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Rising to the Challenge: Working Together to Establish Family Stability

2012 East Coast Strategic Collaborations Workshop

September 18-20, 2012
Philadelphia, Pennsylvania

Summary Report

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Table of Contents

Introduction 1

Opening Session 1

Innovations in Action 2

Understanding the Current Research Agenda and Its Impact on State TANF Programs 6

Improving the Role of TANF in the Safety-Net 7

State Team Time – Part One 9

State TANF Teams' Meeting with ACF/OFA Leadership 9

Asset-Mapping and Network Analysis: Tools to Improve Service Coordination in the Human Services 9

Logic Modeling and Strategic Planning: Keys to Program Success 11

Strategic Workforce Partnerships 13

TANF and WIA Snapshot 16

Workforce Collaborations in Action 17

Strengthening Strategic Workforce Collaborations – TANF and WIA 20

State Team Time 22

Partner Highlight: Maximizing Collaborations to Improve TANF Program Outcomes 22

State Team Time and Report-Out 23

Closing Remarks 23

Introduction

On September 18—20, 2012, the U.S. Department of Health and Human Services (HHS) Administration for Children and Families (ACF) Office of Family Assistance (OFA) Regions I, II, and III convened the *2012 East Coast Strategic Collaborations Workshop* in Philadelphia, Pennsylvania. This workshop brought together Temporary Assistance for Needy Families (TANF) program staff from 16 States and Territories to strategically engage with their peers and experts on innovative strategies and collaborations to promote economic and social well-being for individuals, families, and communities. During the workshop, State and Territory representatives shared promising practices in collaborating with State, local, and community agencies to successfully serve TANF participants. Attendees also heard from national experts and OFA Central Office leadership on a variety of topics on collaboration and effective service delivery. Over the course of the two and a half day conference a number of specific topics were examined including:

- ACF/OFA Central Office TANF Policy and Priorities;
- The Current Research Agenda and Its Impact on State TANF Programs;
- Improving the Role of TANF in the Safety-Net;
- Logic Modeling and Strategic Planning;
- Asset-Mapping and Network Analysis;
- Strategic Workforce Partnerships;
- TANF and WIA Snapshot;
- Strengthening Strategic Workforce Collaborations; and
- Partner Highlights.

This report summarizes key highlights from the OFA Regions I, II, and III *2012 East Coast Strategic Collaborations Workshop.*

Day One - Tuesday September 18, 2012

Opening Session

Eileen Friedman, TANF Program Manager, OFA Region III, Joanne Grossi, Regional Director, Office of Intergovernmental and External Affairs (IEA) Region III, and Gary D. Alexander, J.D., Secretary, Pennsylvania Department of Public Welfare, opened the OFA Regions I, II, and III *2012 East Coast Strategic Collaborations Workshop* with brief remarks welcoming the attendees. Ms. Friedman and Ms. Grossi both stressed that active engagement on the part of workshop attendees would be of critical importance for the ACF/OFA Central and Regional Offices to gather feedback on the efficacy of specific programs and policies and on the resources that States and Territories need in order to more effectively promote the self-sufficiency of TANF participants. Following Ms. Friedman and Ms. Grossi's remarks, Mr. Alexander expanded on the larger purpose of the workshop, highlighting some of the challenges and opportunities currently facing State and Territory TANF agencies. Ms. Friedman and Louisa Jones, a Senior Project Manager with ICF International, then provided attendees with an overview of the workshop's schedule and agenda. Ms. Jones also asked the State and Territory representatives in attendance to

introduce themselves and to explain what specific topics they were most interested in learning about over the next two and a half days.

Innovations in Action[1]

During this rapid peer sharing session, most of the State TANF teams in attendance presented on innovative local activities relating to a variety of topics including subsidized employment, career pathways, overall program performance, and serving vulnerable populations. The remaining State and Territory teams presented during the *Workforce Collaborations in Action* session on Day Two of the workshop. As a result of this session, attendees gained insights from their peers on program components, administration strategies, and keys to success. An overview of the topical areas addressed by each State is shown in **Figure 1** and a summary of the key points from each State's presentation is provided below.

Figure 1: Innovation Topic Areas by State/Territory

State or Territory	Innovation Topic Area
OFA Region I	
Connecticut	Program Efficiencies
Maine	Program and Performance Improvement
Massachusetts	Department of Transitional Assistance (DTA) Works Internship
Vermont	Strengths-based Services Curriculum and Training
OFA Region II	
New Jersey	Program Efficiencies through the Utilization of Data Management
New York	Career Pathways
Puerto Rico	Subsidized Employment
OFA Region III	
Delaware	TANF Transitional Work Program (TWP)
Maryland	Program Efficiencies
Virginia	Program Efficiencies
Washington DC	Program Efficiencies - Data Matching and Unifying Case Plans
West Virginia	Data Management and Program Efficiencies

OFA Region I

Connecticut – Between the fall of 2012 and the fall of 2013, Connecticut will engage in a three-phase transition to a more holistic, customer-centered business model called ConneCT. ConneCT has three main components – Web Services, Integrated Voice Response (IVR), and Document Management and Workflow – which together are designed to improve participant access, achieve better quality outcomes, enhance customer service, reduce cost, and provide a technological framework for the future. With ConneCT, participants will be able to apply for benefits online, make application changes online, and view the status

[1] The PowerPoints from this session are available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

of their applications, while case workers will be able to more easily access and review participant documents.

Maine – Maine is in the early stages of redesigning its Welfare-to-Work programs with a focus on strengthening collaborative ties with other agencies and key stakeholders and increasing the State's WPR. Staff from Maine's State TANF Agency recently visited New Hampshire to gather promising practices on working with U.S. Department of Labor State programs. Maine has also planned a two-day strategic collaboration session with key partners and stakeholders in order to get a better understanding of current challenges and opportunities. Some of the avenues that Maine is particularly interested in exploring include career pathways and subsidized employment programs.

Massachusetts – In February 2008, Massachusetts launched DTA Works, an internship program run by the Department of Transitional Assistance (DTA) for those with barriers to employment and little to no work experience. Participants who participate in the program must meet several eligibility criteria -- they must be recipients of TANF cash benefits and must pass a background check before they can begin a clerical internship in a local DTA field office. Program participants receive a small monthly stipend to reimburse them for vocational education and training related expenses, such as transportation, child care, and clothing. The stipend payment does not impact a participant's TANF grant or their SNAP benefits. While there is no guarantee of a job once participants have completed their internships, DTA Works provides participants with valuable work experience and references for future job applications. DTA staff identified recruitment and retention as two central challenges the program faces, but noted the overall success of the program and indicated that is has given Department staff a clearer perspective on the opportunities and challenges that their participants face on a daily basis.

Vermont – Vermont's TANF program partnered with State University of New York (SUNY) to develop Vermont's TANF strengths-based services curriculum and training. The training is designed to foster strengths-based work with TANF participants, helping both seasoned and newer case managers increase their skills in developing working relationships that are change-focused yet participant-centered. The strengths-based curriculum is based on the belief that each person, no matter where they are in life, can draw on their own experiences to find strength. In doing so, the curriculum moves away from the approach more commonly used among social service programs which relies on finding and fixing problems. The modules for the curriculum include: Finding Strengths First; Coaching to Motivate and Build Solutions; Preparing for Change; and Moving from Contemplation to Action. Both the curriculum and training draw heavily on motivational interviewing techniques, coaching, and helping participants move actively through the stages of change.

OFA Region II

New Jersey – In the fall of 2013, New Jersey will launch the Consolidated Assistance Support System (CASS), an innovative social service information system that will modernize services to the more than 1.5 million New Jersey residents that participate in major assistance programs, such as TANF, the Children's Health Insurance Program (CHIP), and the Supplemental Nutrition Assistance Program (SNAP). Once

operational, CASS will be one of the largest social service information systems in the country. Some of the major features of CASS include an automated eligibility system, case sharing, improved management reports, State and county workload monitoring, and paperless case management. New Jersey is also launching the Document Imaging Management System (DIMS) in 2013, which will be linked to CASS and will allow county TANF agencies to electronically image, store, and retrieve verification and other documents for all supported programs. It is anticipated that CASS and DIMS will improve service provision and strengthen participant outcomes.

New York – New York State has operated the Career Pathways Program since February 2009. The program was launched as a joint initiative between the Office of Temporary and Disability Assistance and the Department of Labor and supported with a combination of TANF and Workforce Investment Act (WIA) funds. A total of 25 million dollars in TANF, WIA, and New York general fund dollars has been invested to help improve the economic prospects of low income workers, including public assistance recipients, young adults between the ages of 18 to 24, and households with incomes at or below 200 percent of the Federal poverty level. The program provides participants with job skills training and education necessary for advancement in fields that offer promotional opportunities. Contracts with 28 non-profit agencies across the State are in operation and the results have been positive. Over 9,000 individuals enrolled in occupations that contractors have demonstrated are in-demand in their local areas, including but not limited to: health care, construction, clerical work, food service, security, information technology, investment operations, and environmental remediation. Employment outcomes have been equally impressive, with over 2,053 individuals entering employment earning an average wage of $11.34 per hour. While the slower economy and competition for entry level jobs has been challenging, particularly in fields such as construction, New York expects employment outcomes to continue.

Puerto Rico – Puerto Rico operates a subsidized employment program for TANF program participants. The program is a continuation of the Territory's subsidized employment program that was created using funding from the TANF Emergency Fund established by the American Recovery and Reinvestment Act (ARRA) of 2009. Key elements of the program include peer-to-peer learning and employment placement. The Puerto Rico team shared stories of success about TANF participants who attained self-sufficiency as a result of the program. These stories encourage other participants to reach their goals.

OFA Region III

Delaware – Delaware operates a non-time limited TANF program for cases in which the parent or caretaker has disabilities that impede his or her ability to work. During 2009, a specialized case management program, the Transitional Work Program (TWP), was implemented for this population. The focus of the program is assessment and linkage to appropriate employment services, supports, and work. Many participants are identified as potentially Supplemental Security Income (SSI) program eligible. These participants are then assisted in preparing an SSI application and with appeals when necessary. Delaware contracts with a vendor who provides community and home-based case management services for this

program. Participation in the program is mandatory and failure to participate can result in reduction of the TANF grant and eventual case closure.

In order to track participant success and vendor outcomes, Delaware developed four separate participant tracks with track-specific outcomes that are linked with payments in the vendor contract. The contract is a hybrid of program and performance based contracting and has become more performance based overtime. This is a result of identifying appropriate measurable outcomes for each track and an increased focus on expediency of services. Delaware's desire to partner with other agencies who can work with participants over an extended period of time while maintaining a focus on employment led to Delaware's State TANF agency entering into a new Memorandum of Understanding (MOU) with the Department of Vocational Rehabilitation.

Maryland – Maryland's Department of Human Resources (DHR) partnered with the University of Maryland School of Social Work to develop a participant services system focused on increasing the WPR. One of the central motivations of the system is to increase engagement with TANF participants that are "stuck" and failing to participate in work activities and to keep them moving forward on the path towards self-sufficiency. DHR is also working with partners in counties across the State to increase collaboration and improve outcomes for TANF participants.

Virginia – Virginia is currently in the process of modernizing its eligibility system for TANF assistance. In March of 2012, the Virginia Department of Social Services (VDSS) deployed a customer portal that allows applicants to screen for eligibility, apply for assistance, report changes, and check their benefit status. This portal has made it easier for individuals to apply for benefits and has lessened the administrative burden on staff because applicant information is automatically uploaded into the State's eligibility system. The next phase of Virginia's eligibility system modernization effort includes the development of an external rules engine to determine eligibility for applicants, case management services across multiple programs, a single sign-on for multiple applications, and a document management and imaging system. VDSS expects that these modernizations will increase the efficiency and effectiveness of the State's eligibility process by saving workers' time, reducing touch points, and minimizing manual tasks.

Washington D.C. – Washington D.C. is one year into a redesign of its TANF program and is currently working on streamlining its eligibility determination process. By the end of 2014, the District intends to have integrated into its system the ability to match TANF data with Medicaid data. As part of this redesign, Washington D.C. is changing the way it engages with contractors, moving towards more outcomes-based performance measures. Some of these outcomes-based measures include job placement rates, educational attainment rates, length of unemployment, and WPR. In addition, work that outside agencies do with participants will be credited to Washington D.C.'s Customer Assessment Tracking and Case History (CATCH) system, and certain non-profit organizations and other agencies will be given access to the system. The District is also working to improve the ways it tailors work participation requirements based on

participants' specific needs and is in the process of training staff and contractors at all levels on how to use the Online Work Readiness Assessment (OWRA) tool.[2]

West Virginia – West Virginia is currently working to improve its case management process through the implementation of a Master Data Management System and the Rushmore Case Review System. The Rushmore System provides the State with a web-based data collection, analysis, and reporting system that is designed to increase overall efficiency of case management and the provision of assistance. Some of the major aspects of the new system include a single screen for case reviews customized to meet worker and management needs, built-in core reporting functionality that can produce custom reports, and the ability to provide information for training and other program planning. West Virginia intends for training on this new system to be completed by the end of October 2012.

Understanding the Current Research Agenda and Its Impact on State TANF Programs

During this interactive researchers' roundtable, national TANF research leaders discussed the current research agenda and shared key findings from recent research activities relating to TANF and poverty. The panel was moderated by Jeanette Hercik, Ph.D., Vice President for Family Self-Sufficiency at ICF International, and panelists included Peter Baird, a Senior Associate at MDRC, Shelia Zedlewski, a Fellow at the Urban Institute, and Heather Hahn, Ph.D., a Senior Research Associate also of the Urban Institute. Attendees gained insights on and engaged in discussions about the research findings on a variety of topics including career pathways, employment retention and advancement, TANF work requirements, and facilitating postsecondary education and training for TANF participants.

Dr. Hercik opened this session by posing several questions to the panelists on what they viewed as the key lessons in engaging TANF participants in work and moving individuals along the path to self-sufficiency. The panelists explained that research shows that specific training on career development is of critical importance, and that TANF strategies that combine training and employment have the best chance of making a long-term impact. Additionally, many TANF participants often become "stuck" in the system, unable to find gainful employment and to progress towards self-sufficiency. Addressing the needs of these individuals is critical for increasing WPR and for ensuring that families do not remain trapped in poverty once they reach the time-limit for TANF benefits. The panelists discussed the need for greater emphasis to be placed on re-employment programs to assist those TANF participants who held, but then lost, subsidized jobs. For TANF participants with multiple barriers to employment, it is important that they receive intensive case management services that make them aware of the full range of support services available to them to assist in their job search.

Other important topics tackled by this panel included sanctions, alternatives to the WPR, and child-only cases. The Urban Institute has looked at several alternatives to the WPR that retain a focus on employment, such as earnings and job retention rates. State TANF leaders should ensure that the primary

[2] For more information on the HHS-sponsored OWRA tool, please visit: https://peerta.acf.hhs.gov/tanftc/index.cfm

emphasis of the programs they oversee is on helping participants achieve self-sufficiency; meeting a certain WPR should not be the paramount goal. The panelists agreed that new performance measures should be included in any reauthorization of TANF. Attendees from several States and Territories also offered feedback to the panel regarding their experiences with child-only cases, supporting care givers, and overcoming participants' barriers to employment.

In closing this panel discussion, Dr. Hercik asked the panelists to highlight what they saw as two to three of the most important issues facing TANF programs today. Dr. Hahn stressed the need for alternative performance measures to the WPR and expressed her concerns about the shrinking amount of cash assistance generally provided by TANF programs. Ms. Zedlewski also expressed concern over the level of cash assistance, noting that only three out of every ten TANF dollars is currently being spent on providing cash assistance. Mr. Baird offered the final thoughts from the panel, noting the need for greater information on TANF sanctions, particularly with regard to where they are actually being enforced. He also encouraged States to look more deeply into low-cost interventions, such as motivational interviewing, which can improve outcomes for TANF participants. As a result of this session, attendees learned about the current research on a wide range of issues relating to TANF and poverty.

Improving the Role of TANF in the Safety-Net[3]

During this session, national TANF expert LaDonna Pavetti, Ph.D. discussed the role of TANF in the overall safety-net and in the lives of low-income families. More specifically, the presentation focused on how responsive TANF has been to the needs of eligible families and what strategies TANF program administrators can utilize to improve the effectiveness of TANF programs for eligible families. Attendees engaged in a discussion on the TANF program's responsiveness and were provided with insights and recommendations for improving TANF's responsiveness to the needs of low-income families.

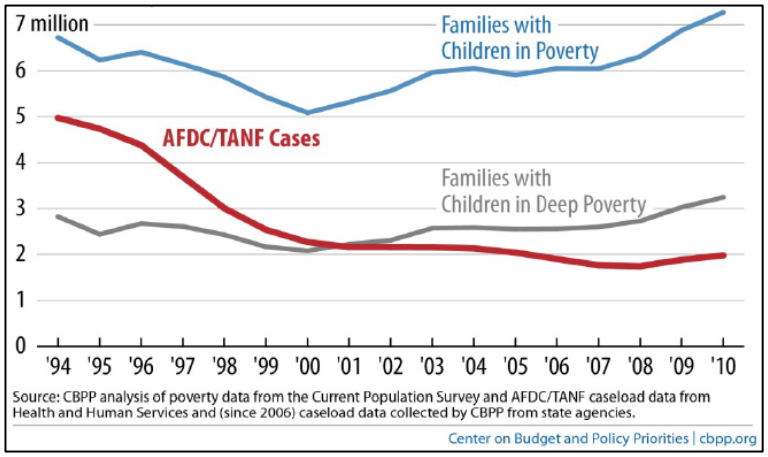
There are a few key issues with TANF serving as both a work program and a safety-net. As a work program, there is a mismatch in TANF between participants' employment assistance needs, labor market realities, and the work activities that the statute recognizes. According to Dr. Pavetti, the WPR is a poor measure of TANF's success in helping participants to find and maintain employment. Moreover, both the WPR and TANF work requirements fail to take into account progress that has already been made on the part of participants. While TANF reaches very few poor families, its block grant structure discourages States from being responsive to increased need. In addition, the loss of TANF benefits has led to increases in the number of families living in poverty, which has significant long-term implications for children.

Dr. Pavetti also addressed the question of how TANF has performed as a safety-net. The TANF caseload has declined during the majority of the 16-year history of the program, and it increased only modestly during the Great Recession with significant variation among different States. As shown in **Figure 2**, the TANF caseload has declined even in years when the number of families with children in poverty or deep

[3] The PowerPoint from this session is available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

poverty has increased. The TANF-to-Poverty Ratio, which measures the number of families receiving TANF assistance out of every 100 families with children in poverty, has declined for all States in the years since the program's inception. For those that receive them, TANF benefits are very low on their own and have a limited impact on moving families out of poverty unless used as a springboard to get parents into well-paying jobs. TANF lifts many fewer children out of deep poverty than did its predecessor, Aid to Families and Dependent Children (AFDC).

Figure 2: TANF Caseload Decline



In terms of TANF's impact on single mothers, Dr. Pavetti addressed the question of how single mothers with lower levels of education have fared in the labor market and the role that TANF has played in assisting individuals in this demographic group find gainful employment. Since 1998, single mothers without a high school degree have been somewhat more likely to work than single women of the same educational attainment level without children. While the rate of employment among single mothers has declined in most States since 2003, it remains generally high when compared to other demographic populations. The WPR reveals little with regard to explaining how successful TANF is in engaging unemployed single mothers in employment activities. The evidence suggests that TANF plays at best a small role in providing employment assistance directly to this population. Dr. Pavetti also discussed whether single mothers have more income now than before TANF's inception, reporting that the results are mixed. Single mother families in the middle income quintile have more earned and other income and less TANF income. Those in the second lowest quintile have lost both TANF and earned income since 2000. For single mother families in the bottom quintile, additional earned income was not sufficient to make up for the loss of TANF income. Unfortunately, it is the lowest income single mother families that tend to have a higher percentage of very young children.

To close, Dr. Pavetti offered her thoughts on several potential opportunities for improvement. She stressed that legislators and TANF administrators must recognize that TANF programs must serve the dual purposes of helping unemployed parents find employment, while also providing a safety-net when jobs are not available or work is not feasible. To this end, Dr. Pavetti suggested that the uses of TANF funds should be narrowed and that there be a required minimum amount to be spent on core services. There is a need to expand and simplify work activities, as well as to redesign the Contingency Fund to focus on subsidized jobs. In order to improve upon the WPR as a metric for success, Dr. Pavetti suggested that the Federal government give States the option to be held accountable for program outcomes rather than participation rates.

State Team Time – Part One

During this facilitated peer networking and strategic planning session, State and Territory TANF teams had the opportunity to network with peers and to discuss specific topics of interest relating to improved program outcomes. In addition, the teams began to build their family self-sufficiency puzzles – which were provided to each team at the beginning of the workshop. The self-sufficiency puzzles consisted of 25 blank puzzle pieces to be filled out over the course of the three-day workshop. Following each session and during team time sessions, State and Territory teams were asked to fill the puzzle pieces with their thoughts on each session and action plans related to program, practice, and policy innovations.

At the end of the session, several attendees reported the key points from their discussion to the larger group. For example, Maryland representatives shared their processes for training front-line staff, noting that while the State has in place a course catalogue for training front-line workers, they are working on developing and implementing comprehensive training to familiarize front-line staff with new aspects of Maryland's participant services model. Maryland TANF program staff asked how other States are training their front-line staff, especially with regards to working with new systems and the implementation of the Affordable Care Act (ACA). Several States shared their experiences with designing, implementing, and adjusting successful training programs. As a result of this session, TANF teams learned best practices in improving TANF program outcomes, as well as potential pitfalls to avoid.

State TANF Teams' Meeting with ACF/OFA Leadership

The first day's final session provided an opportunity for State TANF teams to meet in a closed session with ACF/OFA leadership. Mark Greenberg, Deputy Assistant Secretary for Policy at ACF, and Susan Golonka, Deputy Director at OFA, engaged in a constructive dialogue with session attendees on a wide range of issues, questions, and concerns.

Day Two - Wednesday, September 19, 2012

Asset-Mapping and Network Analysis: Tools to Improve Service Coordination in the Human Services[4]

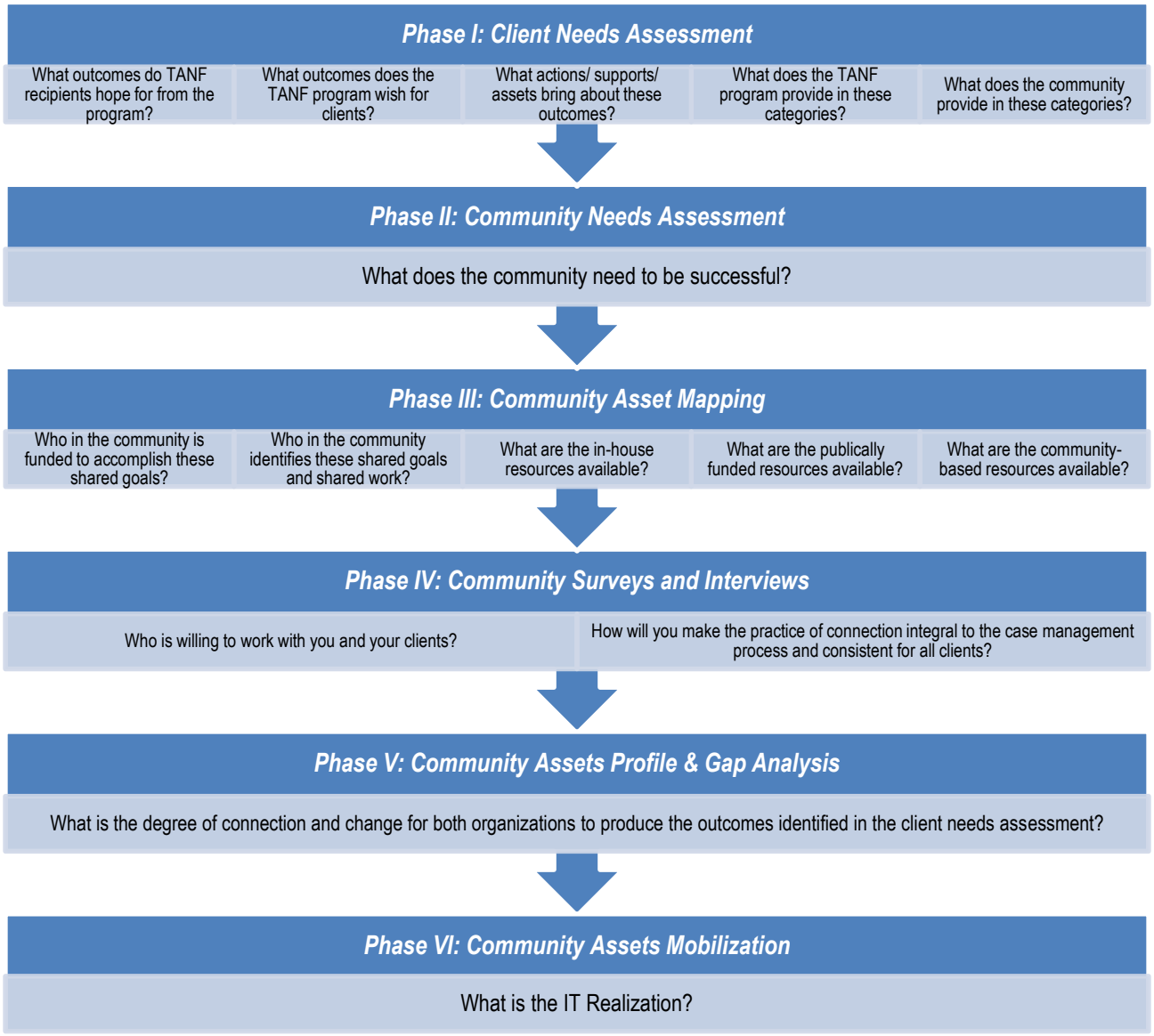
Day Two of the workshop began with a session on the use of asset mapping and network analysis as tools for improved service coordination. Recognizing that TANF alone is often insufficient to pull families out of poverty, asset-mapping and network analysis can strengthen the resources available for low-income families and TANF participants. In order to expose attendees to these important tools, during this interactive training session, Janine Lesser, a TANF Program Specialist with the New Hampshire Department of Health and Human Services, and Micah Gilmer, Ph.D., a Senior Partner with Frontline Solutions, shared keys for conducting network analyses and mapping community assets. Dr. Gilmer and Ms. Lesser divided their presentation into several parts, first discussing the theoretical framework for asset-

[4] The PowerPoint from this session is available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

based community development, then presenting two project examples, and closing with lessons learned and possible future avenues for improvement.

Dr. Gilmer discussed the two paradigms of community asset-mapping, "needs-based" and "asset-based." He encouraged attendees to adopt the latter approach, noting that determining the strengths present in a community is much more useful for improving the coordination and provision of services. There are numerous types of assets that can be found in a community, from developmental and commercial assets to recreational and social assets. Dr. Gilmer provided examples of these different types of assets and walked attendees through the phases of the adapted BCT Partners-Frontline Solutions International (FSI) asset mapping methodology. A list of the phases, along with some of the critical questions and issues to consider at each stage, is provided in **Figure 3** below.

Figure 3: Phases of Asset Mapping Methodology



In order to provide attendees with a better idea of how asset mapping has been used successfully in the past, Dr. Gilmer and Ms. Lesser described two different project examples: the North Carolina Network of Grantmakers (NCNG) and the New Hampshire Employment Program (NHEP). The NCNG represents North Carolina's only forum for information sharing and cooperation among State grant makers and it provides opportunities for key stakeholders to work together to improve the effectiveness and ultimate impact of different grants. In 2011, the NCNG led a project to map all the programs that served children and young adults in Chapel Hill and Carrboro, North Carolina. One of the products of that project was an interactive map of youth services in these areas which can be filtered by type of organization, nature of service, population served, and number of children served.[5] For this project, asset mapping was critically important for developing a plan for continued funder investment and increased nonprofit capacity with regard to youth programs and services in Chapel Hill and Carrboro.

In New Hampshire, the State Department of Health and Human Services mapped outcomes of TANF families to the support services and programs across the State. Much like the NCNG, New Hampshire used this information to develop a plan for improving the provision of support services to TANF participants with an emphasis on more effectively combining services to increase overall family well-being.

Dr. Gilmer and Ms. Lesser shared some of the key lessons learned in asset mapping and network analysis, as well as potential avenues for improving these tools in the future. The key lessons identified by Dr. Gilmer and Ms. Lesser are listed in **Figure 4.** Going forward, Dr. Gilmer and Ms. Lesser noted that it will be important to standardize data collection tools and interview protocols to create tighter integration between Google Maps and public local, regional, and national data sets and to minimize start-up costs for new asset-mapping initiatives. As a result of this session, attendees learned strategies for asset-mapping and conducting network analyses meant to improve partnerships and increase program outcomes.

Figure 4: Key Asset Mapping Lessons

1. Validate needs (Phase I) and validate findings (Phase IV).
2. Combine quantitative (Phase II) with qualitative (Phase III).
3. Community needs assessment helps guide (and focus) community asset mapping.
4. Fit the technology to the needs.
5. Integrate online with offline.
6. Leverage partnerships to reduce cost.

Logic Modeling and Strategic Planning: Keys to Program Success[6]

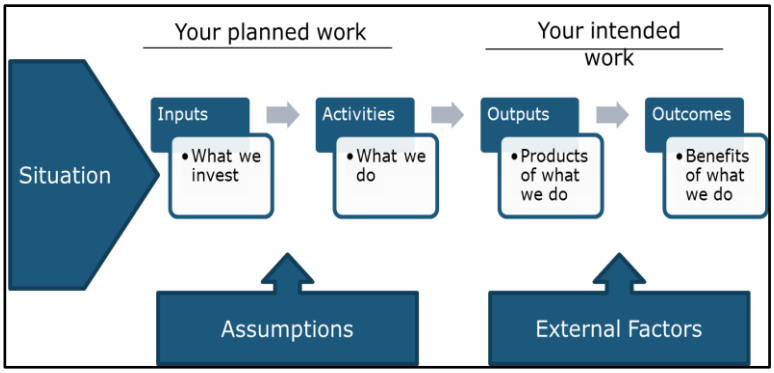
During this facilitated session, Louisa Jones from ICF International provided attendees with practical tools for developing a basic logic model. This do-it-yourself and action oriented session provided an opportunity for State TANF teams to learn about the concepts and the uses of logic models in TANF programming.

[5] To view the interactive map of youth services, please visit: http://chcyouth.org

[6] The PowerPoint from this session is available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

Session attendees were asked to reflect on the types of evidence they have to support their TANF programs, as well as what types of resources they might need to be able to generate better evidence. She explained what logic models are, their different components, and how they are useful. A logic model is a diagram of how a program is supposed to work in theory and provides a road map to reach program goals. **Figure 5** shows an overview of the basic components of a logic model. Logic models have numerous benefits throughout the different stages of a program. At the planning and program design stage, a logic model serves to build a shared understanding of what a program is about and how the parts work together. During the implementation and management of a program, a logic model focuses the attention of management on the most important connections between action and results. When a program is being marketed and assessed, logic models again prove beneficial, providing a way to involve and engage stakeholders in the design and processes.

Figure 5: Basic Logic Model Components



Ms. Jones explained in detail the differences between outputs versus outcomes in the logic modeling process. Outputs are accomplishments or products of program activities or the number of people exposed to a program, while outcomes refer to the difference that an accomplishment or product actually makes. For example, the number of participants that completed financial management training would be an output, while the percentage of participants that track their spending using a budget would be an outcome. It is imperative that logic models that deal with TANF programs address not only short- or medium-term outcomes, but also long-term outcomes for maintaining a participant's progress towards self-sufficiency. Moreover, it is important that those involved in developing a logic model aim for achieving outcomes that are SMART (Specific, Measurable, Attainable, Results-oriented, and Timely) and that the potential for unintended outcomes is considered as well.

Following this overview, attendees were split into groups to work together to produce a basic "cookie baking" logic model, in order to give them practice using this tool. During the exercise, attendees were given a list of tasks related to cookie baking and were ask to determine which logic modeling component each task falls under: inputs, activities, outputs, or outcomes. Attendees were asked what parts of the "cookie baking" logic model could be analogous to aspects of the service delivery process for TANF participants. In closing the presentation, Ms. Jones

Figure 6: Properties of Logic Models

Relevant: **Useful to the program being assessed.**

Valid: **Accurately reflect the underlying concept.**

Reliable: **As little measurement error as possible.**

Practical: **Possible to obtain the data within the time and resources available.**

Culturally appropriate: **Relevant to the cultural context.**

Adequate: **There is no correct number of type of indicators.**

discussed the importance of logic model indicators, well defined measures that shown an occurrence of an event, accomplishment, or change. While indicators should fit the properties listed in **Figure 6**, they can be either quantitative or qualitative.

As a result of this interactive session, attendees learned about the components of a logic model and its benefits, as well as how to develop a basic logic model for their individual State or Territory TANF program.

Strategic Workforce Partnerships[7]

During this moderated session, William "Ed" Trumbull, a Senior Fellow at ICF International, shared some keys to success for strengthening overall collaborations with workforce partners in order to improve employment outcomes for participants. State TANF attendees also learned about strategic workforce partnerships that have been developed throughout the three regions and across the country.

There is a growing importance of higher education as a prerequisite for obtaining a well-paying job and achieving self-sufficiency. Greater educational attainment is positively associated with higher levels of income and lower levels of unemployment. Following the recent recession, people with Bachelor's degrees or higher gained two million jobs during the recovery period, while people with high school diplomas or less lost 230,000 jobs during the same period. These results were even more pronounced during the recession itself when those with a high school diploma or less lost 5.6 million jobs altogether, while those with a Bachelor's degree or higher actually gained 187,000 jobs. The demand for workers with postsecondary degrees will only continue to increase in the future. This trend is especially pronounced in the States and Territories within OFA Regions I, II, and III.

Given the importance of educational attainment for job placement and retention, developing career pathways is a crucial strategy in working with TANF participants. Career pathways provide a long-term strategy for moving TANF participants off government assistance and towards sustainable self-sufficiency. For example, Arkansas' Career Pathway Initiative allows TANF eligible students to choose among education and training pathways that lead to jobs in high-demand fields that pay family-sustaining wages and provides them with support services, tutoring, and counseling along the way. In order to enhance existing career pathways programs, Mr. Trumbull suggested that participating organizations collect, analyze, and share labor market information; provide skills assessments, skills matching, and career navigation functions; offer counseling and support services; and provide referral, job search, and employment retention assistance. Several strategies that participating organizations can use to develop and expand new career pathways include:

- Comparing the skills requirements of employers to the education and skill levels of the population and identifying skills gaps;
- Collaborating with other partners to assess the region's education and training capacity;

[7] The PowerPoint from this session is available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

- Coordinating with partners on career navigation and support services;
- Helping to identify and pursue leveraged funding and partnerships; and
- Reaching out to other community stakeholders, including employers, to build support for the career pathways system and initiatives.

During the presentation, Mr. Trumbull introduced two grant programs: the US. Department of Labor (DOL), Employment and Training Administration (ETA)'s Workforce Innovation Fund (WIF)[8] and the Trade Adjustment Assistance Community College and Career Training (TAACCCT)[9] grant programs. He provided examples of where these grants had been used successfully to develop or expand career pathways programs in OFA Regions I, II, and III States and Territories. For example, Baltimore County in Maryland received a WIF grant for its Accelerating Connections to Employment (ACE) program. Targeted at individuals with low skills and educational attainment, ACE provides participants with academic and occupational instruction so that they may gain an industry valued credential. The program assists participants with the job application and placement process. **Figures 7** and **8** provide an overview of current WIF and TAACCT grant awards in OFA Regions I, II, and III.

Figure 7: WIF Grant Awards (June 2012)

Organization Name	State	Strategies	Award Amount
Baltimore County, Maryland	MD	Implement I-BEST and LWIB lead system integration	$11,869,725
The SkillSource Group	VA	Entrepreneurship services	$8,355,590
West Central Job Partnership, Inc.	PA	Regional cooperation, sector strategy, and career pathways	$6,000,000
Metro North Regional Employment Board	MA	Collaborative structure, leveraged funding and incorporate social networks	$3,000,000
Three Rivers Workforce Investment Board	PA	New apprenticeship and develop new markets	$3,000,000
FMS Workforce Development Board	NY	STEM awareness and credential attainment	$2,999,970
Newark Workforce Investment Board	NJ	Technology, performance management & customer service	$2,998,899
Rhode Island Department of Labor and Training	RI	On-ramps to Career Pathways	$2,782,122

[8] For more information on the Workforce Innovation Fund, please visit: http://www.doleta.gov/workforce_innovation/

[9] For more information on the Trade Adjustment Assistance Community College and Career Training Grant Program, please visit: http://www.doleta.gov/taaccct/

Figure 8: TAACCT Grants (September 2011 - 1st Round Awards)

Organization Name	Industry	Project Area(s)	Award
Tidewater Community College (Statewide)	Health Sciences	VA	$24,107,474
Community College of Philadelphia (Statewide)	Manufacturing, Logistics, Health Care IT and Energy	PA	$20,000,000
Quinsigamond Community College (Statewide)	Life Sciences & Biotechnology; IT, Health Care	MA	$20,000,000
Collin County Community College District (Multi-state)	IT, Cyber and Geospatial	MA & others	$19,998,974
Great Bay Community College (Region-wide)	Advanced Manufacturing	NH, MA, NH, VT	$19,974,792
Kingsborough Community College (New York City)	Health Care, Food and Education Services, Business, Manufacturing	NY	$19,860,087
Anne Arundel Community College (Multi-state)	Cyber, Vehicles, Manufacturing and Environmental	MD & others	$19,730,281
Cincinnati State Technical and Community College (Multi-state)	Health Care	DC, WV, & others	$19,613,306
Mountwest Community and Technical College (Region-wide)	Health Care, Transportation, Mechatronics	WV & others	$5,000,000
Delaware Technical Community College (Region-wide)	Agriculture, Aviation, Energy, Health Care and IT	DE, MD, NJ, PA, VA	$4,994,200
Raritan Valley Community College	Initial are automotive and HVAC	NJ	$4,620,265
Central Maine Community College (Statewide)	Not Available (NA)	ME	$4,464,186
Community College of Rhode Island (Statewide)	Health Care and IT	RI	$3,405,023
Community College of the District of Columbia	NA	DC	$2,701,202
Gateway Community College	NA	CT	$2,701,202
Universidad del Este	NA	PR	$2,701,203
Community College of Vermont (Statewide)	Health Care, IT and Business	VT	$2,500,000

In closing, Mr. Trumbull highlighted the upcoming Employment and Training Administration (ETA) funding opportunities listed below:

- Pay for Success Pilot Projects/SGA-DFA-PY-11-13 -- proposals due December 11, 2012 ($20 million competition);
- Third round of TAACCCT grants -- anticipated solicitation announcement in winter 2012 ($500 million competition); and

- Second round for WIF grants -- anticipated solicitation announcement in summer 2013 ($147 million awarded in 1st round).

Mr. Trumbull encouraged the State and Territory TANF directors to begin taking action steps to collaborate with workforce agencies that have these grants or as potential partners for future grants. He suggested reaching out to workforce directors while also tracking funding announcements. It is important to establish relationships with workforce directors and to explain the things that TANF brings to the table, including activities such as case management and job recruitment, in addition to participants and trade workers. TANF can be a resource for workforce agencies that hold these grants – workforce agencies can provide the funding and TANF can provide the participants.

TANF and WIA Snapshot[10]

For the afternoon, the TANF teams met with program staff from the States and Territories of DOL Employment and Training Administration (ETA) Regions I and II to discuss collaboration between TANF and Workforce Investment Act (WIA) agencies. During this first session, State and Territory teams received a brief overview of WIA State Plans, the WIA system, State TANF program structures, and State TANF Plans. Leo Miller, a Grants Officer with the DOL ETA Region II, moderated the discussion. Panelists included Jeffrey Gabriel, a Federal Project Officer with ETA Region II, Frank Ceruto, a TANF Program Manager with OFA Region II, and Peg Montgomery, a Senior TANF Specialist with OFA Region III.

Following introductory remarks, Mr. Gabriel provided attendees with a brief history of WIA and TANF partnering, an overview of the current state of partnering efforts from ETA's perspective, and guidance on individual State plans. Mr. Gabriel noted that while WIA makes it clear that businesses are the primary customer and that a demand-driven system must deliver the best workers to meet business needs, this approach is not necessarily consistent with the needs of TANF program participants, especially those with multiple barriers to employment. Prior to ARRA, workforce and TANF efforts were separate in many States. ARRA brought ACF and ETA together in support of subsidized employment. At present, with funding once again tightening up, discussions are taking place over the nature of workforce and TANF partnerships going forward. Mr. Gabriel provided guidance from ETA for developing strategic State TANF and WIA plans to bring together resources to improve outcomes for low-income families. These suggestions are shown in **Figure 9**.

Figure 9: Strategies for Bringing Together WIA and TANF Resources

***Cross-program strategies*: Integrating programs to meet the needs of sub populations.**

***Partnerships*: Engaging key partners needed to integrate the programs.**

***Resources*: Leveraging combined dollars to support programs efficiently and effectively.**

***Policy Alignment*: Avoiding duplication.**

After Mr. Gabriel's presentation, Mr. Ceruto and Ms.

[10] The PowerPoints from this session are available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

Montgomery provided an overview of the TANF program, including TANF's history, mission, funding, work activities definitions, and State Plan requirements. Mr. Ceruto noted that the populations eligible for assistance have increased greatly since President Roosevelt signed legislation creating the first Federal welfare program, Aid to Dependent Children (ADC) in 1935. When TANF was created in 1996 as a result of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), it was designed to provide assistance and work opportunities to needy families by granting States block grants and flexibility to design and implement their own welfare programs. There is flexibility in the policy which allows States to spend TANF funds in any manner reasonably calculated to accomplish any of the four purposes of TANF. However, the block grant itself has not increased since 1996, remaining at $16.5 billion for all States, Territories, and Tribes. Ms. Montgomery then provided an overview of TANF's time limits, cost-sharing requirements, work requirements, and the definitions of TANF work activities. A summary of TANF assistance requirements organized by funding source is shown in **Figure 10**. Ms. Montgomery and Mr. Ceruto also provided attendees with information on the process for submitting State TANF Plans to OFA, how to amend those plans if necessary, and how to develop and submit work verification plans.

Figure 10: TANF Requirements to Recipients of Assistance by Funding Source

TANF Requirements	Federal TANF Funds	State Funds in TANF	Separate State Programs
Work Participation Rate Requirement	Yes	Yes	Yes (beginning FY 2007)
Time Limit	Yes	No	No
Prohibition for Non-Citizens 5 Years	Yes	No	No
Child Support to State	Yes	Yes	No

As a result of this session, TANF and WIA attendees gained a better understanding of the history, components, participants, funding streams, and primary activities of State and Territory WIA and TANF programs.

Workforce Collaborations in Action[11]

During this rapid peer round-robin, four selected State TANF and WIA teams with successful TANF and WIA collaborations presented on key aspects of collaboration and innovative local practices developed to improve workforce development. The selected teams provided recommendations for improving collaboration between TANF and WIA as well as strategies designed to strengthen workforce development activities for shared participants. The States selected to present included New Hampshire, Pennsylvania, Rhode Island, and West Virginia. Summaries of their presentations, organized by State, are provided below.

[11] The PowerPoints from this session are available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

New Hampshire

Bonnie St. Jean, a WIA Program Administrator at the Office of Workforce Opportunity, New Hampshire Department of Resources and Economic Development, noted that collaboration and cooperation between the WIA and TANF programs is an established characteristic of the State's administration of welfare programs. Ms. St. Jean explained that several programs targeted at vulnerable populations within the State, such as the Shared Youth Vision program that focuses on needy children, are developed with active input from both WIA and TANF representatives regardless of who is responsible for administering the program. In order for other States to strengthen strategic workforce collaborations as New Hampshire has done, Ms. St. Jean provided several strategic recommendations, including maintaining open lines of communication, recognizing mutual goals, ensuring that front-line case managers are well trained and working together, and encouraging referrals and partnering.

Following Ms. St. Jean's remarks, Mark Jewell, Bureau of Welfare to Work Chief, at the New Hampshire Department of Health and Human Services, spoke about the benefits and challenges of collaboration with WIA from TANF's perspective. One challenge to collaboration is the difference in TANF performance measures and WIA performance measures – TANF case workers may find it difficult to have participants meet required hours through referrals to WIA. Additionally, much of the participant information required by WIA is already collected by TANF, so New Hampshire WIA and TANF have been working together to prevent a duplication of effort. New Hampshire TANF staff holds monthly collaboration meetings with WIA to examine current challenges and opportunities for improvement and to make sure that performance measures are aligned. On certain projects, New Hampshire's TANF program shares funding with WIA in order to do to stretch their resources and efforts. While collaboration between TANF and WIA is made easier in New Hampshire because of the State's small size, open avenues of communication and the realization of common goals is critical for New Hampshire's successes and can be replicated elsewhere.

During the question and answer session, presenters were asked whether New Hampshire had a goal of the number of TANF participants referred to WIA. They explained that while New Hampshire does not have a specific target, the State does have a policy called "priority of service" where TANF participants are prioritized when referred to WIA. Not all TANF participants are good fit for WIA services, so any referral decision that is made is always done with a participant's best interests in mind. In response to a question about how the "priority of service" policy came about, Ms. St Jean noted that it was a requirement from the U.S. Department of Labor that is included in New Hampshire's State Plan.

Pennsylvania

Following New Hampshire's presentation, Lourdes Padilla, Deputy Secretary, Office of Income Maintenance, Department of Public Welfare (DPW), and Michelle Staton, Deputy Secretary, Workforce Development, Department of Labor and Industry (L&I), discussed Pennsylvania's experiences with coordination of services between TANF and WIA. DPW and the L&I are currently in the early stages of integrating their Employment, Retention, and Advancement Network (EARN) and CareerLink programs. The integration of EARN and CareerLink will prove beneficial in a number of ways, including bringing TANF

participants into a more universal workforce development system; increasing employer access to candidates; providing staff with a broader perspective; opening up the potential for shared staffing; increasing team coordination and access to more resources; and providing better inclusion of TANF participants. There are significant anticipated cost savings associated with the integration and co-location of these two programs that will allow for greater focus on actual service delivery.

Ms. Padilla and Ms. Staton also discussed L&I's process for developing a new job matching system to better serve their participants. The resulting online portal, JobGateway, features a "job feed" which aggregates 200,000 job listings from top jobs websites, allows for job search activities to be captured automatically, and lets users record outside job search activities. JobGateway serves to bridge the gap between job-seekers and employers, helping to increase the number of jobs available for Pennsylvanians and making it easier for Unemployment Compensation claimants and TANF participants to register and seek work. L&I's JobGateway is a particularly useful tool for DPW in complying with new TANF Work First and Work Compliance legislation passed by the State legislature that requires TANF applicants to submit three job applications per week pending the authorization of TANF benefits. Now, when individuals apply for TANF benefits online, they will be automatically linked with JobGateway and TANF caseworkers will be able to track the number of job applications a participant is submitting in order to verify compliance with the new requirement.

In closing, Ms. Padilla and Ms. Staton highlighted several important steps for ensuring successful integration. These steps included creating an integration workgroup charged with identifying promising practices for collaboration and determining the impact of these decisions on various stakeholders, as well as finding new ways to maximize benefits to job seekers.

Rhode Island

Deborah Anthes, State Adult Education Administrator, Office of Adult and Career Technical Education, and David Tremblay, Administrator, State Workforce Investment Office, provided strategic suggestions for how other States might replicate Rhode Island's successful collaboration. Ms. Anthes discussed the purpose of Rhode Island's TANF program, the State's employment outlook, and commonalities between the TANF and WIA programs. TANF is only a temporary source of assistance and TANF program staff know that collaboration with other agencies and programs is necessary in order to ensure that TANF participants achieve self-sufficiency. Since Rhode Island is a small State geographically, finding jobs for TANF participants within State lines is not always an easy task, and the State TANF program relies heavily on its partners . Both the State TANF and WIA programs are dedicated to putting the interests of Rhode Islanders first and providing the tools participants need to find employment and become self-sufficient.

Even though Rhode Island is a small State, collaboration between agencies is not always easy because of the different agency cultures. Mr. Tremblay described Rhode Island's plans for the Workforce Innovation Fund grant the State recently received. The plan has two main components: a systems change and a pilot test. The goal for the systems change component is to examine the policies, laws, cultures, and practices of all the State agencies that deal with workforce development issues and to come up with ways to improve

collaboration and participant service delivery. The pilot test component will involve field testing of WIA's career pathways model in two or three workforce areas in order to gather information on the model's efficiency and effectiveness.

In closing, Ms. Anthes and Mr. Tremblay discussed the collaborative efforts between TANF and WIA on programs for vulnerable youth. During the summer of 2012, Rhode Island implemented a new Summer Youth Program consisting of several One Stop Centers for youth and funded by both State and WIA funds. The program has already seen significant success with many participants entering employment, post-secondary education, or returning to high school. By bringing in TANF funds, Mr. Tremblay estimated that the number of youth served by the program could double. He also noted that WIA One Stops provide on-the-job training for vulnerable youth, a service supported in part by TANF funds.

West Virginia

Valeria Comer, Deputy Executive Director of WorkForce West Virginia, and Sue Buster, Director of the Division of Family Assistance, Bureau for Children and Families, West Virginia Department of Health and Human Resources (DHHR), presented on partnership efforts between WIA and DHHR. All seven of West Virginia's Workforce Investment Board (WIB) regions have assisted in delivering services for many different DHHR (TANF) programs. When the West Virginia Workforce Investment Act was passed, it included a provision creating an Interagency Collaborative Team (ICT) that is comprised of policymakers from State agencies involved in workforce development and is required to meet on a monthly basis. Following ARRA's passage in 2009 and the subsequent availability of stimulus funds, the relationship established by the ICT provided an avenue for WIA and DHHR to develop new and mutually beneficial workforce development initiatives. These collaborative efforts spanned a number of different programs, including the Summer Youth Employment Program, Employment Subsidy Program, SNAP, and Excel Career Club.

Ms. Comer and Ms. Buster highlighted several lessons learned as a result of these collaborative efforts, as well as potential steps for moving forward. For example, the Employment Subsidy Program was beneficial for everyone involved and instrumental in helping DHHR meet their TANF WPR. As a result of this partnership program, TANF participants received better job placement services than they might have otherwise. Going forward, Ms. Comer and Ms. Buster recommended that future collaborations between DHHR and the local regions focus on job placement through State or Federal DHHR grants to support the staff and services. Since WIBs and Workforce West Virginia focus on job placement, it has been easy to include these grants as an additional service to employers which helps to eliminate duplication of services to employers. Focusing on job placement in future grants will also strengthen local DHHR partnerships.

Strengthening Strategic Workforce Collaborations – TANF and WIA[12]

This moderated session was led by Federal TANF and WIA leaders who shared information on national and regional initiatives created to improve collaboration between TANF and WIA stakeholders and provided insights for strengthening workforce collaborations and outcomes. State and Territory attendees had the

[12] The PowerPoints from this session are available on the Welfare Peer TA Network Web site: https://peerta.acf.hhs.gov/

opportunity to engage national and regional TANF and WIA representatives on issues relating to local TANF and WIA integration, policy, and practice developments. Presenters for this session included Earl S. Johnson, Ph.D., Director of OFA, Holly O'Brien, Regional Administrator, ETA Region I, and Lenita Jacobs-Simmons, Regional Administrator, ETA Region II.

Ms. O'Brien and Ms. Jacobs-Simmons opened the session by describing several areas where ETA has observed the potential for collaboration between TANF and WIA programs. The first area highlighted was on-the-job training (OJT) for TANF participants. OJTs are programs in which an employer hires an unskilled TANF participant and commits to training that person during their period of employment. By participating in an OJT program, employers are generally reimbursed for 50 to 90 percent of an employee's wages, making these types of programs beneficial for both employers and TANF participants. Ms. Jacobs-Simmons suggested that State TANF programs talk with local WIA staff or WIB directors to see if partnerships can be developed to create or enhance OJT programs. Funding for OJT programs can be found through DOL National Emergency Grants[13] and several discretionary grant programs.

Ms. O'Brien then discussed career pathways programs, explaining that this step-by-step approach to skills development and employment has been successful in moving TANF participants towards self-sufficiency. The career pathways model requires active case management and planning and supports individuals with lower skill levels. Career pathways programs also require flexible methods of delivery, strategies to accelerate competition, and guidance and support from case managers. Ms. Jacobs-Simmons also provided details about credentialing. Credentialing is a way to document the skills of potential employees and provide security to the most vulnerable job-seekers. With nearly half of all job openings in the next ten years requiring more than a high school education, but less than a college diploma, President Obama has established a goal that every American complete at least one year of postsecondary higher education or career training. In order to collaborate on the issue of credentialing, TANF and WIA programs have to communicate with each other about both the needs and resources of their respective programs.

DOL ETA would like to see increased collaboration between TANF and WIA youth and adult programs in ex-offender programs, programs for low-income populations, dislocated worker programs, and H1B skill training initiatives[14]. In ex-offender programs, significant room for collaboration exists in developing support services, trainings, and mental health and substance abuse treatment. WIA youth programs target low-income youth with barriers to employment and WIA adult programs focus on unemployed and underemployed adult workers. ETA dislocated worker programs include the TAACCT grants, which are designed to build the capacity of community colleges to improve their curriculum and offer career training. Finally, H1B skill training grants are used for technical on-the-job skills training, with priority given to the long-term unemployed, small businesses, returning service members, and unemployed young adults. In closing their presentation, Ms. O'Brien and Ms. Jacobs-Simmons noted several broad principles for

[13] For more information on National Emergency Grants, please visit: http://www.doleta.gov/neg/

[14] For more information on the H1B Skills Training Grants, please visit: http://www.doleta.gov/grants/awards/02-102award.cfm

developing stronger partnerships between TANF and WIA programs, including: deeper integration, broader coordination, leveraging of resources, and shared risk-shared reward.

To wrap up the session, Dr. Johnson discussed the importance of collaboration from the TANF perspective. As a result of attending Regional technical assistance activities across the country, he has learned that collaboration is a multi-faceted and complex issue. It is important to recognize that different populations have different needs, and a one-size fits all approach to collaboration between TANF and WIA programs is unlikely to be successful. Building trust is a major part of fostering increased collaboration. There is a need for other Federal partners to come into the conversation, such as the Department of Education and the Department of Commerce. OFA's Health Profession Opportunity Grants (HPOG)[15] are another area for potential collaboration between TANF and WIA programs.

As a result of this session, attendees learned about potential areas for increased collaboration between TANF and WIA stakeholders to strengthen workforce outcomes for low-income populations.

State Team Time

During this facilitated peer networking and strategic planning session, State teams of both TANF and WIA representatives had independent State discussions on current collaborative activities, the potentials for collaboration, and the key aspects of collaboration. State teams also had the chance to map-out specific cross-agency activities that could potentially influence WIA and TANF program coordination.

Day Three - Thursday, September 20, 2012

Partner Highlight: Maximizing Collaborations to Improve TANF Program Outcomes

The final day of the workshop provided attendees with the opportunity to visit with representatives from various safety-net partner agencies to identify strategies for leveraging alternative programs and funding streams to assist low-income families and TANF participants. Representatives from several agencies and organizations were seated at tables around the room while State and Territory TANF teams rotated throughout to engage with each presenter. Session presenters included: William "Bill" Kluxen from the U.S. Department of Agriculture, Food and Nutrition Service, Mid-Atlantic Office; Dave McCarraher from the U.S. Department of Housing and Urban Development; Juanita De Vine, Rose Bynum, and Valeria Merritt from the ACF Office of Child Support Enforcement, Region III; Seth Hassett from the ACF Office of Community Services, Division of State Assistance; and Patrick Patterson, Senior Manager and Responsible Fatherhood expert from ICF International.

[15] For more information on the Health Profession Opportunity Grants, please visit: http://www.hhs.gov/news/press/2010pres/09d/state_charts.html

State Team Time and Report-Out

During this peer-to-peer planning time, State TANF teams engaged with peers and technical assistance team members on developing practical and appropriate strategies for improving TANF program performance and outcomes. State TANF teams also completed their family self-sufficiency puzzles and filled out a "missing puzzle piece," which was designed to capture technical assistance and training needs generated from the workshop. These technical assistance needs are listed in **Figure 11**. At this final workshop session, attendees also had the opportunity to engage national experts one-on-one to discuss challenges and solutions.

Figure 11: Identified Technical Assistance Needs

Technical Assistance Needs
Strategies for collaborating and sharing funds with WIA.
Ideas for improving case management activities and developing team based case management systems.
Follow up on the logic modeling process.
Strategies for improving and linking data systems.
More information on other Federal programs.
Strategies for creating subsidized employment programs.
More information on asset mapping and strategies for educating staff on Google platforms and Geographic Information Systems (GIS).
Ideas on collaborating with the Fatherhood Initiative and Child Support services.
Information on alternative TANF outcome measures.
Facilitation of a strategic planning meeting with the OFA Regional office.
More information on available grant opportunities.
Information on training case managers and eligibility staff.

Closing Remarks

Earl S. Johnson, OFA Director, and Eileen Friedman, TANF Program Manager with OFA Region III, provided closing remarks for the Regions I, II, and III East Coast Strategic Collaborations Workshop. Dr. Johnson thanked State and Territory TANF teams and other key stakeholders for attending and encouraged attendees to provide feedback to OFA on the workshop as well as their future technical assistance needs. Ms. Friedman shared some of the workshop's highlights and expressed appreciation to attendees for their active engagement over the course of the workshop.