



### 3.1.a: Number who leave public assistance (TANF) due to increased income/earnings, or at their request - Supplemental Information

Reported on April 2014



## Temporary Assistance For Needy Families (TANF)

55,958 families  
94,429 kids  
**1,690**

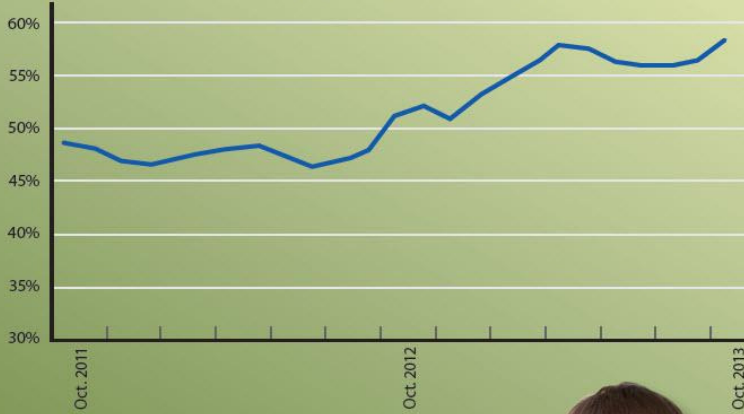
**GOAL**  
*Transforming lives by helping families move to self-sufficiency.*

Washington State Department of Social & Health Services  
Transforming lives

Data Source: Acer Data Warehouse  
Period: March 2013 - February 2014

# Engagement

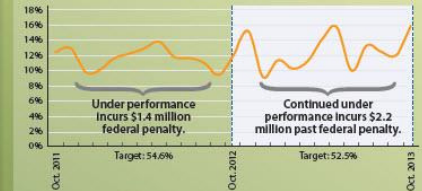
Percent of Adults Participating in WorkFirst Activities (Exempt and Non-Exempt)



TANF All-Family Federal Work Participation Rate



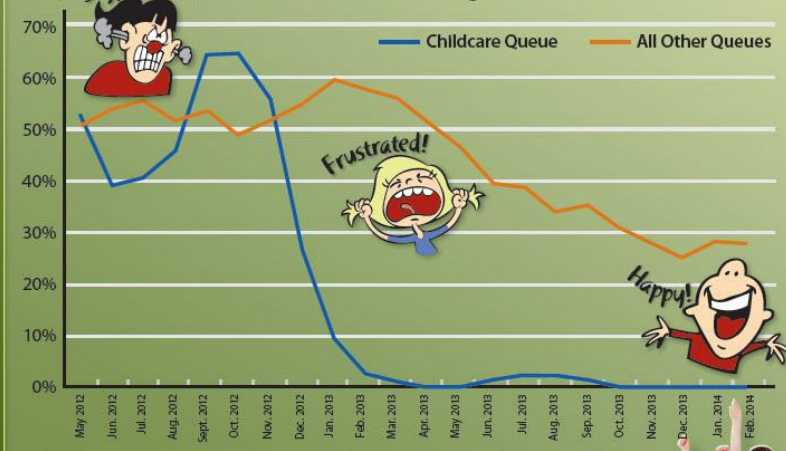
2-Parent Family Work Participation Rates, Oct. 2011 – Oct. 2013



# Customer Service

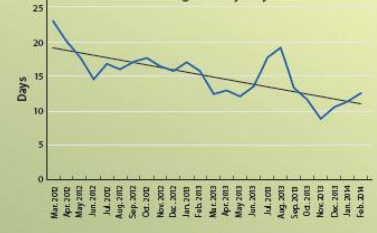
## Client Access to the Customer Service Contact Center

Forced Disconnects by Queue, (March 2012 – Feb. 2014, Rolling 3-Month Periods\*)

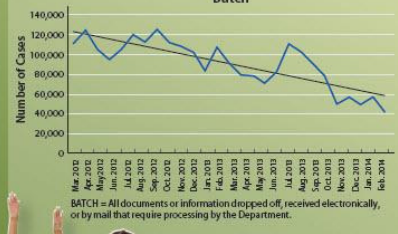


\*Final Month of the Period

Average Ready Days



Batch

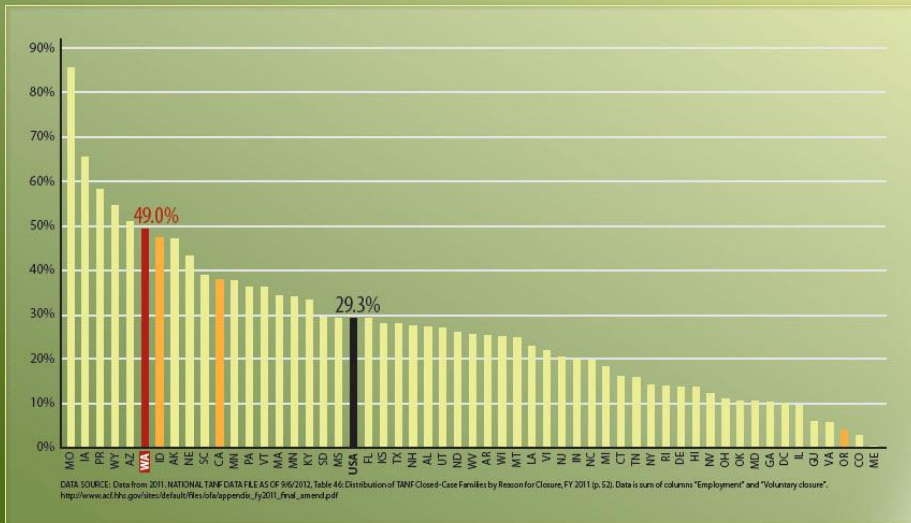


BATCH = All documents or information dropped off, received electronically, or by mail that require processing by the Department.



## Goal

Washington has the 6th best performance when ranked nationally for moving people off TANF due to employment or client request.



## Action Steps

1. Return focus to work and rally the team
2. Plan and conduct six Value Stream Mapping workshops, between December 2013 and July 2014, to identify opportunities for improvement in these areas:
  - Job Search Churn
  - Increasing Successful Outcomes for Educational Activities
  - Post Comprehensive Evaluation Engagement (Barrier Removal to Work)
  - Transition Gaps
  - Verifying and Documenting Actual Hours
  - Federal Reporting Process
3. New client Comprehensive Evaluation
4. True performance-based partner contracts (ESD & SBCTC)
5. New work focused orientation
6. New sanction policy for non-participants
7. New housing support pathway, focused on rapid re-housing
8. Limited English Proficiency Population program expanded\*
9. Expanded community work experience programs
10. TANF PRISM
11. Two-parent participation initiatives\*
12. Infant-exception ACES-oriented education programs
13. 15% cost of engagement offset
14. Employment pipeline



\*Governor's budget. Not yet supported in Legislative budgets.

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# Action Plan

<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> April 2014
37% of WorkFirst clients who are referred to Employment Security (ESD) are referred back to DSHS. 60% of participants referred to ESD don't show up ("no-show" rate).	Reduce "Job Search Churn" by reducing inappropriate referrals, increasing customers who actually attend, and otherwise reducing "no-show" rates at ESD offices.	Joint agency (DSHS and ESD) value stream map workshop identified 16 process improvements, including better staff to staff communication; standardizing processes, and clarifying criteria for job search readiness.	<b>Status</b> On Track
<b>Partner Agency</b> ESD	<b>Task Lead</b> David Stillman, ESA Assistant Secretary		
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b>
An evaluation of the program processes for capturing work participation hours has not been conducted since the inception of the program in 1997.	Find opportunities to efficiently and fully capture every possible participation hour in a timely and accurate manner to avoid Federal penalties that reduce funds available for WorkFirst programs. Evaluate and improve the verifying and documenting actual hours process.	Joint agency (DSHS, ESD, SBCTC, Commerce, ORIA) value stream map workshop identified 35 process improvements including several IT changes, reviewing the TANF state plan, improving information sharing among DSHS and associated partners.	60 day- 5/15/2014, 90 day- 6/16/2014
<b>Partner Agency</b> SBCTC, ESD, COM, ORIA	<b>Task Lead</b> David Stillman, ESA Assistant Secretary		<b>Status</b> On Track
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b>
As participants move from one activity to another, they often lose participation hours while waiting for new / next activity.	Streamline / improve process for moving clients from one activity to the next to tighten the gap between activities.	Goal is to reduce the time lost transitioning from one activity to the other.	VSM in Spokane June 9 - 13, 2014
<b>Partner Agency</b> SBCTC, ESD, COM, ORIA	<b>Task Lead</b> David Stillman, ESA Assistant Secretary		<b>Status</b> Not Started
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> July 2014
Clients arrive at Community Service Offices with a wide range of attributes, strengths, and barriers/risk factors. Some of these differences are apparent from the client's past interactions with public services, as may be recorded in the administrative data records of various agencies.	Implement predictive modeling tool to give case managers sufficient information to make an informed decisions around client engagement and applicable TANF services and benefits while making more effective and efficient use of TANF resources.	Development of a predictive modeling Tool is underway (TANF PRISM). Pilot testing is scheduled for July in the Kelso and Spokane Community Service Offices.	<b>Status</b> On Track
<b>Partner Agency</b>	<b>Task Lead</b> David Stillman, ESA Assistant Secretary		
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> April 2014
Clients participating in vocational education activities struggle to meet core requirements that may include subsidized work (CJ) due to transportation or child care coordination issues.	Increase work and educational opportunities for WorkFirst students by providing additional Work Study opportunities at the educational site will increase the number of clients meeting the Federal Participation Rate and exiting basic or vocational education with valuable work experience.	Contracts were amended with the SBCTC with the additional funding.	<b>Status</b> On Track
<b>Partner Agency</b> SBCTC	<b>Task Lead</b> David Stillman, ESA Assistant Secretary		

<p><b>Problem / Opportunity</b> Current comprehensive evaluation (CE) is not adequate to completely evaluate client ability to participate or assess employability and barriers.</p> <p><b>Partner Agency</b></p>	<p><b>Strategy</b> Improve current comprehensive evaluation tool to more completely assess client.</p> <p><b>Task Lead</b> David Stillman, ESA Assistant Secretary</p>	<p><b>Task</b> CE tools from around the country were evaluated; workgroup including partners and subject matter experts developed a new, more robust evaluation tool. Initial User testing was completed October 2014; changes were made based on feedback and secondary user testing is in place. On track to roll out statewide in July 2014.</p>	<p><b>Due Date</b> August 2014 <b>Status</b> On Track</p>
<p><b>Problem / Opportunity</b> Currently pregnant clients who are in their third trimester or families with a child under 12 months are exempted from participation except in cases where chemical dependency or mental health barriers are identified. With a 60 month lifetime limit in the TANF program, it is necessary to make these months count as much as possible.</p> <p><b>Partner Agency</b> DEL, ThrivebyFive, Harvard Frontiers of Innovation</p>	<p><b>Strategy</b> Implement new infant exemption ACES-oriented education programs and offer this option to families meeting the infant exemption criteria.</p> <p><b>Task Lead</b> David Stillman, ESA Assistant Secretary</p>	<p><b>Task</b> Hiring a Frontiers of Innovation Program Manager at CSD headquarters, as well as a FOI liaison in ESA HQ; Working with DEL, ThrivebyFive and Harvard FOI to develop training for WorkFirst staff on executive function and early brain development in conjunction with Motivational Interviewing. In addition, coordinating with DEL to maximize use of existing home visitation capacity through education and connecting with CSO staff on availability of home visitation programs in their community and establish a pilot program to expand home visitation services to TANF clients.</p>	<p><b>Due Date</b> June 2014 <b>Status</b> On Track</p>
<p><b>Problem / Opportunity</b> Current rules only allows a maximum of \$750 in a lifetime for Additional Requirements Emergent Need (AREN).</p> <p><b>Partner Agency</b></p>	<p><b>Strategy</b> Provides additional emergent funds to TANF households for emergent housing and utility needs.</p> <p><b>Task Lead</b> Babs Roberts, Director, CSD</p>	<p><b>Task</b> The limit was changed by the legislature in 2014 allowing \$750 AREN every 12-months. Emergency rule was filed to implement the change effective May 2015.</p>	<p><b>Due Date</b> May 2014 <b>Status</b> On Track</p>
<p><b>Problem / Opportunity</b> Employment pipeline</p> <p><b>Partner Agency</b> ESD, SBCTC</p>	<p><b>Strategy</b> Identify employers willing to work with the Department and our clients ; Providing basic training and skills to meet the specific jobs ; providing support to resolve issues that might jeopardize employment retention.</p> <p><b>Task Lead</b> David Stillman, ESA Assistant Secretary</p>	<p><b>Task</b> Class Jan 24 had 13 clients, 11 still employed. Feb 21 class had 12 clients, 11 still employed.</p>	<p><b>Due Date</b> On going <b>Status</b> On Track</p>
<p><b>Problem / Opportunity</b> Participants are not completely aware of the requirements or benefits associated with the WorkFirst Program.</p> <p><b>Partner Agency</b></p>	<p><b>Strategy</b> Improve client knowledge and enthusiasm for the program through implementation of a mandatory orientation.</p> <p><b>Task Lead</b> David Stillman, ESA Assistant Secretary</p>	<p><b>Task</b> Implement a WF orientation requirement as a condition of eligibility. Two workgroups , both including field staff, are working on curriculum for the orientation. CSO Administrators and staff are developing facility and</p>	<p><b>Due Date</b> June 2014 <b>Status</b> On Track</p>

operational plans to implement locally.

<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> November 2014
Participants have a 60 month lifetime limit in the TANF program. Clients are allowed be terminated for non participation 3 times in a lifetime - each occurrence is for up to 4 months equally the potential for 12 months to be lost.	Limit months wasted in sanction by reducing allowable time from entering sanction to termination. Ensure clients are given every opportunity to reconnect before termination by adding a mandatory home visit for those clients who do not show up for their good cause staffing.	WAC development underway. Procedures workgroup and ACES IT changes are underway.	<b>Status</b> On Track
<b>Partner Agency</b>	<b>Task Lead</b>		
	David Stillman, ESA Assistant Secretary		
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> On going
Participants with significant barriers have more difficulty being successful in activities designed to move them to employment. Housing is one such barrier.	Develop a housing support pathway focused on rapid re-housing.	In April 2013, five counties began implementing the Rapid Re-housing pilot. It was expanded to 3 additional counties in February 2014.	<b>Status</b> On Track
<b>Partner Agency</b>	<b>Task Lead</b>		
COM, local / county housing assisters	David Stillman, ESA Assistant Secretary		
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> On going
Participants with significant barriers have more difficulty being successful in activities designed to move them to employment. Limited English proficiency is one such barrier.	Expand funding to successful LEP Pathway programs.	Pilot programs implemented spring 2013. Commerce Community Jobs programs given additional funding for this population. Evaluations of successful pilots and implementation strategies for expansion are being developed.	<b>Status</b> On Track
<b>Partner Agency</b> ORIA	<b>Task Lead</b>		
	David Stillman, ESA Assistant Secretary		
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> On going
Program focus on engagement had been lost due to a Legislative priority of disengagement. Mission was no longer clear.	Office-by-office visits and visits with the Community Services Office Administrators bringing the focus back to engagement. Clarity of mission.	22+ office visits by Secretary, multiple office visits by Assistant Secretary, Community Services Division Director and Regional Administrators. New focus on mission of engagement.	<b>Status</b> On Track
<b>Partner Agency</b> N/A	<b>Task Lead</b>		
	K. Quigley, Secretary; D.Stillman, ESA Assistant Secretary; B.Roberts, Director-Community Services Division; many others		
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b> April 2015
Provide a cash offset to the cost of participation to participants who are fully participating in their WorkFirst Individual Responsibility Plan (IRP)	Issue a \$55 cash offset (which equates to 15% of the average grant) to eligible households monthly.	Participants must have an IRP of at least 20 hours of activity per week & verify they participated the actual hours in the IRP. Policy is being developed and workgroups with field representation will begin work in June 2014.	<b>Status</b> On Track
<b>Partner Agency</b>	<b>Task Lead</b>		
	David Stillman, ESA Assistant Secretary		
<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b>
SBCTC-contracted colleges provide 50% of WorkFirst job	Increasing Successful Outcomes for Educational		30 day- 5/27/2014, 60 day- 6/23/2014, 90 day- 7/29/2014

skills training, 60% of vocational education. Only 15-16% of clients earn a certificate or degree  
**Partner Agency** SBCTC

**Activities**  
**Task Lead**  
 David Stillman, ESA Assistant Secretary

Goal is to improve the current process of enrolling and supporting WorkFirst parents in order to increase basic skills and/or vocational completion.  
**Status** On Track

<b>Problem / Opportunity</b>	<b>Strategy</b>	<b>Task</b>	<b>Due Date</b>
The 18-year old federal reporting process involved many inefficient hand-offs. The process needed	Improve Federal Work Participation reporting Process <b>Task Lead</b>	Action plan includes improved data collection by field staff, fewer steps, and standardizing TANF case definitions.	May 2014 <b>Status</b> On Track

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