

The Regionalization Trend in County-Administered States: *What Advocates Need to Know*

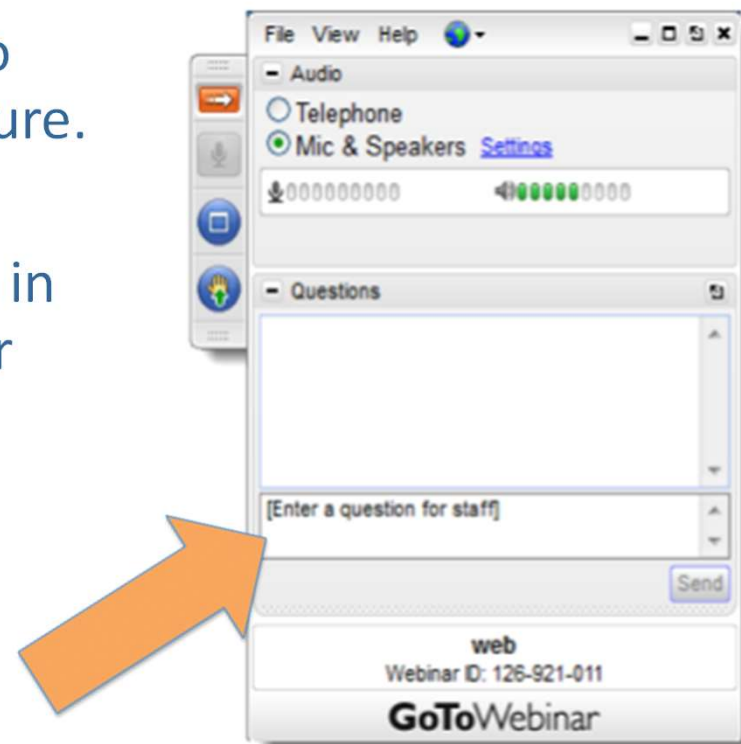
Webinar

April 24, 2018

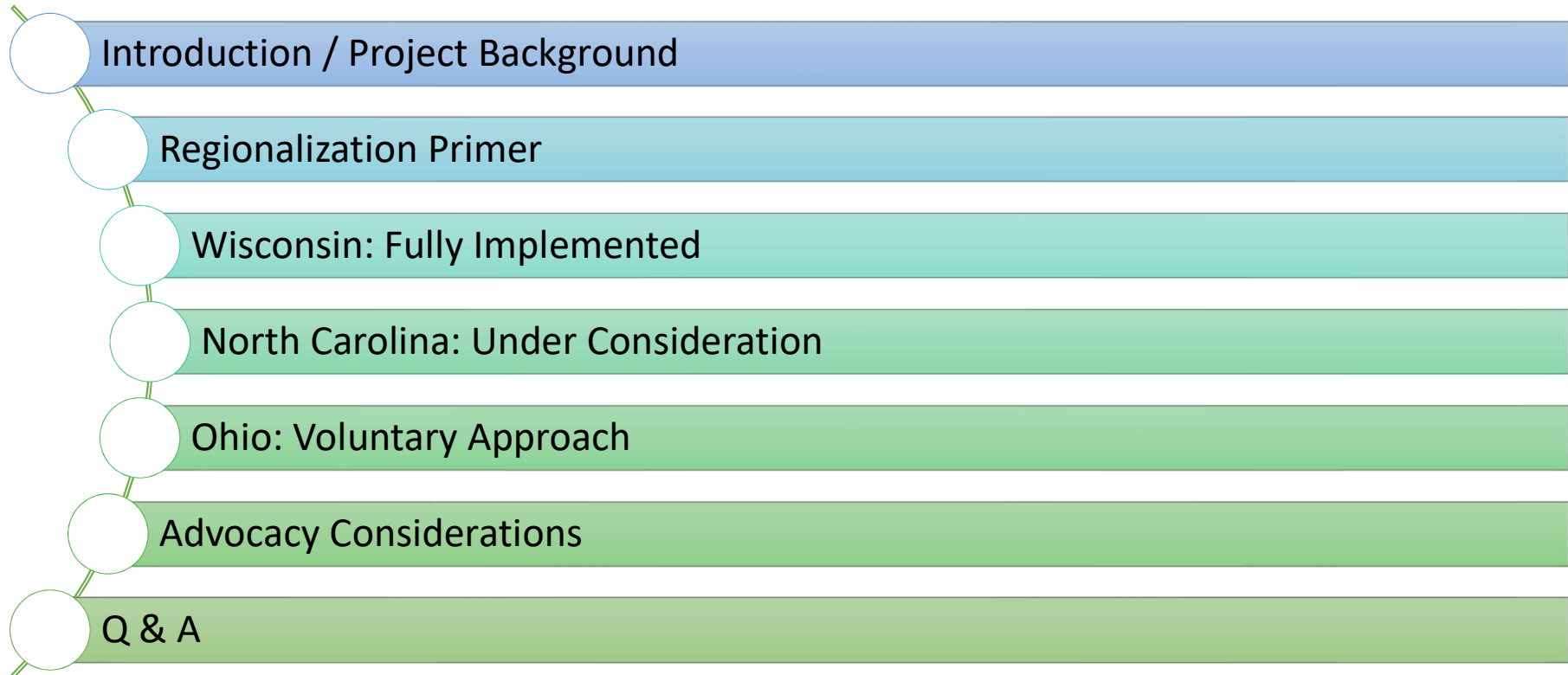
1:00-2:00pm ET

Webinar logistics

- Yes! The webinar will be recorded and circulated to registrants in the near future.
- Ask questions! Type them in the question pane on your control panel.



Today's Agenda



Today's Speakers



- Maureen Fitzgerald, Hunger Task Force (Wisconsin), Maureen@hungertaskforce.org



- Jennifer Tracy, Consultant in California, jenn@jenntracy.com



- Brian Kennedy, North Carolina Justice Center, briank@ncjustice.org



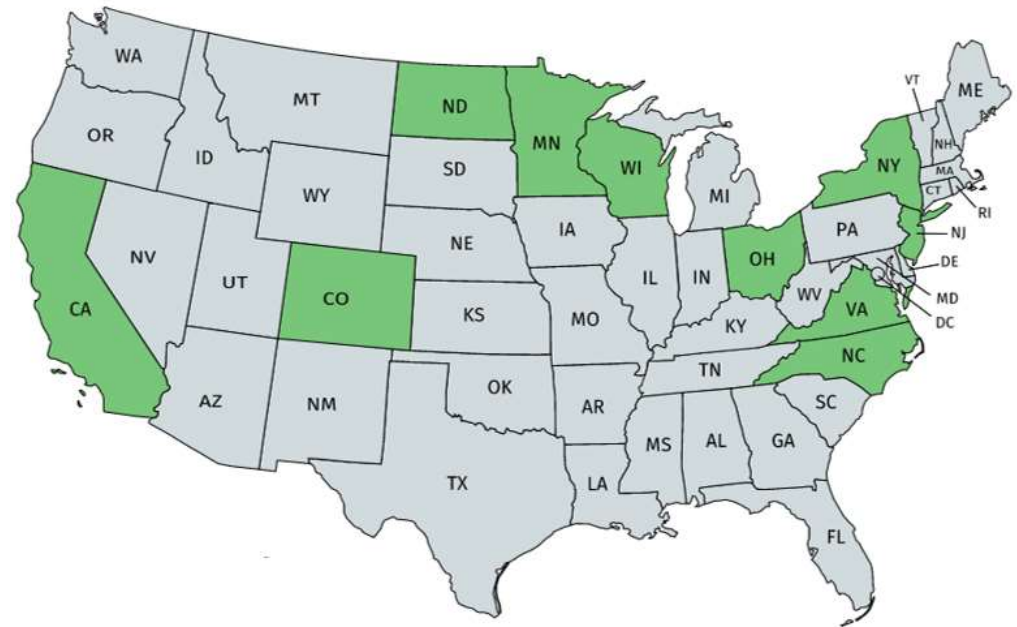
- Rachel Cahill, Consultant in Ohio, rachel@rcahillconsulting.com

Project Background



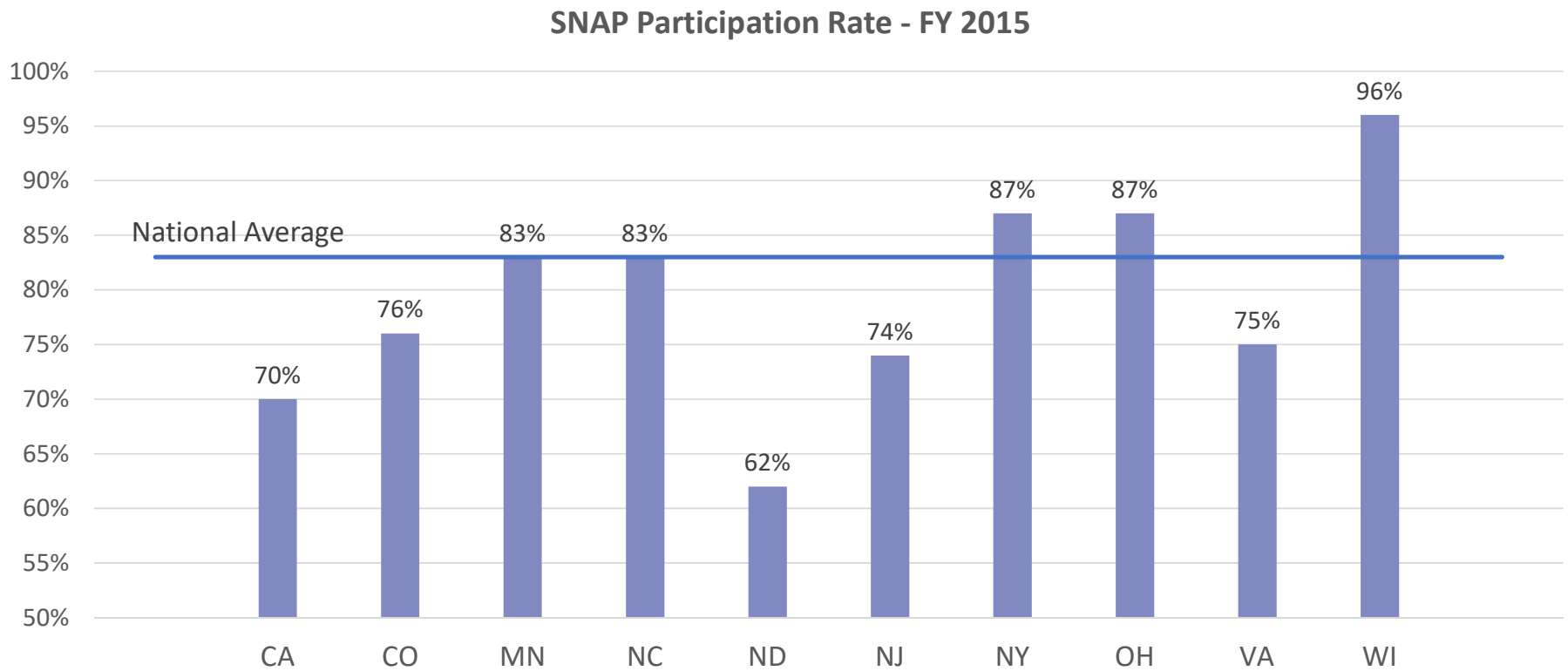
What is a County-Administered State?

- 10 states are considered “state-supervised, county-administered”
- ~30% of SNAP recipients nationwide live in a county-administered state
- Single unifying definition: SNAP enrollment process conducted by **county** employees in **county-run** offices
- Wide range of flexibility provided to counties on business processes (i.e. how to organize workflow)



BIG PICTURE:

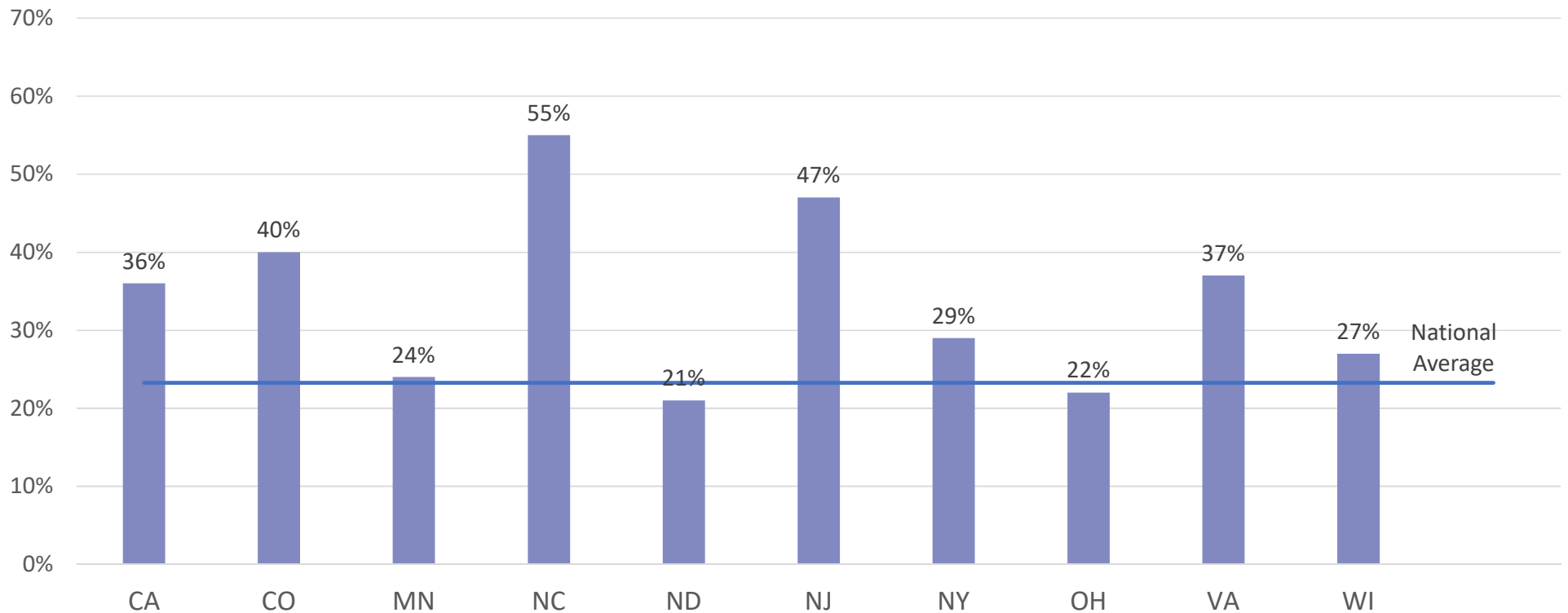
How well do County-Administered States perform compared to other states?



BIG PICTURE:

How well do County-Administered States perform compared to other states?

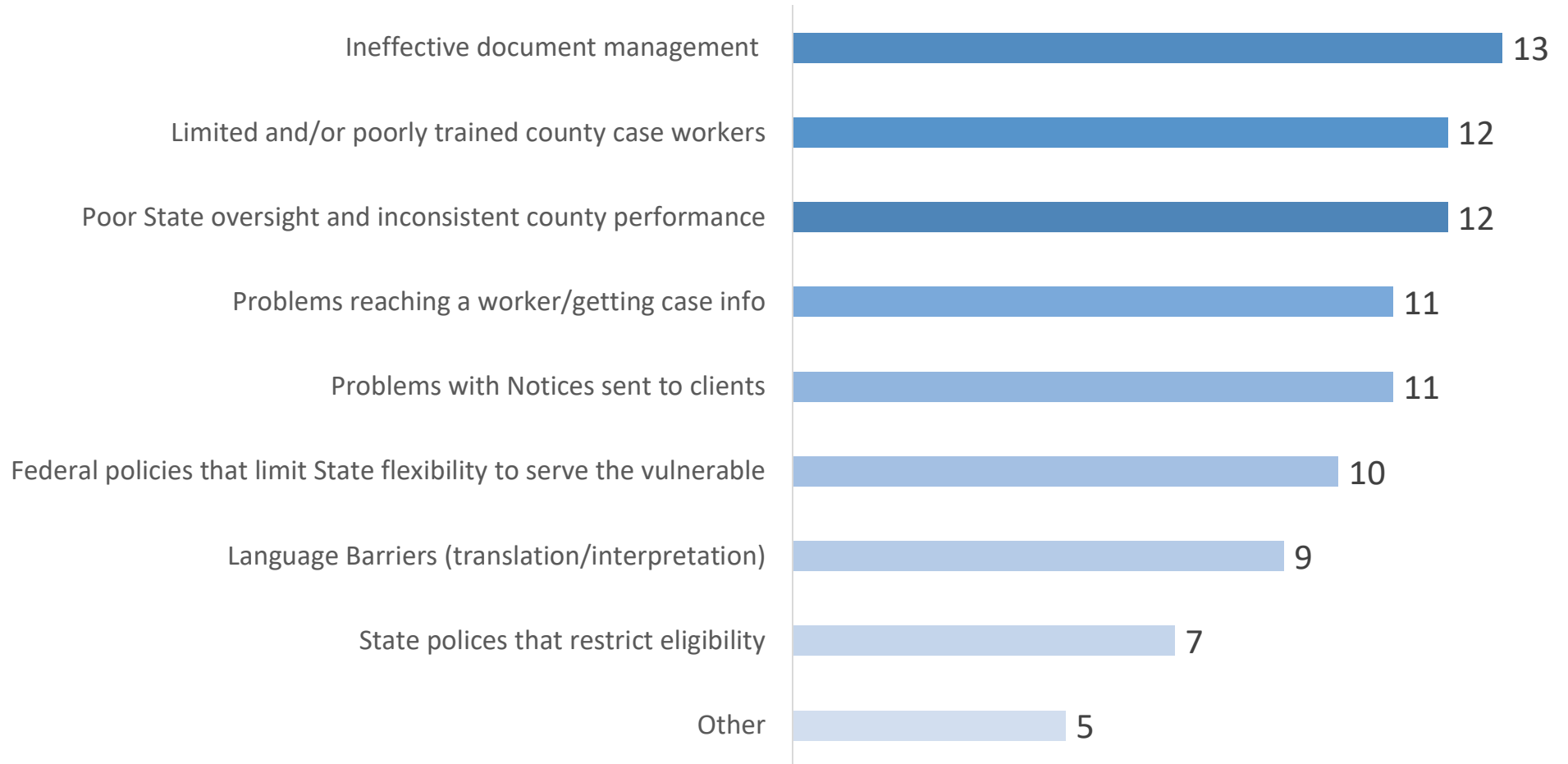
CAPER Rate - FY 2015



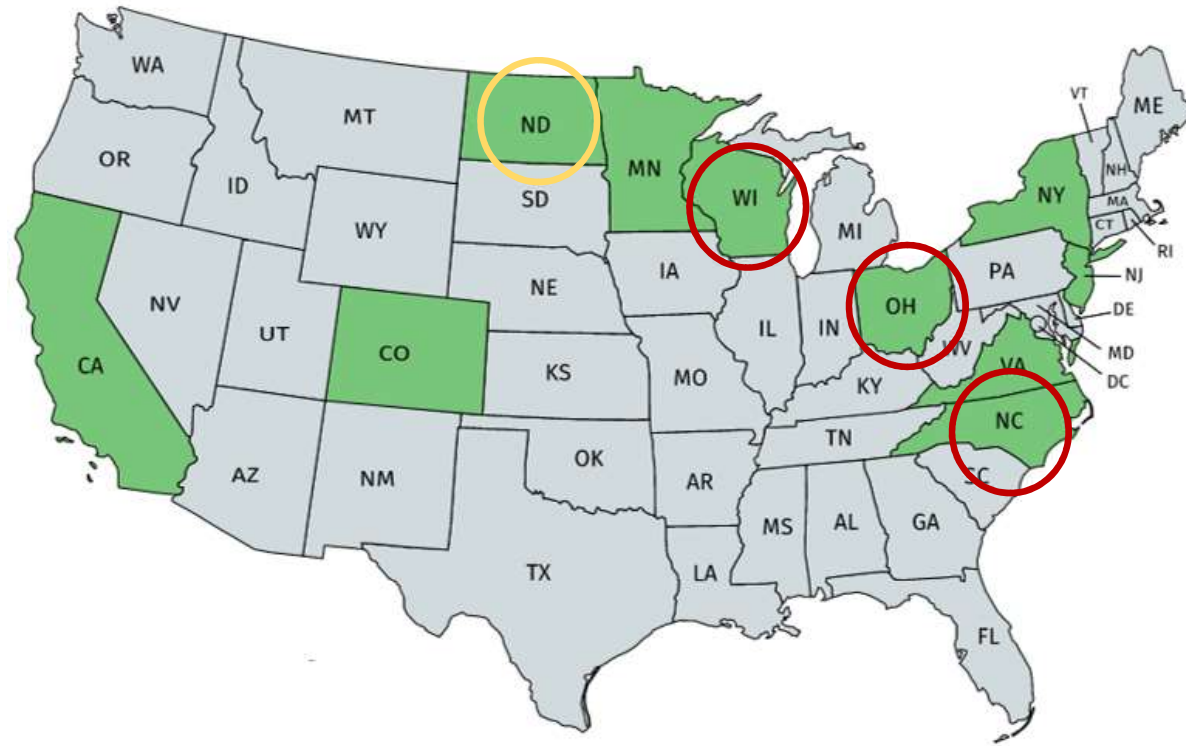
Why Regionalization?

What are the biggest barriers to SNAP access in your state?

n=15



Where is “Regionalization” under Consideration?



State-Centric

SPECTRUM

County-Centric

Regionalization Models

WI

- **Fully implemented**
- Established by state legislation in 2011.

NC

- **Under consideration**
- 2017 law requiring “regional supervision” with plan due in November 2018. Must be operational by March 2020.

OH

- **Partially implemented**
- Voluntary model, started in 2014. To date, ~40 (of 88) counties participating with 78 counties “committed” to the model.

ND

- **Under consideration**
- 2017 law created two-year pilot w/ state assuming county costs and paving way for county/state redistribution of responsibilities.

Wisconsin

- 10 county consortia + (state-run) Milwaukee
- Result of state legislation in 2011



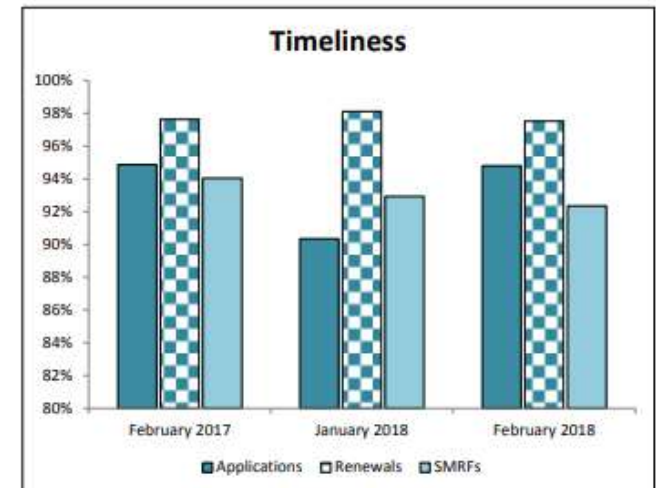
Wisconsin

Portion of
Monthly
Dashboard,
February 2018

| | | | | |
|--------------|-----------------------|--------|--------|--------|
| Applications | Processed | 13,695 | 17,225 | 12,967 |
| | Processed Timely | 12,990 | 15,563 | 12,291 |
| | Timeliness Percentage | 94.9% | 90.4% | 94.8% |
| Renewals | Processed | 12,418 | 12,408 | 10,348 |
| | Processed Timely | 12,122 | 12,173 | 10,090 |
| | Timeliness Percentage | 97.6% | 98.1% | 97.5% |
| SMRFs | Processed | 4,019 | 3,793 | 3,592 |
| | Processed Timely | 3,779 | 3,525 | 3,317 |
| | Timeliness Percentage | 94.0% | 92.9% | 92.3% |

| | | | | |
|----------|---------------|------|------|------|
| Churning | Cases Churned | 234 | 263 | 176 |
| | Churning Rate | 1.7% | 1.5% | 1.3% |

| | | | | |
|--------------|-------------------------------------|--------|--------|--------|
| Verification | Total Verification Received (Cases) | 25,493 | 27,956 | 36,630 |
| | Avg. Processing Time (Days) | 7 | 8 | 6 |



Sources: IMMR Active Case Summary & Timeliness Reports, Ongoing Caseload Monitoring Report & Churning Report.

Wisconsin

Portion of
Monthly
Dashboard,
February 2018

| | | February-17 | January-18 | February-18 |
|-------------|-----------------------------------|-------------|------------|-------------|
| Call Center | Calls Received | 61,207 | 66,646 | 55,786 |
| | Calls Answered | 55,604 | 58,954 | 50,078 |
| | Answer Rate | 91% | 88% | 90% |
| | Average Speed of Answer (minutes) | 4.35 | 5.73 | 4.85 |
| | Average Talk Time (minutes) | 10.7 | 11.45 | 11.35 |
| | Longest Wait Time (minutes) | 30.27 | 37.03 | 11.84 |

Source: IM Project Call Center Stats (updated 12/4/2017)



| | | | | |
|---|--------------------------|-------|--------|--------|
| Walk in Customer Service at Coggs | Customers Served (Total) | 8,833 | 14,529 | 13,357 |
| | Avg. Wait Time (Total) | 9.8 | 11.7 | 8.6 |

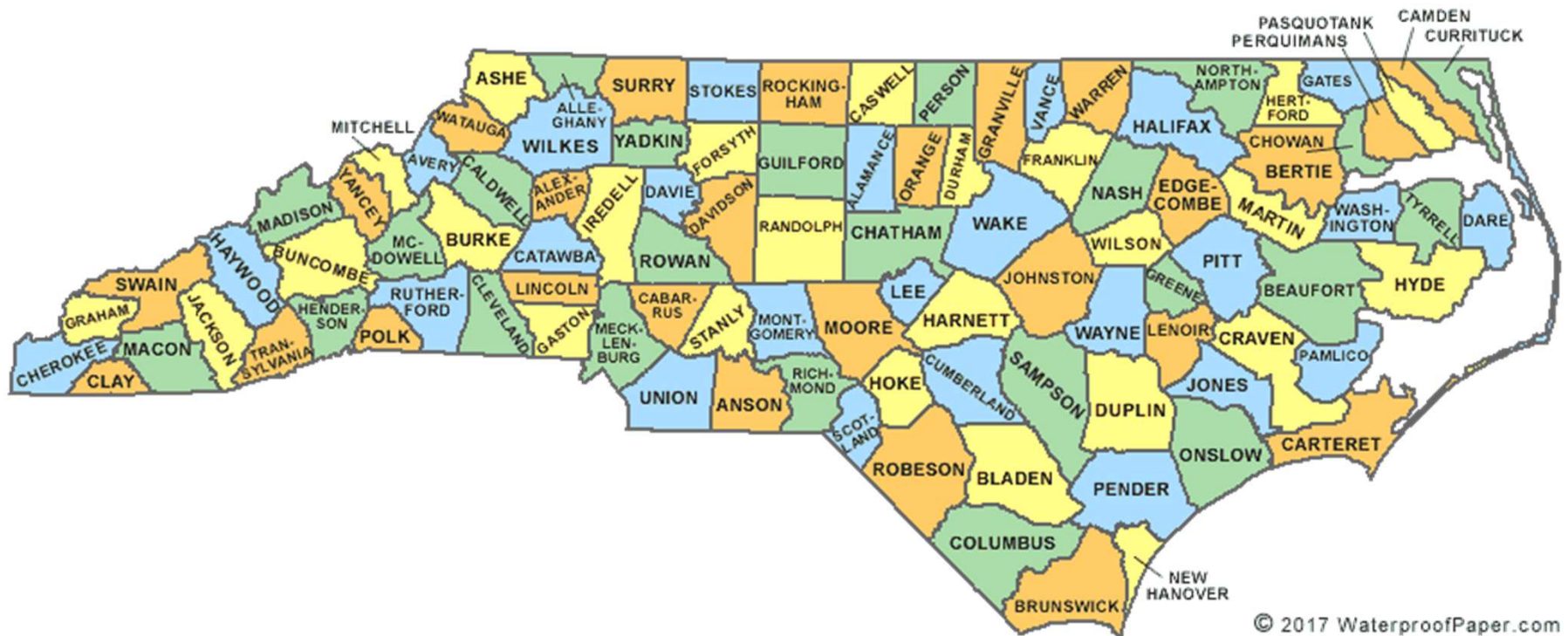


| | | | | |
|--|--------------------------|-----|-------|-------|
| Walk in Customer Service at UMOs | Customers Served (Total) | 641 | 3,988 | 3,573 |
| | Avg. Wait Time (Total) | 9.1 | 10.6 | 7.2 |



Sources: Monthly IM Project Call Statistics, Qmatic Reports & manual section reporting.

North Carolina



North Carolina

- State legislation in 2017 (HB 630):

“AN ACT TO ESTABLISH SOCIAL SERVICES REGIONAL SUPERVISION AND COLLABORATION...CREATE REGIONAL SOCIAL SERVICE DEPARTMENTS...”

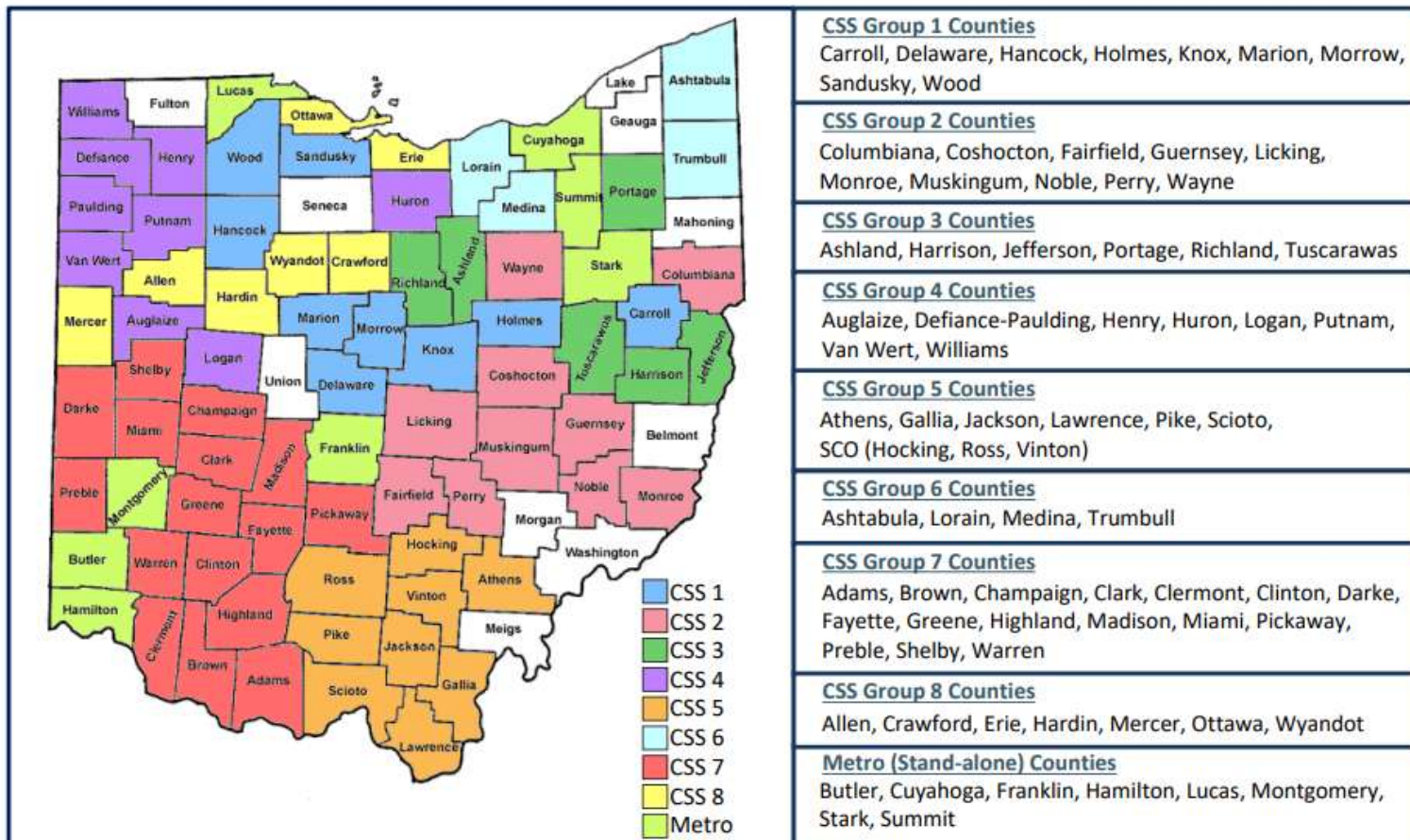
“...Whereas, county social services agencies are facing significant resource and administration challenges in areas other than child welfare, such as public assistance and adult services...”

“...Whereas, it has been challenging for the State to effectively supervise administration of complex social services programs in 100 counties and it would be more efficient and effective for the State to supervise fewer local agencies...”

Ohio

- Voluntary model (i.e. counties opt-in) called “County Shared Services”
- New technology facilitates case-sharing
- Vision for standardization (e.g. hours of operation, approaches to verification) not fully realized
- A few counties have opted for full consolidation

Ohio's County Shared Services (CSS) Map



Benefits of CSS

Single Enterprise Number



- Provides an additional channel for clients
- Client calls when convenient for them
- Client is connected to a caseworker to process eligibility on the phone
- Group coverage during unplanned closures

Shared Best Practices



- Improved Real Time Eligibility
- Bring eligibility work back into counties
- Reduction in back office processing and delays
- Reduction of lobby visits, scanned documents and customer service calls

Virtual Call Center Capabilities



- Ability to capture audio signature
- Virtual Hold allows client to be called back
- Recorded Rights & Responsibilities
- Efficiency of call-in model for SNAP/TANF interviews
- Planned interaction with IVR and EDMS

Common Client Experience



- Standard Operating Procedures
- Serve clients to the furthest extent possible while on the call
- Standardized call center reporting

Some questions for stakeholders to raise as their states consider Regionalization:

- ✓ What are the core goal(s) of regional consolidation in our state?
- ✓ What are the risks of consolidation on client access? How can the state ensure that SNAP applicants and recipients will be better off in the new system?
- ✓ Which functions of SNAP administration are well-suited for consolidation and which ones should remain at the local level?
- ✓ What reporting metrics will be developed to ensure proper oversight and transparency of regional leadership? Access metrics should still be reported at the local office/county level.
- ✓ What best practices and lessons learned can be gleaned from first adopters, like Wisconsin?

Questions?

Project Contacts



Rachel Cahill, Consultant
Rachel@rcahillconsulting.com



Andrew Cheyne, Director of Government Affairs
California Association of Food Banks
Andrew@cafoodbanks.org



Jennifer Tracy, Consultant
jenn@jenntracy.com

Thank you!