

CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services:
December 11, 2006

Prepared by: Sunday Smith, Deputy Director

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| I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal. | | |
|  | Joseph E. Chell | 12/05/2006 |
| County Welfare Director's Signature | Printed Name | Briefing Date |

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

COUNTY NAME: SAN JOAQUIN COUNTY

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County Welfare Director's Signature

Joseph E. Chelli
Printed Name

12/05/2006
Briefing Date

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

1) County Goals

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

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

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

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

San Joaquin County Human Services Agency will do the following to meet the goals of W&I Code 10540:

- 1) Create partnerships with schools, faith-based organizations, and other community-based organizations
- 2) Provide intervention services such as substance abuse, childcare, mental health, Wellness Works, domestic violence, parenting classes, and anger management
- 3) Utilize diversion services and community-based organizations to reduce reliance on public assistance and keep applicants from becoming long-term recipients
- 4) Reduce recidivism and move participants toward self-sufficiency by using a variety of counseling, crisis intervention, transportation, and additional job training, and other services
- 5) Collaborate with the Department of Child Support Services to increase the rate of child support payments and collection
- 6) Promote the message "Work is the Key" to self-sufficiency and independence
- 7) Create partnerships with schools and other agencies which focus on education and prevention to reduce teen pregnancy

In addition to these efforts, we believe household incomes will increase through various referrals, program information, help with social security, and by encouraging full-time or part-time employment.

2) Participation Improvement

Please describe what immediate and long-range actions the county will take to improve the federal work participation rate (WPR) 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 percentage 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 policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).

New policy/strategy:

- 1) Cross training between Employment Services and Eligibility staff

Expansion of current policy/strategy:

- 2) Permanent implementation of the Co-location program
Employment Services Case Managers are co-located with Eligibility staff to provide program information and the benefits of participating with Employment Services. Clients seen include individuals who are applying for cash assistance and those in sanction who are completing their annual redetermination.
 - **Note:** This program started as a pilot. It was created and designed to increase awareness and promote the services provided by CalWORKs Employment Services.
- 3) Utilization of data reports and automated technology

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

New policy/strategy:

- 1) Training between Employment Services and Eligibility staff of each other's function will lead to a better understanding of program requirements and increase awareness of the services provided by Employment Services. Staff will increase their knowledge of how to utilize the ISAWS and WTW systems more effectively. Clients will be better served and client participation will improve.

Expansion of current policy/strategy:

- 2) Since implementation of the Co-location program in February 2006, over 3,500 clients have been seen. Approximately 100 clients are seen each week. Clients are made aware of the services provided by Employment Services, and the benefits of employment as a whole. The continuation of this program will further reinforce its positive impact. As of May 2006, 145 of the 308 (47.1%) sanctioned individuals seen at the Co-location program cured their sanctions.
- 3) By utilizing data reports and automated technology, manual mail processes will be eliminated. This will expedite the referral and scheduling process for

orientation/appraisal from the date of Cash approval. It is anticipated that the length of time, from Cash approval to referral/scheduling of orientation, will be reduced by approximately 50%.

The percentage of families affected monthly due to the implementation of these up-front engagement strategies is estimated to be approximately 90%.

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

New policy/strategy:

- 1) Data reports will be utilized monthly to monitor client participation. Case reviews will be conducted to identify and correct any deficiencies or errors. Review findings will be used to recommend further training needs, as appropriate.

Expansion of current policy/strategy:

- 2) Statistics will be compiled on a quarterly basis to monitor the number of clients seen at the Co-location program. Data will be collected to determine the number of clients who cure their sanction, the number of clients referred to and/or those who have attended orientation, and the number of clients actually participating in WTW.
- 3) Statistics will be compiled quarterly to monitor the number of clients referred for orientation/appraisal. Data will be collected to monitor the number of clients who actually participated in the orientation/appraisal.

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 policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).

New policy/strategy:

- 1) Align activity start dates at the beginning of the month, if possible and when appropriate.
- 2) Schedule the next WTW activity prior to completion of a current activity
- 3) Provide open-entry/open-exit and stand-alone vocational classes
- 4) Utilize work experience and community services activities more often
- 5) Develop more work experience and community services sites; expand current sites
- 6) Enhance the knowledge of all agency staff regarding job development

Expansion of current policy/strategy:

- 7) Enhance home call visits: Home calls are conducted during County business hours to encourage client participation and to prevent clients from being sanctioned.

Current policy/strategy that will continue to be promoted:

- 8) Incorporation of mental health services, substance abuse services, and Supervised Job Search into current activities as a concurrent activity
- 9) Addition of a second Job Developer position to the staff at Supervised Job Search

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

New policy/strategy:

- 1) Scheduling participants' activity start dates at the beginning of the month, if possible and when appropriate, will help increase the work participation rate by enabling all participation hours for the entire month to be captured. For example, if a client begins an activity on October 5th and the activity ends on November 4th, the client will not meet the 139 hours required for the month of October.
- 2) Lag time between activities will be reduced by scheduling the next activity prior to completion of the current activity. All families will be affected by this process.
- 3) Open-entry/Open-exit and stand-alone vocational classes allow for faster placement of clients into activities, as well as fill in gaps between activities.
- 4) Increased referrals of clients to work experience and community services activities will help more clients gain valuable experience and enhance their skills.
- 5) Developing more sites and expanding existing sites will provide for more varied activities and allow participants to gain new skills.
- 6) Enhanced knowledge of all agency staff of job development functions will increase job referrals and expedite the job referral process.

Expansion of current policy/strategy:

- 7) Enhancement of home call visits by applying new techniques/strategies of engaging/reengaging clients will encourage client participation in WTW.

Current policy/strategy that will continue to be promoted:

- 8) Incorporating mental health services and substance abuse services into current activities as concurrent activities will help clients reduce or eliminate barriers. Engaging clients into these activities as well as into supervised job search fills in lag time and helps meet participation hours.
- 9) The additional Job Developer will promote employment opportunities for our clients.

By implementing these strategies, we anticipate that 100% of individuals required to participate will be affected.

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

Data and statistics will be collected and monitored monthly, and will be compared to previous data collected prior to the Implementation of these strategies. Specifically, San Joaquin County's work participation rate and job placement rates will be compared.

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 policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).

New policy/strategy:

- 1) Case conferencing on multi-barrier cases: Employment Services staff will meet on a weekly basis, or as needed, to discuss multi-barrier cases and share ideas or best practices to successfully engage individuals thus preventing them from being sanctioned
- 2) Substance Abuse and Mental Health counselors participate in Group Orientation by giving presentations

Expansion of current policy/strategy:

- 3) Eligibility Workers emphasize the benefits of employment and explain the consequences of nonparticipation

Current policy/strategy that will continue to be promoted:

- 4) Case Managers conduct home calls on all noncompliant clients to explain the benefits of preventing sanctions through participation
- 5) Substance Abuse and Mental Health counselors utilized to assist Case Managers conducting home calls on noncompliant clients in need of these services
- 6) Clients working part-time provided guidance to reach full-time employment and/or encouraged to get additional training to enhance their skills

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

New policy/strategy:

- 1) Case conferencing will provide an opportunity for sharing tools and best practices used by Case Managers to engage/reengage clients.
- 2) Information provided by Substance Abuse and Mental Health counselors during Group Orientation will create clients' awareness of the availability of substance abuse and mental health services.

Expansion of current policy/strategy:

- 3) Eligibility Workers will make efforts to motivate clients to participate in WTW and meet participation hour requirements.

Current policy/strategy that will continue to be promoted:

- 4) By preventing a sanction, clients' grants will not be decreased. Case Managers will strive to gain better participation by stressing this fact. All noncompliant clients will be affected.
- 5) Clients in need of mental health and/or substance abuse services will be provided these services to help them overcome barriers to participate in WTW. All clients in need of these services will be affected.
- 6) Clients working part-time will be assisted in attaining better skills to secure full-time employment.

We anticipate that eighty percent of individuals required to participate will be affected monthly by these strategies.

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

Data reports on the number of clients who enter into sanction will be compiled and analyzed monthly to determine the effectiveness of each of these strategies.

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 policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).

New policy/strategy:

- 1) Establishment of the "Sanction Project": All clients who were sanctioned prior to September 30, 2006 were assigned to the Contracted Case Management agencies to reengage and cure their sanctions. The methods of reengaging clients include sending letters to sanctioned individuals to encourage them to cure their sanctions, contacting sanctioned individuals by telephone, and home call visits are conducted if there is no response from letters and phone calls.
- 2) Case conferencing on multi-barrier cases: Employment Services staff will meet on a weekly basis, or as needed, to discuss multi-barrier cases and share ideas or best practices to successfully reengage noncompliant or sanctioned individuals
- 3) Collaboration between Employment Services staff and Substance Abuse/Mental Health counselors to reengage clients
- 4) Establishment of on-going sanction reengagement: All clients sanctioned after September 30, 2006 are assigned to each Case Manager on a monthly basis to reengage them to cure their sanctions. The methods of reengaging clients include sending letters to sanctioned individuals to encourage them to cure their sanctions, contacting sanctioned individuals by telephone, and home call visits are conducted if there is no response from letters and phone calls.

Current policy/strategy that will continue to be promoted:

- 5) Referrals to the Co-location program: All sanctioned clients who complete the annual redetermination will be referred to the co-location staff to be reengaged back in the WTW program.
- 6) Case Managers to conduct home calls and work with noncompliant individuals to explain the benefits of participation to prevent sanctions
- 7) Eligibility Workers encourage clients to cure their sanction at every contact, and explain the benefits to the client

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

New policy/strategy:

- 1) Case Managers assigned to the "Sanction Project" will send letters to sanctioned individuals encouraging them to cure the sanctions. Case Managers will work with these individuals to reengage them in WTW, as well as work with them to determine and remove barriers to participation. Approximately 150 clients will be affected monthly.
- 2) Case conferencing will provide an opportunity for sharing tools and best practices used by Case Managers to reengage clients.
- 3) Clients identified to be in need of mental health and/or substance abuse services will be appropriately referred to these services to help them overcome their barriers to participate in WTW.
- 4) Clients' grants will be restored, and clients will meet work participation requirements and gain meaningful work experience and skills.

Current policy/strategy that will continue to be promoted:

- 5) Co-location staff will work with sanctioned recipients at redetermination to reengage them in WTW. Sanctioned recipients whose cash cases were discontinued and who are reapplying for cash aid will be referred to the co-location staff.
- 6) Clients' grants will be restored, and clients will meet work participation requirements and gain meaningful work experience and skills.
- 7) Reasons and barriers to nonparticipation will be identified and information will be used as a tool to remove barriers and to reengage clients in WTW.

We anticipate that 100% of sanctioned clients will be affected by the implementation of these strategies.

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

Statistical reports will be compiled on a monthly basis to capture the number of families being reengaged and the number of families that cured sanctions. Statistical reports will, also, include some of the common reasons clients refuse to participate in the program. Results of the analysis will be used to adjust future strategy(ies).

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

Description of policy(ies) or strategy(ies) that will result in program improvement (Identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy):

New policy/strategy:

- 1) Customized trainings for Case Managers and Eligibility Workers: Case Managers and Eligibility staff will be trained on each others job functions and computer systems to obtain information from case records and improve communication.
- 2) Staff will be trained in job development techniques
- 3) Cross training between Eligibility Workers and Case Managers
- 4) Group orientations, instead of individual orientations
- 5) Encourage client participation in job fairs within the County

Expansion of current policy/strategy:

- 6) Employee recognition extended to staff that meet or exceed established goals
- 7) Each Case Manager to act as a job developer: Staff will share information and knowledge of an employment opportunity as they become aware of it. Information will be disseminated by e-mail and job postings on bulletin boards which are accessible to clients to assist them in their job search.

Current policy/strategy that will continue to be promoted:

- 8) Job Developers and employers working together to explore more employment opportunities for CalWORKs clients

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

New policy/strategy:

- 1-3) Staff will gain valuable tools which will be utilized to effectively engage clients in various activities to increase the County's federal work participation rate.
- 4) Lag time between Cash approval and the client's assignment to the first activity will be decreased. Approximately 500 clients, per month, will be affected.
- 5) Some clients will successfully gain employment. (The number of families affected monthly will depend on the number of individuals who actually participate in the job fairs.)

Expansion and continued promotion of current policy/strategy:

- 6) Good morale will motivate staff to ensure clients are meeting participation requirements which increases the County's federal work participation rate.
- 7-8) As Case Managers and Job Developers share information concerning job leads they are aware of, employment opportunities for clients will increase.

We anticipate that approximately 25% of individuals required to participate will be affected by these strategies.

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

Data reports will be monitored on a weekly and/or monthly basis, and compared to previous data to determine if there are any significant increases or decreases in the following:

- a) Participation hours
- b) Number of clients engaging in or reengaging in activities
- c) Number of clients meeting participation hour requirements, and
- d) Number of clients gaining meaningful employment

Analysis of the reports will, also, be used to adjust future strategy(ies).

G. Please provide a description of how the county will collaborate with local agencies, including, but not limited to, local workforce investment boards, community colleges, universities, adult schools and regional occupational centers/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 policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).

Current policy/strategy that will continue to be promoted:

1) COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING

San Joaquin County has a wide variety of public and private agencies to provide necessary training. Lodi, Manteca, Stockton, and Tracy Unified School Districts offer adult education and vocational skills training. San Joaquin Delta College also offers training opportunities both in educational areas and vocational skills training. The San Joaquin County Office of Education and the Goodwill Industry offer industry-specific training programs as well as other vocational skills training. In addition, various other agencies, including proprietary schools and community-based organizations, offer training programs funded through the Workforce Investment Board (WorkNet), Targeted Assistance or other funded sources.

The San Joaquin County Human Services Agency intends to continue to utilize these available resources to meet the necessary training needs of our clientele. Access to these resources is made through inter-agency agreements, memoranda of understanding, and through contracts for services.

2) **PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS**

In recognition of the importance to link the WTW program with the employer community, the San Joaquin County Human Services Agency joined the Chambers of Commerce in Lodi, Manteca, Stockton, Tracy, and the Mexican-American Chamber of Commerce. Membership allows staff the opportunity to meet with business representatives in each of these communities and to identify employment prospects for our clientele.

Our department also has computers with direct access to EDD's CalJobs job order system. This direct access allows case management staff and participants alike to see what jobs are available throughout the State of California.

3) **SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES**

The San Joaquin County Human Services Agency has collaborated with the San Joaquin County Behavioral Health Services staff on the effective delivery of mental health and substance abuse services for welfare recipients. A memorandum of understanding (MOU) has been entered into between these two County departments specifying the services to be provided.

The San Joaquin County Behavioral Health Services Department will provide **mental health services** which will include at least the following:

- a) Assessment
- b) Case management
- c) Treatment and rehabilitation services
- d) Identification of potential substance abuse problems
- e) A process for identifying individuals with severe mental disabilities, **and** provide **substance abuse services** which will include at least the following:

- a) Evaluation
- b) Case management
- c) Substance abuse treatment
- d) Employment counseling, and
- e) Community service jobs

The San Joaquin County Human Services Agency staff will conduct an initial appraisal of each participant to determine any barriers or exemptions from participation. Those participants indicating a barrier to services due to a mental health problem will be referred to the San Joaquin County Behavioral Health Services Department for an assessment. Case management and treatment and/or rehabilitation services shall be provided for those deemed necessary. Treatment in mental health services may be offered as the sole activity or be provided concurrently with another WTW activity based upon the recommendation of the San Joaquin County Behavioral Health Services staff.

Any participant who indicates he or she has or is suspected of having a substance abuse problem will be referred to the San Joaquin County Behavioral Health Services Department for an evaluation and services deemed necessary. Staff from both departments shall confer on the development of a treatment and WTW plan.

Monthly meetings with all the service providers are held to update changes in regulations, share best practices, new programs, successes, etc.

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

1) COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING

The varied trainings available will provide opportunities for clients to acquire and enhance the necessary skills that will lead to employment and self-sufficiency. Clients engaging in these activities will increase and/or meet required participation hour requirements which will increase the County's federal work participation rate.

We anticipate approximately 30% of families will be affected monthly.

2) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

Partnership with the private sector such as the Chambers of Commerce and the State Employment Development Department allows for job information and employment opportunity sharing. More job referrals will be generated and entry into unsubsidized employment will increase. Participation hour requirements will be met, and the County's federal work participation rate will increase.

We anticipate approximately 10% of families will be affected monthly.

3) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

Clients who are in need of mental health and/or substance abuse services will be provided these services and will be able to overcome or eliminate these barriers to participation. Clients will be able to engage in WTW activities and meet participation hour requirements. The County's federal work participation rate will increase.

We anticipate approximately 10% of families will be affected monthly.

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

Data reports will be monitored on a weekly and/or monthly basis and will be compared to previous data to determine if work participation hour requirements are being met, and to determine the County's federal work participation rate.

3) Plan to measure quarterly progress

Please describe how the county will measure the extent to which 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 cumulative impact the county's policies or strategies will likely have on the county's federal work participation rate for each year of the next three years (for example, current rate of X will be increased to Y).

H. Plan to measure quarterly progress

Measures of quarterly progress:

Cumulative statistics will be maintained quarterly on the sanction cures, preventive sanction, entry in unsubsidized employment, and work participation rate.

Statistics for orientation/group orientation will also be compiled and monitored on a quarterly basis.

Projected impact on county's federal WPR:

San Joaquin County awaits clarifications from the State Department of Social Services regarding how State safety net cases and cases having State exemptions will impact the County's federal work participation rate. After the implementation of the County's strategies as outlined in this County Plan Addendum, we anticipate the County's average federal work participation rate will increase 3% the first year, and 5% for each, the second and third years. These projections exclude State safety net cases and cases which have State exemptions.

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.

San Joaquin County Human Services Agency is confident the strategies and policies identified in this County Plan Addendum can be implemented, dependent upon adequate funding from the California Department of Social Services.

| 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 | \$ 5,569,309 | \$ 5,084,508 | |
| WTW Employment Services | \$ 15,248,497 | \$ 15,131,148 | |
| CalWORKs Child Care | \$ 7,242,320 | \$ 7,067,668 | |
| Cal-Learn | \$ 691,170 | \$ 769,635 | Expand the number of clients served; eliminate waiting lists |
| CalWORKs Funded Mental Health Services | \$ 1,164,547 | \$ 1,585,557 | Serve additional clients |
| CalWORKs Funded Substance Abuse Services | \$ 654,745 | \$ 1,050,780 | Serve additional clients |
| Other – County MOE | \$ 2,665,299 | \$ 2,665,299 | |
| Total | \$ 33,235,887 | \$ 33,354,595 | |

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