

I. IDENTIFICATION INFORMATION:

State Workforce Agency: Texas Workforce Commission
Name of State Contact: Janice Ferguson
Title: Training Liaison, Workforce Development Division
Address: 101 East 15th Street, Room 504-CT
Address2: Austin, Texas 78778-0001
Telephone: 512-305-9637
Fax: 512-463-6280
E-mail: janice.ferguson@twc.state.tx.us
Approving State Administrator: Cassie Carlson Reed

II. GENERAL INFORMATION

Name of Program/Project Nominated: Workforce Texoma Integrated Service Delivery Model
Nomination Category: Collaboration
Month/Year Initiated: Sept/1999
Is the nomination for: local program
If local, the name of the locality is: Texoma Workforce Development Area of Texas

III. RESOURCE

Total Start-Up Costs: Direct: N/A - redirected
Fund Source(s): TANF, WIA, FSE&T
Indirect: N/A

Total On-going Annual Costs: Direct: N/A - Redirected funds
Fund Source(s): TANF, WIA, FSE&T
Indirect: N/A

IV. SYNOPSIS (Narrative Section)

Name of file: d:\inetpub\wwwroot\surveys\Collaboration_SYN_Texas.doc

V. CRITERIA INFORMATION (Narrative Section)

Name of file: d:\inetpub\wwwroot\surveys\Collaboration_CRITERIA_Texas.doc

IV. SYNOPSIS

a. The basic service(s) provided by the nominated program/project.

The Texoma Workforce Development Area is comprised of the Texas counties of Cooke, Fannin, and Grayson. These three counties are situated on the border with Oklahoma, north of the Dallas/Fort Worth metroplex. Workforce Texoma operates three one-stop workforce centers, one in each county.

Workforce Texoma's Integrated Service Delivery Model provides true integrated delivery of one-stop services at the three workforce centers by providing workforce related services, regardless of program, through one case manager. Included in the one-stop approach to service delivery are all services of the Workforce Investment Act (WIA), Welfare-to-Work, Food Stamp Employment & Training, and TANF Choices programs.

b. The outstanding accomplishments/successes.

Workforce Texoma's Integrated Service Delivery Model has accomplished a number of things, which have contributed to its overall success. The model successfully allows case managers to determine eligibility and deliver case management services across all programs. This approach to service delivery has accomplished the goal of providing a true one-stop shop for customers of the Texoma Area's workforce development system.

Perhaps the greatest accomplishment of the model is that customers of the Texoma system, rather than applying for a "program," simply have their needs met. Needs are met without customers knowing about the bureaucracy involved. Because customers work with one case manager to receive all services, the number of appointments required is greatly reduced.

c. The reason(s) the nomination should be considered for a national award.

The Workforce Texoma's Integrated Service Delivery Model should be considered for a national award for several reasons.

The main reason the model should be considered is that it exemplifies the spirit and intent of the Workforce Investment Act. The model itself is easily replicable, and can be adapted to meet the needs of both large and small workforce development areas.

While the model will work well in large workforce development areas, it works particularly well in smaller areas where funding levels are often an issue. As a result of integrated service delivery, one case manager can provide services which previously would have required four or more. Previous models utilized in the Texoma system required case managers from all programs to travel to smaller offices providing services on an abbreviated schedule. Integrated service delivery allows all services to be offered whenever the office is open.

Finally, the model should be considered because integrated service delivery allows for continuous improvement based on functions, rather than programs. Case management and other functions of the system are improved across all programs simultaneously, rather than separately, ensuring customers receive improved customer service regardless of the mix of funding streams actually providing those services.

V. CRITERIA INFORMATION

a. Project Basis

Prior to the Integrated Service Delivery Model, customers in the Texoma Area were required to access services by visiting several different agencies in different offices. Going from office to office to access these services meant customers were spending a considerable amount of time and money traveling to appointments. Transportation and child care remain significant challenges to a number of customers attempting to access these services, and additional appointments meant additional cost to the customer or the system.

The basis for the Texoma Integrated Service Delivery Model was a desire to provide improved services for customers. Customers of the system were frustrated from dealing with multiple case managers, agencies, and locations. These customers shared their frustration with their case managers. In an effort to reduce the number of visits required for customers, Workforce Texoma undertook the project of developing the Integrated Service Delivery Model.

Enabling legislation in Texas encouraged the one-stop concept for workforce centers, and opened the door to co-location of program staff. Early experiences in Texoma included the co-location of Job Training Partnership Act (JTPA), Temporary Assistance for Needy Families (TANF), and Food Stamp Employment and Training Act staff (FSE&T). Co-location however did not ensure a one-stop approach because staff were still employed by different agencies. It wasn't until all the programs were transferred under one state agency, that true integration was allowed. At this time, all JTPA, TANF, and FSE&T staff were moved into the former Texas Employment Commission office with Wagner-Peyser staff.

This move laid the groundwork for a system of integrating services to reduce the required number of visits, and improve service to customers. Case managers began interacting with one another at staff meetings and working together on projects. As staff from the different programs began to work together, programmatic barriers to integrated service delivery began to blur, allowing a greater emphasis on customer service.

b. Project Operation

The integrated service delivery model was developed with a high level of involvement of all partner's staff. In addition to informal information received from customers as they spoke with case managers, information was received directly from customer comment cards. Members of the team at all levels began working together to utilize customer comments in an effort to improve the services offered. One of the goals case managers envisioned was to remove customers' barriers to employment without requiring them to provide eligibility documentation multiple times.

Members of partner staff joined together in workgroups to design a model that would meet the needs of system customers, while still satisfying all programmatic requirements. The teams looked at strategies to ensure customers received the services they needed, while reducing as much as possible the number of appointments required.

While trying to develop a system that would meet those needs, a number of approaches were tried. One such approach was based on teams of four case managers, one from each program, with offices situated in a quad formation. This design allowed for a team approach to case

management, with each case manager providing the services offered by his/her program. Case managers worked with the same customers as needed, but for the most part, multiple appointments were still necessary to make sure all services were provided.

Case managers involved in the development of this model were still dedicated to reducing the number of appointments necessary to ensure all services were delivered. They developed a plan whereby case managers could be trained in all the programs, eliminating the requirement for multiple case managers to work with a single customer.

The Integrated Service Delivery model was undertaken because case managers from all programs agreed customers would be better served. The model is successful because those case managers worked together in a spirit of cooperation to design the model. Case managers from each program were challenged to think about service delivery, not in terms of how they had always done it, but in terms of how it could best serve customers.

c. Use of Award Funds

Workforce Texoma will use funds awarded to this project to make a training manual available to workforce boards across the country, allowing others to benefit from increased efficiency, improved customer service, and cost savings. Workforce Texoma will also present the model at state and national conferences including the NASWA Conference, the Workforce Innovation Conference, and the Texas Workforce Annual Conference.

Workforce Texoma will also use funds awarded to this project to facilitate additional cross training to integrate more programs and services into the integrated service delivery model, such as job matching and placement through Wagner-Peyser, Re-Integration of Offenders (RIO), subsidized child care, and Trade Adjustment Assistance (TAA) Programs.

Proposed Budget: \$25,000

Item	Budgeted Amount
Training Manual – Staff time to review and refine the manual and make it ready for production and dissemination	6,000
Training Manual – Reproduction and mailing costs for 200 manuals @ \$40	8,000
Travel – Conference Registration, Hotel, Airfare, and Meals for 2 staff members to attend and present at a NASWA national conference	3,000
Travel – Conference Registration, Hotel, Airfare, and Meals for 2 staff members to attend and present at the Workforce Innovations Conference	3,000
Cross Training – Staff time to receive training on how to integrate additional programs into the model such as job matching and placement through Wagner-Peyser, Re-Integration of Offenders(RIO), subsidized child care, and Trade Adjustment Assistance (TAA) Programs	5,000
TOTAL	25,000

Proposed Budget: \$5,000

Item	Budgeted Amount
Cross Training – Staff time to receive training on how to integrate additional programs into the model such as job matching and placement through Wagner-Peyser, Re-Integration of Offenders(RIO), subsidized child care, and Trade Adjustment Assistance (TAA) Programs	5,000
TOTAL	5,000

d. Project Results

This integrated approach to service delivery has allowed Workforce Texoma to co-locate and integrate all services of the Workforce Investment Act (WIA), Welfare-to-Work, Food Stamp Employment & Training, and TANF Choices programs. Workforce Texoma is currently in the process of integrating job placement and matching through Wagner-Peyser, is working to develop an integrated Individual Employment Plan, and has plans to integrate subsidized child care very soon. Texas Workforce Commission is turning over Project Re-Integration of Offenders and the Trade Adjustment Assistance program to Boards in September 2003. These programs will be integrated as soon as possible after that date.

Integrated service delivery has allowed Workforce Texoma to manage the system by function rather than program. This type of management allows for the creation of work teams based on these functions. Teams of people working on similar functions have more in common than teams who are divided along program lines. These teams support Workforce Texoma’s mission

“To provide our customers with quality products and services to meet the current and future needs of the Texoma labor market.”

The teams are:

- Center Oversight Team – this team made up of management staff oversees the operations of the center, and works directly with the rest of the teams.
- Initial Contact Team – this team serves as the conduit that provides information, identifies needs, and makes appropriate referrals, empowering customers to achieve success.
- Assessment Team – this team has created, and utilizes, an assessment system in the workforce center that provides career guidance and direction for our customers based on reliable and valid measures.
- Work Readiness Team – this team prepares customers for successful entry into the Texoma labor market by providing information and access to available resources in the workforce system.

- Case Management Team – this team provides responsive case management services by helping individuals prepare for employment that will lead to self-sufficiency.
- Job Placement Team – this team provides comprehensive job placement assistance to customers, ensuring the best possible job match is achieved.
- Retention Team – this team works with customers to ensure barriers to employment, which might return after receiving services, are dealt with, and customers remain successful.

The system of integrated service delivery has caused all members of the team to think about service delivery and the one-stop concept in broader terms. Because the system is continually looking for ways to increase and improve services in the workforce center, additional partners have been identified. The partners Workforce Texoma has incorporated into the workforce centers include Adult Education, Vocational Rehabilitation, Alabama-Coushatta Native American WIA, Experience Works Employment and Training, and Child Care services.

Workforce Texoma has been able to reduce the number of case managers required to provide the services, which compute to a cost savings. The ability to provide eligibility determination and case management for all programs with one case manager, means fewer case managers - are required. The ability to effectively manage programs with fewer case managers computes to a significant direct cost savings to the system.

Previous models required case managers from all programs to travel to smaller offices providing services on an abbreviated schedule. Integrated service delivery allows all services to be offered whenever the office is open, saving the cost of travel.

Workforce Texoma estimates integrated service delivery requires approximately two fewer case managers than the previous system. Salary and fringe for two case managers represented a cost of approximately \$64,000 annually. Travel to two satellite offices once per week required staff travel of approximately 150 miles per week. Fifty-two trips annually cost Workforce Texoma approximately 7,800 miles or \$2,700 at the approved reimbursement rate. This means integrated service delivery saves Workforce Texoma approximately \$67,000 annually.

Customers of the Texoma system are receiving the services they need to remove employment barriers, with fewer visits to the workforce center, through a single point of contact. Customer visits have been reduced by 50% or more, depending on the number of programs providing their services. Eligibility documentation is now required only once, rather than two to five times as was required by the old system.