

# Shifting the CalWORKs Welfare-to-Work Service Delivery Paradigm

## “Innovative Model with Amazing Results”

San Francisco Human Services Agency  
CalWORKs Program

10/7/2016

# New Paradigm!



## Lessons Learned

## Next Steps



## New Vision

# CalWORKs in Transition

Taking a whole-family to a two-generation approach that will serve to strengthen family outcomes and serve parents and children together.

In addition to regulatory changes in CalWORKs, the passage of AB74 in 2013 gave counties ability to deliver additional services to serve CW families to help participants make progress toward their self-sufficiency goals that includes employment.

**Expanded Subsidized  
Employment ESE**

**Housing Support Program  
HSP**

**Family Stabilization  
Program FSP**

**Online CalWORKs  
Assessment Tool OCAT**



# Strategic Shift



- Significant changes that added layer of complexity
- Un-engaged, dis-engaged, under-engaged participants
- Crisis as a barrier and its impact to adults, children, and family as a whole
- Children and parents need for services are different
- Family support must be constant
- Families are uninformed of services
- Staff were focus on process and handoff



Achieve above 50% WPR for entire WtW Caseload

# Solutions *that led to* Dramatic Improvements



- Outcome measures: Reports, Dashboards, and Metrics (generated by Analysts for management and line staff)
- 2-Parent =laser-like focus
- Technology Assisted activities
- Staffing Realignment – Social Work Competencies added to the WTW Case Management. SW Specialist as broker of CW services + comprehensive case management
- 100% Engagement and full work participation
- E2Lite WPR strategy that expanded to entire WtW caseload

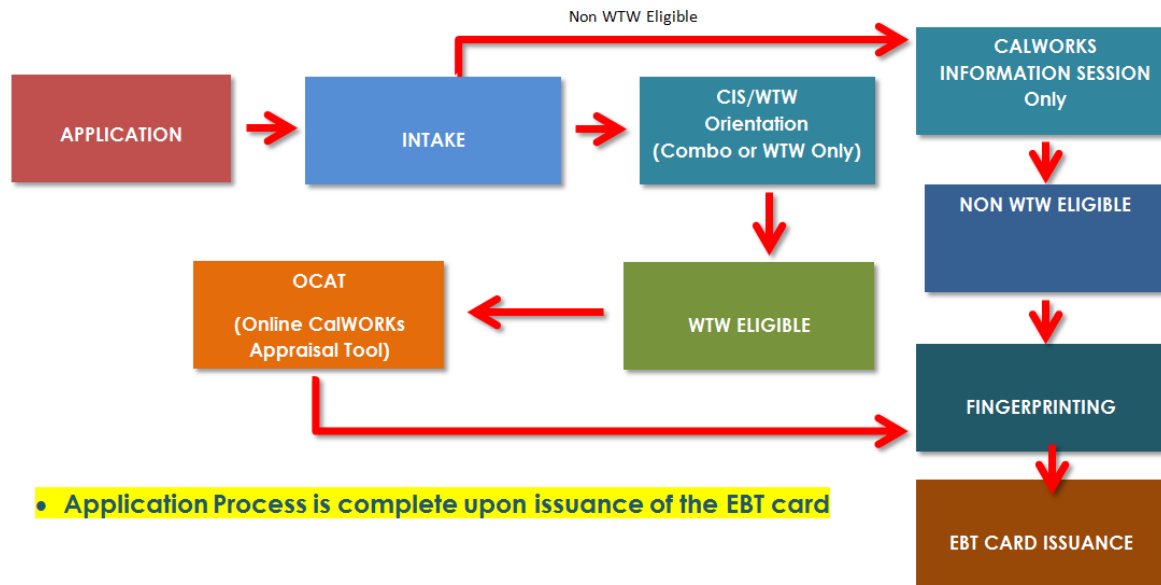


# Coordinated Entry to CalWORKs CEC

“Same-day process to access entire CW benefits and services”



## CALWORKS APPLICATION PROCESS





# A True Jobs Program



- Job Match Process – immediate employment model
- Tier 0 – first job is looking for a job; short-term; work experience; includes braided services.
  - ✓ Tier 1 – placed at CBO w/supportive environment (CJP/VIP)
  - ✓ Tier 2 – independent work placement w/ minimal coaching (ITIP/PST)
  - ✓ Tier 3 – subsidized private employers
  - ✓ Tier 4 – unsubsidized private employers
- Entire WtW caseload engagement: Across the board WPR

# Reports and Measures

1. WPR Analysis: E2Lite, RADEP and WINS
2. CW WtW: Achieving Full Caseload WPR



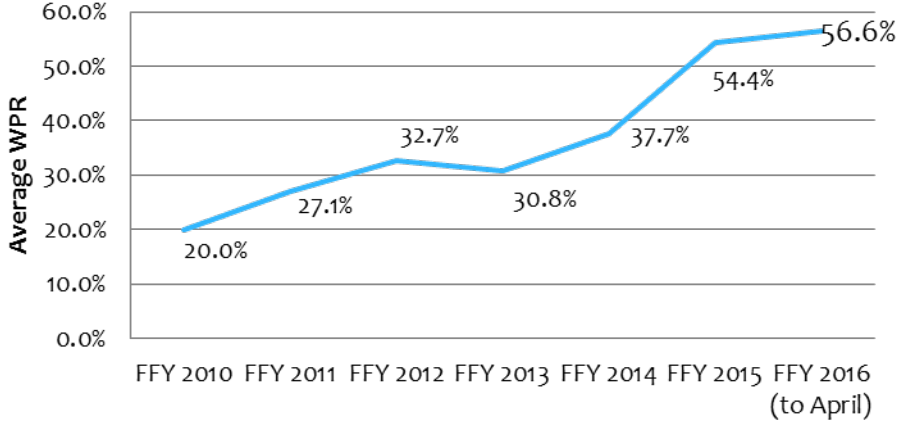
# WPR Analysis: E2Lite, RADEP and WINS

**Federal WPR (RADEP & WINS) = 66.7%**  
**E2Lite Sample (all families) WPR = 56.6%**  
**E2Lite Sample 2-Parent WPR = 61.9%**

**2-Parent cases = 8% of caseload but 23% of E2Lite sample!**

All Families Rate <b>56.6%</b>		Two-Parent Rate <b>61.9%</b>			
<i>Table 1: All Families Cases, by Sample</i>					
Source	Cases	Dropped	Denominator	Numerator	All Families Rate
E2Lite	231	89	142	80	56.3%
RADEP	3	0	3	2	66.7%
WINS	4	4	0	0	
<b>Grand Total</b>	<b>238</b>	<b>93</b>	<b>145</b>	<b>82</b>	<b>56.6%</b>
<b>Federal (RADEP + WINS)</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>66.7%</b>
<i>Table 2: Two-Parent Cases, by Sample</i>					
Source	Cases with 2 Work-Eligible Adults	Dropped	2-Parent Denominator	2-Parent Numerator	Two-Parent Rate
E2Lite	43	1	42	26	61.9%
<b>Grand Total</b>	<b>43</b>	<b>1</b>	<b>42</b>	<b>26</b>	<b>61.9%</b>

**Average FFY WPR from 2010 - 2016 (to April)**



# WPR Analysis: E2Lite, RADEP and WINS cont.

**90%** of the cases that met WPR did so through employment!

## Cases that Met

Fig. 6: Primary Activities of Cases that Met

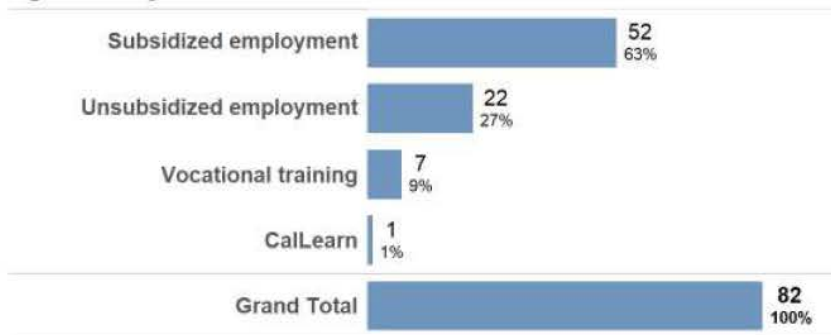


Table 3: How Cases Met All Families Rate

	Cases	Percent
30 core hours	46	56%
20 core hours	21	26%
20 core + 10 non-core	15	18%
<b>Grand Total</b>	<b>82</b>	<b>100%</b>

Table 4: How Cases Met 2-Parent Rate

	Cases	Percent
1 parent with hours, met All Families	18	69%
2 parents with hours, met All Families	8	31%
<b>Grand Total</b>	<b>26</b>	<b>100%</b>

# WPR Analysis: E2Lite, RADEP and WINS cont.

**Biggest Challenges: Exempt, Sanction, and Non-compliance**

## Cases that Did Not Meet

Fig. 7: Summary of Not Met Reasons

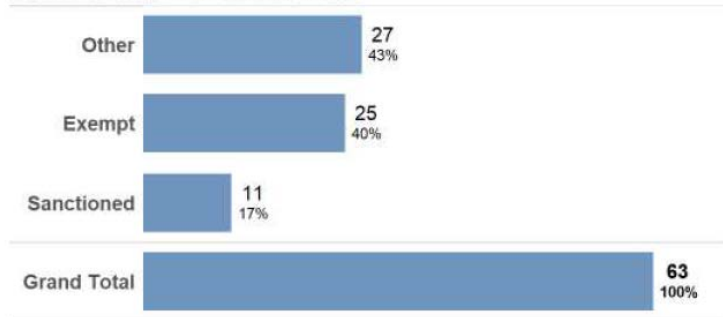
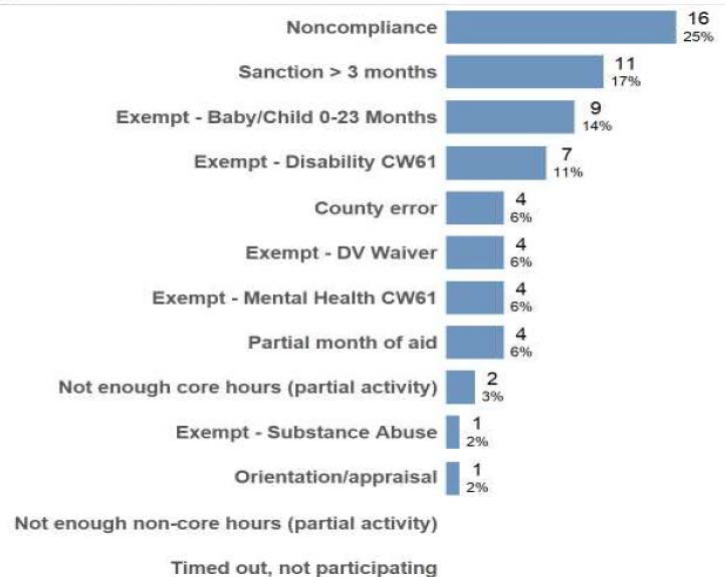


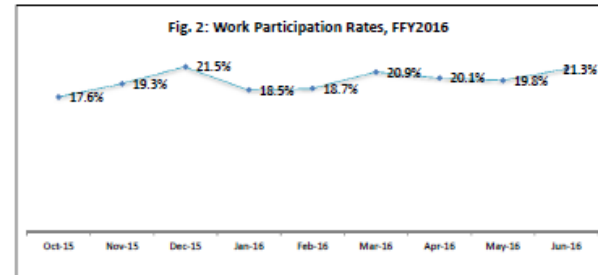
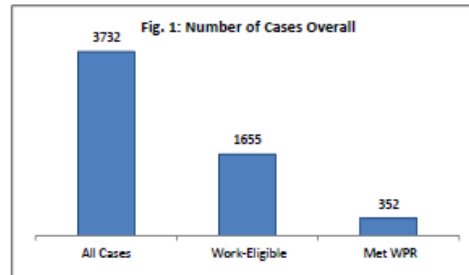
Fig. 9: Detailed Reasons Cases Did Not Meet



# CW WtW: Achieving Full Caseload WPR

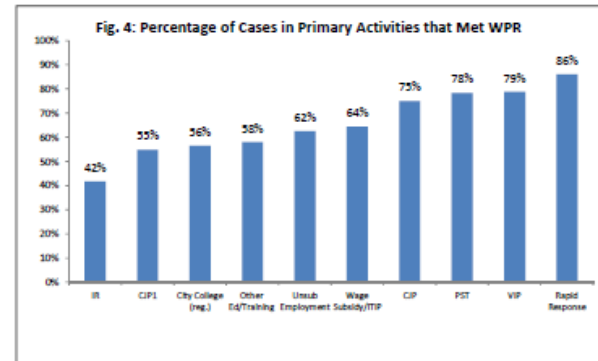
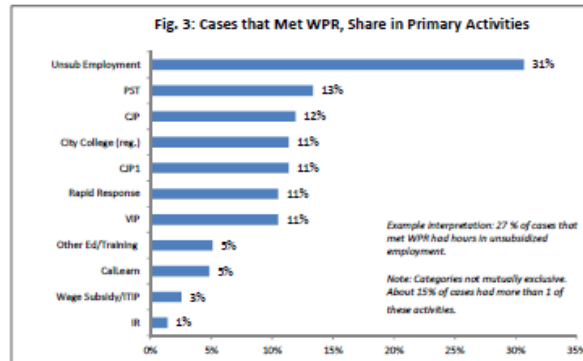
ALL FAMILIES  
WORK PARTICIPATION RATE

21.3%



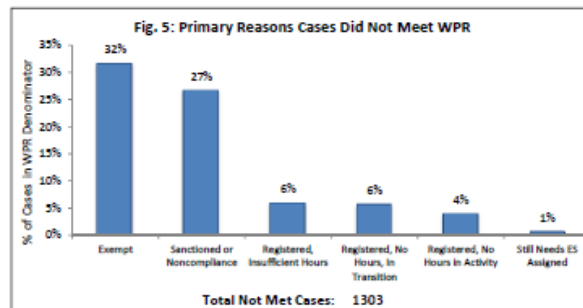
**Table 1: Numbers of Cases, by Activity**

Activity	Cases	Met WPR
Unsub Employment	173	108
PST	60	47
CJP	56	42
City College (reg.)	71	40
CJP1	73	40
Rapid Response	43	37
VIP	47	37
Other Ed/Training	31	18
CallLearn	18	17
Wage Subsidy/ITIP	14	9
IR	12	5



**Table 2: Cases that Did Not Meet, by Reason**

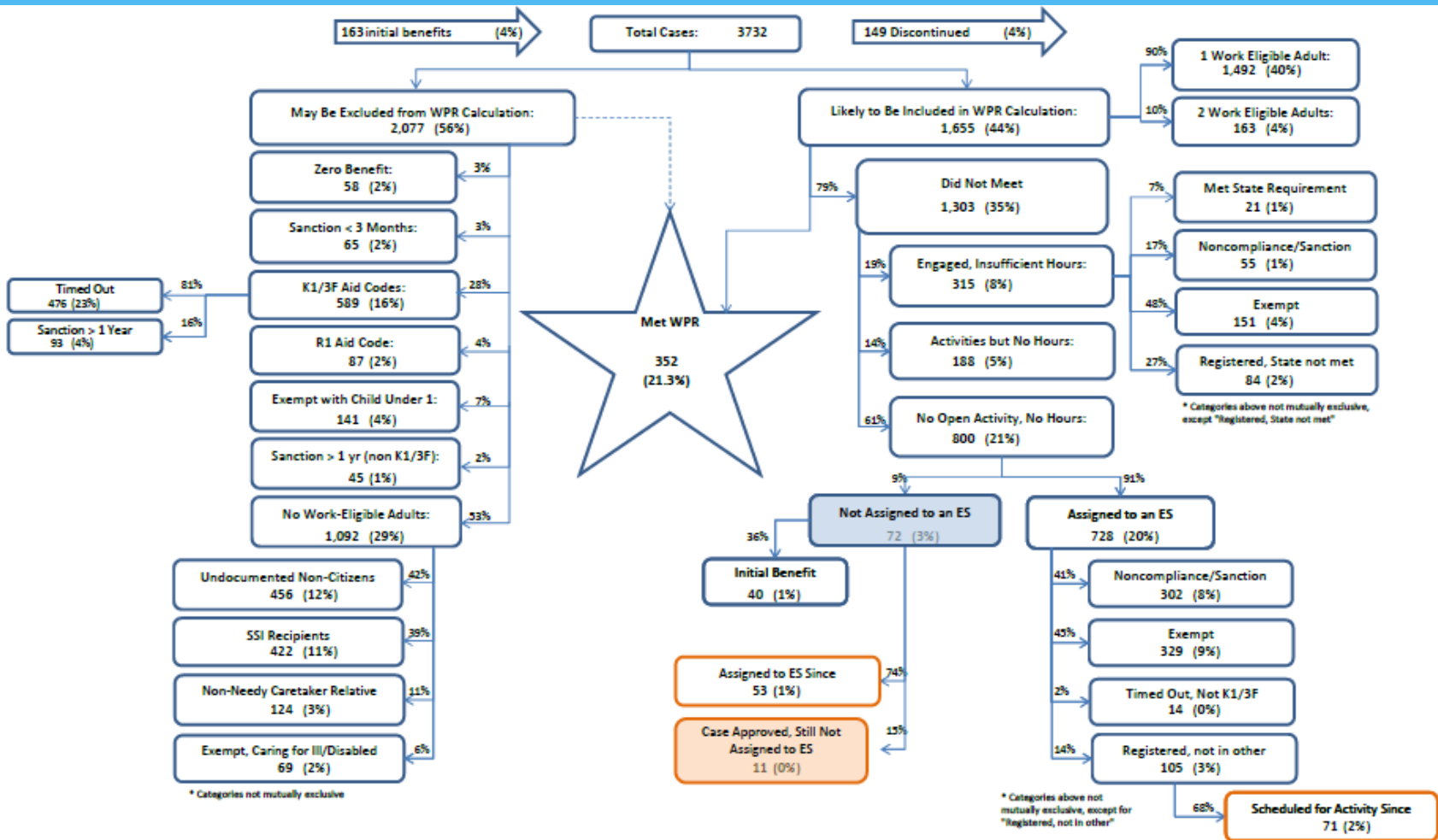
Reason	Cases
Exempt	523
Sanctioned or Noncompliance	440
Registered, Insufficient Hours	99
Registered, No Hours, In Transition	93
Registered, No Hours in Activity	65
Still Needs ES Assigned	11



All Families WPR Goal:	25%
Target Met WPR Cases to Reach Goal:	414

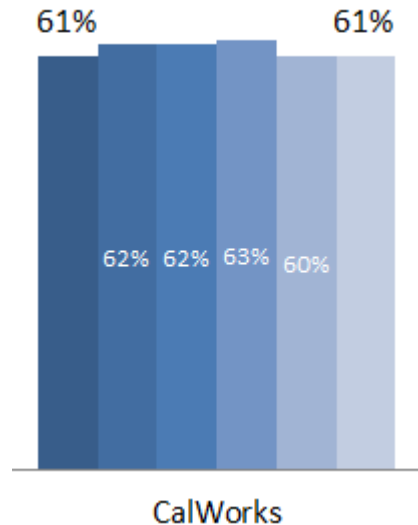
Additional Cases Needed to Reach Goal:	62
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# CW WtW: Achieving Full Caseload WPR cont.



# Evidence-based Improvements of the New Model

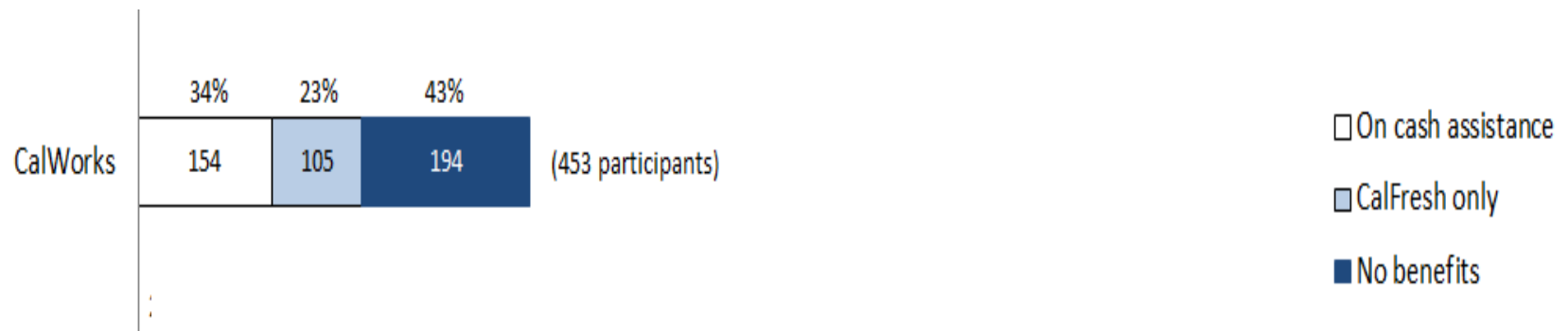
**61%** of CW clients were still earning wages 18-months after completing the program



■ 1st quarter after exit ■ 2nd quarter after exit ■ 3rd quarter after exit ■ 4th quarter after exit ■ 5th quarter after exit ■ 6th quarter after exit

# Long Term Success for families on the Self-sufficiency Path

18-months after completing the program, **66%** of CW clients were off cash aid and **43%** were completely off public benefits!



# Thank You



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