

**Welfare Reform Hits the Road: How the Largest
Counties are Implementing and Managing
Welfare Reform**

**Presentation by
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Purpose of Study

To gain an understanding of how welfare reform is being implemented and managed in the country's urban centers with respect to:

- Impact on organizational structures
- Local authority for TANF
- Service delivery mechanisms
- Work participation challenges
- Support services in a "work first" environment

Local Implementation of Welfare Reform Study Themes

- Context -
 - Transformation of welfare programs
 - Administration of human services
- Change –
 - Organizational restructuring
 - Service redesign
- Challenges – to work participation requirements
- Collaboration –
 - Building bridges with public and private sector agency services
 - Nine out of ten agencies contract out some services

Study Methodology

- Study period – Spring and Summer 1998
- Data collection method - mail out survey
- Sample Frame
 - Urban TANF agencies
 - Counties with 500,000+ population based on CPS data
 - Largest county in states with no county with 500,000 population
- Survey response rates
 - 86 out 118 surveys returned (73%)
 - 42 states (84%)
 - Localities within state administered systems (66%)
 - Localities within locally administered systems (84%)

Organizational Change

- Extensive restructuring since 1995
 - Nine out of ten agencies modified organizational structure
 - Welfare reform as primary catalyst for organizational changes

Types of organizational changes (259 changes reported)

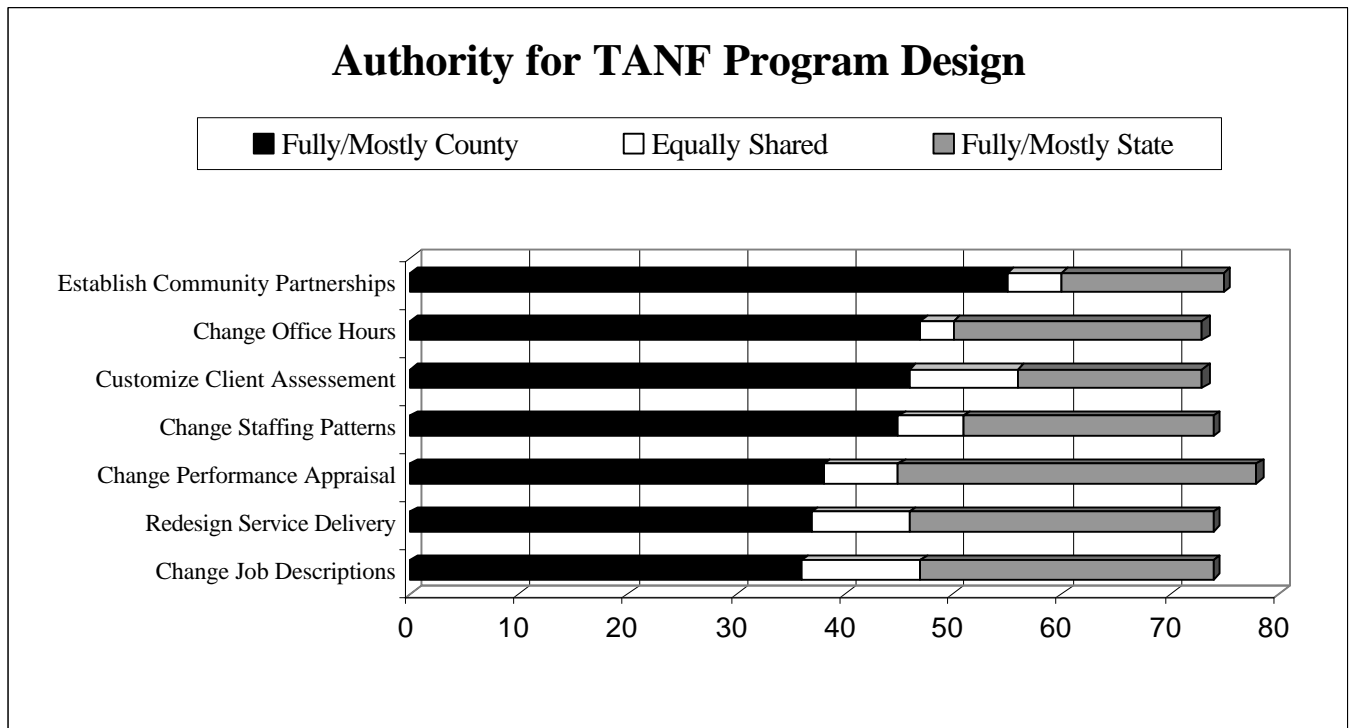
- Co-location of staff – public and private agency staff, out-stationing TANF staff
- New functions – contracting, grants management and monitoring
- Agency restructuring –consolidation, division, and elimination

Responsibility for Human Service Programs

- TANF administrative systems
 - State supervised, state administered TANF program structures (36 states)
 - State supervised, locally administered TANF program structures (12 states)
 - Survey respondents: 49 state administered entities, 37 locally administered entities
- State – employment compensation, employment/job services, developmental disability, foster care
- Local - JTPA, general assistance, public housing
- Multi-level programs – housing, JTPA, employment, substance abuse

Local Authority for TANF

- States have devolved authority for various aspects of TANF programs to localities

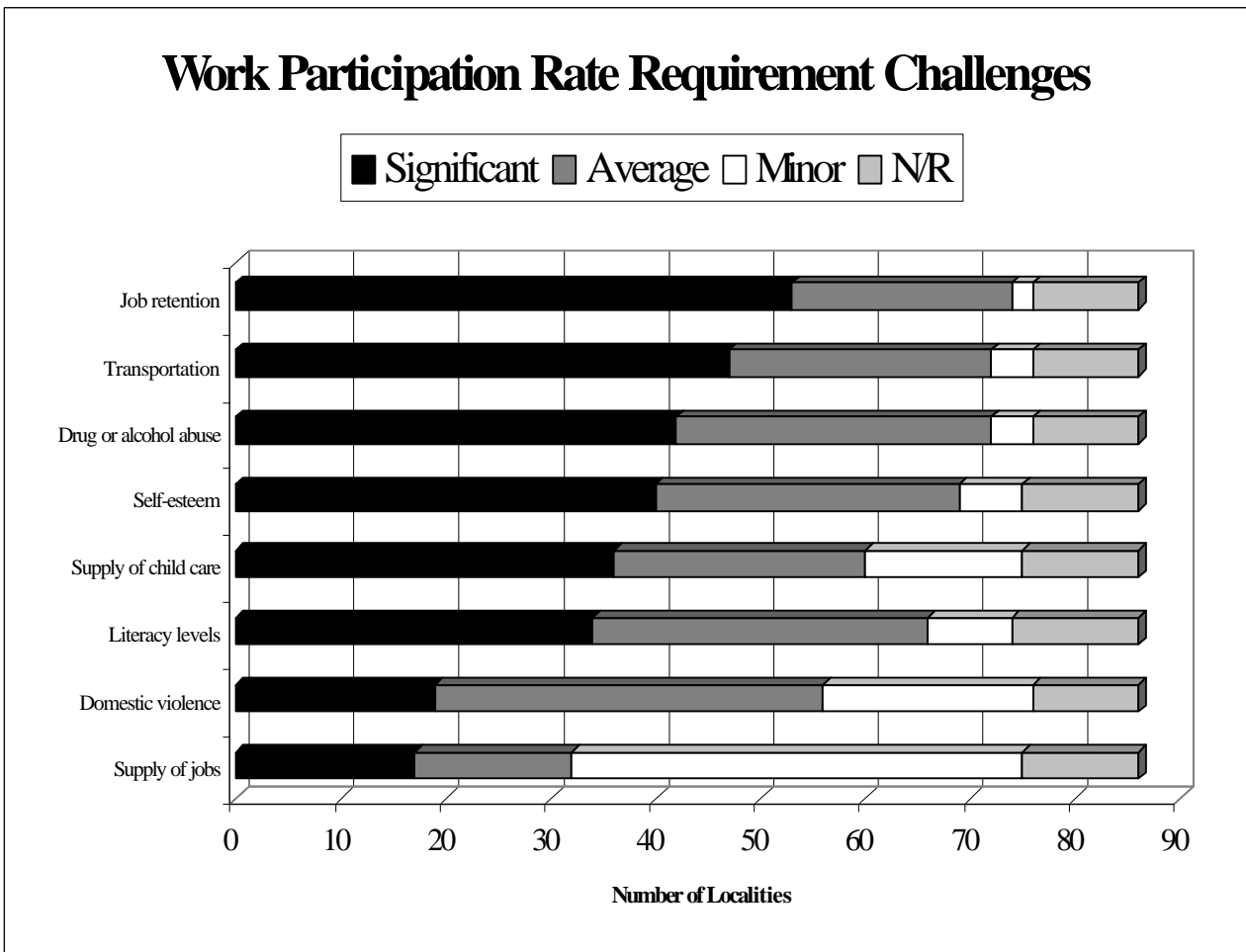


- *Program Design* –
 - Local offices most frequently reported authority regarding establishing program community partnerships, office hours, client assessment and staffing patterns
- *Policy Authority* –
 - Devolution most frequently reported – staff development, development of implementation plans, contracting for services
 - Statewide standards retained – eligibility, benefit levels.
- *Fiscal Authority* – devolution most frequently for contracting

Service Delivery under Welfare Reform

- TANF agencies – payments and eligibility
- Other Public Agencies – job placement, job search, job skills training, education, child support, mental health and substance abuse screening
- Nonprofit agencies – job retention, job placement, child care information and referral
- For-profit partners – job skills, job placement, job search and job retention
- Faith based organizations – job skills, job placement

Work Participation Challenges



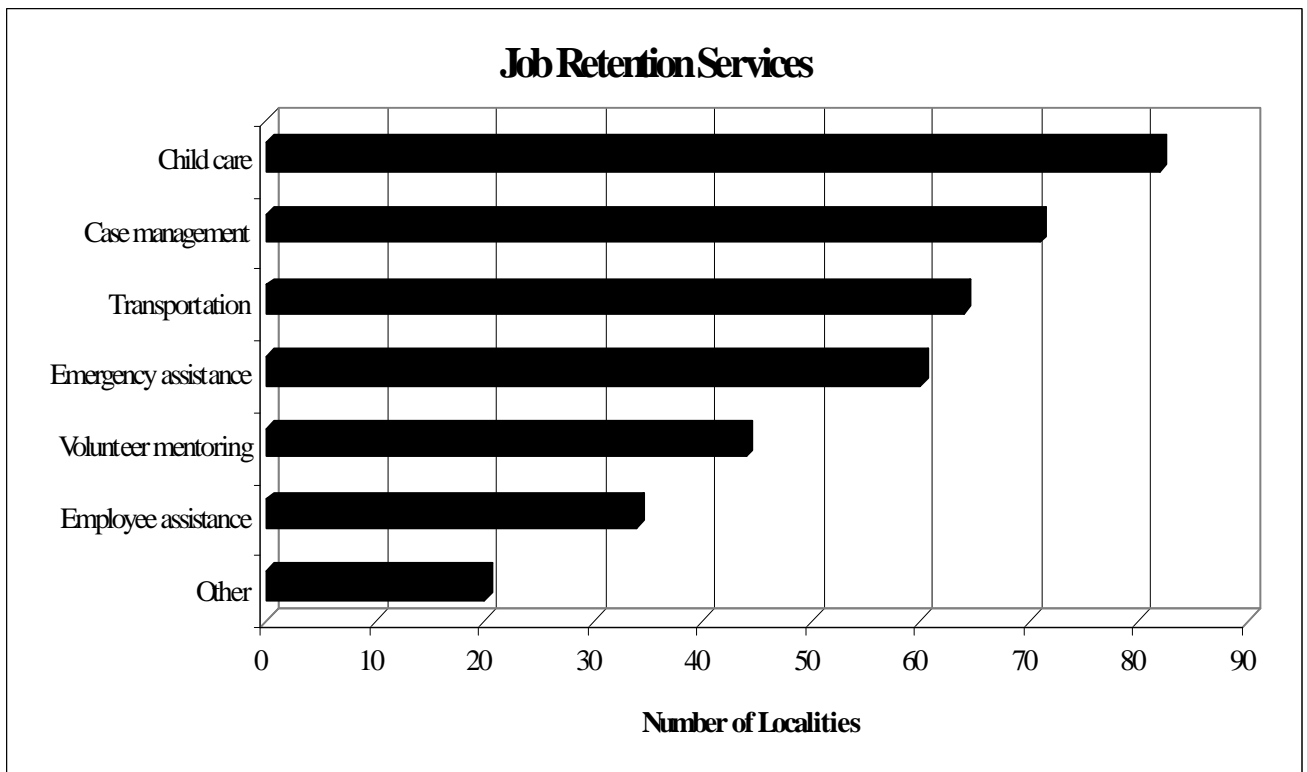
Greatest Challenges

- Work activity requirements – job retention
- Client barriers – substance abuse, self esteem, literacy
- Service barriers – transportation, child care

Strategies to Overcome Work Participation Challenges

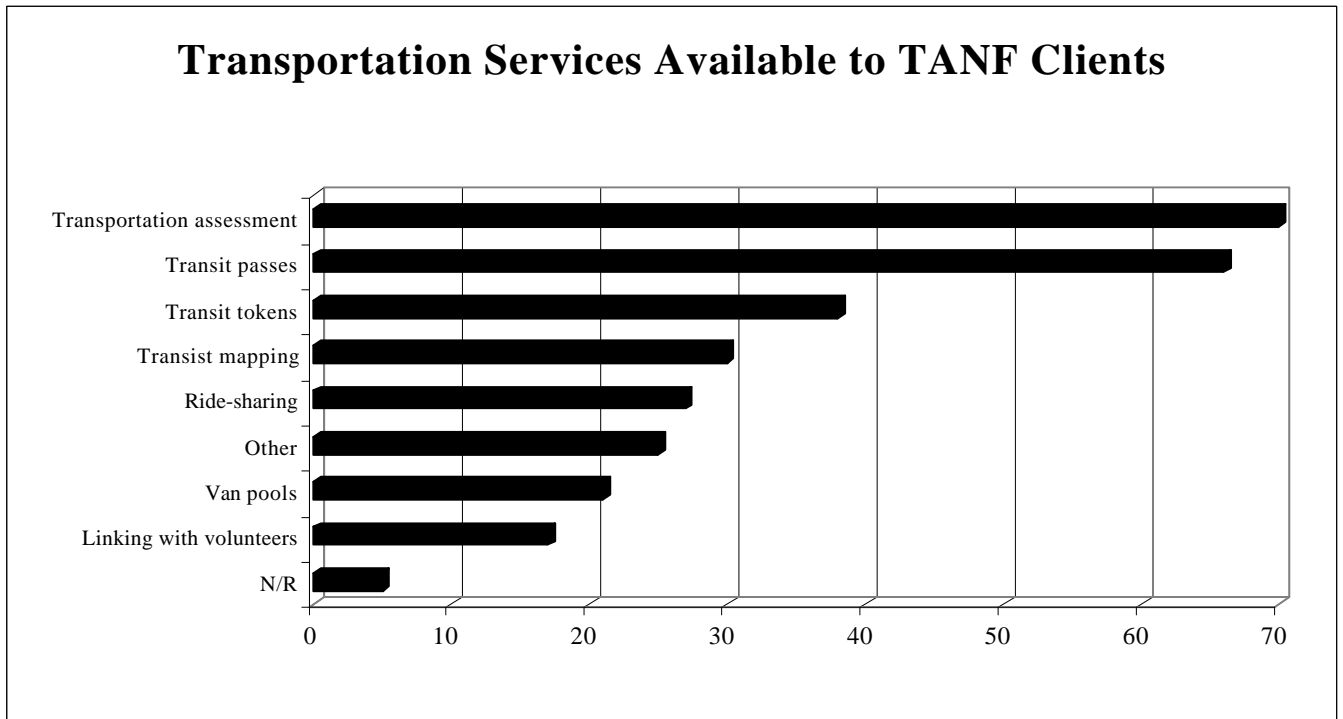
Job Retention

- Urban communities offer TANF clients a range of services to support job retention
- Child care available in all localities
- Customers in a majority of survey localities have access to case management, transportation and emergency assistance services
- Effective job retention services



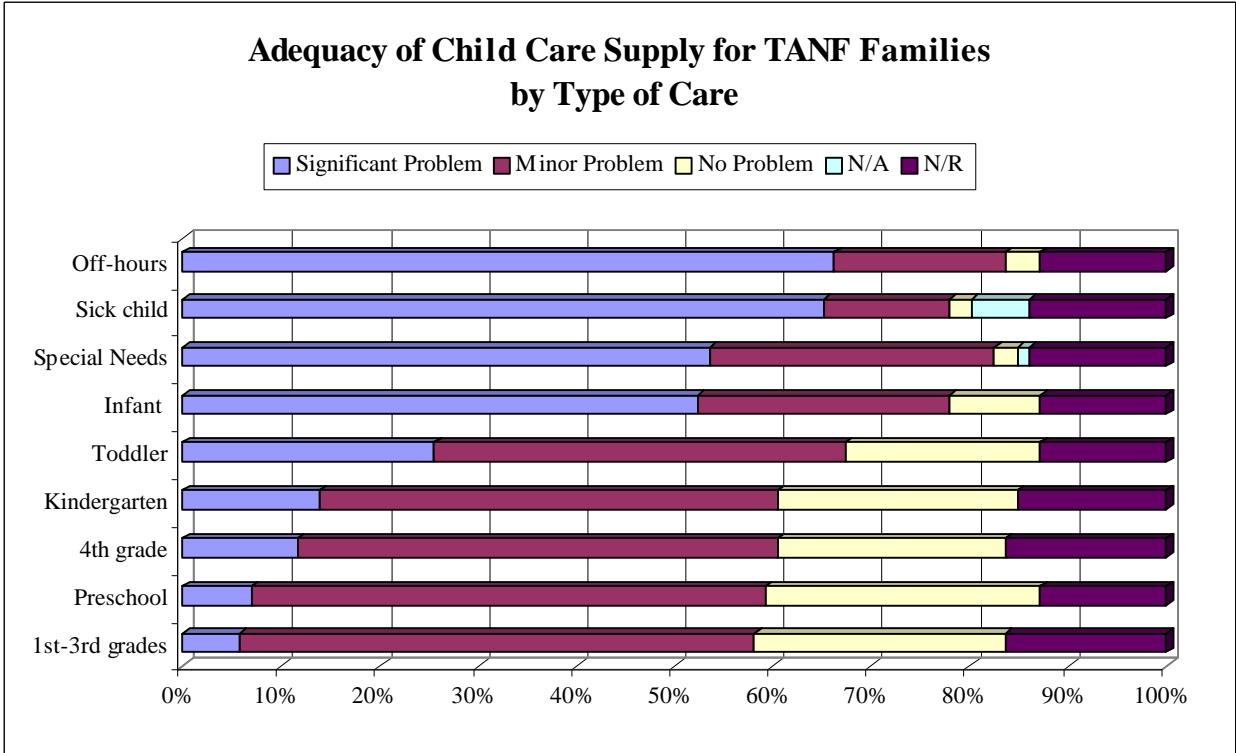
Transportation

- Policies – increased disregard
- System strategies – vehicle repair, public transit authority partnerships, vehicle donation, reverse commute
- Services – assessment, passes



Child Care

- Traditional child care most frequently rated adequate – toddlers, preschool age, kindergartners, school age care
- Child care supply issues – a majority of communities have a significant problem with supply adequacy for specialized care - infant care, off-hours, sick child care, special needs, infant
- Child care training programs for TANF participants are available in a majority of urban communities responding to the survey



Welfare Reform Information

- Types of data collected
- Collection and use of performance measures
- Tracking studies

