

**Quality and Productivity Commission**  
**33<sup>rd</sup> Annual Productivity and Quality Awards Program**  
**"Empowering Innovative Solutions"**

**2019 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: CALFRESH PARTICIPATION RATE PROJECT**

**DATE OF IMPLEMENTATION/ADOPTION:** JUNE 2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2018)

**PROJECT STATUS:**  X  Ongoing   One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**   Yes  X  No



**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1  
2 The CalFresh Program is the first line of defense against food insecurity in Los Angeles  
3 County. According to the most recent data, the Department of Public Social Services  
4 (DPSS) provides a nutrition safeguard to approximately 561,000 households. Yet the  
5 most recent analysis from the California Department of Social Services (CDSS)  
6 indicates that Los Angeles County ranks in the bottom third of California's 58 counties.  
7 To stimulate robust participation and meet a Board mandate, the Department  
8 implemented a three-pronged approach to increase the CalFresh participation rate.  
9 The efforts consist of strategies to: 1) Increase CalFresh Program enrollment numbers;  
10 2) Retain active/open cases; and 3) Implement a comprehensive marketing and  
11 outreach program. The enrollment strategies, retention efforts and expansion of  
12 marketing and outreach have all had a positive impact on CalFresh Program  
13 participation rates. Since the inception of the project, an additional 162,599 households  
14 were enrolled into the CalFresh Program and 20,769 households have averted case  
15 discontinuance.

**BENEFITS TO THE COUNTY**

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 0	\$ 0	\$ 0	\$ 0	<input checked="" type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Department of Public Social Services 12860 Crossroads Parkway South City of Industry, CA 91746		<b>TELEPHONE NUMBER</b> (562) 908-8600
<b>PROGRAM MANAGER'S NAME</b>  LaShonda Diggs		<b>TELEPHONE NUMBER</b> (562) 908-6861  <b>EMAIL</b> <a href="mailto:LaShondaDiggs@dpss.lacounty.gov">LaShondaDiggs@dpss.lacounty.gov</a>
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small>	<b>DATE</b>  6/17/19	<b>TELEPHONE NUMBER</b> (562) 908-6330  <b>EMAIL</b> <a href="mailto:MariaRivera@dpss.lacounty.gov">MariaRivera@dpss.lacounty.gov</a>
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>	<b>DATE</b>  6.24.19	<b>TELEPHONE NUMBER</b> (562) 908-8600
Maria Rivera 		
Antonia Jiménez 		

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**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame.** Use Arial 12 point font.

**CHALLENGE**

The CalFresh Program was established to promote and safeguard the health and well-being of low-income individuals and families by increasing their food purchasing power and raising their access to healthy nourishment. Based on 2016 Program Reach Index (PRI) data provided by CDSS, the CalFresh participation rate in Los Angeles County was 64.9%. On May 23, 2017, the Los Angeles County Board of Supervisors instructed the Department to increase the CalFresh participation within Los Angeles County by 20% in two years.

**SOLUTION**

To increase the CalFresh participation rate, the Department developed and implemented a variety of enrollment strategies, retention efforts and expanded current marketing and outreach efforts to ensure food security for eligible low-income households. The project's efforts consist of:

- **Code for America Digital CalFresh Application Assisters** – An interactive website with the capability to personalize guidance for the CalFresh application based on the responses entered by the applicant.
- **CalFresh Application Assisters Program** – A collaboration between DPSS, Community-Based Organizations, Faith-Based Organizations, local schools, colleges and universities to increase the CalFresh Program participation and case retention rates. Partnering agencies volunteer and commit to assisting applicants with CalFresh applications.
- **Customer Service End-to-End Pilot** – A process where Eligibility Workers (EWs) conduct a CalFresh intake interview over the phone and complete the application process.
- **DPSS Outreach Team** – Participates in community outreach events and activities throughout the County to provide general information on DPSS services. The team also accepts applications, including supporting documents, and conducts the required initial CalFresh interview.

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- **Customer Service Center (CSC) Semi-Annual Reporting (SAR) 7 Pilot** – A process where EWs outreach to the participant and complete the SAR 7 over the phone, by securing a telephonic signature, and avoid case discontinuance.
- **CalFresh Solicitation Flyer** – A customized flyer mailed to Medi-Cal Beneficiaries upon case approval or along with their annual renewal packets, informing them of their potential eligibility for CalFresh benefits and encouraging them to apply.
- **Quarterly Reporting (QR) 7-LA/SAR 7 Your Benefits Now (YBN) Stamped Envelopes** – Special stamp on envelopes informing customers that they can save time by completing their SAR 7 online via the YBN website.
- **SAR 7 Reminder Text Messages** – Sent to customers notifying them that their SAR 7 has been mailed, the SAR 7’s due date, and the option to submit their SAR 7 online via the YBN website.

**BENEFITS**

Since the project’s inception in 2017, an additional 162,599 households were enrolled into the CalFresh Program and 20,769 households averted case discontinuance. The enrollment strategies, retention efforts and expanded modern marketing and outreach efforts, including the use of social media, have been well-received by DPSS customers. The results are listed below:

- **Code for America Digital CalFresh Application Assisters:** As of April 2019, 44,680 applications were received; of those, 16,793 (37.6 %) were approved.
- **CalFresh Application Assisters Program:** As of March 2019, 1,390 applications were received; of those, 619 were approved (44.6%).
- **Customer Service End-to-End Pilot:** As of April 2019, 15,608 applications were received; of those, 10,731 were approved (68.8%).
- **Customer Service Center Telephonic Signature Pilot:** As of April 2019, 66,002 applications were successfully obtained; of those, 33,017 were approved (50.1%).

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- **CSC SAR 7 Pilot:** As of April 2019, 20,769 SAR 7s were obtained, preventing case discontinuance for these households.
- **CalFresh Solicitation Flyer:** As of April 2019, 170,985 applications were received; of those, 101,736 were approved (59.5%).
- **DPSS Outreach Team:** As of April 2019, 9,691 applications were successfully obtained; of those, 5,757 were approved (59.5%).
- **QR 7-LA/SAR 7 YBN Envelopes and SAR 7 Reminder Text Message:** As of April 2019, 115,152 SAR 7s were received through YBN.

The CalFresh Participation Rate Project has developed creative opportunities to increase the CalFresh participation rate and accomplish the goals set forth by the Board of Supervisors.

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**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The CalFresh Participation Rate Project addresses the following Strategic Plan Strategy:

- **Goal III. Realize Tomorrow’s Government Today.** The efforts implemented by DPSS are innovative, flexible and effective by embracing and leveraging digital technology to enhance the access to the services available for our communities. These efforts include the implementation of telephonic signature for CalFresh applications and the access to submit the required reports using our online system, YBN.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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\$ 0	\$0	\$ 0	\$ 0	<input checked="" type="checkbox"/>

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