The University of Tennessee
College of Social Work
Office of Research and Public Service

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Introduction

The Social Work Office of Research and Public Service (SWORPS) is a unit of The University of Tennessee College of Social Work. Our mission is to improve the quality of human service practice in the state, the Southeast, and in the nation. A land grant university such as UT has acknowledged mandates that exist beyond its primary task of providing higher education for the citizens of the region. Secondarily, but very importantly, it is the task of the institution to provide research and other public services to the state. For thirty years, SWORPS has been part of an elite group of researchers investigating the socio-political framework of human services in the southeast. In addition, the organization has served as a leader in the arenas of curriculum development and production as well as new worker training for state agencies that provide direct human services in our society.

The state agency environment has changed in the past four to five years. Governor Bredesen moved to replace as much of the state’s contracted services to in-house providers as possible. SWORPS responded by reducing our delivery of services to focus on the provision of professional consultation and expertise. In the immediate future, our role will be to provide program development services, assistance in advising agencies in regard to emergent programs, and to conduct assessments and evaluations.

During the 2005–2006 fiscal year, our office brought to a conclusion a long-term project for the Tennessee Department of Human Services (TDHS). “Completion of this welfare reform partnership that began ten years ago is a very positive accomplishment, although it has had organizational implications,” states Paul Campbell, Director of SWORPS. “Ten years ago we joined with the state in the process of developing and tracking a customized welfare system for Tennessee. The state administered program, which SWORPS helped to create, is now ready to revert to the federal Temporary Assistance for Needy Families (TANF) guidelines within the Families First system.” Active Case Review (ACR) and Customer Service Review (CSR), programs that SWORPS has managed during this transition period, have been incorporated into DHS internal systems.

In this time period, the organization’s relationship with the Department of Children’s Services (TDCS) has shifted also. TDCS has established, as its priority, the professionalization of child welfare practice in the state. One means of achieving this goal has been the development of a consortium of universities and schools of higher education that support accredited social work programs. This is the first time the state of Tennessee has implemented such a joint effort among academic institutions. Training, formerly done on a statewide basis, is now being pursued regionally, with SWORPS taking the lead in training for the Knox and East regions. SWORPS partners with its sister institutions to serve the East Grand region. Those partners are Lincoln Memorial University, Southern Adventist University, and East Tennessee State University.

Significantly, these changes have led to increasing the integration of the work of SWORPS with the knowledge and capacities of the College of Social Work (CSW). We now have staff located in Henson Hall to be closely associated with the BSSW/MSSW curriculum. This cooperative partnership will be maintained in the service of continuing professional education in child welfare.
Staff Development and Training

SWORPS has 24 years of experience in training program management and delivery, curriculum development, and statewide program implementation. Much of this work has been performed under grants and contracts awarded by several state agencies. Since 2004, SWORPS has provided similar services as a participating member of the Tennessee Social Work Education and Training Consortium (the consortium) comprised of universities and higher institutions with accredited social work programs. Each member is a subcontractor with Middle Tennessee State University to provide TDCS employee and resource parent training and BSSW and MSSW stipends to qualified individuals. SWORPS also participates in a consortium under the auspices of Vanderbilt University and the Tennessee Department of Human Services to provide curriculum and editorial services on behalf of their new and veteran employee training programs.

Tennessee Department of Children’s Services Training Programs

Services provided under the consortium umbrella are the delivery of preservice, inservice, TNKids instruction, and training for resource parents as well as providing access for satellite delivery for specific topics.

One of the largest training efforts that SWORPS undertakes as a member of the consortium is conducting preservice training for newly hired TDCS case managers. Eight courses consisting of classroom training and on-the-job training are required for each participant. (Examples of the curriculum can be found at this site: [http://www.mtsu.edu/~tnccw/preservice-curriculum.html](http://www.mtsu.edu/~tnccw/preservice-curriculum.html).) This curriculum, adapted from work done by SWORPS, is now provided by the lead contractor to the consortium for use in the training. The curriculum is family-centered and focuses on facilitation and coaching in which participants can learn from each other rather than only through the expert knowledge of trainers. The SWORPS Staff Development and Training Unit is a member of a consortium development team that is revising and creating curriculum for the preservice and inservice programs. Regionally, specific content is to be developed in concert with regional staff and with input from TDCS and consortium staff.

SWORPS is responsible for conducting training in Knox County and the surrounding counties. The BSSW program of East Tennessee State University provides training in the northeast region, and Southern Adventist University covers Hamilton County and the southeast region.

Staff provides assistance to these regions to identify and develop training and workshops tailored for their specific needs.

Regional Foster Parent Conferences

Each year SWORPS facilitates and coordinates a regional foster parent conference. In fiscal year 2005–2006, 75 resource parents from the Knox and East regions attended the one-day event held at the University Center in Knoxville.
BSSW/MSSW Stipend Program

A key element of the consortium is the implementation and administration of a scholarship program for qualified BSSW students and employees of TDCS admitted into the MSSW programs. SWORPS partners with The University of Tennessee College of Social Work to actively recruit and support individuals who wish to become effective child welfare social workers and to broaden their professional education in the MSSW program. The program was implemented at The University of Tennessee (UT) in the fall of the 2005–2006 academic year.

BSSW Tuition and Stipend Program

The BSSW Tuition Program includes a specialized curriculum in child welfare that encompasses both classroom education and field instruction. The classroom education includes two courses in child welfare:

- Child Welfare I: History, Programs, & Policies
- Child Welfare II: Skills and Practice Methods

The coursework provides opportunities for students to use critical thinking skills to analyze the history and current policies affecting child welfare. Students also learn the theoretical basis for and simulate practice with children and families using evidenced-based techniques in the classroom setting.

Following completion of the coursework, students complete an internship with TDCS to gain hands-on experience working with children and families in the child welfare system.

Participating students receive a full-tuition scholarship and stipend for their junior and senior years (up to four semesters). In exchange for the funding, students contract to work for TDCS for two years following graduation. Students who complete the program will receive a higher starting salary and will be exempted from some of the TDCS new-employee training requirements.

Three BSSW students were accepted into the program during the 2005–2006 academic year at UT. These three students have completed the coursework in child welfare and will begin internships with TDCS this fall. Three additional students have been accepted to the program and are slated to begin the coursework in child welfare this fall for the 2006–2007 academic year. It is anticipated that up to four more students may be accepted to the program by January 2007.

Selection process for the BSSW Tuition Program at UT:

- The IV-E Program Coordinator visits Introduction to Social Work classes at UT and area community colleges to inform students of the program and basic requirements.
- Interested social work majors are provided with a brochure that includes contact information along with highlights of the program benefits, requirements, and eligibility qualifications.
- Interested students are also asked to provide contact information so that the program coordinator may follow up with each student to answer any questions and provide detailed information about the work agreement and program eligibility.
- Students are provided with application materials and a deadline for application submission.
- The BSSW Program Director and Field Coordinator also inform students of the program when students indicate an interest in child welfare at advising meetings. Students are encouraged to contact the program coordinator for more information about the program if interested.
- A selection committee consisting of the IV-E Program Coordinator, BSSW Program Director, and the BSSW Field Coordinator reviews submitted applications.
When the selection committee chooses a student as a potential candidate, the student is then referred for an interview with a TDCS Regional Administrator (or the Regional Administrator’s designee).

Following a successful interview with the Regional Administrator/designee, the student is informed of acceptance to the program pending the student’s passing the required TDCS background check.

**MSSW Tuition and Stipend Program**

TDCS intends to increase the number of professionally trained social workers in the ranks of employees, most notably, in the supervisory ranks. The goal is to increase the impact of social work practice within the department and in the child welfare field. Individuals who participate in the MSSW Tuition Program are typically TDCS employees who have been selected by TDCS Administration to return to school to earn an MSSW degree. The University of Tennessee College of Social Work has 16 participants in the program across the three campuses at Knoxville, Nashville, and Memphis. It is anticipated that approximately six new participants will begin the program at the Knoxville campus in the 2006–2007 academic year.

The MSSW Tuition Program also includes a component for non-TDCS employees who are pursuing an MSSW degree. Like the BSSW Tuition Program participants, these students contract to work for TDCS for two years following graduation. These participants also receive a full-tuition scholarship and stipend while in the master’s program. Currently, there is one non-TDCS employee who is participating in the MSSW Tuition Program at UT.

**TNKids Training**

Another program administered by SWORPS as a member of the consortium is the Tennessee Department of Children’s Services TNKids program. This is the department’s current child and family data management system for maintaining, recording, and storing case information. SWORPS, Austin Peay State University, The University of Memphis, and Middle Tennessee State University provide trainers to deliver classes to new and veteran employees on how to use the system. SWORPS assists the department to revise and develop curriculum and implement strategies to support end users.

In fiscal year 2005–2006, approximately 4,583 TDCS employees and placement providers were trained on various aspects of the TNKids computer system. Online inservice training accounted for approximately fifty-five percent of this year’s total TNKids training.

In addition to training provided for the TDCS preservice courses, team leader training, and training on changes to the system, specialized training was offered to the Foster Support Unit staff to begin entering approval data for resource homes. Resource Management Unit staff began entering placement authorizations directly in TNKids.

During this fiscal year, the entire TNKids curriculum was rewritten to include the latest improvements to the application.
Tennessee Department of Human Services
Staff Development and Training Programs

SWORPS has maintained a relationship with the Tennessee Department of Human Services (TDHS) for more than 20 years. One major function has been and continues to be the support for training through a variety of program and training management and delivery services. These services are implemented through TDHS programs, Families First, and Adult Protective Services. Most recently, UT joined Vanderbilt University to assist with components of a redesign of the Families First new worker (Induction) training program. SWOPPS’s curriculum development specialist is working with a team from TDHS, Vanderbilt, headed by a private company, Little Planet, to re-engineer the department’s classroom material into a technology-based delivery system and allow learners to facilitate their own learning. The bulk of the development will be completed in fiscal year 2006–2007. One key service will be to develop facilitator guides and train TDHS staff on the new adult-centered learning paradigm. During this transition year from one model to the new model, SWORPS will continue to provide editorial, publications, facilitation, and coordination services to assist TDHS’s Family Assistance Training Division.

Families First Induction and Inservice Training

SWORPS maintains the current Induction training participant and trainer materials online at http://sworps.utk.edu/induction/. These are accessible to TDHS training staff and participants. SWORPS staff edit and post these materials to insure that trainees and trainers have the most up-to-date policies incorporated into their learning.

Also, specialized computer-based training was designed and delivered in partnership with TDHS training staff.

Abiding by the National Voter Registration Act of 1993, TDHS requires that all caseworkers offer applicants/recipients the opportunity to register to vote. The Motor Voter project consisted of the development of a training module that addresses required content mandated to be received annually by a large number of people. This instructional module is designed to provide training so that TDHS workers are prepared to administer the intent of this Act by providing unobstructed access to voter registration. The material is divided into learning chunks or modules so that workers with different levels of experience can use the same set of material for basic learning and review. A member of the team helped to conceptualize the scenarios, created the scripts, consulted with TDHS staff regarding policy issues, wrote the online quiz items, and reviewed/offered feedback.

Over the past two years, SWORPS has been instrumental in implementing a Food Stamp calculator application for use by case managers at TDHS. This application was piloted in the fall of 2005 and found to be both convenient and reliable by the staff of the department. The application is designed to be upgradeable in order to accommodate the bi-annual policy updates that have implications on the calculation of Food Stamp allotments for families across the state of Tennessee. This tool assures case managers that the Food Stamp calculations are accurate and consistent for all clients.

Families First Case Management Training

In 2004, the Governor’s Task Force on Families First recommended a series of potential improvements to the Families First Program, the federally funded initiative to help families achieve self-sufficiency. One of the recommendations was to develop and implement a case management model to improve the agency’s ability to develop working relationships with families that would help
facilitate their efforts to achieve self-sufficiency. SWORPS staff have worked with TDHS to develop this concept through a series of workgroups and design team meetings that occurred in late 2004 and early 2005. During that time, TDHS selected three pilot sites to perform initial implementation of these concepts.

SWORPS worked with the sites to delineate the unique needs of each pilot, then developed and delivered a training package to prepare the staff to do this work. The training includes two days on the basic foundations of case management covering the importance of relationships, basic interpersonal helping skills, building self-efficacy, and dealing with the change. The second portion of the training applies these concepts to the process of intake assessment, plan development, follow-up contacts, team staffings, and coordination with community partners.

In addition to the case manager modules, SWORPS staff wrote and delivered a training package for the case management supervisors, engaging them in plans to model and support the concepts in the case management model. The pilot programs will be implemented in the 2006–2007 fiscal year.

Throughout the implementation period, SWORPS staff will continue to support each site through on-site mentoring and follow up. SWORPS Research and Evaluation staff will be conducting the evaluation of these pilot projects.

**Adult Protective Services Training**

SWORPS assists TDHS with the training and program support for its new, veteran, and supervisory staff and provides consultation and technical assistance to key leaders about quality improvements and strategies.

In fiscal year 2005–2006, SWORPS delivered three weeks of training to six groups each. Part of this training experience is a professional development assessment, consultations with supervisors and employees, and mentoring and coaching as needed. Staff assist each district(s) to plan and execute customized conferences and to plan and coordinate a series of supervisory meetings statewide. Conference planning is provided to state office employees and other planners and sponsors of the annual *Elder Institute* held in Nashville.
Families First Program Operations

Customer Service Review Program

The Customer Service Review program began in 1998 as a collaborative effort between SWORPS and the Department of Human Services (TDHS) and the Tennessee Justice Center. The Customer Service Review contract was completed by TDHS on June 30, 2006. The decision to conclude the program was made as DHS prepares for the end of the Families First waiver in 2007. A TDHS Closure Review Team was created in-house by DHS to perform some of the functions previously handled by SWORPS’s Customer Service Review (CSR) staff.

The purpose of the CSR program was to review Families First cases prior to closure to insure that correct policy and procedures were followed and to verify that the customer was properly notified of the potential closure. SWORPS administered the statewide program and Customer Service Reviewers were hired as contract staff by SWORPS, East Tennessee State University, and The University of Memphis to conduct the actual reviews of Families First cases at eight sites around the state. They were responsible for reviewing customers’ records, contacting clients, determining the appropriate review outcome, and referring closed cases to the Department of Health when appropriate.

In addition to the overall administrative responsibility of the CSR Program for TDHS, CSR staff at SWORPS were also responsible for overseeing data collection, training, reporting, and general monitoring activities for the CSR program. They provided data integrity services; maintained a policy and procedure manual; operated a Help Desk to handle questions from field staff; processed database requests; managed the workload of the CSRs; trained new and current CSR staff; coordinated changes needed to the CSR Database System; and archived records. During the eight years of the CSR program, contract staff reviewed 294,889 cases.

There will be limited CSR activities in the new fiscal year. Final reports will be prepared, and the CSR records will be destroyed. The entire CSR staff was retained until June 30, 2007, to complete a special project for DHS. This new program will complete time count reviews on TDHS cases approaching or over the 18 or 60-month time limits. The purpose of this is to verify the accuracy of the counters prior to the transition of the Families First Program next July to the federal program, Temporary Assistance to Needy Families (TANF).
Child Care Evaluation and Report Card Program

In 2001, the Tennessee Department of Human Services (TDHS) implemented a rated child care license and report card program. SWORPS supports the state’s child care improvement initiatives by providing program operations oversight.

SWORPS has a two-pronged involvement with the state child care program. One service SWORPS provides is quality assurance through training and reliability checks. Specifically, TDHS assessors travel to the agencies and homes of child care providers to do on-site assessments. SWORPS trains these assessors on using Environment Rating Scales as well as the assessment policies and procedures. (These scales can be located at http://www.tnstarquality.org/refs/ERS_and_culture.pdf.) SWORPS team members check the reliability of assessors and interpret Environment Rating Scales for those with questions. In addition, SWORPS answers questions that assessors and providers raise about the scales, the assessment program, and about providing developmentally appropriate child care.

The other service is data collection, processing, and reporting. Both are equally important to maintaining the quality of care for children. SWORPS collects data on assessments, studies trends, performs data analysis, and recommends program changes to the department. Training is implemented through conferences and meetings organized by SWORPS leaders. Presentations are given to local assessment personnel as well as to people working in the child care field in this state and nation.

In fiscal year 2005–2006, SWORPS provided training on the Environment Rating Scales assessment process and other topics, scored the rating scales, and reported these results to TDHS. SWORPS conducted reliability checks with assessment unit staff members and SWORPS program staff members to ensure that the assessors conducted the assessments correctly.

SWORPS monitored the data collection activities, worked with the DHS assessment units across the state to monitor compliance with Star-Quality Child Care Program policy and assessment procedures, and provided technical assistance and consultation when necessary.

SWORPS also maintains a Web site (http://www.tnstarquality.org/) for the Child Care Evaluation and Report Card program.

Tennessee Early Care and Education System

In fiscal year 2005–2006, SWORPS staff organized an interagency collaborative, the Tennessee Early Care and Education System workgroup (TECES), a statewide organization of individuals and agencies (state and non-profit), to investigate how to improve school readiness among children in the child care system. The group is working toward the common goal of improving the early childhood education system in Tennessee. The group meets periodically to enhance coordination among various entities in the system, to share information regarding other states’ efforts, and to cooperatively develop ways to measure or prove the effectiveness, value, and progress that is being made in early
childhood education in the state. SWORPS planned and co-facilitated the quarterly meetings and provided research support, including identifying indicators of school readiness.
Research and Evaluation Services

SWORPS performs quality research, evaluation, and needs assessment services designed to meet the needs of organizations and conform to funding mandates. SWORPS evaluators adhere to the ethics and guiding principles widely accepted by professional evaluators across the nation. In designing research and evaluation projects, SWORPS has long-standing relationships with state government and local agencies and works collaboratively with those agencies to assure that evaluation information can be used to guide decision-making and improve program effectiveness and efficiency.

SWORPS staff members have assisted organizations with formal needs assessments, implemented large-scale survey research projects, conducted both process and outcome evaluations, provided technical assistance in program design and monitoring, and evaluated statewide training programs. The SWORPS research and evaluation staff has expertise in and employs a multi-method approach using a variety of qualitative and quantitative research methods including survey research, key informant interviews, focus groups, observations, and competency-based knowledge testing and skill assessment. Their experience in survey design and implementation includes the development of short surveys suitable for use with a small group of program participants or key informants as well as structured-response surveys using computer-assisted telephone interviews to be implemented with large samples of respondents. They have worked with agencies to design forms or databases that meet the agencies’ needs for collecting participant information as well as the needs of the evaluation. Staff statisticians and evaluators employ standard statistical analysis techniques for quantitative data and use widely accepted techniques for analyzing qualitative data. SWORPS produces reports that meet the needs of the agencies and organizations it serves whether in the form of a formal written report, a PowerPoint presentation of major findings, or an informal report of results.

Program Evaluation

Building Bridges Project Evaluation

In response to increased offender reentry into the community in recent years, the National Institute of Justice (NIJ) funded a number of programs to meet parolee and probationer needs as they strived for successful reintegration. In assessing a number of these programs, NIJ determined that Chattanooga Endeavors, Inc., Building Bridges would be a viable candidate for a meaningful evaluation. Building Bridges is focused on reducing criminal recidivism through improving the interpersonal skills, education, and employability of ex-offenders. Under an NIJ grant awarded to Caliber Associates, Inc., the Urban Institute and SWORPS entered into a partnership with Caliber Associates to measure program effectiveness. The evaluation results are expected to be useful to practitioners implementing employment-focused reentry programs and to policymakers striving to ensure public safety, reduce recidivism, and use reentry dollars effectively. The evaluation design includes a three-tiered approach to document program and community processes, determining whether these processes are having the intended effect of reducing recidivism, increasing client employment, and proving to be cost beneficial. Most of the required data have been collected. Data refinement and analysis are underway, with the final program evaluation expected to be completed by the end of 2006.
**Child Support Employment and Parenting Program**

In 2003, the Tennessee Department of Human Services’ (TDHS) Child Support Enforcement Division partnered with community service providers and faith-based agencies in Knox County, Tennessee, to form the Child Support Employment and Parenting Program (CSEPP). The partnership is an effort to provide employment assistance to non-custodial parents so that they may obtain a subsidized or unsubsidized job and then in turn become current on child support obligations. Program implementation and evaluation activities were supported by a grant from the Office of Child Support and Enforcement (OCSE) during a 17-month demonstration period; at the end of the demonstration period DHS assumed responsibility for continuing support for the program. Since the inception of the program, SWORPS evaluators have worked with CSEPP program staff to track program participation levels and measure program impact. Findings have provided insights on barriers that many non-custodial parents face and successful strategies for removing those barriers and securing non-custodial parents’ participation in their children’s lives. Evaluators have shared findings at state conferences with policymakers and other audiences.

**Family Assistance Longitudinal Study**

During fiscal year 2005–2006, SWORPS continued the implementation of a longitudinal study that began in early 2001. The purpose of the study is to track a cohort of Families First recipients over time; recipients in the sample pool were selected at random from the population of all recipients on cash assistance in January 2001. The survey, conducted approximately every nine months, is a collaborative effort between TDHS and SWORPS. Data collected provides a unique and valuable opportunity to observe individual participants and their family’s well being over time. During this past fiscal year, data collection activities for the seventh round were completed and the eighth round commenced. As in earlier rounds, detailed data were gathered on household composition, Families First program participation activities, access to and quality of health care, child care issues, housing, transportation, and employment. In-depth data on food security were collected also as a new addition to the survey. The response rate for the seventh round remained high at approximately 69.2 percent.

**Case Management Best Practices Study**

States face key choices as they decide the next direction for their welfare programs in the aftermath of changes enacted by Congress in the Deficit Reduction Act of 2005. The number of families on cash assistance has declined significantly since the reforms implemented in the mid-1990s. However, TDHS continues efforts to develop strategies to support those who are still on the welfare rolls to make a successful transition to self-sufficiency. Under contract with TDHS, SWORPS conducted focus groups with current recipients. Findings from the focus groups guided instrument development for a large survey of current families on assistance. The survey explored remaining barriers to self-sufficiency, reasons for program re-entry, and the effect of sanctions and time limits on re-entry. Data were collected from approximately 4,700 households.

**Bridging the Gap Project Evaluation**

Child & Family Tennessee contracts with SWORPS to provide independent evaluation services to its replication of Family Connections of Baltimore, Maryland, a U.S. Department of Health and Human Services (USDHHS) “demonstrated effective program” in promoting child safety and well being. In October 2003, Child & Family Tennessee entered the first year of a five-year Administration on Children, Youth, and Families (ACYF) grant to replicate Family Connections within 18 inner-city neighborhoods that comprise Knoxville’s Empowerment Zone. Dubbed “Bridging the Gap," the replication program serves fragile families by reducing risk factors associated with child neglect and/or abuse and by increasing protective factors linked to the family’s ability to successfully parent its children. Since 2003, SWORPS’s evaluation services have included conducting a formative evaluation of the initial program planning phase, ensuring replication fidelity, devising
and implementing a detailed cost-benefit analysis plan, and developing and implementing a comprehensive outcome evaluation plan. In addition, SWORPS has worked closely with three entities—the federal funder; James Bell Associates of Washington, D.C.; and the National Data Archive on Child Abuse and Neglect at Cornell University—to establish a cross-site data collection system and a national database of findings from eight Family Connections replication projects around the country.

**Great Starts Evaluation**

Funded since 1991 by successive Abandoned Infants Assistance (AIA) grants through the U.S. Department of Health and Human Services (USDHHS), Child & Family Tennessee’s (CFT) Great Starts program offers comprehensive, residential substance-abuse treatment services for addicted women. These services are provided in tandem with supportive therapeutic nursery services for the women’s drug-exposed and/or HIV-positive children as an effort to prevent child neglect, abuse, or abandonment. Since the program’s inception, CFT has contracted with SWORPS to provide independent evaluation services to Great Starts that emphasize the program’s evolution and outcomes. In addition, SWORPS maintains a database of client and child information that is reported annually to the AIA evaluation team at the University of Missouri, Kansas City. Such data are compiled in a national database for inclusion in subsequent reports to USDHHS and Congress.

**Youth OPEN Evaluation**

Child & Family Tennessee (CFT) was awarded a grant from the U.S. Administration on Children, Youth and Families, Children’s Bureau, to establish Youth OPEN, a program designed to assist in finding permanency solutions for youth in state custody. CFT contracted with SWORPS to conduct a process and outcome evaluation of Youth OPEN over a three-year period. Evaluators are using a multi-method approach to the evaluation, incorporating surveys, focus groups, interviews, and the analysis of participant and program information. Data are collected from youth participants, their caregivers, Youth OPEN staff, and community partners to assure that all key players have an opportunity to provide input on the program’s effectiveness. Using participant and program information collected, SWORPS prepares periodic reports to meet federal reporting requirements. In addition, SWORPS periodically shares findings as evaluation activities are completed so that the Youth OPEN program staff have ongoing feedback from key players and can use the information to make needed changes and improvements.

**CSBG—National Performance Indicators**

Under contract to DHS, SWORPS provides technical assistance to twenty Tennessee community-action agencies funded by the Community Services Block Grant (CSBG) program as they implement National Performance Indicators (NPIs). Developed by the U.S. Department of Health and Human Services Office of Community Services, the NPIs not only report outcomes of CSBG-funded programs, but also measure the effectiveness of the general community services network through performance targeting. SWORPS’s technical assistance efforts include developing and implementing a plan to incorporate the NPIs into Tennessee’s CSBG data-collection system, providing training in performance targeting, and developing a web-based NPI reporting tool.

**Head Start**

Through a contract with the Tennessee Department of Education, SWORPS provided technical assistance to Head Start programs concerning the Community Services Block Grant National Performance Indicators (NPIs). SWORPS staff worked with Head Start directors to identify NPIs that best measured program outcomes, developed training materials, and provided training to staff who would be responsible for collecting and reporting NPI data.
Buddies & Badges Evaluation

The Knoxville Police Department (KPD), in partnership with Child & Family Tennessee, Whittle Springs Middle School, and Christenberry Elementary School, has now completed its juvenile mentoring Buddies & Badges program and its contract with SWORPS for data collection consultation and program evaluation. Buddies & Badges was designed to improve the quality of life of at-risk children from seven to twelve years old in single-parent or guardianship households. KPD sworn members and civilian employees as well as other city employees volunteered to be mentors, passed eligibility screening, and received required training. The students recommended by school personnel for the program were then matched with an appropriate mentor. The goal was to provide mentees the opportunity to develop a positive relationship with a caring adult in order to build self-esteem and self-confidence, to improve school performance, and to enhance relationships at school and at home. The program served 27 children and generally fostered enjoyable and productive experiences for the mentees, their families, and the mentors.

Knox County Drug Court Evaluation

Under a federal expansion project grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) Center for Substance Abuse Treatment (CSAT), the Knox County Drug Court contracted with SWORPS to consult with Drug Court staff members on meeting the Government Performance and Results Act of 1993 (GPRA) reporting requirements and on evaluating the program. The Drug Court provides a treatment program alternative to prison for eligible offenders who choose to participate. Designated case managers oversee the assessment of the participants and their referral for appropriate services. From its original capacity of about forty participants, the Drug Court now serves forty to sixty participants on average at any given time, with the ability to accommodate up to a total capacity of about 100 as projected under the grant. The evaluation has included observations of treatment team meetings and Drug Court sessions, focus groups, surveys, and intermittent analysis of GPRA and related criminal justice data. An evaluation summary focused on outcomes was underway at the end of fiscal year 2005–2006.

Tennessee’s Child Care Evaluation and Report Card Program Evaluation

In late 2001, TDHS introduced a new licensing system to improve the overall quality of child care in Tennessee. The new system includes a comprehensive on-site assessment of all licensed child care providers. SWORPS processes and reports the assessment results for TDHS and the Department of Education, working with the assessment units, licensing program evaluators, and Child Care Resource and Referral Centers across the state.

The instruments used in the assessment process are four standardized scales, customized to the age level of the children and the type of facility. With the assistance of a subcontractor, SWORPS converted the rating scales to electronically readable scan forms, developed program logic for the scanner, and designed the database system necessary for data collection and management reporting. SWORPS maintains the database system, provides system maintenance and user support, and ensures data integrity.

SWORPS has produced comprehensive data analyses on a quarterly, annual, and ad hoc basis and has provided oral and written reports to the various parties. SWORPS continues to monitor the data collection activities, providing technical assistance and consultation to partners as needed. In addition, SWORPS is conducting research and evaluation studies on the Report Card program, including a qualitative evaluation of the statewide support system (involving interviews with child care providers, field staff, and administrators), and a pilot study designed to determine if child care quality is related to child outcomes such as school readiness.
Youth Empowerment Initiative Project Evaluation

In October 2001, the White House Office of National Drug Control Policy and the Office of Juvenile Justice and Delinquency awarded a 10-year Drug-Free Communities Support Program grant to Knoxville’s Metropolitan Drug Commission (MDC). Through this grant, the MDC established the Youth Empowerment Initiative (YEI). The YEI is designed to strengthen the MDC’s existing community anti-drug coalition and its efforts to prevent the abuse of alcohol, tobacco, and other drugs (ATOD) among youths in the Knoxville area. During the third grant year, SWORPS, as third party evaluator, collected process and survey data that described specific grant-funded MDC activities. In addition, SWORPS collected data reflecting the current status of youth substance abuse nationally and locally. These data were compared with baseline data from 2002 to identify changes in youth behaviors and attitudes toward substance use. In addition, local data comparisons were used to indicate the level of success the project’s activities had on strengthening the MDC’s ability to influence a reduction in substance abuse among Knox-area youth.

Training Evaluation

Tennessee Department of Children’s Services Training Evaluation

Under a contract with Middle Tennessee State University, SWORPS provides preservice and inservice training to new case managers and existing staff of the Tennessee Department of Children’s Services (DCS). The contract also provides for SWORPS staff members to implement an evaluation of the effectiveness of the training for new and existing staff. Components of the evaluation include collection and analysis of reaction to the training data (classroom and on-the-job training courses); knowledge pre-assessment data; knowledge post-assessment data; and skills assessment data. SWORPS evaluators developed test items tailored to the curricula designed for new and existing staff. Test items have been piloted and data have been gathered for item analysis to assess the validity of developed items. Evaluators also work with a panel of subject matter experts to validate developed items and set a “cut score” for certification of new and existing workers. A skills assessment was designed also and members of the evaluation team have trained a large number of DCS supervisors to perform assessments. The quality of the completed assessments is monitored, and the evaluation team provides technical assistance to assessors in the field. The contract also allows for a follow up of new case managers six months after assuming a caseload to assess organizational support for transfer of knowledge and skills to the job.

Work with College of Social Work Faculty

Diabetes Project

SWORPS continued to assist Dr. Theora Evans with the Statewide Diabetes Public Health System Performance Assessment. In fiscal year 2004–2005, SWORPS conducted a series of groups in Upper East Tennessee, Knoxville, Chattanooga, Nashville, and Memphis with health care professionals to gather information on the status of diabetes care in Tennessee and to begin planning to address critical issues in the system of care for individuals with diabetes. SWORPS was asked to continue this work in fiscal year 2005–2006 and facilitated strategic planning sessions in Nashville with health care professionals to address some of the issues identified in the earlier sessions.
Survey of Homelessness

For twenty years, SWORPS staff have assisted a College of Social Work faculty member in a biannual study of the homeless population in Knoxville. SWORPS involvement includes consultation on statistical trends, as well as processing the data and providing statistical reports on the results.

MSSW Focus Groups

The College of Social Work MSSW curriculum committee asked SWORPS to complete a thorough environmental scan of students and practitioners to secure their opinions on making the MSSW program more innovative and better able to meet student and agency needs. As part of the study, SWORPS conducted key informant interviews and a series of focus groups with students and practitioners in Knoxville, Nashville, and Memphis. A total of 47 agency field instructors, administrators, and practitioners attended one of the seven focus groups. Four student groups were conducted—three in Knoxville and one in Memphis. Representatives from the two-year MSSW program, the advanced standing program, and the extended study program were among the 32 graduate students attending the groups. SWORPS used qualitative analysis techniques to identify common themes and relevant issues to the work of the curriculum committee. Written findings from the study were presented to Dean Sowers of the College of Social Work and to the chair of the curriculum committee; a presentation of findings was made to College of Social Work faculty at their annual retreat. The findings from the study were utilized by the curriculum committee as they made decisions about the structure and curriculum content of the MSSW program.
Technical Assistance

Adult Protective Services—Outcomes and Performance

SWORPS staff have played a key role in assisting the Adult Protective Services (APS) program in redeveloping their Quality Assurance System to use concepts of a Continuous Quality Improvement system (CQI). This effort included a separate but related project to identify measurable outcomes for the APS program. SWORPS staff facilitated a design team of TDHS staff persons from all levels of the organization to develop a logic model for the APS program.

For the CQI efforts, the design team developed an objective instrument to use in reviewing work on the frontline level. More importantly, the team established a new process to conduct reviews that includes use of on-site peer reviewers in the local offices. These reviewers look at written records and also interview staff members about the challenges and strengths of the individual units. Each review begins with a unit meeting to explain the process and ends with a unit meeting to share key results with the staff. A formal report of the review is given back to the local staff within thirty days. Armed with this information, that unit then develops and embarks upon an action plan to further enhance their strengths and make needed improvements. SWORPS has worked to help reviewers achieve inter-rater reliability, process aggregate results data, and compile final reports.

The CQI effort described above evaluates the practice in the field, the tasks case workers do and the manner in which they accomplish those tasks. The outcome project looks at the status of the client, both before and after the intervention. APS clients have many challenges including failing health, financial issues, and difficulty with activities of daily living. The outcome measurement project is a way to examine the status of clients in order to pose the question: Does the status of APS clients improve with APS intervention?

In order to consider this issue the design team, with SWORPS facilitation, has worked to develop a scaling instrument that considers critical domains of the client’s life and determines whether or not the client is in crisis, vulnerable, stable, or thriving with regard to each domain. The intention is for the social counselors to complete this instrument within the first few days of opening a case and again at case closure. TDHS and SWORPS staff members are continuing the process of refining the scaling instrument and establishing inter-rater reliability. The measurement tool will be field tested in fall 2006.

National Review Team Project

In fiscal year 2005–2006, SWORPS staff worked on a contract with ICF International to provide consultation to the Department of Health and Human Services, ACYF, Children’s Bureau. This project involved compiling data from Program Improvement Plans from 33 states and conducting a content analysis of that information. The data was used to develop a presentation for participants at the annual meeting of States and Tribes hosted by the Children’s Bureau in Washington DC in June 2006.
Families First Transportation Program

SWORPS has assisted TDHS with the Families First Transportation Program since its inception. TDHS has an interdepartmental agreement with the Department of Transportation to provide transportation services to Families First participants. By contracting directly with public transit systems across the state and eliminating the transportation broker, there has been a significant reduction in administrative costs, and thousands of Families First participants have been able to participate in work and training activities due to more accessible transportation services.

SWORPS staff members monitor the Families First transportation services in all 95 counties, write contracts, process invoices, consult on policy and policy clearance, make transportation decisions in the ACCENT database on a case by case basis, amend contracts, and allocate funds to counties based on caseloads.
Software Development and Systems Engineering

The Software Development and Systems Engineering Group (SDSE) provides database and information management systems solutions and specializes in developing social service oriented, data-driven solutions using the latest in mobile, web-based, desktop, and client-server technologies. Their thorough requirements-gathering process enables them to pinpoint customer needs and incorporate agency-specific policy requirements to assist program administrators and to ensure data integrity and compliance with local and national security requirements.

While specializing in custom web-based database applications, the Software Development and Systems Engineering Group has extensive experience with diverse types of technological solutions. Their experience with each stage of application development from planning to deployment enables them to provide a wide variety of tailored solutions to agencies on the federal, state, and local levels. Programmers and system designers work with agencies to provide distributed workload and database management systems, training and registration systems, survey tools, social service recipient tracking, and database driven item banking and testing tools for online and classroom delivery.

SDSE staff are proficient in matching available, well-tested technology to individual needs and can provide assistance in selecting the best-fit solution for agencies. Recent development projects involving Tablet PCs, optical character recognition scanners, hand-held devices, and XML application development showcase the SDSE group’s ability to adopt and extend new technologies to further assist clients. Extensive experience with database systems, with a focus on data mining, custom report development and software data analysis helps agencies get the most out of their valued data. Behind the scenes, SWORPS systems administrators maintain high-speed virtual private networks (VPNs), hosting and securing sensitive data on several hardware-redundant servers. Along with hourly and offsite backups, co-located server rooms provide an additional layer of protection to maintain maximum uptime with minimum disruption in service.

The Software Development and Systems Engineering Group has experience not only with creating custom software, but customizing, hosting, administering third party software, and creating systems that interact with existing or legacy systems.

Customer Service Review Data System

SWORPS’s SDSE group developed a web-based information management system for TDHS that automates the collection of Customer Service Review (CSR) data. This system captures and validates the data as the customer service reviewer follows the process of conducting the review. It allows for an instantaneous view of the data by program managers and evaluators. It is a process-oriented application that allows each customer service reviewer to better manage his or her workload while decreasing the likelihood of policy errors. The software development and program management organizations have worked together to develop rigorous change control processes to ensure that system enhancements are made with minimal impact to ongoing operations. SDSE staff members have worked closely with program and evaluation staff members to develop automated and ad hoc reports.
Time Count Database

The Software Development and Systems Engineering group created a custom software application allowing the TDHS Time Count Team to manage the review of benefits for recipients. The application also provides additional tools for workload management. The web-based database software was developed using Microsoft’s .NET technology with a focus on flexibility and scalability to meet the customer’s evolving needs. The system provides individual and aggregate reporting in real time and imports data crucial to workload management through a separate, managed interface.

Department of Health Referrals

Under contract with TDHS, SWORPS’s SDSE group developed software to allow for the entry and tracking of Department of Health (DOH) referrals and feedback generated by the CSR process. Changes and additions have been developed to reduce the possibility of data entry error, to collect additional information requested by TDHS, and to improve performance. SDSE group staff members have worked closely with program and evaluation staff members to develop regular and ad hoc reports.

TDHS and TDCS Item Banking and Assessment System

The SDSE group designed and developed an application focused on the preparation and administration of online and traditional format tests. This system is currently employed by both TDCS and TDHS in areas relating to the certification of TDCS preservice trainees and TDHS Induction trainees. This enterprise system employs a web-based user interface for the banking, compilation, and management of test items and the selection of test items according to user-defined item characteristics. The TDCS version of the system allows the user to construct tests from reusable banks of test questions and enables the formatting and generation of test booklets in PDF format. The Software Development and Systems Engineering group designed bubble-format score sheets to be used in conjunction with optical character recognition scanners to collect demographics and record individual responses to items in a test. The system has an additional module that allows online testing and test administration, currently in use by TDHS. Additional modules were also developed that allow the test administration staff to quickly score and produce individual and aggregate scoring reports once the test responses have been scanned.

The system uses modern Item Response Theory to analyze the items by developing item characteristic functions for each item using third party software, and then importing the item parameters into the system. A variety of models are permitted in the system, such as the 2-Parameter Logistic Model, Normal Ogive Model, 3-Parameter Logistic Model, with the option for the inclusion of other models including non-parametric modeling.

The system provides a robust variety of data validations and business rules that prevent the duplication of items, provide for archival of items, provide for the random selection of items in a test according to prescribed item characteristics, and re-ordering of items. The system is designed to be highly reusable and may be used for a variety of testing situations, surveys, and information collection. Recently, the system was successfully adapted to work in tandem with the state of Tennessee’s online Motor Voter Registration training.
Food Stamp Calculator

The Software Development staff developed an online tool to calculate allotments for Tennessee Food Stamp recipients. The tool is a web-based database application that allows the user to input eligibility information and returns the amount of benefits the recipient can expect to receive.

DCS Staff Work Environment Survey

TDCS produced a work environment survey for TDCS Field and Central Office staff. The Software Development and Systems Engineering group adapted an open source survey tool to host and administer this survey. The system measured job satisfaction and working conditions and allowed the TDCS respondent to provide anonymous suggestions and comments. This survey exceeded response rate estimations and has provided the department with a large amount of both raw data and formatted reports.

Tennessee’s Child Care Evaluation and Report Card Program

In partnership with TDHS, SWORPS program staff members, evaluation staff members, and SDSE group staff members worked together to develop hardware and software requirements for a scan-form based data-collection system. Specifications, development, and testing of the scanning solution are complete, and the system has been in use throughout the fiscal year. The SDSE group is also engaged in producing new administrative tools, reports used to score the classroom assessments, and various administrative reports for the TDHS customer, program evaluators, and program management. Additionally, a companion, heavily normalized database has been developed to aid in integrating front end processing, assessment scoring, and licensing components. The corresponding application uses Microsoft’s .NET architecture.

The staff provided a steady supply of reports and ad hoc queries to program management, as well as supported data cleaning and working with the state licensing system to ensure the highest degree of data quality. Over 28,000 classrooms have been evaluated and processed through the system.

Training, Tracking, and Rostering System

The Training, Tracking, and Rostering (TTR) system tracks training activity and builds rosters for clients, including employees of TDHS, DCS, foster parents, and Independent Living Youth trainees. The development group worked extensively with the SWORPS Staff Development and Training Unit to develop detailed requirements for the construction of TTR, which allows for online class and curriculum building, course scheduling, trainee registration, and report generation. SDSE group staff members have worked closely with program and evaluation staff members to develop automated and ad hoc reports.

Homeless Management Information System

Funded and supported by the Federal Department of Housing and Urban Development, Knox County, the City of Knoxville, and the East Tennessee Homeless Coalition, the Homeless
Management Information System (HMIS) is part of a national network that will have broad impact on increasing service effectiveness for the nation's homeless population. SWORPS Software Development and Systems Engineering group works closely with the UT College of Social Work to support and assist participating agencies in the use of the HMIS. Using the HMIS, participating homeless service providers collect, store, and share client information, which facilitates improved service delivery to an increasingly vulnerable population often difficult to support and study.

Software Development and Systems Engineering staff host, customize, and administer this third party web-based database application, create custom assessments for data collection, and provide on-site, telephone, and email support. Staff also conduct site visits, deliver specialized training sessions, and provide network security in compliance with HUD and federal mandates. The SDSE has implemented modular capabilities into the program that create HMIS photo IDs and also utilize barcode scanning technology to help reduce the intake time for homeless individuals.

Hurricanes Katrina and Rita produced an unexpectedly large influx of evacuees in need of services and support from local agencies and shelters. The Software Development and Systems Engineering group adapted the HMIS to best serve this unique population and continues to provide training and support to agencies that provide services to these individuals and their families.

On December 8, 2005, the SDSE participated in the United States Interagency Council on Homelessness' inauguration for National Project Homeless Connect Day. Project Homeless Connect is a one-day multi-city initiative to bring services directly to the homeless population in a "one-stop-shop" format. In the spirit of this initiative, the UT College of Social Work and the SWORPS Software Development and Systems Engineering Group overcame a number of logistical barriers to deliver live data entry on-site.

Out of the cities who participated in Project Homeless Connect, Knoxville was the only city in the country to provide technological presence on such a large scale and the only city to have on-site production of photo IDs. In partnership with Comcast, the Software Development and Systems Engineering Group established a wireless network and had 12 data entry stations entering client data in real time. Volunteers and SDSE staff captured data on 278 individuals, 194 of whom were previously undocumented. Over 400 clients were served at Knoxville’s Project Homeless Connect, and due to the overwhelming positive response, the event will recur annually.

**CSBG National Performance Indicators**

The NPI web-based application is a database driven Web site created by SWORPS for the state of Tennessee, specifically the Community Services Block Grant Program (CSBG). The program reports on a set of National Performance Indicators (NPI) annually. These indicators are reported on a region-by-region basis. The NPI Web-based application’s purpose is to simplify this reporting process while offering the state and regions better collaboration tools.

The NPI Web-based application mimics the look and layout of the paper-based NPI forms as much as possible. This allows the regional Outcome Advisors (OAs), those people responsible for filling out the NPI forms, to feel comfortable with the Web site. After logging into a Web site, OAs will fill out the NPI form just as if they had the paper form in front of them. Once completed, the forms are submitted with the click of a button, and the state can easily review which regions have submitted their NPI forms.

The CSBG Program Specialist, the state individual responsible for collecting and reporting, has the ability to review each region’s form. He or she may look at a single agency’s report or download an
Excel document that contains each region’s data compiled and organized by Indicator. The Program Specialist will also have the ability to import data directly from the Web site into an existing Microsoft Access database.
Publications

The Publications Unit of SWORPS provides a range of services in support of the other units of the office and the College of Social Work. The unit’s manager, editors, designer, and production coordinator provided professional consultation and produced more than 250 publications projects in fiscal year 2005–2006. The Publications Unit also provided access to training curricula by developing and maintaining Web sites for training departments of TDHS and TDCS. The most forward-looking of the projects accomplished this year was the development of an online training module and implementation of a database driven assessment system.

Information technology is a broad subject concerned with technology and with other aspects of managing and processing information. Our publications unit has, over the years, broadened its scope of services to accommodate the demands of an information and technology-driven society. We look at information in new ways because of digitization. We deliver information in new ways, we store information in new ways, we are asked to provide new kinds of information and at much increased rapidity. In order to accomplish this, our systems are always being revised and updated.

Constant reevaluation of the techniques that are most efficient for completing tasks is one of the most challenging aspects of this profession in this day and age. This continuing effort has resulted in a number of both subtle and evident changes in our work. One thing that is evidenced in almost every piece that we produce is the presence of color. Color is always accessible online, but in print it has become both more accessible and required by far more customers. Another new specification that has come with the digital age is the request for multiple forms of delivery. A client may request a small quantity of print copies, a larger quantity of cds or dvds, and an online presence for a single job. This is one of the factors that our unit has come to expect and anticipate. With the advent of desktop publishing, the overall quality of all publications has gone up, but the presence of many tools has also become confusing for the lay consumer. (Our unit works hard to stay up to date while not being overloaded by redundant or extraneous technological “goodies.”) Across the board, the quality of the work being produced by the publications unit has increased, the amount of time that it takes to complete a project has decreased, and the overall effectiveness of projects in terms of client response has gone up.

The creation, production, and distribution cycle was at one time an unshakable sequence. Today, with the advent of portable document formats and electronic delivery, that sequence can be manipulated. A created piece can be delivered before it is produced, often saving shipping costs or allowing for enormous flexibility of production without threat to quality. The Publications Unit of SWORPS has embraced this change and is serving clients in a way that addresses client needs better than ever before.

It is commonly said that three factors always govern the creative publication process—time, quality, and cost. Our constant goal is to create, produce, and distribute the highest quality product at a reasonable cost in accordance with the established time parameter of the project. This unit is successfully supporting the publication needs of social service agencies, departments of the university and the state of Tennessee, and task forces across the state and region through formatting, editing, writing, design, Web design, multimedia authoring, and publications consultation and management. The work has included a wide range of projects including:
training manuals for practicing social workers and foster parents
reports on research projects
internet and intranet Web site development
Web site hosting, upkeep, and management
multimedia consultation and evaluation
registration fliers and programs for training workshops and conferences
presentation graphics
conference signs and displays
evaluation and survey instruments
newsletters for college alumni, children in custody, foster parents, and others
grant proposals
annual reports
promotional literature (such as continuing education catalogs and brochures)
flowcharts
banners and displays
designs for conference tee shirts and tote bags
training certificates
media format conversion and interactivity upgrades
consultation on software use and project development
workshop presentations on publications and related issues

Specifically, the unit offers professional assistance in designing documents and document templates, designing online documents, scanning text and graphics, converting media formats to facilitate compatibility for diverse user groups, achieving compliance with grant-proposal specifications, improving writing techniques, training authors in the use of publication software, designing Web sites, managing document printing, video duplication, CD replication, and electronic document transfer. Staff members also handle such publishing technicalities as clearing copyright permissions for reprints and preparing bulk mailings.

Most of the core work carried out by the publications unit is in support of programs and projects listed already in this report. However, several important projects fell primarily under the purview of the publications unit.

**TDHS Food Stamp Calculator**

Over the past two years, SWORPS has been instrumental in implementing a Food Stamp calculator application for use by case managers at TDHS. This application was designed as a joint effort between the Software Development and Software Engineering team and the publications unit. It was piloted in the fall of 2005 and found to be both convenient and reliable by the staff of the department. The application is designed to be upgradeable in order to accommodate the bi-annual
policy updates that have implications for the calculation of Food Stamp allotments to families across the state of Tennessee. This tool assures case managers that the Food Stamp calculations are accurate and consistent for all clients.

**Ten-Year Plan to End Chronic Homelessness**

The publications unit worked with Roger Nooe, recently retired from the College of Social Work, to develop a report of the work of The Knoxville and Knox County Ten-Year Plan to End Chronic Homelessness Task Force. This report is a critical piece in the development of a systematic approach to dealing with issues related to homelessness in the region during the next ten years. Part of a nationwide effort directed by the Federal Interagency Council on Homelessness, the publication of this study had both regional and national impact. SWORPS took an active role in the editing process of this document and helped define the specifications for publication.

**Child Protective Services Curriculum**

Dr. Jenny Jones of the College of Social Work, Nashville campus, requested that the publications unit of SWORPS assist her in the formulation of the final revision and publication of a Child Protective Services (CPS) Curriculum, a basic work designed to introduce social work students to history and best practice in relation to CPS in the region and to assist supervisors to build staff capacity through teaching, modeling, and learning techniques with the agency in which participants work. This work was funded by the Tennessee Department of Children’s Services, The University of Tennessee College of Social Work, and the University of Kentucky.

**Statewide Online Mandatory Reporting Training**

The Citizens Review Panel (CRP) of Tennessee, Memphis, is a review board that helps consider regional trends and needs in relation to child abuse and efforts to protect the children of Tennessee. The Memphis panel identified a need for accessible training for those professionals most greatly depended upon in their roles as mandatory reporters of abuse. Public school teachers were considered to be a critical target for such education, especially in light of statewide policy changes that had been implemented in the fall of 2005. The CRP consulted with the publications unit, seeking a cost efficient and effective way to offer such training in the Memphis area. It was determined that creating an online training module would serve to train not just educators in Memphis, but mandatory reporters across the state of Tennessee. In cooperation with the communications department of the Memphis city schools and TDCS, SWORPS produced an effective online training piece with an integrated assessment component.

**ePortfolio and Other Technical Training**

The SWORPS publications unit, sponsored by a grant from the University of Tennessee Educational Technology Collaborative, has published two in-depth online training modules investigating the use of ePortfolios for educational purposes. The first module entitled *Building Effective Electronic Portfolios* was published in June of 2005, and is available at http://www.edtech.tennessee.edu/~set32. The second of these two modules is entitled *Building Effective Electronic Portfolios Part 2 Integrating ePortfolios into Classroom and Practicum Practice* was completed and published in June of 2006, and is available for public reference at http://www.edtech.tennessee.edu/~set40/index.htm.
In June 2006, the publications unit presented a training workshop at the annual national conference of the Assembly for Expanded Perspectives on Learning (AEPL), an official assembly of the National Council of Teachers of English, at Berea College, Berea, Kentucky. The workshop entitled *Writing for Reconciliation Using 21st Century Technologies: Blogs, ePortfolios, Online Journals* investigated the opportunities available to today’s instructors via the use of current technological resources.  
http://elgg.net/betsyd/files/2976/7307/21st Century Technology.ppt
SWORPS
Organizational Chart
Fiscal
June 30, 2006

Paul Campbell
Director

Kay Sisco
Budget Director

Rory Alley
Office Manager

LaShei Brown
Grants and Contracts Specialist

Alyson Tracy
CPS Senior Accounting Clerk
SWORPS Staff Roster for Fiscal Year 2005–2006

Program Administration

Paul Campbell; BS; MSSW; DSW
Research Professor and Director

Kay Sisco; BS; MAcc
Budget Director

Rory Alley; BS, MS
Office Manager

LaShel Brown
Grants and Contracts Specialist

Lorraine Burrows; BA
Office Supervisor

Scarlett Powell; CPS
Grant and Contract Specialist

Sandy Russell
Accounting Clerk

Allyson Tracy; CPS
Senior Accounting Clerk

Staff Development and Training

Brenda Black; BA; MSSW
Associate Director, Staff Development and Training

Bonnie Allen
Senior Conference Specialist

Meredith Bryant
Administrative Assistant

Karen Caldwell; BS; MSSW
Assistant Director, Development and Delivery

Tiffany Dawson
Administrative Assistant

Betsy DeGeorge; BS
Publications Manager

Linda Dunn; BA
Training Coordinator

Steven Field; BS
Training Coordinator

Jeanne Ferreira-Tuohey; MA; MSW
Training Coordinator

Kim Halbert; BA
Training Coordinator

Christy Hickman; CMSW
Program Coordinator

Margot Kline; BA
Graphic Designer

Darlene Lawson; BS; MSSW
Assistant Director, Staff Development and Training

Tina Mosley; BA
Coordinator

Kathy Perkey Williams; AA; BA
Publications Specialist

Josh Reynolds; BA, College Scholars
Publications Coordinator

Robbie Robertson; BS; MSSW; LCSW
Training Coordinator

Kirche Rogers; ABJ; MS, Adult Education
Publications Specialist

Melissa Simmons; BA
Training Coordinator

Susan Steppe; BA; MSSW
Consultant

Cecilia Teal; MSW; LCSW
Training Coordinator
Research, Evaluation, and Software Development and Systems Engineering

Maryanne Lynch Cunningham; BA; MS, Rural Sociology; MS, Statistics
Associate Director, Research and Evaluation

Elaine Anderson; RN, BS, MEd, PhD, Education
Research Associate I

Barbara Barton; BS; MS, Education
Manager, Program Evaluation

Janet Bockman; BS, Education
Research Associate I

Deanna Boatman
Research Technician III

Gina Brawley; BS
Coordinator II

Linda Broyles; BA; MEd; PhD, Human Ecology
Research Associate II

Michael Campfield; MS; PhD Candidate, Computer Science
Computer Systems Specialist II

Deborah Daniels; First Responders Computer Coordinator Certification
Senior IT Technologist II

Hope Denny; BS; MS; PhD Candidate, Child and Family Studies
Research Associate I

Marisa Ernst; BS; MSS Sociology
Research Associate I

Mary Sue Evans; BS Statistician

Deidre Ford
IT Team Leader

Andrew Fox; AAS
Research Coordinator I

Ed Gonzalez; BS, Computer Science
IT Specialist III

Sissie Hadjiharalambous; BA; MA; PhD, Political Science
Assistant Director, Program Evaluation

Jennifer Hicks; BA; MA, Rehabilitation Counseling
Research Associate II

Karen Homer; BS; MS, Statistics
Team Leader, Statistics and Data Management

Cathryn Irwin; BA; MS, Historic Preservation
IT Analyst III

Toni Lawal; BA; MS, Leadership and Policy
Research Associate I

Paul LeClerq; BA, Journalism
Research Specialist III

Doris Loveday-Gibbs
Research Coordinator II

Julianna Magda; BS; MS, Statistics Statistician

Sandy Moneyhun; BS, Computer Science
IT Specialist III

Michael Moore; BS, Technical Communications
Senior IT Technologist II

Gail Myers; BSW; MSW
Assistant Director, Program Evaluation and Research

Sondra Nelson
Research Specialist II

Chris Pelton; BA; MS, Sociology
Research Associate I

Bingham Graves Pope; BS, Mathematics; MS, Sociology
Assistant Director, Program Evaluation
Kathy Quillen; BS; MPA
Coordinator II

Debra Reagan
Research Specialist II

Teresa Rector; BA; MSW
Research Associate I

Kay Ricci; BS, Math and Psychology, in progress
Statistician

David L. Shirk; BA, Bible
Coordinator II

Lu Shao; MCSD; BS
IT Specialist III

Charlotte Sorensen; BA; MSW
Research Associate I

Debbie Spelce; CPS
Research Coordinator II

Amy Wilson-Hardy; BA; MSW
Research Associate I

Child Care Evaluation and Report Card Program

JoAnna Cheatham; BA; MS; EdD, General Administrative Leadership (HRD)
Associate Director

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Regional Coordinator

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Assessment Program Evaluator

JoAnn Gazick
Assessment Program Evaluator

Sherry Harpole; BS
Assessment Specialist

Angie Harris; BS
Assessment Specialist

Phyllis Henry
Senior Administrative Services Assistant

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Regional Coordinator

Jan King; BS
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Patricia Lawson
Data Integrity Specialist

Kristin McCloud; BS
Assessment Specialist

Amber McClure; BA; MS, Education
Assessment Specialist

Elizabeth McLaughlin; BS
Assessment Specialist

Lillie Romero; BS; MS, Education
Assessment Specialist

Heather Wallace; BA
Assessment Specialist

Kristie Wright; BA, MS, Human Development & Family Studies
Assessment Specialist

Special Development and Management Programs

Sherri Carroll
Program Coordinator, Families First Resource Development Program

Betty Shepp
Specialist

Families First Customer Service Review

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Assistant Director,
Families First Program Operations

Monitoring & Evaluation

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Manager

Karen Hardin; BA; MPA
Manager
Don Kenworthy; BS
Specialist

Kathryn Lee Lord
Database Administrator

Kelly Roberts; BA; MS, Rehabilitation Counseling
Associate Coordinator

Lori Baker; BA
Associate Coordinator

Teresa Yeatts
Sr. Administrative Services Assistant

Kirsten Meeks
Sr. Data Integrity Clerk

Customer Service Review

Chattanooga CSR Unit

Thomas Reese; BS
Customer Service Review Supervisor

Diane Blackburn; BS
Customer Service Reviewer

Angela Morgan; BA
Customer Service Reviewer

Karen Wyatt-Hubbard; BS
Customer Service Reviewer

Columbia CSR Unit

Tamara Alsup; BS
Customer Service Reviewer

Brigitte Gaines; BS
Customer Service Review Supervisor

Juliana Mayes; BS
Customer Service Reviewer

Frankie Mobley; BA
Customer Service Reviewer

Jeff Willhelm; BA
Customer Service Reviewer

Cookeville CSR Unit

Linda Browning; BA
Customer Service Reviewer

Kathy Ryder; BS
Customer Service Reviewer

Rhonda Davis; BS
Customer Service Reviewer

Nashville CSR Unit

Kwanza Bell; BS
Customer Service Reviewer

Angela Crowe; BS
Customer Service Reviewer

Caroline Davis; BS
Customer Service Reviewer

Chris Jones; BS
Customer Service Reviewer

Courtney Jordan; BA
Customer Service Reviewer

Marcia Jordan; BS
Customer Service Reviewer

Juanita Neal; BS
Customer Service Review Supervisor

Godwin Otuno; BS
Customer Service Reviewer

Diomede Richard; BS, MBA
Customer Service Reviewer

LaCresia Wright; BA
Customer Service Reviewer

Regional Families Services Program

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Wayne Cohan; MA, Marriage and Family Counseling
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The University of Tennessee College of Social Work
Office of Research and Public Service

August 2006
David Landreth; MS, Administration
Regional Coordinator

Ronnie Roberts; MSSW
Regional Coordinator (Military Leave)

Martha Smith; MA
Regional Coordinator
SWORPS Contracts for Fiscal Year 2005–2006

Child and Family Tennessee—Bridging the Gap
Child and Family Tennessee—Great Starts
Child and Family Tennessee—Youth OPEN Program
HUD—Homeless Management Information System
Knox Coalition for the Homeless
Knox County Drug Court
Knoxville Police Juvenile Mentoring
MTSU—Tennessee Center for Child Welfare
NIEHS—Alton Park/Piney Woods Environmental Health and Justice
TDCS—CAPTA/CJA
TDHS—Adult Protective Services Training
TDHS—Child Support Employment and Parent Partner
TDHS—CSBG Consultation Grant/National Performance Indicators
TDHS—Families First
TDHS—Induction Training
TDHS—STARS