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SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Acting Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
Tel (562) 908-8400 • Fax (562) 695-4801



Board of Supervisors

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First District

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Third District

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Fourth District

KATHRYN BARGER  
Fifth District

July 25, 2017

To: Each Supervisor

From:   
Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

On May 23, 2017, the Board, by motion from Supervisors Sheila Kuehl and Janice Hahn, instructed the Director of the Department of Public Social Services (DPSS) to:

1. Create a specialized unit with existing staff and resources, led by qualified senior staff accountable to the Chief Deputy Director of DPSS to conduct a thorough review of current business processes and develop opportunities and efficiencies for improvement towards increased enrollment, retention, and reporting; including but not limited to:
  - Client service and performance standards for the CalFresh Customer Service Call Center; and
  - Client and community outreach partner service standards for the *Your Benefits Now* website enrollment, verification, and case management functionality.
2. Based on the results of the business process review, adopt a goal of increasing CalFresh participation within Los Angeles County by no less than 20% in two years from the current 66.3%, as measured by the California Department of Social Services (CDSS);
3. Submit monthly progress and accountability reports to the Board of Supervisors on all of the objectives listed herein.

Each Supervisor  
July 25, 2017  
Page 2

The attached report provides a comprehensive response to our implementation approach and overall methodology for increasing the CalFresh participation by 20%.

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Acting Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

#### Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor



LOS ANGELES  
COUNTY  
DEPARTMENT  
OF PUBLIC  
SOCIAL  
SERVICES

*Reduce Prevalence  
of Food Insecurity  
and Poverty by  
Increasing  
CalFresh  
Participation*

July 2017

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## Background

The Department of Public Social Services (DPSS) understands that CalFresh (CF) provides a nutrition safety net for many Los Angeles County residents. Since June 2004, Los Angeles County has implemented extensive marketing campaigns to increase CF utilization in Los Angeles County. DPSS has worked with partners on all levels – federal, State and especially the local level, to conduct a comprehensive CF outreach. As a result of our continuous efforts, DPSS achieved the USDA-FNS 2011 Silver and the 2012 Gold SNAP Hunger Champion Award for outreach and in 2014 received the Productivity and Quality Award (PQA).

Building on our successes, we have developed a detailed implementation plan with a focus on recruitment, retention and extensive marketing and outreach efforts. Moreover, we are developing clear measurable objectives that will help us identify the most successful efforts. In addition, we are cognizant that we will need to think creatively about how to reach those individuals that may opt not to take advantage of the CF benefits due to the current federal climate.

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## I. Customer Service Center

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### *Board Motion*

*Create a specialized unit with existing staffing and resources led by qualified senior staff accountable to the Deputy Director of DPSS, to conduct a thorough review of current business processes and develop opportunities and efficiencies for improvements towards increased enrollment, retention, and reporting including but not limited to:*

- *Client service and performance standards for the CF Customer Service Call Center;*
- *Client and community outreach partner service standards for the Your Benefits Now website enrollment, verification, and case management functionality;*

DPSS has a unit under the Bureau of Program and Policy, comprised of 19 individuals (managers and Program Assistants) who are responsible for managing and overseeing the CF program. As requested, the CF Chief for the purpose of this Board motion will report directly to the Chief Deputy. In addition, we have created a DPSS cross-functional team who will be responsible for the development and implementation of the various components of the Board motion with the goal of ensuring a 20% rate increase in CF participation.

### *Review of Current Business Processes*

DPSS in collaboration with the California State Department of Social Services (CDSS), is in the process of hiring a consultant to perform a comprehensive analysis of our Customer Service Centers (CSC). The consultant will:

- a. Review the IT infrastructure and identify processes and cutting-edge technologies that DPSS can leverage and pursue.
- b. Assess the effectiveness of the CSC's current monitoring both from the systems side and the business side of its operations.

- c. Evaluate the CSC's current staffing model and compare it to other industries to develop recommendations on how to improve employee training, recruitment, and productivity; including strategies for reducing the CSC's turnover rate and training gaps.
- d. Develop and implement strategies to improve the overall customer experience.

### *Implementation Approach*

We have developed a three-pronged implementation approach focused on: 1) increasing enrollment; 2) retention and 3) comprehensive marketing and outreach efforts.

- I. INCREASING ENROLLMENTS*** – To increase our CF participation by 20% within a two-year timeframe, given our current enrollment, we need to enroll over 70,000 households which represents over 176,000 individuals. Using CDSS methodology, this will get us to a State Program Reach Index (PRI) of 86.3%.

Our initial enrollment strategies will focus on leveraging our existing infrastructure while expanding our technological capacity to make it easier to apply for CF. Marketing and outreach strategies will be discussed in Section III. We will launch our efforts by focusing on the following:

#### **A. Enhancing our Capacity to Increase CF Applications**

- ***Focused Outreach*** – All CSC Eligibility Workers (EWs) will evaluate whether the individual calling is receiving CF benefits. For those customers that are not enrolled, the CSC will explain the CF program benefits and ask them to apply. If they agree, the CSC will immediately initiate the application. For individuals who do not apply, the CSC will ask and notate the reason(s) and record it in the case record. Documenting the reason(s) will help us identify barriers. In addition to the CSCs, all district office staff, at any point of contact, will also review a customer's case record and assist them in applying for CF.
- ***Initiate CF Applications*** – For customers who express interest in applying, the CSC will utilize our Your Benefits Now (YBN) website to initiate the CF application, solidifying the application date. The CSC will obtain the client's authorization through "telephonic signature" and once initiated, the application will be routed to one of our district offices for processing.
- ***Expand our Interactive Voice Response (IVR) System*** – We expanded our IVR options so that customers who have received our marketing material can quickly select the option to apply for CF and be directed to a CSC EW who will immediately initiate their CF application.
- ***CSC Queue Messages*** – While customers are waiting to speak with a CSC EW, a message will be played encouraging them to apply for CF.

- **Leveraging IHSS** – DPSS will also share information on how to apply for CF benefits with callers to the IHSS Call Center.

Performance Measure:

- Total number of applications initiated by the Customer Service Center (CSC).
- Documenting reasons why individuals decline to apply for CalFresh benefits.

## B. Focused Mailers to Medi-Cal (MC) Beneficiaries

As of June 2017, a generic mailer (Attachment A) is being sent to over 984,000 MC beneficiaries who may be potentially eligible for CF benefits. To ensure that we are only targeting individuals who are potentially eligible, we have excluded households where all individuals living in the household are receiving Supplemental Security Income (SSI), are undocumented, or have income levels that exceed the 200% Federal Poverty Level (FPL). The mailer will be sent monthly according to the schedule below:

2017 Month	Total Household
June	215,073
July	163,651
August	150,844
September	155,485
October	145,726
November	153,370

Effective December 2017, LRS will send a personalized mailer that will include dollar estimates for potential CF benefits.

Performance Measure:

- Total number of MC beneficiaries who received mailers and applied for CF benefits

**II. RETENTION EFFORTS** - To achieve our 20% goal, we must retain those households who continue to qualify for CF but find it difficult to get through the recertification process. Therefore, we are developing ways to streamline the recertification process through a myriad of self-service options. Specifically, we are focusing on:

- **Semi-Annual Reporting (SAR-7)** – Currently, customers can complete their SAR-7 online, through YBN; however, many customers do not take advantage of this option. DPSS will actively communicate and educate our customers on how to utilize YBN to submit their SAR-7 via YBN.
- **CF Recertification Online** – Effective December 2017, individuals will be able to complete their annual CF recertification via YBN. This will make it easier for individuals to complete their annual recertification without going into a district office.

**III. *OUTREACH AND MARKETING EFFORTS*** - DPSS will continue to capitalize on the strong and broad partnerships built over the past years with community organizations, agencies, County Departments and cities. Our goal is to enhance and expand the collaboration with our numerous partners. To launch this campaign, we will develop a toolkit, similar to the one created by the CEO Communications team for the Homeless Initiative, which will include several informational and advertising pieces that include the key message associated with the CF enrollment campaign. The toolkit components will include social media ads, hashtags, website ads, sliders, landing page content and news releases featuring various aspects of this story. We will also include flyers, posters and video testimonials from CF participants.

### *Geocoding*

We will use geocoding to target geographic locations where we know that households may be potentially eligible but the CF participation rates are low. This tool will identify targeted outreach areas, specifically, in zip codes with less than 50% CF participation. Below are examples of focused areas whose participation areas are below 50%

Zip Code	Area name	Supervising District	No. Potentially Eligible	No. Receiving CF	Participation Rate
90017	Downtown LA	1 <sup>st</sup> , 2 <sup>nd</sup>	11,449	4,507	39%
90034	Palms LA	3 <sup>rd</sup>	11,078	3,091	28%
90004	Hancock Park	1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup>	14,439	6,891	48%
90005	Koreatown LA	1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup>	10,688	4,510	42%
90814	Long Beach	4 <sup>th</sup>	3,439	935	27%
91007	Arcadia	5 <sup>th</sup>	3,983	773	19%

### *Strategic Partnerships*

Below you will find examples of the type of collaborative efforts we engage in with some of our strategic partners.

1. ***County Departments*** – Partnered with county departments to conduct outreach efforts.
  - ***Public Health (DPH)*** - Trained contractors to provide CF program information to their participants.
  - ***Health Services (DHS)*** - Accepts CF applications at various DHS Comprehensive Centers.
  - ***Parks and Recreation*** - Provides CF information at parks including, Park After Dark and the Summer Meals program.
  - ***Library*** - Participates in our annual CF Awareness Month and posts social media messages. Assists applicants in completing CF application using Library PCs.
  - ***Probation*** - Provides on-site CF assessments to establish CF and MC eligibility to youth and their families.
  - ***Children and Family Services (DCFS)*** – Provides on-site CF benefits at the Edelman's Children's Court.

2. *Local Education Agencies (LEAs)* – Worked with LAUSD to include 380,000 CF flyers (Attachment B) in the National School Lunch application packets. We are working with other school districts to share CF program information material to the students' parents and families.
3. *Community Colleges* – Partnered with four Cal-State Universities and other colleges to provide training so that they can submit YBN applications on behalf of students. We developed a CF student eligibility poster for display at college cafeterias and financial aid offices to promote CF. We plan to enroll qualified on campus food vendors and college cafeterias into the Restaurant Meals Program (RMP).
4. *Non-Profit and Faith-Based Organizations* – Trained these organizations so they can submit YBN CF applications on behalf of their constituents. These organizations have access to a YBN dashboard that tracks the status of the application.
5. *CalFresh Partnership Restaurants* - Partnered with restaurant franchises through the Restaurant Meals Program (RMP) so they can support the campaign to help increase CF participation.
6. *Expand Grocery Store and Farmers' Market Partnerships* - Expanded its partnership with supermarket chains such as Northgate Markets and Superior Grocers.

### *Social Media Campaign*

We will launch a social media campaign where ads will be posted on DPSS social media sites, including Instagram, Facebook, Twitter, and video content on YouTube. Utilizing the DPSS Outreach calendar, regular posting of enrollment events will be posed to follow the Mobile Outreach Unit across the county, creating a "Where is the CF mobile team today?" approach to let the community know. The Outreach Unit consists of EWs and Eligibility Supervisors that are equipped with iPads, laptops, and/or hotspots to enhance customer service and enrollments using the YBN website.

#### Performance Measure:

- Monitor through limited built-in analytics (likes, retweets and Twitter comments) provided by each platform.



## II. State Participation Rate

### Board Motion

*Based on the results of the business process review, adopt a goal of increasing CF participation within Los Angeles County by no less than 20% in two years from the current 66.3%, as measured by the CA Department of Social Services;*

### Historical Trends

According to the Center on Budget and Policy Priorities, SNAP caseloads started to fall nationally as the economy improved since the height of the great recession. From December 2012 to September 2016, caseloads have fallen nationally by about 4.3 million CDSS published data is consistent with this trend which shows a decrease, not only in the CF caseload, but also in the estimated number of persons eligible to receive CF benefits. This means that the pool of people we need to engage is shrinking. Notwithstanding these facts, there still exists a sizable population that is not receiving CF who may be potentially eligible.

### Program Reach Index (PRI)

The current 2015 Program Reach Index (PRI) for LA County published by CDSS, known as the CF Participation Rate, is 66.3%. To gauge the PRI for LA County in 2017, we used historical CDSS data that documents CF participation trends and projected the total number of household that we needed to meet and/or exceed our CF participation rate by 20%.

The chart below projects our 2016-2017 PRI and highlights that to increase our PRI by 20% we will need to enroll over 70,000 households or 176,000 individuals.

DPSS Forecast Bound Estimates – CalFresh Program Reach Index (PRI)				
Year	Est. Number Potentially Eligible	Receiving CalFresh Benefits		State PRI
		No. of Persons	No. of Household	
2012	2,021,648	1,099,704	514,478	53.9%
2013	2,088,070	1,147,939	555,795	55.0%
2014	2,032,450	1,185,610	581,170	58.3%
2015	1,776,820	1,177,606	585,270	66.3%
2016	1,526,426	1,118,309	558,723	73.3% (*)
2017	1,434,997	1,061,800	544,690	74.0% (*)
2018(*)	1,434,997	1,150,150	580,011	80.1%
2019(*)	1,434,997	1,238,402	615,331	86.3%

(\*) These are projections

Note: For year 2018 and 2019 DPSS is using the same estimated number of potentially eligible as projected by 2017. This estimated projection was used to set our base and target goal to increase participation by 20% in two years. CDSS has not released the 2016 and 2017 numbers yet since it takes about two years to be published; our estimates are projected based on the historical trend from the previous five years.

### III. Monthly Progress Report

#### Board Motion

Submit monthly progress and accountability reports to the Board of Supervisors on all of the objectives listed herein.

Below is a sample template of the Monthly Accountability Report which will be published at the end of the month.



Report Month:

### Increasing CalFresh Participation

#### I. ACTIVE CALFRESH CASELOAD

Month	Caseload
June-17	547,889
July-17	
August-17	

#### II. NEW APPLICATIONS

Month	District Office	YBN	CSC	Total
June-17				
July-17				
August-17				

#### CSC Customers who decided not to apply

Top Reason 1:

Top Reason 2:

Top Reason 3:

#### Total Mailers to MC Beneficiaries

Month	Total Mailed
June-17	215,073
July-17	163,651
August-17	150,844
September-17	155,486
October-17	145,728
November-17	153,870

#### MC Beneficiaries who applied for CF

Month	Applications
August-17	
September-17	

#### III. INCREASING RETENTION

##### Case Maintenance

Service	Received	% Processed
SAR 7		
Recertification		

##### YBN Services

Service	Received
YBN SAR 7	
YBN Recertification (Jan 2018)	

#### IV. MARKETING AND OUTREACH FOR JULY 2017

## ATTACHMENTS

*Attachment A: CalFresh Solicitation Flyer*

*Attachment B: LAUSD Flyer*

ATTACHMENT A: CALFRESH SOLICITATION FLYER  
(Front)



County of Los Angeles  
DEPARTMENT OF PUBLIC SOCIAL SERVICES



**cal fresh**  
BETTER FOOD FOR BETTER LIVING

# GREAT NEWS!

Based on your Medi-Cal eligibility,  
your household may qualify for CalFresh.  
CalFresh is a program that helps people pay for food.

CalFresh (formerly Food Stamps) enables you to buy the food your household needs. You can use your CalFresh benefits instead of money at your neighborhood grocery store.

MAXIMUM MONTHLY ALLOTMENT October 1, 2016 – September 30, 2017	
HOUSEHOLD SIZE	*MAXIMUM CALFRESH ALLOTMENT
1	\$194
2	\$357
3	\$511
4	\$649
5	\$771

\*The actual amount of CalFresh benefits depends on the household size and income.



Receiving CalFresh  
**WILL NOT** make you a  
"public charge" or impact your  
legal permanent residency.

You may  
receive CalFresh  
benefits, even  
if you work.

Even if one person is  
not eligible, other people  
in your household may  
qualify for CalFresh.

**You can apply:**

-  Online at [dpss.lacounty.gov](http://dpss.lacounty.gov)
-  Agencies listed on back
-  By mail
-  In District Offices

**For more information:**

-  Visit [dpss.lacounty.gov](http://dpss.lacounty.gov)
-  Call Customer Service Center at:  
(626) 569-1399  
(310) 258-7400  
(818) 701-8200  
(866) 613-3777
-  Ask your Medi-Cal worker

PA 6174-1 (ENG) (7/17)



## ATTACHMENT A: CALFRESH SOLICITATION FLYER (Back)

### Community Partner Application Assistance

The agencies listed below can help you complete and submit the CalFresh application for signing up and receiving your CalFresh benefits



#### COUNTYWIDE

Catholic Charities of Los Angeles, Inc.	Application assistance service at different locations throughout Los Angeles County. Call for a location near your area.	Mon-Fri 8:30 a.m.-5:00 p.m.	(213) 251-3400	English, Chinese, Spanish, Vietnamese
Los Angeles Regional Food Bank	Application assistance service at different locations throughout Los Angeles County. Call for a location near your area.	Mon-Fri 8:00 a.m.-5:00 p.m.	(323) 234-3030 x169	English, Spanish

#### METRO

Community Services Unlimited	6569 S. Vermont Avenue Los Angeles, CA 90044	Mon-Fri 8:00 a.m.-5:00 p.m.	(213) 746-1216	English, Spanish
Eisner Health	1530 S. Olive Street Los Angeles, CA 90015	Mon-Fri 8:00 a.m.-4:00 p.m. Sat 8:00 a.m.-3:00 p.m.	(213) 342-3358	English, Spanish
Maternal and Child Health Access	1111 W. 6th Street, 4th Floor Los Angeles, CA 90017	Mon-Fri 9:00 a.m.-5:00 p.m.	(213) 749-4261	English, Spanish
Public Counsel (Clients seen by appointment only. No walk-ins.)	610 S. Ardmore Avenue Los Angeles, CA 90005	Mon-Fri 9:00 a.m.-12:30 p.m. & 1:30 p.m.-5:00 p.m.	(213) 385-2977 x400	English, Spanish

#### EAST LOS ANGELES

Mexican American Opportunity Foundation	401 N. Garfield Avenue Montebello, CA 90640	Mon-Fri 9:00 a.m.-5:00 p.m.	(323) 890-9600	English, Spanish
UFW Foundation	3002 Whittier Boulevard Los Angeles, CA 90023	Mon-Thu 9:00 a.m.-5:00 p.m. Fri 1:00 p.m.-5:00 p.m.	(323) 264-2700	English, Spanish

#### SOUTH BAY/HARBOR

The Children's Clinic Serving Children and Their Families	455 E. Columbia Street, Suite 201 Long Beach, CA 90806	Mon-Fri 9:00 a.m.-4:00 p.m.	(562) 264-3115	English, Spanish, Cambodian
Eisner Health	3680 E. Imperial Highway Lynwood, CA 90262	Mon-Fri 8:00 a.m.-3:00 p.m.	(310) 608-4898	English, Spanish
Harbor Interfaith Services, Inc.	670 W. 9th Street San Pedro, CA 90731	Mon-Fri 9:00 a.m.-5:00 p.m.	(310) 831-9123 x248	English, Spanish
Help Me Help You	One World Trade Center, Suite 800 Long Beach, CA 90831 1301 W. 12th Street Long Beach, CA 90831	Mon-Fri 10:00 a.m.-4:00 p.m.	(562) 612-5001	English, Spanish
Providence Little Company of Mary, Community Health-San Pedro	1383 W. 8th Street San Pedro, CA 90732	Mon-Fri 8:00 a.m.-4:30 p.m.	(877) 567-7463 (310) 514-4318	English, Spanish
Providence Little Company of Mary, Community Health-Torrance	2601 Airport Drive, Suite 220 Torrance, CA 90503	Mon 1:00 p.m.-4:30 p.m. Fri 8:00 A.M.-4:30 p.m.	(877) 567-7463 (310) 514-4318	English, Spanish
Providence Little Company of Mary, Vasek Polak Health Clinic	13355 Hawthorne Boulevard Hawthorne, CA 90250	Mon-Fri 8:00 a.m.-5:00 p.m.	(877) 567-7463 (310) 355-0100	English, Spanish
Providence Little Company of Mary, Wellness and Activity Center	470 N. Hawaiian Avenue Wilmington, CA 90744	Mon 8:00 a.m.-12:00 p.m. Tue-Thu 8:00 a.m.-4:30 p.m.	(877) 567-7463	English, Spanish
St. Francis Medical Center of Lynwood Foundation	3630 E. Imperial Highway Lynwood, CA 90262	Mon-Fri 8:00 a.m.-4:30 p.m.	(310) 900-7444	English, Spanish
St. Joseph Church	11901 W. Acacia Avenue Hawthorne, CA 90250	Thu 9:00 a.m.-12:00 p.m.	(323) 264-2700	English, Spanish
St. Louise Resource Services	3663 Martin Luther King Jr. Boulevard Lynwood, CA 90262	Mon-Fri 8:30 a.m.-5:00 p.m.	(844) 245-1900 (424) 220-6645	English, Spanish
Wilmington Community Clinic	1009 N. Avalon Boulevard Wilmington, CA 90744	Mon 12:30 p.m.-4:30 p.m. Wed 9:00 a.m.-12:00 p.m.	(310) 549-5760	English, Spanish

#### POMONA

Beta Program Center	209 W. Pearl Street Pomona, CA 91768	Mon-Thu 9:00 a.m.-3:00 p.m.	(909) 622-3806 x301	English, Spanish
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#### SAN FERNANDO

Eisner Health	Application assistance service at different locations throughout Los Angeles County. Call for a location near your area.	Varies	(213) 342-3358	English, Spanish
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## ATTACHMENT B: LOS ANGELES UNIFIED SCHOOL DISTRICT FLYER



County of Los Angeles  
DEPARTMENT OF PUBLIC SOCIAL SERVICES



*This flyer provides information about LA County's CalFresh Program and is separate from LAUSD's National School Lunch Program.*

# GREAT NEWS!

Based on your eligibility for the National School Lunch Program, your household may qualify for CalFresh. CalFresh is a program that helps people pay for food.

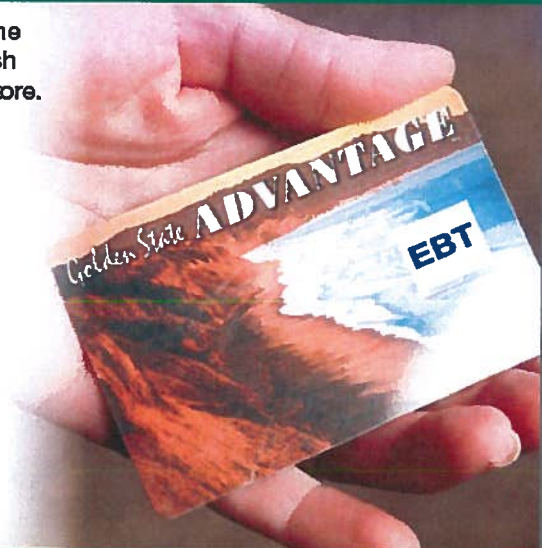
CalFresh (formerly Food Stamps) enables you to buy the food your household needs. You can use your CalFresh benefits instead of money at your neighborhood grocery store.

## MAXIMUM MONTHLY ALLOTMENT

October 1, 2016–September 30, 2017

HOUSEHOLD SIZE	*MAXIMUM CALFRESH ALLOTMENT
1	\$194
2	\$357
3	\$511
4	\$649
5	\$771

\*The actual amount of CalFresh benefits depends on the household size and income.




Receiving CalFresh  
**WILL NOT** make you a  
"public charge" or  
impact your legal  
permanent residency.

You may  
receive CalFresh  
benefits, even  
if you work.

Even if one person  
is not eligible, other  
people in your  
household may  
qualify for CalFresh.

You may qualify  
for other benefits  
such as Medi-Cal  
and CalWORKs.

## You can apply:

 Online at [dpss.lacounty.gov](http://dpss.lacounty.gov)


 By mail

 In District Offices

PA 6176 (ENG) (5/17)

## For more information:

 Visit [dpss.lacounty.gov](http://dpss.lacounty.gov)

 Call Customer Service Center at:  
(626) 569-1399  
(310) 258-7400  
(818) 701-8200  
(866) 613-3777



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Acting Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
Tel (562) 908-8400 • Fax (562) 695-4801



Board of Supervisors

HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

August 23, 2017

To: Each Supervisor

From: Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." In our first update submitted to your Board on July 25, 2017, we indicated that we would provide a monthly Accountability Report that outlines the performance data and tracks our progress toward increasing the CalFresh participation rate in Los Angeles County. The Accountability Report (Attachment A) has three sections:

- **Section I - Active CalFresh Caseload** – The active CalFresh caseload has remained relatively constant at approximately 543,000 with a slight increase in June and July 2017 compared to the prior two months.
- **Section II - New Applications** – We can see that our marketing efforts are working as there was a significant upward trend in the number of applications received both online and at DPSS district offices. Since April, we have seen a monthly increase in applications received from 28,000 to 42,000. In addition, to date, we have received over 10,000 CalFresh applications from Medi-Cal beneficiaries that received the CalFresh Solicitation Flyer.
- **Section III - Increasing Retention** – We are in the process of obtaining the data from the LEADER Replacement System (LRS) required for us to calculate our CalFresh Retention Rate.

The Department took the following actions in the month of July 2017 towards enhancing its capacity to increase CalFresh applications and increasing the CalFresh participation rate:

## 1. CUSTOMER SERVICE CENTER (CSC)

- A. **Interactive Voice Response** - Programmed a CalFresh message in the Customer Service Center (CSC) waiting queue to provide general information about the CalFresh Program to encourage customers to apply for CalFresh benefits. While the customer is waiting to speak to a Customer Service Eligibility Worker (CSC EW), the customer hears the following message: *"Are you receiving CalFresh benefits? If not, just ask your Customer Service Eligibility Worker for information about applying for CalFresh."* Moreover, once the CSC Eligibility Worker connects with the customer, they provide them with CalFresh Program information and encourage them to apply.
- B. **Assistance in Completing the a CalFresh Application** – We have expanded the CSC's IVR options to allow customers interested in applying for CalFresh to be routed directly to a CSC EW who can take their CalFresh application over the telephone. Once customers select their primary language, they are asked to select the option "1" to apply for CalFresh.

Taking into consideration that we not negatively impact the CSC wait time, we are piloting **two models** for initiating a CalFresh application. In the **first model**, launched in August 2017, EWs will initiate the application utilizing our YBN website. Once the application has been initiated, EWs at the district office will conduct the Intake interview and process the applications per existing procedures. The benefit of this model is that the customer is on the phone for approximately five to seven minutes. However, the customer will need to interact with the district office and conduct a face-to-face interview (either by phone or in person) in order to finalize the process.

The **second model**, scheduled to launch in September of 2017, EWs will conduct the CalFresh interview while the customer is on the phone enabling the CSC EW to process the CalFresh application via LRS. The benefit to this model is that the CSC EW will conduct the mandatory interview by telephone, and complete the CalFresh application process. However, the customer will need to stay on the phone to answer the interview questions for about 30 to 45 minutes. We would also need to closely monitor wait times to ensure that they are not negatively impacted.

## 2. MARKETING AND OUTREACH EFFORTS

This provides a summary of the outreach activities and events conducted in July 2017.

- A. **Medi-Cal Mailers** – Over 164,000 mailers sent to Medi-Cal beneficiaries who are not receiving CalFresh benefits. To date, we have received over 10,000 CalFresh applications.
- B. **Local Education Agencies** – Los Angeles Unified School District (LAUSD) has confirmed that 200,000 CalFresh flyers were mailed to LAUSD households with the school lunch application package.
- C. **Community- and Faith-Based Organizations** – A letter (Attachment B) was sent to 48 Community-Based Organizations and Faith-Based Organizations to request they join us in helping to increase the CalFresh participation in L.A. County. In addition, we informed them that YBN has a dashboard that they can use to track the status of the CalFresh applications.
- D. **Department of Health Service (DHS)** – The Department in partnership with DHS and DPH implemented the food insecurity tool referral process to connect patients who are identified as food insecure and could be potentially eligible for CalFresh with DPSS collocated staff at Hubert H. Humphrey Comprehensive Health Center. There is an effort to further expand this same concept to other DHS clinics to reach those in need of food assistance.
- E. **WIC** – The Department partnered with WIC to conduct CalFresh Outreach during WIC's Summer Voucher disbursements at different Farmers' Markets throughout L.A. County. During June – July 2017, the Department received a total of 785 applications and provided information to over 2,210 people. Due to this success, the Department will increase its participation at Farmers' Markets.

In addition, the Department will employ the geocoding tool and use information from past events to reprioritize the WIC offices to conduct CalFresh outreach. WIC will utilize SMS text messages to inform their recipients which offices DPSS staff will visit and what type of documents they need to provide.

- F. **Community Colleges** – The Department partnered with California State University, Chico and the California Community Colleges Chancellor's Office to trained 72 staff members from 18 L.A. County Community Colleges and disseminated 90 CalFresh Student Eligibility posters to them. The training consisted of CalFresh Program Eligibility (Student Eligibility) and YBN.

Each Supervisor  
August 23, 2017  
Page 4

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Acting Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

#### Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor





## CalFresh Accountability Report – July 2017



I. Active CalFresh Caseload	
Month	Caseload
April-17	542,877
May-17	542,606
June-17	544,690
July-17	543,406

The active CalFresh caseload has remained relatively constant with a slight increase in June and July 2017 compared to the prior two months.

II. New Applications			
Month	District Office	"YourBenefitsNow"	Customer Service Center
April-17	28,631	5,341	
May-17	33,455	6,012	
June-17	35,694	8,658	
July-17	42,457	13,328	

This performance measure shows a significant upward trend in the number of applications received both online and at DPSS District Offices.

Customer Service Center callers who decided not to apply for CalFresh benefits	
Top Reason 1:	Employed and doesn't believe they qualify for CalFresh
Top Reason 2:	Employed and doesn't need CalFresh
Top Reason 3:	Not interested

Total Mailers to Medi-Cal Beneficiaries		Medi-Cal Beneficiaries who applied for CalFresh
Month	Total Mailed	Total Number of applications received to date
June-17	215,073	5,661*
July-17	163,651	4,451*
August-17	150,844	
September-17	155,485	
October-17	145,726	
November	153,370	

\*The number of applications will change in each report month to reflect the process of applications as they are received.

III. Increasing Retention		
YBN Services		
Month	Overall CalFresh Retention Rate	Recertification Retention Rate
April-17	(Information will be provided in next month's report)	(Information will be provided in next month's report)
May-17		
June-17		
July-17		



## CalFresh Accountability Report – July 2017



III. Increasing Retention (Continued)		
YBN Services		
Month	YBN SAR 7 Received	YBN Recertification Received (January 2018)
April-17	1,975	N/A
May-17	1,868	N/A
June-17	2,377	N/A
July-17	2,172	N/A

IV. Marketing and Outreach for July 2017			
Health and Nutrition Mobile Office/Outreach Events			
Month	Total Number of Events	CalFresh Applications received	CalFresh Information/Inquiries
April-17	94	210	3,073
May-17	131	324	4,240
June-17	103	446	3,153
July-17	110	799	3,368



County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
Tel (562) 908-8400 • Fax (562) 695-4801



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Acting Chief Deputy

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

August 22, 2017

Community and Faith Based Organizations:

We are pleased to announce that we have enhanced our Department's Your Benefits Now (YBN) Website to include applications for the General Relief Program.

We want to remind you that the Community and Faith Based Organizations have access to a YBN dashboard that enables you to track the status of all program applications submitted on behalf of the customers. If your organization would like training on the dashboard, or has general YBN questions, please contact Carlos Portillo, Human Services Administrator I, at (562) 908-6881.

Los Angeles County has launched a campaign to increase CalFresh enrollment. We would like to ask you to support our efforts by increasing the submission of CalFresh applications via YBN. We thank you for your assistance in sharing this information and hope residents will benefit from the efforts made.

If you have any questions or need additional information, please contact me at (562) 908-8633, via email at [RoxanaMolina@dpss.lacounty.gov](mailto:RoxanaMolina@dpss.lacounty.gov), or your staff may contact Lino Rios, CalFresh Program Director, at (562) 908-6345 or via email at [LinoRios@dpss.lacounty.gov](mailto:LinoRios@dpss.lacounty.gov).

Sincerely,

Roxana Molina, Chief In-Charge  
Bureau of Program and Policy

RM:LD  
LR:RG:cp

c: Stephanie Dillard



County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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SHERYL L. SPILLER  
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Board of Supervisors  
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Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

September 25, 2017

To: Each Supervisor

From:

Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The CalFresh Accountability Report for August 2017 (Attachment A) indicates the following:

- **Section I – Active CalFresh Caseload** – Our active CalFresh caseload for August 2017 is over 551,000. This represents an increase of over 8,000 cases from 543,000 in July 2017.
- **Section II – New Applications** – Our marketing effort continues to yield results as we received over 54,000 CalFresh applications compared to over 42,000 in July 2017. Furthermore, we have received over 21,000 CalFresh applications from Medi-Cal beneficiaries that received the CalFresh Solicitation Flyer from June to August 2017. Of these applications, over 10,000 were approved.
- **Section III – Increasing Retention** – CalFresh Retention measures the percentage of ongoing cases that retained their eligibility for CalFresh benefits in each month.

The Department tracks retention in three different ways:

1. **Overall Retention Rate**, which represents the percentage of people who maintained their CalFresh eligibility from month to month. The July 2017 retention rate is 95%.
2. **Semi-Annual Reporting (SAR) Retention Rate**, which represents the percentage of households who complied with their SAR 7 requirements. The July 2017 SAR retention rate is 76%.
3. **Re-Certification Retention Rate**, which represents the percentage of households who complied with their recertification requirement. The July 2017 re-certification rate is 74%.

The SAR and the Re-Certification Retention Rate are subsets that only impact 15% of the Overall Retention Rate. The combined number of households with SAR 7s and re-certifications due in the report month, comprise approximately 15% of the overall monthly CalFresh caseload. Considering that these households only impact 15% of the monthly CalFresh caseload, they only have a modest impact to the Overall Retention Rate. As previously stated, the Overall Retention Rate for July 2017 is 95%. Accordingly, this means only 5% of the overall caseload did not retain benefits in the following month. In other words, they were discontinued. The vast majority of those cases were discontinued because of noncompliance with SAR 7 and re-certification requirements.

- **Section IV – Marketing and Outreach for August 2017** – Outreach eligibility staff out-stationed throughout the community in Los Angeles County received 473 CalFresh and 3,474 Medi-Cal Applications. The DPSS Outreach Unit attended 113 outreach activities, provided program information to 3,442 customers and received 224 CalFresh and 95 Medi-Cal applications.

The Department took the following actions in the month of August 2017 towards enhancing its capacity to increase CalFresh applications, improve retention, and increase the CalFresh participation rate:

## **1. CUSTOMER SERVICE CENTER (CSC)**

- A. **Review of Current Business Process** – The California Department of Social Services (CDSS) has approved our proposal to bring aboard a consultant to:  
1) perform a comprehensive evaluation of the current DPSS CSC operations;  
2) conduct an assessment of other call centers in the industry (both other county welfare department call centers and those in other sectors); and 3) apply best practices to help the Department determine what the CSC can do to improve



their customer service satisfaction. Furthermore, CDSS agreed to cover up to \$300,000 of the costs for the consultant. The Internal Services Department (ISD) targets releasing a solicitation by mid-October with a consultant targeted to be on board in early November 2017.

- B. Assistance with Completing a CalFresh Application** – In the previous update, we informed your Board that we were piloting two models for initiating a CalFresh application. In the **first model**, launched in August 16, 2017, CSC Eligibility Workers (EWs) began initiating CalFresh applications utilizing our Your Benefits Now (YBN) website. For the month of August 2017, the CSCs have initiated 4,038 CalFresh applications. Of these, 1,038 have been approved to date.

We continue to actively monitor this effort to ensure that both the CalFresh applications and all other calls get answered timely. Thus far, we have seen no negative impact on our CSC callers' overall wait time.

The **second model** is scheduled to launch on October 2, 2017 through a pilot at the South Family District Office. In this pilot, designated EWs will complete the entire CalFresh Intake process, from end to end. Upon taking the call, the EW will ask the customer if he/she is interested in completing an application. If the customer consents, the EW will conduct the CalFresh Intake interview, thus enabling the worker to process the CalFresh application via the LEADER Replacement System (LRS). At the end of the interview, we will obtain a telephonic signature. If the customer is eligible for CalFresh, including expedited services, and the Department has all the required verification documents, the case will be approved the same day. The customer will be notified of the approval via telephone. If the customer needs an Electronic Benefits Transfer (EBT) card, the EW will make arrangements for him/her to pick one up at the district office, otherwise it will be mailed.

The pilot will contribute towards achieving the following:

- Increase same day CalFresh application approvals;
- Remove barriers for customers with limited transportation options and mobility; and
- Provide an alternative CalFresh access point to an in-person application and online application.

- C. Interactive Voice Response (IVR)** – As of August 16, 2017, DPSS added an option to the CSC's IVR to allow callers to quickly and directly reach a CSC EW that will help them apply for CalFresh. All CSC EWs are trained and available to help callers apply for CalFresh either by initiating a YBN CalFresh application or

by mailing an application. In the month of August 2017, 20,409 participants have used this option and reached a CSC agent.

## 2. MARKETING AND OUTREACH EFFORTS

Below is a summary of the outreach activities and events conducted in August 2017.

- A. **Medi-Cal Mailers** – Over 529,568 mailers were sent from June to August 2017 to potentially CalFresh-eligible Medi-Cal beneficiaries. To date, we have received over 21,000 CalFresh applications and approved over 10,000 of them.
- B. **Local Education Agencies** – Los Angeles Unified School District (LAUSD) has confirmed that 300,000 CalFresh flyers were mailed to LAUSD households with the school lunch application package.

DPSS outreach staff secured participation at the L.A. County Office of Education's Physical Education and Health Resources Fair scheduled on October 27, 2017. At this event, our outreach staff will inform educators about the CalFresh Program to enable them to better inform their students and families on how to combat food insecurity in their homes.

- C. **In Home Supportive Services (IHSS)** – On Wednesday, August 16, 2017, we participated in a "Tele Town Hall" meeting attended by over 2,300 IHSS Consumers and Providers, hosted by the Personal Assistant Public Council (PASC). The PASC is the public authority for IHSS in Los Angeles County. We provided a CalFresh presentation and answered many questions regarding the CalFresh Program. We are partnering with PASC to participate in future "Tele Town Hall" meetings (scheduled on the third Wednesday of every month) and webinars to provide CalFresh Program presentations.

Additionally, the PASC will have an Open House on October 18, 2017 at the California Endowment where they expect many IHSS consumers and providers to attend. DPSS will be present and will provide CalFresh information at this Open House.

- D. **Hospital Association of Southern California (HASC)** – HASC is an association of hospitals that operates in Southern California. Our outreach team is collaborating with 34 private hospitals under the HASC umbrella. On August 17, 2017, we attended a roundtable hosted by HASC, where we promoted CalFresh participation and discussed CalFresh outreach opportunities at various hospital sites. HASC agreed to support the County's efforts to increase the CalFresh participation rate by revising their Patient

Referral Form to identify interest in CalFresh benefits among their patients. Our outreach team is currently working in collaboration with HASC to develop a CalFresh referral process.

- E. **Women, Infants, and Children (WIC)** – We partnered with WIC to promote the CalFresh Program at farmer's markets during their upcoming October 2017 Market Match Program campaign. As part of this campaign, First 5 LA will be doubling Market Match dollars from \$10 to \$20 whenever participants use their WIC and/or CalFresh benefits. WIC will help us promote the CalFresh Program to WIC-participating families who are potentially eligible for CalFresh, by sending them text messages, outbound calls, and flyers promoting these farmer's markets. DPSS and WIC will also assess CalFresh enrollment data at WIC sites where DPSS conducts outreach on a regular basis to optimize CalFresh referrals.
- F. **Community Colleges** – On August 25, 2017, we trained 12 staff from Cerritos College to assist with CalFresh applications. The training consisted of YBN and CalFresh Program policy, focusing on student eligibility. Our outreach unit also attended events at the following three Community colleges where we provided CalFresh information and took CalFresh applications.
- G. **DPSS Outreach Unit** – Each month, DPSS participates in many outreach events and activities throughout the County. We separate our outreach events or activities into three categories:
  - *CalFresh Focused Activities:* Such events or activities include special events at grocery stores, farmers' markets, food pantries, colleges, and WIC hosted events.
  - *Medi-Cal Focused Activities:* Such events include health fairs, events at public libraries (started due to Cal Wellness Grant), and clinic/hospital hosted activities. While these events focus on Medi-Cal, our staff also promote and encourage people to enroll in the CalFresh Program.
  - *Informational Sessions:* These are events not related or geared towards any specific program, but rather provide general information on a variety of topics. Such events include resource fairs, general presentations, and homeless activities. Often our outreach staff is asked to provide information to representatives from community organizations about the CalFresh Program. These events are not meant to accept applications, but instead to educate and make connections with potential outreach partners.

### 3. CALFRESH RETENTION

Outreach alone is not going to ensure that we increase our CalFresh State Participation Rate. We also need to retain our existing customers. Therefore, we have developed strategies towards ensuring retention.

**Strategies to increase the CalFresh Retention Rate** – DPSS developed the following strategies to enhance our CalFresh Retention:

- **Online CalFresh Recertification** – In December 2017, CalFresh recipients will be able to complete the CalFresh Recertification application using YBN. Additionally, they will be able to submit verification along with their recertification. Although State law requires that CalFresh households complete a telephone interview, CalFresh recipients will no longer need to complete a paper recertification packet and will be able to complete the recertification process without having to go to an office. This provides more options for customers for completing their recertification requirement and should reduce the number of cases discontinued for failing to complete the CalFresh recertification. We will need to work collaboratively with our partners and develop a comprehensive campaign so that our customers understand that this option is now available to them.
- **Online SAR 7 Marketing** – Although CalFresh recipients have been able to submit their SAR 7s via YBN for some time now, usage of this option has been very low. DPSS is marketing this feature to CalFresh recipients to encourage them to use this convenient, simple option that expedites the SAR 7 process.
- **Elderly Simplified Application Project (ESAP)** – We are implementing the ESAP project beginning October 1, 2017. ESAP rules will give households comprised entirely of elderly or disabled members who do not have any earned income, a 36-month CalFresh recertification period. This change will improve retention among this vulnerable population as they will only need to submit a CalFresh recertification once every three years and they will not be required to do a recertification interview.

Each Supervisor  
September 25, 2017  
Page 7

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor



**ATTACHMENT A****CalFresh Accountability Report – August 2017****I. Active CalFresh Caseload**

Month	Caseload	New CalFresh Recipients*
May-17	542,606	(Information will be provided in a future report)
June-17	544,690	
July-17	543,406	
August-17	551,258	

There was a sharp increase in the active CalFresh caseload in the month of August 2017.

\* New CalFresh Recipients is defined as anyone who has not received CalFresh in the past 12 months.

**II. New Applications**

Month	District Office	"Your Benefits Now"	Customer Service Center
May-17	33,455	7,253	N/A
June-17	35,694	8,658	N/A
July-17	42,457	13,328	N/A
August-17	54,604	16,597	4,038*

This performance measure shows an upward trend in the number of applications received both online and at DPSS District Offices.

\*This number is a subset of the overall number of YBN applications in the "Your Benefits Now" column.

**Customer Service Center callers who decided not to apply for CalFresh benefits**

Top Reason 1: Undocumented/Immigration concerns

Top Reason 2: Not interested

Top Reason 3: Does not need CalFresh

Total Mailers to Medi-Cal Beneficiaries		Medi-Cal Beneficiaries who applied for CalFresh	
Month	Total Mailed	Total Number of applications received to date	Total Number of applications approved to date
June-17	215,073	9,428**	5,160**
July-17	163,651	6,819**	3,446**
August-17	150,844	5,089**	2,051**
September-17	155,041*		
October-17	145,390*		
November	152,978*		

\*The mailing lists for September, October, and November were refreshed.

\*\*These numbers will change in each report month as new applications are received and approved.

**III. Increasing Retention**

Overall CalFresh Retention Rate measures the percentage of people who maintained their CalFresh eligibility from one month to the next.

**Overall CalFresh Retention Rate**

Month	Cases at the start of the month	Cases at the end of the month	Cases Discontinued	Retention Rate
June-17	507,822	477,911	29,911	94%
July-17	508,017	481,688	26,329	95%
August-17				



## ATTACHMENT A

### CalFresh Accountability Report – August 2017



SAR CalFresh Retention Rate measures the percentage of households whose SAR7s were received, processed, and continued to receive CF benefits. The SAR Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with SAR 7 due.

#### SAR Retention Rate

Month	Cases with SAR 7 due	Cases that Remained Active	Cases Discontinued	Retention Rate
June-17	50,611	36,905	13,706	73%
July-17	47,113	35,950	11,163	76%
August-17				

Re-certification CalFresh Retention Rate measures the percentage of households whose REs were received, processed, and continued to receive CF benefits. The Re-Certification Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with Re-certifications due.

#### Re-certification Retention Rate

Month	Cases with Re-certifications due	Cases that Remained Active	Cases Discontinued	Retention Rate
June-17	30,856	22,398	8,458	73%
July-17	35,637	26,380	9,257	74%
August-17*				

\*The August data will be included in next month's report to allow time for the entire SAR and Re-certification process for the month of August to conclude.

Note: Both the SAR and the Re-Certification Retention Rate are subsets that only impact 15% of the Overall Retention Rate. This is because the combined number households with SAR 7's and re-certification due in the report month comprise approximately 15% of the overall monthly CalFresh caseload. Considering that these households only impact 15% of the monthly CalFresh caseload, they only have a modest impact to the Overall Retention Rate. As previously stated, the Overall Retention Rate for July 2017 is 95%. Accordingly, this means only 5% of the overall Caseload did not retain benefits in the following month. Approximately 4% of those discontinued cases, were from noncompliance with SAR 7 and Re-certification requirements.

#### YBN Services

Month	YBN SAR 7 Received	YBN Re-Certification Received (January 2018)
May-17	1,868	N/A
June-17	2,377	N/A
July-17	2,172	N/A
August-17	2,167	N/A



**ATTACHMENT A**  
**CalFresh Accountability Report – August 2017**



**IV. Marketing and Outreach**

**Health and Nutrition Mobile Office/Outreach Events**

<b>Month</b>	<b>Number of Outreach Activities</b>	<b>CalFresh Applications Received</b>	<b>Medi-Cal Applications received</b>	<b>Total Applications Received</b>	<b>CalFresh Information/Inquiries</b>
May-17	131	335	191	526	4,240
June-17	103	449	127	576	3,153
July-17	110	808	119	927	3,368
August-17	113	224	95	319	3,442



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Board of Supervisors  
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MARK RIDLEY-THOMAS  
Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

October 26, 2017

To: Each Supervisor

From:  Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The CalFresh Accountability Report for September 2017 (Attachment A) indicates the following:

- A. **Section I – Active CalFresh Caseload** – Our active CalFresh caseload from June – September 2017, has increased by over 10,000 cases.
- B. **Section II – New Applications** – In September 2017, we received over 48,400 new CalFresh applications of which 4,421 were Medi-Cal beneficiaries that received the CalFresh Solicitation Flyer. To date, we have received over 30,000 applications from Medi-Cal beneficiaries of which 17,000 were approved.
- C. **Section III – Increasing Retention** – CalFresh Retention measures the percentage of ongoing cases that retained their eligibility for CalFresh benefits each month.

Below are the retention rates for the month of August 2017:

1. **Overall Retention Rate**, represents the percentage of people who maintained their CalFresh eligibility from month to month. The August 2017 retention rate remains consistent at 95% compared to July 2017.
  2. **Semi-Annual Reporting (SAR) Retention Rate**, represents the percentage of households who complied with their SAR 7 requirements. The August 2017 SAR retention rate is 73%. Note that the entire monthly SAR 7 population is approximately 8% of the overall caseload. The number of cases discontinued for SAR 7 amounts to only 2% of the overall caseload. Despite the SAR retention rate decreasing, the overall caseload increased.
  3. **Recertification Retention Rate**, represents the percentage of households who complied with their recertification requirement. The August 2017 recertification rate remains consistent at 74% compared to July 2017.
- D. **Section IV – Marketing and Outreach for September 2017** – The DPSS Outreach Unit participated in 103 outreach activities, received 375 CalFresh and 3,030 Medi-Cal applications.

The Department took the following actions in the month of September 2017 towards enhancing its capacity to increase CalFresh applications, improve retention, and increase the CalFresh participation rate:

## 1. CUSTOMER SERVICE CENTER (CSC)

- A. **Review of Current Business Process** – The solicitation for the consultant was released on October 2, 2017; with the goal of selecting the consultant in November 2017.
- B. **Assistance with Completing a CalFresh Application** – In the previous update, we indicated that we were piloting two models for initiating a CalFresh application. In the **first model**, CSC Eligibility Workers (EWs) were initiating CalFresh applications utilizing the Your Benefits Now (YBN) website. In total, CSC staff have initiated 9,426 applications, with 3,396 (36%) having been approved to date.

In the **second model**, launched in October 2017, Eligibility staff conduct the end-to-end CalFresh Intake Interview over the telephone and secure a telephonic signature. If the customer is eligible for CalFresh, including expedited services, and the Department has all the required verification documents, the case is approved the same day. The customer is notified of the approval during the telephone call.



For the period of October 3 – October 13, 2017, 75 CalFresh applications were initiated, 38 applications were approved on the same day and 2 applications were denied. The two denials were due to excess income. The pilot will continue through December 2017. At the end of the pilot, an assessment will be completed to measure the effectiveness for potential Department-wide implementation.

- C. **Interactive Voice Response (IVR)** – DPSS added an option to the CSC's IVR to allow callers to directly reach a CSC EW that will take their CalFresh application. In September 2017, 38,115 participants used this option.

## 2. MARKETING AND OUTREACH EFFORTS

Below is a summary of the outreach activities and events conducted in August 2017.

- A. **Medi-Cal Mailers** – Over 684,609 mailers were sent from June to September 2017 to potentially CalFresh-eligible Medi-Cal beneficiaries.
- B. **Local Education Agencies** – We continue to partner with schools/school districts as part of Assembly Bill (AB) 402. Schools/school districts may share their student's National School Lunch Program (NSLP) applications with the Department. The approved applications serve as referrals to the CalFresh Program since the households are likely eligible to CalFresh due to their eligibility for the NSLP. We then send NSLP-approved households a CalFresh application. As of September 2017, the Department has nine Memorandums of Understanding (MOUs) with the following schools/school districts:

▪ Baldwin Park Unified	▪ Green Dot Public Schools
▪ Santa Monica-Malibu	▪ KIPP (Knowledge in Power Program) LA
▪ Azusa Unified	▪ Larchmont Schools
▪ Los Nietos	▪ Northpoint school
▪ Palmdale	

- C. **Women, Infants, and Children (WIC)** – The Department, in collaboration with WIC, identified four additional WIC sites to deploy DPSS eligibility staff to conduct CalFresh and Medi-Cal outreach and to provide application assistance. The following four additional sites are in low CalFresh participation areas based on our geocoding data: Culver City, Hollywood, Koreatown, and Downtown Los Angeles. Additionally, our eligibility staff are scheduling site visits on Saturdays to accommodate working families.

- D. **Community Colleges** – The Department conducted seven CalFresh enrollment events in coordination with five colleges; which resulted in 46 CalFresh and 11 Medi-Cal applications. In addition, information was provided to 424 students. These CalFresh enrollment events took place at: Cerritos College, Cal State University Northridge, Rio Hondo College, Los Angeles Harbor College, and Los Angeles City College

Additionally, we continue our efforts related to AB 1747 which requires public and private colleges that operate any qualifying food facilities on campus, to apply for the Restaurant Meals Program (RMP). The RMP allows homeless, disabled, and elderly CalFresh participants to use their CalFresh benefits to purchase hot prepared meals from participating restaurants. To date, eleven colleges have expressed interest in enrolling in the RMP and we anticipate signing MOUs in November 2017.

- E. **Department of Public Health** – On September 28, 2017, the Department participated in the press event organized by the Los Angeles County Department of Public Health to release the Los Angeles County Food Insecurity Report. The Food Insecurity Report confirms the need for strategic partnerships to reach low-income families and individuals in desperate need of CalFresh food assistance.

### 3. CALFRESH RETENTION

We are placing emphasis on retaining our existing customers. DPSS has convened an internal workgroup that is analyzing retention data, reviewing the end-to-end SAR 7 and Recertification processes, conducting client and staff stakeholder focus groups, and will be developing and implementing strategies to increase CalFresh retention.

Moreover, in December 2017, in collaboration with the DPSS Commission, we will be launching a workgroup comprised of 12 members (CBOs, FBOs, Foundations, Food Banks, Advocates, etc.) that will work with DPSS to develop strategies to increase CalFresh Retention. The workgroup will be chaired by Antonia Jiménez, DPSS Chief Deputy, and Michael Flood, DPSS Commissioner.

Each Supervisor  
October 26, 2017  
Page 5

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor



# CalFresh Accountability Report – September 2017



## I. Active CalFresh Caseload

Month	Caseload	New CalFresh Recipients*
June-17	544,690	(Information will be provided in a future report)
July-17	543,406	
August-17	551,258	
September-17	554,727	

There was a sharp increase in the active CalFresh caseload in the month of August 2017.

\* New CalFresh Recipients are defined as anyone who has not received CalFresh in the past 12 months.

## II. New Applications

Month	District Office	"Your Benefits Now"	Customer Service Center
June-17	35,694	8,658	N/A
July-17	42,457	13,328	N/A
August-17	54,604	16,597	4,038*
September-17	48,406	16,282	5,379*

This performance measure shows an upward trend in the number of applications received both online and at DPSS District Offices.

\*This number is a subset of the overall number of YBN applications in the "Your Benefits Now" column.

### Customer Service Center callers who decided not to apply for CalFresh benefits

Top Reason 1: Not interested in applying for CalFresh

Top Reason 2: Will apply for CalFresh at a later time

Top Reason 3: Employed and doesn't believe he/she needs CalFresh

Total Mailers to Medi-Cal Beneficiaries		Medi-Cal Beneficiaries Who Applied for CalFresh	
Month	Total Mailed	Total Number of Applications Received To Date	Total Number of Applications Approved To Date
June-17	215,073	10,669**	6,913**
July-17	163,651	8,722**	5,237**
August-17	150,844	6,290**	3,438**
September-17	155,041*	4,221**	1,507**
October-17	145,390*		
November	152,978*		

\*The mailing lists for September, October, and November were refreshed.

\*\*These numbers will change in each report month, as new applications are received and approved.

## III. Increasing Retention

Overall CalFresh Retention Rate measures the percentage of people who maintained their CalFresh eligibility from one month to the next.

### Overall CalFresh Retention Rate

Month	Total Cases at the Start of the Month	Active Cases at the End of the Month	Cases Discontinued	Retention Rate
June-17	507,822	477,911	29,911	94%
July-17	508,017	481,688	26,329	95%
August-17	511,850	485,598	26,252	95%



## CalFresh Accountability Report – September 2017



SAR CalFresh Retention Rate measures the percentage of households whose SAR 7s were received, processed, and continued to receive CalFresh benefits. The SAR Retention Rate is calculated by dividing the *# of Cases that Remained Active* by the *# of Cases with SAR 7 Due*.

### SAR Retention Rate

Month	# of Cases with SAR 7 Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	50,611	36,905	13,706	73%
July-17	47,113	35,950	11,163	76%
August-17	42,766	31,403	11,363	73%

Recertification CalFresh Retention Rate measures the percentage of households whose REs were received, processed, and continued to receive CF benefits. The Recertification Retention Rate is calculated by dividing the *# of Cases that Remained Active* by the *# of Cases with Recertifications Due*.

### Recertification Retention Rate

Month	# of Cases with Recertifications Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	30,856	22,398	8,458	73%
July-17	35,637	26,380	9,257	74%
August-17*	35,056	26,208	9,028	74%

\*The September data will be included in next month's report to allow time for the entire SAR and Re-certification process for the month of September to conclude.

Note: Both the SAR and the Recertification Retention Rate are subsets that only impact 15% of the Overall Retention Rate. This is because the combined number households with SAR 7's and recertification due in the report month comprise approximately 15% of the overall monthly CalFresh caseload. Considering that these households only impact 15% of the monthly CalFresh caseload, they only have a modest impact to the Overall Retention Rate. The Overall Retention Rate for August 2017 is 95%. Accordingly, this means only 5% of the overall Caseload did not retain benefits in the following month. Approximately 4% of those discontinued cases, were from noncompliance with SAR 7 and Recertification requirements.

### YBN Services

Month	YBN SAR 7 Received	YBN Recertification Received (January 2018)
June-17	2,377	N/A
July-17	2,172	N/A
August-17	2,167	N/A
September-17	2,309	N/A





## CalFresh Accountability Report – September 2017



### IV. Marketing and Outreach

#### Health and Nutrition Mobile Office/Outreach Events

Month	Total Number of Outreach Activities	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received	CalFresh Information/Inquiries
June-17	103	449	127	576	3,153
July-17	110	808	119	927	3,368
August-17	113	224	95	319	3,442
September-17	103	234	110	344	3,916

The Medi-Cal Outreach collocated staff throughout the community in Los Angeles County also provides Medi-Cal and CalFresh application assistance. The chart below reflects the activity from beginning 2017.

#### Collocated Outreach Staff

Month	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received
June-17	309	3,236	3,545
July-17	386	3,105	3,491
August-17	473	3,474	3,947
September-17	375	3,030	3,405



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

November 22, 2017

To: Each Supervisor

From:   
Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The CalFresh Accountability Report for October 2017 (Attachment A) indicates the following:

- A. **Section I – Active CalFresh Caseload** – Our active CalFresh caseload from May – October 2017, has a net increase of over 16,000 cases which translates to a 3% increase. On average, we add approximately 18,000 new CalFresh recipients each month.
- B. **Section II – New Applications** – In October 2017, we received over 50,000 new CalFresh applications. We have received over 43,000 applications from Medi-Cal beneficiaries of which 57% (over 24,000) were approved for CalFresh benefits.
- C. **Section III – Increasing Retention** – CalFresh Retention measures the percentage of ongoing cases that retained their eligibility for CalFresh benefits each month.
  - **Overall Retention Rate** – Represents the percentage of the entire CalFresh caseload that maintained their eligibility from month to month. From July 2017 to September 2017, the average retention rate remained static at 95%.

- **Semi-Annual Reporting (SAR) Retention Rate** – Represents the percentage of households who complied with their SAR 7 requirements. The average SAR retention rate from July 2017 to September 2017 was 74%.
- **Annual Recertification Retention Rate** – Represents the percentage of households who complied with their annual recertification requirement. The average annual recertification retention rate from July 2017 to September 2017 was 74%.

D. **Section IV – Marketing and Outreach for October 2017** – The DPSS Outreach Unit participated in 124 outreach activities, received 427 CalFresh and 3,816 Medi-Cal applications.

The Department took the following actions in the month of October 2017 towards enhancing its capacity to increase CalFresh applications, improve retention, and increase the CalFresh participation rate:

## 1. CUSTOMER SERVICE CENTER (CSC)

- A. **Review of Current Business Process** – DPSS continues to work with ISD in completing a solicitation to hire a consultant. We target having a consultant on board by the end of December.
- B. **Assistance with Completing a CalFresh Application** – To increase the CalFresh participation rate, the Department has rolled out two pilots.
  - **Initiating YBN Applications** – CSC Eligibility Workers (EWs) are initiating a CalFresh application via the Your Benefits Now (YBN) website. To date we have initiated 15,385 CalFresh applications with a total of 5,511 (36%) approved. We are evaluating the general efficacy of this pilot.
  - **Conducting CalFresh Intake Interviews** – EWs conduct CalFresh Intake Interviews over the phone and secure a telephonic signature. Customers applying for CalFresh via this model may be approved on the same day if all required verification documents are available. From the period of October 3 through November 3, 2017, 128 (54%) CalFresh applications have been approved. The pilot will continue through December 2017, after which an assessment will be made to evaluate the feasibility of expanding the project.

## 2. MARKETING AND OUTREACH EFFORTS

Below is a summary of the outreach and marketing efforts that occurred October 2017.

- A. **Communication & Marketing Plan** – Our communication and marketing activities for the month of October 2017 include:

- We have launched the “Let’s Eat, LA!” and “#ChooseCalFresh” campaign focused on seven target populations which include: students, families, elderly, homeless, veterans, youth, and immigrants.
  - We created a CalFresh Outreach toolkit featuring a customized suite of posters, a brochure, social media graphics, web sliders, lobby monitor marketing ads for DPSS offices for all target populations and a proposal for campaign merchandise for community outreach events. The purpose of the toolkit is to provide our partners with resources they can use to help promote the CalFresh program to low participating populations. We target releasing the toolkit in December.
  - We have we created a Social Media Calendar for the #ChooseCalFresh campaign. CalFresh-related content will be updated three times per week on our Social Media platforms:
    - Facebook (<https://www.facebook.com/LACoDPSS/>),
    - Twitter ([https://twitter.com/LACo\\_DPSS](https://twitter.com/LACo_DPSS)), and
    - Instagram ([https://www.instagram.com/laco\\_dpss/](https://www.instagram.com/laco_dpss/)).
- B. **Medi-Cal Mailers** – Over 829,999 potentially CalFresh eligible Medi-Cal beneficiaries have received the generic mailer. Effective November 20, 2017, a customized CalFresh Solicitation flyer will be mailed to these households and include a calculation of the potential CalFresh benefits based on the information from the beneficiaries’ Medi-Cal case.
- C. **Women, Infants, and Children (WIC)** – The Department, in collaboration with WIC, has collocated eligibility staff at 18 WIC sites and four additional sites on Saturdays. This effort resulted in 136 CalFresh and 132 Medi-Cal applications for the month of October.
- D. **Farmer’s Market** – We participated at three Farmers Markets which offered an increased in Market Match from \$10 to \$20 dollars for CalFresh families. Staff received 45 CalFresh applications, nine Medi-Cal applications and provided DPSS program information to 348 consumers.
- E. **Strategic Partnerships** – DPSS continues to seek new partners willing to assist the public submit CalFresh applications online on their behalf. In October, the Department trained staff from the following agencies on CalFresh Program eligibility requirements and “Your Benefits Now” system navigation. These agencies are now assisting the public apply for CalFresh: 1) Los Angeles Mission Community College, 2) Health Action Food Insecurity Workgroup, 3) Prototypes, and 4) Saint John’s Health Center.

### **3. CALFRESH ADVISORY STEERING COMMITTEE**

The Department, in collaboration with the Public Social Services (PSS) Commission, created the CalFresh Advisory Steering Committee. The Committee will be jointly chaired by Antonia Jiménez, Chief Deputy of DPSS, and Michael Flood, CEO of the Los Angeles Regional Food Bank and PSS Commissioner. Members will include representatives from different agencies, such as community-based organizations, faith-based organizations, colleges, healthcare providers, advocates, and government contractors. The first meeting will convene in December.

The purpose of the CalFresh Advisory Steering Committee is to assess and identify ways to:

- Increase CalFresh enrollment by finding ways to help low income families and individuals overcome obstacles that prevent them from applying for CalFresh benefits;
- Enhance CalFresh participants' ability to maintain compliance with the CalFresh Program and further increase retention;
- Identify outreach opportunities to engage hard to reach populations that may be eligible for CalFresh; and
- Increase the CalFresh Participation Rate for the County of Los Angeles by 20% in two years.

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor





## CalFresh Accountability Report – October 2017

I. Active CalFresh Caseload		
Month	Caseload	New CalFresh Recipients*
May-17	542,606	14,450
June-17	544,690	16,141
July-17	543,406	16,902
August-17	551,258	21,370
September-17	554,727	20,327
October-17	558,963	19,661

\* New CalFresh Recipients are defined as anyone who has not received CalFresh in the past 12 months.

II. New Applications			
Month	Total Received	"Your Benefits Now"	Customer Service Center
May-17	33,455	7,253	
June-17	35,694	8,658	
July-17	42,457	13,328	N/A
August-17	54,604	16,597	4,038*
September-17	48,406	16,282	5,379*
October-17	50,714	17,685	6,020*

This performance measure shows an upward trend in the number of applications received both online and at DPSS District Offices.

\*This number is a subset of the overall number of YBN applications in the "Your Benefits Now" column.

Customer Service Center callers who decided not to apply for CalFresh benefits	
Top Reason 1:	Not interested in applying for CalFresh.
Top Reason 2:	Refused to apply for CalFresh without a reason given.
Top Reason 3:	Will apply for CalFresh at later time.

Total Mailers to Medi-Cal Beneficiaries		Medi-Cal Beneficiaries Who Applied for CalFresh	
Month	Total Mailed	Total Number of Applications Received To Date	Total Number of Applications Approved To Date
June-17	215,073	13,834**	8,366**
July-17	163,651	10,510**	6,415**
August-17	150,844	7,650**	4,581**
September-17	155,041*	6,289**	3,342**
October-17	145,390*	4,824**	1,779**
November	152,978*		

\*The mailing lists for September, October, and November were refreshed.

\*\*These numbers will change in each report month, as new applications are received and approved.



## CalFresh Accountability Report – October 2017

### III. Increasing Retention

Overall CalFresh Retention Rate measures the percentage of people who maintained their CalFresh eligibility from one month to the next.

Overall Average CalFresh Retention Rate from July 2017 to September 2017 is 95%				
Month	Total Cases at the Start of the Month	Active Cases at the End of the Month	Cases Discontinued	Retention Rate
July-17	508,017	481,688	26,329	95%
August-17	511,850	485,598	26,525	95%
September-17	520,154	493,750	26,404	95%

SAR CalFresh Retention Rate measures the percentage of households whose SAR 7s were received, processed, and continued to receive CalFresh benefits. The SAR Retention Rate is calculated by dividing the *# of Cases that Remained Active* by the *# of Cases with SAR 7 Due*.

Average SAR Retention Rate from July 2017 to September 2017 is 74%				
Month	# of Cases with SAR 7 Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
July-17	47,113	35,950	11,163	76%
August-17	42,766	31,403	11,363	73%
September-17	42,715	31,678	11,037	74%

Recertification CalFresh Retention Rate measures the percentage of households whose REs were received, processed, and continued to receive CF benefits. The Recertification Retention Rate is calculated by dividing the *# of Cases that Remained Active* by the *# of Cases with Recertifications Due*.

Average Recertification Retention Rate from July 2017 to September 2017 is 74%				
Month	# of Cases with Recertifications Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
July-17	35,637	26,380	9,257	74%
August-17	35,056	26,208	9,028	74%
September-17*	34,269	25,082	9,187	73%

\*The October data will be included in next month's report to allow time for the entire SAR and Re-certification process for the month of September to conclude.

Note: Both the SAR and the Recertification Retention Rate are subsets that only impact 15% of the Overall Retention Rate. This is because the combined number households with SAR 7's and recertification due in the report month comprise approximately 15% of the overall monthly CalFresh caseload. Considering that these households only impact 15% of the monthly CalFresh caseload, they only have a modest impact to the Overall Retention Rate. The Overall Retention Rate for August 2017 is 95%. Accordingly, this means only 5% of the overall Caseload did not retain benefits in the following month. Approximately 4% of those discontinued cases, were from noncompliance with SAR 7 and Recertification requirements.



## CalFresh Accountability Report – October 2017

YBN Services		
Month	YBN SAR 7 Received	YBN Recertification Received (January 2018)
July-17	2,172	N/A
August-17	2,167	N/A
September-17	2,309	N/A
October-17	2,447	N/A

IV. Marketing and Outreach					
Health and Nutrition Mobile Office/Outreach Events					
Month	Total Number of Outreach Activities	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received	CalFresh Information/ Inquiries
July-17	110	808	119	927	3,368
August-17	113	224	95	319	3,442
September-17	103	234	110	344	3,916
October-17	124	519	154	673	5,312

The Medi-Cal Outreach collocated staff throughout the community in Los Angeles County also provides Medi-Cal and CalFresh application assistance. The chart below reflects the activity from beginning 2017.

Collocated Outreach Staff			
Month	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received
July-17	386	3,105	3,491
August-17	473	3,474	3,947
September-17	375	3,030	3,405
October-17	427	3,389	3,816



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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KATHRYN BARGER  
Fifth District

December 26, 2017

To: Each Supervisor

From:   
Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The CalFresh Accountability Report for November 2017 (Attachment A) indicates the following:

- A. **Section I – Active CalFresh Caseload** – Our active CalFresh caseload from May 2017 to November 2017, has a net increase of almost 19,000 cases which translates to an increase of nearly 3.5%. The Department has estimated that to meet the target goal of 20% increase in CalFresh participation, approximately 70,000 cases need to be added to our caseload.
- B. **Section II – New Applications** – In November 2017, we received over 45,000 new CalFresh applications. Since resumption of the CalFresh Solicitation mailer to Medi-Cal Beneficiaries we have received almost 53,000 CalFresh applications from Medi-Cal beneficiaries, of which 57% (over 30,000) were approved for CalFresh benefits.
- C. **Section III – Increasing Retention** – CalFresh Retention measures the percentage of ongoing cases that retained their eligibility for CalFresh benefits each month.

The following measurements will be utilized to identify common trends and other factors contributing to terminations of CalFresh households.

Retention Rate	Brief Description	August – Oct 2017
<b>Overall</b>	Percentage of the entire CalFresh caseload that maintained their eligibility from month to month.	94%
<b>Semi-Annual Reporting (SAR)</b>	Percentage of households who complied with their SAR 7 requirements	71%
<b>Annual Recertification</b>	Percentage of households who complied with their annual recertification requirement.	71%

**D. Section IV – Marketing and Outreach for November 2017** – The DPSS Outreach Unit participated in 93 outreach activities, received 330 CalFresh, and 2,996 Medi-Cal applications.

The Department took the following actions in the month of November 2017, towards enhancing its capacity to increase CalFresh applications, improve retention, and increase the CalFresh participation rate:

## **1. CUSTOMER SERVICE CENTER (CSC)**

- A. Review of Current Business Process** – DPSS is on target to select the consultant by the end of December for a January 2018 start date.
- B. Assistance with Completing a CalFresh Application** – To increase the CalFresh participation rate, the Department has rolled out two pilots.
  - **Initiating Your Benefits Now Applications** – CSC Eligibility Workers (EWs) are initiating a CalFresh application via the Your Benefits Now (YBN) website. To date we have initiated 20,956 CalFresh applications with a total of 8,064 (39%) approved.
  - **Conducting CalFresh Intake Interviews** – CSC Eligibility Workers conduct a CalFresh Intake Interview over the phone and securing a telephonic signature. Since October 2017, a total of 438 CalFresh applications have been submitted, with 263 approved and 57 denied.

In January 2018, the three-month pilot will be completed and a final recommendation will be made on whether its viable to expand this model.



## 2. MARKETING AND OUTREACH EFFORTS

Below is a summary of the outreach and marketing efforts that occurred November 2017.

- A. **Communication & Marketing Plan** – Developed a press release to promote the launch of the social media “#Choose CalFresh” Campaign across various social media sites such as Facebook, Twitter, and Instagram.
- B. **Care Harbor Special Event** – Care Harbor is the three-day health clinic (Nov 17-19) that provides free medical, vision, dental and preventive services to patients. Care Harbor has a goal to provide their services to 3,000 individuals. During the Care Harbor event, DPSS took 56 CalFresh applications, 63 Medi-Cal applications, and provided information to 3,000 attendees.
- C. **Strategic Partnerships** – DPSS continues to seek new partners willing to assist the public submit CalFresh applications online. In November, the Department trained staff from various agencies on CalFresh Program eligibility requirements and “Your Benefits Now” system navigation.
  - In partnership with the California Community Foundation, the Community College District Students Services Council, Department of Mental Health and the Los Angeles County Nutrition Action Plan Workgroup, DPSS provided training to the staff on CalFresh eligibility requirements and conducted a YBN demonstration.
  - DPSS also trained staff from The People Concern located in Santa Monica who work with homeless individuals and connects them with various services.
  - DPSS is working with various colleges to sign up their respective cafeterias into the Restaurant Meals Program and enroll students into the CalFresh program. Los Angeles Trade Tech has committed to support these efforts and implement them by late January 2018.

## 3. CALFRESH RETENTION

Our retention outreach efforts focused on **Online Submission of the CalFresh Recertification Application** – Effective January 2018, YBN will have the ability to enable CalFresh recipients to complete their annual recertification process via YBN. Customers will receive information in the packet notifying them of this **new YBN feature**.

#### **4. CALFRESH ADVISORY WORKGROUP**

The Department, in collaboration with the Public Social Services (PSS) Commission, held its first the CalFresh Advisory Workgroup meeting on December 14, 2017. The purpose of the CalFresh Advisory Workgroup is to provide advocates and our partners with an opportunity to assist us in identifying ways in which the department can attract new customers and maintain existing CalFresh customer. The workgroup is jointly chaired by Michael Flood, CEO of the Los Angeles Regional Food Bank and PSS Commissioner and Antonia Jiménez, Chief Deputy of DPSS. Members include representatives from different agencies, such as community-based organizations, faith-based organizations, colleges, healthcare providers, advocates, and foundations. During the first meeting, there was a lot of discussion on outreach ideas such as data-driven targeted outreach. There were also follow-up action items which will be assessed and prioritize for implementation.

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor



## CalFresh Accountability Report – November 2017

I. Active CalFresh Caseload		
Month	Caseload	New CalFresh Cases*
May-17	542,606	14,450
June-17	544,690	16,141
July-17	543,406	16,902
August-17	551,258	21,370
September-17	554,727	20,327
October-17	558,963	19,661
November-17	561,354	18,339

\* New CalFresh Cases are defined as anyone who has not received CalFresh in the past 12 months.

II. New Applications			
Month	Total Received	"Your Benefits Now"	Customer Service Center
May-17	33,455	7,253	
June-17	35,694	8,658	
July-17	42,457	13,328	N/A
August-17	54,604	16,597	4,038*
September-17	48,406	16,282	5,379*
October-17	50,714	17,685	6,020*
November-17	45,252	15,762	5,293*

This performance measure shows an upward trend in the number of applications received both online and at DPSS District Offices.

\*This number is a subset of the overall number of YBN applications in the "Your Benefits Now" column.

Customer Service Center callers who decided not to apply for CalFresh benefits	
Top Reason 1:	Not interested in applying for CalFresh.
Top Reason 2:	Refused to apply for CalFresh without a reason given.
Top Reason 3:	Will apply for CalFresh at later time.

Total Mailers to Medi-Cal Beneficiaries		Medi-Cal Beneficiaries Who Applied for CalFresh	
Month	Total Mailed	Total Number of Applications Received To Date	Total Number of Applications Approved To Date
June-17	215,073	15,230**	9,106**
July-17	163,651	11,735**	7,257**
August-17	150,844	8,740**	5,354**
September-17	155,041*	6,960**	3,982**
October-17	145,390*	6,805**	3,532**
November-17	152,978*	3,417**	1,117**
<b>Total</b>	<b>982,977</b>	<b>52,887</b>	<b>30,348</b>

\*The mailing lists for September, October, and November were refreshed.

\*\*These numbers will change in each report month, as new applications are received and approved.



## CalFresh Accountability Report – November 2017

### III. Increasing Retention

Overall CalFresh Retention Rate measures the percentage of people who maintained their CalFresh eligibility from one month to the next.

Overall Average CalFresh Retention Rate from June 2017 to October 2017 was 94%				
Month	Total Cases at the Start of the Month	Active Cases at the End of the Month	Cases Discontinued	Retention Rate
June-17	507,822	477,911	29,911	94%
July-17	508,017	481,688	26,329	95%
August-17	511,850	485,598	26,252	95%
September-17	520,154	493,750	26,404	95%
October-17*	522,955	484,759	38,196	93%

SAR CalFresh Retention Rate measures the percentage of households whose SAR 7s were received, processed, and continued to receive CalFresh benefits. The SAR Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with SAR 7 Due.

Average SAR Retention Rate from June 2017 to October 2017 was 71%				
Month	# of Cases with SAR 7 Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	50,611	36,905	13,706	73%
July-17	47,113	35,950	11,163	76%
August-17	42,766	31,403	11,363	73%
September-17	42,715	31,678	11,037	74%
October-17*	48,036	29,405	18,631	61%

Recertification CalFresh Retention Rate measures the percentage of households whose REs were received, processed, and continued to receive CF benefits. The Recertification Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with Recertifications Due.

Average Recertification Retention Rate from June 2017 to October 2017 was 71%				
Month	# of Cases with Recertifications Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	30,856	22,398	8,458	73%
July-17	35,637	26,380	9,257	74%
August-17	35,056	26,208	9,028	74%
September-17	34,269	25,082	9,187	73%
October-17*	33,211	20,935	12,276	63%

\*The November data will be included in next month's report to allow time for the entire SAR and Re-certification process for the month of September to conclude.

Note: Both the SAR and the Recertification Retention Rate are subsets that only impact 15% of the Overall Retention Rate. This is because the combined number households with SAR 7's and recertification due in the report month comprise approximately 15% of the overall monthly CalFresh caseload. Considering that these households only impact 15% of the monthly CalFresh





## CalFresh Accountability Report – November 2017

caseload, they only have a modest impact to the Overall Retention Rate. The Overall Retention Rate for October 2017 was 93%. Accordingly, this means only 7% of the overall Caseload did not retain benefits in the following month. Approximately 6% of those discontinued cases, were from noncompliance with SAR 7 and Recertification requirements.

YBN Services		
Month	YBN SAR 7 Received	YBN Recertification Received (February 2018)
June-17	2,377	N/A
July-17	2,172	
August-17	2,167	
September-17	2,309	
October-17	2,447	
November-17	2,923	

IV. Marketing and Outreach					
Health and Nutrition Mobile Office/Outreach Events					
Month	Total Number of Outreach Activities	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received	CalFresh Information/Inquiries
June-17	103	449	127	576	3,153
July-17	110	808	119	927	3,368
August-17	113	224	95	319	3,442
September-17	103	234	110	344	3,916
October-17	124	519	154	673	5,312
November-17	93	263	158	421	4,125

The Medi-Cal Outreach collocated staff throughout the community in Los Angeles County also provides Medi-Cal and CalFresh application assistance. The chart below reflects the activity from beginning 2017.

Collocated Outreach Staff			
Month	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received
June-17	309	3,236	3,545
July-17	386	3,105	3,491
August-17	473	3,474	3,947
September-17	375	3,030	3,405
October-17	427	3,389	3,816
November-17	330	2,996	3,326





# County of Los Angeles

## DEPARTMENT OF PUBLIC SOCIAL SERVICES

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
Tel (562) 908-8400 • Fax (562) 695-4801



SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Chief Deputy

Board of Supervisors  
HILDA L. SOLIS  
First District  
MARK RIDLEY-THOMAS  
Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

January 23, 2018

To: Each Supervisor

From: Sheryl L. Spiller, Director

### MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." We are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The CalFresh Accountability Report for December 2017 (Attachment A) indicates the following:

- A. **Section I – Active CalFresh Caseload** – Our active CalFresh caseload from May 2017 to December 2017, has a net increase of almost 20,000 cases which translates to an increase of nearly 3.7%. Approximately 70,000 new cases are needed to meet the targeted goal of 20% increase in CalFresh participation. As of today, we are at 28.5% of our target goal.
- B. **Section II – New Applications** – In December 2017, we received over 40,000 new CalFresh applications. We have received almost 59,600 CalFresh applications from the CalFresh Solicitation mailer to Medi-Cal beneficiaries, of which over 35,000 (59%) were approved for CalFresh benefits.
- C. **Section III – Increasing Retention** – CalFresh Retention measures the percentage of ongoing cases that retained their eligibility for CalFresh benefits each month.

The following measurements will be utilized to identify common trends and other factors contributing to terminations of CalFresh households.

Retention Rate	Brief Description	Nov. 2017
Overall	Percentage of the entire CalFresh caseload that maintained their eligibility from month to month.	95%
Semi-Annual Reporting (SAR)	Percentage of households who complied with their SAR 7 requirements.	74%
Annual Recertification	Percentage of households who complied with their annual recertification requirement.	73%

*"To Enrich Lives Through Effective And Caring Service"*

- D. **Section IV – Marketing and Outreach for December 2017** – The DPSS Outreach Unit participated in 82 outreach activities, received 263 CalFresh, and 2,609 Medi-Cal applications.

The Department took the following actions in the month of December 2017, towards enhancing its capacity to increase CalFresh applications, improve retention, and increase the CalFresh participation rate:

## 1. CUSTOMER SERVICE CENTER (CSC)

- A. **Review of Current Business Process** – DPSS is finalizing the selection of the consultant that will conduct an assessment of our CSC.
- B. **Assistance with Completing a CalFresh Application** – To increase the CalFresh participation rate, the Department has rolled out two pilots.
- **Initiating Your Benefits Now (YBN) Applications** – CSC Eligibility Workers (EWs) are initiating a CalFresh application via the YBN website. To date we have initiated 25,113 CalFresh applications with a total of 11,071 (44%) approved.
  - **Conducting CalFresh Intake Interviews** – CSC EWs conduct a CalFresh Intake Interview over the phone and secure a telephonic signature. Since October 2017, 655 CalFresh applications have been submitted, with 404 (62%) approved.

## 2. MARKETING AND OUTREACH EFFORTS

Below is a summary of the outreach and marketing efforts that occurred December 2017.

- A. **CalFresh Outreach Successes** – Our outreach efforts have resulted in a significant increase in children and seniors. For this period, children (under one to 17 years of age) increased by 71,601 (15%) and seniors (60 years of age or older) increased by 18,968 (30%). Many CalFresh partner agencies have experienced an influx of seniors interested in applying for benefits because of this flyer. We attribute the success of the children increase in part to our partnership with the Los Angeles Unified School District who assisted the Department to include 380,000 flyers in the National School Lunch application packets. We are also working with other school districts to increase CalFresh enrollment among students.
- B. **Communication & Marketing Plan** – DPSS developed a CalFresh Outreach Toolkit to assist partner agencies in their outreach efforts. The CalFresh Outreach Toolkit (which can be accessed by clicking [here](#)) contains marketing print materials, such as brochures and posters (which have been customized to target

specific populations, such as homeless, veterans, immigrants, students, elderly/disabled, etc.), social media graphics, lobby monitor advertisements for DPSS district offices, and webpage graphic files. In addition to the marketing material, the Toolkit provides other various resources such as CalFresh fact sheets, geocoding tools and social media guidelines to assist the user in conducting the most effective outreach possible.

We continue to raise awareness about CalFresh and encouraging the utilization of our online YBN website with regular posts in the DPSS Twitter, Facebook, Instagram and YouTube channel accounts.

- C. **Strategic Partnerships** – DPSS continues to seek new community partners. In December, the Department provided CalFresh Program and YBN Dashboard training to two new agencies. We also provided CalFresh Assister YBN accounts to seven different agencies and their staff.
- D. **Women, Infants, and Children (WIC)** – The Department continues its collaboration with collocated EWs at 18 WIC sites. In December, we expanded our outreach activities to four WIC (Norwalk, Pomona-Indian Hills, Rosemead and Bellflower) offices located in low CalFresh participation areas. This effort resulted in 156 CalFresh and 113 Medi-Cal applications for the month of December.

### 3. CALFRESH ADVISORY WORKGROUP

The CalFresh Advisory Workgroup convened its first meeting on December 14, 2017. During the meeting, the group provided input on how to reduce food insecurity in Los Angeles County. In summary, the group identified recommendations within four categories:

- 1. **Application Simplification** – Simplify the application and enrollment process and simplify the language in the Notices of Action.
- 2. **Education** – Work to increase the CalFresh participation at school districts, colleges, and universities.
- 3. **YBN** – Ensure that customers and staff know how to use YBN and ensure that the “*upload document*” feature is working.
- 4. **Outreach** – Develop a comprehensive marketing and Outreach strategy that targets the various customer population (children, single adults, families, seniors, etc.)

The next CalFresh Advisory Workgroup’s meeting is scheduled for February 21, 2018.

Each Supervisor  
January 23, 2018  
Page 4

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor



## CalFresh Accountability Report – December 2017

I. Active CalFresh Caseload		
Month	Caseload	New CalFresh Cases*
May-17	542,606	14,450
June-17	544,690	16,141
July-17	543,406	16,902
August-17	551,258	21,370
September-17	554,727	20,327
October-17	558,963	19,661
November-17	561,354	18,339
December-17	562,578	17,724

\* New CalFresh Cases are defined as anyone who has not received CalFresh in the past 12 months.

II. New Applications			
Month	Total Received	"Your Benefits Now"	Customer Service Center
May-17	33,455	7,253	
June-17	35,694	8,658	
July-17	42,457	13,328	N/A
August-17	54,604	16,597	4,038*
September-17	48,406	16,282	5,379*
October-17	50,714	17,685	6,020*
November-17	45,252	15,762	5,293*
December-17	40,259	14,059	4,403*

This performance measure shows an upward trend in the number of applications received both online and at DPSS District Offices.

\*This number is a subset of the overall number of YBN applications in the "Your Benefits Now" column.

Customer Service Center callers who decided not to apply for CalFresh benefits	
Top Reason 1:	Refused to apply for CalFresh without a reason given.
Top Reason 2:	Not interested in applying for CalFresh.
Top Reason 3:	Will apply for CalFresh at later time.

Total Mailers to Medi-Cal Beneficiaries		Medi-Cal Beneficiaries Who Applied for CalFresh	
Month	Total Mailed	Total Number of Applications Received To Date	Total Number of Applications Approved To Date
June-17	215,073	17,175**	10,124**
July-17	163,651	13,194**	7,902**
August-17	150,844	9,587**	6,022**
September-17	155,041*	7,754**	4,626**
October-17	145,390*	7,703**	4,218**
November-17	152,978*	4,180**	2,140**
<b>Total</b>	<b>982,977</b>	<b>59,593</b>	<b>35,032</b>

\*The mailing lists for September, October, and November were refreshed.

\*\*These numbers will change in each report month, as new applications are received and approved.





## CalFresh Accountability Report – December 2017

### III. Increasing Retention

Overall CalFresh Retention Rate measures the percentage of people who maintained their CalFresh eligibility from one month to the next.

Overall Average CalFresh Retention Rate from June 2017 to November 2017 was 95%				
Month	Total Cases at the Start of the Month	Active Cases at the End of the Month	Cases Discontinued	Retention Rate
June-17	507,822	477,911	29,911	94%
July-17	508,017	481,688	26,329	95%
August-17	511,850	485,598	26,525	95%
September-17	520,154	493,750	26,404	95%
October-17*	522,955	496,753 <sup>1</sup>	26,584 <sup>1</sup>	95% <sup>1</sup>
November-17*	526,724	500,780	25,944	95%

SAR CalFresh Retention Rate measures the percentage of households whose SAR 7s were received, processed, and continued to receive CalFresh benefits. The SAR Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with SAR 7 Due.

Average SAR Retention Rate from June 2017 to November 2017 was 74%				
Month	# of Cases with SAR 7 Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	50,611	36,905	13,706	73%
July-17	47,113	35,950	11,163	76%
August-17	42,766	31,403	11,363	73%
September-17	42,715	31,678	11,037	74%
October-17*	48,091 <sup>1</sup>	35,780 <sup>1</sup>	12,311 <sup>1</sup>	74% <sup>1</sup>
November-17*	50,169	36,560	13,609	73%

Recertification CalFresh Retention Rate measures the percentage of households whose REs were received, processed, and continued to receive CF benefits. The Recertification Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with Recertifications Due.

Average Recertification Retention Rate from June 2017 to November 2017 was 73%				
Month	# of Cases with Recertifications Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	30,856	22,398	8,458	73%
July-17	35,637	26,380	9,257	74%
August-17	35,056	26,208	9,028	74%
September-17	34,269	25,082	9,187	73%
October-17*	33,141 <sup>1</sup>	24,578 <sup>1</sup>	8,563 <sup>1</sup>	74% <sup>1</sup>
November-17*	29,544	21,693	7,851	73%

\*The November data will be included in next month's report to allow time for the entire SAR and Re-certification process for the month of September to conclude.

<sup>1</sup> The October 2017 data has been revised to reflect the corrected numbers since the last report.

Note: Both the SAR and the Recertification Retention Rate are subsets that only impact 15% of the Overall Retention Rate. This is because the combined number households with SAR 7's and



## CalFresh Accountability Report – December 2017

recertification due in the report month comprise approximately 15% of the overall monthly CalFresh caseload. Considering that these households only impact 15% of the monthly CalFresh caseload, they only have a modest impact to the Overall Retention Rate. The Overall Retention Rate for November 2017 was 95%. Accordingly, this means only 5% of the overall Caseload did not retain benefits in the following month.

YBN Services		
Month	YBN SAR 7 Received	YBN Recertification Received (February 2018)
June-17	2,377	N/A
July-17	2,172	
August-17	2,167	
September-17	2,309	
October-17	2,447	
November-17	2,923	
December-17	3,670	

### IV. Marketing and Outreach

Health and Nutrition Mobile Office/Outreach Events					
Month	Total Number of Outreach Activities	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received	CalFresh Information/Inquiries
June-17	103	449	127	576	3,153
July-17	110	808	119	927	3,368
August-17	113	224	95	319	3,442
September-17	103	234	110	344	3,916
October-17	124	519	154	673	5,312
November-17	93	263	158	421	4,125
December-17	82	207	78	285	2,656

The Medi-Cal Outreach collocated staff throughout the community in Los Angeles County also provides Medi-Cal and CalFresh application assistance. The chart below reflects the activity from beginning 2017.

Collocated Outreach Staff			
Month	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received
June-17	309	3,236	3,545
July-17	386	3,105	3,491
August-17	473	3,474	3,947
September-17	375	3,030	3,405
October-17	427	3,389	3,816
November-17	330	2,996	3,326
December-17	263	2,609	2,872



County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
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SHERYL L. SPILLER  
Director

ANTONIA JIMÉNEZ  
Chief Deputy

Board of Supervisors  
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First District  
MARK RIDLEY-THOMAS  
Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

February 22, 2018

To: Each Supervisor

From:  Sheryl L. Spiller, Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The CalFresh Accountability Report for January 2018 (Attachment A) indicates the following:

- A. **Section I – Active CalFresh Caseload** – Our active CalFresh caseload from May 2017 to January 2018, has a net increase of almost 21,000 cases which translates to an increase of nearly 3.8%. Approximately 70,000 cases are needed to meet the targeted goal of 20% increase in CalFresh participation. As of today, we are at 29.6% of our target goal.
- B. **Section II – New Applications** – In January 2018, we received over 50,000 new CalFresh applications. We have received almost 75,200 CalFresh applications from the CalFresh Solicitation mailer to Medi-Cal beneficiaries, of which over 41,000 (55%) were approved for CalFresh benefits.
- C. **Section III – Increasing Retention** – CalFresh Retention measures the percentage of ongoing cases that retained their eligibility for CalFresh benefits each month.

The following measurements will be utilized to identify common trends and other factors contributing to terminations of CalFresh households.

Retention Rate	Brief Description	Aug – Dec 2017
<b>Overall</b>	Percentage of the entire CalFresh caseload that maintained their eligibility from month to month.	95%
<b>Semi-Annual Reporting (SAR)</b>	Percentage of households who complied with their SAR 7 requirements	74%
<b>Annual Recertification</b>	Percentage of households who complied with their annual recertification requirement.	73%

**D. Section IV – Marketing and Outreach for January 2018** – The DPSS Outreach Unit participated in 61 outreach activities, received 195 CalFresh, 86 Medi-Cal applications, and provided program information to 1,624 customers. Additionally, outreach staff collocated throughout the community in Los Angeles County received 349 CalFresh and 3,455 Medi-Cal Applications.

The Department took the following actions in the month of January 2018, towards enhancing its capacity to increase CalFresh applications, improve retention, and increase the CalFresh participation rate:

## **1. CUSTOMER SERVICE CENTER (CSC)**

- A. Review of Current Business Process** – DPSS has completed the procurement process and selected Customer Service Advantage, Inc. as the consultant to begin working with our department to conduct an assessment of our CSC operations.
- B. Assistance with Completing a CalFresh Application** – To increase the CalFresh participation rate, the Department has rolled out two pilots.
  - **Initiating Your Benefits Now Applications** – CSC Eligibility Workers (EWs) are initiating a CalFresh application via the Your Benefits Now (YBN) website. To date we have initiated 29,769 CalFresh applications with a total of 12,329 (41.4%) approved.
  - **Conducting CalFresh Intake Interviews** – CSC Eligibility Workers conduct a CalFresh Intake Interview over the phone and secure a telephonic signature. Since October 2017, 791 CalFresh applications have been submitted, with 488 (62%) approved.

## **2. MARKETING AND OUTREACH EFFORTS**

Below is a summary of the outreach and marketing efforts that occurred January 2018.

- A. **Communication & Marketing Plan** – The Department continued to work with local organizations to raise community awareness about CalFresh benefits with regular social media posts on the DPSS Twitter, Facebook and Instagram pages, and DPSS YouTube Channel. These posts included a calendar listing of outreach events hosted by DPSS community partners and encouraged the submittal of CalFresh applications through DPSS Customer Service Centers, Your Benefits Now website, District Offices, or the DPSS community partner organizations.

In collaboration with the Los Angeles County Departments of Public Health and the Office of Immigrant Affairs, the Department participated in a Facebook Live Chat in Spanish to inform the audience about CalFresh Program and how to apply for benefits. To date, the video has been viewed 1,600 times and shared 39 times. Future Facebook Live Chats will be done in English and Chinese.

- B. **Strategic Partnerships** – DPSS continues to seek new community partners. In January, the Department provided CalFresh Program and YBN Dashboard training to 12 agencies. We also provided CalFresh Assister YBN accounts to two different agencies and their staff. DPSS' outreach staff also participated in the Spring into the Semester with a Healthy Mind at Los Angeles Harbor college to provide information to students about CalFresh. We are also collaborating with Northgate Gonzalez Markets to increase our monthly outreach visits to 6 markets per month and to include WIC as another agency to be part of this effort. These efforts are currently being coordinated with Public Health Foundation Enterprise (PHFE) WIC.

- C. **Women, Infants, and Children (WIC)** – The Department continues its collaboration with collocated Eligibility Workers at 18 WIC sites. This effort resulted in 60 CalFresh and seven Medi-Cal application submissions.

We also met with South Los Angeles Health Project WIC which administers the WIC services in the South LA area and agreed to coordinate outreach efforts similar to PHFE WIC to increase CalFresh application assistance at these WIC offices.

- D. **Los Angeles County Libraries Partnership** – DPSS Outreach staff met with Los Angeles County Library staff to discuss the plan to mirror the outreach activities currently implemented with the Los Angeles City Public Libraries. The outreach activities include the schedule of informational sessions at multiple branches starting in March 2018. In addition, DPSS is participating in a Multi County Department Collaborative Outreach event at Lancaster Branch Library called "The Source" which targets the homeless population. The Source is a convenient one-stop shop of services and resource for community members experiencing homelessness, those at risk of losing their homes, or who are low-income. This event is done monthly and began this month.



### **3. INCREASING RETENTION**

#### **A. CalFresh Recertification Online**

As previously reported, the Department implemented the CalFresh Recertification Online, which allows participants to submit their annual recertification and verification documents through YBN. For January 2018, 553 CalFresh recertification packets were received through YBN. We will focus on conducting a comprehensive marketing campaign to inform our customers that they can conduct their recertification on-line without having to come into our District Offices.

If you have any questions or need additional information, please contact me or your staff may contact Antonia Jiménez, Chief Deputy, at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

SLS:AJ:RM  
LD:aj

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor



## CalFresh Accountability Report – January 2018

I. Active CalFresh Caseload		
Month	Caseload	New CalFresh Cases*
May-17	542,606	14,450
June-17	544,690	16,141
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\* New CalFresh Cases are defined as anyone who has not received CalFresh in the past 12 months.

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December-17	40,259	14,059	4,403*
January-18	50,642	19,787	5,383*

This performance measure shows an upward trend in the number of applications received both online and at DPSS District Offices.

\*This number is a subset of the overall number of YBN applications in the "Your Benefits Now" column.

### Customer Service Center callers who decided not to apply for CalFresh benefits

Top Reason 1:	Not interested in applying for CalFresh.
Top Reason 2:	Refused to apply for CalFresh without a reason given.
Top Reason 3:	Will apply for CalFresh at later time.

Total Mailers to Medi-Cal Beneficiaries		Medi-Cal Beneficiaries Who Applied for CalFresh	
Month	Total Mailed	Total Number of Applications Received To Date	Total Number of Applications Approved To Date
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July-17	163,651	15,469	7,933
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September-17	155,041	11,020	6,670
October-17	145,390	9,486	5,458
November-17	152,978	7,282	3,916
December-17	69,921	Information will be provided in a future report.	
January-18	63,224		
<b>Total</b>	<b>1,116,122</b>	<b>75,216</b>	<b>41,194</b>



## CalFresh Accountability Report – January 2018

### III. Increasing Retention

Overall CalFresh Retention Rate measures the percentage of people who maintained their CalFresh eligibility from one month to the next.

Overall Average CalFresh Retention Rate from June 2017 to December 2017 was 95%				
Month	Total Cases at the Start of the Month	Active Cases at the End of the Month	Cases Discontinued	Retention Rate
June-17	507,822	477,911	29,911	94%
July-17	508,017	481,688	26,329	95%
August-17	511,850	485,598	26,252	95%
September-17	520,154	493,750	26,404	95%
October-17*	522,955	496,753 <sup>1</sup>	26,584 <sup>1</sup>	95% <sup>1</sup>
November-17*	526,724	500,780	25,944	95%
December-17	529,242	499,487	29,755	94%

SAR CalFresh Retention Rate measures the percentage of households whose SAR 7s were received, processed, and continued to receive CalFresh benefits. The SAR Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with SAR 7 Due.

Average SAR Retention Rate from June 2017 to December 2017 was 74%				
Month	# of Cases with SAR 7 Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	50,611	36,905	13,706	73%
July-17	47,113	35,950	11,163	76%
August-17	42,766	31,403	11,363	73%
September-17	42,715	31,678	11,037	74%
October-17*	48,091 <sup>1</sup>	35,780 <sup>1</sup>	12,311 <sup>1</sup>	74% <sup>1</sup>
November-17*	50,169	36,560	13,609	73%
December-17	51,154	36,614	14,540	72%

Recertification CalFresh Retention Rate measures the percentage of households whose REs were received, processed, and continued to receive CF benefits. The Recertification Retention Rate is calculated by dividing the # of Cases that Remained Active by the # of Cases with Recertifications Due.

Average Recertification Retention Rate from June 2017 to December 2017 was 73%				
Month	# of Cases with Recertifications Due	# of Cases that Remained Active	# of Cases Discontinued	Retention Rate
June-17	30,856	22,398	8,458	73%
July-17	35,637	26,380	9,257	74%
August-17	35,056	26,208	9,028	74%
September-17	34,269	25,082	9,187	73%
October-17*	33,141 <sup>1</sup>	24,578 <sup>1</sup>	8,563 <sup>1</sup>	74% <sup>1</sup>
November-17*	29,544	21,693	7,851	73%
December-17	32,789	22,993	9,796	70%

\*The November data will be included in next month's report to allow time for the entire SAR and Re-certification process for the month of September to conclude.

<sup>1</sup> The October 2017 data has been revised to reflect the corrected numbers since the last report.





## CalFresh Accountability Report – January 2018

YBN Services		
Month	YBN SAR 7 Received	YBN Recertification Received (February 2018)
June-17	2,377	N/A
July-17	2,172	
August-17	2,167	
September-17	2,309	
October-17	2,447	
November-17	2,923	
December-17	3,670	
January-18	3,787	553

### IV. Marketing and Outreach

#### Health and Nutrition Mobile Office/Outreach Events

Month	Total Number of Outreach Activities	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received	CalFresh Information/Inquiries
June-17	103	449	127	576	3,153
July-17	110	808	119	927	3,368
August-17	113	224	95	319	3,442
September-17	103	234	110	344	3,916
October-17	124	519	154	673	5,312
November-17	93	263	158	421	4,125
December-17	82	207	78	285	2,656
January-18	61	195	86	281	1,624

The Medi-Cal Outreach collocated staff throughout the community in Los Angeles County also provides Medi-Cal and CalFresh application assistance. The chart below reflects the activity from beginning 2017.

#### Collocated Outreach Staff

Month	CalFresh Applications Received	Medi-Cal Applications received	Total Applications Received
June-17	309	3,236	3,545
July-17	386	3,105	3,491
August-17	473	3,474	3,947
September-17	375	3,030	3,405
October-17	427	3,389	3,816
November-17	330	2,996	3,326
December-17	263	2,609	2,872
January-18	349	3,455	3,804



ANTONIA JIMÉNEZ  
Acting Director

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
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Board of Supervisors  
HILDA L. SOLIS  
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MARK RIDLEY-THOMAS  
Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

March 22, 2018

To: Each Supervisor

From:   
Antonia Jiménez, Acting Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County.

The CalFresh Accountability Report for February 2018 (Attachment) includes the progress the Department has made towards the goal to increase CalFresh participation. As of February 2018, we have reached 25% of the target goal of adding 70,000 households to the CalFresh Program caseload. The report also illustrates the progress gained in the additional initiatives implemented to continue our efforts to reach those families and individuals who are potentially eligible for the CalFresh Program.

If you have any questions or need additional information, please contact me at (562) 908-8309 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

C: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisor





## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.

70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with community-based, faith-based organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

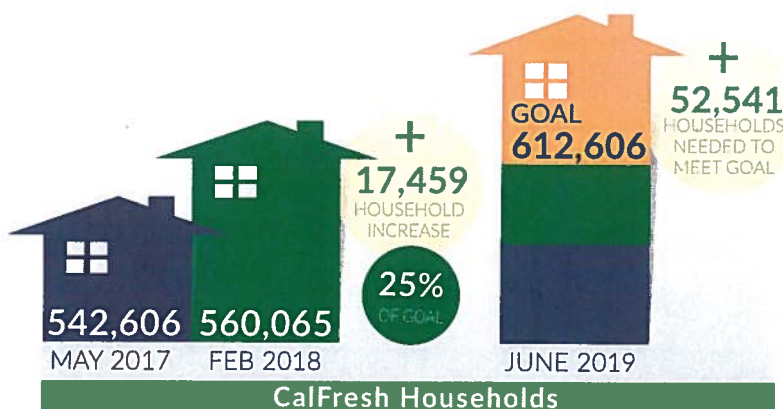
### THE PROGRESS

#### CALFRESH CASELOAD

##### GOAL

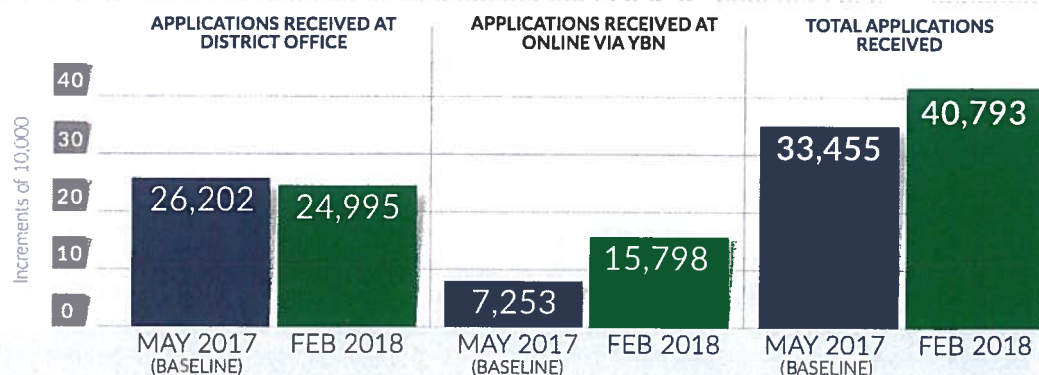
In order to increase the CalFresh participation rate goal of 20% increase, we need to add approximately 70,000 households (or 176,000 individuals) to the CalFresh caseload. We have added 17,459 households which is 25% of the goal.

May 2017, is the baseline caseload used for the project to increase CalFresh participation.



#### ENROLLMENTS

In February 2018, we received 40,793 CalFresh applications.



## THE PROGRESS

The Department implemented the following strategies to increase enrollments.



**CalFresh Solicitation Flyer**

**46,000**  
Approved Applications

A customized CalFresh Solicitation flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. Through this effort, over 84,000 applications have been generated.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



**Customer Service Center**

**14,402**  
Approved Applications

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature. To date, we have initiated 35,096 applications.



**Conducting CalFresh Intake Interview**

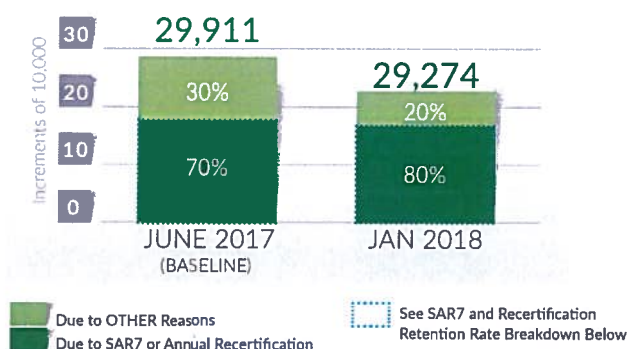
**626**  
Approved Applications

Customer Service Center Eligibility workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature. Since October 2017, 966 CalFresh applications have been initiated.

## RETENTION RATES

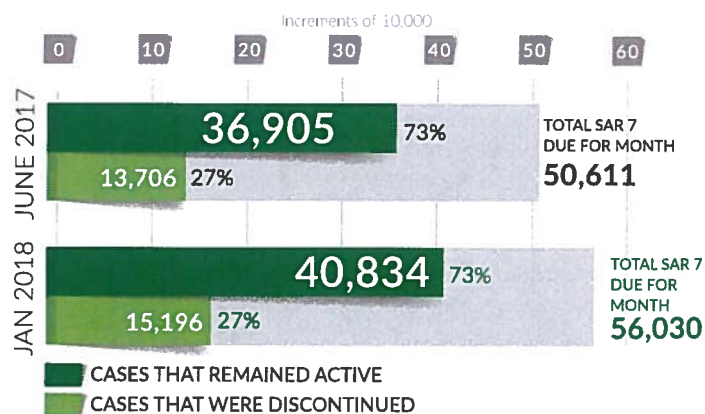
The Department understands that to increase CalFresh participation, we must retain those households who are discontinued from the program for non-compliance with reporting responsibilities (Semi-Annual Report and Annual Recertification). The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification. These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

### OVERALL CALFRESH CASES DISCONTINUED

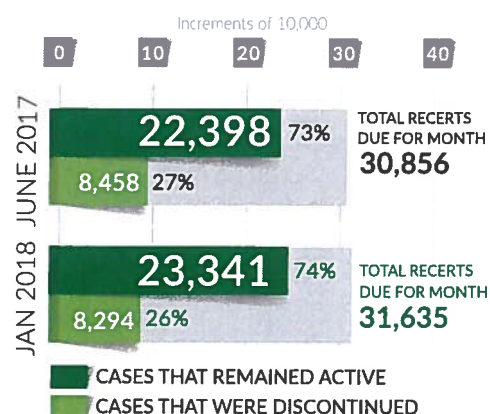


### SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

#### SAR 7



#### RECERTIFICATION





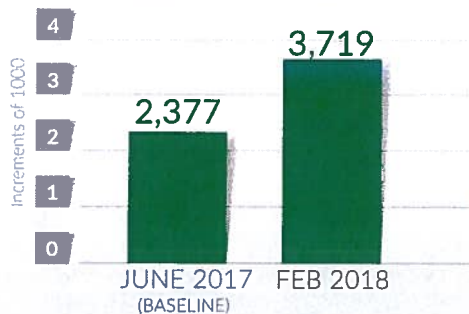
## THE PROGRESS

### RETENTION STRATEGIES

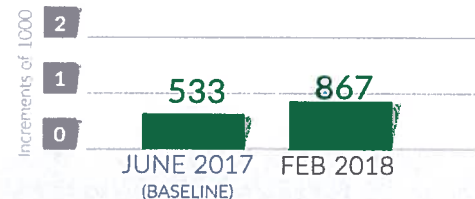
TO INCREASE OUR RETENTION RATE, we have implemented two initial strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN.

These options make it easier for participants to complete their periodic reporting requirements and without going into a district office. Additionally, the Department is currently conducting a business process review of the SAR 7 and Annual Recertification to identify areas to streamline the process further.

#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



## OUTREACH AND MARKETING

### STRATEGIC PARTNERSHIPS

We have a variety of partnerships that assist various populations such as low-income families, children, youth, students (K-12 and College), veterans, elderly/disabled, homeless and immigrants. These partners host events at their facilities, market and disseminate CalFresh promotional material that raise awareness about the program, and some are assisting the public with applying for CalFresh benefits.

Currently, we have 52 agencies who assist the community in completing CalFresh applications via the YBN Dashboard.

Faith-Based Organizations, 2  
Local Education Agencies, 4  
LA County Departments, 6  
Health Care Providers, 10  
Colleges/Universities, 16  
Community-Based Organizations, 35  
Other, 17

### CALFRESH OUTREACH TOOLKIT



The department developed a CalFresh outreach toolkit to assist partner agencies in their outreach efforts. The CalFresh outreach toolkit contains marketing print materials, such as brochures and posters (which have been customized to target specific populations, such as homeless, veterans, immigrants, students, elderly/disabled, etc.), social media graphics, lobby monitor advertisements for DPSS district offices, and webpage graphic files. In addition to the marketing material, the toolkit provides other various resources such as CalFresh fact sheets, geocoding tools and social media guidelines to assist the user in conducting the most effective outreach possible. We continue to raise awareness about CalFresh and encouraging the utilization of our online YBN website with regular posts in the Twitter, Facebook, Instagram and YouTube channel accounts. To access our toolkit, visit [calfreshoutreach.lacounty.gov](http://calfreshoutreach.lacounty.gov)



ANTONIA JIMÉNEZ  
Acting Director

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Board of Supervisors

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SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

April 26, 2018

TO: Each Supervisor

FROM:   
Antonia Jimenez, Acting Director

SUBJECT: **MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County.

The CalFresh Accountability Report for March 2018 (Attachment) includes the progress the Department has made towards the goal to increase CalFresh participation. As of March 2018, we have reached 26% of the target goal of adding 70,000 households to the CalFresh Program caseload. The report also illustrates the progress gained in the additional initiatives implemented to continue our efforts to reach those families and individuals who are potentially eligible for the CalFresh Program.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel

## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

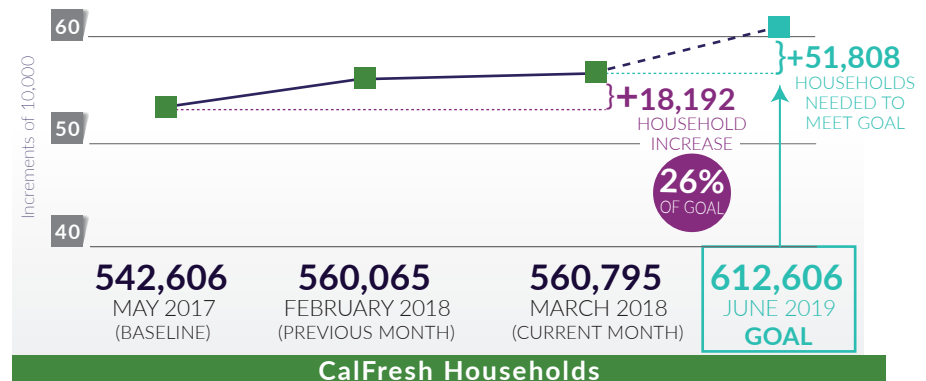
### THE PROGRESS

#### CALFRESH CASELOAD

##### GOAL

In order to increase the CalFresh participation rate by 20%, we need to add approximately 70,000 households (or 176,000 individuals) to the CalFresh caseload. We have added **18,192** households which is **26%** of the goal.

May 2017, is the baseline caseload used for the project to increase CalFresh participation.

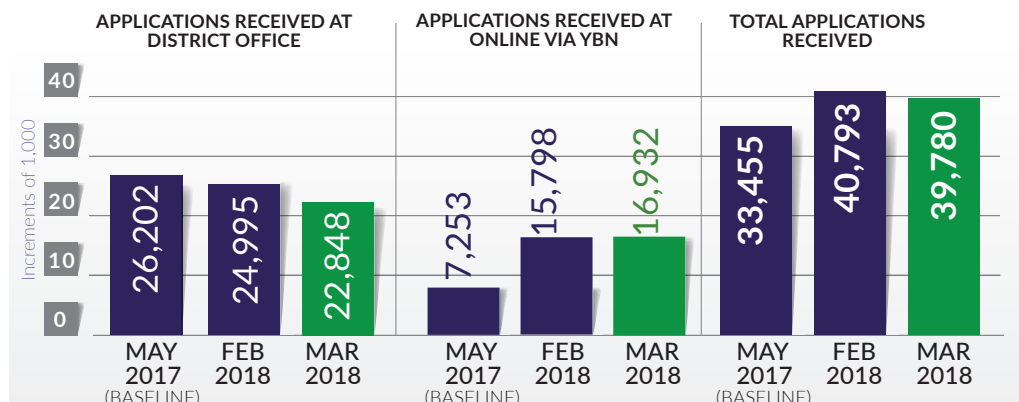


#### ENROLLMENTS

In February 2018, we received **40,793** CalFresh applications.

In March 2018, we received **39,780** CalFresh applications, which represent a 2.5% decrease from the prior month.

Of those applications, a total of **16,599** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)





# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



## CalFresh Solicitation Flyer

58,350  
Approved Applications

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case.

As of February 2018, a total of **50,012** applications were approved. As of March 2018, a total of **58,350** applications were approved. This represents a **17% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



## Customer Service Center

16,403  
Approved Applications

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of February 2018, a total of **14,402** applications were approved. As of March 2018, a total of **16,403** applications were approved. This represents a **14% increase** from the previous month's approved applications.



## Conducting CalFresh Intake Interview

766  
Approved Applications

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

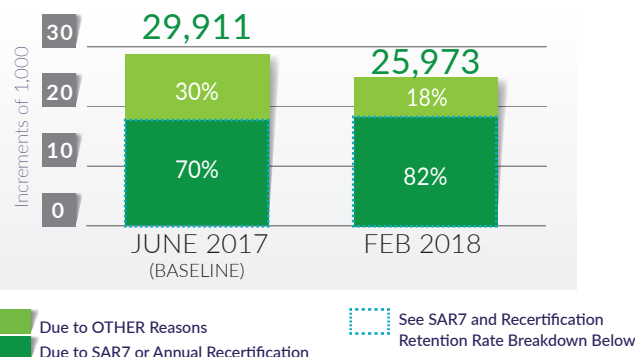
As of February 2018, a total of **626** applications were approved. As of March 2018, a total of **766** applications were approved. This represents a **22% increase** from previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR7 and Annual Recertification process has increased from 70% to 80% since June 2017. The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

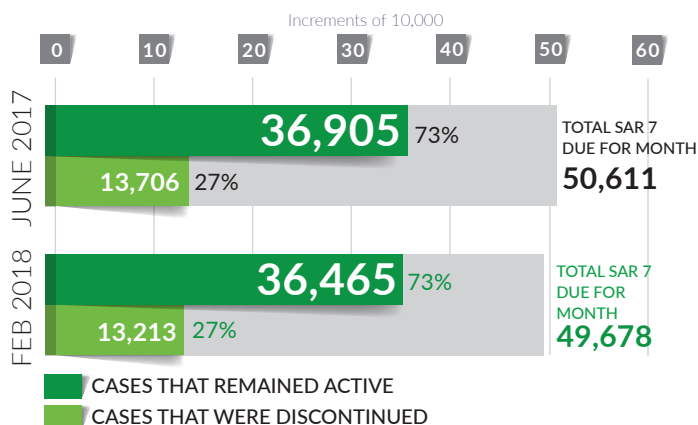
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

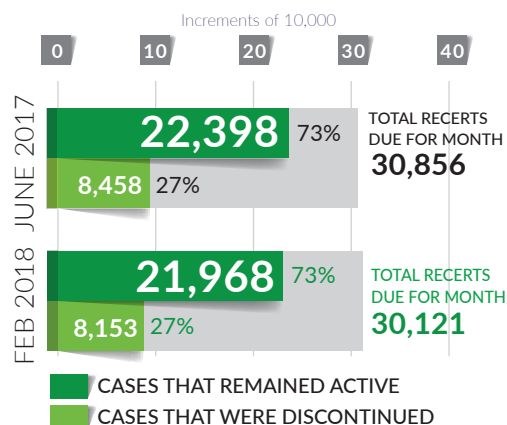


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



## THE PROGRESS

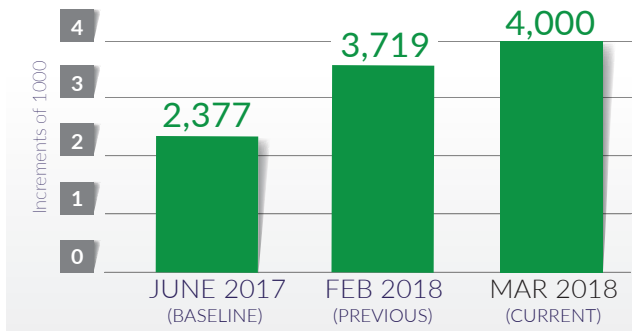
### RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented two initial strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN.

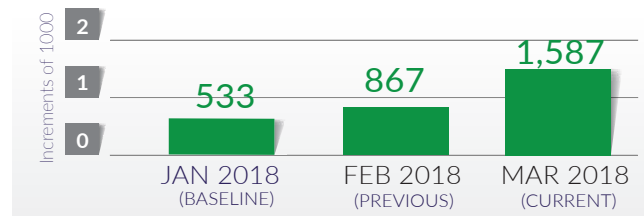
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



## OUTREACH AND MARKETING

### STRATEGIC PARTNERSHIPS

We have a variety of partnerships that assist various populations, such as low-income families, children, youth, students (K-12 and College), veterans, elderly/disabled, homeless and immigrants. These partners host events at their facilities. They market and disseminate CalFresh promotional material that raise awareness about the program, and some are assisting the public with applying for CalFresh benefits.

Currently, we have 52 agencies who assist the community in completing CalFresh applications via the YBN Dashboard.

Faith-Based Organizations	2
Local Education Agencies	4
LA County Departments	6
Grocers	7
Health Care Providers	10
Colleges/Universities	6
Community-Based Organizations	35
Other	17

### CALFRESH OUTREACH EFFORTS

#### CALFRESH AWARENESS MONTH CAMPAIGN

DPSS is gearing up to conduct its 8th Annual CalFresh Awareness Month Campaign in May 2018. We will be hosting a series of outreach events throughout Los Angeles County to raise awareness and enroll eligible families and individuals into the CalFresh Program.

#### COMPREHENSIVE FOOD NUTRITION ACCESS PLAN

In collaboration with Los Angeles County Department of Education and the California State University, Chico – CalFresh Outreach Project, DPSS developed a Food Nutrition Access Plan for K-12 and college students. The plan details the strategies to raise awareness to CalFresh Program, and connect students and families to CalFresh benefits. Progress on this initiative will be provided in a future report.





ANTONIA JIMÉNEZ  
Acting Director

County of Los Angeles  
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SHEILA KUEHL

Third District

JANICE HAHN

Fourth District

KATHRYN BARGER

Fifth District

May 22, 2018

**TO:** Each Supervisor

**FROM:**   
Antonia Jiménez, Acting Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County.

The CalFresh Accountability Report for April 2018 (Attachment) includes the progress the Department has made towards the goal to increase CalFresh participation. As of April 2018, we have reached 22% of the target goal of adding 70,000 households to the CalFresh Program caseload. The report also illustrates the progress gained in the additional initiatives implemented to continue our efforts to reach those families and individuals who are potentially eligible for the CalFresh Program.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM

LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel



## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

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#### RETAIN

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#### STRATEGIC PARTNERSHIPS

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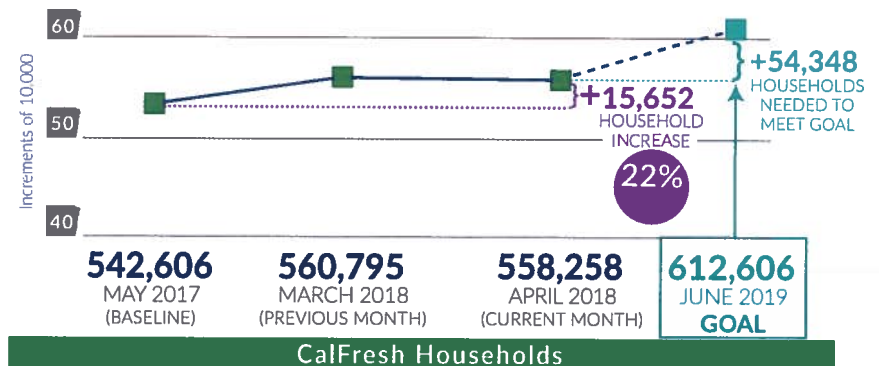
### THE PROGRESS

#### CALFRESH CASELOAD

##### GOAL

In order to increase the CalFresh participation rate by 20%, we need to add approximately 70,000 households (or 176,000 individuals) to the CalFresh caseload. We have added 15,652 households which is 22% of the goal.

May 2017, is the baseline caseload used for the project to increase CalFresh participation.

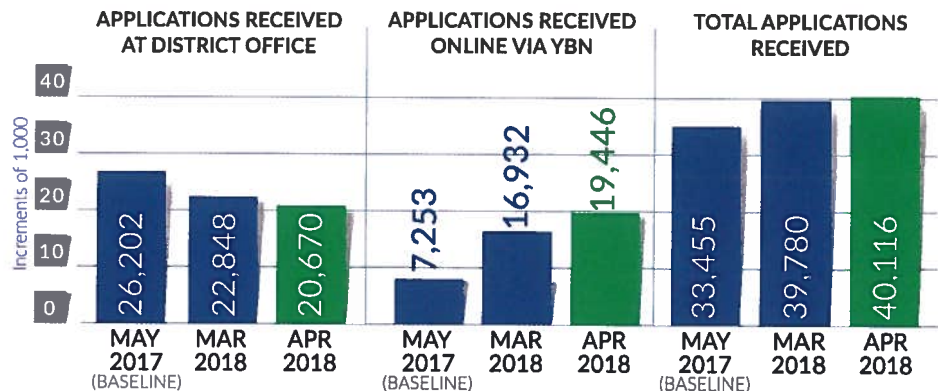


#### ENROLLMENTS

In March 2018, we received 39,780 CalFresh applications. In April 2018, we received 40,116 CalFresh applications, which represent a 1% decrease from the prior month.

As of April 2018, close to 50% of CalFresh applications were submitted online via YBN.

Of those applications, a total of 15,288 new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)





## THE PROGRESS

The Department implemented the following strategies to increase enrollments.



### CalFresh Solicitation Flyer

62,037

Approved Applications

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of March 2018, a total of **58,350** applications were approved. As of April 2018, a total of **62,037** applications were approved. This represents a **6% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



### Customer Service Center

17,435

Approved Applications

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of March 2018, a total of **16,403** applications were approved. As of April 2018, a total of **17,435** applications were approved. This represents a **6% increase** from the previous month's approved applications.



### Conducting CalFresh Intake Interview

893

Approved Applications

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

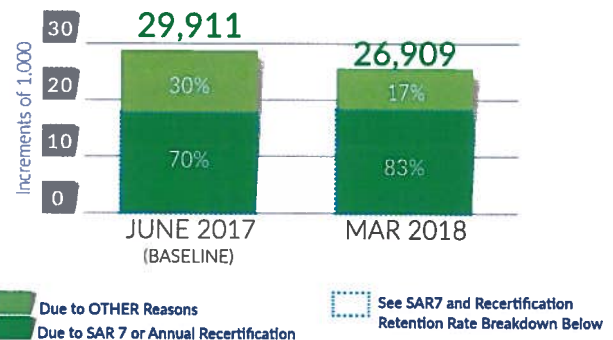
As of March 2018, a total of **766** applications were approved. As of April 2018, a total of **893** applications were approved. This represents a **17% increase** from previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 83% since June 2017. The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

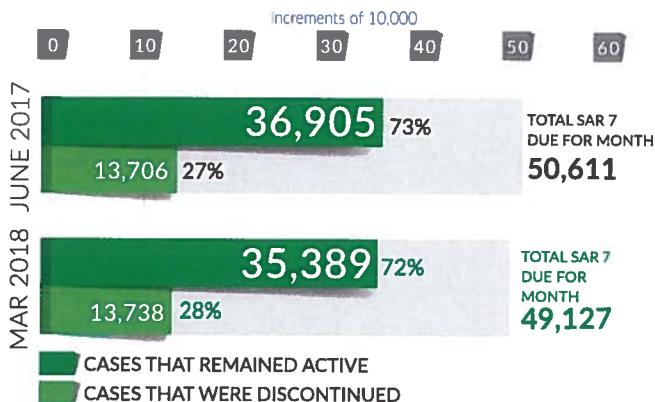
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## OVERALL CALFRESH CASES DISCONTINUED

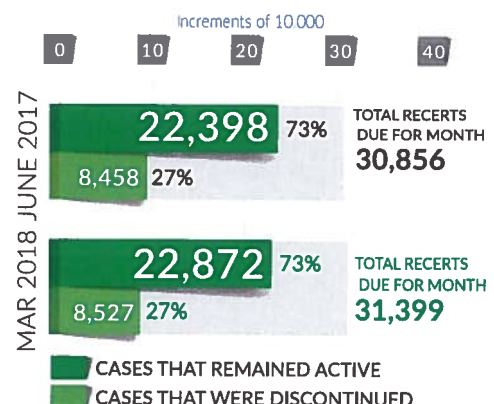


### SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

#### SAR 7



#### RECERTIFICATION



Note: The April retention data will be included in the next month's report to allow time for the entire SAR 7 and Recertification processes for the month of March to conclude.



## THE PROGRESS

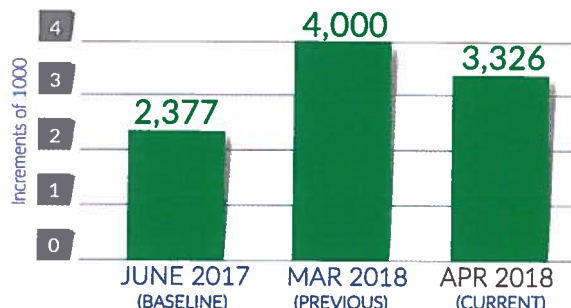
### RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

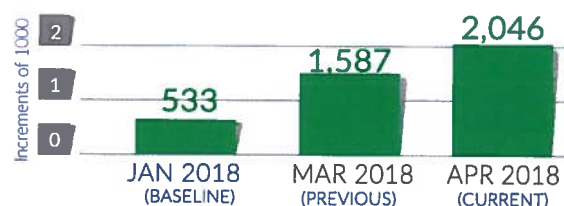
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



### THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



**Customer Service  
Center Pilot Team**

**586**

SAR 7s Completed

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7.

The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In April, the Customer Service Center completed 586 SAR 7s, avoiding case termination for these households.

## OUTREACH AND MARKETING

### STRATEGIC PARTNERSHIPS

We have a variety of partnerships that assist various populations, such as low-income families, children, youth, students (K-12 and College), veterans, elderly/disabled, homeless and immigrants. These partners host events at their facilities. They market and disseminate CalFresh promotional material that raise awareness about the program, and some are assisting the public with applying for CalFresh benefits.

Currently, we have 52 agencies who assist the community in completing CalFresh applications via the YBN Dashboard.

CalFresh Awareness Month has been proclaimed by 19 cities in Los Angeles County as part of the effort to raise awareness about the program during May 2018.

Faith-Based Organizations	2
Local Education Agencies	4
LA County Departments	6
Grocers	7
Health Care Providers	10
Colleges/Universities	6
Community-Based Organizations	35
Other	17

## CALFRESH OUTREACH EFFORTS

### COMPREHENSIVE FOOD NUTRITION ACCESS PLAN

As part of the plan to increase CalFresh participation among students, the Department has collaborated with many colleges/universities during the month of April to conduct CalFresh enrollment, provide CalFresh Policy support and raise CalFresh awareness among college students.

#### K-12 STUDENTS:

The Department's Outreach Team conducted CalFresh enrollment sessions at the following schools: Alhambra High School, Griffith STEAM Magnet Middle School, Morning Side High School, Carmela Elementary School and Freemont High School.

The Department prioritizes the outreach to schools based on the geocoding tool that identifies the areas with low CalFresh participation. Additionally, we provided a presentation at the Los Angeles County Office of Education (LACOE) Coalition which represents ten school districts that participate in the Champions for Change initiative. The group received information on the CalFresh Awareness Month Campaign, the CalFresh Assistors Program and the importance to connect low income families to food benefits and how their organization can be part of this effort.

#### COLLEGE STUDENTS:

In collaboration with the various colleges and universities, the Department conducted CalFresh Enrollment Days at the following campuses: Los Angeles City College, Los Angeles Harbor College, Mt. San Antonio College, Rio Hondo College, Santa Monica College, Citrus College, Compton Community College, El Camino College, Pasadena Community College, California State University Long Beach, and UCLA.

The CalFresh Enrollment Day is an effort where DPSS and college/university staff execute a coordinated event to process CalFresh applications for college students and the CalFresh interactive interviews are conducted on spot which increases the chances for approval rates. For the period of January through March, the California State University campuses reported 56 approvals as a result of the CalFresh Application Assistance efforts, which include CalFresh Enrollment Days.

We also participated at the El Camino College and Compton College EOPS/CARE Advisory Board Workgroup and the Special Resources Center to disseminate CalFresh Outreach materials to be distributed at their campuses students resource offices.



ANTONIA JIMÉNEZ  
Acting Director

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Third District

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Fifth District

June 18, 2018

**TO:** Each Supervisor

**FROM:** Antonia Jimenez, Acting Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County.

The CalFresh Accountability Report for May 2018 (Attachment) includes the progress the Department has made towards the goal to increase CalFresh participation. The report also illustrates the progress gained in the additional initiatives implemented to continue our efforts to reach those families and individuals who are potentially eligible for the CalFresh Program.

- **Active CalFresh Caseload** – In May 2018, we have added 16,752 new households, which represents 24% of our target goal.
- **New Applications** – Of the new applications received in May 2018, 20,179 (50%) of CalFresh applications are being submitted via YBN.
- **Increasing Retention** – For the month of May 2018, the CalFresh SAR 7 online submissions increased by 8% from the previous month. The Recertification online submissions increased by 36% from the previous month.



Each Supervisor  
June 18, 2018  
Page 2

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel

## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.

70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

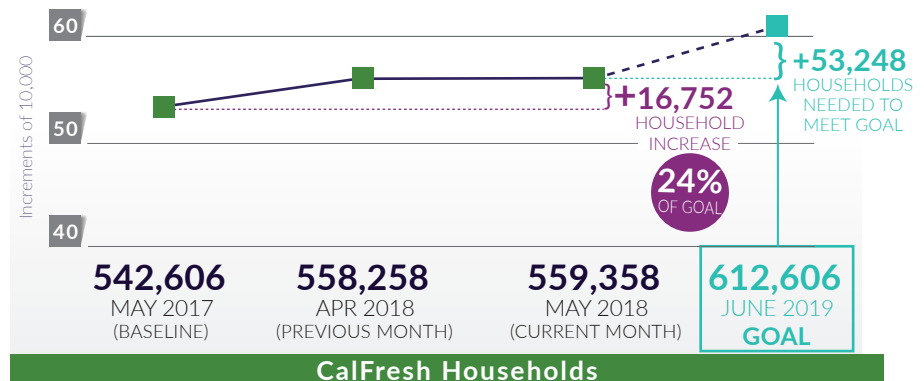
### THE PROGRESS

#### CALFRESH CASELOAD

##### GOAL

In order to increase the CalFresh participation rate by 20%, we need to add approximately 70,000 households (or 176,000 individuals) to the CalFresh caseload. We have added **16,752** households which is **24%** of the goal.

May 2017, is the baseline caseload used for the project to increase CalFresh participation.

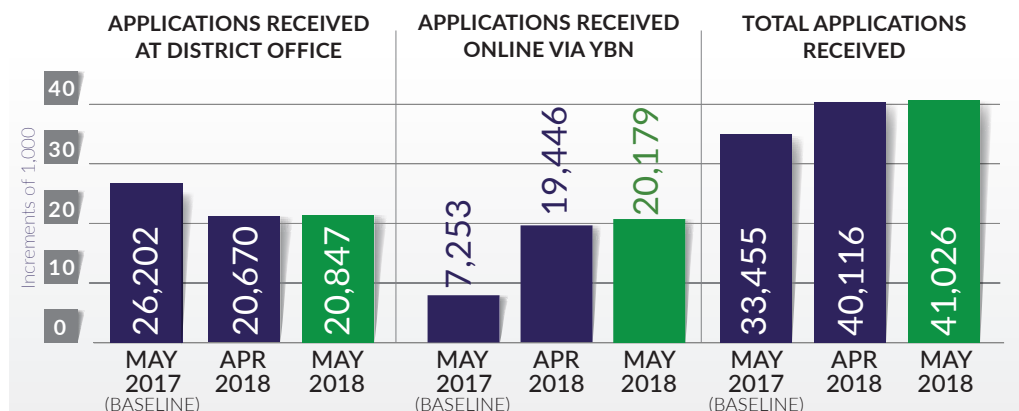


#### ENROLLMENTS

In April 2018, we received **40,116** CalFresh applications. In May 2018, we received **41,026** CalFresh applications, which represent a 2% increase from the prior month.

As of May 2018, close to **50%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **16,494** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)





# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



**CalFresh  
Solicitation Flyer**

**65,171**  
Approved Applications

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of April 2018, a total of **62,037** applications were approved. As of May 2018, a total of **65,171** applications were approved. This represents a **5% increase** from the previous month's approved applications. On average, 5,431 cases are approved each month.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



**Customer  
Service Center**

**20,808**  
Approved Applications

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of April 2018, a total of **17,435** applications were approved. As of May 2018, a total of **20,808** applications were approved. This represents a **19% increase** from the previous month's approved applications.



**Conducting CalFresh  
Intake Interview**

**959**  
Approved Applications

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

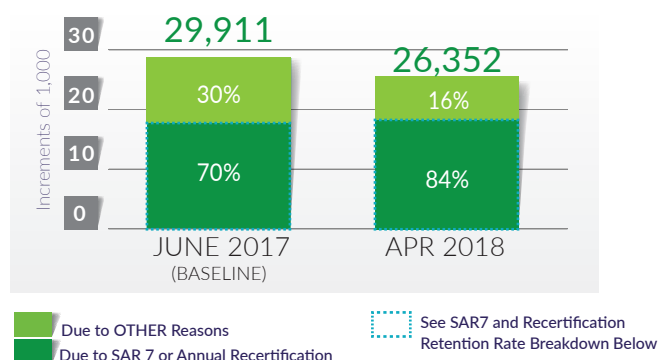
As of April 2018, a total of **893** applications were approved. As of May 2018, a total of **959** applications were approved. This represents a **7% increase** from previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 84% since June 2017. The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

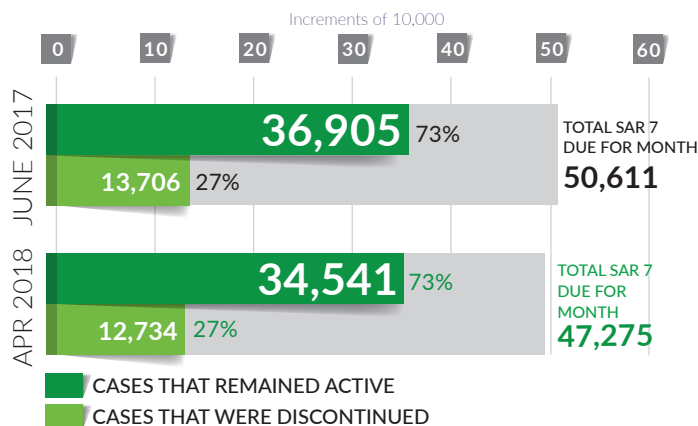
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

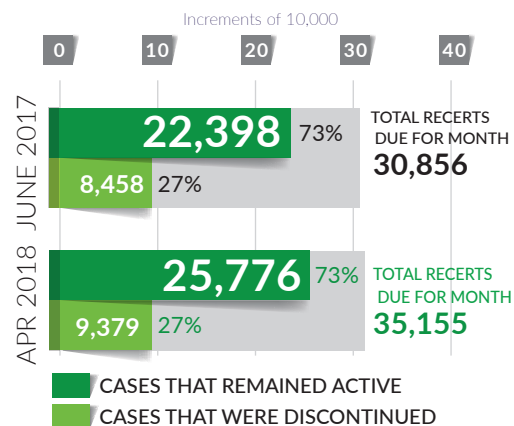


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The May data will be included in next month's report to allow time for the entire SAR 7 and Recertification processes for the month of April to conclude.

## THE PROGRESS

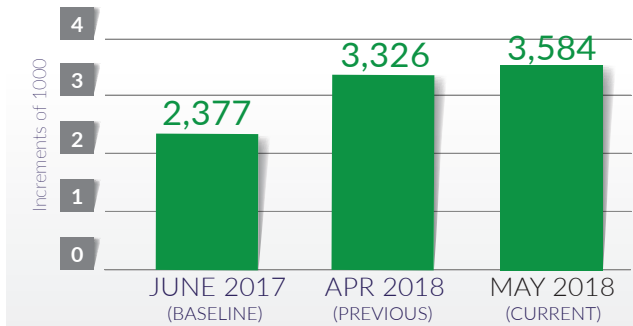
### RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

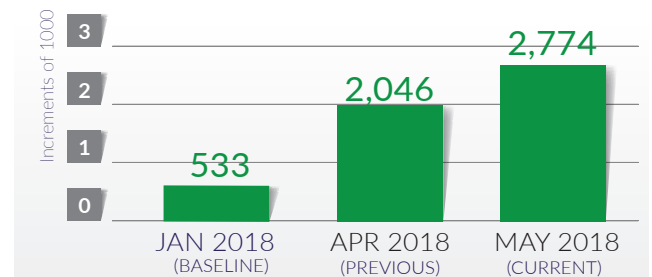
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



### THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



#### Customer Service Center Pilot Team

**1,161**  
SAR 7s Completed

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-reciept of SAR 7.

The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In April, the Customer Service Center completed **586** SAR 7s, avoiding case termination for these households.

As of May, the Customer Service Center completed a total of **1,161** SAR 7s, avoiding case termination for these households. This represents a 98% increase from the previous month's SAR 7 case resolutions.

## OUTREACH AND MARKETING

### STRATEGIC PARTNERSHIPS

We have a variety of partnerships that assist various populations, such as low-income families, children, youth, students (K-12 and College), veterans, elderly/disabled, homeless and immigrants. These partners host events at their facilities. They market and disseminate CalFresh promotional material that raise awareness about the program, and some are assisting the public with applying for CalFresh benefits.

Currently, we have 58 agencies who assist the community in completing CalFresh applications via the YBN Dashboard.

#### CalFresh Partners

Faith-Based Organizations	2
Local Education Agencies	4
LA County Departments	6
Grocers	7
Health Care Providers	10
Colleges/Universities	6
Community-Based Organizations	35
Other	17

## CALFRESH AWARENESS MONTH

On May 1, 2018, the Board of Supervisors proclaimed May as CalFresh Awareness Month. The Department kicked off CalFresh Awareness Month by hosting a health fair at Hubert Humphrey Comprehensive Health Center on May 3, 2018, in collaboration with the Department of Health Services and the Department of Public Health. On May 9, 2018, the Department in collaboration with the California Department of Social Services, WIC, and the Asian Americans Advancing Justice Los Angeles hosted its annual CalFresh Public Charge Forum at the Adams-Vermont Farmers' Market. This forum convenes media outlets and community leaders to help us dispel myths and misinformation about CalFresh among the immigrant community.

The Department reached out to all 88 cities in Los Angeles County to seek their commitment to proclaim May as CalFresh Awareness Month and encourage their residents to apply for and/or share CalFresh information. As a result, the following **23** cities proclaimed May as CalFresh Awareness Month during their city meetings:

Agoura Hills	Alhambra	Avalon	Azusa	Baldwin Park
Bell	Bell Gardens	Beverly Hills	Carson	Commerce
Cudahy	Duarte	Gardena	Glendale	Hawaiian Gardens
Hawthorne	La Puente	La Verne	Long Beach	San Dimas
San Gabriel	South El Monte	Whittier		

The participating cities also assisted in many activities such as sharing information with their chamber of commerce, with their other city departments, interviews to air in their community television stations and through their social media platforms.

## CALFRESH OUTREACH EFFORTS

### COMPREHENSIVE FOOD NUTRITION ACCESS PLAN

As part of the plan to increase CalFresh participation among students, the Department has collaborated with many colleges/universities during the month of April to conduct CalFresh enrollment, provide CalFresh Policy support and raise CalFresh awareness among college students.

During the month of May, the Department increased its presence at K-12 schools and colleges by hosting 22 enrollment events on site, taking a total of 155 applications (124 CalFresh and 31 Medi-Cal). In addition, our eligibility staff provided case assessments and general DPSS information to 619 students.

#### K-12 STUDENTS:

The Department's Outreach Team conducted CalFresh enrollment sessions at the following schools: Alhambra High School, Morning Side High School, Carmela Elementary School and Freemont High School.

#### COLLEGE STUDENTS:

In collaboration with the various colleges and universities, the Department conducted CalFresh Enrollment Days at the following campuses: Los Angeles City College, Los Angeles Harbor College, Mt. San Antonio College, Rio Hondo College, Santa Monica College, and UCLA.

The CalFresh Enrollment Day is an effort where DPSS and college/university staff execute a coordinated event to process CalFresh applications for college students and the CalFresh interactive interviews are conducted on spot which increases the chances for approval rates. The LA County Channel, LA 36, created and distributed a video about a CalFresh Enrollment Day event at California State University, Long Beach.



ANTONIA JIMÉNEZ  
Acting Director

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Second District  
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Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

July 18, 2018

**TO:** Each Supervisor

**FROM:** Antonia Jiménez, Acting Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." As with our first monthly update submitted to your Board on August 23, 2017, we are providing the monthly CalFresh Accountability Report that outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County.

The CalFresh Accountability Report for June 2018 (Attachment) includes the progress the Department has made towards the goal to increase CalFresh participation. The report also illustrates the progress gained in the additional initiatives implemented to continue our efforts to reach those families and individuals who are potentially eligible for the CalFresh Program.

- **Active CalFresh Caseload** – As of June 2018, we have added 17,624 households, which represents 25% of our target goal.
- **New Applications** – Of the 40,649 applications received in June 2018, 51% of CalFresh applications were submitted via YBN.
- **Increasing Retention** – In May 2018, we received 3,584 CalFresh SAR 7 online submissions. In June 2018, we received 5,637 CalFresh SAR 7 online submissions, representing a 57% increase from the previous month. In May 2018, we received 2,774 Recertification online submissions and in June 2018, we received 3,570 Recertification online submissions. This represents a 29% increase from the previous month.

Each Supervisor  
July 18, 2018  
Page 2

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel



## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

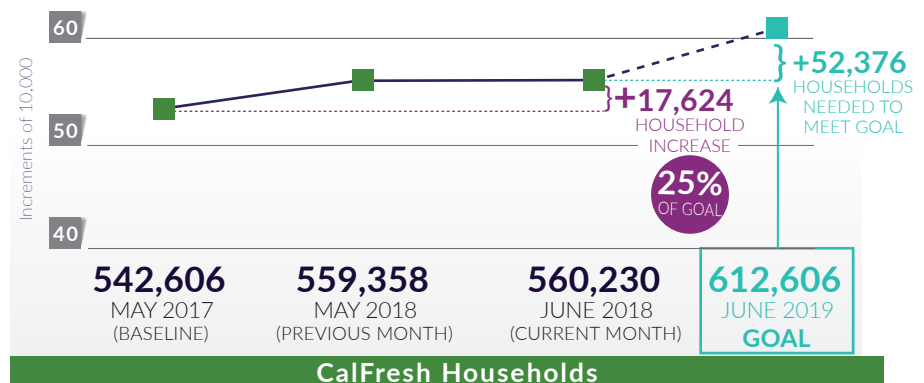
### THE PROGRESS

#### CALFRESH CASELOAD

##### GOAL

In order to increase the CalFresh participation rate by 20%, we need to add approximately 70,000 households (or 176,000 individuals) to the CalFresh caseload. We have added **17,624** households which is **25%** of the goal.

May 2017 is the baseline caseload used for the project to increase CalFresh participation.

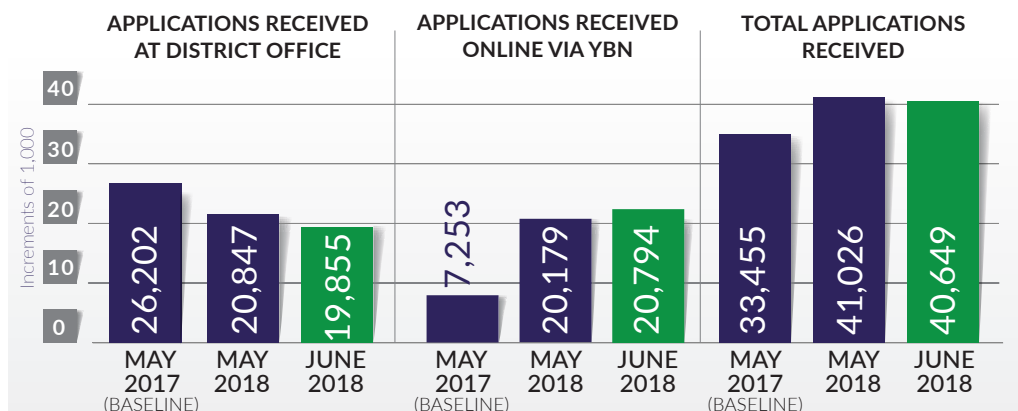


#### ENROLLMENTS

In May 2018, we received **41,026** CalFresh applications. In June 2018, we received **40,649** CalFresh applications, which represent a 1% decrease from the prior month.

As of June 2018, **51%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **16,056** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)



# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



## CalFresh Solicitation Flyer

68,751  
Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of May 2018, a total of **65,171** applications were approved. As of June 2018, a total of **68,751** applications were approved. This represents a **5% increase** from the previous month's approved applications. On average, 5,289 applications are approved each month.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



## Customer Service Center

22,364  
Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of May 2018, a total of **20,808** applications were approved. As of June 2018, a total of **22,364** applications were approved. This represents a **7% increase** from the previous month's approved applications.



## Conducting CalFresh Intake Interview

1,103  
Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

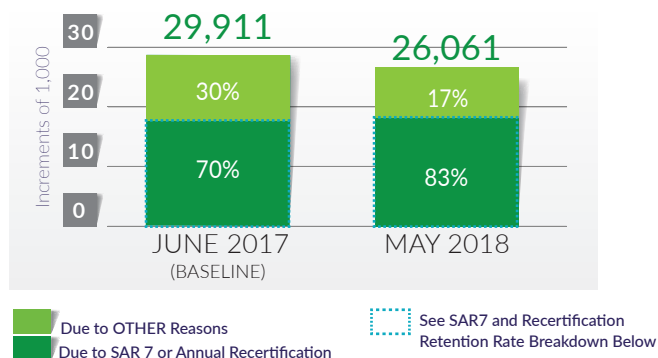
As of May 2018, a total of **959** applications were approved. As of June 2018, a total of **1,103** applications were approved. This represents a **15% increase** from previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 83% since June 2017. The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

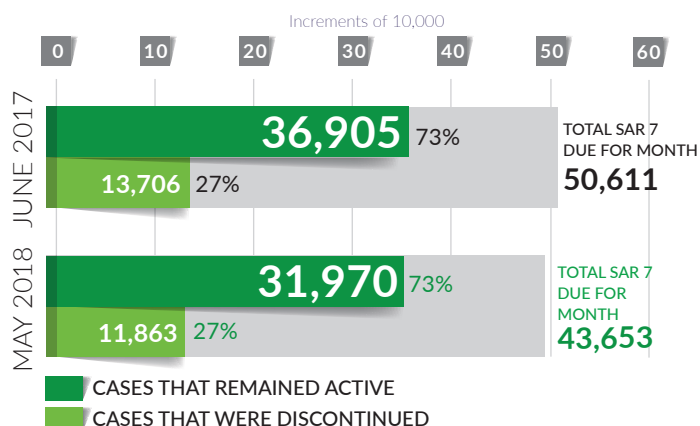
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

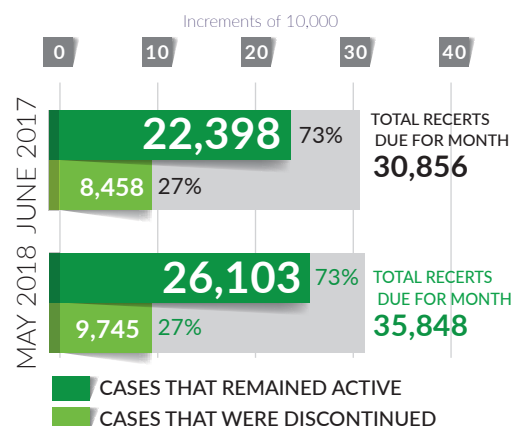


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The June data will be included in next month's report to allow time for the entire SAR 7 and Recertification processes for the month of June to conclude.

# THE PROGRESS

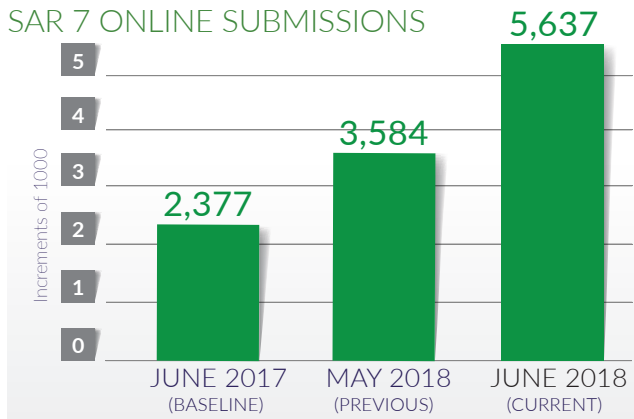
## RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

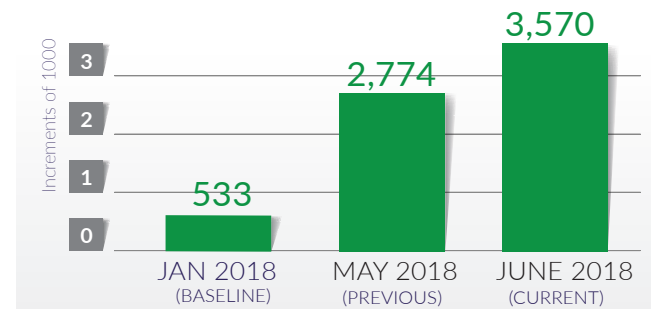
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



SAR 7 ONLINE SUBMISSIONS



CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



## THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



### Customer Service Center Pilot Team

2,282  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In May, the Customer Service Center completed **575** SAR 7s, avoiding case discontinuance for these households. In June, the Customer Service Center completed a total of **1,121** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **2,282** SAR 7s, preventing case discontinuance for these households.

## OUTREACH AND MARKETING

### STRATEGIC PARTNERSHIPS

We have a variety of partnerships that assist various populations, such as low-income families, children, youth, students (K-12 and College), veterans, elderly/disabled, homeless and immigrants. These partners host events at their facilities. They market and disseminate CalFresh promotional material that raise awareness about the program, and some are assisting the public with applying for CalFresh benefits.

During the month of June 2018, six new agencies (three Health Care Providers and three Community-Based Organizations) were trained and provided access to the online CalFresh application system, "Your Benefits Now," to assist customers at their site to apply for CalFresh benefits.

Currently, we have 64 agencies who assist the community in completing CalFresh applications via the YBN Dashboard.

The Department, in collaboration with Numero Uno Markets and Rancho Markets have scheduled outreach events for the next three months to conduct CalFresh application assistance on-site for interested customers. The sites are located in areas where CalFresh participation is low.

#### CalFresh Partners

Faith-Based Organizations	2
Local Education Agencies	4
LA County Departments	6
Grocers	7
Health Care Providers	13
Colleges/Universities	6
Community-Based Organizations	38
Other	17

### CALFRESH OUTREACH EFFORTS

#### COMPREHENSIVE FOOD NUTRITION ACCESS PLAN

As part of the plan to increase CalFresh participation among students, the Department has collaborated with many colleges/universities during the month of June to conduct CalFresh enrollment events, provide CalFresh Policy support and raise CalFresh awareness amongst college students.

During the month of June 2018, we continued to increase our presence at K-12 schools. The Department's Outreach Team conducted CalFresh enrollment events at the following K-12 schools: Alhambra High School, Morning Side High School, Carmela Elementary School and Fremont High School. In collaboration with Los Angeles County Office of Education (LACOE), the Department provided 10,000 CalFresh Program informational brochures and 199 CalFresh informational posters for dissemination at schools.

In collaboration with the various colleges and universities, the Department conducted CalFresh Enrollment Days at the following campuses: Los Angeles City College, Los Angeles Trade – Technical College, Rio Hondo College, and UCLA.

There were a total of 10 outreach and informational events at K-12 schools and colleges during June 2018. We assisted 31 households with their CalFresh applications, assisted 65 households with case assessments, and provided information to 152 households.



ANTONIA JIMÉNEZ  
Acting Director

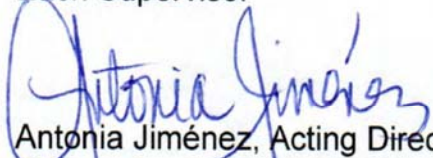
County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Fourth District  
KATHRYN BARGER  
Fifth District

August 23, 2018

**TO:** Each Supervisor  
  
**FROM:** Antonia Jiménez, Acting Director

**MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the May 23, 2017 Board Motion “To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation.” The attached July monthly CalFresh Accountability Report outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The report also illustrates that as of July 2018, we:

- Added 16,244 households, which represents 23% of our target goal.
- Received 43,294 applications in July 2018, of which 50% were submitted via Your Benefits Now (YBN).

We have focused our efforts on simplifying and expanding the vehicles by which our customers can apply for or renew CalFresh benefits. To that end, we have expanded the role of the Customer Service Center (CSC) to assist customers in applying for or renewing their benefits.

**Initiating Applications**

- **Initiate End-to-End** – An End-to-End process is initiated if the customer has the 30 - 45 minutes required to complete an application. The CSC Eligibility Worker (EW) will take the application, conduct the interview, obtain the supporting documentation, accept the telephonic signature and process the application. The pilot originally began with four EWs and as of the end of August, we have now added an additional 50 EWs. This pilot has yielded great success. Of the 2,968 applications taken via phone, 1,859 or 63% have been approved. Of the applications that were denied, the primary reasons are over income or household not eligible.

*“To Enrich Lives Through Effective and Caring Service”*



- **Complete YBN Application** – For customers who want to apply but do not have the time to go through a complete Intake process, the EW initiates a CalFresh YBN application and forwards the application to the respective district office for EWs to follow up with the customer. To date, we have processed 51,357 CalFresh application, and approved 24,454, a 50% approval rate.

### Renewing Benefits

One of our biggest challenges with retention is that customers do not adhere to the Semi-Annual Reporting (SAR 7) requirements, which leads to case discontinuance. Since many of the CalFresh families are working households, we have expanded the services of the CSC, to allow them to complete the SAR 7 on behalf of the customer and secure a telephonic signature; granting ongoing benefits to eligible households. As of July 2018, we have processed 1,371 SAR 7s. We have also developed marketing materials to remind customers about the importance of submitting their SAR 7 timely. For example, we have:

- Added the YBN logo to the SAR 7 envelope to remind customers that they can submit their SAR 7 online via YBN.
- Developed a CalFresh Reference Guide so customers can be informed of when to complete their SAR 7 and annual recertification.

### Strategic Partnerships

We understand that our strategic partners play a pivotal role in helping us to reach difficult populations. Therefore, we have focused our efforts on expanding the number of non-profit agencies that serve as CalFresh Assisters. We currently have a total of 67 CalFresh Application Assisters, representing 13 different Family Source Centers. For the period of January 2018 through June 2018, the CalFresh Application Assisters have submitted a total of 1,951 CalFresh applications via YBN. We have collaborated with Farmers Markets and Women, Infants, and Children (WIC); who have assisted 417 households in completing their CalFresh applications. Our partnership with City Year resulted in over 100 new applications. The partnership with Los Angeles County Libraries Partnership has been important in helping to reach those families participating in the Library Summer Lunch Program. This program provides children under the age of 18 with a free daily lunch at participating libraries, which includes 16 sites. The effort resulted in 18 CalFresh applications accepted, 44 case assessments conducted, and 256 consumers received DPSS program information.

Since inception, the Department established and strengthened partnerships with the following agencies/committees: Champions for Change, Southern California School Nutrition Association, individual school sites, Los Angeles County Libraries, Colleges Boards, California State University (CSU) of Chico CalFresh Outreach Project, CSU Chancellor's Office of Basic Needs, and LACOE.

Each Supervisor  
August 23, 2018  
Page 3

Some of the major efforts the Department will undertake includes CalFresh Outreach Days at the California State University Colleges and Universities. The Department will conduct outreach and enrollment on the following days:

- September 18, 2018 - California State University Northridge
- October 18, 2018 and November 14, 2018 - California State University Long Beach
- October 22, 2018 - California State University Los Angeles
- November 15, 2018 - California State University Dominguez Hills
- Twice a month - University of California Los Angeles

Additionally, the Department will provide a presentation during a joint meeting with the 81 Superintendents on September 10, 2018 and present at the California National School Nutrition Director's meeting on September 25, 2018. The Department also shared the #ChooseCalFresh YBN campaign tools with the Compton and Pasadena School Districts.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel

## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
 70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

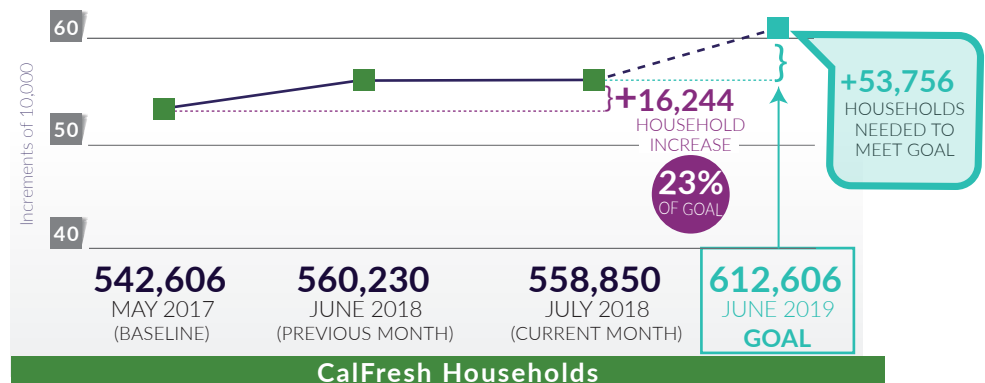
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In July 2018, we added **16,244** households which is **23%** of the goal.

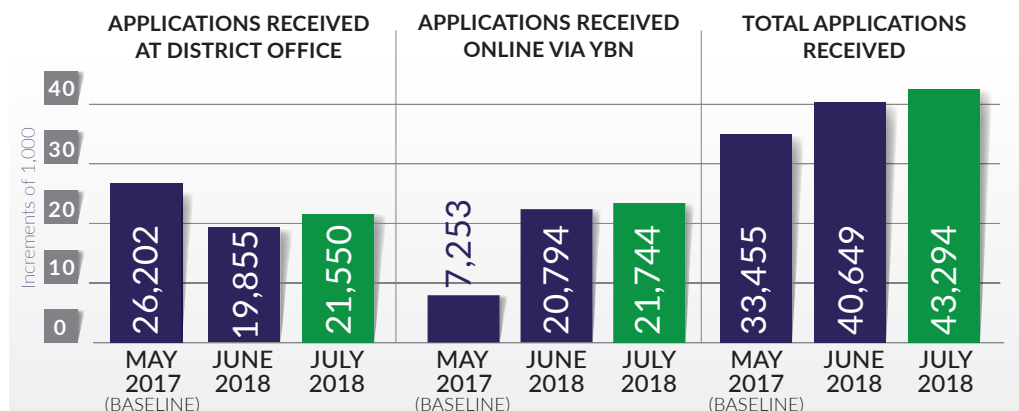


#### ENROLLMENTS

In July 2018, we received **43,294** CalFresh applications, which represent a 7% increase from the prior month.

As of July 2018, **50%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **16,922** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)



# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



## CalFresh Solicitation Flyer

72,348

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of July 2018, a total of **72,348** applications were approved. This represents a **5% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



## Customer Service Center

24,096

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of June 2018, a total of **22,364** applications were approved. As of July 2018, a total of **24,096** applications were approved. This represents an **8% increase** from the previous month's approved applications.



## Conducting CalFresh Intake Interview

1,600

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

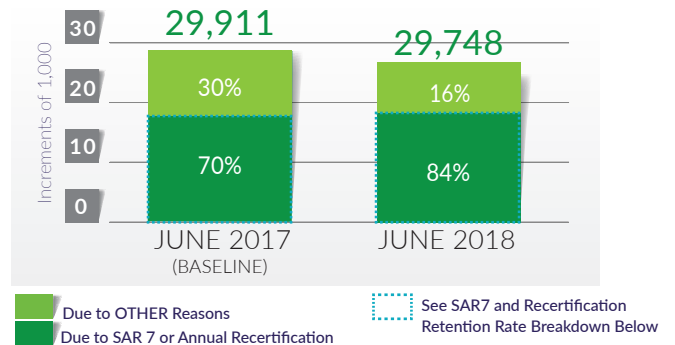
As of June 2018, a total of **1,103** applications were approved. As of July 2018, a total of **1,600** applications were approved. This represents a **45% increase** from the previous month's approved applications, which is due to the project's expansion. At the end of July 2018, a total of 61 workers are conducting CalFresh interviews over the telephone and securing a telephonic signature.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 84% since June 2017. The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

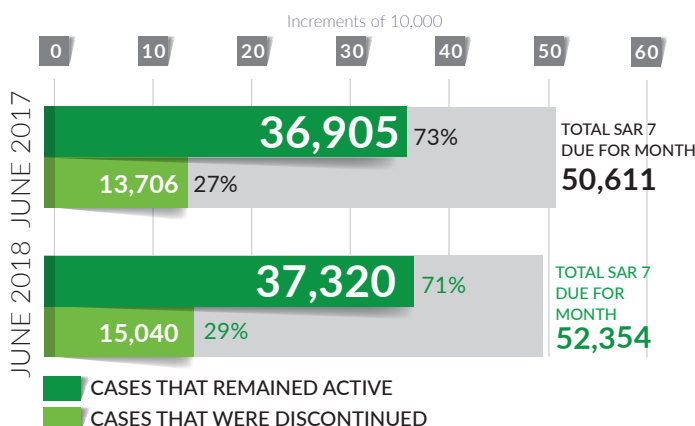
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

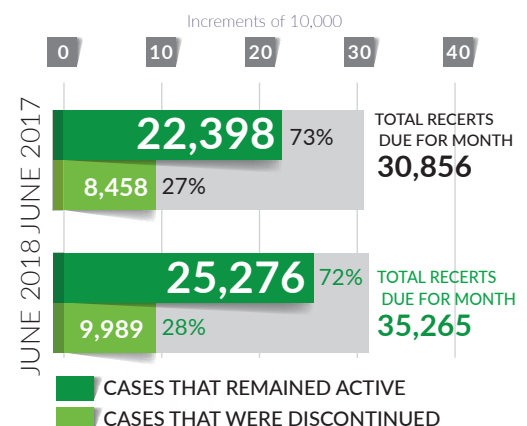


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The July data will be included in next month's report to allow time for the entire SAR 7 and Recertification processes for the month of July to conclude.

# THE PROGRESS

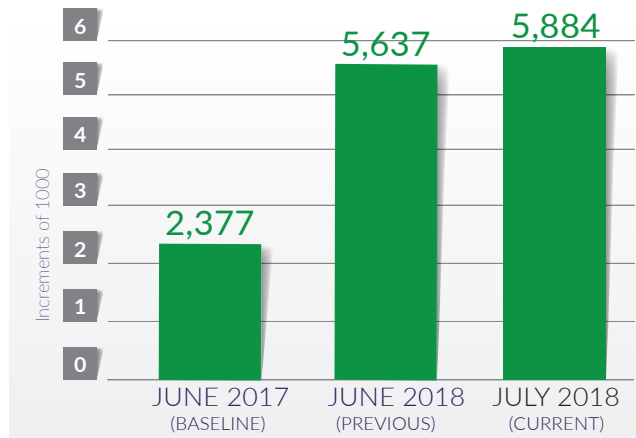
## RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

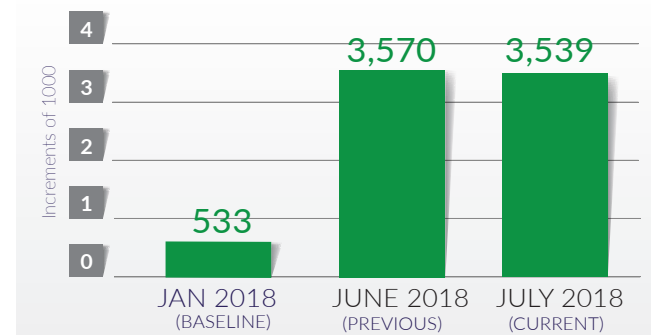
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



### SAR 7 ONLINE SUBMISSIONS



### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



## THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



**Customer Service  
Center Pilot Team**  
**3,653**  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In June, the Customer Service Center completed **1,121** SAR 7s, avoiding case discontinuance for these households. In July, the Customer Service Center completed a total of **1,371** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **3,653** SAR 7s, preventing case discontinuance for these households.





ANTONIA JIMÉNEZ  
Director

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
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SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

September 27, 2018

**TO:** Each Supervisor

**FROM:** Antonia Jiménez, Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." The attached August 2018 monthly CalFresh Accountability Report outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The report illustrates that as of August 2018, the Department has:

- Increased the CalFresh households by 19,466, which represents 28% of the target goal.
- Received 45,195 total applications, of which 50% were submitted online via Your Benefits Now (YBN).
- Achieved success with CalFresh applications taken via the End-to-End process. Of the 3,770 new CalFresh applications taken in August 2,334 or 62% were approved. Of the applications that were denied, the denial reasons were primarily due to over income or ineligible households. Due to this pilot's success, we expanded the number of offices and staff taking CalFresh applications from 5 to 60 workers in late July 2018.
- Processed over 1,300 Semi-Annual Reports (SAR-7) via the Customer Service Center which prevents the cases from being discontinued and helps families maintain an active case.
- Received 300 applications submitted by the CalFresh Application Assisters of which 173 were approved (58%). CalFresh training was provided for an additional 32 Assisters.

### **Outreach Efforts**

The Department will be focusing on the following outreach efforts to increase the CalFresh Participation Rate:

- Partner with Code for America, which provides a digital assister service allowing individuals the ability to apply using their mobile phone. Code for America will be instrumental in targeting students and other hard to reach populations.
- Provide outreach workers with the training and resources needed so that they can process a CalFresh End-to-End application at numerous outreach events.
- Solicit a Marketing Consultant to develop and implement comprehensive marketing strategies to inform our clients of the various channels available to them to apply for or renew their benefits. Also, develop strategies to help the Department reach specific target populations, such as: students; veterans; the homeless; elderly; and disabled individuals. The consultant is expected to begin in January 2019.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel

## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

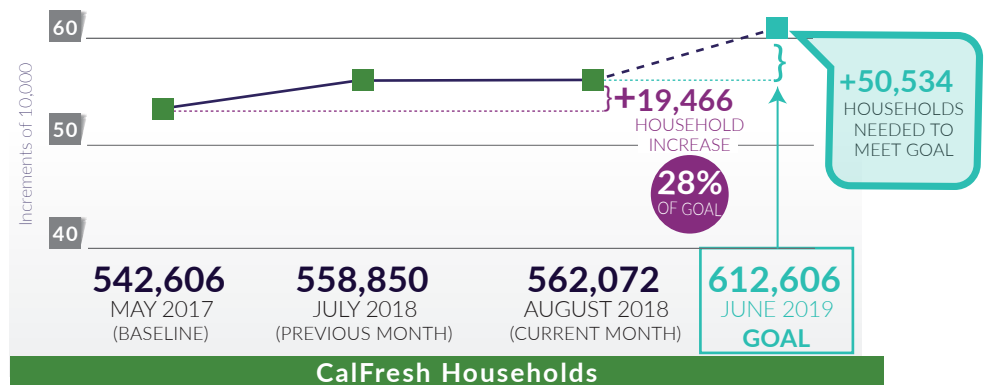
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In August 2018, we added **19,466** households which is **28%** of the goal.

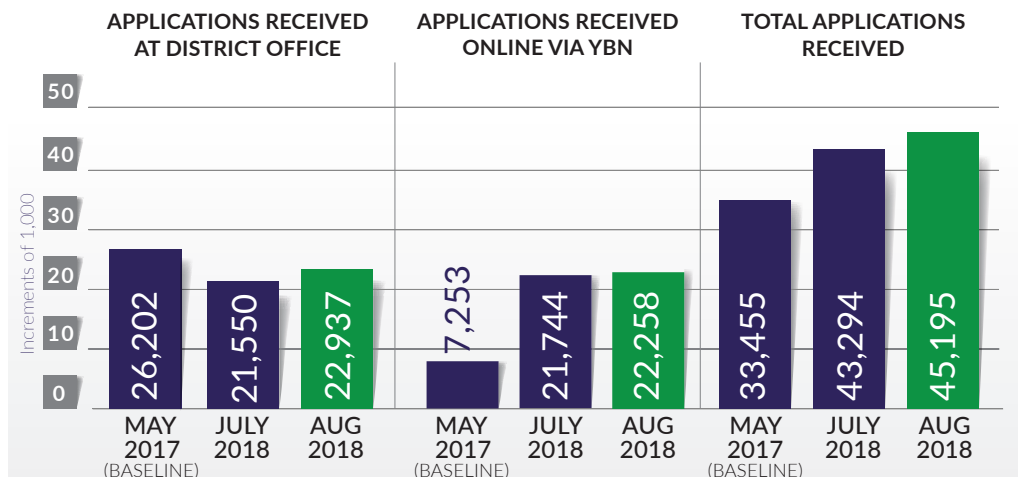


#### ENROLLMENTS

In August 2018, we received **45,195** CalFresh applications, which represent a 4% increase from the prior month.

As of August 2018, **50%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **18,031** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)



# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



## CalFresh Solicitation Flyer

75,583

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of August 2018, a total of **75,583** applications were approved. This represents a **5% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



## Customer Service Center

25,249

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of July 2018, a total of **24,096** applications were approved. As of August 2018, a total of **25,249** applications were approved. This represents an **5% increase** from the previous month's approved applications.



## Conducting CalFresh Intake Interview

2,334

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

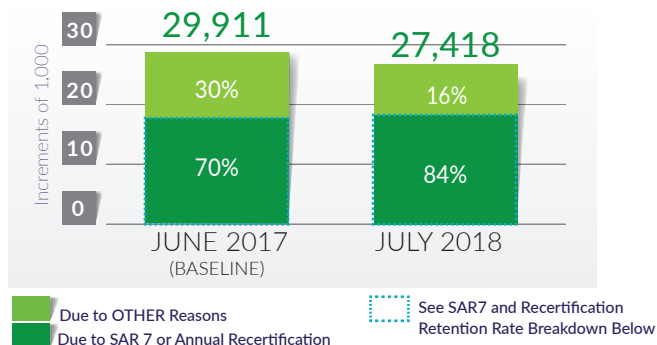
As of July 2018, a total of **1,600** applications were approved. As of August 2018, a total of **2,334** applications were approved. This represents a **46% increase** from the previous month's approved applications, which is due to the project's expansion. At the end of July 2018, a total of 61 workers are conducting CalFresh interviews over the telephone and securing a telephonic signature.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 84% since June 2017. The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

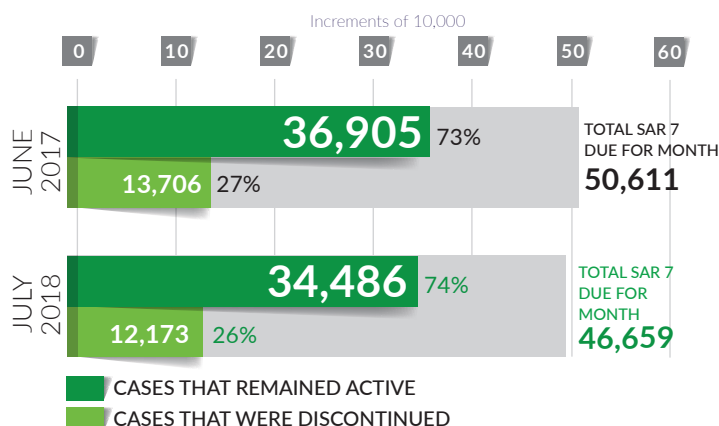
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

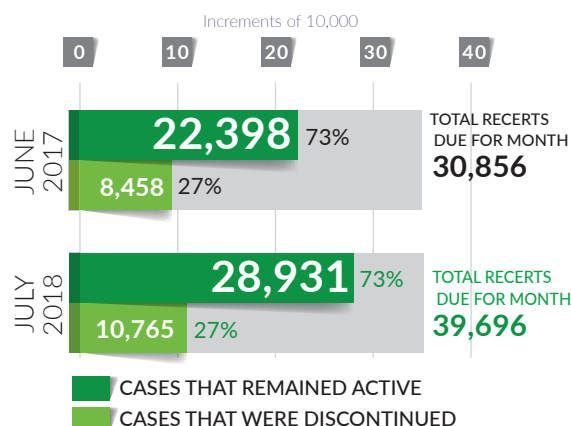


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The August data will be included in next month's report to allow time for the entire SAR 7 and Annual Recertification processes for the month of August to conclude.

# THE PROGRESS

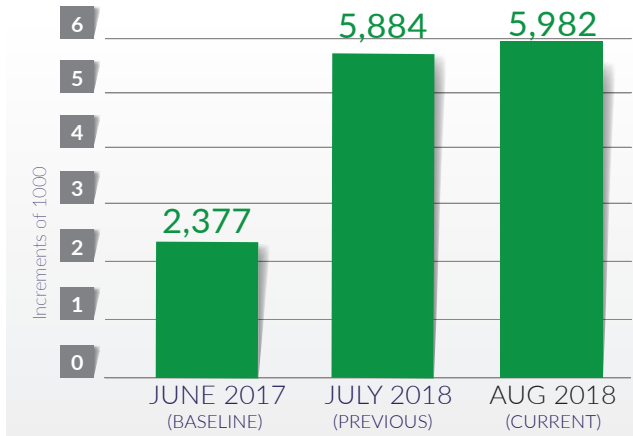
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TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

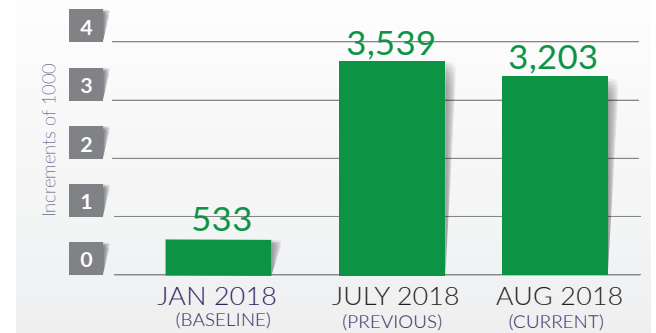
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



### SAR 7 ONLINE SUBMISSIONS



### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



## THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



**Customer Service  
Center Pilot Team**  
**5,044**  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In July, the Customer Service Center completed **1,371** SAR 7s, avoiding case discontinuance for these households. In August, the Customer Service Center completed a total of **1,391** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **5,044** SAR 7s, preventing case discontinuance for these households.





ANTONIA JIMÉNEZ  
Director

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

October 16, 2018

**TO:** Each Supervisor

**FROM:** Antonia Jiménez, Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." The attached September 2018 monthly CalFresh Accountability Report outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. The report illustrates that as of September 2018, the Department has:

- Increased the CalFresh households by over 16,942, which represents 24% of the target goal.
- Received 36,706 total applications, of which 52% were submitted online via Your Benefits Now (YBN).
- Achieved success with CalFresh applications taken via the End-to-End process. As of week ending September 28, 2018, 3,364 or 74% CalFresh applications received were approved. Of the applications that were denied, the denial reasons were primarily due to over income or ineligible households.
- Processed over 1,326 Semi-Annual Reports (SAR-7) via the Customer Service Center which prevented the cases from being discontinued and helped families maintain an active case.
- Received 302 applications submitted by the CalFresh Application Assistors, of which 185 (61%) were approved. CalFresh Program training was provided to an additional 37 CalFresh Application Assistors.



### CalFresh Participation Rate Strategies

The Department has modified its strategy to meet the 20% CalFresh participation rate increase goal, by focusing on incremental targets and monthly additions to the CalFresh caseload. Based on the targeted goal of increasing the CalFresh caseload to 612,606 by June 2019, we will need to add an average of **4,820** households monthly to the CalFresh caseload through December 2018, and **6,492** households monthly from January to June 2019.

#### **Enrollments Strategies:**

The Department will focus on the following modified strategies to achieve the number of monthly enrollments necessary to meet the target goal by June 2019.

Strategy	Baseline	Target
<b>Code for America Digital CalFresh Application Assister-</b> An interactive GetCalFresh website with capability to personalize verification guidance for the CalFresh application based on the responses by the applicant. We project adding <b>3,300</b> households to the CalFresh caseload monthly starting November 1, 2018.	N/A	3,300
<b>The CalFresh Application Assistors Program</b> - Assists applicants to complete and submit their CalFresh applications via YBN. We currently have 64 agencies who have been trained and given a unique YBN login to access the YBN Dashboard.	185	300
The <b>Customer Service Center End-to-End Process</b> - Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature. The Department is anticipating an increase of approved applications to be <b>970</b> per month with the expansion of this pilot.	734	970
<b>DPSS Outreach Team</b> - Conducts CalFresh Outreach throughout Los Angeles County. These outreach efforts yield <b>325</b> applications monthly for which <b>188</b> are approved. The Department anticipates to increase the number of approvals per month to <b>250</b> .	188	250
<b>Total projected per month</b>	<b>N/A</b>	<b>4,820</b>

#### **Retention/Churn - Reducing Discontinuances:**

The below strategies will be implemented to reduce the number of discontinuances.

Strategy	Baseline	Target
<b>CSC SAR 7 Pilot</b> - Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The Eligibility Worker completes the SAR 7 on behalf of the participant and secures a telephonic signature avoiding case discontinuances.	1,300	1,300
<b>Total minimum cases retained projected per month</b>	<b>N/A</b>	<b>1,300</b>



In addition to the above strategies, the department will be supporting its retention efforts through the following additional approaches:

- SAR 7 and Recertification Reminder Campaigns – The Department is sending out reminders to customers through outbound calls, emails, and text messages that they need to submit their SAR 7 and CalFresh Recertification timely. These messages will increase customer awareness of the status of their SAR 7 and Recertification, which will assist with the retention of cases and reduction of churn.
- Implement Telephonic Signature pilot for CalFresh Recertifications – This will streamline the recertification process by eliminating the need for households to mail in forms or travel to district offices to submit their recertification forms.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel



## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

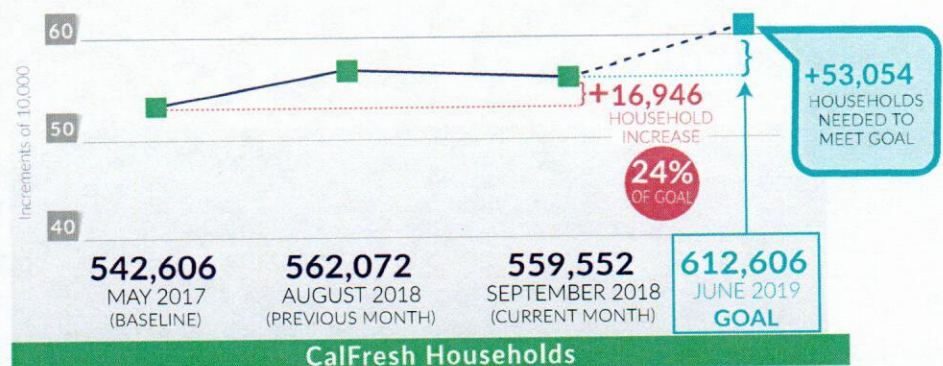
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In September 2018, we added **16,946** households which is **24%** of the goal.

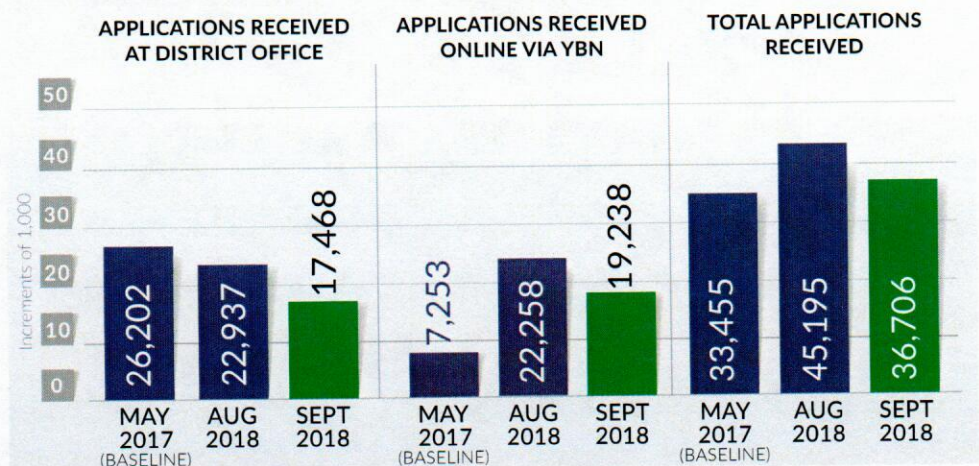


#### ENROLLMENTS

In September 2018, we received **36,706** CalFresh applications, which represent a 19% decrease from the prior month.

As of September 2018, **52%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **14,571** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)





## THE PROGRESS

The Department implemented the following strategies to increase enrollments.



### CalFresh Solicitation Flyer

78,328

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of September 2018, a total of **78,328** applications were approved. This represents a **4% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



### Customer Service Center

26,105

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of August 2018, a total of **25,249** applications were approved. As of September 2018, a total of **26,105** applications were approved. This represents an **3% increase** from the previous month's approved applications.



### Conducting CalFresh Intake Interview

3,364

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

As of August 2018, a total of **2,334** applications were approved. As of September 2018, a total of **3,364** applications were approved. This represents a **44% increase** from the previous month's approved applications, which is due to the project's expansion to include five offices, effective June 28, 2018.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 84% since June 2017. The below information shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

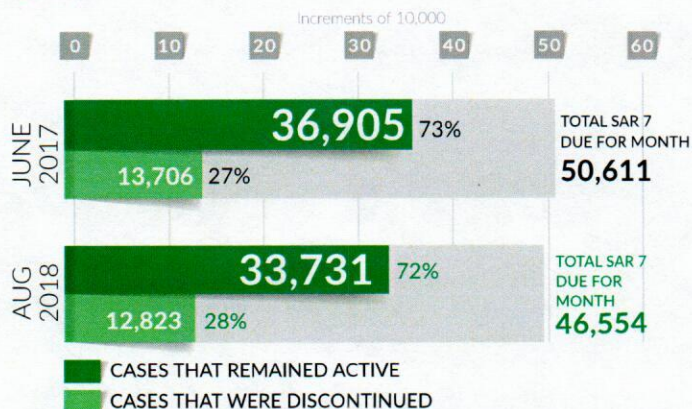
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

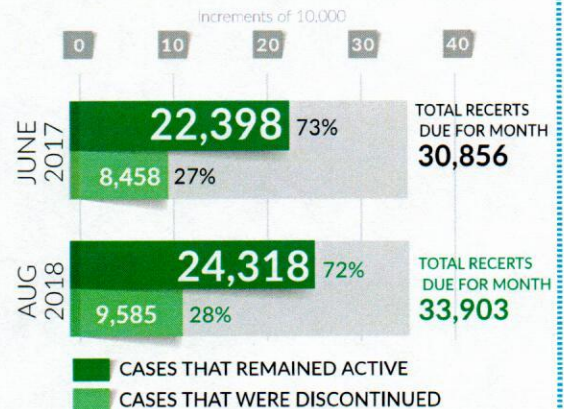


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The September data will be included in next month's report to allow time for the entire SAR 7 and Annual Recertification processes for the month of August to conclude.



## THE PROGRESS

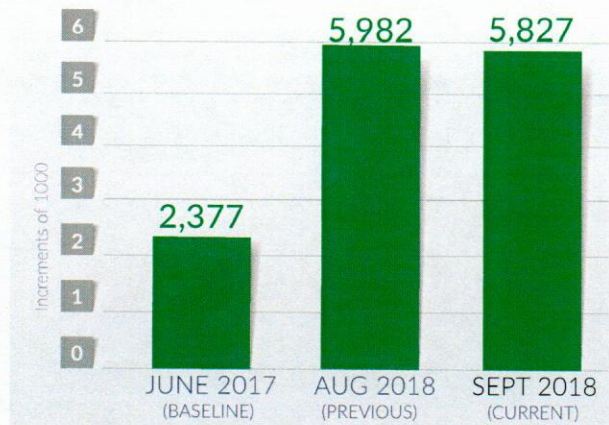
### RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

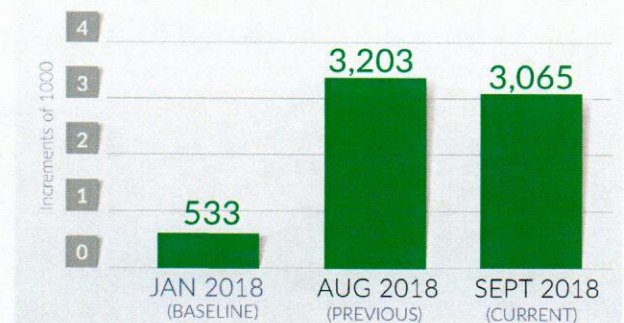
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



### THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



**Customer Service  
Center Pilot Team**  
**6,832\***  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In August, the Customer Service Center completed **1,391** SAR 7s, avoiding case discontinuance for these households. In September, the Customer Service Center completed a total of **1,326** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **6,832** SAR 7s, preventing case discontinuance for these households.

\*CORRECTION: In May 2018, the Customer Service Center completed 1,037 SAR 7s rather than the 575 SAR 7s that were previously reported.





ANTONIA JIMÉNEZ  
Director

PARJACK GHADERI  
Acting Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
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Board of Supervisors

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MARK RIDLEY-THOMAS  
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SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

December 27, 2018

**TO:** Each Supervisor

**FROM:**   
Antonia Jiménez, Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." The attached CalFresh Accountability Report outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. This report reflects data for both October and November 2018 as we were trying to identify the reasons for a data discrepancy. As such, in the month of November, the Department has:

- Increased the CalFresh households by over **12,364**, which represents **18%** of the target goal. The CalFresh caseload decreased slightly compared to the previous months. Historically, the CalFresh caseload drops slightly from October through December.
- Received **40,141** total applications, of which **61%** were submitted online via Your Benefits Now (YBN).
- Achieved success with CalFresh applications taken via the End-to-End process. As of November 28, 2018, **4,941** or **73%** of CalFresh applications received were approved. Of the applications that were denied, the primary denial reason was, "failure to provide documentation needed to make an eligibility determination."
- Processed **1,526** Semi-Annual Reports (SAR 7) via the Customer Service Center (CSC) which prevented cases from being discontinued and helped families maintain an active case.
- Received **446** applications submitted by the CalFresh Application Assistants, of which **229** (51.3%) were approved. CalFresh Program training was provided to an additional **28** CalFresh Application Assistants.

### **Enrollment Strategies:**

In September, we identified a change in strategy where we focused on providing goals for each of the initiatives created to help us attain our goals. We are tracking the progress of each strategy to determine which one is yielding better outcomes.

	Baseline	Target	Oct 2018	Variance (Oct)	Nov 2018	Variance (Nov)
1. Code for America	N/A	3,300	1,012	(2,288)	1,919	(1,381)
2. CalFresh Assisters	185	300	229	(71)	Pending	Pending
3. CSC End-to-End	734	970	968	(2)	619	(351)
4. DPSS Outreach	188	250	225	(25)	285	+35
<b>Grand Total</b>		<b>4,820</b>	<b>2,434</b>	<b>(2,386)</b>	<b>2,823</b>	<b>(1,697)</b>

#### **Code for America**

Code for America commenced with a soft launch in October 2018. The full digital outreach campaign commenced on November 1, 2018, which generated over 11,000 CalFresh applications with a 57% application approval rate.

#### **CalFresh Application Assisters**

To assist the CalFresh Application Assisters, DPSS is developing a customized toolkit, which provides additional resources to support outreach, enrollment efforts, technical and policy support. The toolkit will include an interactive geocoded map to identify the location of CalFresh Application Assisters in relationship to the areas where there is low CalFresh participation. The goal is to work with Assisters so that they can develop a more targeted outreach strategy and identify for the Department areas where additional Assisters may be needed.

#### **DPSS Outreach Team**

The DPSS Outreach team exceeded their monthly target goal by working in collaboration with community partners. In addition, the Outreach team implemented the 'Work Number' to increase the application approval rate. The Work Number is a secure online social security number look-up system that instantly obtains verification of employment, income, and hours worked. The implementation of the Work Number enables Eligibility Workers to verify the customers income, which expedites the processing of the CalFresh renewal. DPSS will be expanding the utilization of the Work Number to support the Intake, SAR-7 and Recertification processing within all district offices.



**Retention/Churn Reducing Discontinuances:**

The recent caseload data shows a slight decline after many months of continuous growth. The major reasons for households' discontinuance continue to be failure to comply with the SAR 7 and the Recertification reporting requirements. To help reverse this trend, we are going to place concerted efforts in:

1. **CSC SAR 7 Pilot** – CSC EWs assist participants who are in jeopardy of case discontinuance due to non-receipt of a SAR 7. The EWs complete the SAR 7 on behalf of the participant and secure a telephonic signature avoiding case discontinuances.

	Baseline	Target	Oct 2018	Variance (Oct)	Nov 2018	Variance (Nov)
CSC SAR-7	1,300	1,300	1,620	+320	1,526	+226
<b>Grand Total</b>	<b>1,300</b>	<b>1,300</b>	<b>1,620</b>	<b>+320</b>	<b>1,526</b>	<b>+226</b>

2. **SAR 7 Text Message Campaign** - Effective November 2018, customers started receiving a text message notifying them that their SAR 7 has been mailed, highlighting when it's due, and notifying them that they can complete their SAR 7 via the YBN website. The SAR 7 Reminder Text Message is intended to inform customers that they can save time by submitting their SAR-7 online. The SAR 7 Reminder Text Message is sent to the customers on the first business day of the month it is due.

While we have not been able to quantify the impact of Public Charge, we are aware that the immigrant community is concerned about the impact of Public Charge on their immigration status. To that end, we continue to work with County Counsel and the Office of Immigrant Affairs to educate the community on the proposed rule. We are also educating our workforce so that they can provide customers with the contact information for the Office of Immigrant Affairs, to connect them with an attorney who can evaluate their case and provide them with pertinent immigration information based on their specific case.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel



## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

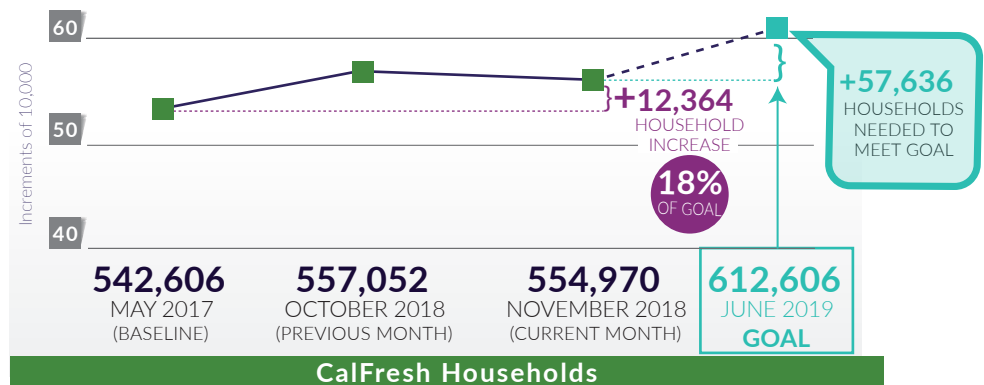
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In November 2018, we added **12,364** households which is **18%** of the goal.

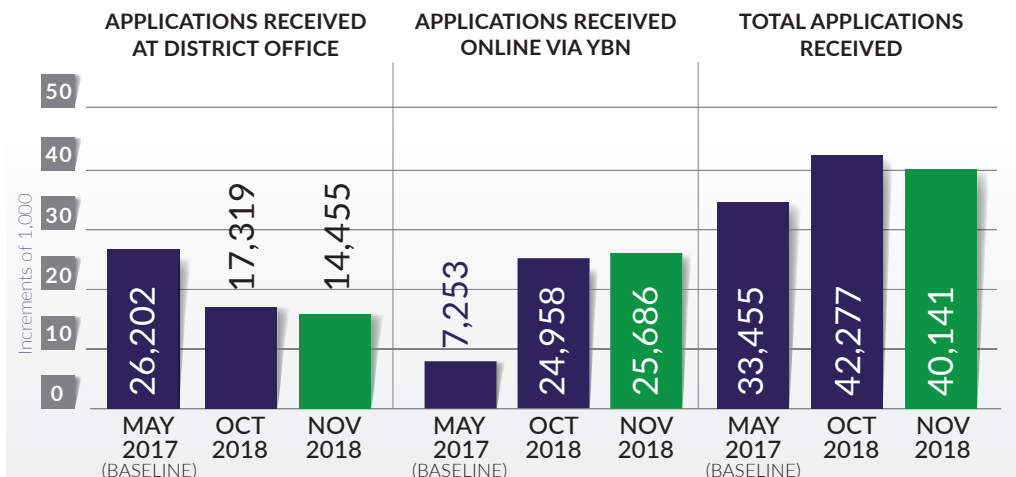


#### ENROLLMENTS

In November 2018, we received **40,141** CalFresh applications, which represent a 5% decrease from the prior month.

As of November 2018, **64%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **14,952** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)



# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



## CalFresh Solicitation Flyer

85,867

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of November 2018, a total of **85,867** applications were approved. This represents a **5% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



## Customer Service Center

27,868

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of October 2018, a total of **27,212** applications were approved. As of November 2018, a total of **27,868** applications were approved. This represents an **2.4% increase** from the previous month's approved applications.



## Conducting CalFresh Intake Interview

4,941

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

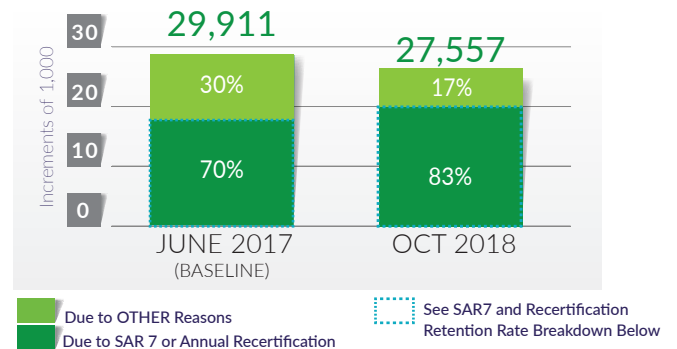
As of October 2018, a total of **4,230** applications were approved. As of November 2018, a total of **4,941** applications were approved. This represents a **17% increase** from the previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 83% since June 2017. The information below shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

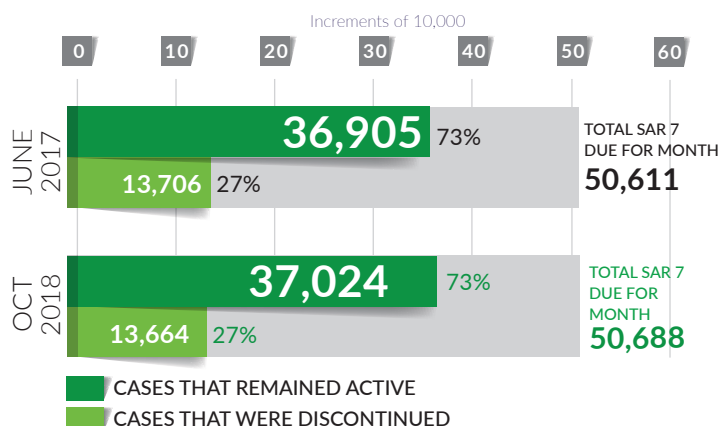
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

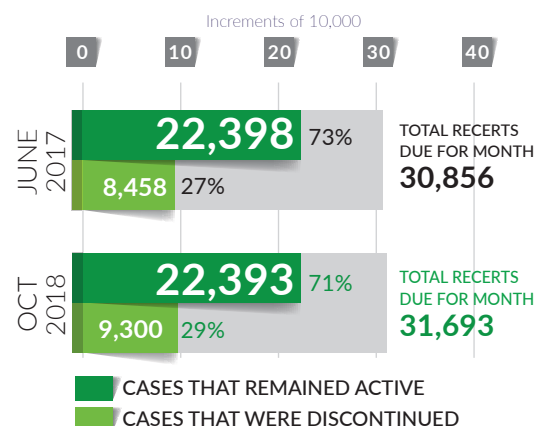


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The November data will be included in next month's report to allow time for the entire SAR 7 and Annual Recertification processes for the month of October to conclude.

## THE PROGRESS

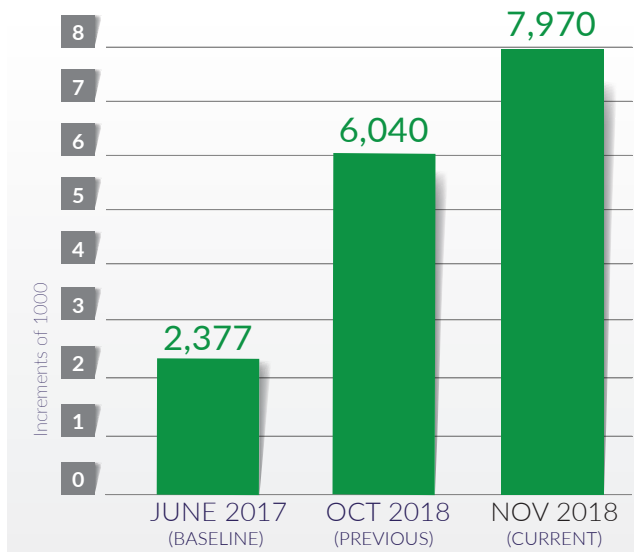
### RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

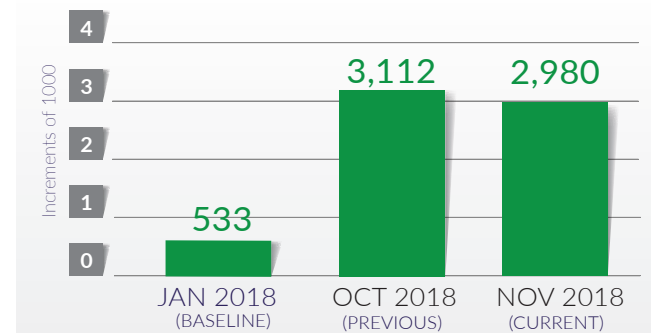
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



### THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



#### Customer Service Center Pilot Team

9,978

SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In October, the Customer Service Center completed **1,620** SAR 7s, avoiding case discontinuance for these households. In November, the Customer Service Center completed a total of **1,526** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **9,978** SAR 7s, preventing case discontinuance for these households.



ANTONIA JIMÉNEZ  
Director

PARJACK GHADERI  
Acting Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Board of Supervisors

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Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

January 23, 2019

**TO:** Each Supervisor

**FROM:** Antonia Jiménez, Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." The attached CalFresh Accountability Report outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. This report reflects data for December 2018. Following are highlights for the month of December 2018:

1. Since June 2017, the CalFresh caseload increased by over **9,286** or **13.3%** of the target goal. However, in the past four months, we have seen a slight decline of 10,180 households (or **1.8%**) in the CalFresh caseload. There are two contributing factors that may be causing the caseload decline:
  - The unemployment rate has steadily decreased which coincides with the same decline in the CalFresh caseload. Additionally, the Bureau of Labor Statistics data shows that the number of persons employed (excluding seasonal employment) steadily increased during September to November 2018 in Los Angeles County which could also explain why fewer households are applying for CalFresh.
  - The proposed Public charge policy. Although, we are unable to quantify this fear, we have received anecdotal reports from community agencies that there is a hesitation from immigrant families to apply for or continue to receive CalFresh benefits. A major contributor is the misleading or inaccurate information given to the immigrant population by some news outlets.
2. The Department received **35,614** total applications, of which **63%** were submitted online via Your Benefits Now (YBN). This represents an increase of **2%** for applications submitted via YBN from the previous month, as online submissions have become the preferred method to apply for CalFresh benefits.



3. The Department achieved success with CalFresh applications taken via the End-to-End process. As of December 31, 2018, **5,589**, or **73%** CalFresh applications received were approved. Of the applications that were denied, the primary denial reason was, "failure to provide documentation needed to make an eligibility determination."
4. The Department processed **1,759** Semi-Annual Reports (SAR 7) via the Customer Service Center (CSC) which prevented cases from being discontinued and helped families maintain an active case.
5. The Department received **249** applications submitted by the CalFresh Application Assisters, of which **116** (46.5%) were approved. CalFresh Program training was provided to an additional **32** CalFresh Application Assisters.

### Enrollment Strategies:

In September, we identified a change in strategy where we focused on providing goals for each of the initiatives created to help us attain our goals. We continue to track the progress of each strategy to determine which one is yielding better outcomes.

	Baseline	Target	Nov-18	Variance (Nov)	Dec-18	Variance (Dec)
1. Code for America	N/A	3,300	1,919	(-1,381)	1,307	(-1,993)
2. CalFresh Assisters	185	300	249	(-51)	Pending	Pending
3. CSC End-to-End	734	970	619	(-351)	385	(-585)
4. DPSS Outreach	188	250	285	35	247	(-3)
<b>Grand Total</b>		<b>4,820</b>	<b>3,072</b>	<b>(-1,748)</b>	<b>1,939</b>	<b>(-2,581)</b>

#### Code for America

As of December 21, 2018, Code for America has initiated over 16,145 CalFresh applications. Of the applications dispositioned, 4,952 (43%) have been approved. The Department is working with Code for America to assess ways to increase the approval rate by reducing the number of missed interviews which is the primary reason for denials.

#### CalFresh Application Assisters

While we have 76 volunteer CalFresh Application Assister agencies, only seven of the agencies have consistently enrolled applicants to CalFresh. As a result, we are evaluating how much resources we continue to provide to train and recruit new CalFresh Application Assisters.

Additionally, we successfully implemented a YBN enhancement that allows CalFresh Application Assisters to submit verification/documents on behalf of CalFresh applicants. This enhancement will allow more complete applications to be submitted upfront and reduce the number of applications denied for failure to provide essential information.

#### CSC End-to-End

The number of End-to-End approvals dropped for the month of December as a result of a reduced number of applications received. With the success of the End-To-End project, the

Department is expanding this effort to a centralized location. The centralized location will allow the expansion of the pilot without the need for additional office space as we increase the number of teleworkers. The new CalFresh Intake Call Center will follow the current business process of completing the entire CalFresh application intake interview over the telephone. Telephonic signature will be captured and if all information and supporting documents are available, will be dispositioned over the phone. With this expansion, the number of approved CalFresh applications is projected to increase. The target date of implementation is April 30, 2019.

#### **DPSS Outreach Team**

In December 2018, 378 CalFresh applications were taken by the DPSS Outreach Team, of which, 247 (64%) were approved. The DPSS Outreach Team is working to implement a process like the End-to End process, whereby applications taken will be processed and benefits issued the same day, when applicable. Training is underway for the outreach Eligibility Workers (EWs) to ensure the enrollment goal is met. The implementation of this effort is scheduled for March 2019.

#### **Retention/Churn Reducing Discontinuances:**

The Department continues to focus on efforts to help reverse the current caseload trend by decreasing the number of discontinuances through the CSC SAR 7 Pilot and increasing the number of SAR 7 submissions via the SAR 7 Text Message Campaign.

1. **CSC SAR 7 Pilot** – CSC EWs assist participants who are in jeopardy of case discontinuance due to non-receipt of a SAR 7. The EWs complete the SAR 7 on behalf of the participant and secure a telephonic signature avoiding case discontinuances. In December 2018, the CSC SAR 7 Pilot exceeded its monthly target goal.

	Baseline	Target	Nov 2018	Variance (Oct)	Nov 2018	Variance (Nov)
CSC SAR-7	1,300	1,300	1,526	+226	1,759	+459

2. **SAR 7 Text Message Campaign** – In December 2018, the Department conducted the text messaging to the second SAR 7 cycle group as an effort to raise awareness about the submission of the SAR 7 report. We are in the process of evaluating the effectiveness of the text message campaign, which started in November 2018.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel



## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

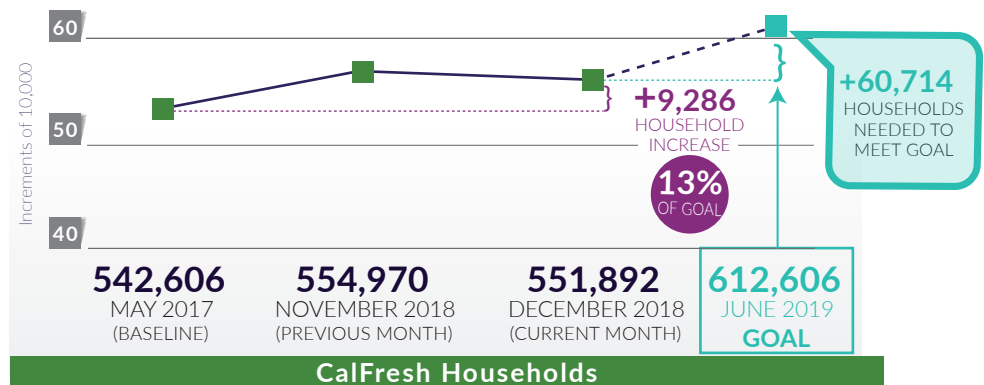
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In December 2018, we added **9,286** households which is **13%** of the goal.

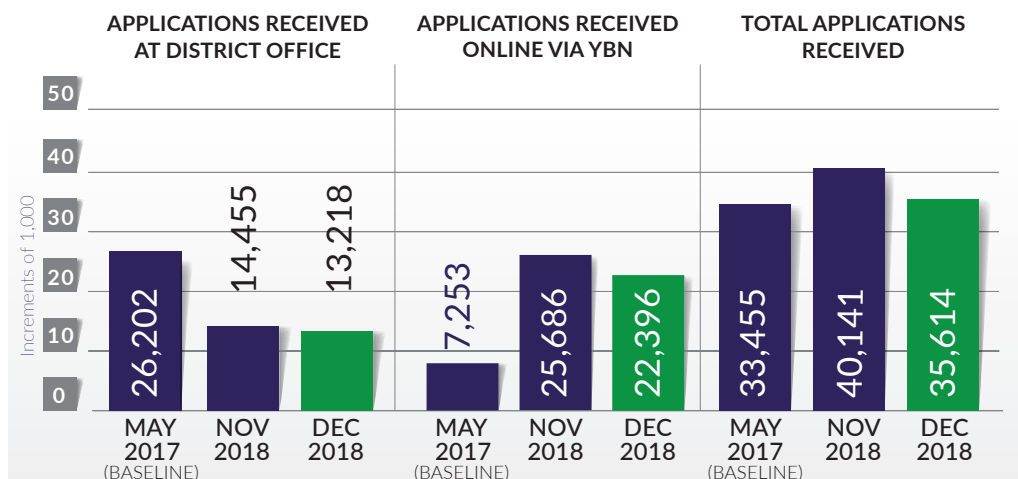


#### ENROLLMENTS

In December 2018, we received **35,614** CalFresh applications, which represent a 11% decrease from the prior month.

As of December 2018, **63%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **13,965** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)



# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



## CalFresh Solicitation Flyer

88,527

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of December 2018, a total of **88,527** applications were approved. This represents a **3% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



## Customer Service Center

28,895

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of November 2018, a total of **27,868** applications were approved. As of December 2018, a total of **28,895** applications were approved. This represents an **3.7% increase** from the previous month's approved applications.



## Conducting CalFresh Intake Interview

5,589

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

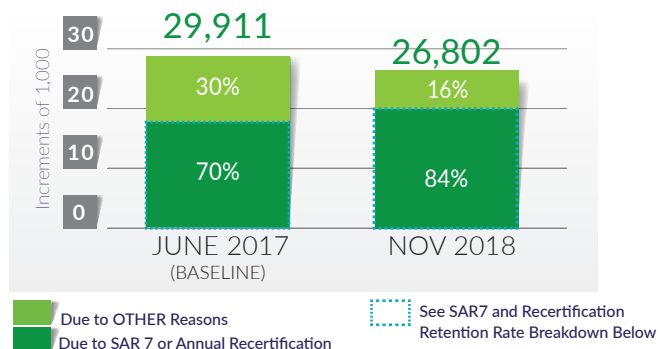
As of November 2018, a total of **4,941** applications were approved. As of December 2018, a total of **5,589** applications were approved. This represents a **13% increase** from the previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 84% since June 2017. The information below shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

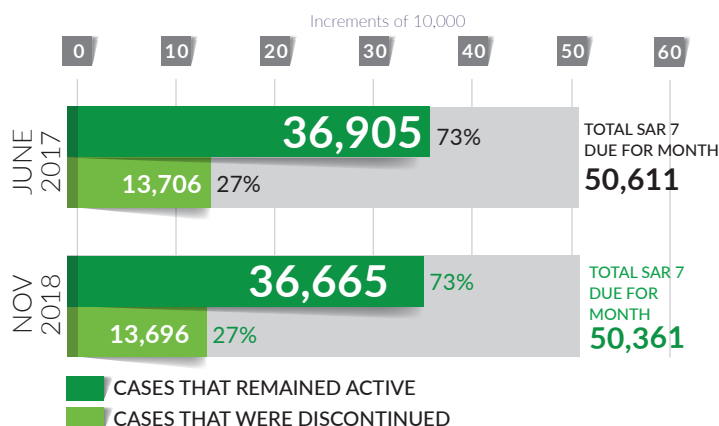
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

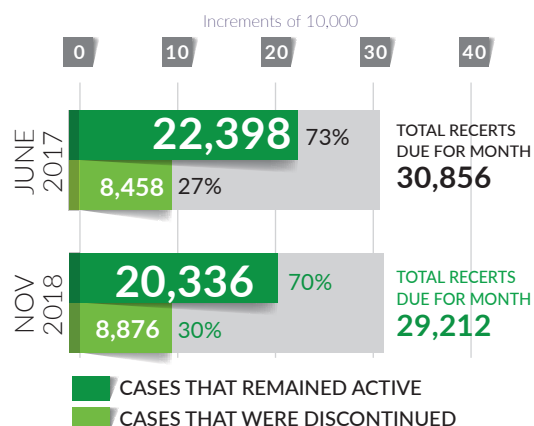


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The December data will be included in next month's report to allow time for the entire SAR 7 and Annual Recertification processes for the month of October to conclude.



# THE PROGRESS

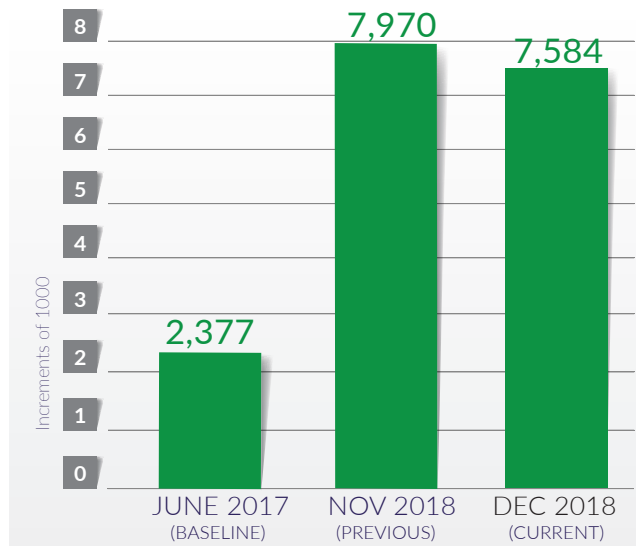
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TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

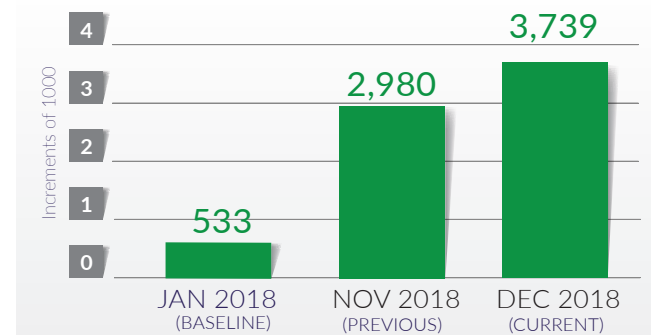
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



### SAR 7 ONLINE SUBMISSIONS



### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



## THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



**Customer Service  
Center Pilot Team**  
**11,737**  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In November, the Customer Service Center completed **1,526** SAR 7s, avoiding case discontinuance for these households. In December, the Customer Service Center completed a total of **1,759** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **11,737** SAR 7s, preventing case discontinuance for these households.



County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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ANTONIA JIMÉNEZ  
Director

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Third District

JANICE HAHN  
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KATHRYN BARGER  
Fifth District

February 25, 2019

TO: Each Supervisor

FROM: Antonia Jiménez, Director

SUBJECT: **MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." The attached CalFresh Accountability Report outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County. This report reflects data for January 2019.

1. Since June 2017, the CalFresh caseload increased by over **6,670** or **9.5%** of the target goal. For January 2019, the caseload decreased slightly, by **0.4%**, compared to the previous month, continuing on the declining trend we have reported the last several months. The caseload as of January 2019, was **549,276**. Some factors that may be contributing to this decline are as follows:
  - a. **Unemployment Rate:** CalFresh enrollments tend to fluctuate in response to the economy and the unemployment rate. As the economy gets stronger and unemployment trends down, CalFresh enrollment also decreases because more people have steady jobs and steady wages. The economy has notably been on a high point in Los Angeles County over the last several months, contributing to the slight CalFresh caseload decline. Also, based on the United States Bureau of Labor Statistics data for a three-month period ending in December 2018, wages and salaries in Los Angeles County increased by 0.6%.
  - b. **Minimum Wage Increase:** The minimum wage increase in Los Angeles County is another factor that we suspect is impacting the CalFresh caseload. Effective July 2018, minimum wage in Los Angeles County was increased to \$13.25. Based on an analysis we completed in early 2018, we estimated that over 10,000 CalFresh cases with earned income would no longer be eligible to the program if their pay rate was increased to \$13.25. The next minimum wage increase in Los Angeles County is scheduled for July 2019, which would increase the minimum wage to \$14.25.



- c. **Public Charge:** For the first three quarters of 2018, a total of 1,804 households submitted a verbal/written request to discontinue their CalFresh benefits without specifying a reason. Although it is difficult to directly connect cause and effect and make the correlation, this supports what we have been hearing from our community partners that families who should still be eligible for public benefits, have voluntarily decided to leave the program for fear that they would be at risk if they apply for adjustment of their immigration status. Our partners' reports are confirmed by research data, that suggests that public charge concerns, along with other confusion about CalFresh eligibility rules may also prevent many immigrants from applying for CalFresh benefits.
2. The Department received **45,946** total applications, of which **29,816, (65%)** were submitted online via Your Benefits Now (YBN). This represents an increase of **2%** of applications submitted via YBN from the previous month. YBN continues to be the preferred method to apply for CalFresh benefits.
  3. As of January 31, 2019, **9,072** applications were submitted via the End-to-End process, of which **6,127**, were approved. The Department's End-to-End process continues to be an effective strategy to increase participation, yielding a **68%** application approval rate. Of the applications that were denied, the primary denial reason was "failure to provide documentation needed to make an eligibility determination."
  4. The Department processed **2,597** Semi-Annual Reports (SAR 7) via the Customer Service Center (CSC) which prevented cases from being discontinued and helped families maintain an active case.
  5. The Department received **185** applications submitted by the CalFresh Application Assistors, of which **98 (53%)** were approved.

#### **Enrollment Strategies:**

Below are our enrollment strategies with our targeted goals and outcomes for the month of January 2019:

	Baseline	Target	Dec-18	Variance (Dec)	Jan-19	Variance (Jan)
1. Code for America	N/A	3,300	1,307	(-1,993)	2,385	(-915)
2. CalFresh Assistors	185	300	98	(-202)	Pending	Pending
3. CSC End-to-End	734	970	385	(-585)	538	(-432)
4. DPSS Outreach	188	250	247	(-3)	168	(-82)
<b>Grand Total</b>		<b>4,820</b>	<b>2,037</b>	<b>(-2,783)</b>	<b>3,091</b>	<b>(-1,429)</b>



### Code for America

Since launching in Los Angeles County on October 8, 2018, Code for America has submitted 25,451 CalFresh applications, of which 8,521 were approved. Of the total number of applications received, 5,403 were from students, and 3,311 were from seniors. Code for America submitted 7,868 CalFresh applications for the month of January, of which 2,693 (34%) were approved. The Department is currently working with Code for America in analyzing data to improve their application approval rate.

### CalFresh Application Assistors

The Department continues to conduct its monthly CalFresh Application Assistors Training. In preparation for the SSI Cash-Out policy change, which is effective June 1, 2019, the Department is working with Community-Based/Faith Based organizations that serve the elderly and disabled population to become CalFresh Application Assistors. As of January 31, 2019, we have 78 CalFresh Application Assistors who are committed to assist with CalFresh applications. To increase the number of applications submitted by the CalFresh Assistors, DPSS will continue to provide training and technical support.

### CSC End-to-End

Our CSCs' Eligibility Workers (EWs) are initiating CalFresh applications via the Your Benefits Now (YBN) website. To date, we have initiated 61,598 CalFresh applications with a total of 30,203 (51.1%) CalFresh application approvals. The Department is expanding the CalFresh Intake Call Center by adding 100 eligibility staff to support this effort. The CalFresh Intake Call Center expansion is set for March 2019.

### DPSS Outreach Team

In January 2019, the DPSS Outreach Team participated in a limited number of outreach activities resulting in 258 CalFresh applications. As of January 24, 2019, the DPSS Outreach Team has dispositioned 225 CalFresh applications, of which 168 (75%) were approved.

### Retention/Churn Reducing Discontinuances:

The Department continues to focus on efforts to help reverse the current caseload trend by decreasing the number of discontinuances through the CSC SAR 7 Pilot and increasing the number of SAR 7 submissions via the SAR 7 Text Message Campaign.

1. **CSC SAR 7 Pilot** – CSC EWs assist participants who are in jeopardy of case discontinuance due to non-receipt of a SAR 7. The EWs complete the SAR 7 on behalf of the participant and secure a telephonic signature avoiding case discontinuances. In January 2019, the CSC SAR 7 Pilot exceeded its monthly target goal by 1,297.

	Baseline	Target	Dec 2018	Variance (Dec)	Jan 2019	Variance (Jan)
CSC SAR-7	1,300	1,300	1,759	459	2,597	1,297



2. **SAR 7 Text Message Campaign** – In January 2019, a total of 37,695 SAR 7 reminder text messages were sent to CalFresh participants. We have seen a slight increase in the number of SAR 7 submissions online after the campaign started. These text messages remind participants to comply with their reporting requirements and advise them of their option to submit the report online via YBN. The SAR 7 submissions from October 2018 to November 2018 (when the text message campaign was implemented), increased by **1,930**.

If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel



## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.

70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

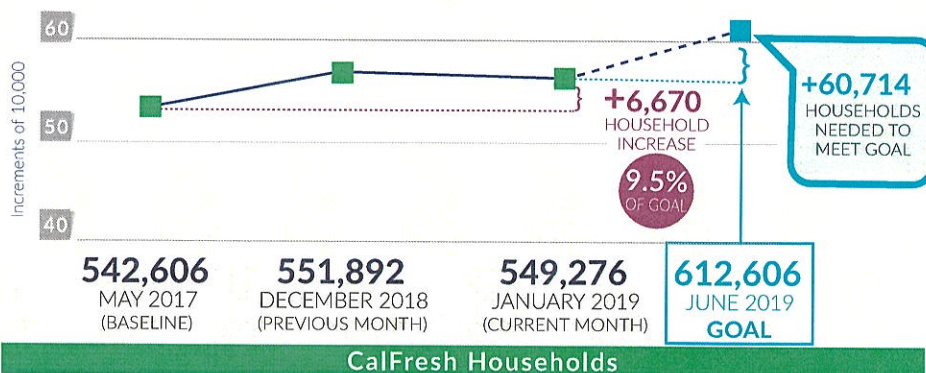
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In January 2019, we added **6,670** households which is **9.5%** of the goal.

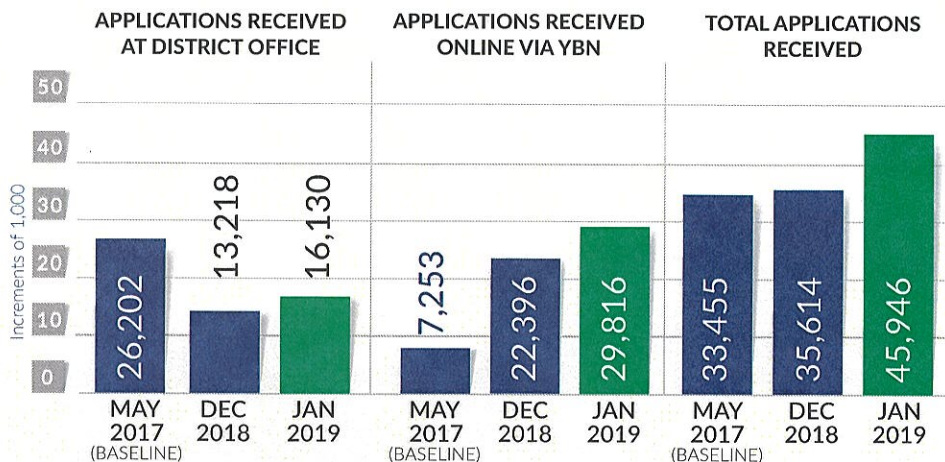


#### ENROLLMENTS

In January 2019, we received **45,946** CalFresh applications, which represent a 29% increase from the prior month.

As of January 2019, **65%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **16,188** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)





## THE PROGRESS

The Department implemented the following strategies to increase enrollments.



### CalFresh Solicitation Flyer

89,428

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of January 2019, a total of **89,428** applications were approved. This represents a **1% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



### Customer Service Center

30,203

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of December 2018, a total of **28,895** applications were approved. As of January 2019, a total of **30,203** applications were approved. This represents an **4% increase** from the previous month's approved applications.



### Conducting CalFresh Intake Interview

6,127

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

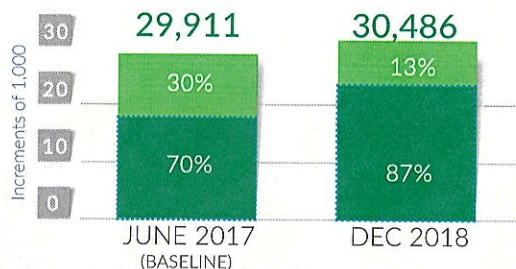
As of December 2018, a total of **5,589** applications were approved. As of January 2019, a total of **6,127** applications were approved. This represents a **9.6% increase** from the previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 87% since June 2017. The information below shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

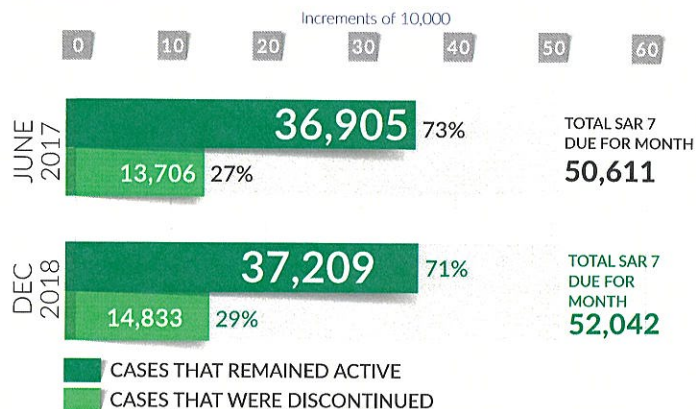


Due to OTHER Reasons  
Due to SAR 7 or Annual Recertification

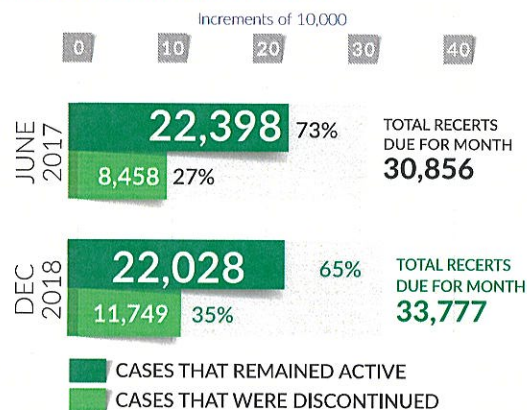
See SAR7 and Recertification Retention Rate Breakdown Below

## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The January data will be included in next month's report to allow time for the entire SAR 7 and Annual Recertification processes for the month of November to conclude.



## THE PROGRESS

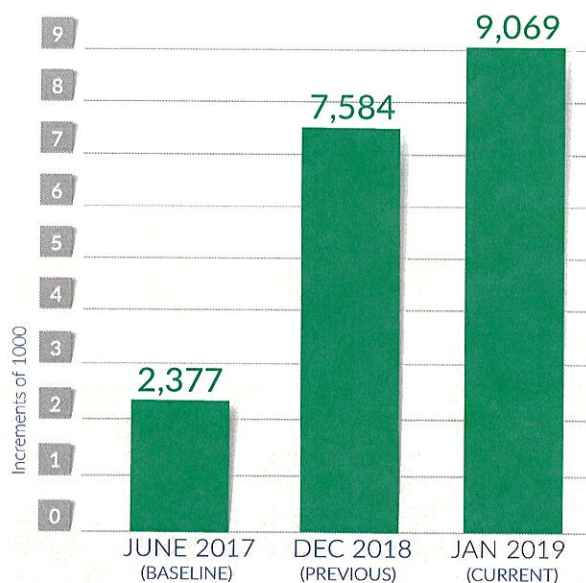
### RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

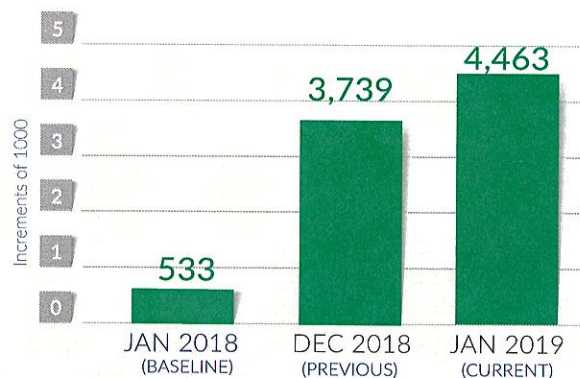
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



### THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



#### Customer Service Center Pilot Team

**14,334**  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In December, the Customer Service Center completed **1,759** SAR 7s, avoiding case discontinuance for these households. In January, the Customer Service Center completed a total of **2,597** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **14,334** SAR 7s, preventing case discontinuance for these households.





ANTONIA JIMÉNEZ  
Director

PARJACK GHADERI  
Acting Chief Deputy

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

March 19, 2019

**TO:** Each Supervisor

**FROM:**   
Antonia Jiménez, Director

**SUBJECT: MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with an update on the Board Motion “To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation.” The attached CalFresh Accountability Report outlines the performance data and tracks our progress towards increasing the CalFresh participation rate in Los Angeles County.

The California Department of Social Services (CDSS) released the 2017 Program Reach Index (PRI) data which indicates that Los Angeles County increased its PRI by **3.7%** from 64.9% in 2016 to 68.6% in 2017. This increase is attributed to all the efforts we have implemented in the last year. Moreover, CDSS reported that Los Angeles County was the only county to see an increase in the CalFresh caseload.

Since May 2017, Los Angeles County has increased the CalFresh caseload by, **4,816** households or **7%** of the target goal. The Department anticipates a significant increase in the caseload with the implementation of the CalFresh Expansion for Supplemental Security Income (SSI) recipients, which is effective June 2019. We estimate that approximately 164,700 eligible SSI recipients are eligible to apply for CalFresh.

The February 2019 data demonstrates that the Department:

1. Received **35,757** CalFresh applications, of which **23,607 (66%)** were submitted online via Your Benefits Now (YBN). The online submissions have continued to be the preferred method to apply for CalFresh benefits.
2. Approved **7,645**, or **73%** of the CalFresh applications processed via the End-to-End Call Center. The applications that were denied were primarily for, “failure to provide documentation needed to make an eligibility determination.”
3. As of February 28, 2019, processed **2,085** Semi-Annual Reports (SAR 7) via the Customer Service Center (CSC) which prevented cases from being discontinued and helped families maintain an active case.

4. Received **274** applications submitted by the CalFresh Application Assisters, of which **145 (53%)** were approved. In February 2019, CalFresh Program training was provided to an additional **36** CalFresh Application Assisters.

#### **Enrollment Strategies:**

Although it appears that we may not reach the 20% caseload increase goal by May 2019, DPSS continues its outreach, retention, and extensive marketing efforts to increase the CalFresh participation rate. As such, we continue to track the progress of each strategy to determine which is yielding the best outcomes.

	Baseline	Target	Jan-19	Var (Jan)	Feb-19	Var (Feb)
Code for America	N/A	3,300	2,385	(915)	1,587	(1,713)
CalFresh Assisters	185	300	145	(155)	Pending	Pending
CSC End-to-End	734	970	538	(432)	687	(283)
DPSS Outreach	188	250	168	(82)	203	(47)
<b>Grand Total</b>		<b>4,820</b>	<b>3,236</b>	<b>(1,584)</b>	<b>2,477</b>	<b>(2,043)</b>

#### **Code for America**

As of February 28, 2019, 31,902 applications were received via the GetCalFresh.org website. Of the households who submitted their applications via GetCalFresh.org, approximately 20% included college students, 12% included seniors, and over 50% included children. This partnership has resulted in 11,311 (43.1%) net CalFresh households being added to the caseload.

#### **CalFresh Application Assisters**

We have 77 agencies participating in the Application Assister Program and we continue to work to recruit new agencies to become Application Assisters. We released the CalFresh Application Assister Toolkit (click link to access [CalFresh Application Assisters Toolkit](#)) to support and provide guidance for the volunteer agencies. This tool consists of geocoded data to prioritize and plan outreach efforts and marketing materials which includes brochures with information on how to become a CalFresh Application Assister.

#### **CSC End-to-End**

CSC Eligibility Workers (EWs) conduct CalFresh Intake Interviews over the phone and secure a telephonic signature. Since October 2017, 11,582 CalFresh applications have been submitted resulting in 7,645 (73%) net CalFresh application approvals. Completing the entire application processing during one call has proven to be the ideal model, yielding the highest application approval rate. As of April 30, 2019, we will add an additional 100 EWs to continue to expand the Call Center.



### DPSS Outreach Team

The DPSS Outreach Team took 275 CalFresh applications and dispositioned 203, of which 168 (74%) were approved. The DPSS Outreach Team, in collaboration with the Department of Health Services, implemented the food insecurity tool referral process similar to the End-to-End pilot at the Edward R. Roybal Comprehensive Health Center. Patients who are identified as being food insecure are referred to the onsite eligibility staff to apply for CalFresh benefits.

#### **Retention/Churn Reducing Discontinuances:**

The Department continues its efforts to decrease the number of discontinuances through the CSC SAR 7 Pilot and increase the number of SAR 7 submissions via the SAR 7 Text Message Campaign.

1. **CSC SAR 7 Pilot** – CSC EWs assist participants who are in jeopardy of case discontinuance due to non-receipt of a SAR 7. The EWs complete the SAR 7 on behalf of the participant and secure a telephonic signature avoiding case discontinuances. In February 2019, the CSC SAR 7 Pilot exceeded its monthly target goal by 785.

	Baseline	Target	Jan 2019	Var (Jan)	Feb 2019	Var (Feb)
CSC SAR 7	1,300	1,300	2,597	1,297	2,085	785

2. **SAR 7 Text Message Campaign** – The SAR 7 Text Message Reminder was implemented in November 2018. The text notifies the customer that their SAR 7 has been mailed, when it is due and the ability to complete their SAR 7 via the YBN website. Since inception, the SAR 7 YBN submissions have increased by 1,930 in the month of November 2018, and by 1,544 in the month of December 2018, which averages to an increase of 1,737 online submissions per month.

In February 2019, two additional SAR 7 reminder text and outbound call campaigns were launched to inform customers their SAR 7 was determined to be incomplete or has not been received. We will be able to measure the effects of these newly implemented campaigns as outcome data becomes available in May 2019. The Department continues to see a positive increase in SAR 7 online submissions as we implement these reminder campaigns.

#### **Reducing Food Insecurity Amongst Students:**

The Department also continues to strengthen the outreach efforts by connecting potentially eligible students and their families to CalFresh benefits.

**College Students:** The Department worked with the California State University (CSU) Chico's CalFresh Outreach Project to increase CalFresh enrollments on college campuses, which is now operational in 12 college campuses in Los Angeles County. Also, as a result of

Code for America's digital outreach **7,006** college student applications have been submitted through their GetCalFresh.org website.

The Department is also working with local colleges and universities to enroll their food facilities in the Restaurant Meals Program (RMP). Under RMP, CalFresh participants and/or students who are elderly, disabled, or homeless can use their CalFresh benefits to buy prepared food at RMP participating restaurants on campus. We have thus far enrolled 12 food facilities on the CSU Northridge campus and are currently engaging with the other CSUs and local community colleges to enroll their food facilities in the RMP.

**K-12 Students:** The Department, in collaboration with the Los Angeles County Office of Education, has engaged with school leadership in Los Angeles County to assist us in finding ways to reach potentially CalFresh eligible students and families. As such, we have been providing presentations to various workgroups such as Superintendents, Food Services Directors and Student Support Services staff to strategize CalFresh promotional and outreach efforts. The Department has provided marketing materials for dissemination to students and their families.

If you have any questions or need additional information, please contact me at (562) 908-8383, or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel



## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.

70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

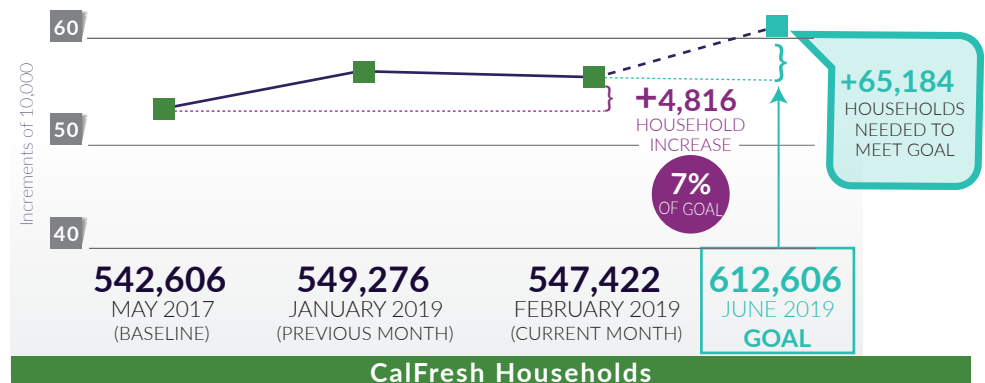
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In February 2019, we added **4,816** households which is **7%** of the goal.

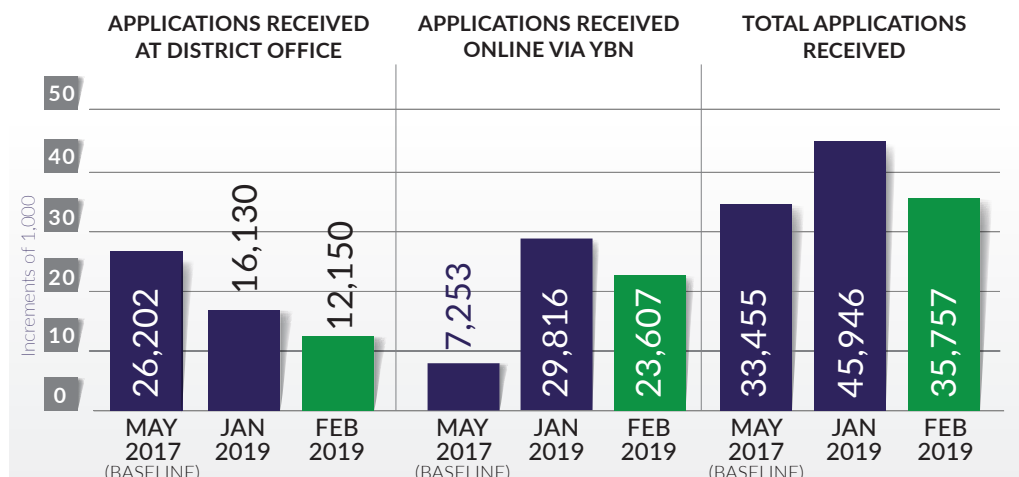


#### ENROLLMENTS

In February 2019, we received **35,757** CalFresh applications.

As of February 2019, **66%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **14,249** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)



# THE PROGRESS

The Department implemented the following strategies to increase enrollments.



## CalFresh Solicitation Flyer

94,981

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of February 2019, a total of **94,981** applications were approved. This represents a **6% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



## Customer Service Center

31,233

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of January 2019, a total of **30,203** applications were approved. As of February 2019, a total of **31,233** applications were approved. This represents a **3% increase** from the previous month's approved applications.



## Conducting CalFresh Intake Interview

7,645

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

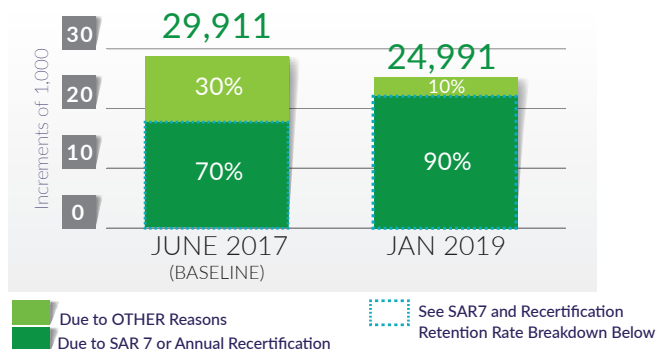
As of January 2019, a total of **6,127** applications were approved. As of February 2019, a total of **7,645** applications were approved. This represents a **24% increase** from the previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. However, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has increased from 70% to 90% since June 2017. The information below shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

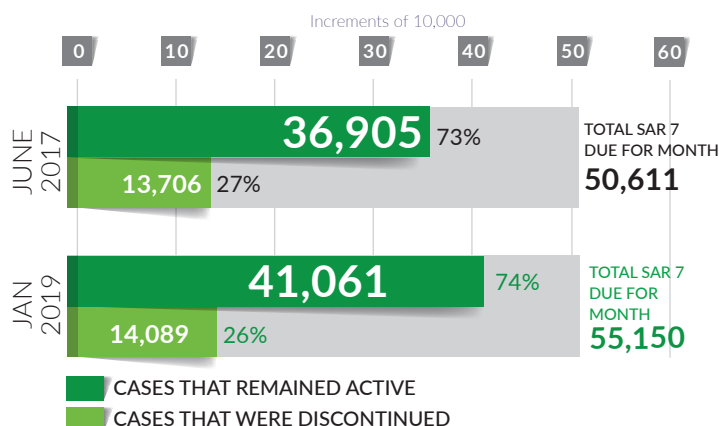
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

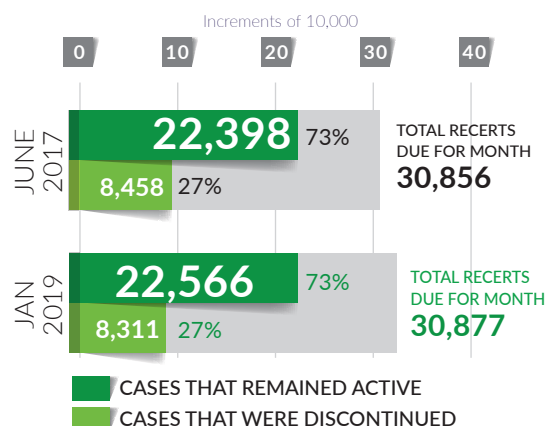


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The February data will be included in next month's report to allow time for the entire SAR 7 and Annual Recertification processes for the month of November to conclude.

# THE PROGRESS

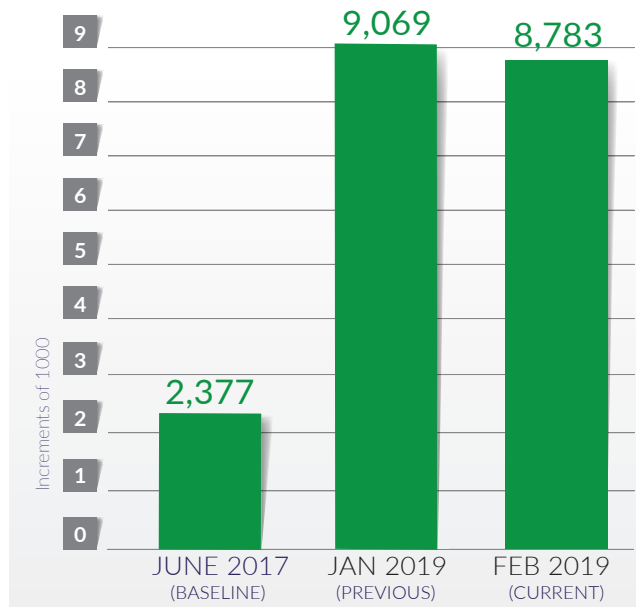
## RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

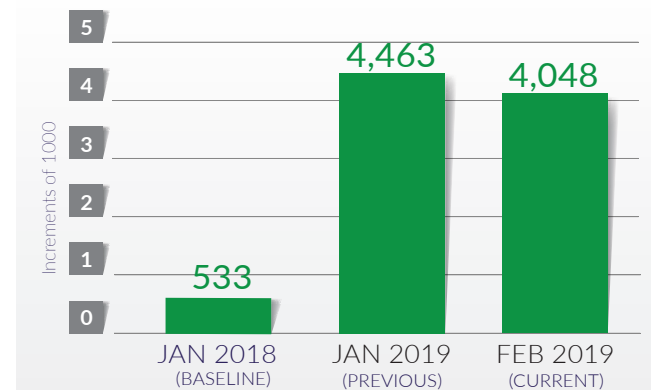
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



### SAR 7 ONLINE SUBMISSIONS



### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



## THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



**Customer Service  
Center Pilot Team**  
**16,419**  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In January, the Customer Service Center completed **2,597** SAR 7s, avoiding case discontinuance for these households. In February, the Customer Service Center completed a total of **2,085** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **16,419** SAR 7s, preventing case discontinuance for these households.



ANTONIA JIMÉNEZ  
Director

PARJACK GHADERI  
Acting Chief Deputy

# County of Los Angeles DEPARTMENT OF PUBLIC SOCIAL SERVICES

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746

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Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

April 25, 2019

TO: Each Supervisor

FROM: Antonia Jiménez, Director

SUBJECT: **MOTION BY SUPERVISORS SHEILA KUEHL AND JANICE HAHN TO  
REDUCE PREVALENCE OF FOOD INSECURITY AND POVERTY BY  
INCREASING CALFRESH PARTICIPATION**

This is to provide you with the final report on the Board Motion "To Reduce Prevalence of Food Insecurity and Poverty by Increasing CalFresh Participation." The CalFresh Participation data performance outcomes will continue to be provided via the CalFresh SSI Expansion project. The attached CalFresh Accountability Report outlines the performance data and tracks the CalFresh participation rate in Los Angeles County. This report reflects data for March 2019.

Since May 2017, Los Angeles County has increased its CalFresh caseload by **3,075** households or 4% of the target goal. The caseload decreased slightly in March by 0.32% as compared to the previous month. This is consistent with the continuing declining trend we reported in the last several months. The caseload as of March 2019 was 545,681.

One of the factors contributing to the overall decline in caseloads is the unemployment rate, which for the County decreased from 4.9 to 4.2 percent between January 2019 and February 2019. As more individuals become employed or find better jobs, their earnings put them above the income limits for CalFresh eligibility. The number of households receiving CalFresh decreased by 3,595 since the beginning of the year.

As previously reported, the Department expects an increase in CalFresh applications beginning in June 2019 with the upcoming implementation of the CalFresh Expansion to Supplemental Security Income (SSI) recipients.

The March 2019 data demonstrates that the Department:

1. Received **39,400** CalFresh applications, of which **24,951 (63%)** were submitted online via Your Benefits Now (YBN). Online submissions continue to be the preferred method to apply for CalFresh benefits.

*"To Enrich Lives Through Effective And Caring Service"*



2. Approved **8,673**, or **73%** of the CalFresh applications processed via the End-to-End Call Center. The primary reason an application is not approved, is the participant's inability or failure to provide the documentation needed to make the eligibility determination.
3. Processed **1,957** Semi-Annual Reports (SAR 7) via the Customer Service Center (CSC) which prevented cases from being discontinued and helped families maintain their benefits.
4. Received **308** applications submitted by the CalFresh Application Assistors, of which **145** (47%) were approved. CalFresh Program training was also provided to **27** additional CalFresh Application Assistors.

### **Enrollment Strategies:**

The below chart displays outcome data for our enrollment strategies for March 2019:

	Baseline	Target	Feb-19	Var (Feb)	Mar-19	Var (Mar)
Code for America	N/A	3,300	1,587	(1,713)	1,606	(1,694)
CalFresh Assistors	185	300	145	(155)	Pending	Pending
CSC End-to-End	734	970	687	(283)	804	(166)
DPSS Outreach	188	250	203	(47)	182	(68)
<b>Grand Total</b>		<b>4,820</b>	<b>2,622</b>	<b>(2,198)</b>	<b>2,592</b>	<b>(1,928)</b>

#### **Code for America**

38,154 applications were received via the GetCalFresh.org website. The household composition for these applications included approximately 20% college students, 12% seniors, and over 50% children. This partnership has resulted in 14,048 (43.3%) net CalFresh households being added to the caseload.

#### **CalFresh Application Assistors**

Seven new agencies were added to the CalFresh Application Assistors. The Department now has 84 agencies participating in this program and continues to recruit new agencies to become Application Assistors. As we approach the implementation of the CalFresh Expansion to SSI recipients, the Department is focusing on recruiting agencies that provide services to the elderly and persons with disabilities.



### CSC End-to-End

CSC Eligibility Workers (EWs) conduct CalFresh Intake Interviews over the phone and approve benefits using a secure telephonic signature, which eliminates the need to complete the application process at a district office. Since October 2017, 13,086 CalFresh applications have been submitted resulting in 8,673 (73%) net CalFresh application approvals. The CSC End-to-End effort will be expanded by 100 additional EWs by May 2019. To date, 72 of the 100 EWs and 12 Eligibility Supervisors have been added.

### DPSS Outreach Team

The DPSS Outreach Team efforts yielded 330 CalFresh applications, of which 293 were dispositioned and 182 were approved. This reflects an approval rate of 62.11%. We are working with the agencies that specialize in services for the elderly and persons with disabilities to schedule enrollment dates at their sites; the agencies include senior living facilities, farmers' markets, and adult senior day care.

### Retention/Churn Reducing Discontinuances:

**CSC SAR 7 Pilot** – CSC EWs assist participants who are in jeopardy of losing their benefits for not completing the mandatory semi-annual reporting requirement. The EWs complete the SAR 7 on behalf of the participant and complete the process using a secure telephonic signature which avoids loss of benefits. The CSC SAR 7 Pilot exceeded its monthly target goal by 657 households.

	Baseline	Target	Feb 2019	Var (Jan)	Mar 2019	Var (Mar)
<b>CSC SAR 7</b>	1,300	1,300	2,085	785	1,957	657

### Reducing Food Insecurity Amongst Students:

The Department is collaborating with First 5 LA who will be contracting with a technical assistance vendor to schedule and organize convenings with community partners, parent resource groups, government agencies, School District leadership, and the selected K-12 pilot schools to identify strategies to connect K-12 students and their families to CalFresh benefits. Specifically, this concerted effort will serve as a call to action to: 1) identify and overcome barriers to accessing CalFresh and other supplemental food programs; and 2) strengthen the commitment to assist K-12 families to connect to CalFresh benefits.

Based on the feedback received, the Department will work with school administration and supporting community partners to incorporate the CalFresh enrollment strategies in their schools in a meaningful way. If successful, the model will be rolled out to other schools located in low CalFresh Participation areas throughout Los Angeles County.

Each Supervisor  
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If you have any questions or need additional information, please contact me at (562) 908-8383 or via email at [AntoniaJimenez@dpss.lacounty.gov](mailto:AntoniaJimenez@dpss.lacounty.gov).

AJ:RM  
LD:aj

Attachment

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel





## REDUCING THE PREVALENCE OF FOOD INSECURITY AND POVERTY BY INCREASING CALFRESH PARTICIPATION

### THE GOAL

Increase CalFresh participation rate by 20% by June 2019.  
70,000 households or 176,000 individuals

### THE SOLUTION

#### ENROLL

Increase the number of households enrolled in the CalFresh Program through innovative strategies and technological approaches.

#### RETAIN

Increase the number of households that retain CalFresh benefits by reducing CalFresh discontinuances associated with periodic reporting.

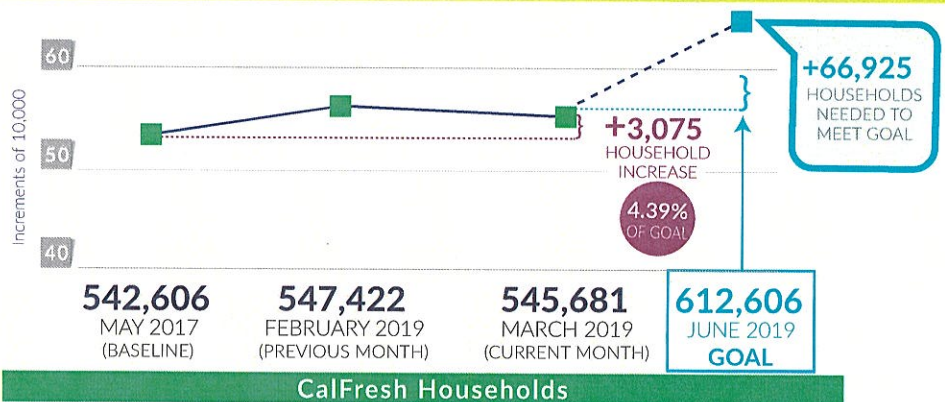
#### STRATEGIC PARTNERSHIPS

Expand strategic partnerships with Community-Based, Faith-Based Organizations and other non-profit agencies. Increase the number of agencies submitting CalFresh applications on behalf of their clients throughout the underserved neighborhoods and conduct targeted CalFresh outreach activities.

### THE PROGRESS

#### CALFRESH CASELOAD

In March 2019 we added **3,075** households which is **4.39%** of the goal.

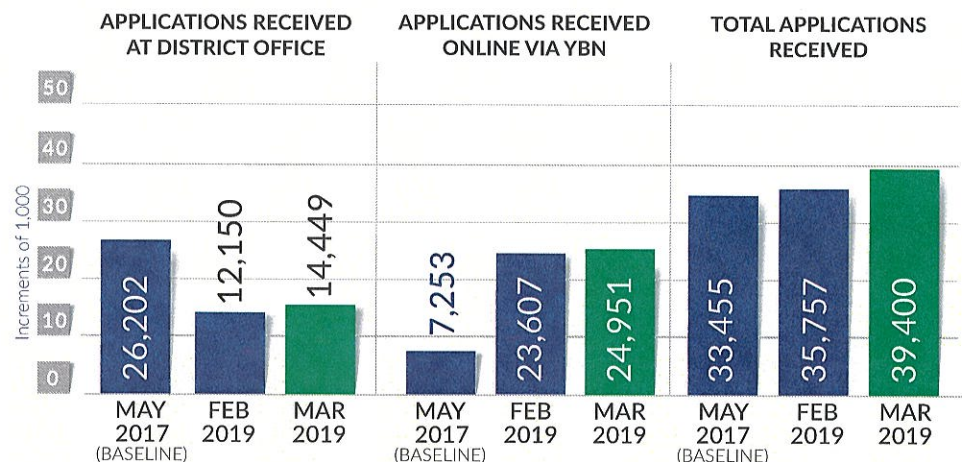


#### ENROLLMENTS

In March 2019, we received **39,400** CalFresh applications.

As of March 2019, **63%** of CalFresh applications were submitted online via YBN.

Of those applications, a total of **15,137** new CalFresh cases were added to the caseload. (New CalFresh cases are defined as anyone who has not received CalFresh in the past 12 months.)





## THE PROGRESS

The Department implemented the following strategies to increase enrollments.



### CalFresh Solicitation Flyer

98,595

Approved Applications  
(Cumulative)

A customized CalFresh Solicitation Flyer is being mailed to Medi-Cal beneficiaries along with their renewal packets. The flyer includes a calculation of the potential CalFresh benefits based on the information from the beneficiaries' Medi-Cal case. As of March 2019, a total of **98,595** applications were approved. This represents a **4% increase** from the previous month's approved applications.

In an effort to increase access and streamline the application process, the Department began testing two pilots to increase enrollments.



### Customer Service Center

32,289

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers initiate CalFresh applications via YBN by securing a telephonic signature.

As of February 2019, a total of **31,233** applications were approved. As of March 2019, a total of **32,289** applications were approved. This represents an **3% increase** from the previous month's approved applications.



### Conducting CalFresh Intake Interview

8,673

Approved Applications  
(Cumulative)

Customer Service Center Eligibility Workers conduct a CalFresh intake interview over the telephone and secure a telephonic signature.

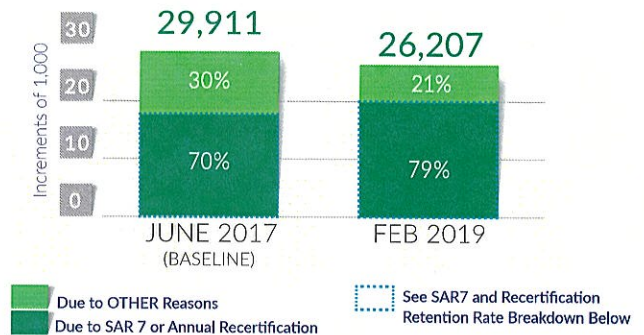
As of February 2019, a total of **7,645** applications were approved. As of March 2019, a total of **8,673** applications were approved. This represents a **13% increase** from the previous month's approved applications.

## RETENTION RATES

The number of overall case discontinuances continues to decline. Also, the number of discontinuances attributed to the SAR 7 and Annual Recertification process has decreased from 90% in January 2019 to 79% in February 2019. The information below shows the retention rate data for the Semi-Annual Report (SAR 7) and Annual Recertification.

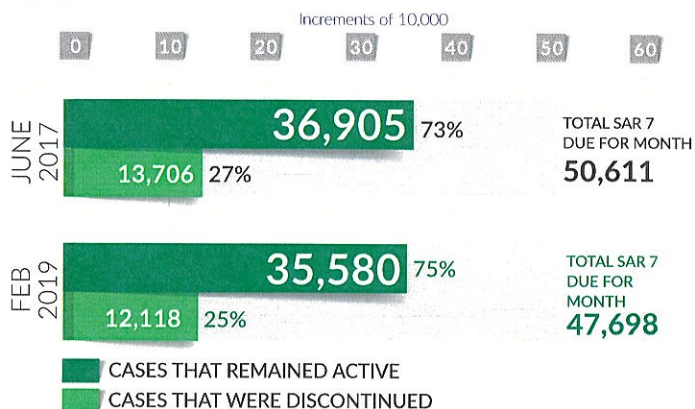
These are the two major reasons why CalFresh households fail to comply which results in a discontinuance from the program.

## OVERALL CALFRESH CASES DISCONTINUED

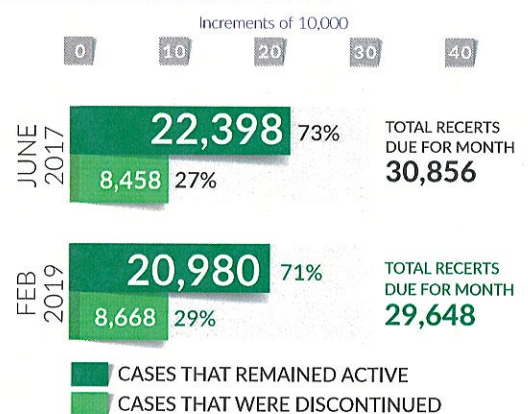


## SEMI-ANNUAL REPORTING & ANNUAL RECERTIFICATION RETENTION RATE

### SAR 7



### RECERTIFICATION



Note: The March data will be included in next month's report to allow time for the entire SAR 7 and Annual Recertification processes for the month of October to conclude.



## THE PROGRESS

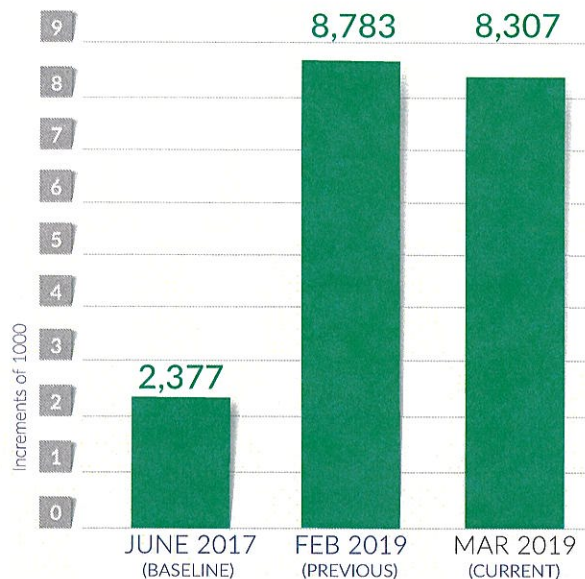
### RETENTION STRATEGIES

TO INCREASE OUR RETENTION RATE, we have implemented three strategies to give our participants alternatives to submit their SAR 7 and Annual Recertification Reports online through YBN or through the Customer Service Center.

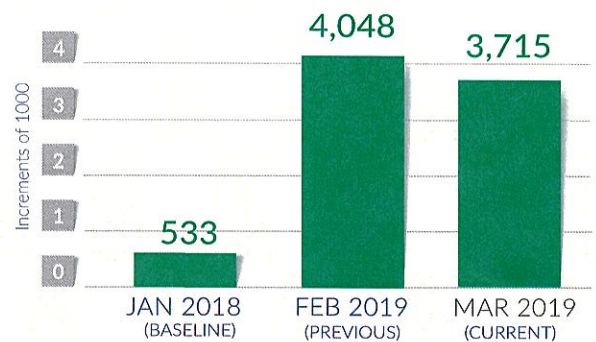
These options make it easier for participants to complete their periodic reporting requirements without going into a district office.



#### SAR 7 ONLINE SUBMISSIONS



#### CALFRESH RECERTIFICATION ONLINE SUBMISSIONS



### THE SEMI-ANNUAL REPORT (SAR) 7 PILOT



**Customer Service  
Center Pilot Team**  
**18,376**  
SAR 7s Completed  
(Cumulative)

The Department implemented a pilot on April 12, 2018, where Customer Service Center Eligibility Workers assist participants who are in jeopardy of case discontinuance due to non-receipt of SAR 7. The SAR 7 Pilot team completes the SAR 7 on behalf of the participant and secures a telephonic signature.

In February, the Customer Service Center completed **2,085** SAR 7s, avoiding case discontinuance for these households. In March, the Customer Service Center completed a total of **1,957** SAR 7s, granting ongoing benefits for these households.

Since inception, the Customer Service Center staff completed a total of **18,376** SAR 7s, preventing case discontinuance for these households.