STATE TANF CASE STUDIES: STAFF INTERVIEW DISCUSSION GUIDE

Introduction

Thank you for meeting with me [US] today. My name is __________ and I am joined by my colleague, __________. We are with a company called [MATHEMATICA AND/OR MEF ASSOCIATES]. We are independent researchers assisting the U.S. Department of Health and Human Services on a study to learn about innovative programs that help low-income individuals find employment.

For this study, the Department in collaboration with the research team chose 12 programs to showcase because of their innovative and promising approaches to helping Temporary Assistance for Needy Families and low-income individuals find and keep jobs. [PROGRAM NAME] was chosen as one of those programs because of its unique approach.

We are interested in talking with you about your role in and experiences with the [PROGRAM] and your perspectives about the program's successes and challenges.

Your participation in this study is voluntary. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid Office of Management and Budget control number. The number for this information collection is XXXX-XXXX and the expiration date is XX/XX/XXXX. During our conversation, anything you say will be private. We also won't use your name or any other identifying information when we report the results of our study. We also won't share what you say with [name of program] or any other program. You may also choose not to answer any question you do not want to answer.

I would like to record our conversation so I don't miss anything. No one will hear the recording except for researchers and the person who transcribes it. Is it okay with you if I record this conversation? If you want me to turn the recorder off for any reason or at any time, just say so.

This discussion should take about one hour. Do you have any questions before we begin? Do you consent to participate in this discussion?

At the start of the interview, TURN THE RECORDER ON, SPECIFY YOUR NAME, THE RESPONDENT'S FIRST NAME, DATE, AND LOCATION]

[INTERVIEWER]: Before the visit, tailor the discussion guide to each site and respondent. Eliminate questions that will not be asked of each type of respondent. Also, note the formal names of each organization, program, any acronyms used, and the terminology appropriate for each respondent to understand the questions.

A. Respondent background and responsibilities

1. What is your official job title or position at [ORGANIZATION]?

2. How long have you worked at [ORGANIZATION]? How long have you held your current position?
3. What are your primary responsibilities for the [PROGRAM]?
4. Do you have other responsibilities outside of those you carry out for the [PROGRAM]? Please describe.
5. What are the key qualifications and skills associated with your job position? What experience and skills do you believe are most important for someone in your position to be effective?

B. Target population and eligibility

1. Please describe the target population(s) in [PROGRAM] (for example, key characteristics of the target population(s) and primary challenges, barriers, and service needs of the participants).
2. What criteria must an individual meet to be eligible to participate in [PROGRAM]?

C. Administrative structure and program overview

1. Please provide a general overview of [LEAD ORGANIZATION]'S structure *[Obtain copy of organization chart, if available]* and describe how and where does [PROGRAM] fit within the broader organizational structure?
2. How long has [PROGRAM] been in operation?
3. What is the overarching mission of the [LEAD ORGANIZATION]? What are the primary goals or mission of [PROGRAM] and how do these goals align with or reinforce the larger goals and mission of the lead organization?
4. What geographic area does [PROGRAM] serve? At how many different locations?
5. How would you describe the [PROGRAM]? What are the main components or features of [PROGRAM]?
    a. What primary activities and/or services are directly provided by (or supported through) this program?
    b. What other services do partners provide to support participants?
    c. What specific features of [PROGRAM] or the way it has been implemented make it different from and/or innovative compared to what is typically offered traditionally or elsewhere? How so?
6. Is this program modeled after a particular approach or program design (for example, full family services or work-based learning)? In what ways does it align with this approach and in what ways does it enhance and/or depart from this approach?
7. Does the [PROGRAM] have a logic model (that is, something that describes how the program's activities lead to outputs and outcomes)? If so, please describe. *[Obtain logic model, if available, and review together]*.
8. How many participants are served in [PROGRAM] (monthly or annually)?

   a. What is the program's operating capacity? In general, is the program operating at capacity? Are there waiting lists?

9. Please provide a brief overview of any major changes in the past three to five years in how the program operates (for example, any major changes in operator budget or funding sources, staffing or partnerships; how services are different from or consistent with the original program design). When and why were changes in program design made?

10. In what ways have federal and/or state policies, requirements, or grants affected the [PROGRAM] model, including the services it provides and its participants?

    a. How have particular state Temporary Assistance for Needy Families (TANF) policies affected the program? State Supplemental Nutrition Assistance Program (SNAP) policies? Child care policies?

    b. Are these policies supportive or restrictive of what the program is trying to do, or the innovations you are trying to make?

D. Staffing: Structure, roles and responsibilities, recruitment, and retention

1. Please describe the organization and staffing structure (that is, lines of authority, breakdown of staff by position and number of staff) for the [PROGRAM*]. [Obtain organizational chart, if available, and review together.]*

2. What are the roles and responsibilities of each staff position?

3. What skills, education, experience, and qualities are sought when hiring staff for [PROGRAM]?

   a. What are the minimum qualifications associated with each position?

   b. Are or were qualified staff hard to find?

4. Overall, have you been able to retain program staff? Are certain positions particularly hard to retain staff in (that is, positions that experience more turnover)? Why?

   a. What are the primary reasons staff leave (for example, low pay, burn-out, better alternative opportunities)? Are there currently openings for staff?

5. What challenges, if any, do you have in hiring and retaining staff? How have you overcome them?

6. What strategies have you found to be most effective in recruiting staff? Retaining staff?

E. Partnerships

1. Identify the program's key partners and describe each partner's primary role and responsibilities in connection with [PROGRAM].
    a. What services, resources, and supports does each partner provide?
2. What is the nature and level of partners' involvement in making program decisions? Which organizations are involved in making program decisions? What are the types of issues on which partners have a decision-making role? How did or do they provide their input?
3. How and when did each partnership develop? What factors led to its formation?
    a. What methods have been most effect at engaging employment and training partners, such as employers, community colleges, or other employment providers?
    b. What methods have been most effective at engaging wraparound support partners, such as child care resource and referral organizations, child care providers, or other wraparound support providers?
4. What other programs or initiatives do [LEAD ORGANIZATION] and [EACH PARTNER] collaborate on?
5. How do services provided by [EACH PARTNER] complement the services provided by [LEAD ORGANIZATION] and other partners?
    a. What are the most important factors to ensure referrals of program participants are successful and services are available in a timely way?
6. What type of formal and informal agreement or arrangement exists between the [LEAD ORGANIZATION] and [EACH PARTNER] (for example, contracted to provide services, memorandum of understanding (MOU), co-location, or informal referral)?
7. Where do program participants access partner services and how are those services provided to them? Are any partner staff co-located at the [PROGRAM]? Are any [PROGRAM] staff stationed at the partner site?
    a. [If co-located]: What are the key advantages of co-location? How important is it for ensuring your participants are aware of and can access the services that this or these partners provide?
8. How, if at all, have partnerships changed over time? With which partners? What impact did this have on implementing the program and providing services?
9. How do you monitor and assess partners' performance in carrying out their roles and responsibilities in [PROGRAM]?
10. How do partners communicate and collaborate at the management level (for example, formal planning sessions, cross-agency meetings, and ad hoc communication)? How do frontline staff communicate and coordinate with partner staff? How is participant information shared? What limitations are there?
11. What are the [PROGRAM'S] primary challenges and successes in coordinating and collaborating with partners to provide services?

F. Outreach, recruitment, and referral sources and process

1. How do participants typically learn about [PROGRAM]?
2. What are individuals' typical goals or motivations for enrolling in the program? What are their circumstances, usually (for example on TANF, unemployed, recently laid off, hard-to-employ, and so on)?
   a. Is participation mandatory for any individuals? If so, please describe.
3. Is there an overarching strategy that guides your approach to outreach and recruitment?
4. Describe the primary methods you use to identify and reach out to prospective participants and get them to come through your door. Which methods, if any, would you describe as innovative (breaking from past or usual practice)?
5. Which organizations or divisions and staff make referrals to your program? Which of the referral sources mentioned generate the most referrals? The least?
   a. How formalized is the referral process? Is there an MOU with the referring organization(s)?
   b. Are there established criteria or guidelines to help referring organizations make appropriate referrals? Other approaches (for example, materials to help staff and prospective participants know about the range of services that [PROGRAM] provides)?
6. Which of your outreach and recruitment strategies are most successful (for example, number and flow of referrals or appropriateness for [PROGRAM])? What strategies have you implemented to improve the number or appropriateness of the individuals referred?
7. What are the key challenges related to [PROGRAM] outreach or recruitment? How have you addressed them?

G. Screening and intake

1. Provide a step-by-step description of any screening for eligibility or service needs and the intake and/or enrollment process.
   a. What does the screening entail? What types of questions are asked?
   b. What program or partner staff conduct screening and/or intake? How long does the process take? How many appointments are necessary?
   c. What information is the individual required to provide? Is the individual required to provide documentation or proof of eligibility or needs?
2. Is there a common intake form and/or other mechanism yours and other programs use to access and share intake information, including any documentation provided by participants?
   a. [If yes]: What are the benefits for having a common intake form? Please describe what it entails.

H. Participant flow and program services

Overview

1. How do participants' progress through [PROGRAM], from the point at which they have completed the intake process to when they have successfully completed the program or are no longer considered to be active participants?
    a. What are the key milestones for participants to progress through the program?
2. In general, how structured is the program in terms of the sequence and timing of activities and services offered? Are services sequential or simultaneous?
    a. What is the typical package of services that a participant receives? Which services are commonly combined, either sequentially or simultaneously?
    b. Is there a predetermined sequence of activities, a preferred sequence of activities, or does it largely depend on the individual's preferences and needs?
    c. Is there a core set of services all participants receive (such as individual employment or case management planning, assessment, or support services)?
3. Which types of staff or organizations are involved in providing these services? How do staff communicate with one another and coordinate activities within the organization or across different partners on behalf of the participant?
4. Which services do participants use the most? The least? Which services are the most requested?
    a. Are services always available or in adequate supply? Are there waiting lists for some services? Does the availability of services affect participants' progress through the program or their ability to achieve their goals?

Orientation

5. Do participants attend an orientation? [If yes,] describe the topics covered and format.

Assessments

6. What types of formal and informal assessments are conducted? What is the purpose of each assessment identified (for example, individual or family needs assessment, basic skills, and employment focused)? Which staff position administers them?
    a. What specific assessment instruments or methods are used? *(Obtain a copy of all assessment instruments, if available.)*
7. How does the program use the assessment results? Are they discussed with the participant to determine his or her services?
8. How is the information used to identify needs for services offered by outside agencies?
    a. Are assessment results shared across partners? Which ones? How are the results shared?
9. What other methods are used and factors are considered when determining the program activities and services that a participant should be offered? What is the participant's role?

Employment services

10. Please describe the core services and strategies used to assist participants in preparing for work and obtaining employment.

    Types of strategies could include:

    - Career planning
    - Career pathways and sector-based strategies
    - Work-based training (for example, apprenticeships, on-the-job training, and customized training)
    - Job clubs
    - Individualized job readiness services and training
    - Adult basic education and literacy
    - Training (classroom-based occupational skills training, training program leading to a credential, work-based training such as on-the-job training, apprenticeships, and customized training)

11. For each employment service identified, please describe:

    a. Organization(s) or staff that provide the service

    b. Eligibility criteria

    c. Dosage, duration, and frequency

    d. Mode of delivery (such as in-person meetings, classroom sessions, online or distance learning, phone calls, and emails)

12. What industries or careers does the program focus on, if any? Are jobs readily available in these industries? What main types of employers provide opportunities for your program participants?

13. Please describe your efforts to engage employers and provide a service model that responds to the needs of employers?

    a. What outreach and engagement strategies have been most successful?

    b. How were or are employers involved in designing and delivering your program services?

    c. What feedback loops exist to gain and sustain employers' input and engagement?

    d. How, if at all, do employers provide feedback on program participants?

14. Please describe any services [PROGRAM] provides to the family or to individual family members in addition to the enrolled participant.

15. What innovations has the [PROGRAM] implemented related to providing employment and training services compared to earlier approaches or what is typically offered elsewhere?

Wraparound services

16. Please describe the key wraparound services that are an integral part of the model and used to support participants in their efforts to prepare for, obtain, and sustain employment.
    a. What supportive or wraparound services are available through [PROGRAM], either directly or via a referral (specify)?

    Types of wraparound supports to probe include:

    - Subsidized child care
    - Access to public benefits (for example, housing assistance; SNAP; Special Supplemental Food Program for Women, Infants, and Children (WIC); TANF; or Supplemental Security Income(SSI))
    - Transportation assistance
    - Work supplies
    - Substance use disorder treatment
    - Mental health services, counselling
    - Emergency assistance (includes eviction prevention assistance)
    - Financial literacy and budgeting, credit repair
    - Parenting, co-parenting, or relationship services
    - Child support services
    - Nutrition assistance

17. For each wraparound support identified, please describe:
    a. Organization(s) or staff that provide the service, including any innovative partnerships (that is, partnerships with nontraditional providers, new partnerships or service delivery arrangements)
    b. How the wraparound support provider(s) interacts with employment service provider(s) and/or program staff (for example, case manager, if different from employment service provider)
    c. Eligibility criteria, if provided to a subset of participants
    d. Dosage, duration, and frequency

18. How does [PROGRAM] integrate the child care or other wraparound supports with employment services (provided by the program and/or an external provider) to maintain participation and positive outcomes? What role do the different supports play in the overall program approach?

19. What innovations has the [PROGRAM] implemented related to providing child care and/or other wraparound supports compared to earlier approaches or what is typically offered elsewhere?

Case management and service linkages

20. How do you work with participants to identify goals and/or develop program service plans? Please describe what these processes and plans entail.
    a. Are assessment results discussed with participants to develop the plan, or used only by staff? What other information, such as labor market information, is used and/or discussed with participants to develop the plan?
    b. Are these plans or the information in them shared across program staff or partners? If so, under what circumstances and how?
    c. How much discretion do staff and participants have in determining services for any individual participant? Is there a menu of services, or are components very prescribed? What are the advantages and disadvantages of [their approach]?
21. How do TANF/SNAP work requirements and the allowable activities that count toward participation affect what mix and level (that is, dosage) of program services that TANF/SNAP participants receive? How does that compare to non-participants in TANF and SNAP?
22. Please describe [PROGRAM's] approach to working with participants to achieve their goals.
    a. Do participants have a case manager who coordinates services, or who is the participant's main contact throughout the program?
    b. How often do staff typically meet with or have contact with a participant? How long is the typical meeting? What is the format of initial and follow-up contact (for example, in person, over the phone, or email)?
    c. What is the primary purpose of these meetings? What are the most common issues, needs, or challenges that participants present? How are those issues then addressed?
    d. Does [PROGRAM] provide coaching for participants (such as motivational interviewing, mindfulness training, cognitive therapy, or other coaching techniques)? If so, what coaching strategies are used?
23. How does the program support attendance and participation? How are problems with participants' lack of attendance or completion of activities addressed? What strategies do you rely on to promote attendance or retention (for example, nudging and other behaviorally informed approaches)?
24. What data system or software program is used to support case management?
    a. Are case notes entered into the system? Can other programs or partners outside your agency see these case notes? Which ones? Can program staff view case notes entered by other staff within the program? Other programs?
    b. Is any data prepopulated in the system (for example, information gathered at intake or information shared from another program or partner?
    c. Can the system assign and track service referrals?
    d. Can the system track participants' receipt of services?

e. Are there alerts (ticklers) to indicate when to follow up with participants?

25. What happens when a participant has a service need outside of those that your program directly provides? Please walk me through the process for identifying how best to address the need and the referral processes.

    a. Describe the relationship with referral organizations. How informal or formal is the relationship? Is there a MOU with the referring organization? Do you consider referral organizations to be partners?

    b. How do you determine which organization or program is the most appropriate to provide the service (if there are multiple sources)? Are there established referral criteria or guidelines for selecting the most appropriate organization or program?

    c. What are the roles of the participant and program staff in the referral process? For example, does the staff member just provide contact information to the participant, leaving follow-through up to the participant? Or do staff make an active contact on behalf of the participant (that is, a warm hand-off)? Please describe

    d. If the latter, what information about the participant and their needs do staff typically provide as part of the referral?

    e. How does the referral process vary by type of organization or service?

26. Are there resources (such as in-house training or presentations, brochures, and resource guides) to help staff make appropriate referrals? For example, are staff provided in-house trainings or presentations about service offerings by other organizations (for example, eligibility criteria and types services provided)?

27. Are referrals and their disposition tracked? Please describe.

28. What referral methods or approaches have you found most effective? What difficulties, if any, have been encountered with the referral process? How has the [PROGRAM] worked to overcome them?

29. What follow-up contacts and/or services are provided to participants who complete the program?

    a. What is the timing of these follow-ups? What is the format (for example, in-person, over the phone, email, and so on)?

    b. What post-program services or supports are provided?

I. Management and supervision

Management

1. How does [ORGANIZATION/PROGRAM] leadership convey expectations to partners and staff regarding the quality and consistency by which the program operates and delivers services?

2. How does [PROGRAM] assess whether management and staff meet these expectations? How is partners' performance assessed?

3. What efforts are made to ensure that all staff carry out program activities in an appropriate and consistent manner across participants?

   a. What supports or process are in place to help staff deliver these aspects in a consistent manner?
   b. What is the process for developing or revising policies and procedures related to service delivery? Which staff are involved? How do direct service staff contribute?

Staff supervision

4. Please describe the types of supervisory practices and approaches used to provide frontline staff guidance and support.
5. Are there one-on-one supervision meetings? Group meetings? Observations? Reviewing cases? Please describe.
6. What supervisory practices have you found to be especially effective?
7. Do managers ever supervise staff of partner organizations, or vice versa? If so, please describe.
8. What types of decisions do frontline staff have the authority to make or are encouraged to make, and with whom do they have to consult or get authorization from a supervisor or manager?

Staff training

9. Describe the initial training that new staff receive and the ongoing or follow-up training they receive (for example, the format, issues and topics covered, who provides, and quality and usefulness of training provided)?
   a. To what extent are program staff cross-trained on different programs or made aware of other programs' requirements and processes, such as TANF and child care subsidies?
10. How are the training needs of staff identified?
11. What additional types of trainings are desired by or could be useful to staff?
12. What challenges has the program encountered in providing or receiving training? How are these challenges addressed? What successes has the program achieved?

J. Monitoring program operations and participants' outcomes

1. How is high quality and effective service delivery defined within [ORGANIZATION] and for [PROGRAM]? What outcomes are used to gauge success? How is the program performing with regard to these outcomes?
2. What information or tools do you use to monitor enrollment, participation, and program completion (for example, collecting attendance logs or monitoring hours completed)?
   a. What other information is tracked on a regular basis (for example, outreach and referrals or employer contacts)? Who tracks this information?
   b. Is it included in the case management or other data system(s) used for the program?
3. Are there weekly, monthly, or annual targets or benchmarks to monitor and assess progress (such as enrollment, employment, or timeliness targets, or others)? Please describe.

4. Describe any data sharing that occurs between this and other programs, including but not limited to partner programs. What types of data are shared? What processes and agreements are in place for sharing data? What data systems are involved? What staff?
5. Describe successes and challenges with tracking and sharing data.
6. What is the process for monitoring the collection of program data (such as timeliness and completeness) and quality (accuracy), including any data you collect that are shared with partners or that partners make available?
7. What types of automated or customized data reports does your organization use to monitor programs? What is the purpose and audience of each report? How is information in the report analyzed or used?
8. What participant outcomes does the program track (for example, earnings, retention, employment, family and life stability, types of jobs obtained, or other outcomes)? Over what time period are outcomes measured—short-term only (during and immediately after the program) or long-term?
9. How are these measures used (for example, to comply with federal or state reporting requirements, program management, or assessing program performance)?
10. How did or does the program decide which outcomes to track to measure program success? How, if at all, were or are partners involved in this process? Are outcomes tracked for each partner? Are outcomes shared across partners?
    a. To what extent are outcomes to monitor chosen by the program, versus required by federal, state, or local government or funders?
11. What additional outcomes or measures would be useful to track? In what ways can existing measures be better aligned with needs?
12. Describe any research or evaluation efforts and their results.

K. Funding

1. What are the primary sources of funding used to support the program? [If available, obtain a copy of the operating budget, broken down by funding source.]
2. How is funding leveraged or braided across partners to support program operations and services?
    a. To what extent are partners responsible for funding all the resources and services they provide the program and are accessed by program participants?
    b. To what extent does the program provide funding to partners to support providing services to program participants?
    c. To what extent do partners contribute funding and other resources, such as staff time, to support program operations or services shared in common?
3. What avenues are available to access funding from multiple programs in order to pull together a more comprehensive service package to meet participants’ needs?
    a. If a participant participates in multiple programs, are you allowed to assign certain activities to one program for funding and other activities to another funding source?

4. Have there been any significant changes in funding sources or in the level of funding they provide in recent years?
   a. What was the impact of these changes on the program's operating budget?
   b. What impact have these changes had on program design and implementation (for example, the number or type of individuals served, the types of services provided, partnerships, or any other aspect of the program's management or service delivery)?
5. Is it difficult to maintain the level of funding necessary to maintain this program and its services? If yes, please explain.
   a. Is the current level of funding sufficient to support your program? Why or why not?
   b. What have been the biggest funding challenges experienced by the program? How have you addressed them?

L. Sustainability and replication

1. What is your program's average cost per participant?
2. Are there any current efforts to scale up or replicate part or all of your program model? Are any planned?
   a. How were specific services identified for replication or scaling up? Why were those services chosen?
   b. Which services are not being scaled or replicated (if any)? Why not?
3. Have there been any scaling or replication efforts in the past? Please describe what these efforts entailed and their outcome.
4. What funding sources or financial resources are available for continuing the current program, scaling it up, or replicating it (for example, long-term sustainability)?
5. What about the program would lend itself to replication? Are there key obstacles or challenges in scaling or replicating this program?

M. Community context

1. How would you describe the local labor market conditions in this area?
   a. What is the unemployment rate?
   b. What are the major employers and industries?
2. What organizations are the main providers of employment and training services in the area?
   a. What types of employment and training services are in high demand in this area?
   b. What are some primary employment and training service gaps in this area?
   c. Are there particular target populations for whom more or different employment and training services are needed?

3. How would you characterize the availability and accessibility of employment-related wraparound services in this area for TANF recipients and other low-income individuals and families?
    a. What types of services (such as child care, housing assistance, behavioral health, and transportation) are in high demand in this geographic area?
    b. What are some of the primary services gaps in this area?
4. What is the child care environment like for TANF recipients and low-income families in this community with respect to availability, accessibility, and quality?
    a. Are there a sufficient number of child care providers in the community? Are families well-informed about child care providers and what is available in the community? If not, what barriers prevent them from becoming informed?
    b. What type of child care is available for TANF recipients and low-income families (for example, center-based care, family child care homes, elementary school-based, or district-provided child care options)?
        i. Are available providers licensed? Are they perceived as or determined to be of high quality (for example, quality rating improvement system rating, National Association for the Education of Young Children accredited, Head Start/Early Head Start)?
    c. To what extent is affordability of child care a challenge for low-income families in the community?
        i. Are there Head Start or Early Head Start child care options available in the community? Are eligible families able to enroll in existing Head Start or Early Head Start programs (that is, is there enough space to accommodate need)?
        ii. Are subsidies readily available? Do enough centers accept subsidies (that is, is there enough space to accommodate need)? Is the amount of the subsidy enough to provide adequate financial support for recipients?
        iii. Are other child care supports available in the community that provide support for TANF recipients and low-income families *(for example, workforce development agencies, two-generation programs, and colleges)*? If so, describe.
    d. Are low-income families well informed about the financial support available to them for child care? Do families receive the financial support they are eligible to receive? If not, what barriers prevent them from receiving or accessing this support?
5. What is the need and availability of transportation *(for example, availability of public transportation, especially between economically disadvantaged areas and where jobs are concentrated; affordability of public transportation; and availability of affordable parking)*?
6. Are there any community-wide or cross-agency or service provider collaborative efforts focused on serving low-income populations? If so, please describe.

N. Successes, challenges, and final reflections

1. Can you summarize for me now what you think have been the key factors that have facilitated the successful implementation of your program? Are these the factors needed for others to replicate the program?
    a. How have these factors affected the program's ability to (1) deliver high quality services, (2) obtain high levels of participant engagement, and (3) achieve the desired outcomes and benefits for participants?
2. What major challenges have hindered how well the program operates? How have these challenges affected the program's ability to:
    a. Deliver high quality services
    b. Obtain high levels of participant engagement
    c. Achieve the desired outcomes and benefits for participants?
3. What factors have facilitated the program's operations and success?
4. What kinds of additional services or enhancements do you think would be beneficial to add to those your program already offers? Would you like see anything else changed in your program to improve it or make it more successful?
5. Have you learned lessons or is there advice you would like to share with other policymakers and practitioners interested in designing or replicating a similar program model?