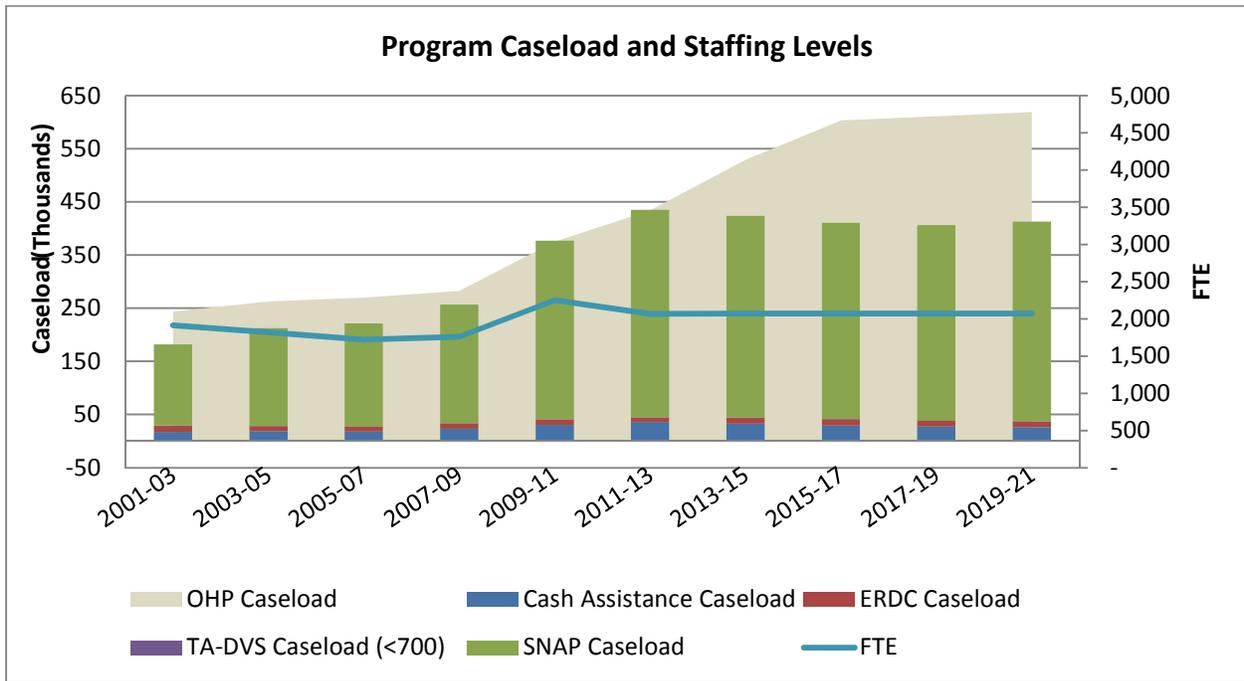


Department of Human Services - Program Delivery and Design

Self-Sufficiency Program

Primary Outcome Area: Healthy People
 Secondary Outcome Area: Economy and Jobs
 Tertiary Outcome Area: Safety
 Program Contact: Carol Lamon, 503-945-6071
 Sandy Dugan, 503-947-5374



Note –Reduction in staff in 2011-13 due to 196 positions moving to the Oregon Health Authority.

Executive Summary

This program provides design, personnel and service delivery in addition to oversight, planning, reporting, implementation, training, eligibility and benefit issuance for programs that support a diverse, low-income population in need of economic supports and self-sufficiency services to meet their basic needs. The last economic recession triggered a dramatic increase in demand for these services which include food and cash assistance, and other programs that enhance employability and support job retention among clients.

Program Funding Request

| | Self Sufficiency Healthy People Total (Design/Delivery) | | | | Positions | FTE |
|----------------|---|------------|-------------|-------------|-----------|----------|
| | GF | OF | FF | TF | | |
| LAB | 131,656,930 | 23,679,387 | 160,842,857 | 316,179,174 | 2,123 | 2,117.82 |
| ARB | 173,923,246 | 38,998,931 | 209,556,598 | 422,478,775 | 2,113 | 2,091.32 |
| Difference | 42,266,316 | 15,319,544 | 48,713,741 | 106,299,601 | (10) | (26.50) |
| Percent Change | 32.1% | 64.7% | 30.3% | 33.6% | -0.5% | -1.3% |

Significant Proposed Program Changes from 2011-13

| Self Sufficiency Investments/Reductions | SS Healthy People Total (Design/Delivery) | | | | | |
|--|---|-------|-------|-------|-----------|-------|
| | GF | OF | FF | TF | Positions | FTE |
| Staff TANF case managers to 75% and eligibility staff to 85% of world. model | 3.32 | 0.06 | 2.10 | 5.48 | 37 | 32.18 |
| DHS IT modernization and eligibility automation continuation | 7.12 | 14.18 | 34.66 | 55.96 | | |

(\$ Millions)

DHS proposes improving staffing levels in order to meet client demand and increase positive outcomes for TANF clients by both adding and reclassifying current positions. It’s projected that our case managers will be staffed at 42 percent of the demand for the 2013-15 without further investment. These positions provide families, who are living at less than 43 percent of the federal poverty level, with services to stabilize their living situations, increase their earning potential to move them off of state provided services. This investment would increase case managers from 42 percent of workload to 78 percent of workload by the end of the biennium. This investment is also supported by an increase in JOBS funding in the Economy and Jobs budget. Together, these investments would significantly increase the level of case management and employment barrier services available to TANF clients. It is anticipated that a significant increase in JOBS clients that would receive services will lead to shorter lengths of need and lower TANF caseloads.

In addition, DHS proposes to continue efforts, started in 2007-09, to transform the process for enrolling people and delivering services in eligibility programs including SNAP, TANF, Medicaid and ERDC. It also expands and focuses efforts for 2013-15 in the areas of business service, service delivery transformation and the connectivity and dependency between them. This comprehensive request supports technology needs and business transformation, supporting a business architecture scalable for future needs. The result will accomplish consistency in service delivery and maximize economies of scale as we work with clients all across the state. Working with seamless data access and data sharing will lead to positive outcomes, greater efficiency for caseworkers, leading to the best assistance we can offer those we serve.

Program Description

This program encompasses and supports the personnel necessary to provide eligibility and case management services to vulnerable Oregonians who request assistance to meet basic needs such as food and shelter, and need access to employment programs. Self Sufficiency family stability and work support programs:

- Temporary Assistance to Needy Families (TANF) provides cash assistance, job preparation services and community connections to low-income families with children while they strive to self-sufficiency.
- TANF Jobs Opportunity and Basic Skills (JOBS) program is an employment and training program.
- Supplemental Nutrition Assistance Program (SNAP), formerly known as Food Stamps, helps low-income families buy healthy foods to meet their nutritional needs.
- Employment Related Day Care (ERDC) helps low-income, working families with quality child care.
- Family Support and Connections (FS&C) provides local advocates who work with families to help them overcome parenting challenges to create family stability and prevent Child Welfare involvement.
- Temporary Assistance for Domestic Violence Survivors (TA-DVS) which provides up to \$1,200 to help pregnant women and families flee or stay free from domestic violence.
- Refugee Services support the successful resettlement of families in the U.S. who are fleeing persecution in their countries of origin.
- Oregon Health Plan and Medicaid eligibility determination to connect Oregonians who qualify for subsidized medical coverage with the appropriate program.

Since the start of the last recession, demand for these services has grown dramatically. The department is handling record caseloads in its primary self-sufficiency programs. Currently more than 800,000 people – or one in five Oregonians – get help purchasing food for their families through programs like SNAP. Of those Oregonians receiving SNAP, approximately 95,600 people are also receiving cash assistance through TANF to cover their family’s basic living expenses such as rent, utility payments and medical needs. Other programs, such as the child care subsidy, help parents provide the safe, reliable child care to stay employed.

Major cost drivers for the personnel need for Self-Sufficiency Program Delivery and Design are: Federal or State program mandates; economic conditions which affect caseload size such as the number of Oregonians needing assistance; personnel turnover and the related training and travel costs; the work effort required to provide services, and personnel packages such as furlough mandates, position costs, etc.

Program Justification and Link to 10-Year Outcomes

This program primarily supports the 10-Year Outcome for Healthy People by helping Oregonians meet their basic needs such as food, housing and medical care in order for people to be healthy and have the best possible quality of life at all ages. It also links to the Economy and Jobs, and Safety Outcome areas.

Staff supports basic need programs such as financial assistance, food assistance, medical insurance (eligibility only), child care, domestic violence services, employment and training, refugee and youth services. Also, staff is responsible for disaster program delivery when needed and as identified by the Federal program.

Staff at the State and local levels coordinates with Child Welfare to work with families to increase their stability and prevent Child Welfare involvement. This collaboration helps to support the State’s 10-Year Outcome for safety by ensuring children are cared for regardless of the system of service. Other collaborations have been built around domestic violence; housing; alcohol, drug and mental health treatment; workforce development; Vocational Rehabilitation; health care, and education.

Program Performance

Personnel resources provide performance in the delivery of programs within Self Sufficiency. The charts below provide a comparison of the caseload growth to the personnel growth providing a stark display of how our current resources are struggling to keep pace with the need of vulnerable Oregonians. A workload model is used

Self Sufficiency
Workload

SPRING 2012 Forecast

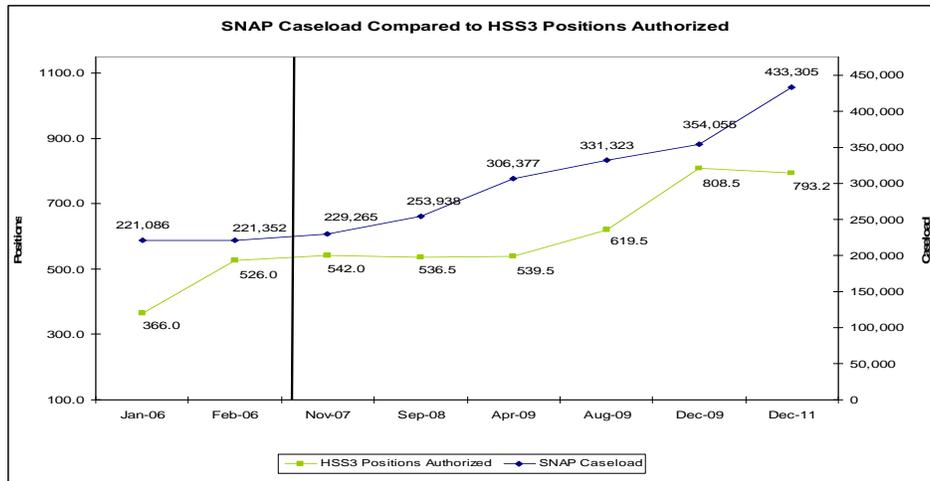
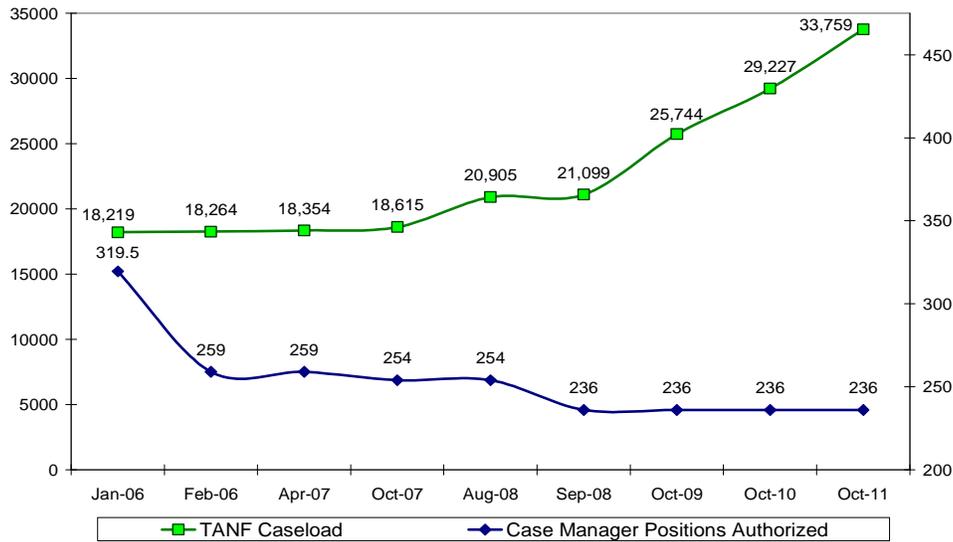
| | 2011-2013 | | | | 2013-2015 | | | |
|--------------------------------------|----------------------------|---------------------------|-----------------|--------------------------------|----------------------------|---------------------------|-----------------|--------------------------------|
| | Current Position Authority | Forecast Positions Needed | Percent of Need | Difference Current to Forecast | Current Position Authority | Forecast Positions Needed | Percent of Need | Difference Current to Forecast |
| Combined Eligibility Workers | 793.2 | 886.8 | 89.4% | -93.6 | 793.2 | 810.5 | 97.9% | -17.3 |
| Case Managers Combined Support Staff | 237.0 | 681.8 | 34.8% | -444.8 | 237.0 | 573.0 | 41.4% | -336.0 |
| Field Mgmt/Leadership Support | 547.9 | 784.3 | 69.9% | -236.4 | 547.9 | 691.7 | 79.2% | -143.8 |
| Totals | 254.9 | 314.9 | 81.0% | -60.0 | 254.9 | 275.9 | 92.4% | -20.9 |
| | 1833.0 | 2667.7 | 68.7% | -834.7 | 1833.0 | 2351.1 | 78.0% | -518.1 |

to provide a basis for determining personnel needs to adequately support those seeking services. The Spring 2012 Forecast matrix below provides a comparison of the delivery positions authorized by the 2011-2013 Legislature and the need based on work effort to meet the need. The work of staff in administration and central support is not included in the workload model; however, the work of central support staff is vital to the delivery of services in field offices. Central support provides the oversight of policy development, program design and changes required through legislation as well as Federal reporting compliance.

The charts below provide a comparison of the caseload growth to the personnel growth providing a stark display of how our current resources are struggling to keep pace with the need of vulnerable Oregonians.

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TANF Caseload compared to Case Manager Positions Authorized



We are committed to continually evaluating how to work in a more lean and efficient way to help streamline our efforts and improve outcomes for our clients and our budgets. As an example, improvements have been made in how we interview and determine eligibility for SNAP and TANF. This greatly improved the capacity of staff to see clients and issue benefits quickly, and helps us gain monetary performance awards to further benefit the State. The Federal Food and Nutrition Service (FNS) recognized Oregon as a national model for effective administration of the SNAP program. FNS awarded Oregon performance bonuses totaling \$5 million for its timeliness in issuing benefits and for program accessibility.

This active process of identifying ways to improve efficiencies allowed the Self-Sufficiency Program to reinvest staff resources to close the gap between positions needed and those authorized in the 2009-2011 biennium. The Self-Sufficiency Program continues to identify opportunities for other efficiencies as the delivery programs are at 69 percent of needed positions based on client demand. We are developing new models of delivery that will include on-line applications and eligibility automation which, over time, will allow staff to spend less time on

paperwork and more time working directly with clients providing services such as referrals to community resources, employment and training assistance, and case management.

Additionally, program areas are developing strategic plans for program delivery, including high-priority areas where breakthroughs are desired in either outcomes or the way work is done. One high priority area we share with the Vocational Rehabilitation and the Aging and People with Disabilities programs is on increasing employment outcomes for clients. We can best meet the needs of our clients by collaborating across programs to help them progress quickly along the road to self sufficiency.

Enabling Legislation/Program Authorization

Self-Sufficiency Programs have varying levels of mandates from Federal law and the Oregon Constitution. SNAP and Medicaid are federally mandated programs. TANF is a federal block grant program. It is authorized under Title IV-A of the Social Security Act, as amended by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA), and the Deficit Reduction Act of 2005. A significant portion of the TANF eligibility criteria is codified in State statute chapters 411 and 412. DHS has statutory authority to administer the ERDC program through ORS 409.010(2)(c), 411.141 and 418.485. Family Support and Connections services are authorized through the Title II of the Child Abuse Prevention and Treatment Act (CAPTA), as amended by P.L. 111-320.

Funding Streams

Funding for personnel for program Delivery and Design is determined through Random Moment Sampling Surveys to identify which programs are being worked on in the moment and the funding split for administration of the program. With RMSS, field delivery staff are required at random intervals to indicate the time spent on various activities to determine the level of federal funding which directly supports our ability to provide Self-Sufficiency Program services. The funding is a mixture of Federal and General Funds that cover the work done by the employees to support the programs that they work on. The main grants used are SNAP Administration and Medicaid which are both 50 percent Federal funds and 50 percent General Funds. TANF and CCDF funds also are used and both are 100 percent General Fund for administration.