

Building Back Better: How Transforming TANF Operations Advances Economic Mobility

2021 National TANF Directors' Meeting

September 20, 2021

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Purpose

- Introduce the Outcomes-Focused Approach for advancing economic mobility
- Facilitate Q&A with TANF leaders in Massachusetts and Georgia on outcomes-focused strategies to advance economic mobility in practice
- Host breakout rooms to dive deeper on lessons learned

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2:50pm - Introductions

3:00pm - Third Sector's Outcomes-Focused Approach

3:10pm - Approach In Practice: Case Studies with the MA Department of Transitional Assistance and Georgia Division of Family and Children's Services

3:30pm - Breakout Rooms

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Introductions

Panelists

Massachusetts Department of Transitional Assistance

Facilitator



Maria Posey is the Director of Federal Business at Third Sector



Megan Nicholls is the Director of Family and Economic Assistance



Kamaria Moore-Hollis is the Economic Mobility Manager



Erin Quinn is the Director of Employment and Training Programs

Georgia Division of Family and Children's Services



Laura Beggs is a TANF Program Manager



Karimah Scott-Morrow is the Special Projects Program Director for Fulton County



We'd like to get to know you too!

Participant introductions in the chat

What is your name, title, organization, location, and one word that speaks to who you are?





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Outcomes-focused government means changing administrative systems so that underserved populations are more enabled to improve their lives

Reasons for considering OFG system change

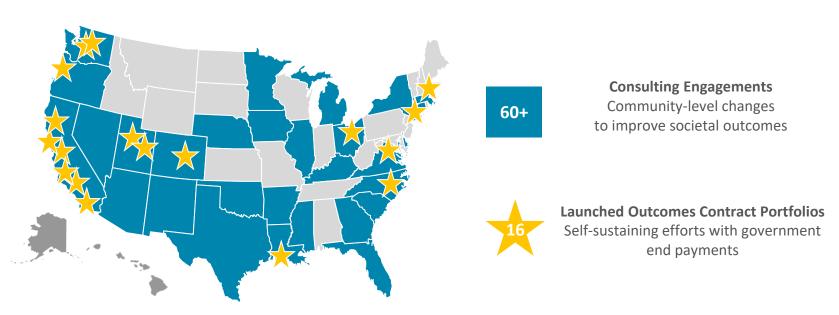
- Explore and address equity gaps in enrollment, completion, and outcomes
- ✓ Tie resources to results in order to "pay for what works"
- ✓ Improve data access and use with longer-term outcomes and performance metrics and an emphasis on continuous improvement
- ✓ Support a previously underserved population or community experiencing substantial "barriers to employment"
- ✓ Strengthen data, service, and referral partnerships with other agencies, providers, and employers



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Third Sector works with communities to implement systems change by linking government funding to equitable outcomes achievement





\$1.2 Billion in public funding deployed via outcomes contracts since 2011

Profile: Founded in 2011, we are a non-profit advisory organization with 50+ staff members across the U.S.

Goals: Organizations entrusted to use public & private funds will have the systems, tools, & data to do more and do better

Areas of focus: Intergenerational poverty, workforce & education, housing stability, reentry, and physical & mental health



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Our work allows governments to embed an outcomes framework for funding, policy, and program decision-making

The Outcomes-Focused Approach: Six Steps to Reorient The System



"Not about us without us."

Outreach, ongoing collaboration, and feedback from clients are essential to understand and solve for root-causes



OUTCOMES GOALS

"What is your purpose?"

Policymakers and service providers identify goals they want to collectively achieve with a defined population



CONTINUOUS IMPROVEMENT

"Getting better over time."

Agencies and providers review data and feedback in real time and use it to adapt policy, funding, and services



Metrics & Measurement

MEASURING SUCCESS

How do you know if the priority population is better off? How can the relevant data be collected and shared?

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Breaking Down Silos

ENSURING COLLABORATION

How can necessary partnerships at the funding, data, and service delivery levels become routine?



Incentivizing Outcomes

TYING RESOURCES TO RESULTS

How can agencies and providers be incentivized to change policy, funding and service delivery?



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MA DTA: Outcomes-Focused Approach in Practice

STAKEHOLDER ENGAGEMENT

Engaged agency staff and providers in contract revision process

Metrics & Measurement

DTA now works with providers to collect and analyze data on priority outcomes

OUTCOMES GOALS

Prioritized long-term, twogenerational goals that support the economic mobility of program participants and their children

Breaking Down Silos

Facilitating collaboration and coordination between providers, local DTA offices, and DTA leadership

CONTINUOUS

Clarified roles, built implementation tools, and facilitated touchpoints for providers and DTA staff to review outcome data together

Incentivizing Outcomes

Enable and incentivize providers to identify each person's strengths, barriers, and needs and tailor services

"Third Sector supported us in shifting from a compliance-driven funding model for our employment and training programs to an outcomes-based system. This enabled us to align incentives to focus on outcomes rather than prescriptive service models."

- Tyreese Thomas, Assistant Director of Employment Services, MA DTA





Massachusetts Department of Transitional Assistance (DTA) established contract incentives to improve economic mobility for TANF participants

Young Parents Program (YPP)

\$4M/year of education and employment programming

Serves **500+ pregnant or parenting young adults**, ages 14-24, who receive TANF and have disengaged from education

Competitive Integrated Employment Services (CIES)

\$8M/year of job skills, job search, and job retention support

Serves **1,000+ TANF recipients** who are unemployed or underemployed with the goal of placing them on a sustainable career pathway

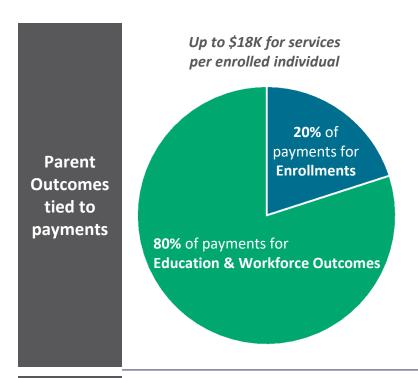
"We are shifting our system away from a compliance-driven model that holds providers accountable for 'butts in seats' to a human-centered approach that focuses on meaningful engagement and goal attainment for the whole family."

-Commissioner Amy Kershaw, MA DTA



DTA increased funding flexibility for a family-centered approach in service of long-term economic mobility

YPP Example



Enrollments

- · Defined as an enrollment or re-enrollment
- \$3.6K per enrollment

Education & Workforce Outcomes

Up to 80% payout based on <u>any 4 outcomes</u> achieved per individual:

- Improved Educational Functioning Level (EFL)
- Achievement of HiSET
- Achievement of BEST PLUS
- Completion of nationally recognized certificate(s)
- Completion of 12 college credits

Each of the 4 outcomes is valued at \$3.7K, or up to \$14.7K per enrolled individual

Child & Family Metrics

Measured to improve programming

Not used to determine payments

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Life & Personal Impact Metrics: Various(1)

Parenting and Family Impact Metrics: Various⁽²⁾

(1) Meet physical and behavioral health goals; Skills to manage stress and adversity; Financial management skills; and Stable living, housing, & transportation plan

(2) Increased knowledge of child development; Understand & meet child's health, emotional, & learning needs; Established goals for child's education; or Reliable network





Georgia DFCS: Outcomes-Focused Approach in Practice

STAKEHOLDER ENGAGEMENT

Engaged current and former young parents in care to inform pilot changes

OUTCOMES GOALS

Prioritized long-term, twogenerational goals that support the economic mobility of young parents and their children

CONTINUOUS IMPROVEMENT

Established quarterly continuous improvement meetings with key DFCS stakeholders, workforce agencies, and local community partners to discuss pilot impact



Metrics & Measurement

Prioritizing key performance indicators (KPIs) to assess pilot impact

Breaking Down Silos

Facilitating collaboration and coordination between child welfare, economic mobility agencies, and other partners (e.g., childcare, housing)

Incentivizing Outcomes

Create outcomes alignment across
DFCS and other agencies so all
partners are incentivized to work
towards shared goals





The DFCS Young Parents Pilot is an effort to improve economic mobility for young parents transitioning out of foster care

Pilot Overview

Vision: Develop a human-centric case management model focused on **economic mobility** for young parents and collaboration between *Child Welfare* & *Office of Family Independence (OFI)*

Population Priority: Young Parents Aging Out of Foster Care

- Demographics: 16-21 year olds residing in DeKalb and Fulton Counties
- Family Structure: Expecting or parenting youth
- Engagement: Deciding to opt out of the Extended Youth Services Support (EYSS program)

Phase 1: Strategy & Planning **Phase 2: Pilot Implementation** Feb 2020 - Aug 2020 Nov 2020 - Jul 2021 Improve Develop a county pilot for how Child Integrate young parent voices via **Engage Young** Welfare & OFI can collaborate to focus groups and interviews to Out of Foster **Parents** support young parents advance equity and pilot development Care **Build Multi-**Engage Child Welfare, OFI, and Develop a data roadmap outlining Address WorkSource staff and partners (e.g., Agency priority outcomes that can be used to ILP, DECAL) to improve economic **Data Gaps Continuous** inform service delivery **Improvement** mobility outcomes



During focus groups and Youth Advocate Group meetings, young parents identified the most important areas of improvement to improve outcomes

Priority Areas of Improvement for Pilot*

Planning and Preparation for Transition Meetings

The steps and practices that are taken by both DFCS staff and parents to create comfortable, positive foster care transition meetings

Community Connections

The connections outside of DFCS control that are specifically designed for young parents that contribute to emotional, educational, or economic well-being

Services and Placements

The knowledge and accessibility of DFCS services that are specifically designed for young parents related to housing, health, finance, and well-being

Culture and Respect

The actions and attitudes that shape interactions between staff and young parents

Educational Attainment

- High School graduation equivalency
- Enrollment in post-secondary education program

Employment Training

- Engagement in training (e.g., work experience)
- · Attainment of certifications

Employment Placement

- High demand career pathway placement
- Sustainable wage earned for Dekalb/Fulton county

^{*}Priority areas came from young parents focus group in August 2020



Young parent feedback impacted decisions that were made about how to develop the pilot in service of long-term outcomes

Impact on Pilot

Planning and Preparation for Transition Meetings (TMs)

Preparation for TMs

DFCS added a preparatory meeting for partners involved in TMs to tailor content and approach

TM Role Clarity

DFCS added clarity to TM roles by developing a Standard Operating Procedure

Community Connections

Peer to Peer Connection Opportunities

TS and DFCS supported the development of a Youth Advocates Group (YAG) led by young parents

Proactive
Connections to
Resources

DFCS is including partners from OFI, WorkSource, TPC, and ARC/VSC to address barriers proactively

Services and Placements

Educating Case
Managers on
Resources

Providing
Multiple Forms
of Information

DFCS has developed points of contact with partner agencies and orgs for continued knowledge sharing

DFCS is utilizing an online resource guide alongside case manager trainings and direct points of contact

Culture and Respect

Encouraging Long-Term Success

DFCS' focus on economic mobility outcomes through the pilot emphasizes long-term success

Delegated Tasks

DFCS and Third Sector have begun delegating tasks such as customizing the resource guide

Educational Attainment

Employment Training

Employment Placement



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Poll: Stakeholder Engagement

Drag a star for where your organization is



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Poll: Managing Towards Outcomes

Drag a star for where your organization is

Rudimentary Sophisticated outcomes management management





Breakout Room Options

Topic 1: Stakeholder Engagement

Topic 2: Managing Towards Outcomes

Representatives from MA and GA will be in both rooms

- How is stakeholder engagement integrated into the work of your agency?
- What strategies do you leverage to elevate feedback from stakeholders like frontline staff and program participants?
- How has this work changed the way you work with different stakeholders?

- What does managing towards outcomes look like for your agency?
- How has prioritizing particular outcomes changed the way you think about your work?
- What are some of the concrete ways the work looks different for providers and families?

For both rooms, we encourage you to drop questions in the Zoom chat, and we will incorporate them into the conversation



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Additional Resources

Read more here:

- Economic Mobility in Practice: How a Focus on Outcomes Changes Everything
- Link: https://www.thirdsectorcap.org/wp-content/uploads/2021/05/TSCP-0020-Economic-Mobility-FNL.pdf



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