

COUNTY OF SAN BERNARDINO

CalWORKs County Plan Addendum

**Submitted to California Department of Social Services
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I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.

**County Welfare Director's
Signature**

Linda Haugan
Printed Name

April 17, 2007
Briefing Date

1) County Goals

After reviewing the existing CalWORKs County Plan, please provide a general description of how the county will meet the goals defined in Welfare and Institutions (W&I) Code Section 10540, while taking into consideration the work participation requirements of the federal Deficit Reduction Act of 2005.

The goals of W&I Code Section 10540 are the following:

- 1) Reduce child poverty in the State;
- 2) Reduce dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families;
- 3) Meet the requirements of federal law while avoiding unanticipated outcomes that negatively affect child well-being, the demand for county general assistance, or the number of families affected by domestic violence.

A. General description of how the county will meet the goals of W&I Code 10540.

San Bernardino County will meet the Goals of W&I Code Section 10540 by providing the following services to our CalWORKs customers:

- Job Search and Job Placement Activities
- Vocational Training, Customized Training and On-the-Job Training (OJT)
- Career ladder information and counseling to increase opportunities and career advancement for CalWORKs families to help them move from poverty to self-sufficiency

The County will fully utilize services provided by the Departments of Behavioral Health, Public Health and Preschool Services to provide the following services to CalWORKs families:

- Parenting classes
- Marriage counseling
- Family Planning information
- Domestic violence services
- Substance abuse services
- Mental health services

The County will provide the following information on supportive services to CalWORKs customers so they will continue to move towards self-sufficiency as they leave cash assistance:

- Food Stamps eligibility
- Medi-Cal eligibility
- Child Care and Preschool programs
- Job Retention Services
- Child Support enforcement program
- Child Health and Disability Prevention (CHDP) program
- Women, Infants and Children (WIC) program
- Community resources

2) Participation Improvement

Please describe what immediate and long-range actions the county will take to improve work participation rates among CalWORKs applicants and recipients. At a minimum, describe how the county will address increased participation in the areas listed below. When responding, provide a detailed description of the policy or strategy in each program area, the anticipated outcome that will result in program improvements, the number of families affected, and how success will be determined. Please note that if a county is already using a particular strategy that is successful, a description of that strategy is sufficient.

B. Providing up-front engagement activities.

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new or expansion of current policy/strategy):

The County will provide customers with an opportunity for early entry into Welfare-to-Work services by providing Orientation/Appraisals throughout the day as part of our early engagement strategy. The County will develop a marketing plan to provide customers with information on the benefits of participation including:

- Supportive Services
- Child Care
- Job Search Opportunities
- How earnings affect benefits and family income
- Mental Health services
- Substance Abuse services
- Domestic Violence services
- Motivational/testimonial video

This is a combination of an expansion of current policy and a new marketing strategy.

What are the anticipated effects and percentage of families affected monthly?

These early engagement activities will give the customer a realistic and positive understanding of the program by introducing the goal of self-sufficiency and benefits of participation at the initial application for CalWORKs services. Customers will have the option to attend early orientation and appraisal meetings on a voluntary basis, which will move them more quickly into their next appropriate activity. The County anticipates an increase in customers that volunteer.

Approximately 100% of CalWORKs applicant families will be affected monthly.

How will success be determined (quantitative or qualitative assessment of effects)?

Success of this early engagement process will be measured by:

- Comparing the increase in engagement rates of those that volunteer for early engagement, and those that do not.
- Track the number that start and the number that successfully complete the first post-orientation activity, and time between the application date and start of the first post-orientation activity.

C. Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities.

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new or expansion of current policy/strategy):

The County will increase participation through the following methods:

- Increase outreach to customers through advertisement of available training opportunities and services.
- Promote and send out job leads to customers using a variety of methods.
- Partner with Community Colleges, Workforce Development Department and Pre-School Services to increase the number of training opportunities for the Job Skills Directly Related to Employment activity.
- Partner with County and other public non-profit agencies to increase the number of opportunities for Subsidized Employment, Work Experience and Community Service activities.
- Explore use of Geographic Information System (GIS) technology to target community resources to address needs of specific populations.

This is a combination of new and expanded strategies.

What are the anticipated effects and percentage of families affected monthly?

The anticipated effects will be to increase:

- Number of customers in bridging activities meeting the 32/35 hours per week participation requirement,
- Wages through increased employment placement, and
- Promotional opportunities due to an increase in the number of skills possessed by our customers.

Approximately 60% of families will be affected monthly, including 100% of safety net families.

How will success be determined (quantitative or qualitative assessment of effects)?

Success of these strategies will be measured by an:

- Increase in the number of partially participating customers,
- Increase in the number of non-participating customers meeting full participation requirements,
- Reduction in the number of customers between activities, and
- Increase in the number of new employments.

The projected impact to Federal participation requirements, after the inclusion of the new safety net population, is contingent upon future state instructions and funding regarding treatment of safety net customers pertaining to required participation, provision of supportive services, and the inclusion in the WTW 25, WTW 25A and WTW 30.

D. Providing activities to encourage participation and to prevent families from going into sanction status.

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new or expansion of current policy/strategy):

The County will encourage participation by:

- Increasing contact with noncompliant customers prior to applying a financial sanction to identify possible barriers to participation that can be eliminated by providing needed supportive services.
- Continuing regular contact with Welfare-to-Work customers so issues can be resolved prior to becoming a participation problem.
- Employing new marketing tools and strategies to reinforce participation requirements and benefits.
- Offering additional opportunities for referrals to services to remove barriers.
- Working with the Department of Behavioral Health (DBH) to expand the range of services targeted to prevent sanctions.
- Continuing the best practice of conducting supervisory case reviews prior to imposing a sanction to ensure all prevention strategies have been utilized.

This is a combination of an expansion of current policy and a new marketing strategy.

What are the anticipated effects and percentage of families affected monthly?

The anticipated effects are to reduce the number of customers that become sanctioned each month and increase the number of customers participating in Welfare-to-Work activities.

Approximately 9% of families will be affected monthly.

How will success be determined (quantitative or qualitative assessment of effects)?

Success will be determined by the decrease in the number of customers moving from conciliation to sanction.

E. Reengaging noncompliant or sanctioned individuals.

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new or expansion of current policy/strategy):

The County will increase contact with currently sanctioned customers by utilizing a number of methods, which may include home call visits, to identify barriers and resolve issues that effect customer participation.

- Specialized staff will be assigned to reengage sanctioned customers through monthly contacts, sending job leads and other intensive case management activities, i.e. increased number of phone contacts and multiple mailings to customers.
- Joint eligibility and employment interviews will be conducted at annual re-determination for CalWORKs customers currently in sanction to show the customer the benefits of participation, including a sample budget showing the customer how much money is lost each month due to non-participation.

These are new strategies.

What are the anticipated effects and percentage of families affected monthly?

Anticipated effects are to reduce the total number of sanctions and increase the Welfare-to-Work participation rates.

Approximately 16% of families will be affected monthly.

How will success be determined (quantitative or qualitative assessment of effects)?

Success will be measured by the increase in the number of sanctions cured at, or following contact.

F. Other activities designed to increase the county's federal work participation rate.

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new or expansion of current policy/strategy):

The County is regularly obtaining information on customer hours of participation to ensure full engagement.

The county is partnering with:

- Other agencies to increase the number of Job Skills Directly Related to Employment, WEX and Community Service activities available to customers,
- DBH and Domestic Violence providers to target customers in non-core activities to transition them to core activities (when the customers are ready for the transition), and the
- Economic Development Agency to expand the number of customers who routinely receive job leads and job fair announcements.

The County will explore the use of incentives to encourage participation among customers.

The County is also developing a marketing plan and tools, such as pamphlets and a video, to provide information to our customers as well as our staff so everyone will have information on what services are

available to the customer. Additionally, this marketing plan will allow staff in eligibility and employment services to have a better understanding of Work Participation Rate goals and how we can achieve them.

This is a combination of expansion of current policy and new marketing strategy.

What are the anticipated effects and percentage of families that will be affected monthly?

The anticipated effects are to promote and retain engagement of CalWORKs customers until they reach self-sufficiency, and to provide them with additional services to help them achieve that goal.

Approximately 100% of families will be affected monthly.

How will success be determined (quantitative or qualitative assessment of effects)?

Success will be determined by an increase in the number of work eligible customers in core and non-core activities.

G. A description of how the county will collaborate with local agencies, including, but not limited to, local workforce investment boards, community colleges, and adult education and regional occupational programs that provide activities that meet federal work participation requirements and provide participants with skills that will help them achieve long-term self-sufficiency. For each individual agency, responses should include elements such as how information is shared or will be shared, ongoing or planned contracts, ongoing meetings established, etc. (Identify whether this is a new or expansion of current policy/strategy):

The County will collaborate with the following agencies:

Community Colleges - The County currently has contracts to provide short-term training and job placement services for in demand occupations for Welfare-to-Work customers. Through established contractual agreements the County sends customers to be enrolled in training programs. The colleges track attendance and progress and provide this information as agreed upon in their contracts.

The County will develop and expand working relationships with all community colleges within the County to provide open communication and referrals through the Community College's CalWORKs coordinators. Joint meetings between County representatives and Community College CalWORKs coordinators will be conducted on a quarterly basis. CalWORKs coordinators provide education plans and Work Study information to County representatives when a release is signed by the CalWORKs customer. The County and community colleges will collaborate in development and expansion of Vocational Education curriculum for in demand occupations, structured Work Study programs, and will help CalWORKs customers move to self-sufficiency. The colleges are also increasing public awareness through media campaigns.

Adult Education - The County currently makes referrals to adult education providers for their regularly scheduled classes. With a release signed by the customer, the County can receive information on attendance and school progress.

Regional Occupation Programs - The County will collaborate in development of Vocational Education curriculum that are in demand occupations, and will help CalWORKs customers move to self-sufficiency. With a release signed by the customer, the County can receive information on attendance and school progress.

County Agencies – The County currently has interdepartmental MOUs, with positions created within the departments, for Subsidized Employment and Work Experience positions. The County will explore expansion to the cities for increased Work Experience opportunities. Communication is accomplished through direct contact between the case manager and the activity supervisor.

Workforce Investment Board (WIB) and Economic Development Agency (EDA) - The County interacts with the WIB through their contract with EDA, and through association with the Workforce Development Department (WDD), which administers the WIA program. EDA provides job development, job leads, OJT contracts and customized training positions for CalWORKs customers. In addition, WDD is developing career ladder information to assist in moving CalWORKs customers into training that will move them from low wage jobs into a career path with promotional opportunities. These agencies provide labor market and career information to County administration, and employment and training information to case managers to share with our customers.

Non-Profit Agencies – The County will expand contracts to additional non-profit agencies for structured community service activities. Communication is accomplished through direct contact between the case manager and the activity supervisor.

This is a combination of expansion of current policy and new strategy.

What are the anticipated effects and percentage of families affected monthly?

The anticipated effects of these programs are to increase the skills of CalWORKs customers and help them move into a career path that will eventually lead to self-sufficiency.

Approximately 72% of families will be affected monthly.

How will success be determined (quantitative or qualitative assessment of effects)?

Success will be determined by the increase in the number of work-eligible customers participating in the following activities as core and non-core activities:

- Vocational Education
- Subsidized Employment
- Work Experience
- Community Service

3) Plan to measure quarterly progress

Please describe how the county will measure if cumulative policies or strategies in the Plan addendum are successful, and how the county will measure progress on a quarterly basis (for example, participation rate of a specific population, sanction rate, orientation show rate, etc.). In addition, include the projected impact your policies or strategies will likely have on the county's federal work participation rate (for example, current rate of X will be increased to Y).

H. Plan to measure quarterly progress.

Measures of quarterly progress:

Quarterly measurements will include:

- Number of employment placements by County and office
- Number of customers with increased earned income by County and office
- Number and percentage of customers meeting Federal Participation Rates by County and office

- Number of work eligible persons participating in core and non-core activities by County, office and activity
- Number of customers with sanctions cured and prevented
- County snapshot of entire CalWORKs caseload by participation status

Projected impact on County's federal work participation rate:

The overall projected impact is to meet Federal participation requirements by the third year of the Plan. It is difficult to accurately project annual cumulative effects of many varied services, therefore, improvements in the first year, over our current baseline, will serve as an indicator of what works and what is in need of improvement. In addition, measuring improvement during the first year will supply information crucial to modeling projections of impact in subsequent years. Progressive County program improvements aimed at improving and maintaining WPR are contingent on funding.

The County's baseline WPR, based on the new Federal guidelines, will be calculated upon receipt of final instructions from the California Department of Social Services.

4) Funding

Describe how the county has spent and will utilize single allocation and other funding for the county's CalWORKs program.

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Projected Expenditures	Description of How Additional Funding Provided in Fiscal Year 2006-07 Will Be Used
CalWORKs Eligibility Administration	\$32,996,863	\$34,877,549	San Bernardino County's increased expenditures are necessary to supplement cost of living increases. Administrative costs include an increase in employee wage, benefit and insurance costs, which directly impacted all funding sources within the social service units. Despite increased costs of staffing, staffing levels will be maintained at or near the current county caseload target.
Welfare-to-Work Employment Services	\$38,397,678	\$38,512,736	Slight increases in expenditures are due to cost of living increases and supportive services decreases in FY 06/07 of approximately \$1.8 million. Due to WPR mandate changes, the Department will be reorganizing program activities, and implementing strategies to increase the county's WPR.
CalWORKs Child Care	\$37,035,333	\$38,210,692	Stage 1 Child Care is projected to maintain service levels at FY 05/06 levels. Changes in Regional Market Rates, and increases in administrative costs, are the reasons for the slight increase from previous FY.
Cal-Learn	\$1,846,954	\$1,981,338	Cal-Learn is projected to increase in cost between current and last FY due to inflation. The population served by the Cal-Learn program is expected to remain consistent with that of FY 05/06. The two departments responsible for the Cal-Learn program (Transitional Assistance and Public Health) are reviewing internal processes to ensure overall program elements are in place.

CalWORKs Funded Mental Health Services	\$3,315,503	\$4,066,000	The increase in this component is a result of County wage increases. Administrative costs include an increase in employee wage, benefit and insurance costs. The program decreased staff by as much as 3.5 FTEs, while continuing to provide the same level of services. Both TAD and Behavioral Health departments are implementing program strategies to ensure clients receive assistance to treat their barriers, while meeting WPR.
CalWORKs Funded Substance Abuse Services	\$2,493,440	\$2,911,000	The increase in this area represents an increase in County wages but also takes into account that TAD and Behavioral Health will implement program revisions to address client needs and ensure WPR is attained.
Department of Education Childcare (Stage 2 & 3)	\$45,266,114	\$39,808,031	The decrease in Stage 2 and 3 Child Care is the result of caseload movement into correct child care programs, natural attrition from the child care program, and the sharing of cases with other local entities within San Bernardino County.
CalWORKs Incentives	\$2,576,612	\$4,778,384	Incentive dollars are currently budgeted in the current FY, for use in meeting mandated WPR. The Department is studying means for use of the incentive \$, including the targeting specified groups of the WtW population served, These groups, once engaged in the WtW activities, will increase the WPR.