

Sanction Pilot Program at 54th Street

Re-Engaging W/TW Participants

Reengineering Purpose

- July 1, 2005 County of San Diego developed and implemented a reengineered Welfare to Work program under Jaye Yoshonis, manager in North Coastal and Central Regions, that is competitive with private providers in terms of performance and cost.



Why Change?

- ✓ San Diego County's Welfare to Work Program has had successes.
- ✓ Reengineering focused on cutting costs by enhancing our model and adopting new changes for more efficient operations.
- ✓ Changes were made with the goal of increasing our performance objectives.

What is the Sanction Pilot Program?

A centralized effort to re-engage those participants who struggle or decline to participate in the Welfare to Work Program.



GOALS



- ✓ Increase participation and employment objectives.
- ✓ Gain insight into the factors that led to non-compliance and sanction.
- ✓ Develop strategies to keep others from failing the program or falling through the cracks in the system.

Developing the Project

Step One

Who is right for the job?

- ✓ Self-starter
- ✓ Motivated to go on home visits
- ✓ Not easily discouraged
- ✓ Doesn't take rejection personally
- ✓ Finds the strengths in others



Developing the Project

Step Two

Developing Guidelines

To Develop a mutual agreement policy among
WTW regions for transferring cases once the
sanction has been cured



Developing the Project

Step Three

Developing Tools

- ✓ Developing a tracking tool that would capture pertinent information (i.e., Excel Log)
- ✓ Consolidating key information needed to include in the tracking tool.
- ✓ Developing personalized contact information.



Role of the Sanction Specialist

- ✓ Focuses all efforts to re-engage sanctioned participants
- ✓ Track and document progress
 - Sanctions cured each month
 - Methods used to re-engage
 - Participants requiring continued guidance and support
 - Participants who have been in contact with Sanction Specialist, but have yet to cure the sanction
 - Participants in curing status
 - Participants not responding re-engagement efforts
 - WTW cases transferring in/out and closing

Keys to Success

Centralized Attention

Sanction Specialist has the opportunity to focus a great deal of attention on the individual:

- ✓ Daily contact and support
- ✓ Remove barriers and offer appropriate referrals
- ✓ Provide guidance
- ✓ Provide access to mentors and role models
- ✓ Provide self sufficiency resources
- ✓ Connect with clients who need long-term follow up
- ✓ Screen all sanctioned clients for alcohol and drug problems
- ✓ Provide a maximum level of customer service



Keys to Success

Methods of Re-Engagement

- ✓ Letters
- ✓ Phone Calls
- ✓ Home Visits
- ✓ Collaboration



Keys to Success

Sanction Specialist Develops Partnerships

- ✓ Human Service Specialist
- ✓ Employment Case Managers
- ✓ Job Developers/WEX Specialists
- ✓ Network Center
- ✓ Community Colleges or other Training Programs
- ✓ Alcohol and Drug Programs
- ✓ Mental Health Services
- ✓ Childcare

Keys to Success

Training

Sanction Lead Supervisor provided initial training to Human Service Specialists including:

- ✓ How To's for referring & registering WTW participant
- ✓ How To's for implementing exemptions
- ✓ How To's for imposing & rescinding sanctions
- ✓ ECM/HSS responsibility policy

Keys to Success

Flexibility

Participants who have been previously sanctioned, may not initially engage 100%. Specialist will need to develop:

- ✓ Positive relationships with participants *and* partners
- ✓ *Genuine* support and guidance
- ✓ Contract plan amendments as necessary
- ✓ Alternative best practices methods



Things to Consider



- ✓ Collaborating with other agencies, such as Public Housing Authority.
- ✓ Do you have the staff to manage a centralized caseload?
- ✓ Who is right for the job?

Does it really work?

February 2007

94 WTW Sanctions

August 2007

35 WTW Sanctions



This is a Success!