

Introducing

Urban Partnerships Initiative



Online TOOLKIT



Urban Partnerships
FOR WELFARE REFORM

<http://peerta.acf.hhs.gov/upitoolkit>

Urban Partnerships Initiative Online Toolkit

The Urban Partnerships Initiative Online Toolkit (<http://peerta.acf.hhs.gov/upitoolkit>) presents a collection of innovative and promising practices from around the country, and features programs representing each of the Administration for Children and Families 10 Regional Offices. The toolkit was developed under the guidance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance (OFA) in partnership with the 26 cities of the Urban Partnerships Initiative and the Administration for Children and Families Regional Offices.

As an extension of the numerous Urban Partnerships Initiative activities designed to facilitate peer sharing among America's urban centers, the Urban Partnerships Initiative Online Toolkit brings together more than 60 cutting-edge developments in service delivery to low-income and Temporary Assistance for Needy Families (TANF) populations. The result of successful collaboration and comprehensive analysis, the Urban Partnerships Initiative Online Toolkit identifies promising practices in TANF programming and offers a suite of materials that can be used by TANF stakeholders to expand and improve service delivery.

This guide complements the more comprehensive toolkit and is organized along the same continuum of TANF services. In each section (Intake, Case Management, Work Attachment, Work Retention, and Transitional Services), users will find a summary of the types of programs included in the toolkit and the variety of tools related to each segment of the TANF continuum.



<http://peerta.acf.hhs.gov/upitoolkit>

Intake

Intake is the initial process for program entry involving the application procedure, information gathering, outreach, and coordinating services to meet client needs. Intake procedures determine whether an individual is eligible for services, and frequently help determine whether an individual qualifies for additional safety-net programs beyond TANF, such as Food Stamps or Medicaid. Intake also can help determine if an individual is a good candidate for diversion services, which target immediate needs and provide short-term support to prevent long-term involvement in the TANF system. Intake includes a connection to child support enforcement, a vital aspect of ensuring that children receive proper support, including financial and medical, from both parents. The Intake section of the toolkit can be found at <http://peerta.acf.hhs.gov/upitoolkit/intake>.

Programs within the Intake section are organized as follows:

- Outreach
- Eligibility
 - Application
 - Special Populations
- Diversion
- Child Support Enforcement



The types of tools located in the Intake section include:

- Eligibility screening tools
- Screening tools for job readiness and diversionary work programs
- Application tools and intake systems for combining multiple programs, such as TANF, Food Stamps, and Medicaid
- Tools to connect clients with other human services or community resources, such as child care, transportation, housing, treatment for addictive disorders, prenatal services, and employment services
- Training materials for staff
- Program policies
- Program operations tools, such as information packets, flow charts, curricula, and assessment tools
- Interagency memoranda of understanding and third-party contracts



<http://peerta.acf.hhs.gov/upitoolkit/intake>

Case Management

TANF agencies often use case management to organize and centralize the wide array of services available to clients. A caseworker assesses the needs of a client and his or her family and then refers them to the appropriate services. In addition, a caseworker often monitors a client's activities in terms of work participation requirements and program time limits. This ongoing, consistent relationship with a single case manager provides additional support for clients as they move from welfare to work and self-sufficiency. The Case Management section of the toolkit can be found at <http://peerta.acf.hhs.gov/upitoolkit/case>.

Programs within the Case Management section are organized as follows:

- Case Management Practices
 - Assessment and Referral
 - Sanctioning
- Agency Management
 - Performance Management
 - Performance-based Contracting
 - Work Participation Verification
- Supportive Services
 - Barrier Removal



The types of tools located in the Case Management section include:

- Screening tools
- Assessment tools
- Baseline and client history interviews
- Training materials for staff
- Program and personnel policies
- Program operations tools
- Case management forms
- Monitoring and reporting tools
- Memoranda of understanding and contracts



<http://peerta.acf.hhs.gov/upitoolkit/case>

Work Attachment

The Deficit Reduction Act of 2005 reauthorized TANF and placed renewed emphasis on employment services, engaging all customers in appropriate work activities, and improving employment outcomes among participants. In the context of this toolkit, activities and services that help TANF clients move into employment fall under the category of work attachment. Work attachment includes work activities, work readiness activities, and job placement or development. The Work Attachment section of the toolkit can be found at <http://peerta.acf.hhs.gov/upitoolkit/worka>.

Programs within the Work Attachment section are organized as follows:

- Work Activities
 - Subsidies
 - On-the-job Training
- Work Readiness Activities
 - Vocational Training
 - Educational Training
 - Supportive Services and Barrier Removal
- Job Search and Job Placement



<http://peerta.acf.hhs.gov/upitoolkit/worka>

The types of tools located in the Work Attachment section include:

- Information and marketing materials for employer outreach
- Career and job search assessment tools
- National job readiness assessment tools and certificates
- Comprehensive online systems of tools for client engagement, learning, and work attachment
- Work site agreements
- Work attachment program materials and policy manuals
- Data collection and reporting tools
- Participant and employer handbooks
- Interagency memoranda of understanding



<http://peerta.acf.hhs.gov/upitoolkit/worka>

Work Retention

Work retention occurs when TANF clients move past initial work attachment and progress toward self-sufficiency. Once clients find employment, measures can be taken to help ensure they enhance their earnings and skills to prevent recidivism through the doors of social services. Work retention entails a host of strategies designed to advance individuals in their current jobs, including on-the-job coaching, work incentives, and a system of wage progressions, skill development activities, and connection to outside supports. Together, these activities help TANF customers retain their jobs and move toward independence. The Work Retention section of the toolkit can be found at <http://peerta.acf.hhs.gov/upitoolkit/workr>.

Programs within the Work Retention section are organized as follows:

- Job Coaching and Incentives
 - County Programs
 - Performance-based Contractors
 - Community and Faith-based Organizations
- Access to Work Supports
 - Performance-based Contractors
 - Demonstration Programs
- Strategic Job Placement for Advancement
 - Tiered Approach
 - Sector-based Job Training and Placement
- Training for Retention and Advancement
 - Adult Programs
 - Youth Programs



The types of tools located in the Work Retention section include:

- Program structures, philosophies, or flow charts
- Career and self-sufficiency advancement plans
- Employer criteria and outreach materials
- Employer memoranda of understanding
- Strategies for obtaining and retaining employment
- Job skills and professional development training curricula
- Program operations documents, such as program applications, evaluations of job performance, job market reports, and an income calculator
- Staff training manuals



<http://peerta.acf.hhs.gov/upitoolkit/workr>

Transitional Services

TANF alone is often unable to meet all the needs of families seeking assistance. As a result, collaborations between local governments and local community and faith-based organizations to provide additional support services have evolved to help families maintain their footing on the path to self-sufficiency. In the context of this toolkit, transitional services refer to support beyond formal TANF assistance that helps individuals retain stable employment, housing, child care, and transportation, and meet long-term financial goals. The Transitional Services section of the toolkit can be found at <http://peerta.acf.hhs.gov/upitoolkit/transitional>.

Programs within the Transitional Services section are organized as follows:

- Government/Community Engagement
 - Housing
 - Child Care
 - Transportation
 - Employment
 - Other
- Financial Supports
 - Earned Income Tax Credit
 - Individual Development Accounts/Financial Literacy



<http://peerta.acf.hhs.gov/upitoolkit/transitional>

The types of tools located in the Transitional Services section include:

- Assessment tools
- Program operations tools
- Program curricula
- Handbooks, policies, and procedures
- Service provider application and orientation tools
- Service provider agreements
- Volunteer training materials and recruitment plans
- Marketing and outreach strategies and materials
- Memoranda of understanding and commitments from community partners and coalitions



<http://peerta.acf.hhs.gov/upitoolkit/transitional>

Program List

Intake

- ACCESS Wisconsin
- Diversionary Work Program
- Family Services Team
- Job Ready State Diversion Program
- Nebraska's Comprehensive Application for Assistance
- New Jersey's Kinship Navigator Program
- No Wrong Door
- Relative Caregiver Program
- Shift
- SUCCESS and STARS
- Wake County Human Services

Case Management

- Balanced Scorecard
- County of Los Angeles Community Assessment Service Center
- Learning Needs Screening Tool
- Maryland Work Participation Specialists
- The New Hope Project
- North Carolina Work First/Child Protective Services Substance Abuse Initiative
- Odyssey House Texas, Inc.
- The Odyssey Village
- Rapid Employment Attachment Program
- Right Work, Right Way
- San Diego Sanction Pilot
- Spexcell
- Step Industries, Inc.
- Stinson & Associates, Inc.
- VR Reach-Up Program
- Work First New Jersey Substance Abuse Initiative



Work Attachment

- Business Access In-Home Learning
- Center for Employment Training
- Community Based Training
- Disability Navigator
- Jobs, Education and Training (JET) Program
- Jobs, Education and Training (JET) Program, Flint, MI
- Local Investment Commission
- Mississippi TANF Work Program
- National Work Readiness Credential
- Project Enterprise
- San Diego Job Club
- STRIVE
- The WorkKeys System

Work Retention

- Connectinc., Inc.
- Denver International Airport Workforce Center
- Mentoring Program, Family Pathfinders of Tarrant County
- Neighborhood Work Project/ Vocational Development Project
- Northern Connections, Inc.
- Northwest Youth Corps
- Philadelphia@Work
- Project EARN, San Diego
- Project EARN/Work Advance Support Center Demonstration Site
- Project Match
- Riverside GAIN Program
- Seattle Jobs Initiative
- Tiered Employment Program

Transitional Services

- Assets for Independence
- Benton Harbor EITC Initiative
- Community Action Partnership of Riverside County Earned Income Tax Credit Program
- Denver's Individual Development Account (IDA) Program
- Emergency Child Care Assistance Program
- Excel!
- Faith Connections
- Family Self Sufficiency
- King County Jobs Access Transportation Program
- Redevelopment Opportunities for Women's Economic Action Program
- EarnBenefits Program, Atlanta
- EarnBenefits Program, New York City
- Treasure Island Homeless Development Initiative



Acknowledgments

Urban Partnerships Initiative Team Leaders

Atlanta

William Cook
wpcook@dhr.state.ga.us

Baltimore

Tracey Paliath
tpaliath@dhr.state.md.us

Boston

Constance Harris
Constance.Harris@state.ma.us

Chicago

Caprisca Randolph-Robinson
Caprisca.Randolph-Robinson@illinois.gov

Cleveland

Christine A. Fox
FOXCO1@ODJFS.state.oh.us

Dallas/Fort Worth

Amy Cuellar
amy.cuellar@hsc.state.tx.us

Denver

Curt Pesicka
curt.pesicka@ci.denver.co.us

Detroit

Lucius Vassar
vassarl@detroitmi.gov

Houston

Ginger Rogers
ginger.rogers@theworksource.org

Kansas City

Margaret Randle
Marge.Randle@dss.mo.gov

Los Angeles

Francisco E. Perez
franciscoperez@dps.lacounty.gov

Memphis

Linda Williams
Linda.L.Williams@state.tn.us

Minneapolis

Bill Brumfield
bill.brumfield@co.hennepin.mn.us
Joe Gaspard
Joe.Gaspard@co.hennepin.mn.us

Newark

Arlene Steinbacher
asteinba@oel.state.nj.us

New Orleans

Benjamin Francois, III
bfrancoi@dss.state.la.us

New York

Denise Tolbert
tolbertd@hra.nyc.gov

Oakland

Sam Tuttelman
stuttelman@acgov.org

Omaha

Linda Hart
linda.hart@dhs.ne.gov

Philadelphia

Denise O. Chambers
dechambers@state.pa.us

Phoenix

Rochelle L. Webb
RochelleWebb@azdes.gov

Pittsburgh

Naomi Bowyer
Naomi.Bowyer@AlleghenyCounty.US

Portland

Carol Lamon
carol.lamon@state.or.us

St. Louis

Mary Bell
mbell@stlworks.com

San Antonio

Grace Moser
grace.moser@hsc.state.tx.us

San Diego

Jaye Yohonis
jaye.yohonis@sdcounty.ca.gov

Seattle

Helen Campbell
CampbHM@dshs.wa.gov

Technical Working Group

Baltimore

Tracey Paliath

Boston

Yasmin Otero

Cleveland

Joe Gauntner

Dallas/Fort Worth

Amy Cuellar

Kansas City

Margaret Randle

Newark

Arlene Steinbacher

New York

Patricia Smith

Portland

Carol Lamon

The project also is supported by the following individuals:

Sidonie Squier

Director of the Office of Family Assistance

Lisa Washington-Thomas

Technical Assistance Branch Chief

Robin McDonald

Division Director, State and Territory TANF Management

Al M. Fleming

Federal Project Officer

We also received nominations and feedback from the 10 regional TANF offices.





U.S. Department of Health and Human Services
Administration for Children and Families
Office of Family Assistance

370 L'Enfant Promenade, SW
Washington, DC 20447
www.acf.hhs.gov