

2015 WORK PLAN - EAWS

2. Create a successful transition for the shift to regionalized services for EAWS that ensures low-income and other populations who rely on economic supports have access to those services in an efficient and effective manner.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2015
2.a	Child Care Regionalization	The State of WI Department of Children and Families (DCF) will allow counties to submit waiver requests that allow them to share much of the child care workload across county lines. We will be developing a request to incorporate appropriate tasks into our Call Center in order to provide better customer service.	Provide our working customers with one touch service as much as possible without taking on the responsibility for being the sole contractor for the Consortium	<ul style="list-style-type: none"> • Incorporate as many tasks as possible into our current non-case-banking Call Center service delivery model. • If needed, develop a waiver request and submit it to the State for approval. • Develop an implementation plan, including required changes to the CCA call flow, so we are ready to go as soon as approval is received. 	<ul style="list-style-type: none"> • State approves waiver. • Customers are able to contact the Capital Consortium Call Center to apply for childcare, request an initial childcare authorization, complete a review, or report a change regardless of their county of residence. 	Amy Mendel-Clemens, Tony Sis, Roxana Vega By 12/31/15	<ul style="list-style-type: none"> • Due to fiscal aspects of the Wisconsin Shares program, counties did not request waivers to work on each other's cases. • Capital Consortium had Child Care queues created in our Call Center for each county in the consortium. Workers are assigned to the child care queue for their county and do one touch service on child care calls. • EAWS created two dedicated units of ESS, totaling nineteen workers, to manage all the Wisconsin Shares cases. Of those, eleven are bilingual workers.

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2.b	FoodShare Employment and Training (FSET) Region 10	<ul style="list-style-type: none"> • We have been granted a contract with Department of Health Services to provide FSET services in a six-county region including Dane, Dodge, Jefferson, Columbia, Marquette, and Sauk Counties. • DHS has not yet established official performance measures for enrollment, entered employment, and retention. 	Effective services are available to all FoodShare participants in the region regardless of their voluntary or mandatory participation status.	<ul style="list-style-type: none"> • Work to locate service sites in each county where customers can find and access us – near public transportation whenever possible. • Work to partner with local employers and the Workforce Development Boards to determine the local labor market needs, technical training needs, and other skills training; where there are gaps in these services, work to fill them. 	Continue to realize the current level of voluntary enrollments and 50% of the newly mandatory able-bodied adults with a 35% employment rate and a 25% retention rate after 90 days.	Amy Mendel-Clemens Tony Sis Gwen Hannes By 12/31/15	<ul style="list-style-type: none"> • We have not met enrollment goals, but implemented several strategies in the fall to bring up numbers. We started the first quarter of this contract (April-June) with a 14% enrollment rate. The next quarter (July-September) was much the same at 15%. However with the new strategies in place, enrollment increased in November and December. The last quarter of the year (October-December) saw a jump to 21%. Efforts and new strategies will continue in 2016 to increase enrollment. • Entered employment and job retention rates vary among programs; in Federal Fiscal Year Q3 (April-June), there were 101 entered employments. In FFY Q4 (July-September) there were 189 entered employments. In FFY Q1 (October-December) there were 169 entered employments. • Job Retention rates were not initially tracked due to a discrepancy in the definition of this statistic. DHS has given us a draft version of performance standards, which will be implemented in late winter/early spring of 2016. • All FSET services are available in all counties, including job search, vocational skills training, work experience/work fare, and self-employment. FSC and local/Fed programs offer FSET services at 17 sites in Dane County. Partnerships have formed in other counties with Workforce Development Board and W-2 to offer a wider array of training. • Transportation needs are being addressed at the local level and higher level planning with municipal and private partners.

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9. Improve practices for bidding and contracting for purchased services.

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9 a	Develop and release Housing Services RFPs for the 2016 contract year	The County Board has directed us to request bids for all of our housing services contracts.	Consolidate funding streams and focus our scarce resources where appropriate.	<ul style="list-style-type: none"> Evaluate services we are contracting for and consolidate all similar services into a single RFP. Consolidate similar services into one contract where appropriate. 	Fewer number of contracts to monitor, without reducing the homeless services provided.	Amy Mendel-Clemens Casey Becker 12/31/2015	RFPs for most housing and homeless services administered by EAWS were released through the Department's annual RFP process. Contracts for 12 programs were consolidated into 7 RFPs, grouped by similarities in services provided. After proposals were submitted and reviewed, the number of service providers remained largely the same. One exception was in services provided for housing case management and stability. Previously split by two vendors, one vendor now provides these services. As a result, the Division has one less contract to monitor in this area.

10. Improve the department's ability to protect and strengthen the services it is mandated to provide.

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10.a	Maintain current level of customer service and performance despite increasing caseloads and workload	We currently have 10 ESS Project Positions and an ES Supervisor Project Position funded by DHS to absorb the increased workload from Affordable Care Act during 2014-2015. These positions are expected to be eliminated by 12/31/2015. However, DHS is anticipating an increase in our base allocation to compensate us for the increased caseload.	Provide excellent customer service.	<ul style="list-style-type: none"> Determine the number of staff positions any future funding increase can support and if they are needed to continue our current level of customer support. Follow the County process to add new permanent positions and move project staff to those new permanent positions. 	<ul style="list-style-type: none"> We will have an average speed of answer of less than 5 minutes in the Call Center. We will be able to answer 85-90% or more of our calls on a weekly basis. 95% or more of applications and renewals will be processed timely, as defined by policy. 	Amy Mendel-Clemens Tony Sis Roxana Vega Phoua Her By 12/31/15.	<ul style="list-style-type: none"> EAWS maintained 10 project ESS positions in 2015 to help manage the additional ACA workload. Trained project staff continues to be moved to permanent positions as they became available, and new project staff were hired to build back to 10 project staff. The Call Center exceeded the 5 minute goal with an average speed of answer for the year of 4.86 minutes. The Capital Call Center exceeded the 85% answer rate performance standard with an average answer rate for the year of 90.07%. Our application and renewal processing timeliness also exceeded the State's performance measure of 95%. The application timeliness average was 97.54% for the year and the renewal timeliness average was 98.34% for the year.

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10.b	Fraud funding is not sufficient to cover the cost of investigating all the cases that are referred for investigation.	We have a backlog of cases waiting to be investigated.	We are current in our fraud investigations.	A workgroup comprised of representatives from several IM consortia have developed a written request which quantifies the funding needed to eliminate the backlog and eliminate waste, fraud and abuse of the FoodShare/Medicaid programs in the future. This request for additional funding will be presented to DHS and will be discussed with legislative representatives from around the State.	Additional funding to support fraud efforts will be made available to the IM consortia.	Amy Mendel-Clemens Tony Sis Margaret Romens By 12/31/2015	A formal request was made and DHS approved increased funding for county IM fraud programs. Dane County's 2016 IM fraud allocation is \$91,526 compared to \$45,029 in 2015.
10.c	Expand Services for Housing/ Homelessness	<ul style="list-style-type: none"> • Provide staff support for Homeless Issues Committee and participate in Homeless Services Consortium activities and committees. • Siting and contracting for the operation of a permanent Day Resource Center for the homeless. • Pursuing Single Room Occupancy (SRO) housing using a co-op model (\$250K). • Plans for expanded SRO housing (\$250K). • Develop Dane County Housing Plan with support of Human Services Board. 	<ul style="list-style-type: none"> • Site permanent Day Resource Center. • Establish units of supported housing with additional funders and/or operators. 	<ul style="list-style-type: none"> • Work with County real estate staff and purchasing staff to develop an RFP to secure a site and an operator for a permanent day resource center. • Establish a county housing team to assist in developing SRO housing RFP's and implementing successful housing projects; Members of the team may include Dane County Housing Authority, County Executive's Office, DOA, Planning and Development, and DCDHS. • Work with Planning and Development staff and Human Services Board to complete Housing Plan. 	<ul style="list-style-type: none"> • Provider contract will be implemented. • Contracts for supported housing units will be implemented. 	Amy Mendel-Clemens and Casey Becker December 2015	<ul style="list-style-type: none"> • A site for a permanent Day Resource Center has been acquired. An RFP for operations of the center was released, but after one response was received (for an amount more than what is currently budgeted), staff and funding partners decided to reject the proposal and review and potentially revise the operations model for a Day Resource Center. • An RFP was released for funding related to the county's new Affordable Housing Fund. Due to legal constraints found in the fund's legislative text, Department staff was not able to participate in the RFP planning process for the fund. However, four proposals were accepted that will increase the number of affordable housing units available in the County by at least 124 units.

12. Improve staff competency and knowledge base

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12 a	Provide more opportunities for professional development for staff throughout the year	Typically, training is focused on technical updates from the State regarding policy and systems changes.	Provide staff with 1-2 professional development opportunities each year without increase to our training budget line.	<ul style="list-style-type: none"> Explore ways to provide these training opportunities in a group setting rather than sending individuals to conferences. Gather suggestions for future offerings from staff surveys. 	<ul style="list-style-type: none"> We will have provided 1-2 training opportunities to staff. Survey participants after each offering to determine its effectiveness. 	Amy Mendel-Clemens Tony Sis Margaret Romens By 12/31/2015	<ul style="list-style-type: none"> A training survey was distributed to staff in August of 2015. The results were used to develop future months training calendars. Dealing with Challenging Customers was provided for EAWS W-2 and Support Staff on 4/8/15. June 11, 2015, we had a Consortium wide meeting/get together. Activities focused on improving phone techniques, prioritizing challenges, and ideas on how to prevent stress. The 7 Psychological Secrets of Great Customer Service was offered in two sessions. The first session was during our Consortium meeting on September 10th and the second session was presented at our December 10th Consortium meeting. Evaluations of trainings are solicited to get feedback from participants.

14. Improve the current use of the Department's leased and owned facilities.

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14 a	Improve alignment between space and use	EAWS is currently renting temporary office space for 30 ESS. That lease expires August of 2016. The Library occupies an area of the Job Center that can accommodate these staff.	All EAWS assigned to the JCO location will be housed under one roof by August of 2016.	Assist the Library with locating an acceptable site for relocation.	<ul style="list-style-type: none"> Library has moved to a site that meets their needs and is considered permanent. EAWS staff in the temporary space is relocated to the Job Center. 	Amy Mendel-Clemens By 9/31/2016	A suitable replacement site was not found for the Library, and they were unable to move out of the Job Center during 2015. As a result, EAWS staff remains at the Annex until the Library space is vacated.