

If you have any questions about the pilot cost and resource data collection, please contact [\[assigned data collector\]](#).

Pilot Costs and Resources Workbook [State Agency Workbook / Local Agency Workbook] [Date Completed] Data Collection for the TANF Pilot Evaluation

Introduction and Instructions

Your state is among five states that were selected by the U.S. Department of Health and Human Services (HHS) to participate in pilot programs authorized by the Fiscal Responsibility Act of 2023 (FRA). Mathematica, The Adjacent Possible, and the American Public Human Services Association will help you understand and learn from these pilots under contract with the Administration for Children and Families at HHS. This workbook collects information associated with implementing your TANF pilot to inform the evaluation. The study team will collect relevant information from you, provide information with you to fill in any gaps.

What is this workbook about?

This workbook collects information at the state-level, or selected county or local TANF offices or areas, and contracted providers, as well as the TANF program as it shifts to the use of outcome measures for participants and the changes associated with implementing the program. Information on the costs of setting up and launching the pilot program and how these costs and use of resources change over the course of the pilot in this workbook is for research purposes only; it is not to monitor TANF spending.

We will gather **costs of the TANF program where the pilot will occur**; this might include statewide costs or be restricted to particular areas. We will **focus on program management, service delivery to participants, and performance measurement**. We will **not** gather information on administrative functions that are not directly related to the TANF program.

How is the workbook organized?

The workbook is divided into six (6) sections, labeled A through F.

- Section A collects basic information on [\[TANF PROGRAM/PILOT NAME\]](#) and the reporting period of focus for the information in this workbook.
- Section B collects costs of starting up the TANF pilot program and ongoing costs that are specific to pilot implementation.
- Sections C and D collect information about staff. Section C collects details about the positions and time use of staff with roles tied to performance measurement in the TANF program during the specified reporting period. Section D asks about personnel costs (salaries) identified in Section C.
- Section E asks about contracted services that support service delivery to TANF participants (such as case management, employment services, etc.) and program management and performance measurement (such as data systems or data management).
- Section F asks about the costs of services purchased from or payments made to providers, vendors, or employers to support a pilot (not part of larger contracts) and any direct payments made to participants (beyond their basic cash assistance).

You can access each section by clicking on the tabs at the bottom of this page.

What time period does the workbook cover?

The workbook should cover a one-year period for which information is available on expenditures made (rather than budgets)--either the first data collection, this period should be as close to the planning period of October 2025 through September 2026 as possible. The study team. For easy reference, the reporting period is repeated throughout the instructions of each tab.

What information will help complete the workbook?

To get started, the study team will work with you to identify readily available data or information from your agency, such as existing in the information needed. We are seeking **actual payment information** rather than budgets as much as possible. We will walk you use of processes you might already have in place to compile this type of information. Different people might be needed to complete with the costs and accounting records of TANF management, people familiar with the staffing structure of the TANF program, people with the pilot planning process.

How will my organization share information to complete the workbook?

We will use a File Transfer Protocol established specifically for this study to securely share information between your agency and our

How will the information that I provide be used?

Information from this workbook will be kept private to the extent permitted by law. Only members of the study team will have access to start-up costs for the pilots, the costs of different components and activities, and how the use of resources might change over the life of TANF pilots.

Thank you for your participation in this important study.

Public Burden Statement

PAPERWORK REDUCTION ACT OF 1995 (Public Law 104-13) STATEMENT OF PUBLIC BURDEN: Through this information collection, ACF is gathering information to learn more about measuring program performance to average 4 hours per respondent, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information. This is a voluntary collection of information. This information is not required to provide information subject to the requirements of the Paperwork Reduction Act of 1995, unless it displays a currently valid OMB control number. The OMB # is 0970-0XXX and the expiration date is XX/XX/XXXX. If you have comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, write to: HQ Moore@mathematica-mpr.com.

SECTION A: YOUR AGENCY

This section documents basic information about your agency, the time period for cost information, and any circumstances outside of launching or implementing the pilot that could affect TANF program costs. For the first data collection, this period should be as close to the planning period of October 2025 through September 2026 as possible.

A1. Agency name

A2. State or local agency

A3. TANF program name

NOTE: TANF is used throughout this workbook; whenever TANF is used it means the TANF program or pilot that is the focus of the FRA pilot implementation and evaluation.

A4. Please enter costs for the agreed-upon reporting period listed below (i.e. fiscal or calendar year).

[Month]	[Year]	THROUGH	[Month]	[Year]
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A5. Please provide contact information for the person who will be the primary contact with the study team for completing this workbook.

Name

Position/Title

Email

Telephone

Address

A6. If any unusual circumstances affected TANF program expenditures during the reporting period that are beyond changes associated with the pilot to switch from the Work Participation Rate to outcome measures for TANF participants, please use this space to document them. For example, unusually high staff turnover or substantial changes to funding or leveraged resources.

PLEASE SAVE AND CONTINUE TO THE NEXT SECTION.

SECTION B: START UP COSTS

This section asks about the costs associated with starting up your TANF pilot during [specify reporting period, e.g. the pilot planning year of FY2026]. These might include investments in new activities, staff hires, or infrastructure; or costs to prepare for and begin early implementation of the TANF pilot, such as planning and staff development time, or building new partnerships for service delivery.

B1. The table below tracks information about the costs to plan, prepare for, and initially launch your TANF pilot program. The study team pre-populated Column 1 with common start-up or early implementation activities. Not every activity will apply to your program and you can enter -0- if you did not have costs for these activities during the planning period. The list in column 1 is not exhaustive of implementation activities; we will add any other costs for activities associated with launching the TANF pilot program.

We can estimate expenditures based on information available about staff time or frequency of an activity, calculate expenditures using information across multiple sources, or report actual expenditures based on tracking and financial reports. Note the method in column (4) by selecting an option from the drop-down menu. If the selected the option is for "some other way," include a brief description of the method used in column (4a).

(1) Costs for start up or early implementation by type of activity	(2) Estimated or Actual Expenditure (Dollars)	(4) Description of how you arrived at amount reported in Column (2) (Select from options)	(4a) If other; specify how you arrived at the amount reported in Column (2)
<i>Example: Planning and preparing for the pilot among key staff (e.g. a planning or implementation team)</i>	\$25,000.00	<i>Estimate based on approximate staff time and frequency of activity</i>	
Planning and preparing for the pilot			
Staff skill development, training, or manuals on new processes, procedures, or activities			
Building new partnerships or coordinating new or revised service delivery with other agencies or external partners			
New or upgraded facilities, equipment, furniture, supplies needed to support new or restructured spaces, services, or activities			
New or revised materials or information for participants			
Data system upgrades			
Data cleaning			
Data matching (across systems or between state and local)			
Other start-up costs relevant to pilot (specify)			
Other start-up costs relevant to pilot (specify)			
Other start-up costs relevant to pilot (specify)			
Other start-up costs relevant to pilot (specify)			
Other start-up costs relevant to pilot (specify)			

B2. Use the space below to provide any additional information or other explanatory notes for this section.

PLEASE SAVE AND CONTINUE TO THE NEXT SECTION.

	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	0	FALSE	0

REGIONAL, COUNTY, OR JURISDICTION-LEVEL STAFF POSITIONS (Responsibilities are

<i>Example: Case manager</i>	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	0	FALSE	0

CONTRACTED PROVIDERS WHO HAVE FRONTLINE STAFF THAT WORK DIRECTLY WITH

	0	FALSE	0
	0	FALSE	0
	0	FALSE	0
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE
	FALSE	FALSE	FALSE

C2. Use the space below to provide any additional information or other explanatory notes for

PLEASE SAVE AND CONTINUE TO THE NEXT SECTION.

FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	0	FALSE	0	FALSE	0

at the local level even if positions are state employees)

<i>FALSE</i>	<i>TRUE</i>	<i>0%</i>	<i>FALSE</i>	<i>FALSE</i>	<i>TRUE</i>
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	0	FALSE	0	FALSE	0

H TANF PARTICIPANTS AS CASE MANAGERS, COACHES, OR EMPLOYMENT COUNSELORS

FALSE	0	FALSE	0	FALSE	0
FALSE	0	FALSE	0	FALSE	0
FALSE	0	FALSE	0	FALSE	0
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
FALSE	FALSE	FALSE	FALSE	FALSE	FALSE

this section.

SECTION D: PERSONNEL COSTS

This section asks about personnel costs (salaries and fringe benefits) for staff positions identified in Section C that support program management, service delivery to participants, and performance measurement in the TANF program within the geographic area of the pilot during [specify reporting period].

D1. In the table below, we will indicate expenditures for salaries and fringe benefits for each staff position from Section C. The study team will carry over the positions and job titles from Section C, but they may need to be separated into additional rows using the instructions below.

The table organizes staff by state-level, regional/county/jurisdiction-level, and by contracted providers in the same structure as Section C. ONLY INCLUDE CONTRACTED PROVIDERS WHO HAVE FRONTLINE STAFF THAT WORK DIRECTLY WITH TANF PARTICIPANTS, SUCH AS CASE MANAGERS, COACHES, OR EMPLOYMENT COUNSELORS. Not all sections will apply to each pilot. The information may not be readily available from contracted providers, or not at this level of detail; we will fill in the information as best as possible for contracted providers.

If available, include personnel expenses for relevant contracted providers for frontline staff ONLY (for example, case managers, coaches, or employment counselors).

Use one line for each position:

1. Enter each distinct staff position and job title in column (1).
2. Enter the average annual full-time wage paid for the position during the reporting period in column (2). If reporting a wage that is not on an hourly basis, include both regular and overtime pay. If the position has a wage range, enter the range (for example, \$40,000 to \$50,000) or the median (for example \$45,000).
3. Select the basis paid from the drop down menu in column (3) (e.g. per hour, per week, biweekly, etc.).
4. Enter the amount of payroll taxes and fringe benefits for each full-time equivalent (FTE) position as a percentage of salary or as an average dollar amount per FTE in column (4). If you only have a total amount paid for all employees, record this amount in the workbook under explanatory notes at the bottom of this sheet (question D2).
5. Enter the number of FTE spots for each position in each separate row in column (6). Base the total FTEs on both (1) the percentage of time people in the position spend on TANF program activities and (2) the number of hours they work a week (if they work less than full-time). For example, there are four Data Specialists; one works 20 hours a week all on the TANF program; another works full-time, 40 hours a week but spends 50% of their time on the TANF program, and two more both work full-time and spend all their time on the TANF program. The FTE for the Data Specialist position would be .5 + .5 + 1 + 1 = 3.

NOTE: For contracted providers, we are most interested in personnel costs for frontline staff that work directly with TANF participants as case managers, coaches, or employment counselors. Costs for other positions with contracted providers are not necessary to gather at the position level. If you are not able to gather information on personnel costs of frontline staff who work for contracted providers at the position level, please skip that part of the table and follow the instructions in Section E.

(1) Staff Position/Job Title	(2) Pay rate (dollars)	(3) Basis paid	(4) Payroll taxes and fringe benefits (enter as a percentage of salary or as a total dollar amount)			(5) Total full-time equivalent (FTEs) for position
			Value as a percentage of salary	or	Total amount paid in dollars	
STATE-LEVEL STAFF POSITIONS (Responsibilities are at the state-level)						
<i>Example: Data specialist</i>	\$60,000.00	<i>Per Year</i>	32.00%	or		2
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		
		[select from list]		or		

E2. Do any of the contracted services above cover wages for FRONTLINE STAFF THAT WORK DIRECTLY WITH TANF PARTICIPANTS AS CASE MANAGERS, COACHES, OR information is not included in Section D, Personnel Costs? Use the drop-down box to select YES or NO.

[select from list]

E3. If you answered YES to question E2, use the table below to enter any information available about the personnel costs of frontline staff at contracted providers that work period and could not be gathered at the position level in Section D.

- Use a separate line for each contractor.
- You may report budgeted costs for frontline staff exactly as they are stated in the contract, whether that is a total dollar amount, an aggregate across multiple staff, or as a percentage.
- If your records provide only a total value for contracted staff, list as much information as you can--include a list of contractors and service providers in column (1), enter the total covered in column (4), note the types of staffing costs included in the total (i.e. salary, fringe benefits, other benefits) in column (5). Enter descriptions or notes in column (6) to provide estimating the personnel costs for frontline staff at contracted providers. Enter a note in E5 below if only the total value for contracted services is available.

(1) Name of contractor	(2) Expenditure amount (approximate)	(3) How this payment is calculated? (aggregate, %, or some other way)	(4) Staff included in this total	(5) Staffing costs included in this total?
<i>Example: ABC Nonprofit Organization</i>	<i>\$25,000.00</i>	<i>Aggregate amount</i>	<i>Case managers and employment counselors</i>	<i>Salary and fringe benefits</i>
<i>OR Example: ABC Nonprofit Organization</i>	<i>\$25,000.00</i>	<i>%</i>	<i>Case managers</i>	<i>Total personnel</i>

E4. If you answered NO to question E2, so the wages for FRONTLINE STAFF THAT WORK DIRECTLY WITH TANF PARTICIPANTS AS CASE MANAGERS, COACHES, OR EMI Personnel Costs, answer the following question:

Are all staff positions included in Section D covered by the associated contract listed in E1?

DROP DOWN YES/NO

E5. Use the space below to provide information on calculations and data sources or other explanatory notes for this section.

PLEASE SAVE AND CONTINUE TO THE NEXT SECTION.

of the pilot during the [specify reporting period].

t support service delivery to TANF participants (such and performance or outcomes reporting).

j purchases, or rent).

alue for contracted services is available.

|

: EMPLOYMENT COUNSELORS for which

directly with TANF participants during the reporting

Percentage of the overall contract.
Value in column (2), list the types of staff positions
Provide any additional information that can assist in

(6) Description or additional notes
<i>Personnel costs isolated and provided as one figure just for frontline workers</i>
<i>Staff costs for frontline staff estimated as a percentage of total contract</i>

EMPLOYMENT COUNSELORS are included in Section D,

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SECTION F: PURCHASED SERVICES

This section asks questions about payments to service providers, vendors, or employees in the geographic area of the pilot during the [specify reporting period]. It also asks about payments such as an incentive, stipend, or to reimburse them for specific costs incurred.

F1. Use the table below to enter information on any services or goods purchased. This table could include costs for education or training program slots, work clothing, medical expenses, dental costs, housing vouchers, licenses, etc. This table does not include wages.

Note: Do not include transfers of TANF funding to other public programs

Enter a separate line for each type or category of service or good. Do NOT include contracted services in Section E).

These costs can be recorded in whatever way is easiest—by total expenditure and how the cost is calculated in column (4).

(1) Type of item or service	(2) Expenditure amount (Dollars)
<i>Example: Computers</i>	\$1,500.00
<i>Example: CNA training</i>	\$15,000.00
<i>Example: Subsidized wages</i>	\$20,000.00

payments made to support activities or services provided to TANF participants within the reporting period, including payments made directly to TANF participants

Costs incurred on behalf of participants and its cost during [specify reporting period]. This category includes costs for clothing or uniforms, educational materials (such as books or supplies), child care, and other expenses. It should include money paid to employers for participants' training or to subsidize their training.

Do not include costs reported elsewhere in this workbook (for example, under the "Child Care" category), by unit and quantity, or both. Include a brief description of each type of expense.

Do not include costs reported elsewhere in this workbook (for example, under the "Child Care" category), by unit and quantity, or both. Include a brief description of each type of expense.

Do not include costs reported elsewhere in this workbook (for example, under the "Child Care" category), by unit and quantity, or both. Include a brief description of each type of expense.

(3) Quantity	(4) Description
<i>computers for each of 10 participants; estimate is per computer</i>	<i>support for participants to take an online 10-week training program</i>
<i>aggregate for reporting period</i>	<i>paid for participants to take CNA training and costs for certification exam</i>
<i>aggregate for reporting period</i>	<i>subsidies paid to approved employers to enhance wages of participants</i>

This tab will be hidden

[select from list]

- Per Hour
- Per Week
- Biweekly (26 pay periods)
- Bimonthly (24 pay periods)
- Per Month
- Per Year

13. Indirect costs

[select from list]

- Salaries only
- Salaries and fringe benefits
- Salaries and fringe benefits and other direct costs

[select from list]

- Yes
- No

[State or local agency]

- State
- County
- Local
- Contracted provider

[Description of how you arrived at amount reported in Column 2]

- Estimate based on approximate staff time and frequency of activity
- Estimate based on information across multiple sources
- Actual expenditure based on system or financial reports
- Unable to estimate or report
- Some other way (please specify)

[Month]

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December

[Year]

2024

2025

2026

n in an external-facing workbook.