

City and County of San Francisco



Gavin Newsom, Mayor

Human Services Agency

Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

January 2, 2007

Christine Webb-Curtis, Chief
Employment Bureau
California Department of Social Services
744 P Street, M.S. 16-33
Sacramento, CA 95814

Dear Ms. Webb-Curtis:

Enclosed is the San Francisco County CalWORKs Plan Addendum, as required by AB 1808. The Board of Supervisors were briefed as to the contents of this plan on October 25 and October 31, 2006.

If you have any questions about this Addendum or need additional information, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Trent Rhorer", with a long horizontal line extending to the right.

Trent Rhorer
Executive Director

**COUNTY NAME:
San Francisco**

CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services:

**Prepared By:
Ana Osegueda**

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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**

Trent Rhorer
Printed Name

10/25/06 & 10/31/06
Briefing Dates

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

1) County Goals

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

San Francisco Human Services Agency (SF-HSA) currently offers a wide array of services and resources to clients to empower them to become self sufficient. Orientation sessions offer domestic violence, legal, and prenatal services, and are offered in a variety of languages. The County's extensive network of employment, education and vocational training partners ensure a wide range of available WtW activities. SF-HSA makes additional services, such as transportation, ancillary and other supportive services, available to participating clients. When clients are successful in obtaining employment and earned income makes them ineligible for CalWORKs, the SF-HSA provides job retention services for twelve months after the family is discontinued. During the retention period, clients are supported by a Retention Specialist, who works closely with them and provides any appropriate supportive services and career advancement counseling. To re-engage non-compliant clients, the County has designated a special unit of Social Workers that contacts those clients and seeks to address any barriers to self-sufficiency. In addressing our strategies, we consistently abide by Federal and State laws regarding confidentiality.

In addition, San Francisco has many strategies to reduce child poverty, decrease the dependence of needy parents on government benefits, and meet the requirements of federal law while minimizing outcomes that adversely affect those intended to be helped by the Welfare & Institutions Code. The County is committed to leveraging existing resources and to developing additional community partnerships to more effectively provide services to our CalWORKs clients in their quest to employment and self sufficiency.

In this document, strategies will be identified as C (Current) N (New) or (E) Expanded.

The County is embarking on a number of new initiatives to address the goals of W&I Code 10540. These include staffing augmentations, changes to daily operations, increased staff training and additional management tools, increased vocational training opportunities, and expanded subsidized jobs programs opportunities. We anticipate these initiatives to positively impact 100% of our welfare to work eligible CalWORKs families.

Some highlights of the plan include:

- **Seamless transitions.** (E) Program policy will now require that all recipients leave one appointment with a written appointment scheduled for their next required activity. Staff will call clients to remind them of these appointments, and call again if appointments are missed.
- **Reminder Phone Calls.** (E) Clients who are signed up for Orientations and Job Readiness Appraisal will receive reminder phone calls in advance of those appointments. Clients who fail to appear at appointments will receive a second phone call to schedule another appointment, and to address any barriers to attending. Workers begin the non-compliance process at this point, which triggers a social worker to call

the client to try to motivate him/her to attend a subsequent meeting, and prevent a sanction.

- **Augment the SWSU.** (N) SF-HSA is expanding the existing Social Work Services Unit to reduce the number of both non-compliant and sanctioned clients. Two new CalWORKs Social Workers will join the unit to provide extra support to re-engage these clients through calls and home visits. In addition, community liaisons, employed by a neighborhood-based CBO, will reach out to and visit families who are non-compliant or sanctioned.
- **Staff reorganization.** (N) SF CalWORKs is reorganizing so that eligibility and employment functions will be separate, a change from our existing combined worker. Separate Eligibility and Engagement Specialists and Welfare to Work Specialists will better allow staff to successfully engage clients in employment plans with positive results in terms of new work participation goals. New training for the Welfare to Work Specialists will further improve their ability to focus on employment issues and assist clients become self sufficient.
- **Increased access to Job Readiness Appraisal.** (E) The Agency will increase the frequency of Job Readiness Appraisal workshops, thereby making it easier for clients to immediately enroll in those sessions and begin their job search. This will reduce the time clients spend waiting for a class to begin, and reduce the amount of time a client who failed to attend one workshop spends before the next workshop begins.
- **Increased opportunities.** (E) To increase the number of clients in activities, the County is increasing the number of available opportunities across the spectrum of vocational training, On-the-Job Training, work study, and subsidized work programs. These new and expanded programs should dramatically increase the options open to clients to become engaged.
- **Quality Assurance.** (N) A new quality assurance unit will be created to continually improve processes and monitor adherence to the goals of W&I Code 10540. Staff from this unit will report to a standing workgroup dedicated to reviewing progress and making recommendations for improvement to business practices.
- **Expanded and revamped orientations.** (N) Our new strategy is to offer revamped orientations daily in English as of November 1, 2006. Participants will be encouraged to attend the CalWORKs orientation on a voluntary basis before their case has been approved for assistance.
- **Services for Limited English Speakers.** (E) The Vocational Immersion Program (VIP) provides immersion in practical, workplace English as a Second Language and vocational language skills, as well as exposure to the American workplace culture. This program will be expanded to offer additional opportunities to clients with limited English proficiency.

Each of these efforts are described in more detail below. Implementation of strategies will be contingent on CalWORKs program funding levels remaining the same or increasing. We believe that these plans will lead to an increased rate of work participation among our work-eligible CalWORKs clients.

2) Participation Improvement

B. Providing up-front engagement activities

Changes in Orientations. (N) Until recently, the San Francisco Human Services Agency (SF-HSA) has offered orientation two to three times a week in English and twice a month in Chinese, Spanish, Vietnamese, and Russian. These orientations included presentations by domestic violence, client and behavioral health advocates. Appointment letters were mailed when the case was approved and transferred from intake to the Employment Specialist worker. The case file and all other programs must be transferred within five days to the ES worker, facilitating compliance with universal engagement and quick development of employment plans.

Our new strategy is to offer revamped orientations daily in English as of November 1, 2006. Orientations will be open to drop-in voluntary participation before a case has been approved for assistance. New cases are often pended so applicants can supply needed verification documents. Intake workers will encourage these clients to attend Orientation while eligibility is still pending. A new flyer marketing this opportunity will be distributed at Intake, and current Orientation schedules will be posted in the interview rooms. Clients who attend Orientation during intake will be scheduled for appraisal upon transfer from Intake to the WtW worker. Clients who did not volunteer to attend Orientation before approval will be scheduled for an Orientation appointment at the point of transfer. The Orientation facilitator will call these clients prior to the appointment as a reminder and to confirm attendance. This phone call can also serve as an opportunity to address any barriers to attending (e.g., transportation, childcare, etc.), and answer questions.

The format of Orientation will change to more strongly emphasize employment and work participation. The Orientation function has been moved from CalWORKs into the Workforce Development Division to more closely connect applicants to the employment resources available both within Welfare-to-Work and through the larger One Stop system. The Orientation room will have motivational and employment focused posters, and participants will be taken on a tour of the adjacent Employment Information Center, a One Stop Access Point, which features job postings, computers, phones and a fax for job search. The PowerPoint presentation we use as the foundation of the English presentation will be re-worked for a stronger employment message, and then translated into other languages for consistency through all the workshops. All advocacy presentations (by domestic violence, client, and behavioral health advocates) will continue as before. More staff will be cross-trained to provide back-up for the greater frequency of workshops. We will develop a motivational video of former participants who found success and can give testimonies to the effectiveness of the program.

Seamless Transitions. (E) In an effort to speed and facilitate clients moving through the process, staff will ensure that recipients leave Orientation with a written notice for their appraisal appointment. Similarly, recipients leaving the appraisal appointment will have a written appointment notice for their Job Readiness Appraisal (JRA) activity, which is the common initial WtW activity that combines structured job readiness classes with a thorough vocational assessment, or other approved activity.

Expanded Strategy: (E) Reminder Phone Calls. Clients who are signed up for Orientations and Job Readiness Appraisal will receive reminder phone calls in advance of those appointments. Clients who fail to appear at those appointments will receive a second phone call to schedule another appointment, and to address any barriers to attending. Workers begin the non-compliance process at this point, which triggers a social worker to call the client to try to motivate him/her to attend a subsequent meeting, and prevent a sanction. Home visits will be made by social workers or community liaisons as necessary.

Staff Reorganization. (N) The SF CalWORKs program is reorganizing so that eligibility and employment functions will be separate, a change from our existing combined worker. Separate Eligibility and Engagement Specialists and WtW Specialists will better allow staff to successfully engage clients in employment plans with positive results in terms of meeting W&I Code 10540 goals. New training for WtW Specialists will focus on increasing work participation rates and help staff develop a new set of strategies to work with sanctioned and timed-out clients.

Increased access to Job Readiness Appraisal. (E) The Agency will increase the frequency of Job Readiness Appraisal workshops, thereby making it easier for clients to immediately enroll in those sessions and begin their job search. This will reduce the time clients spend waiting for a class to begin, and reduce the amount of time a client who failed to attend one workshop spends before the next workshop begins.

Incentives. (N) The Agency is considering using incentives (such as gift cards) to increase attendance at certain activities, and for meeting other training, employment, and retention benchmarks. Ongoing evaluations will determine the impact of these incentives.

Diversion Program Improvements. (E) The Agency is looking into ways to better market Diversion, and take a more pro-active approach by evaluating the employability of applicants and connecting them to the One Stop Centers and Retention Specialists as early in the process as possible.

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

We expect attendance at Orientation and Job Readiness Appraisal to improve with these changes. As a result, more clients will be successfully engaged and employment plans will be developed sooner. This strategy could positively affect 100% of our CalWORKs welfare to work families.

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

To assess our success on an ongoing basis, SF-HSA will measure attendance and engagement rates at orientation, and survey clients to determine ways to improve up-front engagement. The impact of these initiatives in quantitative terms is combined with that of other strategies in Section H.

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

The San Francisco Human Services Agency has a variety of strategies to assist clients who are partially participating, who are not participating, and those who are between activities to meet their required hours of work participation. These include a variety of expanded training and employment programs, as well as a unit of social workers specifically designated to assist clients who have barriers to finding sustainable core activities. The Agency expects to improve our engagement rates through:

- **New quality assurance unit.** (N) The new standards established by TANF reauthorizations will require enhanced quality assurance efforts. A quality assurance unit will be created to continually evaluate and improve processes and monitor adherence to Welfare-to-Work requirements. Staff from this unit will report to a standing workgroup dedicated to reviewing the WPR and making recommendations for improvement.
- **New Vocational Assessors.** (N) Two new vocational assessors will help provide intensive employment services for 600 to 800 of the hardest-to-employ CalWORKs clients, the individuals with the most significant barriers to employment. The Assessment unit will provide the following direct client services to meet new targets for work participation: conduct individual career counseling, conduct targeted vocational assessments, hold follow-up test interpretation appointments, write new employment plans, and schedule and conduct reappraisals.
- **Re-engage the Welfare-to-Work Advisory Committee.** (C) SF-HSA will reconvene this committee of community-based organizations that serve CalWORKs clients. This forum provides an ideal opportunity to train our community providers on reporting requirements and to partner with them to engage our hard to serve clients.
- **Software Upgrades.** (C) The Agency plans to upgrade the CalWORKs Case Management System at City College to increase capacity to track participation and outcomes for CalWORKs clients. These upgrades will improve data sharing, and will allow better communication between the City College and WtW Specialists. (Note: an MOU is in place with the CBO and confidentiality rules are strictly adhered to.)

Our specific plans for each of these populations are:

New strategies to meet the needs of those partially participating:

- **Staff reorganization.** The SF CalWORKs program is reorganizing so that eligibility and employment functions will be separate, a change from our existing combined worker. Separate Eligibility and Engagement Specialists and WtW Specialists will better allow staff to successfully engage clients in employment plans with positive results in terms of work participation goals. New training for WtW Specialists will focus on increasing work participation rates and help staff develop a new set of strategies to work with sanctioned and timed-out clients.
- **Create “filler” activities** that meet the federal criteria to better serve individuals whose activities do not fully meet the time requirements.
- **Increase work study** slots and the number of work study hours available. This will allow 150 CalWORKs participants to meet work participation requirements while they

continue their education at City College of San Francisco. A 20-hour per week work study program will qualify as a “core” work activity under the new CalWORKs regulations. By combining work study with college classes, CalWORKs students will meet federal and state participation requirements. Increasing work study time to 32 hours per week between sessions will allow students to maintain work participation while school is on winter or summer breaks.

- **Increase vocational training.** Individual training contracts have proven to be one of the most effective ways to provide employment preparedness training according to clients’ specific needs. The Individual Referral (IR) program allows SF-HSA to select and pay for employment and training services on a case-by-case basis. Clients select employment and training providers from an approved providers list.
- **Increase On-the-Job training** with private employers so that more CalWORKs clients meet the workforce participation requirements while also receiving the education and training they need to obtain high-paying jobs.
- **Increase Unsubsidized Employment opportunities** by adding resources to the City’s One Stop Business Unit to engage local employers to hire CalWORKs participants.
- **Expand the Community Jobs Program** to allow more participants access to this program. CJP provides six to nine months of paid community service work experience for 20 hours per week at community agencies in a specific occupational setting to improve employability, with an expected outcome of unsubsidized employment. Statistics for the program in FY 05-06 showed a 74% job placement rate for individuals completing the program. Expanding this highly successful subsidized work program should significantly improve the work participation rate among participants.
- **Reintroduce the Public Service Program at SF-HSA.** The Human Services Agency will hire Public Service Aides for six-month long positions. These positions offer valuable work experience and real world on-the-job skill training in a highly supervised and supportive setting. A program coordinator will manage these Public Service Aides, identify appropriate work sites, establish job duties, and provide training and on-going communication with site supervisors. The Coordinator will also provide job readiness classes for participants, coordinate specific job skill training, and provide job placement services.
- **Expand the Vocational Immersion Program (VIP).** Based upon a functional context education model, VIP provides immersion in practical, workplace English as a Second Language and vocational language skills, as well as exposure to the American workplace culture. Provides hands-on learning, group activities, computer-based learning, and career exploration. A subsidized work component will build on the successful existing language program to further improve employability for clients, and enable more clients to meet workforce participation requirements.

New strategies to meet the needs of those not participating:

- **Augment the SWSU.** SF-HSA is expanding the existing Social Work Services Unit to reduce the number of both non-compliant and sanctioned clients. Two new CalWORKs Social Workers will join the unit to provide extra support to re-engage these clients. In addition, community liaisons, employed by a neighborhood-based CBO, will reach out to and visit families who are non-compliant or sanctioned.

- **Fast track remediation.** SF-HSA is using a new fast track strategy to re-engage sanctioned clients. For each contact they have with sanctioned clients (appointments, phone calls, office visits, etc.), workers must have a conversation regarding curing the sanction. During this conversation, sanctioned clients must be informed that they can cure the sanction at any time by signing a request to stop their sanction or contacting their worker to express their interest in participating. If the request is signed, workers must take action immediately to start the process.
- **Quality Assurance Unit.** The newly established QA unit will create a format to measure engagement rates of clients. The report will track engagement rates by individual worker to assist in identifying successful strategies and areas that are problematic. Data will be used to provide staff training and develop new strategies.

New strategies to meet the needs of those between activities:

- **Create “bridge” activities** that meet the federal criteria to better serve individuals who are between activities.
- **Increase work study** slots and the number of work study hours available to 32 hours per week will increase flexibility and allow students to maintain work participation while school is on winter or summer breaks, thereby reducing time between activities.
- **Increase access to Job Readiness Appraisal.** The Agency will increase the frequency of Job Readiness Appraisal workshops, thereby making it easier for clients to immediately enroll in those sessions. This will reduce the time clients spend waiting for a class to begin, and reduce the amount of time a client who failed to attend one workshop spends before the next workshop begins.
- **Added orientations** will be open to drop-in voluntary participation before a case has been approved for assistance. This will reduce the amount of time applicants wait before getting involved with the program.

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

The new and expanded work and training opportunities will increase engagement rates and improve work participation rates for those who are partially participating, not participating, and those between activities for 100% of our welfare to work eligible CalWORKs families.

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

SF-HSA will record data on orientation, job readiness appraisal, and community college attendance. In addition, the Social Work Services Unit will collect data on contacts with non-compliant clients and their outcomes. The newly established QA unit will create a format to measure engagement rates of clients. The report will track engagement rates by individual worker to assist in identifying successful strategies and areas that are problematic. Data will be used to provide staff training and develop new strategies.

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

Current strategies:

The County currently employs a Social Work Services Unit (SWSU) which is focused on helping clients to successfully participate in WtW activities. Social workers contact clients who are found to be non-compliant before any financial sanctions are imposed. Interventions are geared towards helping clients in pre-sanction and sanction status to re-engage in WtW activities. The SWSU provides support and assessment to our clients with complex needs and/or barriers to work participation. Our new strategies will build upon this existing practice.

New strategies:

As mentioned above, the County has several plans to prevent sanctions. These include:

- **Augment the SWSU.** SF-HSA is expanding the existing Social Work Services Unit to reduce the number of both non-compliant and sanctioned clients. Two new CalWORKs Social Workers will join the unit to provide extra support to re-engage these clients. In addition, newly established community liaisons, employed by a neighborhood-based CBO, will reach out to and visit families who are non-compliant or sanctioned.
- **Staff reorganization.** The SF CalWORKs program is reorganizing so that eligibility and employment functions will be separate, a change from our existing combined worker. Separate Eligibility and Engagement Specialists and WtW Specialists will better allow staff to successfully engage clients in employment plans with positive results in terms of work participation goals. New training for WtW Specialists will focus on increasing work participation rates and help staff develop a new set of strategies to work with sanctioned and timed-out clients. By removing the responsibility of conducting eligibility work, staff will be able to fully focus on providing employment services to clients.
- **Reminder Phone Calls.** Clients who are signed up for Orientations and Job Readiness Appraisal will receive reminder phone calls in advance of those appointments. Clients who fail to appear at those appointments will receive a second phone call to schedule another appointment, and to address any barriers to attending. Workers begin the non-compliance process at this point.

Finally, additional opportunities for supportive employment and training will encourage participation. These include new “bridge” and “filler” activities, as well as other employment and training opportunities, such as the new work study slots and number of hours available, increased vocational and On-the-Job training, the Public Service Program at SF-HSA, among other initiatives.

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

We anticipate these efforts will positively impact 100% of our welfare to work eligible CalWORKs families.

Recipients will benefit from these program changes by receiving more intensive employment services and individual attention. The social workers and outreach liaisons will make direct contact with clients who are not succeeding in the program, and attempt to address any

outstanding issues that may be preventing them from meeting their work participation requirement.

As above, the new and expanded range of work and training opportunities will encourage consistent and high levels of participation, and should reduce sanctions.

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

SF-HSA will track the number of clients who are non-compliant and sanctioned over time and adjust our outreach strategies to maximize re-engagement of these participants.

E. Reengaging noncompliant or sanctioned individuals

The efforts to re-engage non-compliant or sanctioned individuals mirror the plans to encourage participation and to prevent families from going into sanction status, as described in Section D. One additional plan specific to the non-compliant and sanctioned individuals is fast-tracked remediation of sanctions for this group. For each contact they have with sanctioned clients (appointments, phone calls, office visits, etc.), workers must have a conversation regarding how to cure the sanction. During this conversation, sanctioned clients must be informed that they can cure the sanction at any time by signing a request to stop their sanction, or by contacting their worker to express their interest in participating. If the request is signed, workers must take action immediately to start the process.

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

Social workers and outreach liaisons will make direct contact with clients who are not succeeding in the program, and attempt to address any outstanding issues that may be preventing them from meeting their work participation requirement.

The new and expanded range of orientations, JRA availability, work and training opportunities will encourage consistent and high levels of participation, and should reduce sanctions. These outreach efforts will touch 100% of our unengaged families and will have a positive impact on all of them whether it leads to participation or to exemption.

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

SF-HSA will track the number of clients who are non-compliant and sanctioned over time and adjust our outreach strategies to maximize re-engagement of these participants.

F. Other activities designed to increase the county's federal WPR?

New quality assurance unit. The goals outlined in W&I Code 10540 will require enhanced quality assurance efforts in order for SF-HSA to continue to successfully engage clients. A

quality assurance unit will be created to continually improve processes and monitor adherence to WtW requirements. It is our intent to monitor individual staff performance, and provide ongoing training and guidance to help staff successfully engage work-eligible clients in appropriate activities. Staff from the QA unit will report to a standing workgroup dedicated to reviewing the engagement rates and WPR and making recommendations for improvement.

New Employment & Training Specialist. This Employment Specialist will conduct outreach to employers in order to generate unsubsidized job opportunities for CalWORKs participants.

Training for Welfare to Work Specialists. New training for WtW Specialists will refocus energies on increasing work participation rates and help staff develop new strategies to work with sanctioned and timed-out clients.

New staff at One-Stop Center. A Human Services Agency customer service representative will be stationed at one of our One-Stop Centers to provide services to CalWORKs participants and increase coordination between the two entities. Additional resources will be provided to the One-Stop/HSA Business Services Unit to engage local businesses to hire CalWORKs participants.

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

We expect that these initiatives, combined with other initiatives mentioned throughout this plan addendum, will increase the number of families engaged in activities and achieving the goals outlined in W&I Code 10540. These activities will affect at least 80% of our CalWORKs families and result in increasing the WPR.

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

The impact of these initiatives is combined with that of other strategies in Section H.

G. Please provide a description of how the county will collaborate with local agencies.

The San Francisco CalWORKs program benefits from a host of relationships with local agencies that provide activities that meet federal work participation requirements and provide work-eligible participants with skills that will help them achieve long-term self-sufficiency. These include:

- **CalWORKs Oversight Committee.** This committee comprises a group of advocates and other interested parties from the general public. It has been functioning since the San Francisco CalWORKs program inception in 1996.
- **City College of San Francisco.** We will build on our relationship with the City College of San Francisco to increase participation in education. In addition, we plan to

station two workers at CCSF to improve services and availability for students. The Agency plans to upgrade the CalWORKs Case Management System at City College to increase capacity to track outcomes for CalWORKs clients. These upgrades will improve data sharing, and will allow better communication between the City College and WtW Specialists. CCSF provides training that meets federal work participation requirements.

- **Mayor's Office on Economic and Workforce Development.** This agency provides funds to CBOs that engage clients in an activity, and assist clients with skill acquisition. SF-HSA meets with this agency regularly at meetings scheduled at one of our One Stop Centers to help facilitate services to our participants.
- **WIA.** Our department has staff at our One Stop centers for purposes of coordination, and our executive staff are actively involved in both the Workforce Investment Board as well as Operator of the One Stop Centers.
- **ROP.** We are in contact with the ROP for coordination of service if appropriate.

- **Department of Rehabilitation.** We routinely refer clients to the Department of Rehab for barrier remediation and assistance devices. Representatives from that department are located at our client sites. We communicate during regular meetings.
- **Welfare to Work Advisory Committee.** HSA will reconvene this committee of community-based organizations that serve CalWORKs clients. This forum provides an ideal opportunity to train our community providers on reporting requirements and ways to engage our hard to serve clients. Regular meetings will facilitate referrals and reporting. The Agency has already begun soliciting feedback and ideas for improvement from community providers.

Several of our partners assist the Agency by identifying barriers to employment early and tailoring treatment so that clients can still participate in employment. These include:

- **Domestic Violence Advocacy.** Domestic violence advocates from a local non-profit agency, The Riley Center, currently provide services on-site at our CalWORKs offices.
- **Prenatal Services.** The Department of Public Health currently provides a nurse to offer prenatal care and guidance on-site at our CalWORKs offices.
- **Client Advocacy.** Bay Area Legal Aid currently offers client advocacy services for any disputes or questions on-site at our CalWORKs offices.
- **Legal Barrier Remediation.** Bay Area Legal Aid offers services to ameliorate any outstanding legal barriers to employment or employment services that applicants and clients may have on their records.
- **SSI Advocacy.** Westside Community Mental Health currently determines eligibility for SSI and advocacy to get clients approved at one of Community Jobs Program sites.
- **Behavioral Health Services** are also provided onsite, offered by Westside Community Mental Health.
- **Native American TANF** works collaboratively with SF-HSA to provide services to Native American clients. This program handles cash aid and welfare-to-work activities while CalWORKs carries the Food Stamps and Medi-Cal programs for each active case.
- **The Children's Council of San Francisco (CCSF)** administers the child care referral and subsidy programs for SF-HSA. CCSF provides CalWORKs Stage I & II child

care, Family and Children's Service's (FCS) child care for families with children at risk for abuse or neglect as well as working county licensed foster families or working kin caretakers with active cases in FCS, ACCESS child care for homeless families, and other child care subsidies for low-income families not eligible for CalWORKs or FCS.

- **EITC Advocacy.** The Human Services Agency volunteers staff and site resources has assisted low-income individuals in San Francisco in receiving over \$572, 000 in tax refunds. HSA is also a partner in the "Earn It! Save It! Keep It! San Francisco" campaign. This nonprofit and private sector collaboration is also working to increase the number of eligible tax filers who claim the Earned Income Tax Credit, by providing free tax preparation at numerous community sites.

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

Having on-site services from CBOs provides participants access to services that can help them overcome barriers. This large range of services will help clients better access services and become self-sufficient.

We anticipate these initiatives to positively impact 100% of our welfare to work eligible CalWORKs families.

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

We will administer client surveys at orientation periodically to assess how orientation can be improved. We will consult with our partners about ways to improve our business processes as well as our communication and collaboration efforts with the community at large.

3) Plan to measure quarterly progress

H. Plan to measure quarterly progress

Measures of quarterly progress:

SF-HSA intends to focus on the following critical areas to meet the recalculated WPR:

- Tightening connections between enrollment activities so clients do not "fall between the cracks."
- Reduce the number of non-compliant clients.
- Reduce the number of sanctioned clients.
- Increase the number of clients in employment activities.

We will use several data sources to track success in these areas, including CalWIN, the County's WTW25, WTW30, and reports from the Social Work Services Unit and the Outreach Unit (including number of sanctions prevented and number of sanctions cured). The new quality assurance staff will be responsible for monitoring success, gathering data, and documenting progress.

Projected impact on county's federal WPR:

SF-HSA does not yet have a clear picture of our WPR based on the new TANF regulations. Once we can determine the newly calculated WPR, SF-HSA will be better able to identify our improvement goal. Although we expect our WPR to decline somewhat with the new formula calculation, we have preliminarily set a goal of 1 to 3% increase in the WPR per year for the next three years, assuming CalWORKs funding levels remain the same or increase during this timeframe.

4) Funding

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
	\$14,236,939	\$15,965,146	Pay for new staff and resources.
	\$16,569,160	\$18,445,070	Pay for new staff, contracts, training, wage subsidies for private employers, and materials (including software upgrades).
CalWORKs Child Care	\$20,638,373	\$21,255,540	Increased level of service to accommodate higher number of actively participating clients.
Cal-Learn	\$190,690	\$190,690	Maintain current level of service.
CalWORKs Funded Mental Health Services	\$1,006,884	\$1,589,519	Maintain current level of service.
CalWORKs Funded Substance Abuse Services	\$466,131	\$581,772	Maintain current level of service.

Revised: 5/11/07