANF, SNAP, Medicaid, Child Care) from your program?

Close to 100% of our program participants access more than one service, as most everyone that applies to TANF receives food assistance or Medicaid, with a large portion receiving child care assistance as well.

Alameda County: While we don’t have the exact percentage, we would estimate that most all of our clients receive Medicaid, while a large percentage of the CalWork population receives CalFresh benefits (State version of SNAP).



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Baltimore: 100%.

Franklin County: While we don't have the exact percentage, we would estimate that at least half are involved in a couple of different assignment types. A lot of our newly arrived refugees are assigned to work experience and ESOL, so we see a lot of combining of core and non-core activities. The State of Ohio automatically finds all TANF eligible individuals eligible for Medicaid.

Hennepin County: Approximately 80 percent of clients access more than one service.

Milwaukee County: Nearly 100% of program participants access other services in addition to TANF; most of them access Medicaid, as well as SNAP and Child Care.

New York: A large percentage of our participants access more than one service from our program, with the largest concurrent activity being work experience programs and job searches.

San Diego: Most of our CalWORKS recipients receive CalFresh (food program).

Wake County: All of Wake County's Human Services Program's TANF families receive Medicaid. Roughly 75% of participants receive food and nutrition, while 85% of them receive child care subsidy in some form or another.

9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

While we do not have a data system in place to pull specific numbers from, we can state the following approximations for the demographic spread listed below within our program:

Race: Mostly Caucasian.

Marital status: Majority are single.

Education level: Varies (with the economic downturn, we have seen many people coming in with much higher educational skills (Masters, PhD's). However, the majority of program participants have low educational levels.

Number of Children per Household: Average is two, but ranges from one to seven.

Jefferson County is urban and suburban (metropolitan area).



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Alameda County: Ethnicity distribution amongst our participants is as follows: 43% African American, 32% Hispanic, 15% Caucasian, 10% Asian/Pacific Islander, and 0.2% Native American. Language distribution amongst our participants is as follows: 77% English, 22% Non-English (1% Vietnamese, 1% Chinese, 15% Spanish, 1% Farsi, 1% Other Asian Languages, 3% Other). This population comes from mostly urban and suburban areas.

Baltimore: Participants are mostly single, urban African American women ages 18-40 with an average family size of 2 ½. Not sure about education.

Franklin County: While we don't have the exact statistics, roughly 70% are single parent families - single mothers in most cases. Ages range from between 20 and 35. The majority of clients have children under the age of six. They come from urban areas. Roughly 70% are African American, and 10% are foreign born/refugees/other immigrants, with the remaining 20% being Caucasian.

Hennepin County: N/A.

Milwaukee County: The population is mostly urban. From a report totaling 1766 cases, 250 are monolingual Spanish speakers, 740 are Latino, 470 Caucasian, 520 African Americans, 800 have no GED or high school diploma, 150 are male heads of household, and 95 are 18-19 year olds. The average number of children per family is unknown.

New York: N/A.

San Diego: N/A.

Wake County: The demographics for our work eligible participants are as follows:

- 90% of parents are between the ages of 18-24 years.
- 65% are African American, 17% Caucasian, 15% Hispanic, 3% Native American or Asian.
- The majority of the participants are single and have acquired less than a high school education.

10. What is the average amount of time that a participant stays on your assistance rolls?

16 months.

Alameda County: N/A.



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Baltimore: There is no Federal time limit; some participants have been on assistance for as long as five years, but the average is around 2 ½ years.

Franklin County: For individuals receiving food assistance, we have 206,597 in our caseload, comprising 95,291 assistance groups (family units), as of June 2012. As of August of 2012, we served 267,948 Medicaid recipients.

Hennepin County: N/A.

Milwaukee County: It was estimated that participants stay on assistance rolls around 6-9 months, but they may go off and come back. Many participants are dealing with Federal clock extensions.

New York: The New York City Human Resources Administration does not track the average amount of time a participant stays on our assistance rolls. However, we can report that roughly 87,374 individuals have been on our caseload longer than the five-year TANF time limit and transitioned to State-funded assistance.

San Diego: This information is not collected.

Wake County:

- 43% of participants have remained on assistance rolls less than six months.
- 15% of participants have remained on assistance rolls between 7-12 months.
- 10% of participants have remained on assistance rolls between 13-24 months.
- 8% of participants have remained on assistance rolls between 25-36 months.
- 5% of participants have remained on assistance rolls between 37-48 months.
- 3.5% of participants have remained on assistance rolls between 49-60 months.
- 13% of participants have remained on assistance rolls above 60 months.

Case Management Services:

1. How does your organization define case management?

The Colorado Works Program operates using a motivational interviewing style. We grasp onto our participants' interests and focus on their goals and aims in life. By not concentrating solely on outcomes, we try to empower our clients to move towards education and training in order to assist them to move in the direction that they feel is most appropriate for their family and themselves.



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Alameda County: Alameda County views case management as a process. This process begins when a participant first comes in and completes their application. If the application is approved after its initial review, it will then move forward to the orientation team and to employment. Further approval of the application leads to its assessment, which will determine whether or not the applicant is directed to a Career Development Specialist for job search and resume preparedness, or whether they will be directed to the Job Club. Success of this process thus far will determine whether the applicant is then directed to Case Management for further assistance and additional training.

Baltimore: The program accepts the participant's application and then determines eligibility within certain timeframes. The participant receives barrier support activities and is placed in programs so that he or she can move off of TANF.

Franklin County: The first opportunity for case management is at intake. Intake staff explore eligibility and barriers to work participation. The next opportunity is with caseworkers who make the work assignments. They don't just make the assignment; they also help clients address barriers by linking them to support needed to complete their work assignment. The work assignments are meant to be meaningful, and put clients on the path to self-sufficiency.

Hennepin County: As outlined in MFIP's Employment Services Manual, there are several case management areas of focus that we ensure we abide by in our assessments for addressing client strengths and barriers. These are: Services; Support; Education; Training; Accommodations for clients to address family obligations; Employability plan; Monitoring progress; and Scheduling period reviews of the employability plan.

Milwaukee County: There is a division between case management and job development/job placement. Job developers do not feel like they are getting qualified candidates from case management, while case managers feel job developers are providing poor placement. Case managers are perceived as social worker-type employees and job developers see themselves as only working with employers and not the participant; it is important for job developers to work with the participant as well. Data entry, computer work, and ensuring compliance are a huge part of the job.

New York: The New York City Human Resources Administration has jobs workers that serve to provide direct engagement with participants. The theory behind their job title is that they can provide all resources needed to get participants into jobs. In this role, the job workers conduct the initial application process, continue with the recertification for eligibility, and manage the specifics of each case. For instance, if the participant is employable, the job workers will refer them to the Back to Work program with a concurrent assignment. If the individual has barriers such as a disability, the job worker will make the



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appropriate referrals. The staff member will stay with the individual participant from the initial application process for however long it takes the participant to reach self-sufficiency.

San Diego: For CalWORKS, we would define case management as: assisting clients in completing their applications; answering participant questions; evaluating participant needs; referring participants to the various services and programs available in the community; conducting interactive interviews with participants to determine eligibility; processing participant paperwork and making vital decisions based off of them; engaging in ongoing decision-making that determines eligibility statuses; asking for verifications and helping participants acquire them if they have difficulties doing so on their own; ensuring that we maintain confidentiality; acquiring the appropriate releases and authorizations to share on behalf of our participants; processing fiscal adjustments; completing and reviewing data entered in our CalWIN program; and examining multiple databases to check for Social Security numbers, eligibility in other counties, income, and potential disqualifications.

For the WTW program, we would define case management as: scheduling and completing orientation and initial appraisals; arranging child care and other supportive services; arranging for substance abuse screenings; assisting with initial job searches and assessments; developing and completing WTW plans; assigning WTW activities that align with the developed plan; requesting pending notifications; notifying clients of non-compliance; initiating non-compliance processes; meeting with participants to develop plans to bring them into compliance; assisting participants with work; updating case folders; and coaching clients before their interview, as they start their new jobs, and throughout the remainder of the process.

Wake County: We at the Wake County Human Services TANF Program define case management as providing services to families while they work to reach their intended outcomes. Of course, outcomes differ as individual participants and families vary. For those individuals that are work eligible, their outcomes would be employment. If a participant has a disability, their outcome would be to ensure they receive the disability support and benefits for which they qualify. All participants should receive the counseling and support services that are needed to allow them and their children to reach social and economic self-sufficiency.



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2. What are the core components of your organization's case management services?

A major component of our program's case management services includes regular meetings with our participants (face-to-face time). These meetings are geared towards looking at program requirements and the individual's goals for their future. We take these goals and combine them with the program goals, while providing supportive services for any barriers that may arise (transportation, incentives needed to continue meeting activity requirements, housing, and child care). We have very collaborative contracts that allow us to work with our participants to find a solution for their specific situations.

We offer three weeks of classes to participants. One week involves life skills, parenting and nutrition. The second week is focused on employment training where the focus is on work, beginning employment, conflict resolution, communication, interviewing skills, mock interviews, and resume development. The final week is a work success seminar.

Alameda County: See above.

Baltimore: Anyone receiving TANF benefits is actively involved in work act requirements defined by the Maryland Department of Human Resources. Daycare is an important part of TANF; a participant who is eligible for TANF also qualifies for free daycare as long as he or she meets work requirements. Vendors place participants in jobs, and the average wage for work is between \$9-10/hour.

Franklin County: Our core components would be eligibility, assessment and assignment, monthly participation tracking, and sanctions. A good portion of our case management is performed through our contracting vendor who runs the work experience program. They meet with career advisors and a specialist to address barriers and potential work opportunities.

Hennepin County: See above.

Milwaukee County: Case management and job development, employability planning, assigning activities, informal/formal assessment, and providing support to get the participant employed at the highest level possible.

New York: We have the Back to Work and WeCare programs. For the Back to Work program, the goal is to assist individuals to either refine their existing skills or to assist them in obtaining new skills within a specified time limit, all while simultaneously working on



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resume preparation for future employment opportunities. The WeCare program is an innovative program that manages medical and/or mental health activities. For instance, if an individual participant has a disability that isn't debilitating, the case managers will not only teach them the hard skills necessary for finding and retaining a job, but they will focus on educating the individual on the importance of maintaining their health, and how it pertains to self-sufficiency (i.e., managing medications and keeping doctors' appointments). For those individuals with mental and physical barriers that are temporarily debilitating and prevent them from obtaining a job at that point in time, they are taught the importance of maintaining wellness. The WeCare staff will attach the individuals to a primary care physician, and will assist in bettering their health and continued wellness.

San Diego: See above.

Wake County: Child well-being is the major focus of any part of our case management with families; therefore, we encourage families to get the proper inoculations for their children, while ensuring they make informed decisions about quality daycare services and education. Our family support unit works closely with our Payee Only cases to make sure that the caretakers are making good decisions for the children in their care. We make referrals and connect families with available community resources. Passage Home, the Women's Center, Fatherhood Initiative programs, and transportation services are all examples of community programs that work with us in helping our participants achieve self-sufficiency.

a. Are they implemented Statewide or do they vary by region?

Colorado has 64 counties that all have the flexibility to structure our programs however we please. The State does not provide us with structural guidelines or rules for how we as a county decide to move our program forward. And while the State does not dictate how we run our program, they do provide us with input and guidance on strategies and programs that have been proven successful in other counties.

Alameda County: Customized at county level.

Baltimore: Statewide.

Franklin County: Case management services are dictated and customized at the county level.

Hennepin County: Components are implemented Statewide with varying processes used by regions.



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Milwaukee County: It is assumed that these components are implemented Statewide, but every vendor may provide service a little differently.

New York: This is New York City's approach.

San Diego: For CalWORKS, these are Statewide components that are based on regulations. However, each county has the option to implement traditional or task-based management that would be optimal for their specific population, region, and staff that they have for their caseloads.

Wake County: While discretion is given to us at the local and county level to implement these programs, there are some services that are mandatory from the State level.

3. Please describe the process and staffing structure your organization uses to assess a participant.

See below.

Alameda County: See below.

Baltimore: See below.

Franklin County: Our initial assessment determines if the participant will have a work requirement and if there are any exemptions. Otherwise, if they are work eligible and able to work, we look first at if they are already employed or are attending school. If they are, we make that their assignment and make sure it's for the appropriate number of hours. Those who are not engaged in an activity are assigned in the work experience program based on their location, and are assigned to one of our five centers. There, they receive in-depth assessment of interests, work experience, and aptitude, and receive appropriate placement in the work sites.

Hennepin County: HSPHD staff screen clients based on basic criteria for their appropriate placement – either with a work program vendor or the Family Stabilization Program. Once they are placed within one of those sub-programs, the staff there conduct a full assessment.

Milwaukee County: The educational assessment is done by the education unit staff, and the workshop facilitator conducts a career inventory. The case manager does an informal assessment and then contracts out to outside professionals such as mental health providers or



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physicians to provide documentation for a formal assessment. A barrier screening tool drives assessments.

New York: Assessment at the New York City Human Resources Administration happens during the initial application process. Preliminary assessments of individuals are dependent upon a questionnaire that determines whether or not barriers are an issue, and if they are equipped to move forward towards the work process. If a barrier is stated, the individual will enter the WeCare track.

San Diego: See below.

Wake County: See below.

- a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?**

For our Eligibility staff, we ensure that staff are maintaining their timeline. This timeline entails 45 days for TANF applications, and 30 days for SNAP programs. For Case Managers, we have several guidelines that are set by the State that we are required to meet. Case Managers need to complete their initial assessment of the program participant within 30 days of the application submission. They must develop the first contract with the program participant within 30 days of the initial assessment, and must have a face-to-face meeting with the program participant once every three months. If the participant is not engaged in a stable activity and are not meeting their work requirements, they will need to meet every month instead. Jefferson County is exploring further on creating process maps for staff and focusing on task-based services.

Alameda County: Alameda County has an applicant to employment time frame of 75 days, which includes reviewing their benefits application, meeting with the employment counselor, and signing the employment plan.

Baltimore: Applicants are seen by the specialist on the same day they apply; they are assessed, receive an independence plan, and are given a referral to a vendor program. In some cases, barriers are discussed – if a medical exemption is needed, the specialist gives the participant medical forms to give to his or her doctor to sign. The participant must be in an approved State-defined work activity for the duration of the medical exemption. If a participant has problems finding daycare, he or she gets a



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certain number of days to obtain daycare before being referred to a Federal work program. The assessment must be done within 48 hours, and TANF eligibility is determined within 30 days.

Franklin County: The intake interview must be face-to-face and is scheduled as soon as the individual is available. The day the interview is completed, all of the paperwork and system entry needs to be completed on that same day. The self-sufficiency contract and plan also need to be completed that same day. The applicant is assigned two days out from the interview. The whole determination of the case is required to be done within 30 days of the application.

Hennepin County: N/A.

Milwaukee County: The barrier screening tool has to be offered within thirty days of application and then every six months. The participant can only be at a work experience site for six months before being switched to another site. The job skills training program can only be two years or less to be an eligible TANF activity. If the participant chooses to go to a four-year program, he or she has to do it on one's own time. An employability plan review is performed at least every six months based on policy.

New York: Yes, we have set standards for all the levels of staff in our job centers. We assess our staff for basic core standards that we put out and rate accordingly every year electronically with our Paperless Evaluations Appraisal System (PEAS). There are also over 50 documents that are all geared towards different standards that are tailored towards the specific agencies.

San Diego: Our goal for our staff for application review and turnaround is within the first five days of receiving an application. Once the application is granted, staff is required to evaluate whether the participant is going to be assigned to the WTW program, or whether their application can be extended.

Wake County: With Intake Case Managers, the general expectation for completing an application is 45 days. However, within Wake County, the expectation is that applications be completed within five working days of receiving the last piece of information needed from the applicant. We feel that it is important to respect the time and situations of our participants in hopes of making the application process consumer friendly.



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4. Do you currently assess your case managers' workloads and responsibilities?

a. If yes, how?

Assessment and feedback occurs during monthly meetings with Case Managers. Reports from our system can be 30-45 days delayed in the accuracy of information, so Case Managers are required to maintain a spreadsheet of their caseloads and its progress on a daily basis. Their system is part of the State system. The Work System is different from the Eligibility System, and this can be delayed. Most of the counties have our own dashboard reporting systems. The State recently received a grant from the Ford Foundation to upgrade the tracking system. Collectively, the counties have identified over 300 areas for improvement, and this grant will allow some of those changes to begin sooner than others. Some changes will begin in February 2013. A Statewide document scanning system is also a part of the plan.

Alameda County: N/A.

Baltimore: The program administrator for work programs is responsible for work activity components, has monthly meetings with work activity vendors and family investment centers, and reviews the monthly performance of the centers. The administrator tracks the number of clients per specialist, how many participants are in State-defined activities, participants sanctioned in a timely fashion (or not in a timely fashion), and TANF participants not involved in a work activity; every month, staff look at the TANF caseload to see if people are doing what they should.

Franklin County: Yes, we have supervisors looking over scheduling logs, doing the round robin assignments, as well as assignments to specific divisions. They provide staff with suggestions on how to better run services and develop customized trainings to enhance our services. A QR team pulls records and reviews them at random as a means of quality control. Supervisors are required to conduct reviews, and higher level management is there to check on supervisors. One of our caseworkers is a child care expert, and her job is to address all child care issues, including helping clients select a provider. The MIS system we use captures electronic referrals, sanction recommendations, and new assignments.

Hennepin County: N/A.



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Milwaukee County: The Quality Assessment unit provides case monitoring. Weekly reports are run from the State system, and cases that are not compliant are flagged. The reports are sent to staff, and followup is due by a specific time. Random case reviews are conducted, and scanned documentation is examined.

New York: Yes, see the discussion of engagement reports.

San Diego: For eligibility staff, there are a set number of supervisor case reviews that occur each month, in addition to quality control and quality assurance reviews. The results from these reviews are then entered into a database for monitoring purposes. When new procedures are implemented, program staff reviews a few cases in each office as a means of "spot checking" to see if staff is complying with the new processes.

For the WTW staff, data is used to continually monitor caseloads. In addition to this, there are regular meetings with case managers to monitor and handle any other responsibilities that they may have. Focus and task groups are utilized to provide suggestions for continuous quality improvement.

Wake County: Yes, through monitoring the queue, monthly meetings, and frequent activity reports.

b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?

Yes.

Alameda County: Alameda County has annual ongoing compliance trainings, along with handbooks on policies and procedures that keep staff up to date on a State and local level. We have a staff development team that develops and delivers training. Topic-specific trainings around domestic violence are required by the State. Recently, we partnered with Children and Family Services around Sex-Exploited Minors training.

Baltimore: Work participation specialists are assigned to each family investment center to help the center succeed in monitoring the TANF caseload.

Franklin County: Yes, we have a contracted vendor who handles the WEP sites and WEP assignments. We have added the Ohio Works First (OWF) Center to the Customer Access Center to aid in customer service issue resolution; we have a child care specialist as noted above. Our training unit creates targeted training, and internal



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experts also will train on job specific duties. Our MIS team creates software programs and reports to support information tracking of the customer base.

Hennepin County: No. While HSPHD only looks at the overall cases that are open once or twice a year, we primarily move around staff to ensure that each team has the appropriate number of staff within them to manage their caseload size

Milwaukee County: Yes — the State has a training unit based on policy that is Web-based and self-paced. The Quality Assurance unit brings in speakers and provides refresher training on policy and the automated State system, case management practices, motivational interviewing, etc. three times per month.

New York: Yes, see training description below.

San Diego: Yes, see below.

Wake County: We have an internal Q&A database that is utilized. Supervisors check cases monthly for levels of accuracy and quality as well as a quarterly Q&A conducted by the trainers. Co-located vendors are a valued asset for keeping staff informed. The in-house trainers focus on two different areas: employment support and eligibility.



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5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?

The Colorado Works Program has implemented motivational interviewing training for all staff, which was done by a consultant hired through our program. The training includes seven sessions that are three hours each. Once all the staff has completed this training, we provide yearly refreshers to ensure upkeep in knowledge and skills, as well as training for new hires. We also provide an on-site mental health counselor for TANF program participants that also provides trainings on mental health issues for those staff with specific caseloads that require extended knowledge on mental health topics. We provide basic worker State trainings when staff is first hired. These two-day trainings cover State strategies and requirements.

The State briefly covers assessment trainings. Staff are also required to engage in job shadowing of veteran staff before being able to take on their own clients. Staff are then required to shadow multiple veteran staff to observe a variety of approaches taken when conducting assessments in order to better develop a method that is most practical and efficient for them.

We also provide specialized trainings for specific barriers to employment. We hold monthly staff meetings where we invite different community partners that specialize in various topic areas beneficial to our program. Our eligibility technicians are required to go through training to understand the populations that we serve.

Alameda County: Alameda County uses a specialized in-house curriculum that we have developed. We also currently contract with University of California – Davis extension, and receive occasional assistance and training materials from outside organizations on varying topics.

Baltimore: There is a separate Management Information System for TANF participants. Staff affiliated with work activity must undergo initial work activity training and then refresher training on the MIS. Administrative staff conduct monthly meetings with Centers to talk about work-related issues.



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Franklin County: Franklin County uses a curriculum that the State has put together for new caseworker trainings, as well as a specialized in-house curriculum that we have developed. We develop specialized trainings based on workers' needs and feedback from the State (improvement plans). We have done a lot with job shadowing and peer-reviewing, as well as cross training, so that everyone is knowledgeable of all the functions and are able to answer any question and resolve any issues that may arise.

Hennepin County: Staff attend scheduled mandatory MFIP and FSS program trainings and other related program trainings (SSI, Domestic Violence, Technology) as defined by their individual development needs.

Milwaukee County: Curricula are mostly State-developed; the State works with the University of Wisconsin at Oshkosh to develop materials. Case managers have to be certified and take a six-week new worker training. The program continually offers classes and provides a refresher on new policy. If the State cannot provide training, the State provides materials so program staff can facilitate training.

New York: All of the Job Opportunity Specialists (JOS) attend a fifteen-week intensive program that trains them on their job tasks. Much of this training covers the basics of eligibility and employment, barriers to employment that may arise, and how to move a client to the highest level of self-sufficiency. Those with Associate Job Opportunity Specialist (AJOS) titles receive an eight-week supervisory training that covers general supervision and the specifics entailed in their job function. We have also instituted a monthly training that all employees attend. This training discusses all the new policies and procedures that have been developed, along with previous issues that need to be re-addressed. A "Back to Basics" training responds to the needs that are identified by particular managers. Lastly, the Office of Training Operations provides specialized trainings for those technologically-based activities. We train to ensure that there is a decrease in errors and an increase in competencies. Our curriculum used for the trainings are for the most part developed in-house.

San Diego: On-going staff trainings, in addition to one-on-one meetings, are conducted. The county uses Learning Management Systems (LMS), such as online training tools, to improve and maintain productivity. The LMS captures who has completed what trainings, and enters statistics into files as a way of monitoring staff. Spot training on specific items is also very helpful, as individuals can go in at any time and complete them. "Road Shows" are provided, as trainers go to resource centers and conduct over-the-shoulder coaching. Mobile labs are also provided with laptops so that everyone can utilize the CalWIN database at one time. Initial trainings are also provided for those who are specialists, as well as a CalWORKS initial training for Human Service Specialists (HSS). Within the initial 15-week training, on-the-job days occur where staff can go to centers and perform certain tasks and activities until they gain the competence required to carry out their future positions.



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Wake County: We count on the State for trainings, and rely upon county representatives to keep our program updated on policy changes. We also survey consumers and request feedback frequently regarding their experience.

- a. **If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?**

There is a training curriculum that has been developed by staff that has been adopted and adapted from “Bridges out of Poverty.”

Hennepin: Staff also meet regularly with their supervisors for program supervision and coaching as needed.

- 6. **Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?**

See question 5.

Alameda County: Training is done out of the Staff Development department.

Baltimore: See question 5.

Franklin County: Yes, initial training and peer shadowing. Curriculum could be State-created or organization-created. Also, we recruit people with these skills to be caseworkers. Our vendor also screens for issues prior to placing.

Hennepin County: All MFIP caseworkers in Hennepin County are required to attend GCDF (Global Career Development Facilitator) training which outlines/trains workers on client work readiness issues, barriers, and needs. Staff are also required to be trained on using the Employability Measure tool to assess clients at intake.

Milwaukee County: Yes — caseworkers have been trained on the use of a barrier screening tool, and they present it to participants as something that is beneficial. The tool determines how to identify barriers through observation and based on participation; it is a web-based interview of the participant.

New York: Generally, issues such as work readiness barriers to employment and special needs are addressed in the new-hire training that we provide to our new staff. However, if



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there is ever an issue that arises that needs to be addressed among all of our staff, we will incorporate it into our monthly trainings.

San Diego: We provide targeted assessment trainings for the WTW staff that focus on domestic violence, substance abuse, mental health, and learning disabilities. Eligibility staff have domestic violence resource individuals available to them; therefore, they do not require a special training. There are contracted experts in the different fields that are part of our organization.

Wake County: See question 4.

7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?

We provide supportive services to the program participants, as well as provide specialized trainings for the staff to address any barriers that may be present in the participants.

Alameda County: Alameda County allows staff to utilize services from the Behavioral Health Care Services Agency. These services include, but are not limited to, behavioral health and mental health.

Baltimore: The city and the State have support vendors such as substance abuse specialists. Each Center has an addiction specialist who assesses each individual before they apply for Temporary Cash Assistance to see if specialized treatment is needed, and once they become participants, the specialist follows them. Participants with a mental health issue or physical disability are assigned to mental health specialists in each center and are sometimes referred to mental health professionals in the community outside the Center for mental health treatment.

Franklin County: The Franklin County Intervention Unit handles those clients with specific barriers or challenges. For people with disabilities, a medical assessment from a doctor is required to receive an alternative placement. Caseworkers follow up on progress and return to work. We work a lot with our vendors that to provide day-to-day case management and address barriers like homelessness, transportation, child care, etc. The County's Medical Support Services unit helps individuals with disabilities navigate SSI application. The two-week application assignment (pre-benefits) allows clients to focus on work readiness, job search, resumes, etc. We do everything in our power to make sure that everyone has all the information they need to provide the appropriate care to their children.

Hennepin County: N/A.



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Milwaukee County: If the barriers are significant, participants are referred to the SSI advocacy unit, which spends a lot of time in the field conducting tasks such as getting medical documentation for SSI and transporting participants to doctor appointments and SSA interviews. The first response to participants with difficult attitudes is to change case managers.

New York: See discussion of the WeCare program above.

San Diego: Our program delivers assistance for participants with significant barriers and challenges by providing additional programs that address refugees, domestic violence, substance abuse, mental health issues, learning disabilities, and physical disabilities. Once these barriers are identified, the staff will help a participant set a treatment plan, and if needed, will assign counseling sessions, or other external assistance that is applicable to that client. These assessments are done by the vendors, which are the extension experts that the clients are referred to.

Wake County: Staff coordinate with social workers, contractors, and other support services to assist participants that have multiple barriers to employment.

8. What is your program's current case management process and administrative structure?

Right now, our current case management process is a hybrid of traditional and task-based structures. We want our case managers to have the flexibility to work with their customers in a way that addresses each of their specific needs with an approach that best suits them. With this flexibility, we also hope to maintain an overall consistency.

Alameda County: Traditional.

Baltimore: See below.

Franklin County: See below.

Hennepin County: N/A.

Milwaukee County: N/A.

New York: The New York City Human Resources Administration follows a traditional wrap-around case management structure. With this, each worker is assigned an individual coming in for assistance, and continues to assist them until they are engaged in the system, to



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see that they receive the benefits available for them, and to refer them to any other contractors as needed.

San Diego: There are specific staff members that are assigned specific tasks for client maintenance. Staff is rotated between the different sections so they become experts on all topics. For WTW staff, participants are assigned to employment case managers based on language needs and employment needs.

Wake County: We consider our process to be a traditional administrative structure.

a. Is your program more task-based or traditional?

Both traditional and task-based.

Alameda County: N/A.

Baltimore: It is a combination, but leaning towards task-based—the unit is responsible for a certain work activity component.

Franklin County: The round robin approach is more traditional, while assigning participants to units is more task-based, so we would say we’re a hybrid of both.

Hennepin County: N/A.

Milwaukee County: Traditional.

New York: Traditional.

San Diego: Task-based.

Wake County: Traditional.

- i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.**
- ii. Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.**



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9. **Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?**

Since our Eligibility and Case Management programs are physically located in two different buildings across the street from one another, we have found it beneficial to create a liaison position that links participants from one program to the other. This liaison interacts with program participants to ensure that they are following through with the appropriate steps needed to complete their application process, answers any questions that may arise, and informs program participants of their eligibility status and what their next steps should be. The liaison explains the requirements for the Work First Program upfront, and provides a brief overview of what the case management pieces will look like.

Alameda County: While we currently have no new processes/strategies, we hope to develop some in the near future. We coordinate with management and labor unions to implement new ideas.

Baltimore: Yes.

Franklin County: Yes, the Ohio Works First Center.

Hennepin County: N/A.

Milwaukee County: Service delivery for 2013 will include a comprehensive assessment earlier in the process while determining eligibility for TANF. Case managers will assume intake activities and assess at application level to better assign activities.

New York: While we don't have any new strategies to speak of, it can be stated that our old strategies work very well. If the situation presents itself, slight modifications to these strategies are done without changing the entity of the strategy itself. We stay with our existing processes, and are proud of our extended systems of support.

San Diego: For caseload management in CalWORKS, we are currently piloting a new model where intake is done upfront (on the same day) in conjunction with a concentrated intake section. We will have a core-intake unit that works strictly on intake, and participants will be assigned to one specific Human Service Specialist (HSS), who will assist participants from the time they come through the door, until their eligibility is determined. From that point on, the participants are given a call center number that they can refer to when needed. The



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current model is a pool of HSS staff that determines eligibility, so there is no single point of contact, which can be stressful for the applicant.

CalWORKS applications are now also being accepted online, giving them an opportunity to work at their own schedule.

Wake County: We worked with the Capital Area (WIA) when the stimulus funds were available. While we don't have any new projects or strategies that are being utilized at the moment, when we have the opportunity to work with different agencies or the State on special projects that will assist us in providing an avenue of support for our families, we do. Currently, we are working with the Department of Commerce's North Carolina Opportunities program. We are hoping this collaboration will provide some employment opportunities for our participants in the near future.

a. If yes, has the new process/strategy improved worker effectiveness and efficiency?

We have found with this method there have been better participation rates and less lost customers of those that received benefits, but never made it over to the case management portion of the process.

Alameda County: N/A

Baltimore: The new process, implemented in March 2012, streamlines what each person in a unit has to do, increasing efficiency. Focusing on specifics reduces distraction and low output.

Franklin County: Yes.

Hennepin County: N/A.

Milwaukee County: Program staff are working toward a team case management approach. They will have more employment consultants who will be assigned to and work with a team and co-facilitate workshops on caseload—this new team approach focusing on increasing performance and effectiveness strives to be more quantifiable and suggests that a clear understanding on the part of staff and participant will increase engagement. The new contract for 2013 will be more performance-based.

New York City: N/A.



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San Diego: N/A.

Wake County: N/A.

b. If yes, has the new process/strategy increased/improved participant engagement?

N/A.

Alameda County: N/A.

Baltimore: N/A.

Franklin County: Yes.

Hennepin County: N/A.

Milwaukee County: It is hoped that staff meeting with and communicating more frequently with participants will increase participant engagement.

New York City: N/A.

San Diego: N/A.

Wake County: N/A.

10. How much time would you estimate staff spend on face-to-face time with participants?

- Eligibility Staff: 45 minutes to one hour, depending on household size.
- From Eligibility to Redetermination: 15 minutes.
- Case Management Staff: 50-60% of their time is spent in face-to-face meetings, 30% working on database and 10% in meetings.
- Participant assessment meetings: One to two hours.
- Followup meetings (weekly, monthly or every three months depending on individuals' requirements and needs): 40 minutes to one and a half hours.

Alameda County: Face-to-face time spent with participants varies between staff members based on their duration of time spent in the workforce. At the intake level, since staff is required to engage in face-to-face interactive interviews, along with assisting in the step by



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step application process, we can estimate an average of at least two to three hours of face time with their participants. Face-to-face time also varies at the employment level, as the duration of time differs depending on the needs of the participant.

Baltimore: It is a 30-45 minute process for providing assessment and an independence plan. If an individual has been sanctioned, the required activities are reviewed, which takes no more than 30 minutes.

Franklin County: At the intake level, we estimate an hour and fifteen minutes. Some clients require more, some less, depending on the situation. While working with clients in intervention, it takes roughly thirty minutes. Intake is a one-time process. At a minimum, a participant will see a caseworker at intake and at the redetermination period. Between these two, clients will really only see staff if they need to change their assignment due to some major change (starting school, getting a job, etc.) or post-sanction.

Hennepin County: 20-30 minutes with each participant.

Milwaukee County: Approximately four hours per day.

New York: It is difficult to assess, because different jobs workers perform different duties at any given time. It could be the front line worker that sees the participant from the beginning to the end, as opposed to other positions where the staff handle the paper work and assess the cases behind the scenes. Then there is the Model Center concept which constitutes half of our 29 centers, where there are particular staff that spend the majority of their day solely interacting with participants. With all of these in mind, it can be confidently stated that there is about an average of 85% face-to-face time with participants.

San Diego: This depends on which task group, department, or section the staff is placed in. CalWORKS intake staff's current face-to-face time is 50%, with the other 50% being for processing paperwork. The WTW staff generally has a higher percentage of face-to-face time.

Wake County: Overall, our staff spends roughly 80% of their time face-to-face with our participants. For Child Care Subsidy, the estimate would be roughly 50% face-to-face. Whether it is the Employment Counselor or Case Manager, they find that the quality time they spend face-to-face with the participants is the most important aspect of their work.

11. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?

For Case Management: 30%.



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Alameda County: The time required for intake varies between staff members, and is dependent upon staff skill level and the volume of tasks underway at that given time. Eligibility staff receive two hours of quiet time per day in order to process paperwork.

Baltimore: This is an ongoing process which takes a few hours each day and involves reviewing reports and providing and exchanging information.

Franklin County: Intake staff spend four days per week doing interviews and one day per week doing data entry. Caseworkers monitoring work activity, most of their time is not spent with customers but doing data entry and examining data. The Intervention Unit splits their time 50/50 between customers and documentation.

Hennepin County: 65%.

Milwaukee County: Approximately four hours per day.

New York: The remaining 15% of time is spent entering data and maintaining documentation.

San Diego: As stated above, 50%.

Wake County: Twenty percent of the time for Work First staff and fifty percent for Child Care Subsidy staff.

12. What are the job development and work verification expectations of each of your program's staff?

Jefferson County employs an Internship Coordinator that matches current customers with appropriate employers. Job development is based on referrals from other case managers, as well as leads they establish. They are responsible for Community Work Placements and subsidized employment placements.

Alameda County: See below.

Baltimore: See below.

Franklin County: See below.

Hennepin County: Participants turn in monthly activity tracking to counselors for plan review/tracking. Tracking is entered into State data management system by counselors for



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program and State and Federal tracking. Currently, program staff receive data entry assistance from support and other program staff.

Milwaukee County: Either the job developer or the case manager can conduct work verification, which can include verifying that the State adheres to required check stubs and requesting that employers complete forms. In the coming year, documentation will become more stringent, since the program will receive payment from the State based on documentation.

New York: This is mostly the responsibility of the vendors. There are seven vendors each with seven-year contracts. Human Resources Administration (HRA) assesses participants' employment background and does some labor market research to assist the vendors. We use a pay-for-performance system with the vendors where they receive payment for retention at 30 and 60 days. There is a 25% placement expectation and a 90 and 180 day retention expectation.

San Diego: Work verification is a responsibility of vendors and specialists. Employment services contractors have in-house quality control. They sample cases and review them, keep track of accuracy and implement actions based on the data collected. Employment services have another department that has a full cover-to-cover review of welfare-to-work cases. These cases are reviewed by contractor objectives and then reported to the county. HHS also does periodic compliance review of WTW cases, and our contracts section performs semi-annual visits.

Wake County: In our reporting system, we are able to monitor our participant activities, to look at their hours, as well as the details of what they are doing (component activities). The State sends reports to the counties as well that highlight work activities of the participants. The UNC system provides management reports that contain historical data and monthly statistics as far back as 2008. These varying means of monitoring allow us to look at trends over extended periods of time to help us make informed decisions about the future.

There is a public website for viewing statistics: http://sasweb.unc.edu/cgi-bin/broker?_service=default&_program=wfweb.tbexpM.sas&county=Wake&label=County&tm=Month&format=html&entry=18.

a. Do you currently have separate job developers?

One staff person.

Alameda County: Yes – see question #4 under Caseload Information



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Baltimore: A separate unit called The Baltimore Employment Exchange does cold contacts with employers in the community and finds jobs for customers.

Franklin County: This work is mostly done by the vendors. We have a partnership with the WIA Board – they also assist with job placement, after which the vendors do work participation verification.

Hennepin County: N/A.

Milwaukee County: Yes—duties include meeting with employers and coordinating job fairs.

New York City: See above.

San Diego: N/A

Wake County: See list of staff.

b. Do you currently have an efficient internal system to monitor participant activities?

Yes, current management information system and the tracking sheets used by Case Managers.

Alameda County: Alameda County’s utilization of the SSIRS program allows us to track our participants’ level of activities, education, training, work, and involvement in community programs.

Baltimore: Participants are placed in paid and unpaid internships in family investment centers and with vendors who evaluate the individuals. Wages are subsidized, and then employers pick up full wages. Specialists and job developers track and enter attendance information weekly through MIS. The weekly contact is helpful in engaging participants and determining success, barriers, and needed supports.

Franklin County: Staff and vendors have a 10-day requirement to submit changes to a case.

Hennepin County: N/A.



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Milwaukee County: No—the program relies on the State system. They are developing a combined attendance and employment tracking system.

New York City: See above.

San Diego: We currently utilize the CalWIN data system, as well as the Rushmore Automated Case Review system.

Wake County: The State has the NC Fast. This is a new system which will consolidate several agency tracking systems. SNAP was the first to be included and Work First is expected to be rolled out in 2013.

Outcomes and Evaluation:

- 1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?**

N/A.

Alameda County: We focus on the timeliness with which applications are reviewed and recertification is completed.

Baltimore: Monthly reports target Maryland Department of Human Resources goals – placement, retention, duration, paid hourly rate, work participation, engagement in activity, and number of engaged customers in State-defined and Federal activities.

Franklin County: We measure the following: intakes, redeterminations, timeliness of application processing, accuracy of processing, hearings won or lost, inappropriate referrals, job placement, and job retention.

Hennepin County: N/A.

Milwaukee County: The program measures job placement as the number of people getting jobs as opposed to the number of jobs participants obtain; in the past, this was measured on an agency level, but now individual caseworkers are considered. Earning stabilization (retention) is tied to the current contract—the outcome is now earnings made subsequent to getting a job, and whether present earnings are equal or greater to prior earnings before the present job. There is also an educational attainment benchmark, where a participant has to improve one grade level by participating in an education program. Customer satisfaction and employment as a result of completing job skills training are also measured.



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New York: The job reports, as previously discussed, have twenty-five different indicators that center directors monitor to see how staff are working in the specific activities listed. These indicators can be broken down into a few main categories: Qualified Placement/Participation, Engagement Process, Application Process, Fraud Prevention, and Case Management Process. Vendors/case managers are given a case list that indicates which cases did not meet expectations for individual indicators. With this system, the center directors are able to look at the numbers globally, and are able to drill it down to each individual case, allowing them to look at the worker, and what trainings might be necessary to improve their particular work. The twenty-five indicators are as follows:

1. Qualified Reported Placements (monthly average)
2. Estimated TANF/MOE Federal Participation Rate
3. Employed Cases with Current Documentation
4. Case Accepted ES 20 with Referral
5. % Cases Budgeted within 35 days
6. % Placements w/FIA3As (Employment Form)
7. Employment Plan Initiation Rate
8. Rate of Child Care in Child Care System (Appl. & Under)
9. Conciliation Appt. Scheduled within 7 days
10. Re-Engaged After Good Cause Granted
11. Conf./Conciliation/NOI Process Completed within 35 Days
12. Call-in Appointment Scheduled within 25 Days
13. Missing/Outdated EP Initiated When Finger Imaged
14. Missing/Outdated EP Initiated When Recertified
15. Cash Assistance Application Timeliness Rate
16. Food Stamp Application Timeliness Rate
17. Food Stamp Separate Determination Rate
18. OCSE Referral Rate
19. Same Day Food Stamp Issuances (weekly average)
20. ISAR Timeout (weekly average)
21. % Cases activated with BEV referral
22. Finger Imaging - Newly Accepted Individuals
23. FTR to BEV/Case Rejected
24. FS (EQAS) Payment Error Rate (FFY)
25. Overdue Face-to-Face Recertification

(Reference: http://www.nyc.gov/html/hra/html/facts/jobs_stats.shtml)

San Diego: For CalWORKS staff, the focus is on meeting eligibility determination timeframes. The time frame is 45 days to process applications. We have several reports that look at timeliness, including whether immediate needs are addressed within the 24-hour time limit for immediate needs requests, as well as responding to expedited services requests



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within 72 hours. Supervisors are also given the opportunity to pull individual worker tasks to check for accuracy rates, so that each individual is responsible for their work.

For WTW, individual caseworkers are held accountable for measurements that contractors are also held accountable for, to ensure that measurements are in place. In general, the San Diego HHS doesn't delve into individual participant outcomes, as long as our expectations are being met.

Wake County: While we measure varying aspects of caseworker outcomes, much of it is not in our control. Our caseworkers are not required to make a certain number of job placements per month; however, we have found that with the appropriate education and training, our caseworkers continuously succeed in doing so. Wake County always exceeded the employment goals set by the State when the State issued report cards in the past. We continue to increase our employment numbers every year. In FY 2008, our employment numbers fell due to the economy and other factors. The goal for families remaining off Work First for 12 months after leaving the program for employment is 60%. Wake County's rate averages 75% or higher.

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

We focus on employment outcomes, a task-based approach, improving educational opportunities, and increasing face-to-face time.

Alameda County: We look to ensure that the participant's work plan is signed within 75 days, as well as appropriately directing our non-compliant participants in a timely manner. We have also recently started to measure job placement, while connecting participants with outside counselors to develop and follow through with program goals.

Baltimore: Internal reports include attendance and provide weekly breakdowns on participation. Work participation specialists determine how many individuals per Center are receiving temporary cash assistance but are not engaged in a work activity. Caseworkers send non-compliance letters and then run a report to determine if required actions were fulfilled; the report states the percentage of success or failure in meeting the assignment. Reports are sent weekly. Successful compliance is measured by the response of the caseworkers to the reports and the number of cases closed within one month.

Franklin County:

- a. Application timeliness (initial and redetermination).
- b. Assessment/assignment numbers.
- c. Hearing outcomes.



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- d. New employment placements.
- e. Turnaround on documentation.
- f. 24-hour turnaround on SharePoint.
- g. Daily productivity expectation: number of sanctions to process, number of compliance forms to go through. (Supervisors monitor daily productivity.)

Hennepin County: N/A.

Milwaukee County: The focus is on job placement. Other measures pertain to compliance issues.

New York: See above.

San Diego: We are currently utilizing timelines and accuracy rates.

Wake County: Intake Case Managers are accountable for processing applications accurately and in a timely manner, while Review Case Workers are accountable for responding to changes and re-determining eligibility in a timely manner. They are accountable for ensuring there are no overdue reviews or applications. The staff as a whole are accountable for helping participants complete activities in the program, while providing the appropriate support services that will help participants with their outcomes.

Recommendations:

1. **What recommendations would you make to other States seeking to manage their caseloads more effectively?**

N/A.

Alameda County: It is important to manage your department within your own budget, and assess whether it is better to operationalize what is in-house and what is contracted out, as you will find some activities can be better completed and implemented out in the community.

Baltimore: Since this is a relatively new approach (implemented in March 2012), Mr. Johnson needs more time before feeling comfortable and confident in calling his program a proven approach.

Franklin County: Build a strong team – this will result in expedited service and all workers taking more responsibility. The use of cross-sectional teams is very helpful, allowing team members with different specialties to work side by side. This fosters shared responsibility and helps them gel as a team.



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Hennepin County: Maintain reasonable caseload sizes, and assign appropriate staff to assess clients.

Milwaukee County: Clear communication is necessary in terms of the program’s expectations of the staff and the processes to be used. It is important that staff understand what they need to do, and staff need to inform their supervisors if they do not know how to do something so they can be helped.

New York: Coming from an operational perspective, the New York Human Resources Administration would say that due to having more participants than manpower, it is imperative to obtain system support (data) as a means of assistance. In addition to this, it is vital that your staff be trained. When the staff knows what they are doing, it will eliminate most of your program’s issues. However, the trainings need to be on a consistent basis (monthly) that allow for one-on-one interactions between the staff and the trainers, further allowing for the specific inquiries and needs of the staff to be addressed. We also foster peer learning through a jobs staff forum to share best practices, and collaboration between center directors.

San Diego: I would recommend holding monthly meetings where community advocates can provide feedback, give their insights and opinions, and share clients’ experiences. In addition to this, having a call center is extremely beneficial for maintaining cases. With call centers, more immediate support can be provided, resulting in better service to participants. Call centers are appropriate for routine matters, not crisis issues.

Wake County: One thing that we would say is to not only collect a lot of data, but use it towards your advantage in managing your work and determining appropriate program decisions. Also, it is important to make sure you talk to your staff. Staff often times have wonderful ideas. You should use your staff, as they are holders of many solutions!

2. Is there anything else you would like to add?

N/A.

Alameda County: N/A.

Baltimore: N/A.

Franklin County: N/A.

Hennepin County: N/A.



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Milwaukee County: No.

New York: N/A.

San Diego: We do have a lot of changes coming up -- and there are no clear, defined answers from State yet on how these will affect us.

Wake County: N/A

3. **Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?**

N/A.

Alameda County: Yes.

Baltimore: Yes – the work participation specialist unit staff could participate if Mr. Johnson is not available.

Franklin County: Yes.

Hennepin County: N/A.

Milwaukee County: Yes – depending on availability.

New York: Absolutely.

San Diego: Yes, we would be willing to do that.

Wake County: Yes.



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Appendix A: Outreach Protocol



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Purpose: To obtain information from TANF serving organizations on promising practices and services used to improve case management services; how to manage clients with significant challenges or present difficulties for staff; how to increase participant motivation; and enhance the overall effectiveness and culture of staff.

Name of the State:

Location:

Agency Name:

Name(s) and job title(s) of the interviewee(s):

Job function:

Phone:

E-mail address:

Interviewed by:

Date of interview:

Caseload Information

- 1. What is your program's current TANF caseload?**
- 2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?**
- 3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?**
 - a. If yes, do you know the approximate number of new participants on your caseload?**



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- 4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?**

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications

- 5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?**

Position Name	Current Caseload Size	Optimal Caseload Size

- 6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?**

- a. How do you manage the caseloads of your staff to ensure that staff are not receiving more participants than manageable?**
- b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?**

- 7. What are your staff expectations as they relate to achieving Federal work activities targets?**

- a. What strategies have you used to ensure that staff are working to achieve higher work activities targets?**



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- b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?**
- 8. What percent of your program participants access more than one service (TANF, SNAP, Medicaid, Child Care) from your program?**
- 9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?**
- 10. What is the average amount of time that a participant stays on your assistance rolls?**

Case Management Services

- 1. How does your program define case management?**
- 2. What are the core components of your program's case management services?**
 - a. Are these components implemented Statewide or do these components vary according to region?**
- 3. Please describe the process and how the staffing structure operates within your program to assess participants.**
 - a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?**
- 4. Do you currently assess your case managers' workloads and responsibilities?**
 - a. If yes, how?**
 - b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?**
- 5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?**
 - a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?**



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- 6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?**
- 7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?**
- 8. What is your program's current case management process and administrative structure?**
 - a. Is your program more task-based or traditional?**
 - i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.**
 - ii. Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.**
- 9. Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?**
 - a. If yes, has the new process/strategy improved worker effectiveness and efficiency?**
 - b. If yes, has the new process/strategy increased/improved participant engagement?**
- 10. How much time would you estimate staff spend on face-to-face time with participants?**
- 11. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?**
- 12. What are the job development and work verification expectations of each of your program's staff?**
 - a. Do you currently have separate job developers?**



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- b. Do you currently have an efficient internal system to monitor participant activities?**

Outcomes and Evaluation

- 1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?**
- 2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?**

Recommendations

- 1. What recommendations would you make to other States seeking to manage their caseloads more effectively?**
- 2. Is there anything else you would like to add?**
- 3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?**

Thank you for your time and feedback!



Appendix B: Outreach Summaries



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Name of the State:

California

Location:

Alameda County

Agency Name:

Alameda County Social Services

Name(s) and job title(s) of the interviewee(s):

Workforce and Benefits Administration:

Andrea Ford, Assistant Agency Director, aaford@acgov.org

Teri Donnelly, Division Director, tdonnell@acgov.org

Marsha Rice, Division Director, mrice@acgov.org

Interviewed by:

Welfare Peer TA Team:

Lesley Smith, ICF International

Emily Appel-Newby, ICF International

Negar Avaregan, ICF International

Date of interview:

September 26, 2012

Caseload Information

1. What is your program's current TANF caseload?

As of June 2012, Alameda County has 19,585 cases.

2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

Our caseloads are calculated on a month-to-month basis, not taking into account repeating individuals. Therefore, we are unable to supply an annual figure for our caseload size.

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

There have not been any significant increases in our TANF caseload size over the last several years, with the exception of a slight increase of 1,000 individuals in 2010-2011. However, this has since returned to our current caseload size.

a. If yes, do you know the approximate number of new participants on your caseload?

N/A



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- 4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?**

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Eligibility Technicians (ET) II	34	Cal Works Intake	
Eligibility Technicians (ET) III	116	Multiple programs: Cal Works, Food Stamps, General Assistance, ongoing eligibility	
Employment Counselors	104	Manages all stages of employment program	
Job Developers	7	Works in community and with external employers to find and create jobs for clients	
Career Development Specialists I	7	Works with clients on "hard skills" -- resumes, job search and interviews	
Career Development Specialists II	2	Supervise the Career Development Specialist I	
Social Workers		Sees every client	

- 5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?**

Standards are set by their labor union.

Position Name	Current Caseload Size	Optimal Caseload Size
Eligibility Technicians (ET) II	31 applications per month	42
Eligibility Technicians (ET) III	447	350
Employment Counselors	80	65

- 6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?**



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The staff is assigned participants based on geographical location (zip code) and language.

a. How do you manage the caseloads of your staff to ensure that staff is not receiving more participants than manageable?

Alameda County assesses each case individually and evenly distributes them amongst the staff.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?

Each staff is allotted a specific zip code and county. With the exception of bi/multi-lingual case scenarios, geographical location is our primary process for the assignment of participants to staff.

7. What are your staff expectations as they relate to achieving Federal work activities targets?

The primary staff expectation for Alameda County is to engage all the participants in the Welfare-to-Work program (the employment component of Cal Works).

a. What strategies have you used to ensure that staff is working to achieve higher work activities targets?

Alameda County has a tracking system called the Social Services Integrative System (SSIRS). This system ensures that our staff is engaging the participants to their highest capacity through various reports that are billed throughout the month.

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

Alameda County is currently not meeting their work participation goals. However, there are multiple strategies in place to address this. With the merging of two departments in April 2012, a process reform is currently underway that will assist us in meeting our work participation rates in the future. We are also utilizing the SSIRS reporting system to continuously manage our caseload size, to keep track of where our clients stand, and to identify the areas where additional attention is required.

8. What percent of your program participants access more than TANF (SNAP, Medicaid, Child Care, etc)?

While we don't have the exact percentage, we would estimate that most all of our clients receive Medicaid, while a large percentage of the CalWork population receives CalFresh benefits (State version of SNAP).



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9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

Ethnicity distribution amongst our participants is as follows: 43% African American, 32% Hispanic, 15% Caucasian, 10% Asian/Pacific Islander, and 0.2% Native American. Language distribution amongst our participants is as follows: 77% English, 22% Non-English (1% Vietnamese, 1% Chinese, 15% Spanish, 1% Farsi, 1% Other Asian Languages, 3% Other). This population comes from mostly urban and suburban areas.

10. What is the average amount of time that a participant stays on your assistance rolls?

N/A

Case Management Services

1. How does your program define case management?

Alameda County views case management as a process. This process begins when a participant first comes in and completes their application. If the application is approved after its initial review, it will then move forward to the orientation team and to employment. Further approval of the application leads to its assessment, which will determine whether or not the applicant is directed to a Career Development Specialist for job search and resume preparedness, or whether they will be directed to the Job Club. Success of this process thus far will determine whether the applicant is then directed to Case Management for further assistance and additional training.

2. What are the core components of your program's case management services?

See above.

a. Are these components implemented Statewide or do these components vary according to region?

Customized at county level.

3. Please describe the process and how the staffing structure operates within your program to assess participants.

a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?

Alameda County has an applicant to employment time frame of 75 days, which includes reviewing their benefits application, meeting with the employment counselor, and signing the employment plan.



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4. Do you currently assess your case managers' workloads and responsibilities?

a. If yes, how?

N/A

b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?

Alameda County has annual ongoing compliance trainings, along with handbooks on policies and procedures that keep staff up to date on a State and local level. We have a staff development team that develops and delivers training. Topic specific trainings around domestic violence are required by the State. Recently we partnered with Children and Family Services around Sex Exploited Minors training.

5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?

Alameda County uses a specialized in-house curriculum that we have developed. We also currently contract with University of California – Davis extension, and receive occasional assistance and training materials from outside organizations on varying topics.

a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?

N/A

6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?

Training is done out of the Staff Development department.

7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?

Alameda County allows staff to utilize services from the Behavioral Health Care Services Agency. These services include, but are not limited to, behavioral health and mental health.

8. What is your program's current case management process and administrative structure?

a. Is your program more task-based or traditional?

Traditional

- i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.**



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- ii. **Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.**

9. Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?

While we currently have no new processes/strategies, we hope to develop some in the near future. We coordinate with management and labor unions to implement new ideas.

- a. **If yes, has the new process/strategy improved worker effectiveness and efficiency?**
N/A
- b. **If yes, has the new process/strategy increased/improved participant engagement?**
N/A

10. How much time would you estimate staff spend on face-to-face time with participants?

Face-to-face time spent with participants varies between staff members based on their duration of time spent in the work force. At the intake level, since staff is required to engage in face-to-face interactive interviews, along with assisting in the step by step application process, we can estimate an average of at least two to three hours of face time with their participants. Face-to-face time also varies at the employment level, as the duration of time differs depending on the needs of the participant.

11. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?

The time required for intake varies between staff members, and is dependent upon staff skill level and the volume of tasks underway at that given time. Eligibility staff receive two hours of quiet time per day in order to process paperwork.

12. What are the job development and work verification expectations of each of your program's staff?

- a. **Do you currently have separate job developers?**
Yes – see question #4 under Caseload Information.
- b. **Do you currently have an efficient internal system to monitor participant activities?**
Alameda County's utilization of the SSIRS program allows us to track our participant's level of activities, education, training, work, and involvement in community programs.



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Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

We focus on the timeliness with which applications are reviewed and recertification is completed.

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

We look to ensure that the participant's work plan is signed within 75 days, as well as appropriately directing our non-compliant participants in a timely manner. We have also recently started to measure job placement, while connecting participants with outside counselors to develop and follow through with program goals.

Recommendations

1. What recommendations would you make to other States seeking to manage their caseloads more effectively?

It is important to manage your department within your own budget, and assess whether it is better to operationalize what is in-house and what is contracted out, as you will find some activities can be better completed and implemented out in the community.

2. Is there anything else you would like to add?

No thanks.

3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?

Yes.



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Name of the State:

Maryland

Location:

Baltimore, Maryland

Agency Name:

Baltimore City Department of Social Services, Family Investment Bureau

Name(s) and job title(s) of the interviewee(s):

Clyde Johnson, Assistant Director; 443-378-4705; cjohnson@dhr.state.md.us

Interviewed by:

Welfare Peer TA Team:

Steve McLaine, BLH Technologies, Inc.

Janet Kreitman, BLH Technologies, Inc.

Date of interview:

October 24, 2012

Caseload Information

1. What is your program's current TANF caseload?

Baltimore City—11,229 heads of household

2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

12,069

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

Yes

If yes, do you know the approximate number of new participants on your caseload?

In 2007, there were 9,833 TANF cases. From 2007 to 2012, there was a 14% increase, with 1,396 new cases; Mr. Johnson was not sure if any of the new cases has ever been on TANF.

4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Family Investment Specialists I and II	312	All program services including TANF, SNAP, child care, medical assistance, general assistance for adults, and assistance for adults with disabilities	

5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

Position Name	Current Caseload Size	Optimal Caseload Size
Family Investment Specialist	650	500

6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?

There is an intake center and a processing center; at the intake center, participants can apply for all public assistance services. The processing center provides no customer service contact, and staff process work from intake across all programs. A generalist approach is taken, where staff are required to handle all types of situations and programs. There are seven family investment locations across Baltimore City; one is strictly intake, and the other six do intake and processing and have a separate track of case managers who handle non-TANF cases. The program would like the intake processing center streamlined, and for the entire city to follow this model.

a. How do you manage the caseloads of your staff to ensure that staff are not receiving more participants than manageable?

Staff that provide evaluations are specialized to insure that everyone is in a State- or Federal-approved work activity. Staff break down their work activity into intake and processing. Participants apply for TANF and then see a work participation employee or case manager who assesses and makes a referral to participate in work programs. Participants are then referred to processing, where eligibility is determined and then temporary cash assistance is approved.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?

No, all employment case managers provide assessment, develop an independence plan, and enroll eligible participants into TANF.



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7. What are your staff expectations as they relate to achieving Federal work activities targets?

a. What strategies have you used to ensure that staff are working to achieve higher work activities targets?

Staff isolate and specialize participant work activities. Participant compliance is monitored on a weekly basis—for instance, have they met their appointment? The participant receives status change notices which indicate whether they have cooperated. TANF has a separate management information system. Vendors can input information in the system and receive daily reports on compliance. Participants receive temporary cash assistance benefit if enrolled in State-defined work activities.

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

Work activities can include volunteering, school, and/or specialized training. Staff receive notices when non-compliance occurs, and send the participant a letter of non-compliance; the participant then has the opportunity to come to the office and explain why they have not completed the required hours. Staff can impose three possible levels of sanctions: 1) the participant loses the benefit for one day for the next month, which can be cured by participating for one day; 2) a 502 sanction is imposed for ten days in the following month, and the benefit is based on proration for the residual of the month after cured; or 3) a 503 sanction is imposed for thirty days through phases, and the benefits cannot be re-instated for that month but can be re-instated for the following month. Also, participants who are sanctioned can cure their sanction in the month they receive their benefit, thereby preventing their case from closing at month's end and preventing a loss of their benefit in the subsequent month.

8. What percent of your program participants access more than one service (TANF, SNAP, Medicaid, Child Care) from your program?

100%

9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

Participants are mostly single, urban African American women ages 18-40 with an average family size of 2 ½. Not sure about education.

10. What is the average amount of time that a participant stays on your assistance rolls?

There is no Federal time limit; some participants have been on assistance for as long as 5 years, but the average is around 2 ½ years.



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Case Management Services

1. How does your program define case management?

The program accepts the participant's application and then determines eligibility within certain timeframes. The participant receives barrier support activities and is placed in programs so that he or she can move off of TANF.

2. What are the core components of your program's case management services?

Anyone receiving TANF benefits is actively involved in work act requirements defined by the Maryland Department of Human Resources. Daycare is an important part of TANF; a participant who is eligible for TANF also qualifies for free daycare as long as he or she meets work requirements. Vendors place participants in jobs, and the average wage for work is between \$9-10/hour.

a. Are these components implemented Statewide or do these components vary according to region?

State-wide.

3. Please describe the process and how the staffing structure operates within your program to assess participants.

a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?

Applicants are seen by the specialist on the same day they apply; they are assessed, receive an independence plan, and are given a referral to a vendor program. In some cases, barriers are discussed – if a medical exemption is needed, the specialist gives the participant medical forms to give to his or her doctor to sign. The participant must be in an approved State-defined work activity for the duration of the medical exemption. If a participant has problems finding daycare, he or she gets a certain number of days to obtain daycare before being referred to a Federal work program. The assessment must be done within 48 hours, and TANF eligibility is determined within 30 days.

4. Do you currently assess your case managers' workloads and responsibilities?

Yes

a. If yes, how?

The program administrator for work programs is responsible for work activity components, has monthly meetings with work activity vendors and family investment centers, and reviews the monthly performance of the centers. The administrator tracks



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the number of clients per specialist, how many participants are in State-defined activities, participants sanctioned in a timely fashion (or not in a timely fashion), and TANF participants not involved in a work activity; every month, staff look at the TANF caseload to see if people are doing what they should.

b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?

Work participation specialists are assigned to each family investment center to help the center succeed in monitoring the TANF caseload.

5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?

There is a separate Management Information System for TANF participants. Staff affiliated with work activity must undergo initial work activity training and then refresher training on the MIS. Administrative staff conduct monthly meetings with Centers to talk about work-related issues.

a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?

6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?

See question Five.

7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?

The city and the State have support vendors such as substance abuse specialists. Each Center has an addiction specialist who assesses each individual before they apply for Temporary Cash Assistance to see if specialized treatment is needed, and once they become participants, the specialist follows them. Participants with a mental health issue or physical disability are assigned to mental health specialists in each center and are sometimes referred to mental health professionals in the community outside the Center for mental health treatment.

8. What is your program's current case management process and administrative structure?

a. Is your program more task-based or traditional?

It is a combination, but leaning towards task-based—the unit is responsible for a certain work activity component.



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Participants are placed in paid and unpaid internships in family investment centers and with vendors who evaluate the individuals. Wages are subsidized, and then employers pick up full wages. Specialists and job developers track and enter attendance information weekly through MIS. The weekly contact is helpful in engaging participants and determining success, barriers, and needed supports.

Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

Monthly reports target Maryland Department of Human Resources goals – placement, retention, duration, paid hourly rate, work participation, engagement in activity, and number of engaged customers in State-defined and Federal activities.

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

Internal reports include attendance and provide weekly breakdowns on participation. Work participation specialists determine how many individuals per Center are receiving temporary cash assistance but are not engaged in a work activity. Caseworkers send non-compliance letters and then run a report to determine if required actions were fulfilled; the report states the percentage of success or failure in meeting the assignment. Reports are sent weekly. Successful compliance is measured by the response of the caseworkers to the reports and the number of cases closed within one month.

Recommendations

1. What recommendations would you make to other States seeking to manage their caseloads more effectively?

Since this is a relatively new approach (implemented in March, 2012), Mr. Johnson needs more time before feeling comfortable and confident in calling his program a proven approach.

2. Is there anything else you would like to add?

No

3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?

Yes—the work participation specialist unit staff could participate if Mr. Johnson is not available.



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Name of the State:

Ohio

Location:

Franklin County

Agency Name:

Franklin County Department of Job & Family Services

Name(s) and job title(s) of the interviewee(s):

Franklin County:

Anthony Trotman, Director, atrotman@fcdjfs.franklincountyohio.gov

Kathy Hoeffler, Assistant Director, khoeffler@fcdjfs.franklincountyohio.gov

Carla Williams-Scott, Assistant Director, cwilliams-scott@fcdjfs.franklincountyohio.gov

Mike McCaman, Deputy Director of Workforce, mmccaman@fcdjfs.franklincountyohio.gov

State Staff:

Jeannie (Regina) McCollam, Regina.McCollam@jfs.ohio.gov

Kara Bertke-Wente, Cash and Food Assistance, Section Chief, Kara.Bertke-Wente@jfs.ohio.gov

ACF Region V Staff:

Thomas Schindler, TANF Program Specialist, thomas.schindler@acf.hhs.gov

Interviewed by:

Welfare Peer TA Team:

Lesley Smith, ICF International

Emily Appel-Newby, ICF International

Negar Avaregan, ICF International

Date of interview:

September 26, 2012

Caseload Information

1. What is your program's current TANF caseload?

As of September 2012, Franklin County has 3,750 work required cases, of 4,800 cases total. While there is no statistic as to how many people we serve annually, in the past we would reach up to 7,500 cases a month. Recently, however, those numbers have been declining slowly down to the 3,750, with roughly 200 new clients a week.

2. How many people does your program serve annually (what is the overall caseload size for your program)?



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For the Fiscal Year 2011, Franklin County had 12,755 Assistance Groups, 29,000 Individuals, and 21,673 Child-Only cases.

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

Franklin County saw a fairly significant increase starting in late 2008 to early 2009, with caseloads reaching 7,500 work required cases. However, these numbers had gone down in early 2011 to our current caseload size of 3,750 work required cases.

a. If yes, do you know the approximate number of new participants on your caseload?

New participants on caseload are estimated at 200 a week.

4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position? What are the hiring qualifications for each position within your program?

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Intake Staff	13	Intake, initial assessment and assignment	2 year degree minimum
Case Managers	8	Eligibility maintenance	2 year degree minimum
Case Managers (General)	22	Work activity tracking; sanctions; ongoing maintenance of cases; one of these is a child care expert and provides assistance in that area	2 year degree minimum
Case Managers (Intervention Unit)	8	Works with cases that need to be reassigned or that are under/un-assigned	2 year degree minimum
Workforce Director	1		Bachelor's minimum
Northland Center Director	1	Manages eligibility staff and caseworkers	Bachelor's minimum
Clerical Workers	8	Clerical support	High School Diploma/GED
Statistical Clerks	5	Statistical tracking	High School Diploma/GED
Assistant Center Directors	1-3	Supports Directors	Bachelor's degree



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5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

Position Name	Current Caseload Size	Optimal Caseload Size
Intake Staff	18 per week (interviews conducted 4x per week)	18 per week
Case Managers -- General	500	250
Case Managers -- Intervention Unit	400	250

6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?

New applicants are assigned to caseworkers round robin style. Participants getting new assignments after a sanction or needing reassignment will be directed to the specific unit that is best positioned to meet their need at the time. Participants are directed more to the unit based on the functions versus the particulars of the participant. Our process includes same day or next day intake application/assessment and assignment.

a. How do you manage the caseloads of your staff to ensure that staff is not receiving more participants than manageable?

Franklin County has an automated appointment scheduling system so that they can keep track of who has what appointment, and with whom. The supervisors keep track of those scheduled and the agency keeps track of how long someone is waiting in the waiting room so the supervisor will assign someone to assist the customer in a timely manner.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?

Same as above.

7. What are your staff expectations as they relate to achieving Federal work activities targets?

We expect them to meet or exceed Federal work targets. Our county's target is 60%, which is the goal for which everyone is being held accountable; it is included in everyone's performance reviews and progress is tracked on a daily basis. It is the number one priority in our organization.



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a. What strategies have you used to ensure that staff is working to achieve higher work activities targets?

Every meeting Franklin County has starts with the topic of the work participation rate and strategies that can improve our services. In our workforce area, we have started doing quick stand-up meetings at the beginning of every day that are 15 minutes just to outline the day's priorities so we can keep the perspective of what needs to be done that day, and what sort of things we need to do to stay on target and stay on track. Doing so helps with daily priorities and getting work done. These activities get our workers together as a team, so there is not a lot of turnover that occurs.

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

Franklin County is currently not meeting our target goal. But there are multiple strategies in place to address this:

1. The creation of the Ohio Work First Center is one strategy.
2. We contracted with an outside vendor to manage the work experience placement program and develop new work sites, and with this we have realigned how we have done our business.
3. We are putting a case manager at the educational institution where the majority of our students attend. They will ensure the customer's hours are being recorded properly in order to help assist our customers more readily.
4. In August, we started a two week applicant assignment, meaning that all new applicants not currently on cash assistance have to complete a two week job search/job assistance task in order to receive benefits. There are only two days from the time clients fill out the application to when they start their assignment.
5. Breaking the caseworkers into "units" such as the Intervention Unit is another strategy. This allows caseworkers to specialize in certain areas, and not lose focus.

8. What percent of your program participants access more than one service from your program?

While we don't have the exact percentage, we would estimate that at least half are involved in a couple of different assignment types. A lot of our newly arrived refugees are assigned to work experience and ESOL, so we see a lot of combining of core and non-core activities. The State of Ohio automatically finds all TANF eligible individuals eligible for Medicaid.

9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

While we don't have the exact statistics, roughly 70% are single parent families; single mothers in most cases. Ages range from between 20 and 35. The majority of clients have



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children under the age of six. They come from urban areas. Roughly 70% are African American, and 10% are foreign born/refugees/other immigrants, with the remaining 20% being Caucasian.

10. What is the average amount of time that a participant stays on your assistance rolls?

For individuals receiving food assistance, we have 206,597 in our caseload, comprising 95,291 assistance groups (family units), as of June 2012. As of August of 2012, we served 267,948 Medicaid recipients.

Case Management Services

1. How does your program define case management?

The first opportunity for case management is at intake. Intake staff explore eligibility and barriers to work participation. The next opportunity is with caseworkers who make the work assignments. They don't just make the assignment; they also help clients address barriers by linking them to support needed to complete their work assignment. The work assignments are meant to be meaningful, and put clients on the path to self-sufficiency.

2. What are the core components of your program's case management services?

Our core components would be eligibility, assessment and assignment, monthly participation tracking, and sanctions. A good portion of our case management is performed through our contracting vendor who runs the work experience program. They meet with career advisors and a specialist to address barriers and potential work opportunities.

a. Are these components implemented Statewide or do these components vary according to region?

Case management services are dictated and customized at the county level.

3. Please describe the process and how the staffing structure operates within your program to assess participants.

Our initial assessment determines if the participant will have a work requirement and if there are any exemptions. Otherwise, if they are work eligible and able to work, we look first at if they are already employed or are attending school. If they are, we make that their assignment and make sure it's for the appropriate number of hours. Those who are not engaged in an activity are assigned in the work experience program based on their location, and are assigned to one of our five centers. There, they receive in-depth assessment of interests, work experience, and aptitude, and receive appropriate placement in the work sites.

a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?



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The intake interview must be face-to-face and is scheduled as soon as the individual is available. The day the interview is completed, all of the paperwork and system entry needs to be completed on that same day. The self-sufficiency contract and plan also need to be completed that same day. The applicant is assigned two days out from the interview. The whole determination of the case is required to be done within 30 days of the application.

4. Do you currently assess your case managers' workloads and responsibilities?

a. If yes, how?

Yes, we have supervisors looking over scheduling logs, doing the round robin assignments, as well as assignments to specific divisions. They provide staff with suggestions on how to better run services and develop customized trainings to enhance our services. A QR team pulls records and reviews them at random as a means of quality control. Supervisors are required to conduct reviews, and higher level management is there to check on supervisors. One of our caseworkers is a child care expert, and her job is to address all child care issues, including helping clients select a provider. The MIS system we use captures electronic referrals, sanction recommendations, and new assignments.

b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?

Yes, we have a contracted vendor who handles the WEP sites and WEP assignments. We have added the Ohio Works First (OWF) Center to the Customer Access Center to aid in customer service issue resolution; we have a child care specialist as noted above. Our training unit creates targeted training, and internal experts also will train on job specific duties. Our MIS team creates software programs and reports to support information tracking of the customer base.

5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?

Franklin County uses a curriculum that the State has put together for new caseworker trainings, as well as a specialized in-house curriculum that we have developed. We develop specialized trainings based on workers' needs and feedback from the State (improvement plans). We have done a lot with job shadowing and peer-reviewing, as well as cross training, so that everyone is knowledgeable of all the functions and are able to answer any question and resolve any issues that may arise.

a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?



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6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?

Yes, initial training and peer shadowing. Curriculum could be State-created or organization-created. Also, we recruit people with these skills to be caseworkers. Our vendor also screens for issues prior to placing.

7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?

The Franklin County Intervention Unit handles those clients with specific barriers or challenges. For people with disabilities, a medical assessment from a doctor is required to receive an alternative placement. Caseworkers follow up on progress and return to work. We work a lot with our vendors that to provide day-to-day case management and address barriers like homelessness, transportation, child care, etc. The County's Medical Support Services unit helps individuals with disabilities navigate SSI application. The two week application assignment (pre-benefits) allows clients to focus on work readiness, job search, resumes, etc. We do everything in our power to make sure that everyone has all the information they need to provide the appropriate care to their children.

8. What is your program's current case management process and administrative structure?

a. Is your program more task-based or traditional?

The round robin approach is more traditional, while assigning participants to units is more task-based, so we would say we're a hybrid of both.

i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.

ii. Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.

9. Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?

Yes, the Ohio Works First Center.

a. If yes, has the new process/strategy improved worker effectiveness and efficiency?

Yes



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b. If yes, has the new process/strategy increased/improved participant engagement?

Yes

10. How much time would you estimate staff spend on face-to-face time with participants?

At the intake level, we estimate an hour and fifteen minutes. Some clients require more, some less, depending on the situation. While working with clients in intervention, it takes roughly thirty minutes. Intake is a one-time process. At a minimum, a participant will see a caseworker at intake and at the redetermination period. Between these two, clients will really only see staff if they need to change their assignment due to some major change (starting school, getting a job, etc.) or post-sanction.

11. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?

Intake staff spend four days per week doing interviews and one day per week doing data entry. Caseworkers monitoring work activity, most of their time is not spent with customers but do data entry and examining data. The Intervention Unit splits their time 50/50 between customers and documentation.

12. What are the job development and work verification expectations of each of your program's staff?

a. Do you currently have separate job developers?

This work is mostly done by the vendors. We have a partnership with the WIA Board – they also assist with job placement, after which the vendors do work participation verification.

b. Do you currently have an efficient internal system to monitor participant activities?

Staff and vendors have a 10-day requirement to submit changes to a case.

Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

We measure the following: intakes, redeterminations, timeliness of application processing, accuracy of processing, hearings won or lost, inappropriate referrals, job placement, and job retention.

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?



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- a. Application timeliness (initial and redetermination).
- b. Assessment/assignment numbers.
- c. Hearing outcomes.
- d. New employment placements.
- e. Turnaround on documentation.
- f. 24-hour turnaround on SharePoint.
- g. Daily productivity expectation: number of sanctions to process, number of compliance forms to go through. (Supervisors monitor daily productivity.)

Recommendations

1. What recommendations would you make to other States seeking to manage their caseloads more effectively?

Build a strong team – this will result in expedited service and all workers taking more responsibility. The use of cross-sectional teams is very helpful, allowing team members with different specialties to work side by side. This fosters shared responsibility and helped them gel as a team.

2. Is there anything else you would like to add?

N/A

3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?

Yes.



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Name of the State:

Minnesota

Location:

Hennepin County

Agency Name:

Hennepin County Human Services & Public Health Department (HSPHD)

Name(s) and job title(s) of the interviewee(s):

Hennepin County Staff:

Gloria Lundberg, Human Services Program Manager, Gloria.Lundberg@co.hennepin.mn.us

John Mbali, Human Services Program Manager, John.Mbali@co.hennepin.mn.us

Judy Sledge, Human Services Program Manager, Judy.Sledge@co.hennepin.mn.us

ACF Staff:

Frances Dixon, TANF Program Specialist, ACF -- Region V, Frances.Dixon@acf.hhs.gov

Interviewed by:

Welfare Peer TA Team:

Emily Appel-Newby, ICF International

Lesley Smith, ICF International

Negar Avaregan, ICF International

Date of interview:

10/12/2012

Caseload Information

1. What is your program's current TANF caseload?

The current TANF household caseload for Hennepin County's MFIP (Minnesota Family Investment Program) as of September 30, 2012 is 43,097 (average household includes one to two adults and two children).

2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

In 2011, we served 42,433 households (roughly 127,300 individual cases).

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

Yes.



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a. If yes, do you know the approximate number of new participants on your caseload?

2009: 38,600 cases open.
2010: 40,900 cases open.
2011: 42,400 cases open.
2012: 43,097 cases open.

There has been a gradual increase in the number of new participants since the start of the economic downturn. This gradual increase has brought in approximately 40,000 new cases between September 2009 and September 2012.

4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Human Services Representative 1	61	Focuses on case processing for ongoing maintenance; interacts with clients; determines eligibility; issues benefits; updates computer systems; responds to clients that drop by office; inquires about cases and responds to phone calls.*	Two years of approved work-related experience (customer service); Educational Qualifications: Graduate of Public Welfare, Financial Work, AA and/or Sciences Degree, or two years of post-high school education. High school degree is required
Human Services Representative 2	35	Conducts more complex casework; coordinates trainings for team; handles special projects; addresses issues that arise on team; builds upon HSR 1 tasks by adding new components. Main concentration on on-going maintenance.*	Expert knowledge of programs, policies and procedures that are provided in addition to above
Human Services Representative 3	188	Assists clients in navigating through welfare system and to	Expert program knowledge higher than HSR 2. High skill level in



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
		connect with other agency services; focuses on applications coming through the door; conducts similar, but more complex tasks as HSR 1 and 2.*	problem resolution.
Human Services Supervisors		Supervises HSR staff.	
Clerical Staff		Serves all populations in structure, not just TANF.	

** Note: Human Service Representatives levels 1-3 address eligibility and case management for the SNAP and Medicaid programs as well as MFIP.*

5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

Position Name	Current Caseload Size	Optimal Caseload Size
HSR1		
HSR2		
HSR3		
Supervisors		
Clerical Staff		

HSPHD does not monitor caseload sizes for staff members. The structure of our system has 17 teams that work together to address clients' needs. Each team has an average of 14 staff members in them (ten HSR 3's, one HSR 2, and three HSR 1's), and manage approximately 3,000 cases, Therefore, there is an average of 185 cases per person.

Our optimal caseload size for each team is 2,200.

6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?

At HSPHD, we assign participants to staff teams based on a round robin method; it is never a question of availability.

a. How do you manage the caseloads of your staff to ensure that staff are not receiving more participants than manageable?



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Once or twice a year, HSPHD will re-examine whether cases are distributed evenly. Instead of shifting cases around, we reassign team members in order to assist those teams that require more help.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?

HSPHD has teams that are organized by specialty. This allows for greater case accuracy. For instance, if a case comes through where the individual is receiving other social services, we would not assign the individual to staff through the round robin method. Instead, we would directly assign them to a team that manages the specialty area under which their case falls. For example, children that require foster care would be directed to a team that specializes in that topic area.

7. What are your staff expectations as they relate to achieving Federal work activities targets?

Our HSR 1, 2, and 3's have the primary responsibility of eligibility and assigning cases to sub-programs (the Family Stabilization Program or the work programs operated by vendors). Our eligibility staff has no work participation rate expectations.

a. What strategies have you used to ensure that staff are working to achieve higher work activities targets?

N/A

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

N/A

8. What percent of your program participants access more than one service (TANF, SNAP, Medicaid, Child Care) from your program?

Approximately 80 percent of clients access more than one service.

9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

N/A

10. What is the average amount of time that a participant stays on your assistance rolls?

N/A



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Case Management Services

2. How does your program define case management?

As outlined in MFIP's Employment Services Manual, there are several case management areas of focus that we ensure we abide by in our assessments for addressing client strengths and barriers. These are: Services; Support; Education; Training; Accommodations for clients to address family obligations; Employability plan; Monitoring progress; and Scheduling period reviews of the employability plan.

3. What are the core components of your program's case management services?

See above.

a. Are these components implemented Statewide or do these components vary according to region?

Components are implemented Statewide with varying processes used by regions.

4. Please describe the process and how the staffing structure operates within your program to assess participants.

HSPHD staff screen clients based on basic criteria for their appropriate placement – either with a work program vendor or the Family Stabilization Program. Once they are placed within one of those sub-programs, the staff there conduct a full assessment.

a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?

N/A

5. Do you currently assess your case managers' workloads and responsibilities?

No. While HSPHD only looks at the overall cases that are open once or twice a year, we primarily move around staff to ensure that each team has the appropriate number of staff within them to manage their caseload size.

a. If yes, how?

N/A

b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?

Yes, we provide State- and county-sponsored program trainings, an online program manual, and other related resources.

6. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?



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Staff attend scheduled mandatory MFIP and FSS program trainings and other related program trainings (SSI, Domestic Violence, technology) as defined by their individual development needs.

a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?

Staff also meet regularly with their supervisors for program supervision and coaching as needed.

7. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?

All MFIP caseworkers in Hennepin County are required to attend GCDF (Global Career Development Facilitator) training which outlines/trains workers on client work readiness issues, barriers, and needs. Staff are also required to be trained on using the Employability Measure tool to assess clients at intake.

8. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?

N/A

9. What is your program's current case management process and administrative structure?

N/A

a. Is your program more task-based or traditional?

N/A

i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.

ii. Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.

10. Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?

N/A



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a. **If yes, has the new process/strategy improved worker effectiveness and efficiency?**

N/A

b. **If yes, has the new process/strategy increased/improved participant engagement?**

N/A

11. How much time would you estimate staff spend on face-to-face time with participants?

20-30 minutes with each participant

12. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?

65%

13. What are the job development and work verification expectations of each of your program's staff?

Participants turn in monthly activity tracking to counselors for plan review/tracking. Tracking is entered into state data management system by counselors for program and State and Federal tracking. Currently, program staff receive data entry assistance from support and other program staff.

a. **Do you currently have separate job developers?**

N/A

b. **Do you currently have an efficient internal system to monitor participant activities?**

N/A

Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

N/A

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

N/A



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Recommendations

- 1. What recommendations would you make to other States seeking to manage their caseloads more effectively?**

Maintain reasonable caseload sizes, and assign appropriate staff to assess clients.

- 2. Is there anything else you would like to add?**

N/A

- 3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?**

N/A



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Name of the State:

Wisconsin

Location:

UMOS, Inc. is the vendor for the Southeast Region of Milwaukee County, Wisconsin (Wisconsin's TANF program is administered in Milwaukee County by private contractors secured through an RFP issued by the Wisconsin Department of Children and Families at the State level. Milwaukee County is currently divided into five regions, with four vendors total—one vendor is in charge of two regions. This will change after January 1, 2013, when there will be four vendors handling four regions—caseload size per region is anticipated to increase due to this change. All responses listed below in this Protocol for Outreach pertain only to the Southeast Region, and caseload size will vary according to region.)

Agency Name:

UMOS, Inc.

Name(s) and job title(s) of the interviewee(s):

Kaye Krenzke, Workforce Development Director; 414-389-6039; Kaye.Krenzke@umos.org

Interviewed by:

Welfare Peer TA Team:

Steve McLaine, BLH Technologies, Inc.

Janet Kreitman, BLH Technologies, Inc.

Date of interview:

October 30, 2012

Caseload Information

1. What is your program's current TANF caseload?

1,880 each month

2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

This is difficult to track annually—tracking is done only by month unduplicated.

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

Yes—tracking started in 2010, and in the beginning of that year, there were 1,600 cases each month. Cases increased until the highest number in August, 2011, when the program served 2,188; the number of cases has been slowly decreasing since then.



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a. If yes, do you know the approximate number of new participants on your caseload?

Approximately 500 to 600 participants.

4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Financial Employment Planner (Case Manager)	28-30	Deals with employability planning, assigning participants to work activities, support services, case processing, and documentation	Two years of postsecondary education plus two years of case management experience
Employment Services Team-- Employment Consultants (Job Developers)	6	These are the primary positions in W2 direct service	Two years of postsecondary education plus two years of case management experience; marketing or staffing experience
Quality Assurance Unit—includes four staff plus a manager and another staff person who deals with participant complaints and arranges for fact finding when someone disagrees with the decision made about the case	6	Quality assurance reviews, monitor, train, deal with fraud	
Work Experience Activity Coordination	2	Develop work sites and assign people to work sites	



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Education Unit--Cost allocated across other Workforce Investment Act (WIA) programs	2 ½ Instructors, 1 Workshop Facilitator	Adult basic education; workshop facilitator conducts career inventory	
Employment Consultants	6		
Reception/Front Desk	5		

5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

Position Name	Current Caseload Size	Optimal Caseload Size
Financial Employment Planner (Case Manager)	80	60

6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?

Most staff deal with all regular TANF cases and are assigned cases on rotating basis; exceptions include cases involving SSI cases, 18-19 year-olds in high school (young parents) and at-risk families receiving child welfare benefits—these populations are handled by certain staff and receive separate services.

a. How do you manage the caseloads of your staff to ensure that staff are not receiving more participants than manageable?

Cases are assigned on a rotating basis. The caseloads are continuously being evaluated through weekly reports so that staff are not receiving more participants than manageable, and are re-allocated as necessary. There is a separate contract for those applying for SSI. Some cases may be transitioning out, which lightens the caseload eventually.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?

N/A



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7. What are your staff expectations as they relate to achieving Federal work activities targets?

The State had a waiver until recently. The State was meeting its rates, so there was not a significant focus at the case management director's level. For the next contract, however, the program will be eligible for a performance payment, which means that staff expectations will change after January 1. The State had been previously looking just at the agency's rate, but now will review on an individual staff level basis, and all staff has to meet at least 50% all families work participation rate.

a. What strategies have you used to ensure that staff are working to achieve higher work activities targets?

Quality assurance monitoring and a data tracking system, which tracks who is in what activity, and if they meet core activities. Cases will be managed to determine what is best for the person to get to a job or SSI, as well as with the TANF participation rate in mind. There is a lot of paperwork now, which is cumbersome. The staff will need a lot of training in the next two months to understand the new system in preparation for the coming year.

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

8. What percent of your program participants access more than one service (TANF, SNAP, Medicaid, Child Care) from your program?

Nearly 100% of program participants access other services in addition to TANF; most of them access Medicaid, as well as SNAP and Child Care.

9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

The population is mostly urban. From a report totaling 1766 cases, 250 are monolingual Spanish speakers, 740 are Latino, 470 Caucasian, 520 African Americans, 800 have no GED or high school diploma, 150 are male heads of household, and 95 are 18-19 year olds. The average number of children per family is unknown.

10. What is the average amount of time that a participant stays on your assistance rolls?

It was estimated that participants stay on assistance rolls around 6-9 months, but they may go off and come back. Many participants are dealing with Federal clock extensions.



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Case Management Services

1. How does your program define case management?

There is a division between case management and job development/job placement. Job developers do not feel like they are getting qualified candidates from case management, while case managers feel job developers are providing poor placement. Case managers are perceived as social worker-type employees and job developers see themselves as only working with employers and not the participant; it is important for job developers to work with the participant as well. Data entry, computer work, and ensuring compliance are a huge part of the job.

2. What are the core components of your program's case management services?

Case management and job development, employability planning, assigning activities, informal/formal assessment, and providing support to get the participant employed at the highest level possible.

a. Are these components implemented Statewide or do these components vary according to region?

It is assumed that these components are implemented Statewide, but every vendor may provide service a little differently.

3. Please describe the process and how the staffing structure operates within your program to assess participants.

The educational assessment is done by the education unit staff, and the workshop facilitator conducts a career inventory. The case manager does an informal assessment and then contracts out to outside professionals such as mental health providers or physicians to provide documentation for a formal assessment. A barrier screening tool drives assessments.

a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?

The barrier screening tool has to be offered within thirty days of application and then every six months. The participant can only be at a work experience site for six months before being switched to another site. The job skills training program can only be two years or less to be an eligible TANF activity. If the participant chooses to go to a four-year program, he or she has to do it on one's own time. An employability plan review is performed at least every six months based on policy.

4. Do you currently assess your case managers' workloads and responsibilities?

Yes



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- a. If yes, how?**

The Quality Assessment unit provides case monitoring. Weekly reports are run from the State system, and cases that are not compliant are flagged. The reports are sent to staff, and followup is due by a specific time. Random case reviews are conducted, and scanned documentation is examined.
 - b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?**

Yes—the State has a training unit based on policy that is Web-based and self-paced. The Quality Assurance unit brings in speakers and provides refresher training on policy and the automated state system, case management practices, motivational interviewing, etc. three times per month.
- 5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?**

Curricula are mostly State-developed; the State works with the University of Wisconsin at Oshkosh to develop materials. Case managers have to be certified and take a six-week new worker training. The program continually offers classes and provides a refresher on new policy. If the State cannot provide training, the State provides materials so program staff can facilitate training.

 - a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?**
- 6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?**

Yes—caseworkers have been trained on the use of a barrier screening tool, and they present it to participants as something that is beneficial. The tool determines how to identify barriers through observation and based on participation; it is a web-based interview of the participant.
- 7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?**

If the barriers are significant, participants are referred to the SSI advocacy unit, which spends a lot of time in the field conducting tasks such as getting medical documentation for SSI and transporting participants to doctor appointments and SSA interviews. The first response to participants with difficult attitudes is to change case managers.
- 8. What is your program’s current case management process and administrative structure?**



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a. Is your program more task-based or traditional?

Traditional

- i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.**
- ii. Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.**

9. Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?

Service delivery for 2013 will include a comprehensive assessment earlier in the process while determining eligibility for TANF. Case managers will assume intake activities and assess at application level to better assign activities.

a. If yes, has the new process/strategy improved worker effectiveness and efficiency?

Program staff are working toward a team case management approach. They will have more employment consultants who will be assigned to and work with a team and co-facilitate workshops on caseload—this new team approach focusing on increasing performance and effectiveness strives to be more quantifiable and suggests that a clear understanding on the part of staff and participant will increase engagement. The new contract for 2013 will be more performance-based.

b. If yes, has the new process/strategy increased/improved participant engagement?

It is hoped that staff meeting with and communicating more frequently with participants will increase participant engagement.

10. How much time would you estimate staff spend on face-to-face time with participants?

Approximately four hours per day.

11. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?

Approximately four hours per day.

12. What are the job development and work verification expectations of each of your program's staff?



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Either the job developer or the case manager can conduct work verification, which can include verifying that the State adheres to required check stubs and requesting that employers complete forms. In the coming year, documentation will become more stringent, since the program will receive payment from the State based on documentation.

a. Do you currently have separate job developers?

Yes—duties include meeting with employers and coordinating job fairs.

b. Do you currently have an efficient internal system to monitor participant activities?

No—the program relies on the State system. They are developing a combined attendance and employment tracking system.

Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

The program measures job placement as the number of people getting jobs as opposed to the number of jobs participants obtain; in the past, this was measured on an agency level, but now individual caseworkers are considered. Earning stabilization (retention) is tied to the current contract—the outcome is now earnings made subsequent to getting a job, and whether present earnings are equal or greater to prior earnings before the present job. There is also an educational attainment benchmark, where a participant has to improve one grade level by participating in an education program. Customer satisfaction and employment as a result of completing job skills training are also measured.

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

The focus is on job placement. Other measures pertain to compliance issues.

Recommendations

1. What recommendations would you make to other States seeking to manage their caseloads more effectively?

Clear communication is necessary in terms of the program's expectations of the staff and the processes to be used. It is important that staff understand what they need to do, and staff need to inform their supervisors if they do not know how to do something so they can be helped.

2. Is there anything else you would like to add?

No.



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- 3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?**
Yes—depending on availability.



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Name of the State:

New York

Location:

New York City, New York

Agency Name:

New York City Human Resources Administration

Name(s) and job title(s) of the interviewee(s):

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Interviewed by:

The Welfare Peer TA Team:

Emily Appel-Newby, ICF International

Lesley Smith, ICF International

Negar Avaregan, ICF International

Date of interview:

September 28, 2012

Caseload Information

1. What is your program's current TANF caseload?

New York City's current TANF caseload for basic family assistance is 144,680. As of August 2012, on an individual basis, our caseload size is 160,369.



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2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

New York City’s Human Resources Administration (HRA) cannot provide statistics for annual overall caseload size. Rather, we are able to provide a statistical snapshot for any given time period.

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

Looking at the numbers since the end of December 2008, a time when the economic downturn had its biggest impact in the New York City area, we have seen an increase of 3.29% in cash assistance caseloads. Larger increases in the SNAP population were also observed, increasing 36.95% to a total of 1,844,896 individuals, while the Medicaid population has increased 15.76%. These, however, do not represent total caseload size, as they may represent duplicates.

a. If yes, do you know the approximate number of new participants on your caseload?

See above.

4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Clerks in Cash Assistance	262	Minor paperwork, index, scanning, registering cases	A four-year high school diploma or its equivalent and one year of satisfactory clerical experience.
Case Managers (Job Opportunity Specialists)	1,260	Direct involvement with clientele, as well as processing	1. Baccalaureate degree from an accredited college; or 2. High school diploma or equivalent and four years of full-time experience working with a NYC/DSS Job Center job opportunity program, providing employment planning/counseling services involving job development, skills assessment and employment placement. 30 credits from an accredited college may be substituted for one year of the



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
			above work experience.
Associate job staff, Levels 1-3	534	Provides direct supervision to case managers Level 1 -- direct supervision of job workers (provide direct services to participants) Level 2 -- Additional supervision to the Level 1 Associate staff Level 3 -	<ol style="list-style-type: none"> 1. Baccalaureate degree from an accredited college; plus eighteen months of full-time experience working as a JOS or 2. High school diploma or equivalent, and six years of full-time experience working directly with a NYC Job Center job opportunity program, providing employment planning/counseling services involving job development, skills assessment and employment placement. 30 College credit from an accredited college may be substituted for one year of the above work experience.
Principal Administrative Associates	49	Varying functions that case managers do not address; primarily service the SNAP population	<ol style="list-style-type: none"> 1. Baccalaureate degree from an accredited college and three years of full-time clerical/administrative experience, one year of which must have been in an administrative capacity or supervising staff performing clerical/administrative work or 2. Associate degree or 60 semester credits from an accredited college and four years of full-time experience as described in "1" 3. High school diploma or equivalent and five years of full-time experience as described in "1" 4. Education and/or experience equivalent to "1", "2" or "3" above. However, all candidates must possess the one year of administrative or supervisory experience. Thirty college credits from an accredited college may be



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
			substituted for six months of work experience up to a max of three and a half years

5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

From 2007 to 2012

Position Name	Current Caseload Size	Optimal Caseload Size
Case Managers, Job Opportunity Specialists	121 as of 2012; 111 as of 2007	150

6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?

Clients that will require special assistance, for example, with limited or no English speaking capabilities, we will assign to particular workers that can address their needs. Special needs cases also apply to those clients that have handicaps, substance abuse issues, mental health issues, etc. With these clients, we refer them to an appropriate resource outside of the Job Opportunity Specialist, in order to ensure proper care. If the client does not fall into a special needs category, then they will be assigned to a caseworker, based on the scope of work on that particular day.

a. How do you manage the caseloads of your staff to ensure that staff are not receiving more participants than manageable?

The New York City HRA has a system in the model center called Management Counsel. With this system, we are able to determine, at any given point, how much work a worker has seen for that day. For the purpose of monitoring on a monthly basis, we developed a report that allows us to balance caseload sizes so that the workers have an even distribution of responsibility each month.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?

Yes, see above.

7. What are your staff expectations as they relate to achieving Federal work activities targets?

The New York City Human Resources Administration has very specific goals for what we expect our staff to do. For the Reporting Department, we conduct self-audits. With self-audits, we are able to report numbers to the Family Independence Administration (FIA), and



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in turn they report those numbers to the job center directors on those particular individuals who may not be meeting their Federal requirements. With this, the center director is able to monitor what the staff is accountable for, and is able to resolve any issues present. On a weekly basis, we produce caseworker engagement reports that document the staff in the entire center, and give a visual representation to the directors of where the progress of all the staff is at that time.

a. What strategies have you used to ensure that staff are working to achieve higher work activities targets?

At the local level, we hold monthly meetings where the center director reviews workload statistics, and is able to strategize how to increase those numbers among the staff. We've also found that staff have been extremely receptive to the incorporation of light-hearted competition into the work environment, serving as a tool to motivate and encourage.

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

While the Federal work activity target for New York City is 50%, we are currently only reaching roughly 35%. Since the end of the Giuliani administration in the early 2000's, we have become better oriented internally. As stated before, our engagement reports let our multiple center directors know exactly where all their participants are at any given time. Using data management strategies, our numbers are continuously being monitored, and we are able to track where the participants are, their engagement level in the process, and what sort of activities they are engaging in. We also track activities conducted through vendors, using vendor statistics. With this, the center directors are able to monitor whether or not the agency goals, and Federal targets, are being met.

8. What percent of your program participants access more than one service from your program?

A large percentage of our participants access more than one service from our program, with the largest concurrent activity being work experience programs and job searches.

9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

N/A

10. What is the average amount of time a participant stays on your assistance caseload?

The New York City Human Resources Administration does not track the average amount of time a participant stays on our assistance rolls. However, we can report that roughly 87,374



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individuals have been on our caseload longer than the five-year TANF time limit and transitioned to State-funded assistance.

Case Management Services

1. How does your program define case management?

The New York City Human Resources Administration has jobs workers that serve to provide direct engagement with participants. The theory behind their job title is that they can provide all resources needed to get participants into jobs. In this role, the job workers conduct the initial application process, continue with the recertification for eligibility, and manage the specifics of each case. For instance, if the participant is employable, the job workers will refer them to the Back to Work program with a concurrent assignment. If the individual has barriers such as a disability, the job worker will make the appropriate referrals. The staff member will stay with the individual participant from the initial application process for however long it takes the participant to reach self-sufficiency.

2. What are the core components of your program's case management services?

We have the Back to Work and WeCare programs. For the Back to Work program, the goal is to assist individuals to either refine their existing skills or to assist them in obtaining new skills within a specified time limit; all while simultaneously working on resume preparation for future employment opportunities. The WeCare program is an innovative program that manages medical and/or mental health activities. For instance, if an individual participant has a disability that isn't debilitating, the case managers will not only teach them the hard skills necessary for finding and retaining a job, but they will focus on educating the individual on the importance of maintaining their health, and how it pertains to self-sufficiency (i.e., managing medications and keeping doctors' appointments). For those individuals with mental and physical barriers that are temporarily debilitating and prevent them from obtaining a job at that point in time, they are taught the importance of maintaining wellness. The WeCare staff will attach the individuals to a primary care physician, and will assist in bettering their health and continued wellness.

a. Are these components implemented Statewide or do these components vary according to region?

This is New York City's approach.

3. Please describe the process and how the staffing structure operates within your program to assess participants.

Assessment at the New York City Human Resources Administration happens during the initial application process. Preliminary assessments of individuals are dependent upon a questionnaire that determines whether or not barriers are an issue, and if they are equipped to move forward towards the work process. If a barrier is stated, the individual will enter the WeCare track.



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- a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?**

Yes, we have set standards for all the levels of staff in our job centers. We assess our staff for basic core standards that we put out and rate accordingly every year electronically with our Paperless Evaluations Appraisal System (PEAS). There are also over 50 documents that are all geared towards different standards that are tailored towards the specific agencies.

- 4. Do you currently assess your case managers' workloads and responsibilities?**

- a. If yes, how?**

Yes, see the discussion of engagement reports.

- b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?**

Yes, see training description below.

- 5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?**

All of the Job Opportunity Specialists (JOS) attend a fifteen-week intensive program that trains them on their job tasks. Much of this training covers the basics of eligibility and employment, barriers to employment that may arise, and how to move a client to the highest level of self-sufficiency. Those with Associate Job Opportunity Specialist (AJOS) titles receive an eight-week supervisory training that covers general supervision and the specifics entailed in their job function. We have also instituted a monthly training that all employees attend. This training discusses all the new policies and procedures that have been developed, along with previous issues that need to be re-addressed. A "Back to Basics" training responds to the needs that are identified by particular managers. Lastly, the Office of Training Operations provides specialized trainings for those technologically-based activities. We train to ensure that there is a decrease in errors and an increase in competencies. Our curriculum used for the trainings are for the most part developed in-house.

- a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?**

N/A

- 6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?**

Generally, issues such as work readiness barriers to employment and special needs are addressed in the new-hire training that we provide to our new staff. However, if there is ever



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an issue that arises that needs to be addressed among all of our staff, we will incorporate it into our monthly trainings.

7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?

See discussion of the WeCare program above.

8. What is your program's current case management process and administrative structure?

The New York City Human Resources Administration follows a traditional wrap-around case management structure. With this, each worker is assigned an individual coming in for assistance, and continues to assist them until they are engaged in the system, to see that they receive the benefits available for them, and to refer them to any other contractors as needed.

a. Is your program more task-based or traditional?

i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.

ii. Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.

Yes

9. Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?

While we don't have any new strategies to speak of, it can be stated that our old strategies work very well. If the situation presents itself, slight modifications to these strategies are done without changing the entity of the strategy itself. We stay with our existing processes, and are proud of our extended systems of support.

a. If yes, has the new process/strategy improved worker effectiveness and efficiency?

b. If yes, has the new process/strategy increased/improved participant engagement?

10. How much time would you estimate staff spend on face-to-face time with participants?



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It is difficult to assess, because different jobs workers perform different duties at any given time. It could be the front line worker that sees the participant from the beginning to the end, as opposed to other positions where the staff handle the paper work and assess the cases behind the scenes. Then there is the Model Center concept which constitutes half of our 29 centers, where there are particular staff that spend the majority of their day solely interacting with participants. With all of these in mind, it can be confidently stated that there is about an average of 85% face-to-face time with participants.

11. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?

The remaining 15% of time is spent entering data and maintaining documentation.

12. What are the job development and work verification expectations of each of your program's staff?

This is mostly the responsibility of the vendors. There are seven vendors each with seven-year contracts. HRA assess participants' employment background and does some labor market research to assist the vendors. We use a pay-for-performance system with the vendors where they receive payment for retention at 30 and 60 days. There is a 25% placement expectation and a 90 and 180 day retention expectation.

a. Do you currently have separate job developers?

See above.

b. Do you currently have an efficient internal system to monitor participant activities?

See above.

Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

The job reports, as previously discussed, have twenty-five different indicators that center directors monitor to see how staff are working in the specific activities listed. These indicators can be broken down into a few main categories: Qualified Placement/Participation, Engagement Process, Application Process, Fraud Prevention, and Case Management Process. Vendors/case managers are given a case list that indicates which cases did not meet expectations for individual indicators. With this system, the center directors are able to look at the numbers globally, and are able to drill it down to each individual case, allowing them to look at the worker, and what trainings might be necessary to improve their particular work. The twenty-five indicators are as follows:



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1. Qualified Reported Placements (monthly average)
2. Estimated TANF/MOE Federal Participation Rate
3. Employed Cases with Current Documentation
4. Case Accepted ES 20 with Referral
5. % Cases Budgeted within 35 days
6. % Placements w/FIA3As (Employment Form)
7. Employment Plan Initiation Rate
8. Rate of Child Care in Child Care System (Appl. & Under)
9. Conciliation Appt. Scheduled within 7 days
10. Re-Engaged After Good Cause Granted
11. Conf./Conciliation/NOI Process Completed within 35 Days
12. Call-in Appointment Scheduled within 25 Days
13. Missing/Outdated EP Initiated When Finger Imaged
14. Missing/Outdated EP Initiated When Recertified
15. Cash Assistance Application Timeliness Rate
16. Food Stamp Application Timeliness Rate
17. Food Stamp Separate Determination Rate
18. OCSE Referral Rate
19. Same Day Food Stamp Issuances (weekly avg.)
20. ISAR Timeout (weekly avg.)
21. % Cases activated with BEV referral
22. Finger Imaging -- Newly Accepted Individuals
23. FTR to BEV/Case Rejected
24. FS (EQAS) Payment Error Rate (FFY)
25. Overdue Face-to-Face Recertification

(Reference: http://www.nyc.gov/html/hra/html/statistics/jobstat_report.shtml)

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

See above.

Recommendations

1. What recommendations would you make to other States seeking to manage their caseloads more effectively?

Coming from an operational perspective, the New York Human Resources Administration would say that due to having more participants than manpower, it is imperative to obtain system support (data) as a means of assistance. In addition to this, it is vital that your staff be trained. When the staff knows what they are doing, it will eliminate most of your program's issues. However, the trainings need to be on a consistent basis (monthly) that allows for one-on-one interactions between the staff and the trainers, further allowing for the specific



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inquiries and needs of the staff to be addressed. We also foster peer learning, through a jobs staff forum to share best practices, and collaboration between center directors.

2. Is there anything else you would like to add?

N/A

3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?

Absolutely.



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Name of the State:

California

Location:

San Diego

Agency Name:

San Diego County Health and Human Service Agency (HHSA)

Name(s) and job title(s) of the interviewee(s):

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ACF Staff:

James Butler, Family Assistance Program Specialist, james.butler@acf.hhs.gov

Interviewed by:

Welfare Peer TA Team:

Emily Appel-Newby, ICF International

Lesley Smith, ICF International

Negar Avaregan, ICF International

Date of interview:

10/15/2012

Caseload Information

Prior information: California is a county administered State; therefore there is latitude at the county level in terms of what can be included in county plans for Welfare to Work (WTW).

Besides that, all of California's policies are dictated from Sacramento, the State capitol. Locally, partnerships are built that are unique to the communities, and that address the community's needs.



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Contextual note: California’s policy framework for CalWORKS, TANF, and Welfare-to-Work is changing and is being implemented as of January 1, 2013. Future policies and procedures are currently unknown, so this discussion reflects current practice.

1. What is your program’s current TANF caseload?

San Diego HHSA’s current federally funded caseload for CalWORKS TANF is 26,724, with 10,560 of those cases being for Welfare to Work (WTW). California’s Safety Net program provides assistance for children whose parents have passed the four year time limit for TANF; it currently has 3,548 State-funded cases.

2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

In 2011, there were 77,349 participants for CalWORKS (11,640 of those being for WTW).

3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

Yes, there has been.

a. If yes, do you know the approximate number of new participants on your caseload?

We have seen a steady increase in cases from 2007 to 2011, with a peak in 2009 when caseloads increased 16% over 2008 caseloads. However, since 2009, the percentage of increase has steadily gone down with each year. Last year, from 2011 to 2012, there has been a decrease in caseload size.

4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Human Service Specialists (HSS)	CalWORKS: 143 All Programs: 984	Eligibility Workers	
Office Assistants	1-3 ratio to HSS	Clerical administrative support for workers	
Supervising Human Service Specialists	1-7 ratio to HSS	Supervises HSS	
Policy Support	6 Program		



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
	Specialists between CalWORKS and WTW		
Administrator	1		
Program Specialists --Business Analysts	(Across all workers, therefore there is no specific number)	Ensures coordination between IT systems and policy requirements. Assists with: Electronic Imaging of Files and Quality Control	
WTW vendors (Each contractor handles two of four regions to provide WTW services)	29 clerical 141 employment case managers 18 supervisor 8 job developers 7 program managers 1 regional manager 1 site manager		

5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

Position Name	Current Caseload Size	Optimal Caseload Size
Eligibility Case Managers	90-100	N/A
HSS	360	N/A

6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?

Our staff is assigned participants through a general queue. However, we do have specialized staff that are assigned to participants speaking foreign languages and with other specific needs.



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a. How do you manage the caseloads of your staff to ensure that staff are not receiving more participants than manageable?

In 2008, we implemented a task-based system that incorporates a “touch and go” method. With this, staff are assigned a collection of tasks, and then divided into units. For example, one unit will focus on renewals, while another will focus on applications. This method has allowed us to overcome some of our most challenging years when there was a shortage in staff and a high caseload size. This blended approach allows individuals to get tasks done in a pool, making caseload sizes more manageable.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers’ skills and participants’ needs?

In addition to our general queue, in each of our family resource centers, we have staff members that are subject matter experts in varying areas, such as domestic violence, immigration, civil rights, and physical disabilities. There is also staff that work specifically with people experiencing homelessness, and individuals with learning disabilities. There is also staff that specialize on maximizing time on aid, who guide human service specialists in maximizing the four allowable years for participants. These specialized staff members are assigned participants based on how their qualifications and areas of specialty align with the needs of the participants.

7. What are your staff expectations as they relate to achieving Federal work activities targets?

Vendors have the most delineated expectations. They are required to make sure 35% of work-eligible clients are engaged in work activities within 15 days, and 100% are engaged within 30 days.

a. What strategies have you used to ensure that staff is working to achieve higher work activities targets?

Currently, the State of California’s WTW hour requirements differ from Federal requirements. Required work hours for single parents is 30 hours, or 35 hours for two-parent households (regardless if they have children below six years of age). Once our new policies are in place at the beginning of 2013, the new hours will require 30 hours for single parents with children above the age of six, and 20 hours for single parents with children below the age of six.

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

N/A



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- 8. What percent of your program participants access more than one service (TANF, SNAP, Medicaid, Child Care) from your program?**
Most of our CalWORKS recipients receive CalFresh (food program).
- 9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?**
N/A
- 10. What is the average amount of time that a participant stays on your assistance rolls?**
This information is not collected.

Case Management Services

1. How does your program define case management?

For CalWORKS, we would define case management as: assisting clients in completing their applications; answering participant questions; evaluating participant needs; referring participants to the various services and programs available in the community; conducting interactive interviews with participants to determine eligibility; processing participant paperwork and making vital decisions based off of them; engaging in on-going decision-making that determines eligibility statuses; asking for verifications and helping participants acquire them if they have difficulties doing so on their own; ensuring that we maintain confidentiality; acquiring the appropriate releases and authorizations to share on behalf of our participants; processing fiscal adjustments; completing and reviewing data entered in our CalWIN program; and examining multiple databases to check for Social Security numbers, eligibility in other counties, income, and potential disqualifications.

For the WTW program, we would define case management as: scheduling and completing orientation and initial appraisals; arranging child care and other supportive services; arranging for substance abuse screenings; assisting with initial job searches and assessments; developing and completing WTW plans; assigning WTW activities that align with the developed plan; requesting pending notifications; notifying clients of non-compliance; initiating non-compliance processes; meeting with participants to develop plans to bring them into compliance; assisting participants with work; updating case folders; and coaching clients before their interview, as they start their new jobs, and throughout the remainder of the process.

2. What are the core components of your program's case management services?

See above

- a. Are these components implemented Statewide or do these components vary according to region?**



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For CalWORKS, these are Statewide components that are based on regulations. However, each county has the option to implement traditional or task-based management that would be optimal for their specific population, region, and staff that they have for their caseloads.

3. Please describe the process and how the staffing structure operates within your program to assess participants.

a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?

Our goal for our staff for application review and turnaround is within the first 5 days of receiving an application. Once the application is granted, staff is required to evaluate whether the participant is going to be assigned to the WTW program, or whether their application can be extended.

4. Do you currently assess your case managers' workloads and responsibilities?

Yes we do.

a. If yes, how?

For eligibility staff, there are a set number of supervisor case reviews that occur each month, in addition to quality control and quality assurance reviews. The results from these reviews are then entered into a database for monitoring purposes. When new procedures are implemented, program staff reviews a few cases in each office as a means of "spot checking" to see if staff is complying with the new processes.

For the WTW staff, data is used to continually monitor caseloads. In addition to this, there are regular meetings with case managers to monitor and handle any other responsibilities that they may have. Focus and task groups are utilized to provide suggestions for continuous quality improvement.

b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?

Yes, see below.

5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?

On-going staff trainings, in addition to one-on-one meetings, are conducted. The county uses Learning Management Systems (LMS), such as online training tools, to improve and maintain productivity. The LMS captures who has completed what trainings, and enters statistics into files as a way of monitoring staff. Spot training on specific items is also very helpful, as individuals can go in at any time and complete them. "Road Shows" are provided,



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as trainers go to resource centers and conduct over-the-shoulder coaching. Mobile labs are also provided with laptops so that everyone can utilize the CalWIN database at one time. Initial trainings are also provided for those who are specialists, as well as a CalWORKS initial training for Human Service Specialists. Within the initial 15-week training, on-the-job days occur where staff can go to centers and perform certain tasks and activities until they gain the competence required to carry out their future positions.

- a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?**

N/A

- 6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?**

We provide targeted assessment trainings for the WTW staff that focus on domestic violence, substance abuse, mental health, and learning disabilities. Eligibility staff have domestic violence resource individuals available to them; therefore, they do not require a special training. There are contracted experts in the different fields that are part of our organization.

- 7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?**

Our program delivers assistance for participants with significant barriers and challenges by providing additional programs that address: refugees, domestic violence, substance abuse, mental health issues, learning disabilities, and physical disabilities. Once these barriers are identified, the staff will help a participant set a treatment plan, and if needed, will assign counseling sessions, or other external assistance that is applicable to that client. These assessments are done by the vendors, which are the extension experts that the clients are referred to.

- 8. What is your program's current case management process and administrative structure?**

There are specific staff members that are assigned specific tasks for client maintenance. Staff is rotated between the different sections so they become experts on all topics. For WTW staff, participants are assigned to employment case managers based on language needs and employment needs.

- a. Is your program more task-based or traditional?**

Task-based.

- i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.**



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- ii. **Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.**

9. Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?

For caseload management in CalWORKS, we are currently piloting a new model where intake is done upfront (on the same day) in conjunction with a concentrated intake section. We will have a core-intake unit that works strictly on intake and participants will be assigned to one specific HSS who will assist participants from the time they come through the door, until their eligibility is determined. From that point on, the participants are given a call center number that they can refer to when needed. The current model is a pool of HSS staff that determines eligibility, so there is no single point of contact, which can be stressful for the applicant.

CalWORKS applications are now also being accepted online, giving them an opportunity to work at their own schedule.

- a. **If yes, has the new process/strategy improved worker effectiveness and efficiency?**

N/A

- b. **If yes, has the new process/strategy increased/improved participant engagement?**

N/A

10. How much time would you estimate staff spend on face-to-face time with participants?

This depends on which task group, department, or section the staff is placed in. CalWORKS intake staff's current face-to-face time is 50%, with the other 50% being for processing paperwork. The WTW staff generally has a higher percentage of face-to-face time.

11. How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?

As stated above, 50%.

12. What are the job development and work verification expectations of each of your program's staff?

Work verification is a responsibility of vendors and specialists. Employment services contractors have in-house quality control. They sample cases and review them, keep track of accuracy and implement actions based on the data collected. Employment services have another department that has a full cover- to-cover review of welfare to work cases. These



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cases are reviewed by contractor objectives and then reported to the county. HHSA also does periodic compliance review of WTW cases, and our contracts section performs semi-annual visits.

a. Do you currently have separate job developers?

N/A

b. Do you currently have an efficient internal system to monitor participant activities?

We currently utilize the CalWIN data system, as well as the Rushmore Automated Case Review system.

Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

For CalWORKS staff, the focus is on meeting eligibility determination timeframes. The time frame is 45 days to process applications. We have several reports that look at timeliness, including whether immediate needs are addressed within the 24-hour time limit for immediate needs requests, as well as responding to expedited services requests within 72 hours. Supervisors are also given the opportunity to pull individual worker tasks to check for accuracy rates, so that each individual is responsible for their work.

For WTW, individual caseworkers are held accountable for measurements that contractors are also held accountable for, to ensure that measurements are in place. In general, the San Diego HHSA doesn't delve into individual participant outcomes, as long as our expectations are being met.

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

We are currently utilizing timelines and accuracy rates.

Recommendations

1. What recommendations would you make to other States seeking to manage their caseloads more effectively?

I would recommend holding monthly meetings where community advocates can provide feedback, give their insights and opinions, and share clients' experiences. In addition to this, having a call center is extremely beneficial for maintaining cases. With call centers, more immediate support can be provided, resulting in better service to participants. Call centers are appropriate for routine matters, not crisis issues.



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2. Is there anything else you would like to add?

We do have a lot of changes coming up-- and there are no clear, defined answers from State yet on how these will affect us.

3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?

Yes, we would be willing to do that.



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Name of the State:

North Carolina

Location:

Wake County, North Carolina

Agency Name:

Wake County Human Services TANF Program

Name(s) and job title(s) of the interviewee(s):

Wake County Human Services:

Barbara Harris, Child Care Subsidy & Work First Program Manager, bharris@wakegov.com

State Staff:

Kristin Bogren, Work First Program Consultant, Kristin.Bogren@dhhs.nc.gov

Johnice Tabron, Social Services Regional Program Manager, johnice.tabron@dhhs.nc.gov

ACF Staff:

Veronica Young, Program Specialist, veronica.young@acf.hhs.gov

Interviewed by:

The Welfare Peer TA Team:

Lesley Smith, ICF International

Negar Avaregan, ICF International

Date of interview:

October 03, 2012

Caseload Information

1. What is your program's current TANF caseload?

As of October 1st, 2012, our caseload size for active cash cases is 1,479 individuals, with an additional 645 transitional cases. Total caseload size is 2,124 individuals.

2. How many people does your program serve annually (what is the overall caseload size for your program FY 2011)?

Our annual caseload size for North Carolina's Wake County Human Services TANF Program is based on the total number of active and transitional participants; the sum of these being 57,940 for fiscal year 2011, with a monthly average of 4,828 participants served. The overall caseload size was 25,943 cases, with the monthly average being 2,161 cases.



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3. Have there been increases in your TANF caseload over the last several years, or since the start of the most recent economic downturn?

While the total number of cases Wake County Human Services TANF Program serves has remained stable over the past several years, there have been slight fluctuations seen within the past year. We are currently seeing a decrease in Payee Only cases, and a slight increase in our Work First Cash Assistance cases that include a work eligible adult. There is also a dramatic and continuous increase seen in SNAP cases.

a. If yes, do you know the approximate number of new participants on your caseload?

While there was a slight fluctuation in caseload size from October to December of 2011 when the caseload exceeded 1,500 cases up from the normal average of 1,431, it has since fallen back to the normal range keeping our overall numbers unchanged.

4. Please describe your staffing structure. What staff positions comprise your team? How many people serve in each position? What are the responsibilities of each position (are these staff responsible for TANF, SNAP, Child Care and Medicaid)? What are the hiring qualifications for each position within your program?

Some Work First Case Managers do carry a Medicaid caseload when the participant receives both services, but mostly they are responsible for TANF and Child Care.

Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Team Leaders	11	Includes five (5) Work First Team Leaders on our main campus with an additional three (3) Work First Team Leaders at our Regional sites; and three (3) Childcare Subsidy Supervisors that oversee staff in all locations	
Workforce First Case Managers	16	Handles applications and ongoing reviews/ redeterminations.	



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Medicaid Workers		Work First Review Staff also carry Family and Children's Medicaid cases. Staff in other Sections have primary responsibility for Family & Children and Adult Medicaid cases	
Child Care Case Managers	14	Manages cases that receive child care subsidy funds	
Job Counselors/ Coaches	18	Helps prepare individuals for entering job market (vocational testing, making referrals for issues of domestic violence, substance abuse, mental health and other barriers to employment)	
Job Developer	1	Goes into the community and speaks with employers to get them to hire clients. Monitors work experience contracts	
Administrative Assistants	4	Provides administrative support to team(s)	
Receptionists	2	Meets, greets and registers/logs in applicants and participants	
Executive Secretary	1	Provides administrative support to Program Manager and Section	
Interpreter	1	Provides interpreter services to participants and coordinates with staff	
Foster Care and Adoption Case Managers	1	Manages cases that are involved with Child Welfare, i.e., foster care or adoption services	



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Position Name	# Staff in Position	Responsibilities	Hiring Qualifications
Housing Specialist	1	Works with families that live in set aside apartments in four (4) complexes that received tax credits from Wake County. Works closely with the management of the apartment complex to limit problems that could lead to eviction. Works to identify other housing opportunities within the community	
Accounting Technician	1	Makes payments to vendors for support services provided to families	
Social Workers	2	Administers services to participants whose income is at or below 200% of the Federal poverty income level	
Daycare Administrative Assistants	2	Provides administrative support to Child Care Subsidy staff	

5. What is the average caseload size for each staff member? What is the optimal caseload size for each staff member?

Position Name	Current Caseload Size	Optimal Caseload Size
Job Coaches	36 per worker	30 (to allow for proper placement and followup services)
Work Force Intake Case Managers	53 applications per month	This is a reasonable caseload.
Review Case Manager	472 (TANF and Family Children's Medicaid cases)	400



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6. Are staff assigned participants based on any specific participant characteristics or requirements, or are participants placed into a queue and assigned to caseworkers based on caseworkers' availability?

North Carolina's Wake County Human Services TANF Program uses a general queue for the assignment of participants to caseworkers, with the exception of any Spanish-speaking participants. There are two Spanish-speaking Case Managers who carry the caseload for that population. Other participants are assigned to caseworkers that possess the skills necessary to work with their needs.

a. How do you manage the caseloads of your staff to ensure that staff are not receiving more participants than manageable?

Our staff's caseload is monitored using case management reports, which are received monthly. This report helps us to be aware of what the caseload sizes are, and to ensure that the ratio of participants to staff members are aligned and evenly distributed.

b. When assigning participants to staff, do you use a specific process that is aligned with caseworkers' skills and participants' needs?

See above.

7. What are your staff expectations as they relate to achieving Federal work activities targets?

Wake County works hard to meet rates. Our job counselors, team leaders, and case managers all work together as a team to try and make sure that our participation rates are met. We also look towards our support services, including psychiatry, a domestic violence counselor, as well as our substance abuse counselor, all of which provide counseling to participants and consultation with our staff when needed. We also have our local community college that provides a three (3) week job readiness class every month to help prepare our clients for employment. In addition to that, we have a contract with a vocational agency to do vocational testing and job site assessment.

a. What strategies have you used to ensure that staff are working to achieve higher work activities targets?

Expectations from our staff are rated through multiple means. First, all of our staff have annual performance reviews. In addition to this, there are monthly meetings conducted with supervisor that identify staff members' progress, needed areas of improvement, and future steps and goals.

We also have two trainers that are assigned to our program, and while they are not directly supervised by Work First, they are critical in helping us to keep staff trained and educated about current policies and procedures.



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Lastly, we have monthly case manager and employment meetings that are occasionally combined. During these meetings, current policies, issues, and questions are addressed.

b. If you are not meeting your Federal work activities targets, what strategies are you using to increase the work activities participation, and what are your revised expectations of your staff?

When staff have participants that are not meeting work requirements, they are required to meet with them twice a month, assess the problem, identify possible solutions, and continue to problem solve until the goal is being achieved or the family leaves the program.

8. What percent of your program participants access more than one service (TANF, SNAP, Medicaid, Child Care) from your program?

All of Wake County's Human Services Program's TANF families receive Medicaid. Roughly 75% of participants receive food and nutrition, while 85% of them receive child care subsidy in some form or another.

9. What are the major characteristics and demographics of the population that you serve (i.e. percent of population by age, race, ethnicity, income level, marital status, education, number of children, and urban/suburban/rural)?

The demographics for our work eligible participants are as follows:

- 90% of parents are between the ages of 18-24 years
- 65% are African American, 17% Caucasian, 15% Hispanic, 3% Native American or Asian
- The majority of the participants are single and have acquired less than a high school education.

10. What is the average amount of time that a participant stays on your assistance rolls?

- 43% of participants have remained on assistance rolls less than six months
- 15% of participants have remained on assistance rolls between 7-12 months
- 10% of participants have remained on assistance rolls between 13-24 months
- 8% of participants have remained on assistance rolls between 25-36 months
- 5% of participants have remained on assistance rolls between 37-48 months
- 3.5% of participants have remained on assistance rolls between 49-60 months
- 13% of participants have remained on assistance rolls above 60 months



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Case Management Services

1. How does your program define case management?

We at the Wake County Human Services TANF Program define case management as providing services to families while they work to reach their intended outcomes. Of course, outcomes differ as individual participants and families vary. For those individuals that are work eligible, their outcomes would be employment. If a participant has a disability, their outcome would be to ensure they receive the disability support and benefits for which they qualify. All participants should receive the counseling and support services that are needed to allow them and their children to reach social and economic self-sufficiency.

2. What are the core components of your program's case management services?

Child well-being is the major focus of any part of our case management with families; therefore, we encourage families to get the proper inoculations for their children, while ensuring they make informed decisions about quality daycare services and education. Our family support unit works closely with our Payee Only cases to make sure that the caretakers are making good decisions for the children in their care. We make referrals and connect families with available community resources. Passage Home, the Women's Center, Fatherhood Initiative programs, and transportation services are all examples of community programs that work with us in helping our participants achieve self-sufficiency.

a. Are these components implemented Statewide or do these components vary according to region?

While discretion is given to us at the local and county level to implement these programs, there are some services that are mandatory from the State level.

3. Please describe the process and how the staffing structure operates within your program to assess participants.

See below.

a. Do you currently have caseworker standards that require caseworkers to complete tasks and/or to process participant activities within a set timeframe? If so, what are your program's caseworker standards?

With Intake Case Managers, the general expectation for completing an application is 45 days. However, within Wake County, the expectation is that applications be completed within five working days of receiving the last piece of information needed from the applicant. We feel that it is important to respect the time and situations of our participants in hopes of making the application process consumer friendly.

4. Do you currently assess your case managers' workloads and responsibilities?



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- a. If yes, how?**
Yes, through monitoring the queue, monthly meetings, and frequent activity reports.
 - b. Do you currently provide additional supports, training, and/or resources to assist staff member activities?**
We have an internal Q&A database that is utilized. Supervisors check cases monthly for levels of accuracy and quality as well as a quarterly Q&A conducted by the trainers. Co-located vendors are a valued asset for keeping staff informed. The in-house trainers focus on two different areas: employment support and eligibility.
- 5. What specific curricula, training modules, tools, or approaches do you use with your caseworkers to ensure that they deliver good service?**
We count on the State for trainings, and rely upon county representatives to keep our program updated on policy changes. We also survey consumers and request feedback frequently regarding their experience.
 - a. If you do not have specific tools, resources, or curricula, what strategies do you use that apply to the above?**
N/A
- 6. Do you provide specialized training for your caseworkers to improve their ability to identify work readiness issues, barriers to employment, and special needs among your TANF applicants and participants?**
See question 4.
- 7. How does your program handle participants with significant barriers/challenges, or those who present difficulties for staff?**
Staff coordinate with social workers, contractors, and other support services to assist participants that have multiple barriers to employment.
- 8. What is your program's current case management process and administrative structure?**
We consider our process to be a traditional administrative structure.
 - a. Is your program more task-based or traditional?**
 - i. Task-based: Time-limited and goal-oriented, where a caseload is assigned to a specific unit/office rather than an individual worker. In this task-based approach, tasks are assigned through a systematic process designed to efficiently move a case forward.**



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- ii. **Traditional: Individual cases are assigned to caseworkers who are responsible for coordinating all services and activities for each case assigned.**

Yes

9. **Has your program created and/or instituted a process and/or strategy concentrated on caseload and workload management and participant engagement? If yes, what are the new process/strategies?**

We worked with the Capital Area (WIA) when the stimulus funds that were available. While we don't have any new projects or strategies that are being utilized at the moment, when we have the opportunity to work with different agencies or the State on special projects that will assist us in providing an avenue of support for our families, we do. Currently, we are working with the Department of Commerce's North Carolina Opportunities program. We are hoping this collaboration will provide some employment opportunities for our participants in the near future.

- a. **If yes, has the new process/strategy improved worker effectiveness and efficiency?**

N/A

- b. **If yes, has the new process/strategy increased/improved participant engagement?**

N/A

10. **How much time would you estimate staff spend on face-to-face time with participants?**

Overall, our staff spends roughly 80% of their time face-to-face with our participants. For Child Care Subsidy, the estimate would be roughly 50% face-to-face. Whether it is the Employment Counselor or Case Manager, they find that the quality time they spend face-to-face with the participants is the most important aspect of their work.

11. **How much time would you estimate staff spend entering data, maintaining documentation in files, and overall record keeping?**

Twenty percent of the time for Work First staff and fifty percent for Child Care Subsidy staff.

12. **What are the job development and work verification expectations of each of your program's staff?**

In our reporting system, we are able to monitor our participant activities, to look at their hours, as well as the details of what they are doing (component activities). The State sends reports to the counties as well that highlight work activities of the participants. The UNC system provides management reports that contain historical data and monthly statistics as far



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back as 2008. These varying means of monitoring allow us to look at trends over extended periods of time to help us make informed decisions about the future.

There is a public Web site for viewing statistics: http://sasweb.unc.edu/cgi-bin/broker?_service=default&_program=wfweb.tbexprepM.sas&county=Wake&label=County&tm=Month&format=html&entry=18.

a. Do you currently have separate job developers?

See list of staff

b. Do you currently have an efficient internal system to monitor participant activities?

The State has the NC Fast. This is a new system which will consolidate several agency tracking systems. SNAP was the first to be included and Work First is expected to be rolled out in 2013.

Outcomes and Evaluation

1. What caseworker outcomes do you measure? (i.e., intake, application processing, enrollment, job placement, job retention)?

While we measure varying aspects of caseworker outcomes, much of it is not in our control. Our caseworkers are not required to make a certain number of job placements per month; however, we have found that with the appropriate education and training, our caseworkers continuously succeed in doing so. Wake County always exceeded the employment goals set by the State-when the State issued report cards in the past. We continue to increase our employment numbers every year. In FY 2008, our employment numbers fell due to the economy and other factors. The goal for families remaining off Work First for 12 months after leaving the program for employment is 60%. Wake County's rate averages 75% or higher.

2. What performance measures are you currently utilizing to ensure that caseworkers are meeting program goals?

Intake Case Managers are accountable for processing applications accurately and in a timely manner, while Review Case Workers are accountable for responding to changes and re-determining eligibility in a timely manner. They are accountable for ensuring there are no overdue reviews or applications. The staff as a whole are accountable for helping participants complete activities in the program, while providing the appropriate support services that will help participants their outcomes.



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Recommendations

1. What recommendations would you make to other States seeking to manage their caseloads more effectively?

One thing that we would say is to not only to collect a lot of data, but to use it towards your advantage in managing your work and determining appropriate program decisions. Also, it is important to make sure you talk to your staff. Staff often times have wonderful ideas. You should use your staff, as they are holders of many solutions!

2. Is there anything else you would like to add?

N/A

3. Would you be willing to speak with the staff from the Jefferson County Department of Human Services via a teleconference or virtual platform to provide assistance by sharing your strategies regarding effective use of case management services or providing training for your staff?

We certainly would! We would like to hear what they are doing and see if we can learn something from them as well!



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

**Summary of Outreach to States on
TANF Caseloads and Case Management Services:
Jefferson County, Colorado
Department of Human Services
Welfare Peer TA Request # 210**



Appendix C: Population and TANF Caseload Data

WPTA TA Request #210 – Jefferson County, Colorado Population and TANF Caseload Data

City/County Population ²	State TANF Contact Information	County TANF Contact Information	State Population ³	State TANF Caseload ⁴	County Demographic Data: Race/Ethnicity ⁵	Cost of Living in Urban Area ⁶ (Index Compared to U.S. Average –100%)	County Unemployment Rate ⁷	County Median Household Income ⁸	County Median Age in Years ⁹	Major Industries/ Employment Sectors (by Percent of Civilian Population Employed) ¹⁰
Baltimore, Maryland (Baltimore City)										
Baltimore City: 620,961 <i>Baltimore is an independent city.</i>	Rosemary Malone Acting Executive Director Family Investment Administration (410) 767-7338 rmalone@thr.state.md.us	Molly McGrath Tierney Director Baltimore City Department of Social Services (443) 378-4600 mmcgrath@thr.state.md.us	5,828,289	61,566	White: 31.1% Black or African American: 65.1% American Indian and Alaska Native: 1.0% Asian: 2.9% Native Hawaiian and Other Pacific Islander: 0.1% Some Other Race: 2.2%	119.4%	14.4%	\$38,346	34.4	Educational services, and health care and social assistance: 30.1% Professional, scientific, and management, and administrative and waste management services: 11.1% Public administration: 9.7% Arts, entertainment, and recreation, and accommodation and food services: 9.0% Retail trade: 8.1%
	Vince Kilduff Acting Chief, Policy & Training Family Investment Administration (410) 767-7949 vkilduff@thr.state.md.us	Clyde Johnson Assistant Director Baltimore City Department of Social Services (443) 378-4705 cjohnson@thr.state.md.us								

² City/County Population Data is based on 2010 data, retrieved from the Profile of General Population and Housing Characteristics 2010, US Census Bureau Fact Finder:

<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>

³ State Population Data is based on July 2011 projections, retrieved from the US Census Bureau Population Estimates Web page: <http://www.census.gov/popest/data/state/totals/2011/index.html>

⁴ TANF Caseload Data is as of June 2011, retrieved from the US Department of Health and Human Services, Administration for Children and Families Web site: http://www.acf.hhs.gov/programs/ofa/data-reports/caseload/2011/2011_recipient_tan.htm

⁵ County Demographic Data on Race and Ethnicity retrieved from the Profile of General Population and Housing Characteristics 2010, US Census Bureau Fact Finder:

<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>

⁶ Cost of Living Data is based on the nationwide average, which equals 100, and each index is read as a percent of the national average. Retrieved from:

http://www.census.gov/compendia/statab/cats/prices/consumer_price_indexes_cost_of_living_index.html

⁷ County Unemployment Rate data is based on 2010 data 1-year estimates, retrieved from the US Census Bureau Fact Finder:

<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t#none>

⁸ County Median Income data is based on 2010 data 1-year estimates, retrieved from the US Census Bureau Fact Finder:

<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t#none>

⁹ County Median Age data is based on 2010 data, retrieved from the Profile of General Population and Housing Characteristics 2010, US Census Bureau Fact Finder:

<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>

¹⁰ County Industry data is based on 2010 data 1-year estimates, retrieved from the US Census Bureau Fact Finder: <http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t#none>

WPTA TA Request #210 – Jefferson County, Colorado Population and TANF Caseload Data

City/County Population ²	State TANF Contact Information	County TANF Contact Information	State Population ³	State TANF Caseload ⁴	County Demographic Data: Race/Ethnicity ⁵	Cost of Living in Urban Area ⁶ (Index Compared to U.S. Average –100%)	County Unemployment Rate ⁷	County Median Household Income ⁸	County Median Age in Years ⁹	Major Industries/ Employment Sectors (by Percent of Civilian Population Employed) ¹⁰
Columbus, Ohio (Franklin County)										
Franklin County: 1,163,414 Columbus: 787,033	Michael McCreight Assistant Director for Human Services Office of Families and Children (614) 466-4815 michael.mccreight@jfs.ohio.gov Jeannie (Regina) McCollam Regina.McCollam@jfs.ohio.gov Kara Bertke-Wente Cash and Food Assistance Section Chief, Kara.Bertke-Wente@jfs.ohio.gov	Anthony S. Trotman Director Franklin County Department of Job and Family Services (614) 233-2000 atrotman@fcdjfs.franklincountyohio.gov Kathy Hoeffler Assistant Director Franklin County Department of Job and Family Services (614) 233-2000 khoeffler@fcdjfs.franklincountyohio.gov Carla Williams-Scott Assistant Director Franklin County Department of Job and Family Services (614) 233-2000 cwilliams-scott@fcdjfs.franklincountyohio.gov	11,544,951	217,153	White: 71.8% Black or African American: 23.1% American Indian and Alaska Native: 1.0% Asian: 4.6% Native Hawaiian and Other Pacific Islander: 0.2% Some Other Race: 2.7%	92.0%	11.2%	\$47,557	33.4	Educational services, and health care and social assistance: 24.4% Retail trade: 13.3% Professional, scientific, and management, and administrative and waste management services: 11.2% Finance and insurance, and real estate and rental and leasing: 10.2% Arts, entertainment, and recreation, and accommodation and food services: 9.1%

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		Mike McCaman Deputy Director of Workforce Franklin County Department of Job and Family Services (614) 233-2000 mmccaman@fcdjfs.franklincountyohio.gov								
Jefferson County, Colorado										
Jefferson County: 534,543	Levetta E. Love Director, Colorado Works Department of Human Services (303) 866-2054 Levetta.Love@state.co.us	Wanda Cowart Program Manager Jefferson County Department of Human Services, Career & Family Support Services, Colorado Works & Child Care Assistance Program (303) 271-4350 wcowart@jeffco.us	5,029,196	32,336	White: 90.9% Black or African American: 1.6% American Indian and Alaska Native: 1.8% Asian: 3.4% Native Hawaiian and Other Pacific Islander: 0.2% Some Other Race: 5.0%	N/A	9.6%	\$68,826	40.4	Educational services, and health care and social assistance: 19.2% Professional, scientific, and management, and administrative and waste management services: 15.2% Retail trade: 11.1% Arts, entertainment, and recreation, and accommodation and food services: 8.7% Manufacturing: 8.0%
Lakewood (Most Populous City): 142,980										

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Milwaukee, Wisconsin (Milwaukee County)										
Milwaukee County: 947,735 Milwaukee City: 594,833	Kris Randal Division Administrator Division of Family Economic Security Wisconsin Department of Children and Families (608) 266-8718 kris.randal@wisconsin.gov	Héctor Colón Director Milwaukee County Department of Health and Human Services Kaye Krenzke UAMOS, Inc. Workforce Development Director (414) 389-6039 Kaye.Krenzke@umos.org	5,711,767	64,209	White: 63.1% Black or African American: 28.4% American Indian and Alaska Native: 1.4% Asian: 4.0% Native Hawaiian and Other Pacific Islander: 0.1% Some Other Race: 6.2%	101.9%	12.4%	\$40,509	33.6	Educational services, and health care and social assistance: 27.1% Manufacturing: 14.3% Professional, scientific, and management, and administrative and waste management services: 10.7% Retail trade: 10.4% Arts, entertainment, and recreation, and accommodation and food services: 9.6%
Minneapolis, Minnesota (Hennepin County)										
Hennepin County: 1,152,425 Minneapolis: 382,578	Jane Delage Acting TANF Director Department of Human Services (651) 431-4008 jane.delage@state.mn.us	Gloria Lundberg Human Services Program Manager Gloria.Lundberg@co.hennepin.mn.us John Mbali Human Services Program Manager John.Mbali@co.hennepin.mn.us Judy Sledge Human Services Program Manager Judy.Sledge@co.hennepin.mn.us	5,344,861	48,582	White: 77.1% Black or African American: 13.5% American Indian and Alaska Native: 1.8% Asian: 7.1% Native Hawaiian and Other Pacific Islander: 0.1% Some Other Race: 3.9%	111.0%	9.5%	\$59,236	35.9	Educational services, and health care and social assistance: 23.8% Professional, scientific, and management, and administrative and waste management services: 13.5% Retail trade: 12.2% Manufacturing: 12.1% Finance and insurance, and real estate and rental and leasing: 9.5% Arts, entertainment, and recreation, and

WPTA TA Request #210 – Jefferson County, Colorado Population and TANF Caseload Data

City/County Population ²	State TANF Contact Information	County TANF Contact Information	State Population ³	State TANF Caseload ⁴	County Demographic Data: Race/Ethnicity ⁵	Cost of Living in Urban Area ⁶ (Index Compared to U.S. Average –100%)	County Unemployment Rate ⁷	County Median Household Income ⁸	County Median Age in Years ⁹	Major Industries/ Employment Sectors (by Percent of Civilian Population Employed) ¹⁰
										accommodation and food services: 8.9%
New York, New York (Manhattan)										
New York City is made up of five counties. 8,175,133	Phyllis Morris Acting Deputy Commissioner New York State Office of Temporary and Disability Assistance (518) 474-9222 Phyllis.morris@otda.state.ny.us Barbara Guinn Director of Bureau of Employment and Advancement Services BarbaraC.Guinn@otda.ny.gov	Robert Doar Commissioner NYC Human Resources Administration https://www.nyc.gov/html/mail/html/mailhra.html Richard Claudio Regional Manager claudior@hra.nyc.gov Carl Cooke Director of Program Monitoring and Analysis cookec@hra.nyc.gov Thomas Colon Executive Director/Human Resources Business Partner colont@hra.nyc.gov Rebecca Kirchheimer Project Manager kirchheimerR@hra.nyc.gov Regina Russ Assistant Deputy Commissioner russr@hra.nyc.gov	19,465,197	282,017	White: 33.3% Black or African American: 25.5% American Indian and Alaska Native: 0.7% Asian: 12.7% Native Hawaiian and Other Pacific Islander: 0.1% Some other race: 27.7%	216.7%	9.3%	\$51,270	34	Educational services, and health care and social assistance: 21% Professional, scientific, and management, and administrative and waste management services: 20% Retail trade: 8% Finance and insurance, and real estate and rental and leasing: 17% Art, entertainment, and recreation, and accommodation and food services: 11%

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Oakland, California (Alameda County)										
Alameda County: 1,510,271 Oakland: 390,724	William Lightbourne Director Department of Social Services (916) 657-2798 Will.Lightbourne@dss.ca.gov	Teri Donnelly Division Director Alameda County Social Services Economic Benefits Department tdonnell@acgov.org Marsha Rice Division Director Alameda County Social Services Economic Benefits Department mrice@acgov.org Andrea Ford Assistant Agency Director Alameda County Social Services Economic Benefits Department (510) 259-3812 aaford@acgov.org	37,691,912	1,498,943	White: 47.7% Black or African American: 14.2% American Indian and Alaska Native: 1.7% Asian: 29.2% Native Hawaiian and Other Pacific Islander: 1.5% Some Other Race: 12.4%	139.1%	12.1%	\$67,169	36.6	Educational services, and health care and social assistance: 22.5% Professional, scientific, and management, and administrative and waste management services: 16.3% Manufacturing: 10.6% Retail trade: 10.3% Arts, entertainment, and recreation, and accommodation and food services: 8.1%
Raleigh, North Carolina (Wake County)										
Wake County: 900,993 Raleigh: 403,892	Sherry Bradsher Director Division of Social Services Department of Health and Human Services (919) 733-3055 Sherry.bradsher@ncmail.net	Ramon Rojano Director Wake County Human Services (919) 212-7000 Barbara Harris Child Care Subsidy & Work First Program Manager bharris@wakegov.com	9,656,401	42,837	White: 68.3% Black or African American: 21.9% American Indian and Alaska Native: 1.1% Asian: 6.2% Native Hawaiian and Other Pacific Islander: 0.1% Some Other Race: 5.1%	98.2%	9.7%	\$61,426	34.4	Educational services, and health care and social assistance: 21.3% Professional, scientific, and management, and administrative and waste management services: 16.3% Retail trade: 11.4%

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	Kristin Bogren Work First Program Consultant Kristin.Bogren@dhhs.nc.gov Johnice Tabron Social Services Regional Program Manager johnice.tabron@dhhs.nc.gov									Arts, entertainment, and recreation, and accommodation and food services: 9.3% Manufacturing: 8.6% Finance and insurance, and real estate and rental and leasing: 7.5%
San Diego, California (San Diego County)										
San Diego County: 3,095,313 San Diego City: 1,307,402	William Lightbourne Director Department of Social Services (916) 657-2798 Will.Lightbourne@dss.ca.gov Todd Bland Deputy Director for WTW todd.bland@dss.ca.gov Karen Dickerson Branch Chief for Employment and Eligibility Karen.Dickerson@dss.ca.gov	Nick Macchione Director, Health and Human Services Agency San Diego County (619) 515-6555 nick.macchione@sdcounty.ca.gov Dale Fleming Director of Strategic Planning & Operational Support Dale.Fleming@sdcounty.ca.gov Laura Hernandez Program Specialist II Laura.Hernandez@sdcounty.ca.gov	37,691,912	1,498,943	White: 68.3% Black or African American: 6.3% American Indian and Alaska Native: 1.7% Asian: 13.2% Native Hawaiian and Other Pacific Islander: 1.0% Some Other Race: 15.2%	132.3%	11.3%	\$59,923	34.6	Educational services, and health care and social assistance: 21.0% Professional, scientific, and management, and administrative and waste management services: 14.5% Arts, entertainment, and recreation, and accommodation and food services: 10.7% Retail trade: 10.6% Manufacturing: 9.1%

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		<p>Romana Serafin-Tyler CalWORKS Program Specialist Romana.Serafin@sdcounty.ca.gov</p> <p>Craig Sturak Technical Advisory Committee craig.sturak@sdcounty.ca.gov</p> <p>Richard Wanne Director of Contract Support Richard.Wanne@sdcounty.ca.gov</p>								