

2013-15 Policy Option Package

Agency Name: Department of Human Services
Program Area Name: Field Services
Program Name: Self Sufficiency Program Delivery and Design
Policy Option Package Initiative:
Policy Option Package Title: Self Sufficiency Staffing Initiative
Policy Option Package Number: 102-1 & 102-5
Related Legislation:
Program Funding Team: Healthy People

Summary
Statement:

The recent economic downturn has resulted in many more families with children accessing services from Self Sufficiency. The current TANF caseload is approximately 90 percent higher than prior to the beginning of the recession. The dramatic increase in the number of families applying for and receiving TANF, without additional staffing and program resources to meet the need, has affected the department's ability to provide timely, individualized services. The department has been forced to prioritize services to a very small number of families. Case plan development and referral to services has been delayed which directly impacts low-income families and their ability to access services in a timely manner and in a way that addresses their barriers to self-sufficiency impacting family stability and employment outcomes. In addition, the ability of the department to meet federally mandated requirements in the JOBS program has also been eroded. This policy option also connects to a proposed enhancement in TANF JOBS services to improve family stability, federal work participation requirements, and employment outcomes for families receiving TANF.

	General Fund	Other Funds	Federal Funds	Total Funds
<u>Policy Option</u> Package Pricing:	\$3,319,083	\$56,394	\$2,101,908	\$5,477,385

1. WHAT WOULD THIS POLICY OPTION PACKAGE (POP) DO AND HOW WOULD IT BE IMPLEMENTED?

The overall SSP staffing level is projected to move from 68.7% to 78% of need in 2013-15. This request is for additional TANF JOBS Case Manager positions, to address workload concerns and to support family stabilization and increased employment outcomes for self sufficiency clients. This initiative connects to an initiative in the Economy and Jobs funding team in support of Increased Employment outcomes.

Although the overall staffing is projected to increase to 78% Self Sufficiency is projected to be staffed at just over 41% of need for case managers. This initiative will increase the number of case managers to 75% over the end of the biennium to provide appropriate services in support of citizens who are at the lowest income level achieving safety, independence and remain healthy.

Based on the workload model an additional 30 case manager positions are requested to be funded at the beginning of the biennium, these positions would be allocated directly to field offices to provide services to Temporary Assistance to Needy Family (TANF) clients. These positions focus on engaging clients in services to remove barriers such as assessments for Learning Disabilities, Mental Health and Addiction, Life Skills and Employment service needs.

In addition we will repurpose and re-class 176 eligibility workers in stages throughout the biennium with approximately 100 positions being re-classed at the beginning of the biennium and the rest in the 2nd half of the biennium as efficiencies are gained through technology of an Eligibility Automation associated with modernizing our service delivery.

With the additional 30 case manager positions and the repurposing and re-classing of eligibility worker positions the overall Self Sufficiency staffing level will increase from the projected 78% to 80.9% by the end of the 2013-15 biennium.

2. WHY DOES DEPARTMENT OF HUMAN SERVICES PROPOSE THIS POP?

Appropriate and timely services to families living on less than 43% of the Federal Poverty level is crucial to ensuring that citizens of Oregon are Healthy and Safe. The addition of case management staff will allow engagement services for Self Sufficiency clients in the TANF program. This doesn't create a new program but allows the existing program to operate at improved potential.

Case managers are responsible for services to TANF clients in providing family stabilization supports, referrals and assessments to assist families to improve their health, safety and independence through increase employment outcomes. Without additional case managers DHS will continue to not be available to families in need of services. The addition of case managers will have an impact on our JOBS program providers by increasing referral for services, supporting clients to attend and participate in activities for Self Sufficiency. This increase is expected to result in caseload containment, potential caseload reduction (dependent on economic conditions) and increase participation in meeting federal participation standards.

3. HOW DOES THIS FURTHER THE AGENCY'S MISSION OR GOALS?

The mission of the Department of Human Services is to help Oregonians in their own communities achieve wellbeing and independence through opportunities that protect, empower, respect choice and preserve dignity. Self Sufficiency case managers support this mission by working directly with TANF families to identify barriers, develop case plans, conduct home visits and provide community referrals to address barrier removal in support of employment placement and family stability. Improvements in the staffing of case managers will:

- Directly support people to be safe and live as independently as possible by providing the ability for clients to receive timely and appropriate services to remove barriers and receive assistance for self sufficiency
- Improve the ability to provide equal access, service excellence and equity for all
- Support strong community and business relationships by increasing referral for JOBS services, providing more immediate response to business partners experiencing concern with client outcomes.
- Retain a highly qualified effective and valued workforce. Currently the workload greatly exceeds the ability to provide an effective service and is affecting our staff ability to remain employed.
- Increase Employment Outcomes for citizens we serve

4. IS THIS POP TIED TO A DEPARTMENT OF HUMAN SERVICES PERFORMANCE MEASURE? IF YES, IDENTIFY THE PERFORMANCE MEASURE. IF NO, HOW WILL DEPARTMENT OF HUMAN SERVICES MEASURE THE SUCCESS OF THIS POP?

Increased employment;
 TANF Re-Entry;
 TANF Family Stability;
 Teen Pregnancy;
 Participation rate;

5. DOES THIS POP REQUIRE A CHANGE(S) TO AN EXISTING STATUTE OR REQUIRE A NEW STATUTE? IF YES, IDENTIFY THE STATUTE AND THE LEGISLATIVE CONCEPT.

No change in existing statute is required
 No new statute is required.

6. WHAT ALTERNATIVES WERE CONSIDERED AND WHAT WERE THE REASONS FOR REJECTING THEM?

The only alternative is to not increase the number of case managers available to provide supports to TANF clients. This alternative will result in continued caseload and client instability.

7. WHAT WOULD BE THE ADVERSE EFFECTS OF NOT FUNDING THIS POP?

Caseload will continue to be unstable (continued growth); Federal Participation Penalty will continue for future Federal Reporting years; Family stability efforts will further erode.

8. WHAT OTHER AGENCIES (STATE, TRIBAL AND/OR LOCAL GOVERNMENT) WOULD BE AFFECTED BY THIS POP? HOW WOULD THEY BE AFFECTED?

None known at this time.

9. WHAT ASSUMPTIONS AFFECT THE PRICING OF THIS POP?

- Eligibility Automation is delivered on time in 2013
- Continued increase in on-line application submittals
- Acceptance of the system is achieved by July 2014 and workload savings of approximately 10 minutes (averaged) per intake and recert are realized
- Initial positions are funded at 21 months
- There are vacant HSS3 positions to repurpose in the re-class package
- Case Managers continue to be filled at 100% of allocation
- Caseload savings are re-invested in JOBS to further support caseload reduction through outcomes
- Vacancy fill rates return to 100% in the 2013-15 biennium for all classifications

Implementation Date(s):

October 1, 2013 (initial 30 positions – filled by 10/1/2013);

October 1, 2013 person/position re-class of 100 eligibility workers to X number of HSCM's (will need to prepare package ahead of time and will use some of the HSS3's to fund the reclassification to SR 21).

July 1, 2014 position re-class of remaining 76 eligibility worker positions to X number of HSCM's (will need to prepare package ahead of time and will use some of the HSS3's to fund the reclassification to SR 21)

End Date (if applicable): Ongoing

a. Will there be new responsibilities for Department of Human Services? Specify which Program Area(s) and describe their new responsibilities.

b. Will there be new administrative impacts sufficient to require additional funding? Specify which office(s) (i.e., facilities, computer services, etc.) and describe how it will be affected. See Addendum A - Administrative Services Division LC/POP Impact Questionnaire (at the end of this document).

Additional computers would be necessary to ensure staff have tools necessary to perform duties, facility costs may be impacted to guarantee staff have place to perform work (depending on service delivery models), desk chairs and basic office equipment would be required.

In addition, this option is connected with POP #103 JOBS Program Structure Adjustment which relies on performance-based contracting to improve the outcomes of families in the TANF program. JOBS contracts and agreements will need to be written utilizing performance-based contracting language. This will result in added workload on the part of the Office of Contracts and Procurement and on the TANF/JOBS policy unit.. It is estimated the added responsibility for managing performance-based

contracts and adding contracted services will impact the field staff. It is estimated a half FTE will be needed in the Office of Contracts and Procurement. It is also estimated that the contract management using performance-based contracting will require 6 additional FTE in the Office of Self-Sufficiency field delivery system.

c. Will there be changes to client caseloads or services provided to population groups? Specify how many in each relevant program.

Additional case managers will provide increased service to current caseload providing a stabilizing factor for the TANF caseload with potential reduction of 10% over the biennium. This reduction would be realized through program outcomes of increased TANF Employment, reduced TANF re-entry, TANF Family Stabilization and reduced Teen Pregnancy.

d. Will it take new staff or will existing positions be modified? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration or temporary.

Both – New staff will be required for a portion of the position growth with the remainder coming from modified positions (re-classing eligibility workers to case managers).

It is estimated the added responsibility for managing performance-based contracts and adding contracted services will impact both central office and field staff.

New Staff:

- Case Manager (HSCM): 30 New positions at 21 months
- Procurement and Contract Specialist: .5 FTE at 21 months
- Operations and Policy Analyst 2: 6 FTE at 21 months

Modified existing positions:

- Repurpose/Re-class positions: Re-class 100 eligibility worker (HSS3) positions to HSCM and fill at 21 months as HSCM's – will not be 100 HSCM's as some of the HSS3's will need to be used for funding the reclassification.
- Re-class the remaining 76 eligibility worker (HSS3) positions to HSCM and fill at 12 months as HSCM's (will not be 76 HSCM's as some of the HSS3's will be used to fund the reclassification)

Future Biennia all new and repurposed/re-classed positions will be 24 months.

- e. What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach and training?**
Standard set up for new staff
Make sure to include bandwidth upgrade where necessary
- f. What are the ongoing costs?**
Phone expenses for new staff.
- g. What are the potential savings?**
Caseload savings (10% of TANF caseload reduction) reinvested to fund positions.
- h. Based on these answers, is there a fiscal impact?**

TOTAL FOR THIS PACKAGE

<u>Category</u>	<u>GF</u>	<u>OF</u>	<u>FF</u>	<u>TF</u>	<u>Position</u>	<u>FTE</u>
Personal Services	\$2,638,601	\$49,248	\$1,675,686	\$4,363,535	37	32.18
Services & Supplies	\$680,482	\$7,146	\$426,222	\$1,113,850		
Capital Outlay	\$0	\$0	\$0	\$0		
Special Payments	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$3,319,083	\$56,394	\$2,101,908	\$5,477,385	37	32.18

DHS - Fiscal Impact Summary by Program Area:

	SS - Delivery	SS – Design	Program Area 3	Program Area 4	Total
General Fund	\$2,689,560	\$629,523	\$0	\$0	\$3,319,083
Other Fund	\$0	\$56,394	\$0	\$0	\$56,394
Federal Funds- Ltd	\$1,641,450	\$460,458	\$0	\$0	\$2,101,908
Total Funds	\$4,331,010	\$1,146,375	\$0	\$0	\$5,477,385
Positions	30	7	0	0	37
FTE	26.40	5.78	0.00	0.00	32.18

What are the sources of funding and the funding split for each one?