



CDSS

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July 24, 2013

ALL COUNTY WELFARE DIRECTORS LETTER

TO: ALL COUNTY WELFARE DIRECTORS

FROM: TODD R. BLAND  
Deputy Director  
Welfare-to-Work Division

SUBJECT: CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO  
KIDS (CaWORKs) WELFARE-TO-WORK (WTW) FIELD  
MONITORING VISITS

REASON FOR THIS TRANSMITTAL

- State Law Change
- Federal Law or Regulation Change
- Court Order
- Clarification Requested by One or More Counties
- Initiated by CDSS

As outlined in an [All County Welfare Directors Letter](#), dated May 3, 2013, the California Department of Social Services (CDSS) will be conducting Field Monitoring Visits of all 58 counties in 2013 and 2014. The purpose of these visits is to obtain information regarding the county's progress in implementing program changes enacted by Senate Bill (SB) 1041 (Chapter 47, Statutes of 2012). This letter transmits the 2013 Fielding Monitoring Visit Schedule, outlines what will be reviewed during each visit, provides a Field Monitoring Visit agenda template, clarifies the welfare advocate involvement prior to each visit, and provides a Fielding Monitoring Visits procedures timeline that includes pre- and post-visit expectations.

**2013 Schedule**

CDSS has targeted the 19 largest counties for visits in 2013. Attached is a schedule which projects what counties CDSS expects to visit in 2013 and the month of the anticipated visit (Attachment One: *SB 1041 Field Monitoring Visit Schedule*). The visits previously scheduled for July have been postponed at the request of California Welfare Directors Association (CWDA). It is desired that the monitoring tools be finalized before conducting any additional visits. The tools will be finalized by early August 2013.

### **Items to be Reviewed During the Visit**

Three tools have been developed for Field Monitoring Visits.

1. The Case Discussion Tool is to be used during a review of five cases. The cases to be reviewed are:
  - A client with less than 24 months left on his or her CalWORKs 48-month time limit
  - A client with more than 24 months left on his or her CalWORKs 48-month time limit
  - A new client
  - A sanctioned client
  - A reengaged client

The cases are identified by the county in advance of the visit.

2. The County Administrator Interview Tool is to be answered by a county administrator verbally during the visit.
3. The County Caseworker Interview Tool is to be answered by two or three caseworkers during the visit.

In addition to these tools each county will be requested, in advance, to provide copies of specific documents and data related to the implementation of SB 1041. A full list of desired documents will be provided to each county. The Field Monitoring Tools have been shared in draft with the stakeholders for review and will be finalized by early August 2013.

Obtaining client input is an important aspect of these oversight efforts. CDSS is currently working with advocate and CWD partners in order to determine the best means by which to gather this information. The product of these efforts will be a client survey tool which will be integrated into this oversight effort by Fall, 2013.

### **Agenda for the Visit**

A *Field Monitoring Visit Agenda Template* is attached (Attachment Two). Visits will last from approximately 8:30 am to 4 pm. The day will be structured as follows:

- The day will begin between 8:30 am and 9:00 am depending on travel.
- One hour will be devoted toward introductions, a facility tour, and a review of the days agenda.
- One hour and fifteen minutes will be scheduled for the county administrator to verbally present answers to the questions found in the County Administrators Interview Tool. The answers will be presented to the full monitoring team.

- One hour and thirty minutes will be scheduled for the team to break-up and conduct one-on-one interviews with caseworkers utilizing the County Caseworker Interview Tool.
- One to two hours will be spent reviewing the five cases using the Case Discussion Tool.
- The day will end with a wrap-up and discussion of next steps.

Depending on the number of reviewers at each visit, the duration of each activity given above may vary.

### **Welfare Advocate Involvement**

The advocates have requested a pre-meeting with CDSS in advance of each Field Monitoring Visit to share their experiences and concerns regarding the implementation of SB 1041 provisions. CDSS has agreed to this request at which time they can share their concerns in regards to SB 1041 implementation, including but not limited to the implementation of the WTW 24-Month Time Clock, new WTW participation requirements, and reengagement of former short-term young child exempt clients. The topics covered in the Field Monitoring Tools are the areas that they may comment on.

### **Timeline**

CDSS will be reviewing 19 counties in 2013 and the remaining counties in 2014. The visits for most counties will be one day in length however, depending on the size and location of the county, some visits may extend to two days. CDSS will contact counties the month prior to their designated visit month to set a specific visit date. An email will be sent to the County Welfare Director and Deputy Director notifying them of the visit and requesting a contact person for CDSS to communicate with regarding the visit. The agenda, monitoring tools, and data request will be transmitted at this time to the county.

For example, during the first week of August, email notices will be sent out to the counties that we wish to visit in September. Notification will be provided to these counties six to eight weeks in advance of the scheduled visit. CDSS Employment Bureau staff will work with the county contact person to make arrangements for the visit. CDSS is requesting data to be submitted three weeks in advance of the visit. Beginning in September, we will outreach to counties for visits in October and November, 2013.

Since each visit is one to two days in length, the number of reviewers will range from two to four CDSS staff. When the county peer review component is added, additional reviewers will attend as well. CWDA has the lead on this component and is tentatively planning to add it on in September, 2013. In September, CDSS will also add an eligibility case review component. The specifics of the eligibility case review will be issued under separate cover.

After the visit, CDSS will schedule a follow-up call with each county within one week after the visit to verbally summarize what was observed during the visit. The visit

summary report will be completed within two weeks of the visit and shared in draft with the county team. Each county will have an opportunity to review and comment prior to the final visit summary report. The target for completion of the visit summary report is four weeks after the visit. The summary will be shared with welfare advocates and legislative staff through the SB 1041 Oversight Committee. This committee is scheduled to meet quarterly.

One week prior to each visit, CDSS will offer a pre-call check-in for each county. CDSS will make the arrangements. Please see Attachment Three, entitled *CDSS SB 1041 Field Monitoring Visits Information And Procedures Timeline* for more information on this process.

We look forward to open collaboration with you and your staff to ensure the continued success of the CalWORKs program. If you have any questions or would like to further discuss the information in this letter, please contact Ryan Burns, County Visit Coordinator, CalWORKs Employment, at (916) 651-6998 or Kären Dickerson, Chief, Employment and Eligibility Branch, at (916) 651-6562.

Enclosures

ATTACHMENT ONE

**SB 1041 Field Monitoring Visit Schedule**

Updated as of 7/23/13

<b>Date of Visit</b>	<b>Counties PMC<sup>1</sup></b>	<b>Status</b>
July 9	Alameda	Completed
TBD	Santa Clara	Postponed
Week of July 21	<i>No Visits this week</i>	N/A
TBD	San Diego	Postponed
August 6	San Bernardino	Postponed
August 13	Monterey	Date Confirmed
August 21	Ventura	Date Confirmed
TBD	Contra Costa	Postponed
August 28	Stanislaus	Date Confirmed
Week of September 1	<i>No Visits this week</i>	N/A
Week of September 8	Fresno, San Francisco	
Week of September 15	Riverside	
Week of September 22	Orange, Sacramento	
Week of September 29	<i>No Visits this week</i>	N/A
Week of October 6	Kern	
Week of October 13	Los Angeles	
Week of October 20	San Joaquin	
Week of October 27	Tulare	
Week of November 3	Merced	
Week of November 10	Solano	

<sup>1</sup> Performance Monitoring Counties (PMC)

ATTACHMENT TWO

**FIELD MONITORING VISITS**

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**Agenda Template: (Insert County Name)**

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**Date:** (Insert Date of Visit)  
**Time:** 8:30 AM – 4:00 PM  
**Location:** (Insert location/ Meeting Place for Visit)

**Review Team Total:** **Two to Four CDSS Staff:** *(Insert Staff Names)*

**Daily Schedule**

<b>8:30 am – 9:30 am</b>	<b>Kick-off Meeting: Welcome/Introductions</b> <i>(Facility tour, meeting rooms, restrooms, etc.)</i>
<b>9:30 am – 10:45 am</b>	<b>County Administrator Interview:</b> <i>(group conversation)</i> A: (Insert Interviewee Name)
<b>10:45 am – 11:00am</b>	<b>Break</b>
<b>11:00 am – 12:30 pm</b>	<b>County Staff Interviews:</b> <i>(one-on-one)</i> A: (Insert Interviewee Name) B: (Insert Interviewee Name)
<b>12:30 pm – 1:30 pm</b>	<b>Lunch</b>
<b>1:30 pm – 3:15 pm</b>	<b>Case File Review:</b> <i>(5 case types)</i> 1) Sanction 2) Less than 24-Months on CW 48-Month Time Limit 3) More than 24-Month on CW 48-Month Time Limit 4) AB X4 4 Short-term Exemption 5) New (initiated after 01/01/2013)
<b>3:15 am – 3:30 pm</b>	<b>Break</b>
<b>3:30 pm– 4:00 pm</b>	<b>Close Out/Next Steps</b>
<b>4:00 pm</b>	<b>Depart</b>

*\*Depending on the number of reviewers at each visit, the duration of each activity given above may vary*

**California Department of Social Services (CDSS) Senate Bill (SB) 1041 Field Monitoring Visits  
INFORMATION AND PROCEDURES TIMELINE**

**Purpose of Field Monitoring Visits**

The purpose of these Field Monitoring Visits is to obtain information regarding the county's progress in implementing program changes enacted by SB 1041 (Chapter 47, Statutes of 2012). The purpose of each visit will be to review how each County Welfare Department (CWD) implemented SB 1041 program changes, including but not limited to:

- ✓ New Welfare to Work (WTW) participation requirements
- ✓ WTW 24-Month Time Clock
- ✓ Reengagement of the former short-term young child exempt population (Assembly Bill [AB] 4X 4 group)
- ✓ CWD staff knowledge of SB 1041 changes
- ✓ Training provided to staff in order to implement these changes
- ✓ Any pertinent data related to these program changes that is available

**Field Monitoring Visit Goals**

CDSS' goals are to ensure that SB 1041 is being implemented correctly by each CWD, to gather best practices in regards to implementation, to share these best practices (when able) amongst all CWDs throughout the state, and to determine whether systematic or program issues relating to the integration of SB 1041 changes into the existing California Work Opportunity and Responsibility to Kids (CalWORKs) and WTW program exist throughout the state. If such issues exist, they will be addressed by the SB 1041 Oversight Workgroup.

**Composition of CDSS Field Monitoring Team**

The CDSS Field Monitoring Team will consist of three to four CDSS Employment Bureau staff. Eligibility staff will participate in these visits later (two to four months after initial visits) with a focus on CalWORKs eligibility case review (more information forthcoming).

**Field Monitoring Visit Procedures Timeline**

Below is a basic outline of the activities which will occur in preparation of, during, and after each Field Monitoring Visit.

WEEK	TASKS
Six Weeks Prior to Visit	<ul style="list-style-type: none"> <li>• CDSS will release the County Administrator Interview Tool, County Caseworker Interview Tool, Case Discussion Tool, Field Monitoring Visit Agenda, other pertinent logistical documents, and the Field Monitoring Visit Procedures (this document) to the CWD.</li> <li>• CDSS will request SB 1041 related data from CWD. The CWD will be expected to provide the requested data to CDSS three weeks prior to visit date.</li> </ul>
Five to Four Weeks Prior to Visit	<ul style="list-style-type: none"> <li>• CDSS will work with the CWD to determine logistical details of the visit.</li> </ul>
Three Weeks Prior to Visit	<ul style="list-style-type: none"> <li>• CWD submits requested data information to CDSS.</li> </ul>
One Week Prior to Visit	<ul style="list-style-type: none"> <li>• CDSS will hold an Advocate Conference Call with local county advocates to discuss the upcoming visit. This call is to inform the local advocates of the purpose of the SB 1041 Field Monitoring Visit and discuss any questions or concerns they may have.</li> <li>• CDSS will hold a Pre-Visit Call with the CWD if desired by the CWD and/or CDSS. This call is to inform the CWD of what to expect the day of the visit and to answer any questions they may have regarding any of the materials they have received thus far.</li> </ul>

ATTACHMENT THREE

**California Department of Social Services (CDSS) Senate Bill (SB) 1041 Field Monitoring Visits  
INFORMATION AND PROCEDURES TIMELINE**

WEEK	TASKS
Week of Visit	<ul style="list-style-type: none"> <li>CDSS will call the CWD contact the day before the visit to confirm any last minute logistical details and to answer any questions the contact may have.</li> </ul>
Day of Visit	<ul style="list-style-type: none"> <li>The Field Monitoring Visit will begin at 8:30AM and wrap up by 4:00PM.</li> <li>The visit will include, but is not limited to:               <ul style="list-style-type: none"> <li><b>Administrator Interview:</b> This will include a review and discussion of questions in County Administrator Interview Tool.</li> <li><b>Caseworker Interviews:</b> This will include a review and discussion of questions in the County Caseworker Interview Tool.</li> <li><b>Case File Review:</b> This will include a review of five select case files using the Case Discussion Tool.</li> <li><b>Closing Discussion:</b> This will include a discussion of what the CWD should expect next in the process (post visit), as well as an opportunity for the CWD and/or CDSS to ask any follow-up questions.</li> </ul> </li> </ul> <p><i><b>NOTE: For more information regarding the Field Monitoring Visit schedule, please see the 'Agenda' document.</b></i></p>
One to Two Weeks Post-Visit	<ul style="list-style-type: none"> <li>CDSS will hold a Post-Visit Debrief conference call with the CWD to discuss findings and the draft Visit Summary.</li> </ul> <p><i><b>NOTE: Visit Summary Template is currently in development. Once complete, it will be shared with CWDs.</b></i></p>
Three to Four Weeks Post-Visit	<ul style="list-style-type: none"> <li>CDSS may receive and review any additional data submitted by the CWD.</li> <li>CDSS will work with the CWD to finalize Visit Summary before release to the SB 1041 Oversight Workgroup.</li> </ul>

*Please Note: Obtaining client input is an important aspect of these oversight efforts. CDSS is currently working with advocate and CWD partners in order to determine the best means by which to gather this information. The product of these efforts will be a client survey tool which will be integrated into this oversight effort by Fall, 2013.*