

**Riverside County  
Department Of Public Social Services**

**CalWORKs County Plan Addendum**

**December 2006**

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I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan Addendum prior to submittal.

A handwritten signature in black ink that reads "Cynthia J. Hinckley". The signature is written in a cursive style. To the right of the signature is a vertical red line.

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Cynthia Hinckley, Ph.D., Director

January 4, 2007

This Plan Addendum is submitted pursuant to Welfare and Institutions Code Section 10534.

## **1) County Goals**

### **A. A general description of how the county will meet the goals of the W&I code 10540**

A key component to reduce child poverty and dependence of needy parents on government benefits is to increase the number of children who have working parents. This requires effective work and related engagement strategies. Riverside County's goal is to strengthen the family unit and improve employment outcomes by assisting CalWORKs customers to obtain, retain and advance in employment that enables them to become and remain independent of CalWORKs assistance.

Riverside County will address the goals of the W & I code by offering a wide array of benefits and services utilizing an integrated service delivery model. This holistic model offers a continuum of services that connects employment services to key supportive services to strengthen the family unit. These services include child care, transportation, ancillary services, domestic violence, mental health, substance abuse, training and education, and others.

In order to meet the requirements of Federal law while avoiding unanticipated outcomes, Riverside County will consider an individual's strengths and the family's needs while focusing on work as the ultimate goal. As part of a larger social service network, Riverside County will draw on the expertise of agencies experienced in assessing barriers, provide intensive case management and outreach to recipients who have not been successful with finding employment, and permit caseworkers to devise flexible employment plans (utilizing enhanced appraisal and assessment tools) tailored to the families' unique circumstances. In addition, automated engagement tools will be utilized to increase efficiency and assist with ensuring accountability for program outcomes and performance.

## **2) Participation Improvement**

Riverside County inaugurated an agency-wide planning process in July of 2005 to reinforce shared purpose, re-focus efforts, set priorities, align activities, and better communicate vision to customers and stakeholders. Three themes summarize how Riverside County will align with its environment and business processes to meet the goals of Temporary Assistance for Needy Families (TANF) reauthorization: 1) customer-centered service, 2) DPSS as part of a larger social service network, and 3) efficient operations delivering maximum impacts.

Riverside County has devised program enhancements from a thorough examination of past success of its CalWORKs GAIN program, review of the results from the Education, Retention, and Advancement (ERA) Study, Federal and State laws, internal Business Process and Re-tooling efforts, discussions with other County Welfare Departments and community partners, survey results from customers, and current literature review. Riverside County will evaluate and monitor the effectiveness of its program on an on-going basis and will continue to work closely with customers and its partners to improve program outcomes. These efforts, coupled with research and evaluation mechanisms, will assist with identifying further program enhancements.

**2B) Providing up-front engagement activities**

Riverside County effectively uses the Initial Contact Case Management (ICCM) program to communicate the message of self-sufficiency through employment, assist applicants discover alternatives to welfare such as Lump Sum Diversion and provide information and support to customers.

In addition, Riverside County will reduce the length of time between CalWORKs approval and initial activity assignment by using the following strategies:

	<b>Description of Strategy</b>	<b>Status</b>	<b>Anticipated Effects</b>	<b>% of WTW Caseload Impacted</b>	<b>Determination of Success</b>
<b>1</b>	Direct staff to schedule appraisal appointments within 5 days of Cal WORKs approval.	Implemented	Case managers send appraisal appointment letters within fewer days of approval.	11% of current caseload  (100% of new WTW customers)	Shorten the average number of days between approval and mailing appointment letter.
<b>2</b>	Expand outreach efforts for customers who are scheduled for initial activity assignment.	Implemented	More customers attending initial activity assignment.	11% of current caseload  (100% of new WTW customers)	An increase in the number of customers who show for initial activity assignment. Decrease in the number of customers who go into non compliance.
<b>3</b>	Enhanced appraisal form	Implemented	Case managers will better match customers' skills with the labor market, identify necessary services (child care, gas money, work clothes), and more quickly identify barriers to participation.	100%	Increased participation based on the proper identification of job match and needed services.

4	Develop and utilize automated tracking tools to assist the department with monitoring approvals (See note below.)	Implemented	Better inform and monitor up-front engagement	11% of current caseload  (100% of new WTW customers)	Management and staff easily identify customers for appraisal appointments
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**Note:** Riverside County migrated to a new computer system (C-IV) which impacted business processes, how cases are assigned, and the ability to produce automated reports Due to the immense changes which come with migrating to a new system, developing reports has been time and resource intensive. . Automatic case assignment and the production of automated participation reports will increase efficiency and assist with ensuring accountability for program outcomes and performance.

**2C) Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities**

Riverside County excels at motivating customers to achieve employment. Riverside County will continue to use “work first” job search strategies that have proven to be successful.

Riverside County’s additional strategies for program improvement to achieve full engagement include:

	Description of Strategy	Status	Anticipated Effects	% of WTW Caseload Impacted	Determination of Success
1	Utilize automated tracking tools to assist the department with monitoring hours of participation.	Implemented	Monitor engagement levels	100%	Management, supervisors and workers monitor engagement levels and more customers engaged full time.
2	Consolidate and refine assessment tools.	Assessment form revision in progress	Appropriately match skills to the labor market and identify barriers	100%	Improved identification of job match and needed supportive services
3	Increase the number of bridging activities utilized for customers who are between long term activities and use community service as a bridging activity.	Implemented  Request for Proposals in progress.	Provide additional activities for customers who are between activities.	5.7%  (100% of customers partially participating)	Increase in available activities for customers.

4	Use work study available through Riverside Community College as a core activity.	Implemented	Provide additional hours/slots.	Less than 1%  (7% of customers enrolled in Riverside Community College)	Increased core activity hours.
5	Intensify case management, and, when appropriate, use of case staffing (eligibility worker, child care worker, Employment Supervisor and others)	Implemented	Customers will be able to more successfully overcome barriers to participation	70 % based on current participation	Identify and barriers and assign appropriate barrier removal activities

Riverside County works to engage its customers who are subject to work requirements in full-time work or work activities. Over the first year, Riverside County expects a 4.6% increase of full time engagement for this sub-population (excludes sanctions). The expected increase for the same sub-population in year two is 2.8% higher than the first year and an additional increase of 2.5 % in year three over year two.

**2D) Providing activities to encourage participation and to prevent families from going into sanction status**

Riverside County works with community partners to develop work related activities and matches job skills and experience with employment and training.

Riverside County's additional strategies to encourage participation and prevent families from going into sanction status include:

	Description of Strategy	Status	Anticipated Effects	% of WTW Caseload Impacted	Determination of Success
1	Participate in a county-wide community needs assessment for low income families	New Strategy Currently in progress	Identify services and activities which assist participants in becoming self-sufficient	100%	Increased participation based on a better understanding of needs of low income families
2	Intensify case management, and, when appropriate,	Implemented	Encourage participation and reduce	45 % based on current	Engagement of sanctioned customers; identify

	use of case staffing (eligibility worker, child care worker, Employment Supervisor, mental health, and others)		instances or duration of sanctions	participation	and provide services for barrier removal
3	Implement an outreach process to include phone calls, letters, and home visits.  <b>_Home visits contingent on funding</b>	Implemented	Increased communication with customers	45% based on current participation	Fewer sanctions and increased participation

## 2E) Re-engaging noncompliant or sanctioned individuals

Riverside County assigns appropriate job related activities and motivates customers to participate in the program. Customers are contacted frequently.

Riverside County's major outreach strategies to reengage sanctioned and noncompliant individuals include:

	Description of Strategy	Status	Anticipated Effects	% of WTW Caseload Impacted	Determination of Success
1	Intensify case management and implement an outreach process to include phone calls, letters, and home visits for customers who are non compliant  <b>_Home visits are contingent on additional funding</b>	Implemented	Identify appropriate activities and barrier removal options for non compliant customers	7% non compliant status	Increased participation of noncompliant customers; provide services for barriers
2	Review case information for data accuracy	Implemented	Improved reporting	100%	Improved reporting accuracy

3	Revise sanction informing letter to ensure that customers understand their rights and how to cure sanctions	Letter revised and sent	Clients will be better informed of participation requirements and sanction process	14% sanction status	Decreased rate of customers who do not understand sanction status
4	Prioritize and implement an outreach process to include phone calls, letters, and home visits.  <b>_Home visits are contingent on additional funding</b>	Implemented	Increased communication with sanctioned customers	14% sanction status	Fewer sanctions and increased participation
5	Prioritize and intensify case management and, when appropriate, use of case staffing (eligibility worker, child care worker, Employment Supervisor, Mental health, and others) for customers who are in sanction status	Implemented	Identify appropriate activities and barrier removal options sanctioned customers	14% sanction status	Increased participation of reengagement of sanctioned customers; provide services for barriers

During year one, Riverside County will decrease the current non compliant and sanctioned population by approximately 6%. This will be accomplished by preventing non-compliant customers from entering sanction status and reengaging already non compliant and sanctioned customers. Riverside County is expecting to decrease customers in non compliance and sanctions by 4.5 % less than year one in the second year, and 4.2% less than year two in the third year.

**2F) Other activities designed to increase the county's Federal Work Participation Rate include:**

	Description of Strategy	Status	Anticipated Effects	% of WTW Caseload Impacted	Determination of Success
1	Provide Social Security Income (SSI) advocacy	New strategy under development	Assist potential SSI clients to receive SSI	2% based on customers in exempt	Decreasing the timeline for SSI approval and possible increase

				status due to incapacity	of number diverted to SSI
2	Provide refresher training to update and strengthen counseling skills	On-going staff development  25 % completed	More proficient counselors	100 %	Overall higher quality of service
3	Partner with adult schools and community college to monitor attendance (based on new rules) and explore effective educational programs	Implemented	Provide effective activities for customers	5% based on customers partially participating	Increase participation rate based on unreported education activities  Monitor attendance more closely and expand provider list
4	Run data matches among C-IV Ad Hoc, Income Eligibility Verification System (IEVS) new hire, and Economic Development Department (EDD) wage data reports to check for earnings	Implemented  Ad Hoc reports completed	To identify customers who may not have reported earnings	100%	Increase participation rate based on unreported employment

**2G) 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 customers 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.**

Riverside County recognizes that success depends on developing and maintaining community partnerships, eliminating duplication of services, and leveraging resources. Riverside County is scheduled to meet and collaborate with the following agencies on an on-going basis:

- Workforce Development Board (meet quarterly) to discuss how to meet the following goals: 1) meet business demands, 2) increase labor supply, 3) strengthen bridge between business and education

- Mental Health (meet monthly) to discuss the effectiveness of service referrals in removing barriers that lead to employment and evaluate the usage of multi-disciplinary teams (MDTs). Contracts are on-going.
- Community Colleges (meet quarterly) to discuss and identify short-term vocational classes that will directly lead to employment, the effectiveness of work study, and school attendance monitoring. Contracts are on-going.
- Office of Education (meet monthly) to streamline the child care application processes
- Economic Development Agency (meetings to be established) to discuss how continued collaboration will be expanded. Contracts are on-going.
- Adult Schools (meet quarterly) to discuss the effectiveness of educational programs and school attendance monitoring. Contracts are on-going, and
- Community Action Partnership (meet monthly) to discuss the development, administration and results of the needs assessment. Once the results are captured, the goal is to discuss collaboration opportunities.
- \_Regional Occupational Center (meetings to be established) to discuss how continued collaboration will be expanded.
- Social Security Administration ( to be determined)

### **3) Plan to measure quarterly progress**

#### **H.) Measures of quarterly progress**

- Engagement Reports  
Engagement reports are produced every two weeks and distributed to all staff as a case management tool with the goal of identifying trends, ensuring early engagement, and tracking participation.
- Quality Assurance Unit  
An independent quality assurance unit is being established to monitor staff performance.
- WTW 30  
The WTW 30, a State report to measure participation, will continue to be utilized to measure progress.
- Dashboard  
The dashboard is a summary tool that captures key performance indicators in one place. It will be used to communicate priorities, facilitate participation improvements, and track and monitor agency and individual performance.

### **The projected cumulative impact on the county's federal participation rate (WPR)**

Currently, Riverside County has 49% of its adults subject to the Welfare To Work requirements (excluding sanctions) in compliance, which is close to the 50% mandate. As noted above, we do anticipate an increase in participation in various sub-groups. Under the new TANF, adults who are not aided and not subject to work requirements will be included in the work participation rate

calculation, most notably, adults who are sanctioned and safety net / timed out. These groups participate at a much lower rate, and therefore will lower the overall rate. How much they will lower the rate is not fully known at this point, since the final rules about the calculation and sampling methodology have not been worked out.

Riverside County has, as noted above, committed to increasing participation in various sub-groups:

- Over the first year, Riverside County expects a 4.6% increase of full-time engagement for the sub-population who are subject to work participation (excluding sanctions). The expected increase for the same sub-population in year two is 2.8% higher than the first year and an additional increase of 2.5 % in year three over year two.
- The sanctioned customers who engage full-time will increase by 6% in the first year over the current base. There is an expected increase of 4.5 % higher than year one in the second year, and 4.2% higher than year two in the third year.

The overall impact on the WPR will ultimately depend on the final rules and the relative size of these sub-groups in the caseload, which has been changing significantly over since welfare reform. Assuming the budget to fund current staffing and service levels for three years, we should meet the federal work participation requirements for single-parent families by the third year.

In addition, Riverside County will be working with the State and other stakeholders to develop other funding mechanisms and program designs which will offset the impact of the inclusion of the new populations in the federal WPR calculation.

#### 4) Funding

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Budgeted Amount	Description of how additional funding provided in Fiscal Years 2005-06 will be used
CalWORKs Eligibility Administration	\$23,639,632	\$25,719,048	The 06/07 budgeted amount reflects a reduction in the CalWORKs single allocation of over \$14 million. This budget is supplemented by one-time local funding and the remaining CalWORKs incentives.
Facility Project, General operating expenses increases: postage, insurance, mileage reimbursement, increased staffing, County support services	\$27,770,754	\$32,044,395	
CalWORKs Child Care	\$28,892,176	\$28,437,943	This budget will support the staffing and service levels of the prior year adjusted for the cost of doing business increases. Without additional funding, Welfare to Work services would not be possible without

			compromising the eligibility function (i.e. Meeting mandatory time frames such as application processing and benefit issuance.)
Cal-Learn	\$752,607	\$934,597	Negotiated COLA increases, Facility Project, General operating expenses increases: postage, insurance, mileage reimbursement, County support services
CalWORKs Funded Mental Health Services	\$1,036,518	\$1,724,607	Increased services
CalWORKs Funded Substance Abuse Services	\$1,002,622	\$1,423,719	Increased services