# Kern County Department of Human Services

# CalWORKs County Plan Addendum

**Date Submitted to California Department of Social Services:**

**Prepared By:**
**Pat Cheadle**
**Assistant Director**
**Employment and Financial Services Bureau**

**Contact Phone Number:**
**(661) 631-6136**

**Contact Email Address:**
**cheadlp@co.kern.ca.us**

**I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.**

| County Welfare Director's Signature | Larry J. Rhoades<br>Printed Name | 12-19-06<br>Briefing Date |
|---|---|---|

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

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# I County Goals

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

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

1. Reduce child poverty in the state;

2. Reduce dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families;

3. Meet the requirements of federal law while avoiding unanticipated outcomes that negatively affect child well-being, the demand for county general assistance, or the number of families affected by domestic violence.

## A. General Description on How the County Will Meet the Goals of W & I Code 10540

The Kern County Department of Human Services (DHS) provides welfare-to-work activities through collaboration with multiple county and state agencies, educational providers, business, and non-profit, private and community-based organizations. The service delivery system is designed to transition families from welfare to employment by identifying and removing barriers to employment, assessing individual and career goals, and focusing on job readiness and job preparation activities. These services provide needed supports that move families toward self-sufficiency resulting in the reduction of long-term welfare dependency. Additionally, as more families gain employment that truly leads to economic independence, we assist the community in addressing child poverty and child well-being issues.

Kern's service delivery model was developed with a consumer flow that emphasizes expedient transition to unaided employment, comprehensive family services, early screening and assessment, and full use of all welfare-to-work related activities. We continue to believe that this approach leads to positive family outcomes. As an initial first step to assist Employment Social Service Workers in assessing participants and their families, Kern's service delivery model begins with an individual orientation and appraisal appointment which is often conducted as a home visit. The home visit provides the opportunity for the Social Service Worker to observe participants in their home settings to help identify barriers to employment and observe any family health and safety concerns. The Social Service Worker who initially meets with the participant becomes the individual's ongoing welfare-to-work case manager. This helps form a sustained and supportive relationship to address personal, family, and employment needs during the period of time the individual participates in the Welfare-to-Work Program.

Kern's CalWORKs behavioral health program, through the Department of Mental Health, continues to provide services countywide for participants struggling with mental health, substance abuse and domestic abuse obstacles to employment.

Behavioral health specialists are co-located in some offices. Individual and group counseling services help participants recognize and recover from behavioral health problems, as well as assist them on their path to self-sufficiency.

Domestic abuse specialists are located in the Bakersfield main office and travel to meet with participants in all county areas. Public health nurses are available onsite at the Bakersfield office and make home visits to assess, plan, intervene and evaluate health needs, and to provide health education and referrals to community agencies throughout the county.

The Linkages Project promotes communication and coordination between our Emergency Response Child Welfare Social Service Workers, Employment Social Service Workers and Eligibility Human Service Technicians when they share a case-in-common. The Linkages Project establishes a formal process for Child Welfare Social Workers to consult with case managers in Eligibility and Employment Services to assist them in evaluating and recommending services for the family, including participation in welfare-to-work activities.

Kern contracts with Foster Assessment Center and Testing Service (FACTS) for a comprehensive two-day assessment to evaluate the participant's education level, employment readiness, skills sets, and interests. The assessment report guides the Social Service Worker in developing the participant's welfare-to-work plan for achieving both employment and personal goals. Additionally, FACTS provides comprehensive learning disability evaluations.

To help our participants locate quality child care while participating in their welfare-to-work activities, Community Connection for Child Care (CCCC) provides resource and referral services. CCCC is co-located in many of our offices.

The Employment Development Department provides up-front job readiness workshops and supervised job search as part of our work-first philosophy. Participants are referred to Employers" Training Resource for job placement services. Our paid work experience activity is also provided through Employers' Training Resource.

The Department of Human Services is one of the four Career Service Center One Stop operators providing oversight of the six full service One-Stop Centers and four satellite locations in Kern County in which staff from various agencies are co-located. These agencies provide work force development services to both job seekers and employers. Additionally, each Human Services location has a Jobs Resource Room to assist participants with employment opportunities.

Kern County believes that vigorously assisting clients in quickly finding long-term, unaided employment and providing holistic family specific, integrated services in conjunction with new approaches and strategies gives our participants the best opportunity to ensure that every child, individual, and family in Kern County is safe, healthy, and self-sufficient.

The current CalWORKs service delivery model has proven to be very successful in moving families toward self-sufficiency. Since the implementation of CalWORKs,

Kern's caseloads have been reduced by more than twenty-six percent. Kern County has exceeded federal outcomes yearly with an average participation rate of fifty-five percent. However, under the 2005 Federal Deficit Act, there are many new regulatory changes to the TANF Program regarding how participation rates will be calculated and who must be included in the calculation. By changing the base year from 1995 to 2005 for the caseload reduction credit and including client populations, like timed-out safety net cases, Kern as well as other counties will need to develop additional strategies and services to fully engage participants who are currently partially participating in the Welfare-to-Work Program and engage new populations who were previously excluded from participation. Many of the individuals remaining in CalWORKs face multiple barriers to employment, including substance abuse, mental health, domestic abuse, learning disabilities, and limited English speaking skills. Although Kern County's unemployment rate is at an all time low of 6.2%, it is still above the 4.8% rate for California. The unemployment rate is up to 17% in some of our outlying communities which further impacts our ability to move families from welfare to work.

In preparation for the completion of Kern's CalWORKs Plan Addendum, the Department of Human Services held strategic planning sessions with internal staff, participants, partners from county and state government including Public Health, Mental Health, Employers' Training Resource, Employment Development Department, Housing Authority, Superintendent of Schools (Community Connection for Child Care), community colleges, adult schools and regional occupational programs, Workforce Investment Board members, faith-based agencies, and private businesses. These forums provided the opportunity to:

- Review our existing CalWORKs service delivery model with new eyes and options.
- Refine existing services.
- Identify new activities and services.
- Strengthen and develop new engagement strategies.
- Develop new performance measures.
- Further assist children and families in Kern County by providing encouragement and motivation that empowers CalWORKs adults to continue to prepare for and find employment leading to self-sufficiency.

During these Strategic Planning meetings, staff and partners committed to working to identify the most successful strategies to increase our participant's show rate, fully engage our participants in activities and improve overall services to assist Kern in meeting the goals and work participation requirements outlined in the 2005 Federal Deficit Act and W&I Code Section 10540. Some suggestions were to provide integrated training to facilitate the sharing of information between case managers and promote a consistent message to reinforce the value of work, to provide more information on the programs and services each provider offers, and to streamline the referral processes. Joint meetings between the participant, Social Service Worker and partner case manager were also suggested. Additional strategies and suggestions are discussed throughout our Plan Addendum. The Department of Human Services will reconvene the CalWORKs Partnership Management Council meetings to begin action steps on the suggestions received.

# II Participation Improvement

## B. Providing Up-Front Engagement Activities

### Current Policy

Individuals are referred to the Welfare-to-Work Program after the CalWORKs case is granted with the exception of employed and self-initiated participants who are "fast-tracked" due to their immediate need for supportive services. The first contact between the recipient and case manager is the orientation/appraisal appointment which is usually conducted as a home visit. Individuals who have been off aid less than six months have their orientation/appraisal interview conducted as an office visit.

The Department of Mental Health provides an up-front one-week workshop, Ongoing Ability for Self-Improvement Skills (OASIS), that helps identify substance abuse, mental illness, and domestic abuse barriers. This workshop is a mandatory first activity for new participants and helps them prepare for welfare-to-work activities as they learn life skills. The OASIS workshop helps participants learn to identify and begin resolving participation barriers and aids in the identification of mental health, substance abuse and domestic abuse problems. From November 2005 to January 2006, a total of 355 participants were referred to the OASIS workshops. The show rate to the workshops was 43% and 81% of the participants who showed for the activity completed the workshop.

The Domestic Abuse unit responds to participants who have an immediate need for crisis intervention. The team is immediately available to assist recipients who self-disclose or have signs of domestic abuse that may impair their participation in the Program. Services include initial counseling, screening for a domestic abuse waiver, education and court accompaniment. Child Welfare and Employment case managers work together on cases-in-common. The program served 282 families in 2004; 382 families in 2005 (a 36% increase); and has served 434 families through October 2006 (a 14% increase over last year).

### New Strategies

1. Expand the "fast-track" policy to include self-motivated applicants who choose to participate prior to assistance being granted and Inter-County transfers.

2. Enhance the orientation/appraisal process as follows:

    a. Update the orientation/appraisal tool to assist case managers in identifying barriers early in the up-front engagement process, to improve initial show rates to the first assigned activity, and to fully engage participants in the Welfare-to-Work Program.
    b. Explore referring identified individuals to assessment during the up-front engagement process.
    c. Provide skills upgrade training to assist case managers in establishing a strength-based relationship with participants.

3. Explore the use of incentives to increase the initial show rate to the OASIS workshop.

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

"Fast-tracking" targeted groups of applicants who choose to participate prior to assistance being granted and Inter-County transfers will provide immediate participation and timely provision of appropriate supportive services. It is anticipated that 100% of the "fast tracked" targeted groups will be affected by the expansion of the "fast track" policy.

Identifying barriers early in the up-front engagement process will ensure that identified barriers are addressed and participants are appropriately assigned their first activities resulting in increased participation and fewer sanctions. It is expected that 100% of participants in orientation and appraisal will be impacted by these strategies.

These new strategies will expedite engagement in up-front welfare-to-work activities and lead to full participation in subsequent welfare-to-work activities.

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

Kern will begin to track the number of individuals who are referred to the Welfare-to-Work Program under the "fast track" policy and document the reasons they were referred. Additionally, we will monitor the show rate and the completion rate for the first activity.

## C. Achieving Full Engagement by Individuals Who Are Required to Participate and Who Are Partially Participating, Not Participating, or Are Between Activities

**Current Policy**

Establish Goals for Case Managers:
Kern has developed and implemented measurable performance goals for staff to focus on the importance of meeting state and federal participation requirements. These goals are:

- Monthly client contact: Ensure Welfare-to-Work Social Service Workers initiate contact with each participant in their caseload at least one time per month.
- Timely case management: Within a defined period of time, Social Service Workers take appropriate action to engage participants and address the needs of each family.
- Monthly participation rate: Establish a target participation rate for case managers.

Tracking Aided Adults in CalWORKS (TRAC):
Engagement opportunities are lost when an aided, eligible adult is not enrolled in the Welfare-to-Work Program. Kern developed the Tracking Aided Adults in CalWORKs (TRAC) project to monitor the welfare-to-work enrollment status of all CalWORKs

aided adults, both mandatory and exempt. This program ensures the prompt follow-up and re-engagement of all participants coming out of exemption status.

Monthly reports monitor the number of exemptions granted, the category of each exemption and the duration of the exemptions. Over the past 22 months, the TRAC team has:

- Received an average of 209 exempt cases per month.
- Monitored the enrollment status of approximately 375 cases per month.
- Referred an average of 208 cases per month into active welfare-to-work status.

Power Workshops:
The People Obtaining Work through Empowerment and Responsibility (POWER) workshop was developed to assist individuals who have criminal convictions that may affect their ability to seek and secure stable employment. This workshop helps participants identify strengths, set goals, develop time management skills, and address the issues surrounding their felony and misdemeanor convictions. Participants are referred to Greater Bakersfield Legal Assistance for services to assist in the expungement of their records and for additional legal assistance.

EZONE Workshop:
Employment Zone (EZONE) was developed in April 2005 to target participants who have been unsuccessful in finding and keeping employment. EZONE is a three-week open-entry intensive workshop that provides "quality" job search techniques with job matching services and assists individuals in identifying participation barriers. Approximately three hundred participants who attended the EZONE workshop between April and November 2006 have found employment.

**New strategies**

1. Kern will identify additional short-term bridging activities to provide increased options for participants to meet their required hours of participation.

2. Kern will explore options for the use of incentives to encourage participants to complete welfare-to-work activities and to recognize staff for exceptional performance in engaging participants.

3. Kern will continue to modify measurable performance goals for staff as needed to address state and federal participation rates and Pay for Performance outcomes.

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

The anticipated outcomes for providing short-term bridging activities are to increase the opportunities for participants to add additional hours to reach 32 or 35 hours of participation each week and to reduce the number of participants experiencing a gap in time between welfare-to-work activities. Short-term bridging activities will be available to 100% of welfare-to-work participants.

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

During 2007, Kern's goal is to develop a minimum of three new bridging activities for participants living in Bakersfield and to develop at least one new bridging activity for each district office.

We will continue to track outcomes for our current welfare-to-work activities and also include any newly developed activities. Our performance outcomes are detailed in Section H and include the following:

- Number of individuals returning from exempt to mandatory status who are re-engaged in welfare-to-work activities
- Number of exempt individuals referred for SSI services
- Number of participants referred to welfare-to-work activities
- Number of participants who show to their activities
- Number of participants who complete their activities

## D. Providing Activities to Encourage Participation and to Prevent Families from Going into Sanction Status

### Current Policy

As discussed in Section B, Kern strongly believes that requiring our Social Service Workers to meet goals for monthly contact with participants and timely case management is instrumental in encouraging continued participation. Contacting participants on a monthly basis helps identify potential barriers that could lead to non-participation and provides opportunities to resolve these barriers before the participant becomes non-compliant. Prior to sending a formal notice of action proposing a sanction, Social Service Workers contact participants by telephone, home visit or letter. Additionally, a contact is made with the Eligibility case manager before imposing a sanction.

### New Strategies

1. Kern will identify additional short-term bridging activities to provide increased options for participants to meet their required hours of participation.

2. Kern will explore options for the use of incentives to encourage participants to complete welfare-to-work activities and to recognize staff for exceptional performance in engaging participants.

3. Kern will provide engagement training to staff to assist in the improved relationship the between participant and case manager.

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

The anticipated outcome is that participants will remain engaged in welfare-to-work activities resulting in fewer sanctions. Kern's current sanction rate is about 24%.

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

FY 2006-07 Outcome – Kern's sanction rate will not exceed 24%
FY 2007-08 Outcome – Kern's sanction rate will not exceed 22%
FY 2008-09 Outcome – Kern's sanction rate will not exceed 21%

## E. Re-engaging Noncompliant or Sanctioned Individuals

### Current Policy

Sanction Orientations:
Kern County offers multiple avenues to cure sanctions, including sanction orientations and one-on-one meetings to encourage individuals to quickly cure their sanctions. Sanction hotlines provide a recorded message for individuals to call to learn when and where sanction orientations are being held and establish their "contacted the county" date. These strategies have reduced the number of no-show appointments to cure sanctions. Approximately 11% of sanctioned clients return each month to the Welfare-to-Work Program via the sanction orientation process.

Sanction Re-Engagement:
Kern County utilizes a team of Social Service Workers to identify sanctioned individuals, research their history of noncompliance, and develop a tailored strategy for re-engagement by home visits, telephone calls, and letters. The team is able to quickly cure sanctions for recipients who are employed or medically exempt. The team also identifies the situations that often lead to noncompliance.

### New Strategies

1. Expand Sanction Re-engagement to include a separate pathway toward compliance for individuals who are identified and assessed as having multiple barriers to employment. In partnership with the Department of Mental Health, the Sanction Re-engagement team will work closely with behavioral health case managers to support these individuals. The project will allow this population to be re-engaged at reduced, incremental stages for the first three to six months.

2. Kern County will implement a Parent Mentor Program to provide supplemental support and guidance to participants to increase their engagement rate in the Welfare-to-Work Program. The Parent Mentors will work with the Sanction Re-engagement team to help participants during their compliance and curing process. Parent Mentors will be available to conduct home calls with the Sanction Re-engagement team. Additionally, the Parent Mentors will present an overview of their services and the benefits of participating in welfare-to-work activities to participants in workshops and at sanction orientations.

3. Explore the option of a Request-for-Proposal (RFP) to community partners to engage non-compliant, sanctioned and/or timed-out safety net individuals. This contract will be performance based.

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

The anticipated outcome is a reduction in the sanction rate and an increase in participation rates. The sanction rate is about 24% and the participation rate is 54% under the prior criteria.

The Parent Mentor Program will provide support to participants to assist them in overcoming their barriers to actively participate in welfare-to-work activities and it is anticipated that the number of sanctioned clients who are re-engaged will increase.

It is expected that 100% of sanctioned families will be affected by the expanded sanction re-engagement strategies.

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

- Number of individuals attending sanction orientation
- Number of individuals re-engaged in welfare-to-work activities after attending sanction orientation
- Number of individuals contacted by the Sanction Re-engagement team
- Number of individuals re-engaged after contact with the Sanction Re-engagement team
- Number of individuals re-engaged at reduced, incremental stages and participating at three months and at six months
- Number of individuals fully participating after a reduced, incremental strategy

Overall success will be determined by tracking Kern's sanction rate over the next three years.

FY 2006-07 Outcome – Kern's sanction rate will not exceed 24%
FY 2007-08 Outcome – Kern's sanction rate will not exceed 22%
FY 2008-09 Outcome – Kern's sanction rate will not exceed 21%

To measure the effectiveness of the Parent Mentor Program, Kern will establish a system that tracks:

- Number of referrals made to the Parent Mentor Program
- Number of participants who receive services
- Types of services received

As this is a new program, baseline data will be collected during FY 2006-07. This program will contribute to meeting the sanction outcomes listed above.

## F. Other Activities Designed To Increase the County's Federal WPR?

**Current Policy**

Disability Advocate:
Kern created the position of Human Services Disability Advocate with the following job duties.

- Assist individuals with "permanent" or "ongoing" disabilities to apply for and pursue SSI/SSDI benefits.
- Assist individuals with the application process, file on their behalf, and represent them at Social Security Administration hearings.

Forty-eight individuals were granted SSI benefits in the last 22 months.

**New Strategies**

1. Kern County will expand its job retention training to participants. Currently, over 50% of new applicants for CalWORKs are previous applicants. Many applicants stated that they re-applied because their income was not meeting their needs or they had lost their jobs.

2. Kern County will expand its skills training to assist participants in increasing their career advancement opportunities.

3. Kern County will explore the possibility of establishing a contract with the Department of Rehabilitation or other community-based organizations to work with developmentally disabled individuals to assist them in participating in the Welfare-to-Work Program. To assist these participants in obtaining work experience, Kern will explore the use of supported work programs.

4. Kern County will review its learning disability screening process and work with our partner agencies to better meet the needs of these individuals.

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

Currently, the number of individuals remaining employed after three months is 58%. Kern's exemption population is approximately 20%. It is expected that job retention and career advancement strategies will be offered to 100% of our employed participants.

Kern does not have separate data for measuring services and participation for our developmentally disabled and learning disabled participants, but we will begin to track this information. Anticipated effects include:

- Increased number of individuals remaining employed after three months
- Increased number of individuals moving from exempt status to SSI
- Increased services and participation for developmentally disabled and learning disabled individuals

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

Goals for retention rate for employed individuals after three months:

FY 2006-07 – Kern's retention rate will be 58%
FY 2007-08 – Kern's retention rate will be 60%
FY 2008-09 – Kern's retention rate will be 61%

Goals for reduction in exemption rate:
FY 2006-07 – Kern's exemption rate will not exceed 20%
FY 2007-08 – Kern's exemption rate will not exceed 18%
FY 2008-09 – Kern's exemption rate will not exceed 17%

**G. Please provide a description of how the County will collaborate with local agencies, including, but not limited to, local workforce investment boards, community colleges, universities, adult schools and regional occupational centers/programs that provide activities that meet Federal work participation requirements and provide participants with skills that will help them achieve long-term self-sufficiency. For each individual agency, responses should include elements such as how information is shared or will be shared, ongoing or planned contracts, ongoing meetings established, etc.**

**Current Policy**

The Employment Development Department (EDD):
The Employment Development Department provides job readiness workshops followed by supervised job search assistance through a contract with the Department.

Employment Development Department CalWORKs staff is co-located with Department staff in several Career Services Centers. EDD communicates the progress of participants via face-to-face contact, email, telephone contact, and written notice. Non-compliance issues are communicated within 24 hours. Through our partnership with EDD, we utilize the CalJOBs computer system for entry of all job orders developed. Our CalWORKs participants are registered into CalJOBs upon their initial referral to any job search component.

During the period July – September 2006, an average of 130 participants per month were referred to EDD under this contract. For the same time period, the entered employment rate for participants completing this activity was 42% with an average wage of $8.46 per hour.

Employers' Training Resource (ETR):
Employers' Training Resource provides job placement services through a Memorandum of Understanding (MOU) with our Department. As additional funds are available, the Department also contracts with ETR to provide services for our Paid Work Experience activity.

Employers' Training Resource CalWORKs staff is co-located with DHS staff in the majority of the Career Service Centers. Participant progress is communicated via face-to-face contact, telephone calls, email, and case comments to our computerized case management system. Non-compliance issues are communicated within two days.

Approximately 3,600 participants are referred annually to ETR under this contract. For the current contract year, the entered employment rate for participants completing this activity is 69%, with an average wage of $8.00 per hour.

Kern County Mental Health Department (KCDMH):
Kern County Department of Mental Health provides behavioral health services to resolve barriers preventing full-time employment and participation in welfare-to-work activities through a Memorandum of Understanding with our Department. KCDMH contracts with behavioral health agencies to provide services in all district offices.

The CalWORKs behavioral health team provides OASIS workshops to help identify substance abuse and other behavioral health issues. Services include monthly participant progress reports, annual training, and bimonthly meetings to improve the coordination and delivery of services.

January through December 2005 showed a 36% increase in participation in mental health services and a 30% increase in substance abuse services compared to the prior year.

Local Workforce and Economic Development:
The Kern County Department of Human Services Director currently serves as a member of the local Workforce Investment Board (WIB). Additionally, our agency is one of the four administrators for the Kern County One Stop Operation. Involvement in the WIB also includes participation as a member of the WIB Youth Council and the WIB Program and Planning Committee. The WIB and each of the sub-groups meet quarterly.

Specialized CalWORKs staff works in partnership with staff from Employers' Training Resources (WIA administrator) and the Employment Development Department to assist local employers with hiring and training needs that provide additional employment opportunities for CalWORKs participants. We continue to support local economic development efforts by dedicating Job Development and Placement staff to support the recommendation of pursuing industry clusters as a means of enhancing economic growth in Kern. In 2004, the Department assisted in funding the Economic and Development Strategy which was researched and created for the County of Kern Community and Economic Development Department.

Kern County Superintendent of School/Community Connection for Child Care:
Community Connection for Child Care (CCCC) provides CalWORKs child care resource and referral services and Stage 1 child care payment services through a Memorandum of Understanding. Approximately 3,025 Stage 1 children were in child care during September 2006. CCCC case managers provide participants with referrals to licensed child care providers and information to help families choose quality child care to meet their needs. CCCC also provides Stage 2 and Stage 3 child care services for current and former CalWORKs participants.

The Department of Human Services uses a standardized form to communicate initial referral information to CCCC and to communicate changes in hours and activities. Quarterly meetings are held between the two agencies. CCCC has developed a formal quality assurance program that provides an analysis of service delivery improvement.

Partners in Education and Training:
In partnership with local community colleges including Bakersfield, Taft, and Cerro Coso College, CalWORKs students benefit from short term educational and training programs. Each community college has a CalWORKs liaison who works closely with our Department.

Bakersfield Adult School has been a proactive partner in developing special programs to meet and supplement the 32/35 weekly requirements for CalWORKs participants. The Department works county-wide with all adult schools and regional occupational programs to provide education and training programs to maximize participation for our participants.

The Housing Authority of Kern:
The Housing Authority of Kern provides assistance to CalWORKs residents in Section 8 housing through a contract with the Department. The Family Self-Sufficiency program gives participating CalWORKs families (up to 100) the opportunity to place any rent increase into an escrow account which is given back to the participant upon completion of the program. This money supplements the purchase of a home, education, and/or a vehicle. Participants began enrolling in this program in 2005.

**New Strategies**

1. Employers' Training Resource
   a. Kern will explore the increase of paid work experience sites and the possibility of developing opportunities for On-the-Job Training (OJT) sites as funding permits.
   b. Dedicate a job developer for the development of entry-level employment for the CalWORKs Program.
   c. Increase the enrollment of participants in WIA training activities.
   d. Research options for skills upgrade training with ETR.

2. Kern County Department of Mental Health
   a. Develop a model of intervention for Cal-Learn participants.
   b. Develop better tools to assist our staff in identifying and referring participants with behavioral health barriers.
   c. Explore the use of intensive case management for targeted populations.
   d. Explore the use of screening tools for the OASIS workshops.
   e. Add a component to OASIS that focuses on barriers to employment.

3. Employment Development Department
   a. Increase the current show rate and completion rate to both the job readiness and job search components.
   b. Develop a CalJOBs Navigation class for our participants.
   c. Develop a reporting mechanism that identifies when CalWORKs participants de-register from CalJOBs.

4. Education and Training Partners
   a. Expand work study assignments with the community colleges.
   b. Explore additional short-term education and training programs.
   c. Explore the incorporation of structured study hours.

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

Anticipated effects would be to increase the types of services and jobs available to participants, increase our employment rate, increase initial show rates for activities, increase completion rates for activities, and increase the re-engagement of those individuals who are in non-compliance status. One hundred percent of welfare-to-work families are expected to be impacted by collaborative strategies.

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

Success will be determined by the increase in the number of job openings and number of entered employments.
Goals for increase in job openings and entered employments:

FY 2006-07 - 2% increase compared to baseline data collected for FY 2005-06
FY 2007-08 - 3% increase compared to baseline data collected for FY 2005-06
FY 2008-09 - 4% increase compared to baseline data collected for FY 2005-06

Success will also be determined by the number of participants who show for their initial activities and the number of participants who complete their activities. As Kern does not currently measure these outcomes for all welfare-to-work activities, we will determine the baseline data during FY 2006-07.

The expected outcomes for activity show rates and activity completion rates are a 2% increase for FY 2007-08 and a 3% increase for FY 2008-09 compared to the baseline data collected for FY 2006-07.

## III Plan to measure quarterly progress

### H. Plan to Measure Quarterly Progress

The Department of Human Services and partner agencies will submit monthly reports addressing performance outcomes. These reports will be used to compile a collective quarterly report on progress related to the measurements listed below.

- Orientation/Appraisal show rate
- Number of sanctioned individuals re-engaged
- Number of timed-out safety net individuals re-engaged
- Number of exempt individuals re-engaged
- Number of exempt individuals connected to Social Security
- Number of individuals referred to agencies for a specified welfare-to-work activity
- Number of individuals who showed for a specified welfare-to-work activity
- Number of individuals completing their activities (training, job search, education, etc.)
- Number of individuals referred for behavioral health services
- Number of individuals entering employment
- Number of individuals employed after 3 months and after 6 months
- Average wage paid to individuals who are employed
- Overall participation rate

- Overall sanction rate
- Overall exemption rate
- Overall entered employment rate
- Number of "partially participating" individuals (in an activity less than 32/35 hours per week)

**Projected impact on county's federal WPR:**

Over the next three years, Kern projects a two to three percent increase in its work participation rate which has not yet been established under the new regulations.

These outcomes are provided with the assumption that adequate program funding will continue to the County and that no fiscal penalties are incurred. Fiscal sanctions and inadequate program funding will make achieving any identified performance outcomes problematic.

## IV Funding

| Program Component | FY 2005-06 Actual Expenditure | FY 2006-07 Budgeted Amount | Description of how additional funding provided in Fiscal Year 2006-07 will be used |
|---|---|---|---|
| CalWORKs Eligibility Administration | $15,817,947 | $10,568,014 | Will use additional funds as follows:<br>1. Establish contracts and MOUs.<br>2. Establish OJT sites.<br>3. Expand Sanction Re-engagement programs.<br>4. Expand subsidized employment opportunities.<br>5. Increase staffing and resources.<br>6. Explore incentives.<br>7. Update welfare-to-work materials. |
| WTW Employment Services | $18,168,696 | $23,381,766 | |
| CalWORKs Child Care | $15,062,384 | $14,576,125 | |
| Cal-Learn | $ 1,297,519 | $ 1,616,684 | |
| CalWORKs Funded Mental Health Services | $ 1,670,268 | $ 2,101,789 | |
| CalWORKs Funded Substance Abuse Services | $ 967,537 | $ 1,391,704 | |
| Other Maintenance of Effort | Included above | $ 3,474,028 | |
| Other Performance Incentives | $ 2,423,997 | $ 2,016,867 | |