

2016 WORK PLAN - EAWS

2. Maintain successful regionalized services.

#	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 2016
2 a.	Continue to exceed State performance expectations for Income Maintenance (IM)	The Capital Consortium is meeting the State standard of a 10 minute Average Speed of Answer (ASA) for Call Center performance. Our performance averages a 5-6 minute ASA.	We aim to maintain our current performance even in light of the new Foodshare On-Demand model that will increase the length of time spent on Foodshare review calls.	<ul style="list-style-type: none"> ▪ Ensure our staff and service delivery model is reflective of best practices learned from other consortia who implemented FS On Demand; ▪ Maintain our "one touch" approach. 	We continue to meet State standards even after we implement the new On-Demand model.	Tony Sis, Roxana Vega, Phoua Her, JoAnne Jaehnke December 2016	We met this goal for 2016. Our ending year average speed of answer was 5.88 minutes, well below State standards.

3. Improve outcomes for people of color and other cultures.

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3 a.	Implement an approach to provide Cultural Sensitivity Training to ESS staff	We are proud of the diversity of our staff and always strive to provide the best customer service, but we need to continue building on best approaches to the delivery of service to an increasingly diverse population.	ESS staff are more mindful of cultural differences that inadvertently effect how our services are perceived by customers.	<ul style="list-style-type: none"> ▪ Provide awareness training to ESS staff; ▪ Take part in State provided training, or solicit and identify our own vendor to provide cultural sensitivity training; ▪ Continue to evaluate our recruitment strategies to improve our ability to attract new staff from diverse backgrounds. 	All staff receive the training by the end of CY 2016.	Margaret Romens December 2016	Although the State did not release the official curriculum, most staff and managers participated in six associated trainings to promote cultural sensitivity. EAWS staff also took it upon themselves to create and host trainings for their co-workers on Hmong and Mexican culture(s). These trainings received rave reviews. EAWS did also conduct an analysis of why so many recruits were failing our Spanish translation test. This resulted in suggestions for modifying the test in order to hopefully expand our pool of qualified Spanish speaking ESS staff in the future.

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5. Assess and enhance the Department’s service outcomes.

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5 a.	Increase FoodShare and Employment Training (FSET) enrollment to meet state average	Our rate of enrolled able-bodied adults without dependents (ABAWD) in FSET hovers between 18-22%, as compared to 25-30% Statewide.	Enrollment rate of 30% or more by the end of CY 2016	<ul style="list-style-type: none"> ▪ More proactive outreach to encourage enrollment and community engagement to educate Foodshare members about the consequences of not complying with the work requirement; ▪ Better partnerships and co-enrollment with Workforce Innovation and Opportunity Act (WIOA) partner programs. 	Our rate of ABAWD enrollment is comparable to the State average.	Gwen Hannes December 2016	EAWS was successful in raising our enrollment rate to a year-end average of 22%, but we still enrolled less than the State average of 30%.

10. Attract, retain, develop and effectively utilize a diverse workforce.

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10 a.	Reduce turnover for EAWS/ESS staff	New service delivery models and increasing demands and expectations challenge ESS staff. Staff report feeling rushed and overwhelmed. Dane County had 15 ESS workers leave their positions in CY 2015, a turnover rate of almost 18%.	Turnover rate is less than 18% in 2016.	<ul style="list-style-type: none"> ▪ Closely evaluate the reasons ESS staff leave EAWS; ▪ Implement strategies that reduce stress for ESS staff; ▪ Ensure adequate staff coverage for routine tasks; ▪ Solicit staff input on an ongoing basis about how to continuously improve operations. 	<ul style="list-style-type: none"> ▪ Obtain meaningful feedback from staff about specific strategies that are actionable and implemented, thereby improving job satisfaction ▪ Reduce ESS turnover ▪ Begin work on a new annual performance evaluation system that reflects current operating realities and promotes employee development 	Shawn Tessmann December 2016	<ul style="list-style-type: none"> ▪ EAWS did implement several initiatives this year that staff report reduced stress on the job. ▪ Our turnover rate was 14.6% for CY 2016. ▪ We are piloting some modifications to a performance management tool intended to create better communication between staff and supervisors in early 2017.

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12. Improve current use and maintenance of the Department's leased and owned buildings.

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12 a.	Create a long-term strategic vision for the physical future of the Job Center	While our caseloads and lobby traffic has increased overall in the last decade, the physical footprint of the lobby has not been significantly adjusted. A discussion with all Job Center partners is needed to develop a vision for what the Job Center lobby should look like to serve area residents for the foreseeable future.	Establish a forum to develop the long-term plan assumptions and a strategy to secure resources for both short and long term physical infrastructure changes	Partner meetings to develop consensus recommendations and strategies to obtain necessary approvals through all partner stakeholders.	<ul style="list-style-type: none"> ▪ An agreed upon short-term plan by the end of 2016 ▪ Moves, redesign, changes commence in the first quarter of 2017 to achieve the short term vision ▪ Securing of resources for blue print design for the long-term vision by the end of 2016 	Shawn Tessmann December 2016	<ul style="list-style-type: none"> ▪ The development of a short-term plan was dropped in lieu of a significant lobby redesign that was completed in CY 2016. This made tremendous interim improvement to the use of space. ▪ The lobby redesign efforts were prioritized in 2016 over the development of a long-term broader plan for the building.
12 b.	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. 	Shawn Tessmann September 31, 2016	<ul style="list-style-type: none"> ▪ New physical space for the Library has been secured. The Library will move sometime in the spring of 2018. ▪ EAWS staff will be relocated to the Job Center following the Library move in 2018.