



# TANF Works!

TANF/WIOA  
COLLABORATION SERIES  
2018 - 01

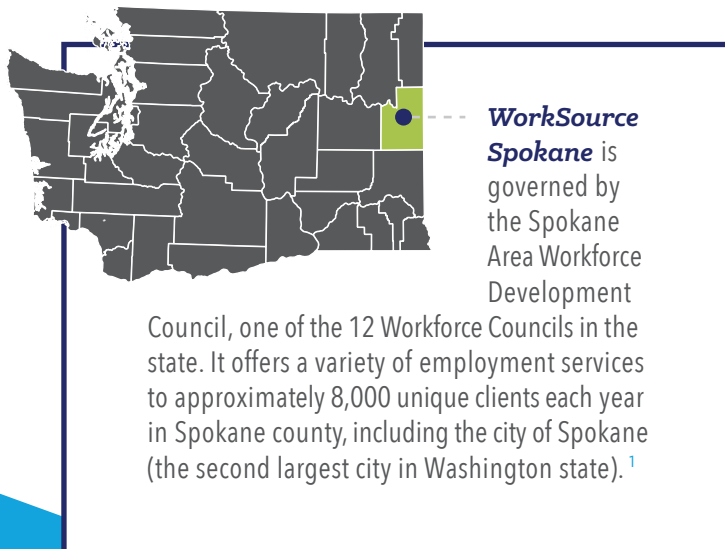
## Spokane, Washington

### TANF/WIOA COLLABORATION

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

This brief highlights emerging TANF and WIOA agency collaboration practices among TANF agencies and American Job Centers (called WorkSource) in Spokane, Washington in the following areas:

FIGURE 1: Spokane Geographic Map



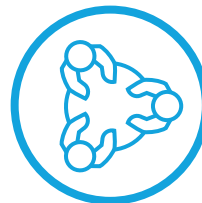
#### **Joint Service Delivery**

through co-enrolled integrated services delivery, organizational restructuring, and establishing a special team to track performance measures



#### **Resource Sharing**

through co-location and blended funding



#### **Shared Learning**

through formal and informal cross-team meetings and communications



#### **Managing Collaborative Activities**

through communicating and building support among leaders and staff at all levels

<sup>1</sup> U.S. Census Bureau QuickFacts: Spokane County, Washington.

# Local Services Overview

TANF clients begin their journey at the Department of Social and Health Services (DSHS) where they learn about available employment and education services and programs. Individuals are then referred to programs offered at DSHS, WorkSource Spokane, or a local community college, depending on their level of readiness for employment and support needs. Figure 2 shows common pathways to employment services for TANF clients.

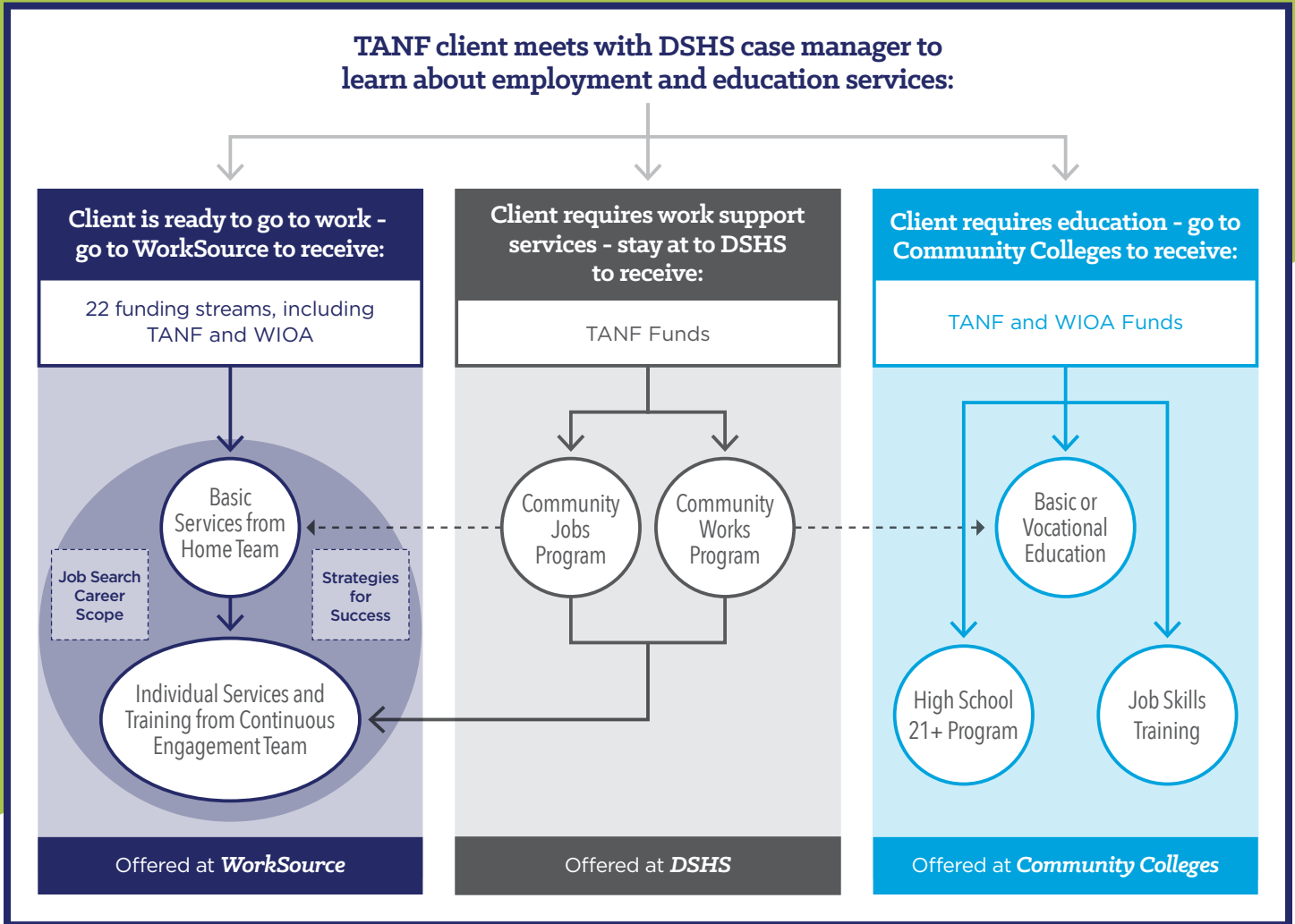


FIGURE 2: Spokane TANF and WIOA Services



## JOINT SERVICE DELIVERY

**Services are presented as client-focused rather than separated by program or funding stream.**

**Co-enrolled integrated service delivery (ISD).** Local workforce development councils (WDCs) are allowed to opt into ISD with co-enrollment. Components of co-enrolled ISD include directing resources to provide the best services for clients, organizing staff

and services around functions rather than programs or agencies, and providing services relevant to the job market to increase positive labor market outcomes for clients.

WorkSource Spokane has reoriented staff to focus on services, rather than on the funding sources for the services. Clients now receive information about all services available as opposed to information about programs, where terms were often complex and hard to understand. By opting into ISD, WorkSource Spokane can emphasize high-quality customer service and enroll clients into the programs that can support them. ISD has also broadened the potential for WorkSource to reach clients who face multiple

barriers to employment, including TANF clients, individuals with disabilities, and ex-offenders. More information may be found about ISD in the Washington WorkSource System Policy guidance.

**Organizational restructuring.** Spokane's WorkSource began restructuring using a process known as Customer Centered Design. Staff interviewed and surveyed clients to gain insights into their views of WorkSource and its services. Clients indicated they thought WorkSource was only for low-income clients, it had a "government feel," and the services offered were confusing because they used unfamiliar terminology. Spokane used this information to make changes, grounding the process in three pillars: functional, philosophical, and physical changes.



## FUNCTIONAL PILLAR

*Restructure staff teams so they work better for clients.*

Spokane moved from having different case managers for different programs to having two frontline teams, now staffed with career coaches.

**The Home Team** provides information and basic services like resume, cover letter and job search assistance and help with signing up on the WorkSource WA online platform to all clients at WorkSource.

**The Continuous Engagement Team (CET)** provides more intensive, individualized services to clients, including career coaching (case management) and training services.

Clients can drop in to WorkSource without an appointment to access resources in the job search room. If a Home Team career coach helps someone who is assigned to a CET career coach, they enter details of the interaction into the Efforts to Outcomes (ETO) database so the CET career coach stays informed.

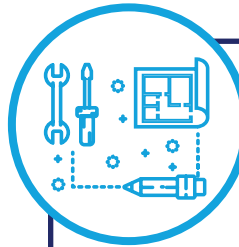
Spokane leaders also created the Financial Resource Management (FiRM) team to track client data alongside performance measures. The FiRM pulls data from different databases (electronic Jobs Automated System, or eJAS, and ETO) and provides reports to career coach supervisors for follow-up. This allows career coaches to focus on their work with clients rather than performance reporting.



## PHILOSOPHICAL PILLAR

*Change how clients and staff think about workforce development services.*

The WDC and partners wanted to change what customers expected of their American Job Center. To start that shift, WorkSource staff changed the way they thought about themselves. Staff moved from being case managers to professional career coaches and thinking about the services available to clients instead of the *funding streams* that supported them.



## PHYSICAL PILLAR

*Redesign WorkSource Spokane's physical space.*

Previously, TANF and non-TANF clients followed separate hallways to access services. The redesigned space has a single physical pathway to services for both TANF and non-TANF clients. Clients also suggested installing dividers between computer stations to block noise and creating other flexible spaces where they could work on their own or with others. To make the space feel less like a "government building," the Spokane team made the space in the job search resource room more colorful and welcoming.



Now, everyone's thinking in a more holistic way: What are the things that are going to help our customers based on their background, experience, education that is going to get them to their next great job, and how can we get our employers and job seekers connected?

- SHANNON BOOTH  
Home Team Supervisor



## RESOURCE SHARING

**Staff, physical space, and funding streams are intentionally aligned and, in some cases, combined.**

**Co-location.** Both Home Team and CET career coaches are located on the same floor in the WorkSource building, close to each other and to the job search resource room. Further, WorkSource is located across the parking lot from the Next Generation Zone WIOA Youth building, making it easier for staff in each building to communicate about youth who may be accessing services from both programs.

**Integrated funding.** Spokane leaders negotiated with TANF and other funders to get a system for integrated funding approved. Now, the FiRM team manages funds from 22 different streams. After a client receives services from a career coach, the FiRM reviews the services and the client's eligibility for different services (including TANF), then allots funds from the appropriate streams for each service.



## SHARED LEARNING

**Multiple channels of communication are used to share ideas and information related to clients, services and program and staff performance.**

**Meetings.** To create the ISD processes and teams, the WDC and leaders representing WIOA Titles I and III, TANF, and the other

20 funding streams met weekly for approximately one year to thoroughly understand the contractual obligations and client needs for all programs. WorkSource staff and customers served as advisors to adapt and enhance the proposed design, which will continue to be modified based on feedback from staff and customers.

### **Other cross-team and cross-program communications.**

WorkSource Spokane is closed to customers from 8:00-9:00 am daily to allow for staff meetings, trainings, and cross-functional communication to support the needs of customers. Through other channels, supervisors of the CET and Home Team communicate with supervisors at DSHS. They review performance measures to ensure they are meeting various requirements. For example, the Home Team supervisor tracks TANF client participation because she knows it is important to DSHS, and she provides participation data during the regular CET and Home Team supervisor meetings with DSHS supervisors. CET career coaches also communicate directly with DSHS case managers about the clients they share. A CET career coach may call the DSHS case manager to discuss a TANF client who has not been attending WorkSource workshops. The career coach and DSHS case manager communicate over the phone, and also through the eJAS database. If the DSHS manager enters the client's work requirements into eJAS, the CET career coach can see the requirements and works with the client to meet them, suggesting different activities that will count toward participation.



## MANAGING COLLABORATIVE ACTIVITIES

**Collaborative activities between TANF and WIOA at WorkSource Spokane are bolstered by leaders who advocate for and communicate about change, and foster support for the changes among staff.**

### **Leading, communicating about, and supporting change.**

Spokane's WorkSource leaders reached out to leaders at the local, state, and federal levels to learn about possible changes and challenges. They advocated for changing processes to improve collaboration by engaging with community and state funders. WorkSource leaders aim for transparent decision-making by involving staff in the process. They convey the message that mistakes are okay as long as they result in learning, so staff feel empowered to try new ideas and build problem-solving skills.

**Building support among staff at all levels.** WorkSource Spokane leaders knew they needed to prepare staff for organizational change and staff restructuring. They aimed to bolster staff morale and foster relationships by providing

opportunities to learn and develop together within the organization. The WDC and WorkSource leaders invested approximately \$100,000 over 18 months for staff training and hiring a consultant to help with the organizational change process. Workshops on relevant topics such as “Adaptability to Change,” “Crucial Conversations,” and “Problem-Solving” were offered for professional development. Many trainings took a human-centered design approach, where staff learned how to prototype, test for success, and adapt. While many of these trainings and workshops were conducted in the first year of change, team-building activities continue, with the goal of building camaraderie among staff.

“What we’ve built here is a true teamwork approach – when an individual comes in, you think about... which of the teams here can best lead to employment for this individual – whether that’s to go through training, to go to a hiring event, etc. It’s about creating connections that have higher outcomes for everyone that comes in, whether it be a TANF client or a walk-in.

- KEVIN WILLIAMS  
American Jobs Center Operator

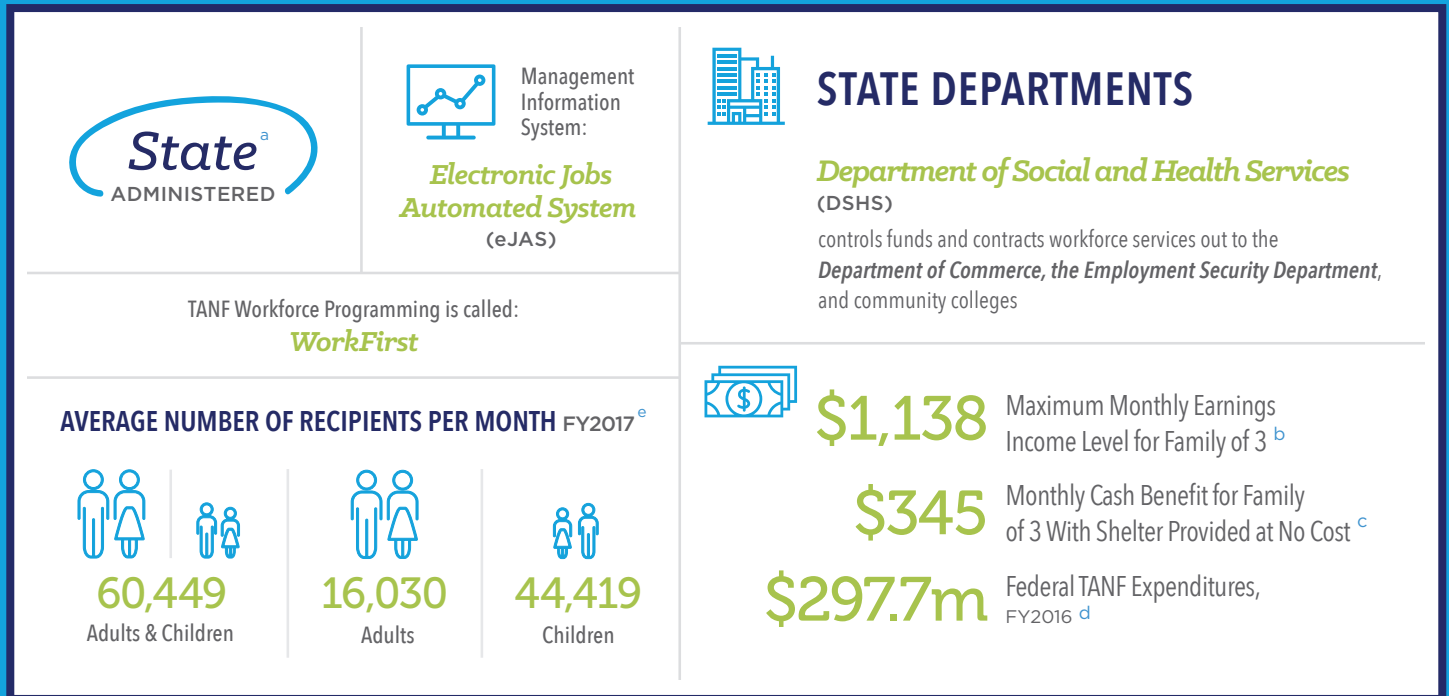
## TANF and WIOA Eligibility and Services in Washington

### Temporary Assistance for Needy Families (TANF).

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

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

TABLE S.1: Washington TANF Snapshot



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



**WIOA.** Most WIOA-funded services are available to individuals in Washington regardless of income, but many programs place a priority on serving low-income individuals or those having one or more barriers to employment. The principal WIOA services offered to job seekers statewide include labor-exchange/job

search assistance, individualized career services, work readiness preparation, adult basic education, and occupational skills training. Some WIOA-funded programs also offer supportive services such as child care, transportation, tools and equipment, and uniforms. **TABLE S.2** provides a snapshot of WIOA in Washington.

**TABLE S.2: Washington WIOA Snapshot**

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

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

## Resources

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

This brief is based primarily on conversations conducted in summer 2018 with WIOA and TANF program staff at the Spokane WorkSource and Next Generation Zone building. For more information about the content in this brief, contact Dawn Karber at [dkarber@wdcspokane.com](mailto:dkarber@wdcspokane.com). Marissa Strassberger (MDRC) and Jack Myrick (Public Strategies) were the IIEESS site visit team members.

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