

COUNTY OF SAN DIEGO


CalWORKs County Plan Addendum

**Date Submitted to California Department of Social Services:
January 12, 2007**

**Prepared By:
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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**

**Dale Fleming, Deputy Director
Printed Name**

**October 27, 2006
Board Aide Briefing**

**January 12, 2007
Board of Supervisors
Briefing Memo**

This plan addendum is submitted pursuant to Welfare and Institutions Code Section 10534.

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:

Existing Strategies for the County of San Diego:

1. *The County of San Diego will continue to contribute to the goal of reducing child poverty in the State of California by:*

- **Child Support:** California Department of Child Support Services promotes the well-being of children and the self-sufficiency of families by assisting both parents to meet the financial, medical and emotional needs of their children through the delivery of quality child support establishment, collection, and distribution services.
- **Foster Care:** Child Welfare Services assist children in completing high school, participating in vocational training and focusing on job readiness.
- **Welfare to Work:** CalWORKs Employment Services Program assists parents to obtain employment through job readiness, job search activities and other employment-directed activities.
- **Community Action Partnership:** Community Action Partnership empowers economically disadvantaged individuals and families to achieve their highest level of self-sufficiency and well-being by providing Family Self-Sufficiency Services, Earned Income Tax Credit, Homeless Services, Court Referred Safety Seat Program, and Alternative Dispute Resolution programs.
- **Earned Income Tax Credit (EITC):** The Community Action Partnership, United Way of San Diego and the Internal Revenue Service assists low-income families to receive EITC tax credits. EITC provides financial literacy and is considered to be the single most effective anti-poverty strategy for working families and individuals. EITC services are offered through the Family Self-Sufficiency contractors, in each of the six Health and Human Services Agency regions, for families and individuals who meet the federal poverty level guidelines.

2. *The County of San Diego will continue to contribute to the goal of reducing 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 in the State of California by:*

- **Work-First San Diego:** San Diego County Board of Supervisors' mission is to promote collaboration with local agencies and provide job preparation, education and training, healthcare, childcare, child support and healthy family programs for our children and our communities.
- **Welfare to Work:** CalWORKs Employment Services Program assists parents in obtaining employment through job readiness and job search activities and other employment-directed activities.

- **Community Services for Families:** Child Welfare Services provides services for families at highest risk of child abuse and neglect to meet the mission of child safety, child well-being, stable living environment, permanency, and development of community involvement. Agencies provide Social Services for family development, community services for families, transitional housing, tax form assistance, counseling/mental health services for individual/couple/group counseling, services for Medi-Cal eligible youth, mediation and legal services for dispute resolution, legal advice, fair housing, and youth services for youth delinquency prevention, after school programs, and mentoring.
 - **SSI Advocacy:** Health and Human Services Agency implemented a CalWORKs SSI Advocacy Pilot Program for individuals who are exempt from Welfare to Work participation because of a disability. The pilot program was designed to assist disabled individuals, who are exempt and may be eligible to SSI, in the disability application process.
 - **Family Preservation and Support Program (Title IVB):** Coordinate community-based family support and preservation services, time-limited family reunification services, and adoption promotion and support services intended to improve the well-being of the most vulnerable children and their families, particularly those who have experienced, or are at-risk of, abuse and neglect.
 - **Nurse-Family Partnership:** Based on the Olds Model, the nurse home visitation programs improves the health, well-being and self-sufficiency of low-income, first-time mothers and their children. Long term outcomes for this model shows **83%** increase in workforce participation by low-income, unmarried mothers by the time their child is 4 years old; **25%** percent reduction in cigarette smoking by mothers during pregnancy; and **48%** percent less incidence of child abuse and neglect through age 15.
 - **Alternative Dispute Resolution Services:** Community Action Partnership provides an alternative to the courts for resolution of civil disputes by Mediation, Conciliation, Mitigation, and Arbitration services. These services also provide education and outreach regarding access to, and the availability of, alternative dispute resolution services.
3. *The County of San Diego will continue to contribute to meeting the requirements of federal law while avoiding unanticipated outcomes that negatively affect the number of families affected by Domestic Violence by:*
- **Domestic Violence Hotline:** Collaborative project between the Center for Community Solutions and the County of San Diego and provides 24-hour a day information, resources, referrals, and shelter availability.
 - **Domestic Violence Services for Families:** Provides services for families experiencing Domestic Violence by four established contracts countywide.
 - **Teen Relationship Violence Prevention:** Classes for youth in juvenile facilities and schools to educate on Teen Relationship Violence.
 - **Domestic Violence Fatality Review Team:** The Office of Violence Prevention initiates a multidisciplinary team that reviews homicides and suicides attributable to Domestic Violence; identifies the major risk factors and makes recommendations for system change and prevention strategies to prevent future deaths due to Domestic Violence; interdisciplinary strategy aimed at the reduction and prevention of intimate partner violence; law enforcement providers and a highly trained advocate provides crisis intervention to victims and their children at the scene of an emergency response.
 - **Designated Child Abuse Prevention Council:** Provides a forum for inter-agency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases; promote public awareness of the abuse and neglect of children and the resources available for intervention and treatment; encourage and facilitate training of professionals in the detection, treatment, and prevention of child abuse and neglect; recommend improvements in services to families and victims; encourage and facilitate community support for child abuse and neglect programs.

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):

Existing Strategies for the County of San Diego:

- **Welfare to Work Referral:** CalWORKs recipients are referred timely and appropriately to the Welfare to Work Program (*Section (a) of County of San Diego CalWORKs Plan*).
- **Welfare to Work Appraisal:** Appraisals are completed in a timely manner that benefits the family (*Section (a) of County of San Diego CalWORKs Plan*).
- **Supportive Services:** Ancillary expenses, transportation, childcare and personal counseling funds are provided to eligible CalWORKs recipients so they are able to participate in approved WTW activities. (*Section (a), (e), and (g) of County of San Diego CalWORKs Plan*).
- **Childcare:** Available resources for childcare supportive services are provided during the CalWORKs Intake and during Welfare to Work Appraisal. Participants are informed that obtaining a quality and affordable childcare provider is important in retaining employment and reaching self-sufficiency (*Section (g) of County of San Diego CalWORKs Plan*).
- **Welfare to Work Assessment:** Evaluation of factors related to employability is completed and is the primary tool used in developing participants Welfare to Work Plan with listed work activities (*Section (a) and (d) of County of San Diego CalWORKs Plan*).
- **Welfare to Work Plan:** Developed to identify required work activities and scheduled hours of participation. Welfare to Work Plan takes into consideration participant's work history, education level, learning disabilities (if known), mental health, substance abuse, domestic violence, vocational interest, reading/math competencies, English language skills, access to jobs/job readiness, local labor market conditions, and other issues (*Sections (a), (c), (d), (e), and (h) of County of San Diego CalWORKs Plan*).

Enhancement of Existing Strategies for the County of San Diego:

- **Welfare to Work Referral:** Establish shorter deadline to process recipient referrals to Welfare to Work Program upon CalWORKs approval, which will increase upfront engagement and Work Participation Rates.
- **Welfare to Work Appraisal:** Establish shorter duration to complete Welfare to Work Appraisal with newly referred participants to program, which will increase up-front engagement and Work Participation Rates.
- **Work Readiness:** Improve "work readiness" of Welfare to Work participants by collaborating with Workforce Partnership and employers to review and refine Workforce Readiness Certificate program.
- **Work Experience:** Enrich local unpaid Work Experience program, including assisting work site supervisors to better develop Welfare to Work participants for eventual unsubsidized employment.

New Strategies for the County of San Diego:

- **Behavioral Health Screening:** Develop and pilot a Behavioral Health Screening process in Family Resource Centers and Welfare to Work sites to identify accommodations needed for employment and referrals to appropriate programs based on exemption criteria (such as mental health, medical, or SSI exemptions).
- **SSI Advocacy:** Health and Human Services Agency implemented a CalWORKs SSI Advocacy Pilot Program for individuals who are exempt from Welfare to Work participation because of a disability. The pilot program was designed to assist disabled individuals, who are exempt and may be eligible to SSI, in the disability application process.
- **Substance Abuse/Mental Health Services:** Incorporate work experience and job readiness activities into treatment programs for Welfare to Work participants.
- **Substance Abuse/Mental Health Services:** Co-location of services for joint case planning and management to keep recipients engaged in work activities and better identification of accommodations for employment.
- **Mentor Programs:** Develop and pilot mentor programs to serve Welfare to Work participants and to engage CalWORKs recipients in Welfare to Work Appraisal within one week of granting cash aid.
- **Sanctioned Individuals:** Health and Human Services Agency may contact sanctioned recipients in order to increase communication and reconnect the recipient with Supportive Services. Develop and provide an optional contact letter for case managers to send to all sanctioned individuals to support reengagement efforts into the Welfare to Work program.
- **Life Skills Training:** Develop life skill/intervention training program (model used in Alcohol and Drug Services for effective intervention) for Welfare to Work participants. Ensure recipients who lack basic life skills are referred to Life Skills Training to improve employment preparedness.
- **Work Readiness:** Collaborate with Workforce Partnership and local employers to develop and market the Workforce Readiness Certificate, test and certify Welfare to Work participants as "work ready" upon completion of certificate program.
- **Incentives:** Develop incentive program for participants who reach identified milestones related to obtaining certification of work readiness.

What are the anticipated effects? How many families will be affected monthly?

- **Anticipated Effects:** The County of San Diego's continued policies, expansion of strategies and new developments will result in an increased ability to meet local, State and federal objectives related to Welfare to Work participation. This includes an increase in the percentage of Welfare to Work participants/CalWORKs recipients engaged in unsubsidized employment and/or other work participation activities and an increase in the percentage of CalWORKs recipients leaving cash assistance due to earnings.
- **Families Affected:** Percentages are estimated on the average number of individuals referred to the Welfare to Work Program each month and the average monthly Welfare to Work caseload by percentage of individuals in specific statuses/activities:
 - ▶ **Welfare to Work Referral/Appraisal:** 100% of all participants newly referred to Welfare to Work would be affected by the enhanced strategy of establishing shorter deadlines to process referrals to the Welfare to Work Program and completion of the Welfare to Work Appraisal to increase upfront engagement and Work Participation Rates.
 - ▶ **Work Experience:** Approximately 4% of the Welfare to Work caseload is participating in a Work Experience activity and could benefit from the enhanced strategy of better development of work experience sites.
 - ▶ **Behavioral Health Screening Tool:** 100% of all participants newly referred to Welfare to Work will be assessed at time of Appraisal (Clients completing Appraisal represent approximately 5% of total Welfare to Work caseloads each month).
 - ▶ **SSI Advocacy:** Approximately 22% of the total Welfare to Work caseload could be affected by enhancing SSI Advocacy strategies to assist disabled individuals, who are exempt and may be eligible to SSI, in the disability application process.

- ▶ **Substance Abuse/Mental Health Services:** Approximately **13%** of the total Welfare to Work caseload could be affected by new strategies regarding co-location of Substance Abuse/Mental Health Services and new service contracts with providers to increase presence of work-related activity into treatment plans.
- ▶ **Mentor Program:** **100%** of all newly referred to Welfare to Work participants could be affected by the implementation of the Mentor Program to engage CalWORKs recipients in Welfare to Work Appraisal within one week of granting cash aid.
- ▶ **Sanctioned Individuals:** Approximately **20%** of the Welfare to Work caseload is in sanction status and will be affected by new strategies regarding outreach to sanctioned cases.
- ▶ **Life Skills Training:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from basic Life Skills Training to improve employment preparedness.
- ▶ **Work Readiness:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new and enhanced strategies of marketing and utilizing the Work Readiness Certificate with area employers.
- ▶ **Incentives:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new strategies of developing an incentive program for participants' completion of a Work Readiness Certificate to improve employment preparedness.

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

Quantitative Measures:

- **WTW30 Report:** Measurement of All Family Rate and Two Parent Rate.
- **WTW25 & WTW25A Reports:** Activity enrollment and participation rates for All Families and Two Parent Families.
- **Automated Monthly Progress Report (AMPR):** San Diego County's local participation outcome objective measurement tool for local Welfare to Work Case Management Contracts. Measures include:
 - ▶ Active CalWORKs participants participating in approved work activities for 128/140 hours per month.
 - ▶ Active CalWORKs participants engaged in employment.
 - ▶ Participants who exit CalWORKs assistance due to employment and remain independent of CalWORKs for at least six consecutive months.

Qualitative Measures:

- Feedback from participants of the Work Participation Rate Tiger Team regarding the effects of the strategies identified and implemented as a result of the new strategy recommendations.
- Qualitative feedback from County and contracted Welfare to Work regions regarding their ability to engage participants in countable activities.
- Qualitative feedback from community partners and employers regarding the enhancement of the work readiness of Welfare to Work participants.
- Qualitative feedback from participants through the Customer Satisfaction Survey conducted on a yearly basis.

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):

Existing Strategies for the County of San Diego:

- **Managed Competition:** Privatization Model for the administration of Welfare to Work Services between County and contracted regions to maximize competition and creativity that results in increased incentive to meet program performance goals (*Section (a) of County San Diego CalWORKs Plan*).
- **Participant Engagement:** Emphasis in immediate engagement in Welfare to Work Activities for all eligible participants, minimization of participation gaps through proactive planning and scheduling of sequential activities, sanction prevention and reengagement of sanctioned participants.
- **Welfare to Work Activities:** Provide a full-range of work activities to ensure recipients have access to services necessary to obtain unsubsidized employment (*Section (d) of County of San Diego CalWORKs Plan*).
- **Supportive Services:** Provide Childcare and Transportation Services in an effort to support participation in activities and in the case of childcare, to support continued self-sufficiency while transitioning off of cash aid (*Section (g) of County of San Diego CalWORKs Plan*).

Enhancement of Existing Strategies for the County of San Diego:

- **Work Readiness:** Improve "work readiness" of Welfare to Work participants by collaborating with Workforce Partnership and employers to review and refine Workforce Readiness Certificate Program.
- **Work Experience:** Enrich local unpaid Work Experience program, including assisting work site supervisors to better develop Welfare to Work participants for eventual unsubsidized employment.

New Strategies for the County of San Diego:

- **Behavioral Health Screening:** Develop and pilot a Behavioral Health Screening process in Family Resource Centers and Welfare to Work sites to identify accommodations needed for employment and referrals to appropriate programs based on exemption criteria.
- **Substance Abuse/Mental Health Services:** Co-location of services for joint case planning and management to keep recipients engaged in work activities and better identification of accommodations for employment.
- **Substance Abuse/Mental Health Services:** Incorporate work experience and job readiness activities into treatment programs for Welfare to Work participants.
- **Child Welfare Services:** Establish communication between Child Welfare Services and Welfare to Work to ensure coordination of activity contracts with shared clients, provide special joint case management services to clients, coordinate services, and engage parents in activities that will both help to keep children safe and assist families to move towards self-sufficiency.
- **Mentor Programs:** Develop and pilot mentor programs to serve Welfare to Work participants and keep participants engaged in Welfare to Work activities.
- **Sanctioned Individuals:** Health and Human Services Agency may contact sanctioned recipients in order to increase communication and reconnect the recipient with Supportive Services. Develop and provide an optional contact letter for case managers to send to all sanctioned individuals to support reengagement efforts into the Welfare to Work program.
- **Life Skills Training:** Develop life skill/intervention training program (model used in Alcohol and Drug Services for effective intervention) for Welfare to Work participants. Ensure recipients who lack basic life skills are referred to Life Skills Training to improve employment preparedness.
- **Work Readiness:** Collaborate with Workforce Partnership and local employers to develop and market the Workforce Readiness Certificate, test and certify Welfare to Work participants as "work ready" upon completion of certificate program.
- **Incentives:** Develop incentive program for participants who reach identified milestones related to obtaining certification of work readiness.

What are the anticipated effects? How many families will be affected monthly?

- **Anticipated Effects:** The County of San Diego's continued policies, expansion of strategies and new developments will result in an increased ability to meet local, State and federal objectives related to Welfare to Work participation. This includes an increase in the percentage of Welfare to Work participants/CalWORKs recipients engaged in unsubsidized employment and/or other work participation activities and an increase in the percentage of CalWORKs recipients leaving cash assistance due to earnings.
- **Families Affected:** Percentages are estimated on the average number of individuals referred to the Welfare to Work Program each month and the average monthly Welfare to Work caseload by percentage of individuals in specific statuses/activities:
 - ▶ **Work Experience:** Approximately **4%** of the Welfare to Work caseload is participating in a Work Experience activity and could benefit from the enhanced strategy of better development of work experience sites.
 - ▶ **Behavioral Health Screening Tool:** **100%** of all participants newly referred to Welfare to Work will be assessed at time of Appraisal (Clients completing Appraisal represent approximately **5%** of total Welfare to Work caseloads each month).
 - ▶ **Substance Abuse/Mental Health Services:** Approximately **13%** of the total Welfare to Work caseload could be affected by new strategies regarding co-location of Substance Abuse/Mental Health Services and new service contracts with providers to increase presence of work-related activity into treatment plans.
 - ▶ **Child Welfare Services:** Approximately **3%** of the total Welfare to Work caseload could be affected by new strategies regarding the coordination of activity contracts and supportive services, and joint case management services, for families active to Welfare to Work and Child Welfare Services to keep children safe and assist families to move towards self-sufficiency.
 - ▶ **Mentor Program:** **100%** of all newly referred to Welfare to Work participants could be affected by the implementation of the Mentor Program to engage CalWORKs recipients in Welfare to Work Appraisal within one week of granting cash aid.
 - ▶ **Sanctioned Individuals:** Approximately **20%** of the Welfare to Work caseload is in sanction status and will be affected by new strategies regarding outreach to sanctioned cases.
 - ▶ **Life Skills Training:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from basic Life Skills Training to improve employment preparedness.
 - ▶ **Work Readiness:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new and enhanced strategies of marketing and utilizing the Work Readiness Certificate with area employers.
 - ▶ **Incentives:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new strategies of developing an incentive program for participants' completion of a Work Readiness Certificate to improve employment preparedness.

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

Quantitative Measures:

- **WTW30 Report:** Measurement of All Family Rate and Two Parent Rate.
- **WTW25 & WTW25A Reports:** Activity enrollment and participation rates for All Families and Two Parent Families.
- **Automated Monthly Progress Report (AMPR):** San Diego County's local participation outcome objective measurement tool for local Welfare to Work Case Management Contracts. Measures include:
 - ▶ Active CalWORKs participants participating in approved work activities for 128/140 hours per month.
 - ▶ Active CalWORKs participants engaged in employment.
 - ▶ Participants who exit CalWORKs assistance due to employment and remain independent of CalWORKs for at least six consecutive months.

Qualitative Measures:

- Feedback from participants of the Work Participation Rate Tiger Team regarding the effects of the strategies identified and implemented as a result of the new strategy recommendations.
- Qualitative feedback from County and contracted Welfare to Work regions regarding their ability to engage participants in countable activities.
- Qualitative feedback from community partners and employers regarding the enhancement of the work readiness of Welfare to Work participants.
- Qualitative feedback from participants through the Customer Satisfaction Survey conducted on a yearly basis.

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):

Existing Strategies for the County of San Diego:

- **Welfare to Work Appraisal:** Complete appraisal of recipients, including evaluation of supportive services needs which are essential to obtaining and sustaining employment (*Section (a) under County of San Diego CalWORKs Plan*).
- **Welfare to Work Activities:** Provide a full-range of work activities to ensure recipients have access to services necessary to obtain unsubsidized employment (*Section (d) of County of San Diego CalWORKs Plan*).
- **Supportive Services:** Provide Childcare and Transportation Services in an effort to support participation in activities and in the case of childcare, to support continued self-sufficiency while transitioning off of cash aid (*Section (g) of County of San Diego CalWORKs Plan*).
- **Welfare to Work Assessment:** Continue assessment of strengths and challenges of participants who are unable to secure and sustain full-time employment to determine if there are extenuating circumstances which require the provision of additional services (*Section (a) under County of San Diego CalWORKs Plan*).
- **Work Participation Requirements:** Continue enforcement of work participation requirements that must be sustained until the achievement of self-sufficiency, or the completion of all activities in the Welfare to Work Plan (*Section (a) under County of San Diego CalWORKs Plan*).

Enhancement of Existing Strategies for the County of San Diego:

- **Work Readiness:** Improve "work readiness" of Welfare to Work participants by collaborating with Workforce Partnership and employers to review and refine Workforce Readiness Certificate Program.
- **Work Experience:** Enrich local unpaid Work Experience program, including assisting work site supervisors to better develop Welfare to Work participants for eventual unsubsidized employment.

New Strategies for the County of San Diego:

- **Behavioral Health Screening:** Develop and pilot a Behavioral Health Screening process in Family Resource Centers and Welfare to Work sites to identify accommodations needed for employment and referrals to appropriate programs based on exemption criteria.
- **Child Welfare Services:** Establish communication between Child Welfare Services and Welfare to Work to ensure coordination of activity contracts with shared clients, provide special joint case management services to clients, coordinate services, and engage parents in activities that will both help to keep children safe and assist families as they move towards self-sufficiency.

- **Mentor Programs:** Develop and pilot mentor programs to serve Welfare to Work participants and keep participants engaged in Welfare to Work activities.
- **Substance Abuse/Mental Health Services:** Incorporate work experience and job readiness activities into treatment programs for Welfare to Work participants.
- **Substance Abuse/Mental Health Services:** Co-location of services for joint case planning and management to keep recipients engaged in work activities and better identification of accommodations for employment.
- **Sanctioned Individuals:** Health and Human Services Agency may contact sanctioned recipients in order to increase communication and reconnect the recipient with Supportive Services. Develop and provide an optional contact letter for case managers to send to all sanctioned individuals to support reengagement efforts into the Welfare to Work program.
- **Life Skills Training:** Develop life skill/intervention training program (model used in Alcohol and Drug Services for effective intervention) for Welfare to Work participants. Ensure recipients who lack basic life skills are referred to Life Skills Training to improve employment preparedness.
- **Work Readiness:** Collaborate with Workforce Partnership and local employers to develop and market the Workforce Readiness Certificate, test and certify Welfare to Work participants as "work ready" upon completion of certificate program.
- **Incentives:** Develop incentive program for participants who reach identified milestones related to obtaining certification of work readiness.

What are the anticipated effects? How many families will be affected monthly?

- **Anticipated Effects:** The County of San Diego's continued policies, expansion of strategies and new developments will result in an increased ability to meet local, State and federal objectives related to Welfare to Work participation. This includes an increase in the percentage of Welfare to Work participants/CalWORKs recipients engaged in unsubsidized employment and/or other work participation activities and an increase in the percentage of CalWORKs recipients leaving cash assistance due to earnings.
- **Families Affected:** Percentages are estimated on the average number of individuals referred to the Welfare to Work Program each month and the average monthly Welfare to Work caseload by percentage of individuals in specific statuses/activities:
 - ▶ **Work Experience:** Approximately **4%** of the Welfare to Work caseload is participating in a Work Experience activity and could benefit from the new enhanced of better development of work experience sites.
 - ▶ **Behavioral Health Screening Tool:** **100%** of all participants newly referred to Welfare to Work will be assessed at time of Appraisal (Clients completing Appraisal represent approximately **5%** of total Welfare to Work caseloads each month).
 - ▶ **Substance Abuse/Mental Health Services:** Approximately **13%** of the total Welfare to Work caseload could be affected by new strategies regarding co-location of Substance Abuse/Mental Health Services and new service contracts with providers to increase presence of work-related activity into treatment plans.
 - ▶ **Child Welfare Services:** Approximately **3%** of the total Welfare to Work caseload could be affected by new strategies regarding the coordination of activity contracts and supportive services, and joint case management services, for families active to Welfare to Work and Child Welfare Services to keep children safe and assist families to move towards self-sufficiency.
 - ▶ **Mentor Program:** **100%** of all newly referred to Welfare to Work participants could be affected by the implementation of the Mentor Program to engage CalWORKs recipients in Welfare to Work Appraisal within one week of granting cash aid.
 - ▶ **Sanctioned Individuals:** Approximately **20%** of the Welfare to Work caseload is in sanction status and will be affected by new strategies regarding outreach to sanctioned cases.
 - ▶ **Life Skills Training:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from basic Life Skills Training to improve employment preparedness.
 - ▶ **Work Readiness:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new and enhanced strategies of marketing and utilizing the Work Readiness Certificate with area employers.

- ▶ **Incentives:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new strategies of developing an incentive program for participants' completion of a Work Readiness Certificate to improve employment preparedness.

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

Quantitative Measures:

- **WTW30 Report:** Measurement of All Family Rate and Two Parent Rate.
- **WTW25 & WTW25A Reports:** Activity enrollment and participation rates for All Families and Two Parent Families.
- **Automated Monthly Progress Report (AMPR):** San Diego County's local participation outcome objective measurement tool for local Welfare to Work Case Management Contracts. Measures include:
 - ▶ Active CalWORKs participants participating in approved work activities for 128/140 hours per month.
 - ▶ Active CalWORKs participants engaged in employment.
 - ▶ Participants who exit CalWORKs assistance due to employment and remain independent of CalWORKs for at least six consecutive months.

Qualitative Measures:

- Feedback from participants of the Work Participation Rate Tiger Team regarding the effects of the strategies identified and implemented as a result of the new strategy recommendations.
- Qualitative feedback from County and contracted Welfare to Work regions regarding ability to engage participants in countable activities.
- Qualitative feedback from community partners and employers regarding the enhancement of the work readiness of Welfare to Work participants.
- Qualitative feedback from participants through the Customer Satisfaction Survey conducted on a yearly basis.

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):

Existing Strategies for the County of San Diego:

- **Welfare to Work Appraisal:** Appraisal of recipients, including evaluation of supportive services needs which are essential to obtaining and sustaining employment (*Section (a) under County of San Diego CalWORKs Plan*).
- **Welfare to Work Activities:** Provide a full-range of work activities to ensure recipients have access to services necessary to obtain unsubsidized employment (*Section (d) of County of San Diego CalWORKs Plan*).
- **Supportive Services:** Provide Childcare and Transportation Services in an effort to support participation in activities and in the case of childcare, to support continued self-sufficiency while transitioning off of cash aid (*Section (g) of County of San Diego CalWORKs Plan*).
- **Welfare to Work Assessment:** Continue assessment of strengths and challenges of participants who are unable to secure and sustain full-time employment to determine if there are extenuating circumstances which require the provision of additional services (*Section (a) under County of San Diego CalWORKs Plan*).
- **Work Participation Requirements:** Continue enforcement of work participation requirements that must be sustained until the achievement of self-sufficiency, or the completion of all activities in the Welfare to Work Plan (*Section (a) under County of San Diego CalWORKs Plan*).

New Strategies for the County of San Diego:

- **Mentor Programs:** Develop and pilot mentor programs to serve Welfare to Work participants and keep participants engaged in Welfare to Work activities.
- **Sanctioned Individuals:** Health and Human Services Agency may contact sanctioned recipients in order to increase communication and reconnect the recipient with Supportive Services. Develop and provide an optional contact letter for case managers to send to all sanctioned individuals to support reengagement efforts into the Welfare to Work program.

What are the anticipated effects? How many families will be affected monthly?

- **Anticipated Effects:** The County of San Diego's continued policies, expansion of strategies and new developments will result in an increased ability to meet local, State and federal objectives related to Welfare to Work participation. This includes an increase in the percentage of Welfare to Work participants/CalWORKs recipients engaged in unsubsidized employment and/or other work participation activities and an increase in the percentage of CalWORKs recipients leaving cash assistance due to earnings.
- **Families Affected:** Percentages are estimated on the average number of individuals referred to the Welfare to Work Program each month and the average monthly Welfare to Work caseload by percentage of individuals in specific statuses/activities:
 - ▶ **Mentor Program:** 100% of all newly referred to Welfare to Work participants could be affected by the implementation of the Mentor Program to engage CalWORKs recipients in Welfare to Work Appraisal within one week of granting cash aid.
 - ▶ **Sanctioned Individuals:** Approximately 20% of the Welfare to Work caseload is in sanction status and will be affected by new strategies regarding outreach to sanctioned cases.

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

Quantitative Measures:

- **WTW30 Report:** Measurement of All Family Rate and Two Parent Rate.
- **WTW25 & WTW25A Reports:** Activity enrollment and participation rates for All Families and Two Parent Families.
- **Automated Monthly Progress Report (AMPR):** San Diego County's local participation outcome objective measurement tool for local Welfare to Work Case Management Contracts. Measures include:
 - ▶ Active CalWORKs participants participating in approved work activities for 128/140 hours per month.
 - ▶ Active CalWORKs participants engaged in employment.
 - ▶ Participants who exit CalWORKs assistance due to employment and remain independent of CalWORKs for at least six consecutive months.
 - ▶ The Region with the lowest percentage of sanctioned CalWORKs participants in the Report Month.

Qualitative Measures:

- Feedback from participants of the Work Participation Rate Tiger Team regarding the effects of the strategies identified and implemented as a result of the new strategy recommendations.
- Qualitative feedback from County and contracted Welfare to Work regions regarding ability to engage participants in countable activities.
- Qualitative feedback from community partners and employers regarding the enhancement of the work readiness of Welfare to Work participants.
- Qualitative feedback from participants through the Customer Satisfaction Survey conducted on a yearly basis.

F. Other activities designed to increase the County's federal work participation
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):

Existing Strategies for the County of San Diego:

- **Education Collaboration:** Continued collaboration efforts with public and private agencies to provide training and supportive services to Welfare to Work participants (*Section (a) of County San Diego CalWORKs Plan*).
- **Welfare to Work Activities:** Provide full-range of Welfare to Work activities to ensure recipients have access to needed activities and services necessary to obtain unsubsidized employment (*Section (d) of County of San Diego CalWORKs Plan*).
- **Supportive Services:** Provide Childcare and Transportation Services in an effort to support participation in activities and in the case of childcare, to support continued self-sufficiency while transitioning off of cash aid (*Section (g) of County of San Diego CalWORKs Plan*).
- **Performance Outcomes:** Improvement of Performance Outcomes to meet locally established objectives as described in the Automated Monthly Progress Report (*Section (j) of County of San Diego CalWORKs Plan*).
- **CalWORKs Exits:** Continued efforts in assisting families transitioning off aid (*Section (m) of County of San Diego CalWORKs Plan*).

Enhancement of Existing Strategies for the County of San Diego:

- **Diversion Program:** Emphasize and expand the use of the diversion policy by promoting regular assessment of applicants for diversion and reinforcing use of diversion assistance for applicants that only need short-term assistance through:
 - Provide Diversion Program education and training for staff
 - Reinforce County Diversion policies
 - Collaborate and work with consultant to revitalize San Diego's Diversion Program
- **Work Readiness:** Improve "work readiness" of Welfare to Work participants by collaborating with Workforce Partnership and employers to review and refine Workforce Readiness Certificate.
- **Work Experience:** Enrich local unpaid Work Experience program, including assisting work site supervisors to better develop Welfare to Work participants for eventual unsubsidized employment.

New Strategies for the County of San Diego:

- **Behavioral Health Screening:** Develop and pilot a Behavioral Health Screening process in Family Resource Centers and Welfare to Work sites to identify accommodations needed for employment and referrals to appropriate programs based on exemption criteria.
- **Substance Abuse/Mental Health Services:** Co-location of services for joint case planning and management to keep recipients engaged in work activities and better identification of accommodations for employment.
- **Substance Abuse/Mental Health Services:** Incorporate work experience and job readiness activities into treatment programs for Welfare to Work participants.
- **Child Welfare Services:** Establish communication between Child Welfare Services and Welfare to Work to ensure coordination of activity contracts with shared clients, provide special joint case management services to clients, coordinate services, and engage parents in activities that will both help to keep children safe and assist families to move towards self-sufficiency.
- **Mentor Programs:** Develop and pilot mentor programs to serve Welfare to Work participants and keep participants engaged in Welfare to Work activities.
- **Sanctioned Individuals:** Health and Human Services Agency may contact sanctioned recipients in order to increase communication and reconnect the recipient with Supportive Services. Develop and provide an optional contact letter for case managers to send to all sanctioned individuals to support reengagement efforts into the Welfare to Work program.

- **Life Skills Training:** Develop life skill/intervention training program (model used in Alcohol and Drug Services for effective intervention) for Welfare to Work participants. Ensure recipients who lack basic life skills are referred to Life Skills Training to improve employment preparedness.
- **Work Readiness:** Collaborate with Workforce Partnership and local employers to develop and market the Workforce Readiness Certificate, test and certify Welfare to Work participants as "work ready" upon completion of certificate program.
- **Incentives:** Develop incentive program for participants who reach identified milestones related to obtaining certification of work readiness.

What are the anticipated effects? How many families will be affected monthly?

- **Anticipated Effects:** The County of San Diego's continued policies, expansion of strategies and new developments will result in an increased ability to meet local, State and federal objectives related to Welfare to Work participation. This includes an increase in the percentage of Welfare to Work participants/CalWORKs recipients engaged in unsubsidized employment and/or other work participation activities and an increase in the percentage of CalWORKs recipients leaving cash assistance due to earnings.
- **Families Affected:** Percentages are estimated on the average number of individuals referred to the Welfare to Work Program each month and the average monthly Welfare to Work caseload by percentage of individuals in specific statuses/activities:
 - ▶ **Diversion Program:** Approximately **50%** increase in the historical number of diverted recipients due to the development of staff training and enhancement of diversion policies.
 - ▶ **Work Experience:** Approximately **4%** of the Welfare to Work caseload is participating in a Work Experience activity and could benefit from the new strategy of better development of work experience sites.
 - ▶ **Behavioral Health Screening Tool:** **100%** of all participants newly referred to Welfare to Work will be assessed at time of Appraisal (Clients completing Appraisal represent approximately **5%** of total Welfare to Work caseloads each month).
 - ▶ **Substance Abuse/Mental Health Services:** Approximately **13%** of the total Welfare to Work caseload could be affected by new strategies regarding co-location of Substance Abuse/Mental Health Services and new service contracts with providers to increase presence of work-related activity into treatment plans.
 - ▶ **Child Welfare Services:** Approximately **3%** of the total Welfare to Work caseload could be affected by new strategies regarding the coordination of activity contracts and supportive services, and joint case management services, for families active to Welfare to Work and Child Welfare Services to keep children safe and assist families to move towards self-sufficiency.
 - ▶ **Mentor Program:** **100%** of all newly referred to Welfare to Work participants could be affected by the implementation of the Mentor Program to engage CalWORKs recipients in Welfare to Work Appraisal within one week of granting cash aid.
 - ▶ **Sanctioned Individuals:** Approximately **20%** of the Welfare to Work caseload is in sanction status and will be affected by new strategies regarding outreach to sanctioned cases.
 - ▶ **Life Skills Training:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from basic Life Skills Training to improve employment preparedness.
 - ▶ **Work Readiness:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new and enhanced strategies of marketing and utilizing the Work Readiness Certificate with area employers.
 - ▶ **Incentives:** Approximately **61%** of the Welfare to Work caseload does not have some sort of unsubsidized employment and could benefit from new strategies of developing an incentive program for participants' completion of a Work Readiness Certificate to improve employment preparedness.

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

Quantitative Measures:

- **WTW30 Report:** Measurement of All Family Rate and Two Parent Rate.
- **WTW25 & WTW25A Reports:** Activity enrollment and participation rates for All Families and Two Parent Families.
- **Automated Monthly Progress Report (AMPR):** San Diego County's local participation outcome objective measurement tool for local Welfare to Work Case Management Contracts. Measures include:
 - ▶ Active CalWORKs participants participating in approved work activities for 128/140 hours per month.
 - ▶ Active CalWORKs participants engaged in employment.
 - ▶ Participants who exit CalWORKs assistance due to employment and remain independent of CalWORKs for at least six consecutive months.

Qualitative Measures:

- Feedback from participants of the Work Participation Rate Tiger Team regarding the effects of the strategies identified and implemented as a result of the new strategy recommendations.
- Qualitative feedback from County and contracted Welfare to Work regions regarding ability to engage participants in countable activities.
- Qualitative feedback from community partners and employers regarding the enhancement of the work readiness of Welfare to Work participants.
- Qualitative feedback from participants through the Customer Satisfaction Survey conducted on a yearly basis.

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.

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):

Existing Strategies for the County of San Diego:

- **Work-First San Diego:** San Diego County Board of Supervisors' mission is to promote collaboration with local agencies and provide job preparation, education and training, healthcare, childcare, child support and healthy family programs for our children and our communities.

Employment:

- **Workforce Partnership:** Linkage with San Diego Workforce Partnership, Inc., to identify local labor market needs (*Section (c) of County of San Diego CalWORKs Plan*).
- **Welfare to Work:** Assist parents in obtaining employment through job readiness and job search activities and other employment-directed activities.
- **Job Development:** Partnerships with the private sector to identify jobs and establish job placements for participants (*Section (b) of County of San Diego CalWORKs Plan*).
- **Earned Income Tax Credit (EITC):** The Community Action Partnership, United Way of San Diego, and the Internal Revenue Service assists low-income families to receive EITC tax credits. EITC provides financial literacy and is considered to be the single most effective anti-poverty strategy for working families and individuals. EITC services are offered through the Family Self-Sufficiency contractors, in each of the six Health and Human Services Agency regions to families and individuals who meet the federal poverty level guidelines.

Training:

- **Education Collaboration:** Continued collaboration efforts with Public and Private Agencies to Provide Training and Supportive Services (*Section (a) of County San Diego CalWORKs Plan*).

Supportive Services:

- **Childcare Resources:** Collaboration with YMCA Childcare Resources Service (CRS), Child Development Associates (CDA), and County of San Diego Alternative Payment (AP) programs to provide child care services to Welfare to Work participants (*Section (g) of County of San Diego CalWORKs Plan*).
- **Substance Abuse/Mental Health Services:** Collaboration with Health and Human Services Agency's (HHSA) Alcohol Drug Services division and HHSA Mental Health Services division (*Section (e) of County of San Diego CalWORKs Plan*).

Community Partners:

- **Child Support:** California Department of Child Support Services promotes the well-being of children and the self-sufficiency of families by assisting both parents to meet the financial, medical and emotional needs of their children through the delivery of quality child support establishment, collection, and distribution services.
- **Foster Care:** Child Welfare Services assist children in completing their high school diploma, participate in vocational training and focus on job readiness.
- **Community Action Partnership:** Mission is to empower economically disadvantaged individuals and families to achieve their highest level of self-sufficiency and well-being.
- **Community Services for Families:** Child Welfare Services provides services for families at highest risk of child abuse and neglect to meet the mission of child safety, child well-being, stable living environment, permanency, and development of community involvement. Agencies provide Social Services for family

development, community services for families, transitional housing, tax form assistance; counseling/mental health services for individual/couple/group counseling, services for Medi-Cal eligible youth; mediation and legal services for dispute resolution, legal advice, fair housing; and youth services for youth delinquency prevention, after school programs, and mentoring.

- **211 San Diego:** 2-1-1 is the national dialing number for 24-hour community, health and disaster information. Like 9-1-1 for emergency service, 2-1-1 has been set aside by the Federal Communications Commission for the public to easily access community information. Callers receive personalized information from a live phone specialist who can answer questions about a variety of nonprofit services and agencies. Phone specialists can also help callers find out where to go to volunteer or donate to their favorite cause.

New Strategies for the County of San Diego:

Supportive Services:

- **SSI Advocacy:** Health and Human Services Agency implemented a CalWORKs SSI Advocacy Pilot Program for individuals who are exempt from Welfare to Work participation because of a disability. The pilot program was designed to assist disabled individuals, who are exempt and may be eligible to SSI, in the disability application process.
- **Substance Abuse/Mental Health Services:** Incorporate work experience and job readiness activities into treatment programs for Welfare to Work participants.
- **Substance Abuse/Mental Health Services:** Co-location of services for joint case planning and management to keep recipients engaged in work activities and better identification of accommodations for employment.

Community Partners:

- **Work Participation Rate Tiger Team:** Convened to evaluate strategies and propose a plan of action to improve the Federal Work Participation Rate (WPR) for San Diego County. This project consisted of a task force comprised of staff from the County of San Diego Health and Human Services Agency (HHSA) and various stakeholder representatives, including representatives from the community college districts, advocacy groups, community employers, and other program partners. Implementation of strategies identified by the WPR Tiger Team will be ongoing, starting with immediate target dates 2006-2007 and continuing with long-term plans 2007-2008.
- **Substance Abuse/Mental Health Services:** Health and Human Services Agency CalWORKs Welfare to Work staff and contracted Welfare to Work provider staff will meet with Alcohol and Drugs Services and Mental Health Services staff to discuss program issues and strategies to improve federal, State, and local performance rates on a quarterly basis. This meeting will also include individual substance abuse and mental health service providers throughout the County.
- **Education Collaboration:** Health and Human Services Agency CalWORKs Welfare to Work staff and contracted Welfare to Work provider staff will meet with representatives from all of the San Diego community college districts to discuss program issues and strategies to improve federal, State, and local performance rates on a quarterly basis. Included in the discussion of these meetings will be the continued development of work experience and work study placements at community colleges.
- **Mentor Programs:** Develop and pilot mentor programs to serve Welfare to Work participants and keep participants engaged in Welfare to Work activities.
- **Resource Directory:** Develop a Welfare to Work Resource Directory to be initially developed as Resource Bulletins delivered to Welfare to Work sites and community partners, and development of web-based Resource Directory site to follow in the future. The Welfare to Work Resource Directory to include:
 - ▶Welfare to Work Supportive Services.
 - ▶Welfare to Work Activities.
 - ▶Welfare to Work Collaborative Partners.
 - ▶Listing of what meets Federal Participation Rate requirements.

What are the anticipated effects? How many families will be affected monthly?

- **Anticipated Effects:** The County of San Diego's continued policies, expansion of strategies and new developments will result in an increased ability to meet local, State and federal objectives related to Welfare to Work participation. This includes an increase in the percentage of Welfare to Work participants/CalWORKs recipients engaged in unsubsidized employment and/or other work participation activities and an increase in the percentage of CalWORKs recipients leaving cash assistance due to earnings.
- **Families Affected:** Percentages are estimated on the average number of individuals referred to the Welfare to Work Program each month and the average monthly Welfare to Work caseload by percentage of individuals in specific statuses/activities:
 - ▶ **SSI Advocacy:** Approximately **22%** of the total Welfare to Work caseload could be affected by enhancing SSI Advocacy strategies to assist disabled individuals, who are exempt and may be eligible to SSI, in the disability application process.
 - ▶ **Substance Abuse/Mental Health Services:** Approximately **13%** of the total Welfare to Work caseload could be affected by new strategies regarding co-location of Substance Abuse/Mental Health Services and new service contracts with providers to increase presence of work-related activity into treatment plans.
 - ▶ **Work Participation Rate Tiger Team:** **100%** of Welfare to Work participants will be affected by the implementation of strategies identified by the WPR Tiger Team. These strategies to increase the participation rates of Welfare to Work participants will be ongoing, starting with immediate target dates 2006-2007 and continuing with long-term plans 2007-2008.
 - ▶ **Education Collaboration:** Approximately **20%** of the Welfare to Work caseload is participating in an educational and/or vocational training activity and could benefit from the strategy of better collaboration with San Diego community college districts. Of those, 5% currently participate in Work Study in addition to their education/vocational training, however, expansion of Work Study placements could increase WPR.
 - ▶ **Mentor Program:** **100%** of all newly referred to Welfare to Work participants could be affected by the implementation of the Mentor Program to engage CalWORKs recipients in Welfare to Work Appraisal within one week of granting cash aid.
 - ▶ **Resource Directory:** **100%** of Welfare to Work participants and community partners could be affected by the development of the Welfare to Work Resource Directory. The directory will serve participants/partners as a resource for Welfare to Work sites and community partners to include Supportive Services, Countable Activities, Collaborative Partners, and a listing of what meets Federal Participation Rate requirements.

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

Quantitative Measures:

- **WTW30 Report:** Measurement of All Family Rate and Two Parent Rate.
- **WTW25 & WTW25A Reports:** Activity enrollment and participation rates for All Families and Two Parent families.
- **Automated Monthly Progress Report (AMPR):** San Diego County's local participation outcome objective measurement tool for local Welfare to Work Case Management Contracts. Measures include:
 - ▶ Active CalWORKs participants participating in approved work activities for 128/140 hours per month.
 - ▶ Active CalWORKs participants engaged in employment.
 - ▶ Participants who exit CalWORKs assistance due to employment and remain independent of CalWORKs for at least six consecutive months.

Qualitative Measures:

- Feedback from participants of the Work Participation Rate Tiger Team regarding the effects of the strategies identified and implemented as a result of the new strategy recommendations.
- Qualitative feedback from County and contracted Welfare to Work regions regarding ability to engage participants in countable activities.
- Qualitative feedback from community partners and employers regarding the enhancement of the work readiness of Welfare to Work participants.
- Qualitative feedback from participants through the Customer Satisfaction Survey conducted on a yearly basis.

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:**

Performance Measures: The County of San Diego's outcome-based performance measures are evaluated on an ongoing basis to ensure effective and efficient management of the Welfare to Work program. Performance measures from all regions will be utilized to conform or modify targets to ensure that they represent realistic program objectives. Specific measures will include:

Data Sources:

- **WTW 30 Report:** Monthly measurement of All Family Rate and Two Parent Rate.
- **WTW 25 & WTW 25A Reports:** Activity enrollment and participation data for All Families and Two Parent Families.
- **Automated Monthly Progress Report (AMPR):** San Diego County's local participation objectives measured monthly and used as measurement tool for local Welfare to Work Case Management Contracts. Measures include:
 - ▶ Active CalWORKs participants participating in approved work activities for 128/140 hours per month.
 - ▶ Active CalWORKs participants engaged in employment.
 - ▶ Participants who exit CalWORKs assistance due to employment and remain independent of CalWORKs for at least six consecutive months.

Outcomes: Local employment and participation rate objectives are measured monthly by the Monthly Progress Report. All the Welfare to Work case management providers (both County and contracted) are required to report monthly several specific outcome objective measurements which include:

- All family and two-parent families participation in approved work activities.
- Percent of participants engaged in employment.
- Percent of participants who exit CalWORKs because of employment and remained off aid.
- Percent of sanctioned participants.

New Strategies: In addition to the Monthly Progress measures outlined above, San Diego County will also be expanding the following strategies in an attempt to increase our federal work participation rates.

- Improvement of Screenings and Assessments.
- Improvement of Specialized Support Services.
- Improve "work readiness."

Feedback: To continue efforts in increasing the Federal Work Participation Rate, San Diego County will continue to collaborate with:

- Community partners regarding local attempts to enhance work readiness of participants.
- Contracted providers regarding ability to engage participants in countable activities.
- Contracted and County Welfare to Work program staff regarding improved ability to fully engage participants as a result of local policies and strategies.
- Alcohol and Drug Services and Mental Health Services providers regarding improved ability to identify and treat participants with substance abuse and mental health issues.
- Local community college representatives regarding improved coordination of services, including expansion of work study and work experience placement options for education and vocational training participants.

For a detailed description of the above strategies and measures (See Section (f) of County of San Diego CalWORKs Plan).

Projected Impact on County's Federal Work Participation Rate:

Work-Eligible Adults: Under the new TANF Reauthorization requirements, individuals meet the definition of a work-eligible adult (or minor child head-of-household) as those receiving assistance under TANF or a separate State program or a non-recipient parent living with a child receiving assistance and are included in the Federal Work Participation Rate.

Exemptions:

- A minor parent and not the head-of-household or spouse of the head-of-household.
- An alien who is ineligible to receive assistance due to his or her immigration status.
- A recipient of SSI.
- An individual providing care for a disabled family member living in the home who does not attend school on a full-time basis, provided that the need for such care is supported by medical documentation.
- An individual in a family receiving MOE-funded assistance under an approved Tribal TANF program.

Impacts: The new definition of work-eligible adults will have a direct impact on San Diego County's Federal Work Participation Rate with additional individuals included in the denominator. San Diego's strategies and measurements will be utilized to the fullest extent towards the goal of meeting the Federal Work Participation Rate by moving participants into employment through full and effective utilization of job readiness, workforce training, and barrier resolution.

Statistics: The County of San Diego's continued monthly progress measurement of current policies, expansion of strategies, and new strategies is an increased ability to meet local, State and federal objectives related to Welfare to Work participation. Improvement of participation rates is dependent on implementation of San Diego's new and enhanced strategies, stable and/or increased program funding levels to keep pace with costs of doing business, and finalization of the participation rate calculation methodology.

San Diego County anticipates an increase in the Federal Work Participation Rate over a three year period to meet the percentage rate requirements:

- ▶ FFY 06-07 – Overall increase of approximately 4-5% of the work eligible population
- ▶ FFY 07-08 – Maintain FFY 06-07 rates and overall increase of 4-5% of the work eligible population
- ▶ FFY 08-09 – Maintain FFY 07-08 rates and overall increase 4-5% of the work eligible population

4) Funding

Describe how the county has spent and plans to utilize single allocation and other funding for the county's CalWORKs program. This section will help explain to county and State stakeholders how increased funding will be used.

| Program Component | Fiscal Year 2005-06 Actual Expenditures | Fiscal Year 2006-07 Budgeted Amount | Description of how additional funding provided in Fiscal Year 2006-07 will be used |
|-------------------------------------|---|-------------------------------------|--|
| CalWORKs Eligibility Administration | \$33,381,765 | \$13,749,535 | <p>San Diego intends to utilize the single allocation and other funding to implement the new and enhanced strategies described in this Addendum, included but not limited to:</p> <ul style="list-style-type: none"> • Diversion Program: Increase the use of lump sum payments to recipients in need of short-term assistance. Diversion removes individuals from denominator prior to eligibility determination. <p>Additional funds will be utilized to increase the Work Participation Rate and support recipient's transition from CalWORKs to Self Sufficiency.</p> |
| Welfare to Work Employment Services | \$25,086,720 | \$35,049,749 | <p>San Diego intends to utilize the single allocation and other funding to implement the new and enhanced strategies described in this Addendum, included but not limited to:</p> <ul style="list-style-type: none"> • Mentor Program: Obtain funding, train mentors and implement a long-term program to assist participants in reaching self-sufficiency. • Work Ready Certificate: Collaborate, develop, and market the Work Ready Certificate program to community partners and local employers. • Work Incentives: Establish and provide incentive payments to participants who reach identified benchmarks of self-sufficiency. • Work Experience: Collaborate, train, and market an enhanced Work Experience program with the goal of preparing participants for employment. <p>Additional funds will be utilized to increase the Work Participation Rate and support recipient's transition from CalWORKs to Self Sufficiency.</p> |
| CalWORKs Childcare | \$22,517,954 | \$24,535,117 | <p>San Diego will utilize the current single allocation to continue to provide existing strategies described in this Addendum.</p> |
| Cal-Learn | \$1,109,772 | \$1,058,000 | <p>San Diego will utilize the current single allocation to continue to provide existing strategies described in this Addendum.</p> |

(Funding Continued)

| | | | |
|--|--------------|--------------|---|
| CalWORKs Funded Mental Health Services | \$3,000,000 | \$3,000,000 | San Diego intends to utilize the single allocation and other funding to implement the new and enhanced strategies described in this Addendum, included but not limited to: • Life Skills Training: Collaborate, develop and implement Life Skills training for Welfare to Work participants in need of basic life management skills. Additional funds will be utilized to increase the Work Participation Rate and support recipient's transition from CalWORKs to Self Sufficiency. |
| CalWORKs Funded Substance Abuse Services | \$1,872,085 | \$1,643,824 | San Diego will utilize the current single allocation to continue to provide existing strategies described in this Addendum. |
| Total | \$86,968,296 | \$79,036,225 | |

DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, California 95814



February 27, 2007

Ms. Jean Shepard, Director
County of San Diego
Health and Human Services Agency
1700 Pacific Highway, MS P501
San Diego, California 92101-7439

Dear Ms. Shepard:

This is to confirm my conversation on February 26, 2007, with Dale Fleming regarding your county's California Work Opportunity and Responsibility to Kids (CalWORKs) County Plan Addendum, which was required by Welfare and Institutions (W&I) Code Section 10534 (AB 1808).

The California Department of Social Services (CDSS) received your county's plan addendum on January 22, 2007, and staff are in the review process. However, we will need additional time to complete our review due to the time needed to review all 58 plan addenda we have received. Please do not consider your plan addendum certified until our review has been completed, and you have received a letter from CDSS stating that it has been certified. We will be calling Jaye Yoshonis soon to set up a conference call to discuss our review if we have any areas of the plan that need clarification prior to certification.

We look forward to working with you and your staff in the certification of your county's plan addendum. If you have any questions, please contact me at (916) 657-5039 or your staff may contact Ryan Fruchtenicht, Program Analyst at (916) 651-9958.

Sincerely,

A handwritten signature in cursive script, reading "William Devore", is positioned above the typed name.

WILLIAM DEVORE
Manager
Employment Bureau