

COUNTY NAME:

MENDOCINO COUNTY

CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services:

Prepared By:

Morgaine Colston, Deputy Director  
Sandi Brown, Program Manager  
Jan Kurtyka, Program Manager  
Judy Messerer, Senior Program Specialist

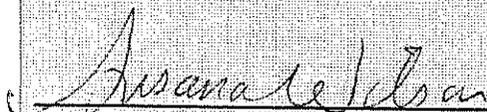
Contact Phone Number:

707 467-5501

Contact Email Address:

browns@mcdss.org

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

Susana Wilson  
Printed Name

January 23, 2007  
Briefing Date

## 1) 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 of how the county will meet the goals of W&I Code 10540**

Building on the Mendocino County CalWORKs Plan developed and implemented March 1, 1998, this addendum will expand existing programs and develop and implement new strategies to increase CalWORKs recipient's participation rates. The goal is to meet the Federal participation rates of 50% for single parent families and 90% for two parent families. Ideas for expanding on and implementing new strategies to increase recipient participation rates were gathered through a number of staff meetings, conversations with partner agencies and information gleaned from reports of "best practices" from other counties and the State. Extensive input and relationships were developed with community persons and agencies when writing the original CalWORKs County plan. Those collaborative relationships have grown substantially over the years and coordination has increased as programs have been implemented dealing with recipient services. Due to the tight time frame for submission of this addendum, input from community partners and agencies in the community has been limited but will be expanded and is part of our addendum plan.

Major emphasis will be put on our relationship and coordination of services with Child Protective Services and agencies which serve families to encourage the reduction of child poverty, and the protection of children. Established are a number of programs which integrate CalWORKs and Child Protective Services programs including the Linkages and Cal-Learn programs. We contract for domestic abuse, substance abuse and mental health services, to reduce barriers to healthy families and employment. We will increase our efforts to engage recipients who are in, or at risk, of going into sanction and recipients who are exempt and who may need SSI advocacy.

In addition to our CalWORKs employment activities, all of our CalWORKs offices (there are three main offices in Mendocino County) are located in One-Stop centers. Through our activities and the activities available at these centers, our recipients are offered numerous avenues and continuous exposure to employment opportunities leading to self-sufficiency and less dependence on government benefits. The One-Stop centers also provide us with a close working relationship with our Workforce Investment Board and input from the employers and its employment needs.

We have looked at all the input gathered, and acknowledged that we can not do everything at one time. We have set priorities to utilize the ideas that we thought would have the most effect on increasing the Work Participation Rate (WPR). By expanding our existing activities and programs and implementing the new strategies described in this addendum, we will positively impact the maintenance of a healthy family environment, reduce dependence on TANF leading to self-sufficiency and increase our recipient participation rate.

## 2) Participation Improvement

Please describe what immediate and long-range actions the county will take to improve the federal work participation rate (WPR) among CalWORKs applicants and recipients. At a minimum, describe how the county will address increased participation in the areas listed below. When responding, provide a detailed description of the policy or strategy in each program area, the anticipated outcome that will result in program improvements, the percentage of families affected, and how success will be determined. Please note that if a county is already using a particular strategy that is successful, a description of that strategy is sufficient.

### B. Providing up-front engagement activities

**Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).** Example: A county describes a new policy to engage recipients in orientation and appraisal within one week of application.

Activities:

- Behavioral health screenings
- CalWORKs Employment and Training workers stationed with eligibility workers
- One-Stop workshops stabilized
- On-site child care
- Purchasing van for transportation
- Incentives for employed recipients
- Contract with a paralegal to resolve recipient legal issues
- Three-day workshop on soft skills
- Hire recipients to relate their success stories

Please see attachment for details

**What are the anticipated effects and percentage of families affected monthly?** Example: The county describes how recipients are expected to have welfare-to-work (WTW) plans developed sooner and includes how much sooner, what percentage of the county's WTW caseload will be impacted, etc.

Please see attachment

**How will success be determined (quantitative and qualitative assessment of effects)?** Example: The county describes the percentage by which the earlier engagement policy will increase the county's federal WPR and State participation levels, the percentage by which a reduction in sanctions will increase the county's federal WPR and its State participation levels, etc., by year, over three years (beginning with this year). The county also describes how early engagement will result in better identification of barriers to employment, better

identification of exemptions, etc. (including percentages as appropriate). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Please see attachment

**C. Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities**

**Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).** Example: The county describes a new policy to work with recipients up front to identify community service areas in which they have specific personal interest (such as volunteering at a local nonprofit) that could be utilized to increase participation in federally allowable activities when recipients are in between activities or need additional hours to meet the 32-/35-hour weekly participation requirement.

Activities:

- Work experience site expansion
- e-Bay instruction
- Self-employment
- Job retention support workshop
- Use Excel to track recipient participation hours
- Expand Goodwill work experience services countywide
- Mendocino College and Ford Street Project collaboration to establish work study sites
- Self-employment for felons
- Expand Linkages program
- Improve partner tracking system of recipient activities
- Cross reference computer lists to find recipients falling through the cracks
- Specialized sanction outreach position
- Research establishing paid work experience sites with Mendocino County Private Industry Counsel
- Contract with a physician/physician assistant to evaluate all CW 61 cases
- Contract with a paralegal to resolve recipient issues
- Immediate case manager follow-up for missed activities
- Research grant development
- Encourage recipient employment with IHSS
- Three-day workshop on soft skills
- Automobile repair and purchase program

Please see attachment for details

**What are the anticipated effects and percentage of families affected monthly?** Example: The county describes how the policy benefits recipients and specifies the percent of WTW enrollees who are not participating in activities and the percent who are not fully participating that will become fully engaged in activities that meet federal and State participation requirements (separated by meeting federal and State requirements).

Please see attachment

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

The county describes the percent by which the county's federal WPR and State participation level will be increased by full engagement of partially participating recipients and non-participating recipients. The county describes the percent increase for each group of recipients, separately, by year, over three years (beginning with this year). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Please see attachment

**D. Providing activities to encourage participation and to prevent families from going into sanction status**

**Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).** Example: A county describes a new strategy that after an instance of noncompliance, individuals will meet with a worker who specializes in identifying and resolving barriers to nonparticipation (substance abuse, child care problems, etc.) and will work with individuals to develop strategies to maintain participation.

Activities:

- Send courtesy letter before recipient goes into sanction
- Employment and Training case managers attend renewal appointments when recipient is in sanction
- Specialized sanction outreach position
- Statement of Living Expenses letter sent to recipients when income does not cover expenses
- Contract with a paralegal to resolve recipient legal issues
- Incentives for employed recipients
- Coordinate with Child Protective Services to make home visits
- Provide orientation DVD's to recipients
- Cross reference CalWORKs recipient list with Alcohol and Other Drug Programs court mandated lists

Please see attachment for details

**What are the anticipated effects and percentage of families affected monthly?** Example: The county describes how recipients will benefit from the new policy and identifies the percentage by which the county's sanction rate will be reduced.

Please see attachment

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

The county describes the percent by which sanction prevention will increase the county's federal WPR and State participation levels, by year, over three years (beginning with this year). The county also describes how it will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Please see attachment

### **E. Reengaging noncompliant or sanctioned individuals**

**Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).** Example: A county describes a home visiting program that focuses on re-engaging sanctioned recipients in WTW and removing barriers to participation.

Activities:

- Send courtesy letter before recipient goes into sanction
- Cross reference computer lists to find recipients falling through the cracks
- Contract with a paralegal to resolve recipient legal issues
- Purchasing van for transportation
- Contract with a physician/physician assistant to evaluate all CW 61 cases
- Incentives for employed recipients
- Specialized sanction outreach position

Please see attachment for details

**What are the anticipated effects and percentage of families affected monthly?** Example: The county describes the percentage by which its sanction rate will be reduced, the percentage of sanctioned individuals that may be identified as meeting a WTW exemption, etc. The county also describes how identification of barriers and the provision of services will assist the family in meeting WTW requirements and achieving self-sufficiency.

Please see attachment

**How will success be determined (quantitative and qualitative assessment of effects)?** Example: The county describes the percentage by which a reduction in its sanction rate will increase the county's federal WPR and its State work participation levels, by year, over three years (beginning with this year), and how the county will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Please see attachment

### **F. Other activities designed to increase the county's federal WPR**

**Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy):**

Activities:

- Use Excel to track recipient participation hours
- Mendocino College and Ford Street Partnership to establish work study sites
- Utilize Excel to standardize tracking recipient participation

- Cross reference computer lists to find recipients falling through the cracks
- Statement of Living Expenses letter sent to recipients when income does not cover expenses
- Use Employment Development Dept. system for tracking job retention
- Involve Special Investigations Unit in home visits
- Utilize One-Stop swipe card system to track recipient job search

Please see attachment for details

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

Please see attachment

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

Please see attachment

**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.**

**Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).** Example: The county describes how it will collaborate with local community colleges to expand the availability of short-term vocational educational programs and increase the number of work study placements for recipients.

Activities:

- Dennis Educational Services for Learning Disabilities
- Alcohol and Other Drug Programs
- College of the Redwoods
- Employment Development Department
- Ford Street Project
- Goodwill Industries of the Redwood Empire
- Mendocino Community College
- Mendocino County Mental Health
- Mendocino Private Industry Council
- National Training Consultants
- Project Sanctuary
- Regional Occupational Center
- Ukiah Adult School
- Ukiah Beauty School
- West Company, Inc.

Please see attachment for details

**What are the anticipated effects and percentage of families affected monthly?** Example: The county describes how recipients will benefit through increased availability of vocational education and work study programs in terms of obtaining skills needed to obtain employment that will lead to self-sufficiency, increasing recipients' income while on aid, increasing the percentage of recipients participating in federally allowable activities, etc.

Please see attachment

**How will success be determined (quantitative and qualitative assessment of effects)?** Example: The county describes the percentage by which the county's federal WPR and its State participation levels will increase by year over three years (beginning with this year). The county also describes the amount by which a recipient's annual earnings are expected to increase, the number of families that will leave aid due to employment annually, etc. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Please see attachment

### 3) Plan to measure quarterly progress

Please describe how the county will measure the extent to which cumulative policies or strategies in the Plan addendum are successful, and how the county will measure progress on a quarterly basis (for example, participation rate of a specific population, sanction rate, orientation show rate, etc.). In addition, include the projected cumulative impact the county's policies or strategies will likely have on the county's federal work participation rate for each year of the next three years (for example, current rate of X will be increased to Y).

#### H. Plan to measure quarterly progress

Mendocino County will measure quarterly progress by utilizing the designated categories asked for in the County Plan Addendum, section 2) B-F. Each category outcome will consist of the strategies identified for that category and the tracking of progress for each strategy. Some strategies and results will be cross over into more than one category (B-F).

Excel will be used to set up a tracking format for each strategy, in each category, in order to determine if strategies are working to increase our WPR for that category or if adjustments must be made. Reports will be issued monthly.

#### Measures of quarterly progress:

Utilizing the WTW 30, WTW 25 and 25A reports, comparisons will be made on a quarterly basis in order to chart our progress toward our WPR goals. The detailed monthly tracking reports of strategies used in each category, section 2) B-F, will help pinpoint what strategies and/or categories need to be adjusted to increase participation.

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

Reviewing quarterly ratios will enable us to make adjustments to strategies in order to meet yearly goals. Yearly figures will provide information for planning adjustments for the following 2 years.

Mendocino County's projected increase in WPR for 2007 is 1%, for 2008 is 6 %, for 2009 is 8% which results in a 15% increase over the next three years.

#### 4) Funding

Describe how the county has spent and plans to utilize single allocation and other funding for the county's CalWORKs program. This section will help explain to county and State stakeholders how increased funding will be used.

<b>Program Component</b>	<b>Fiscal Year 2005-06 Actual Expenditures</b>	<b>Fiscal Year 2006-07 Budgeted Amount</b>	<b>Description of how additional funding provided in Fiscal Year 2006-07 will be used</b>
CalWORKs Eligibility Administration	2,085,677	1,769,196	No additional funding
WTW Employment Services	2,224,215	3,012,744	Emphasis will be put on activities outlined above to increase WPR
CalWORKs Child Care	487,055	487,358	No funding change
Cal-Learn	154,838	90,694	No additional funding
CalWORKs Funded Mental Health Services	181,061	205,656	Expansion of hours used to provide mental health services to CalWORKs recipients, increasing the WPR
CalWORKs Funded Substance Abuse Services	174,475	104,321	No additional funding
Other			
Other			

2) Participation Improvement

B. Providing up-front engagement activities

<b>2) B: PROVIDING UP-FRONT ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly (% are based total enrollee's for the month of 10/06 = 685)</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
C- Recipients are scheduled for Behavioral Health Screenings (BHS) during workshops and/or appraisal appointments. Each recipient is given an appointment to see the behavioral health screener within 5 – 7 working days to determine if referrals should be made for substance abuse, mental health or domestic violence assessments.	Identifying barriers to employment and making immediate referrals to partner services for assessment will decrease the amount of time before a recipient is able to participate in CalWORKs activities leading to employment, increasing the WPR. <b>Caseload Impact:</b> 100% of CalWORKs mandatory work recipients who attend appraisal will be scheduled for BHS.	Success: Recipients attend BHS appointments, follow through on referrals to partner agencies and participate in program activities. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients scheduled to attend BHS vs. those that actually attend</li> <li>• Number of recipients who complete BHS and are referred to services vs. those who do not follow up on referral</li> <li>• Number of recipients who follow-up on referral and move on to full program participation vs. those who do not</li> <li>• Time that elapses between engagement in BHS activities and employment</li> </ul>
E/R- Station a CalWORKs Job Alliance case manager in our eligibility office so that they will be available to do initial intakes, orientations to the CalWORKs program and be called in at redetermination appointments to offer information about re-engagement for sanctioned CalWORKs recipients. We have a pilot project now where CalWORKs Job Alliance case managers attend redetermination appointments.  2007 research and feasibility study  2008 implementation if study is favorable, funds and staffing are available, and it fits into program plans and	By stationing a CalWORKs Job Alliance employment and training case manager in our eligibility office they would be available to do initial intakes, program orientation (voluntary for applicants) and attend redetermination appointments (voluntary for sanctioned recipients) with hard to contact sanctioned cases, increasing the WPR. <b>Caseload Impacted:</b> 100% of CalWORKs mandatory work recipients have to attend eligibility appointments providing an opportunity for CalWORKs up-front initial	Success: An increase in engagement and participation will result from this up-front engagement of CalWORKs Job Alliance case manager stationed at the eligibility office. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who see a CalWORKs Job Alliance case manager at the eligibility office and reengage vs. the number, under the current process, who reengage</li> </ul>

<b>2) B: PROVIDING UP-FRONT ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly (% are based total enrollee's for the month of 10/06 = 685</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
priorities	intake, voluntary orientation and to cure sanctions.	
E/R- Referral of recipients to One-Stop workshops for development of job skills and job search. Currently hard skill workshop classes are offered once a month for a week in each CalWORKs office. However, the provider has not been able to provide an on-going commitment to providing these workshops. We will be working with One-Stop partners to develop a stable workshop provider and schedule.  2007 research and feasibility study	A consistent workshop provider and schedule will help recipients who take advantage of One-Stop workshops become employed sooner, increasing the WPR. <b>Caseload Impact:</b> 10% of CalWORKs mandatory work recipients will participate in One-Stop workshops.	Success: Recipients attend One-Stop workshops developing their job search skills, become employed sooner and remain employed longer. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who are scheduled to attend workshops, attend and become employed vs. those who were scheduled to attend workshops, did <u>not</u> attend and become employed</li> <li>• Survey recipients after job search / job club for input on what works and what needs modification in the workshop</li> </ul>
N- Provide on-site child care, at the Ukiah CalWORKs office, for recipient's children while they attend activities. Work with One-Stop partners to designate on-site space for child care and staffing. This service might also be available to the general public. A staff position will have to be established to supervise children.  2007 research and feasibility study  2008 implementation if study is favorable, funding is available and it fits into program plans and priorities	On-site child care at the Ukiah CalWORKs office for new and current recipients, with few exceptions, will eliminate any claim of child care being unavailable and reduce the time needed to arrange for child care before engaging in activities. It will also bridge the gaps between child care providers enabling them to immediately start or continue participating in WTW activities, increasing the WPR. <b>Caseload Impact:</b> 100% of Ukiah CalWORKs mandatory work recipients will be able to access this service while attending activities on site.	Success: Child care is available immediately for all recipients in the CalWORKs Job Alliance office in Ukiah <ul style="list-style-type: none"> <li>• Using our computer system determine the number of recipients who claim lack of child care as a reason for not engaging in activities</li> <li>• Meet with One-Stop partners to determine the feasibility of on-site child care</li> </ul> Track monthly: <ul style="list-style-type: none"> <li>• Reasons recipients refuse to use on-site child care</li> <li>• Number of clients who use the on-site child care vs. number who find their own</li> <li>• Average time on-site child care is needed before permanent child care arrangements can be made</li> </ul>

<b>2) B: PROVIDING UP-FRONT ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly (% are based total enrollee's for the month of 10/06 = 685)</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>N- Purchase vans for CalWORKs Job Alliance offices to provide recipients, living in more remote areas and urban areas, transportation to Job Club and other activities.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funding is available and it fits into program plans, pilot would be run in one office location before full implementation.</p>	<p>Providing transportation will reduce the number of cases in Good Cause for lack of transportation particularly in remote areas, and those in urban areas who have no car and can't be served by public transportation. Recipients will benefit by increased access to activities and services, increasing the WPR.</p> <p><b>Caseload Impact:</b> 10% of CalWORKs mandatory work recipients live in remote areas or have no transportation.</p>	<p>Success: The number of recipients in Good Cause due to lack of transportation will decrease.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients in Good Cause because of lack of transportation vs. the number who are no longer in Good Cause because transportation is available.</li> <li>• Number of recipients in Good Cause who chose to take a sanction rather than utilize provided transportation</li> <li>• Average length of time van is utilized before other means of transportation are found</li> </ul>
<p>N- Provide gift cards to recipients who obtain and hold jobs for 90 days. Identify other incentives which might be used as a reward for attending CalWORKs activities.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>Gift cards will supplement wages and serve as positive reinforcement to getting and keeping a job. The gift cards will be substantial enough that it will enhance a recipient's family life as well as keeping recipients employed long enough to realize the benefits to employment, develop a work history, reinforce work ethics and job skills, increasing the WPR.</p> <p><b>Caseload Impacted:</b> 30% of CalWORKs mandatory work recipients who become employed will stay employed longer as a result of the incentives</p>	<p>Success: The number of recipients who get and retain a job will increase because of gift cards.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of people who become employed and who received a gift card amount at 90 days</li> <li>• Compare to the numbered employed in the previous year (05-06) vs. the number employed after bonuses for the same time span</li> <li>• Develop a method for tracking job retention after 6 months by collaborating with EDD</li> </ul>
<p>N- Contract with a paralegal to advocate for recipients to help resolve legal issues such as, fines/fees which need to be paid, criminal records, child support etc. A contract with a paralegal would have to be developed.</p>	<p>Paralegal services will provide the expertise, the time and focus on recipients who have legal issues which exceed the expertise and time CalWORKs Job</p>	<p>Success: Recipient participation will increase with the resolution of legal issues.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients referred for legal services, number of legal issues</li> </ul>

<b>2) B: PROVIDING UP-FRONT ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies) C = Current E/R = Expansion/revision to Current N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly (% are based total enrollee's for the month of 10/06 = 685</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>Alliance case managers have to focus on individual recipient issues. Taking care of legal issues, particularly criminal and driving records, fees and child support, will increase the ability of recipients to participate, increasing the WPR.</p> <p><b>Caseload Impacted:</b> It is estimated that 10% of the caseload faces legal issues which could be resolved. 100% of CalWORKs mandatory work recipients would have access to this service.</p>	<p>resolved, number of legal issues that can not be resolved</p> <ul style="list-style-type: none"> <li>• Number of recipients who begin participation once legal issues are resolved</li> <li>• Number who do not participate once legal issues are resolved</li> </ul>
<p>N- Three-day workshops conducted by CalWORKs staff and including partners and supplementing the One-Stop job skill workshops. Existing staff would be used to facilitate this workshop.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>A three-day intensive workshop which focuses on the recipient's unique situation and on their strengths will increase the number of recipients who become engaged and continue to participate in job club/job search and become employed. It will allow partners to get to know issues that need to be addressed sooner increasing the ability of recipients to participate fully. An intensive three-day workshop will supplement the hard skills One-Stop job skill workshops and increase the opportunity to identify and deal with barriers within the first 4-6 weeks of the program, increasing the WPR.</p> <p><b>Caseload Impacted:</b> 30% of CalWORKs mandatory work recipients who attend appraisal are appropriate for a three-day</p>	<p>Success: The number of recipients attending and completing the three-day workshop will increase over a six month period as well as participation in CalWORKs activities.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients signed-up for the three-day workshops vs. who attends.</li> <li>• Compare participation in current workshops to participation in the three-day workshop once it is implemented</li> <li>• Number of recipients who participate in CalWORKs activities after completing the three-day workshop establishing a baseline for future tracking</li> <li>• Continue to monitor participation and solicit feedback from recipients about what is or is not working for them</li> </ul>

<b>2) B: PROVIDING UP-FRONT ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly (% are based total enrollee's for the month of 10/06 = 685)</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	workshop.	
<p>N- Hire former recipients to share their success stories in the three-day workshops as an example of what the program can do to help new recipients.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>Hiring former recipients to share their success stories would expose recipients to a positive view of the CalWORKs program and what it has to offer as well as demonstrate hope that things can change for them. More recipients would be motivated to take control of their lives and participate in activities moving them toward self-sufficiency. Success stories told by past recipients will also encourage recipients who are resistant to participating in CalWORKs activities, increasing the WPR.</p> <p><b>Caseload Impacted:</b> 30% of CalWORKs mandatory work recipients who attend the three-day workshops would benefit from hearing these positive stories.</p>	<p>Success: Recipients state that hearing the success stories kept them engaged in the program which is demonstrated by an increase in the number who attend workshops and other activities.</p> <ul style="list-style-type: none"> <li>Administer a before and after survey of recipients. The before survey would be done up-front at the three-day workshop questioning what they currently think of the program and if they think it will help them. After the three-day workshop a follow-up survey would be done to see if their opinion had changed at all because of the success stories heard.</li> </ul> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>Number of recipients who continue to participate following the sharing of success stories vs. those who hear no success stories (Control groups would be used, some groups who hear success stories and groups who don't.)</li> </ul>
<b>Projected improvement to WPR through up-front engagement activities:</b> See section H		

2. Participation Improvement

C. Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
C- Utilizing Goodwill Industries and Ford Street Project (non-profit substance abuse treatment agency) as work experience sites for recipients. Recipients are placed at the Goodwill store if they have not found a job after job search or are enrolled in other activities which don't fulfill the hourly requirements. Ford Street Projects has work experience sites for office work, gardening, kitchen work, and maintenance.	The Goodwill store and Ford Street Project work experience sites develop recipient job skills and job retention skills in preparation for permanent work placement, increasing the WPR. <b>Caseload Impacted:</b> 5% of CalWORKs mandatory recipients participate in work experience	Success: Recipients will complete their work experience placement and transition to permanent employment. Track monthly: <ul style="list-style-type: none"> <li>• Number of placements in work experience</li> <li>• Number of recipients placed in work experience resulting in the number who transition to permanent employment</li> </ul>
C- Provide e-Bay instruction for recipients living in remote areas interested in starting an internet based business. This service is provided by a private contractor.	Recipients, living in remote areas, who are interested in self-employment utilizing the internet, receive e-Bay training enabling them to maintain an internet business, increasing the WPR. <b>Caseload Impacted:</b> Less than 1% of CalWORKs mandatory work recipients living in remote areas have used this service	Success: Recipients will complete the e-Bay training and continue to develop their on-line businesses and will become self-sufficient within a reasonable time frame worked out with West Company, a partner agency which supports self-employment. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who sign-up and complete e-Bay training</li> <li>• Number of recipients who have an increase in income</li> <li>• Number of recipients who leave aid because of e-Bay business</li> </ul>
C- Provide recipients with self-employment development thru West Company, a partner agency, which specializes in small business development.	Working with our partner agency West Company, recipients meet qualifying criteria to participate in development and training to start their own business, increasing the WPR. <b>Caseload impact:</b> Less than 1% of CalWORKs mandatory work recipients participate in this option	Success: Recipients follow through on the business plan developed and become self-sufficient within a reasonable time frame worked out with West Company. Track monthly <ul style="list-style-type: none"> <li>• Number of recipients who meet qualifying criteria and participate in West Co. classes</li> <li>• Number of recipients who become self-sufficient and leave aid</li> </ul>

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
C- Provide recipients with World of Work (WOW) workshop focusing on skills needed to retain employment.	WOW supports recipients who are returning to, or just entering employment for the first time, developing skills for coping with changes in their lives. These skills stabilize families in employment, increasing the WPR. <b>Caseload impact:</b> 4% of CalWORKs mandatory work recipients participate in this workshop as part of their Welfare-to-Work plan	Success: Recipients will sustain and move forward in their Welfare-to-Work activities. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who are participating in WOW workshop</li> <li>• Number of recipients participating in the World of Work workshop vs. number of recipients who continued participation in their individual Welfare-to-Work activities</li> </ul>
C- Utilize Excel to log recipient participation hours turned in monthly by recipients on activity logs. The activity logs enable CalWORKs Job Alliance case managers to see if recipients are following through on their activities, identify if they are completing 32/35 hours a week or plans need adjustment.	Monthly activity logs list all the activities recipients have participated in during the month. The recipient (and case manager) is provided with a clear picture of how many hours a month they are participating pointing out needed changes to the WTW participation plan hours to meet requirements, increasing the WPR. <b>Caseload impact:</b> 100% of CalWORKs mandatory work recipients are required to turn in monthly activity logs.	Success: Excel will track activities of CalWORKs recipients who turn in their monthly activity logs. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who are mailed an activity log each month vs. the number that are returned</li> <li>• Number who do not turn in activity logs and why</li> </ul>
E/R- Expand Goodwill Industry work experience site services for recipients countywide. Currently Goodwill services have been focused on in the Ukiah area. This area is well established now allowing for work experience sites to be developed in the Willits and Fort Bragg areas.  2007 immediate implementation	Goodwill work experience site development has been focus in Ukiah, our main urban area. By providing Goodwill services to all three main CalWORKs Job Alliance offices throughout the county (Willits and Fort Bragg) more work experience options will be available to recipients, increasing the WPR.	Success: Increased numbers of work experience sites will result in an increase in the number of recipients in work experience in Willits and Fort Bragg areas. Track monthly: <ul style="list-style-type: none"> <li>• Number of work experience placements developed in Willits and Fort Bragg.</li> <li>• Number of recipients placed in work experience resulting in the number who transition to permanent employment</li> </ul>

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	<b>Caseload Impact:</b> 2.5% of CalWORKs mandatory work recipients will have more work experience options.	
E/R- Partner with Mendocino Community College (MC) and Ford Street Project (FSP) to develop work study programs for recipients expanding options for work skill development and college credit at the same time. Work study will also be developed with College of the Redwoods (COR).  This program has been developed but staffing change has slowed the actual implementation  2007 full implementation of program	A program has just been established to place recipients, after enrollment at MC in work study, at FSP. Training available at FSP will include agriculture, culinary arts, basic office technology, human service worker and alcohol and other drug studies providing recipients with another option to develop work skills and a career path. Work study programs will also be developed at COR, increasing the WPR. <b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients will qualify to enroll at the colleges and work study	Success: Recipients will enroll at the college, participate and complete the work study program at Ford Street and COR. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who enroll at the colleges and complete the work study program</li> <li>• Number of recipients who drop out of the program and why</li> <li>• Number of recipients who complete the program and go on to find employment in their field of study or other employment.</li> </ul>
E/R- Expand self-employment development for recipients with a felony.  2008 research and feasibility  2009 implementation	Recipients with a felony charge in their past often find it difficult to find employment. Pursuing self-employment would provide another avenue to employment, increasing the WPR. <b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients could possibly take advantage of these services.	Success: The number of recipients with a felony charge who gain employment through self-employment would increase. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients with felony charges who become employed in private industry/non-profits</li> <li>• Number of recipients with felony charges who pursue self-employment and outcomes</li> <li>• Job retention of recipients in self-employment and who work for others</li> </ul>
E/R- Use Linkages program to develop coordinated WTW plans between CalWORKs and Child Protective Services (CPS) programs.	Continued collaboration and cross referencing of CPS/CalWORKs recipients will increase participation and support	Success: Joint efforts between CalWORKs and CPS programs will increase the number of recipients who remain engaged in program activities. Track monthly:

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>2007 continue working with CPS to identify Linkages cases and collaboration on WTW and CPS recipient plans</p> <p>2008 full implementation</p>	<p>employment goals, further stabilizing families, increasing the WPR.</p> <p><b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory recipients have been identified as Linkages cases.</p>	<ul style="list-style-type: none"> <li>• Number of new Linkages cases identified because of collaboration and cross referencing of CPS/CalWORKs recipients</li> <li>• Number of Linkages cases who remain engaged with CalWORKs activities</li> </ul>
<p>E/R- Track recipient activities provided by partner agencies, including educational/vocational training. Currently partner agencies turn in weekly and monthly reports with recipient participation and progress with their agencies. Development of consistent reporting process for all agencies would be more user friendly for CalWORKs Job Alliance case managers.</p> <p>2007 development and implementation</p>	<p>Partner agencies turn in timely recipient attendance reports weekly and monthly, which are be distributed to CalWORKs Job Alliance case managers. Tracking recipient activities in partner agencies alerts CalWORKs Job Alliance case managers to participation problems and, with partners, to intervene immediately to keep recipients engaged. Streamlining and consistency in reporting would aid the case managers in tracking participation, increasing the WPR.</p> <p><b>Caseload Impact:</b> 40% of CalWORKs mandatory work recipients are participating in partner agency activities.</p>	<p>Success: Develop a single Excel program for partners which will contain the attendance reports for individual recipients.</p> <ul style="list-style-type: none"> <li>• All partners will use a single method to track recipient attendance and progress</li> <li>• CalWORKs Job Alliance case managers will find the tracking process consistent and easier to use</li> </ul>
<p>E/R- Purifying computer lists to identify recipients who are exempt, in sanction but may have other issues, or those who are possible SSI cases. Our Information Technology (IT) department is now working with CalWORKs computer systems to cross reference the Welfare-to-Work system, GEMS, with the ISAWS system to purify these lists and bring in participants to resolve issues.</p>	<p>Comparing recipient lists from the ISAWS system to our GEMS Welfare-to-Work system. Recipient cases will be identified which should have been brought in to CalWORKs through curing sanctions, cases which should or should not be exempted and cases which should be referred to SSI advocacy, increasing the WPR.</p> <p><b>Caseload Impact:</b> 5% of CalWORKs</p>	<p>Success: The recipient lists of sanctions, exempt and SSI case discrepancies are reduced.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of sanctioned and exempt cases will decrease monthly and there will be fewer discrepancies between the lists</li> </ul>

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
2007 development and implementation	mandatory work recipients will be brought in and become active by purifying computer lists	
N- Specialized sanction outreach position in the main CalWORKs Job Alliance office in Ukiah and incorporation of sanction outreach services into case management duties in Willits and Fort Bragg CalWORKs Job Alliance offices.  2007 research and feasibility study  2008 implementation if study is favorable, funds are available and it fits into program plans and priorities	A CalWORKs Job Alliance full-time sanction outreach position will allow for the development of best practices to engage and reengage sanctioned recipients in program activities. These practices will be shared with Willits and Fort Bragg offices, which do not have staffing ratios that allow for a specialized position. Best practices already identified will include existing practices of home visits, early intervention following missed orientation appointments, addressing cases that have been in sanction for long periods of time coupled with other new ideas, increasing the WPR. <b>Caseload Impacted:</b> 50% of CalWORKs recipients are at risk or in sanction at some point.	Success: The number of recipients at risk of going in to sanction, or are in sanction, will be reduced. Track monthly: <ul style="list-style-type: none"> <li>• Number of current recipients in sanction vs. number of recipients in sanction a year ago for the same month</li> <li>• Number of current recipients in pending sanction vs. number of recipients in pending sanction a year ago for the same month</li> <li>• Number of sanctioned recipients contacted by specialized position</li> <li>• Number of recipients who cure their sanction as a result of contact with sanction outreach staff person</li> </ul>
N- Utilize Mendocino Private Industry Council (MPIC) to develop paid Work Experience Sites.  2007 research and feasibility study  2008 implementation if study is favorable, funds are available and it fits into program plans and priorities	Paid work sites will encourage more recipients to participate. Utilizing services of MPIC to develop these sites will expand recipient options, increasing the WPR. <b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients will meet the MPIC criteria for a paid work experience site	Success: An increased number of recipients will be placed in paid work sites focusing on their interests. Track quarterly: <ul style="list-style-type: none"> <li>• Number of those referred to and meet MPIC criteria for paid work site placement</li> <li>• Starting wage of paid work site positions</li> <li>• Length of work site employment</li> <li>• Number of placements that lead to permanent employment</li> </ul>
N- Contract with, in all three CalWORKs Job Alliance	Contracting with a physician/physician's	Success: The number and duration of CW 61's will decrease and the number

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>offices, a physician/physician's assistant who would see all recipients requesting a CW 61 exemption. By contracting with one physician/physician's assistant criteria for granting exemptions would be more consistent and focused on employment and CalWORKs activity participation. More detailed reports would make developing WTW plans easier.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>assistant to evaluate all recipients who want a CW61 exemption will provide consistency in the completion of the CW61's and more clearly identify those people who may want to volunteer for the number of hours indicated on the CW61, if any. This could potentially increase the WPR, depending on the number of hours and family composition.</p> <p><b>Caseload Impact:</b> 25% of CalWORKs mandatory work recipients apply for a CW 61</p>	<p>of recipients who can participate partially will increase.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who are granted a CW 61 and those who ask for one</li> <li>• Number of recipients who are currently volunteering for the number of hours indicated by their Physician. This will be tracked for statistical purposes only.</li> <li>• Number of non-volunteer recipients who have been identified by their Physician as being able to partially participate. This will be tracked for statistical purposes only, so that if in the future it is determined that partial hours of participation may be counted as full participation for WPR, we will have the number of people that may be affected.</li> <li>• Number who are fully exempt</li> <li>• Number who are referred to SSI and outcome</li> </ul>
<p>N- Contract with a paralegal to advocate for recipients to help resolve legal issues such as, fines/fees which need to be paid, criminal records, child support etc. A contract with a paralegal would have to be developed.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>Paralegal services will provide the expertise, the time and focus on recipients who have legal issues which exceed the expertise and time CalWORKs Job Alliance case managers have to focus on individual recipient issues. Taking care of legal issues, particularly criminal and driving records, fees and child support, will increase the ability of recipients to participate, increasing the WPR.</p> <p><b>Caseload Impacted:</b> It is estimated that 10% of the caseload faces legal issues which could be resolved. 100% of CalWORKs mandatory work recipients would have access to this service.</p>	<p>Success: Recipient participation will increase with the resolution of legal issues.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients referred for legal services, number of legal issues resolved, number of legal issues that can not be resolved</li> <li>• Number of recipients who begin participation once legal issues are resolved</li> <li>• Number who do not participate once legal issues are resolved</li> </ul>

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies) C = Current E/R = Expansion/revision to Current N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>N- Provide immediate follow-up to recipients who do not attend appointments or activities.</p> <p>2007 develop procedure and implementation as soon as possible</p>	<p>Contacting recipients immediately, who do not attend appointments or activities, will uncover what issues are preventing recipients from participate and increase engagement in activities missed, increasing the WPR.</p> <p><b>Caseload Impact:</b> 50 % of the CalWORKs mandatory recipients miss appointments or are not participating in their assigned activities</p>	<p>Success: Recipients contacted immediately after a missed activity or appointment will become engaged.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who do not show for appointments</li> <li>• Number of recipients who were contacted</li> <li>• Number of recipients who could not be contacted</li> <li>• Number of recipients who engaged in the next activity/assignment after contact</li> </ul>
<p>N- Research grants for possible program supplementation.</p> <p>2008 Identify program elements that may increase participation or provide services missing, research funding sources. Identify if staff is sufficient to research and write grants or does a grant writer need to be contracted</p>	<p>Researching grant funding for identified recipient needs would increase recipient services leading to more participation, increasing the WPR.</p> <p><b>Caseload Impact:</b> 100% of CalWORKs mandatory work recipients would potentially benefit</p>	<p>Success: Identification of needs and staffing to research and make application for funding. Implementation of new services will expand program services.</p> <ul style="list-style-type: none"> <li>• Identification of recipients needs not being addressed</li> <li>• Research and apply for grants/funding</li> <li>• Determine staffing needed to write grant(s) and implement</li> <li>• Implementation of new services</li> </ul>
<p>N- Encourage recipients to gain work experience through In-Home Supportive Services (IHSS).</p> <p>2007 implement immediately</p>	<p>There is an on-going need for IHSS workers. Providing an opportunity for recipients to get paid work experience leading to permanent employment and other career options, increasing the WPR.</p> <p><b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients would be offered this option</p>	<p>Success: Increase in recipients who become employed by IHSS.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who become employed vs. the number who are employed by IHSS</li> </ul>
<p>N- Three-day workshops conducted by CalWORKs staff and including partners and supplementing the One-Stop job skill workshops. Existing staff would be used to</p>	<p>A three-day intensive workshop which focuses on the recipient's unique situation and on their strengths will increase the</p>	<p>Success: The number of recipients attending and completing the three-day workshop will increase over a six month period as well as participation in CalWORKs activities.</p>

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies) C = Current E/R = Expansion/revision to Current N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>facilitate this workshop.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities.</p>	<p>number of recipients who become engaged and continue to participate in job club/job search and become employed. It will allow partners to get to know issues that need to be addressed sooner increasing the ability of recipients to participate fully. An intensive three-day workshop will supplement the hard skills One-Stop job skill workshops and increase the opportunity to identify and deal with barriers within the first 4-6 weeks of the program, increasing the WPR.</p> <p><b>Caseload Impacted:</b> 20% of CalWORKs mandatory work recipients who attend appraisal are appropriate for a three-day workshop.</p>	<p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients signed-up for the three-day workshops vs. who attends</li> <li>• Compare participation in current workshops to participation the three-day workshop once it is implemented</li> <li>• Number of recipients who participate in CalWORKs activities after completing the three-day workshop establishing a baseline for future tracking</li> <li>• Continue to monitor participation and solicit feedback from recipients about what is or is not working for them</li> </ul>
<p>N- Research possibility of setting up a program to obtain automobiles which recipients would learn to repair and then own A program like this would enable simple car repair to be taught on a car a recipient would own.</p> <p>2008 research and feasibility study</p> <p>2009 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>An automobile would increase the ability of a recipient to participate. Developing a program with the High School or ROP or Mendocino College automobile shop, recipients would work on an automobile they were going to acquire. Having transportation would increase the WPR.</p> <p><b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory recipients would be able to participate in this program</p>	<p>Success: Recipients who receive an automobile will participate in CalWORKs activities leading to employment and self-sufficiency.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients participating in the program</li> <li>• Number of recipients who complete the program</li> <li>• Number who gain employment after receiving an automobile</li> </ul>
<p><b>Projected improvement to WPR through achieving full engagement by individuals who are required to participate, and who are partially participating, not</b></p>		

<b>2) C: ACHIEVING FULL ENGAGEMENT</b>		
Description of Policy(ies) or strategy(ies) C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	Anticipated effects and % of families affected monthly	How will success be determined (Quantitative/Qualitative assessment of effects)
participating, or are between activities: See section H		

2) Participation Improvement

D. Providing activities to encourage participation and to prevent families from going into sanction status

<b>2) D: PREVENTING SANCTIONS</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N = New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
C- Send recipients courtesy letters after NA 840 and WTW 27 are sent reminding them of appointment before sanctions go into effect.	After the NA 840 and WTW 27 are sent a letter is sent to recipients who are at risk for going into sanction. This gives them another opportunity to contact their case manager and for the case manager to contact them (including a home visit) avoiding sanction, increasing the WPR. <b>Caseload Impact:</b> 50% of the CalWORKs mandatory work recipient caseload are at risk for going into sanction at some point	Success: Recipients who receive the courtesy letter will respond, not go in to sanction and begin participation. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who are in danger of going into sanction and are sent a courtesy letter</li> <li>• Number of recipients who respond to the courtesy letter and begin participating vs. those who do not respond</li> <li>• Number who respond but go in to sanction</li> </ul>
C- CalWORKs Job Alliance case managers attend CalWORKs eligibility redetermination appointments when the recipient is in sanction.	Attending CalWORKs eligibility redetermination appointments allows the CalWORKs Job Alliance case manager to make personal contact with a recipient who may not be accessible through a home visit, phone or the mail, encouraging participation, increasing the WPR. <b>Caseload Impact:</b> 25% of the CalWORKs mandatory work recipients attend TANF redetermination appointments each year	Success: Increase in the number of recipients who cure sanctions and engage in the CalWORKs program. Track monthly: <ul style="list-style-type: none"> <li>• Number of redetermination appointments scheduled</li> <li>• Number of redetermination appointments actually attended by recipients</li> <li>• Number of sanctions cured by attending the redetermination appointment vs. number that did not follow through and cure their sanction</li> </ul>
N- Specialized sanction outreach position in the main CalWORKs Job Alliance office in Ukiah and incorporation of sanction outreach services into case management duties in Willits and Fort Bragg CalWORKs Job Alliance offices.	A CalWORKs Job Alliance full-time sanction outreach position will allow for the development of best practices to engage and reengage sanctioned recipients in program activities. These practices will be	Success: The number of recipients at risk of going in to sanction, or are in sanction, will be reduced. Track monthly: <ul style="list-style-type: none"> <li>• Number of current recipients in sanction vs. number of recipients in sanction a year ago for the same month</li> </ul>

<b>2) D: PREVENTING SANCTIONS</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N = New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>shared with Willits and Fort Bragg offices, which do not have staffing ratios that allow for a specialized position. Best practices already identified will include existing practices of home visits, early intervention following missed orientation appointments, addressing cases that have been in sanction for long periods of time coupled with other new ideas, increasing the WPR.</p> <p><b>Caseload Impacted:</b> 50% of CalWORKs recipients are at risk or in sanction at some point.</p>	<ul style="list-style-type: none"> <li>• Number of current recipients in pending sanction vs. number of recipients in pending sanction a year ago for the same month</li> <li>• Number of sanctioned recipients contacted by specialized position</li> <li>• Number of recipients who cure their sanction as a result of contact with sanction outreach staff person</li> </ul>
<p>N- Send a voluntary "Statement of Living Expenses" letter to recipients. If there is no response or reconciliation of income/expenses it may result in more county contact with recipients.</p> <p>2007 implementation in process</p>	<p>A voluntary "Statement of Living Expenses" letter is sent to the recipient when an edibility worker notices that recipient expenses exceed income. If recipients do not return the letter or can not explain the discrepancy between income/expenses, this may result in more county contact with recipients. Participation will increase by engaging recipients in activities or resolving income issues, increasing the WPR.</p> <p><b>Caseload Impact:</b> An estimated 30% of CalWORKs mandatory work recipients are in sanction at any one time, and therefore have reduced income, or TANF income is less than expenses</p>	<p>Success: Decrease in the number of recipients who have not been participating yet have expenses exceeding their incomes.</p> <p>Tracking monthly:</p> <ul style="list-style-type: none"> <li>• Number of voluntary "Statement of Living Expenses" letters sent out</li> <li>• Number of letters returned with justification</li> <li>• Number of letters returned but justification is not valid and results in more county contact with recipients</li> <li>• Number of letters not returned and results in more county contact with the recipient</li> <li>• Information from county contact may result in Special Investigation Unit (SIU) involvement</li> </ul>

<b>2) D: PREVENTING SANCTIONS</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N = New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>N- Contract with a paralegal to advocate for recipients to help resolve legal issues such as, fines/fees which need to be paid, criminal records, child support etc. A contract with a paralegal would have to be developed.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>Paralegal services will provide the expertise, the time and focus on recipients who have legal issues which exceed the expertise and time CalWORKs Job Alliance case managers have to focus on individual recipient issues. Taking care of legal issues, particularly criminal and driving records, fees and child support, will increase the ability of recipients to participate, increasing the WPR.</p> <p><b>Caseload Impacted:</b> It is estimated that 10% of the caseload faces legal issues which could be resolved. 100% of CalWORKs mandatory work recipients would have access to this service.</p>	<p>Success: Recipient participation will increase with the resolution of legal issues.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients referred for legal services, number of legal issues resolved, number of legal issues that can not be resolved</li> <li>• Number of recipients who begin participation once legal issues are resolved</li> <li>• Number who do not participate once legal issues are resolved</li> </ul>
<p>N- Provide gift cards to recipients who obtain and hold jobs for 90 days. Identify other incentives which might be used as a reward for attending CalWORKs activities.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>Gift cards will supplement wages and serve as positive reinforcement to getting and keeping a job. The gift cards will be substantial enough that it will enhance a recipient's family life as well as keeping recipients employed long enough to realize the benefits to employment, develop a work history, reinforce work ethics and job skills, increasing the WPR.</p> <p><b>Caseload Impacted:</b> 30% of CalWORKs mandatory work recipients who become employed will stay employed longer as a result of the incentives</p>	<p>Success: The number of recipients who get and retain a job will increase because of gift cards.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of people who become employed and who received a gift card amount at 90 days</li> <li>• Compare to the number employed in the previous year (05-06) vs. the number employed after bonuses for the same time span</li> <li>• Develop a method for tracking job retention after 6 months by collaborating with EDD</li> </ul>

<b>2) D: PREVENTING SANCTIONS</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N = New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>N- Coordinate with Child Protective Services (CPS) and CalWORKs Job Alliance staff and partners to ask mutual recipient's permission to make a home visits (send letter in advance) providing a greater opportunity to increase recipient success in both programs.</p> <p>2007 develop procedure for implementing home visit coordination</p>	<p>Continued collaboration and cross referencing of CPS/CalWORKs recipients will increase participation by making home visits to families at risk of sanction or in sanction, resolving issues preventing participation, increasing the WPR.</p> <p><b>Caseload Impact:</b> 10% of the CalWORKs mandatory work recipient caseload have had contact with CPS at some point and may be or will go into sanction</p>	<p>Success: Joint efforts between CalWORKs and CPS programs will decrease the number of families at risk for going into sanction or who are in sanction.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of cases identified and scheduled for a home visit who have had contact with CPS or are in sanction or at risk of sanction</li> <li>• Outcome of home visits (how many sanctions cured, other services needed, etc.)</li> </ul>
<p>N- Provide orientation DVD to recipients.</p> <p>2008 modify orientation for distribution on DVD</p>	<p>DVD's of CalWORKs services offered could be left with recipients during home visits or mailed to those in sanction who have not been able to be contacted except through the mail encouraging participation, increasing the WPR.</p> <p><b>Caseload Impact:</b> 50% of CalWORKs mandatory work recipients are at risk for going into sanction or are in sanction at some point</p>	<p>Success: Recipients, who receive a DVD, will contact their CalWORKs Job Alliance case manager to cure their sanction and begin program participation.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of DVD sent to recipients</li> <li>• Number of recipients who respond to receiving the DVD</li> <li>• Outcome of responding recipients, curing sanctions, etc.</li> </ul>
<p>N- Cross reference CalWORKs Job Alliance recipient lists with Alcohol and Other Drug Programs (AODP) recipients who are court ordered to participate in AODP programs.</p> <p>2007 research and develop procedure for cross referencing with AODP</p>	<p>Many recipients in sanction are participating in AODP court ordered programs. Contact with these recipients would result in engagement in the CalWORKs program, increasing the WPR.</p> <p><b>Caseload Impact:</b> 5% of CalWORKs mandatory recipients are engaged in court ordered drug programs</p>	<p>Success: Recipients who are in court ordered AODP programs and in CalWORKs sanctions will participate in their WTW activities.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients in court ordered AODP programs and in CalWORKs sanction</li> <li>• Number of recipients who become engaged in CalWORKs activities after contact</li> </ul>

<b>2) D: PREVENTING SANCTIONS</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N = New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
2008 implement as soon as possible		
<b>Projected improvement to WPR through providing activities to encourage participation and to prevent families from going into sanction status: See section H</b>		

2) Participation Improvement

E. Reengaging noncompliant or sanctioned individuals

<b>2) E: REENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
C- Send recipient's courtesy letters after NA 840 and WTW 27 are sent reminding them of appointment before sanctions go into effect.	After the NA 840 and WTW 27 are sent, a letter is sent to recipients who are at risk for going into sanction. This gives them another opportunity to contact their case manager and for the case manager to contact them (including a home visit) avoiding sanction, increasing the WPR. <b>Caseload Impact:</b> 50% of the CalWORKs mandatory work recipient caseload are at risk for going into sanction at some point.	Success: Recipients who receive the courtesy letter will respond, not go in to sanction and begin participation. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who are in danger of going into sanction and are sent a courtesy letter</li> <li>• Number of recipients who respond to the courtesy letter and begin participating vs. those who do not respond</li> <li>• Number who respond but go in to sanction</li> </ul>
C- Compare recipient sanction lists from the SAWS system to our GEMS Welfare-to-Work system in order to bring in recipients who have been in sanction for a long time.	Comparing recipient sanction lists from the SAWS system to our GEMS Welfare-to-Work system. Recipient cases will be identified which should have been brought in to CalWORKs by curing sanctions or resolving other issues, increasing the WPR. <b>Caseload Impact:</b> 5% of CalWORKs mandatory recipients will be brought in and become active	Success: The recipient lists of sanctions will be reduced and become more accurate, identifying more recipients to bring into compliance. Track monthly: <ul style="list-style-type: none"> <li>• Number of sanctioned cases vs. number of sanctioned case in the same month in the previous year</li> <li>• Number of "mismatches" found</li> </ul>
N- Contract with a paralegal to advocate for recipients to help resolve legal issues such as, fines/fees which need to be paid, criminal records, child support etc. A contract with a paralegal would have to be developed.  2007 research and feasibility study	Paralegal services will provide the expertise, the time and focus on recipients who have legal issues which exceed the expertise and time CalWORKs Job Alliance case managers have to focus on individual recipient issues. Taking care of	Success: Recipient participation will increase with the resolution of legal issues. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients referred for legal services, number of legal issues resolved, number of legal issues that can not be resolved</li> <li>• Number of recipients who begin participation once legal issues are</li> </ul>

<b>2) E: REENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
2008 implementation if study is favorable, funds are available and it fits into program plans and priorities	legal issues, particularly criminal and driving records, fees and child support, will increase the ability of recipients to participate, increasing the WPR. <b>Caseload Impacted:</b> It is estimated that 10% of the caseload faces legal issues which could be resolved. 100% of CalWORKs mandatory work recipients would have access to this service.	resolved <ul style="list-style-type: none"> <li>Number who do not participate once legal issues are resolved</li> </ul>
N- Purchase vans for CalWORKs Job Alliance offices to provide recipients, living in more remote areas and urban areas, transportation to Job Club and other activities.  2007 research and feasibility study  2008 implementation if study is favorable, funding is available and it fits into program plans, pilot would be run in one office location before full implementation.	Providing transportation will reduce the number of cases in Good Cause for lack of transportation particularly in remote areas, and those in urban areas who have no car and can't be served by public transportation. Recipients will benefit by increased access to activities and services, increasing the WPR. <b>Caseload Impact:</b> 15% of CalWORKs mandatory work recipients live in remote areas or have no transportation.	Success: The number of recipients in Good Cause due to lack of transportation will decrease. Track monthly: <ul style="list-style-type: none"> <li>Number of recipients in Good Cause because of lack of transportation vs. the number who are no longer in Good Cause because transportation is available.</li> <li>Number of recipients in Good Cause who chose to take a sanction rather than utilize provided transportation</li> <li>Average length of time van is utilized before other means of transportation are found</li> </ul>
N- Contract with, in all three CalWORKs Job Alliance offices, a physician/physician's assistant who would see all recipients requesting a CW 61 exemption. By contracting with one physician/physician's assistant criteria for granting exemptions would be more consistent and focused on employment and CalWORKs activity participation. More detailed reports would make developing WTW plans easier.	Contracting with a physician/physician's assistant to evaluate all recipients who want a CW61 exemption will provide consistency in the completion of the CW61's and more clearly identify those people who may want to volunteer for the number of hours indicated on the CW61, if any. This could potentially increase the WPR, depending on the number of hours	Success: The number and duration of CW 61's will decrease and the number of recipients who can participate partially will increase. Track monthly: <ul style="list-style-type: none"> <li>Number of recipients who are granted a CW 61 and those who ask for one</li> <li>Number of recipients who are currently volunteering for the number of hours indicated by their Physician. This will be tracked for statistical purposes only.</li> <li>Number of non-volunteer recipients who have been identified by their</li> </ul>

<b>2) E: REENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>and family composition.</p> <p><b>Caseload Impact:</b> 25% of CalWORKs mandatory work recipients apply for a CW 61</p>	<p>Physician as being able to partially participate. This will be tracked for statistical purposes only, so that if in the future it is determined that partial hours of participation may be counted as full participation for WPR, we will have the number of people that may be affected.</p> <ul style="list-style-type: none"> <li>• Number who are fully exempt</li> <li>• Number who are referred to SSI and outcome</li> </ul>
<p>N- Provide gift cards to recipients who obtain and hold jobs for 90 days. Identify other incentives which might be used as a reward for attending CalWORKs activities.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>Gift Cards will supplement wages and serve as positive reinforcement to getting and keeping a job. The gift cards will be substantial enough that it will enhance a recipient's family life as well as keeping recipients employed long enough to realize the benefits to employment, develop a work history, reinforce work ethics and job skills, increasing the WPR.</p> <p><b>Caseload Impacted:</b> 30% of CalWORKs mandatory work recipients who become employed will stay employed longer as a result of the incentives</p>	<p>Success: The number of recipients who get and retain a job will increase because of gift cards.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of people who become employed and who received a gift card amount at 90 days</li> <li>• Compare to the numbered employed in the previous year (05-06) vs. the number employed after bonuses for the same time span</li> <li>• Develop a method for tracking job retention after 6 months by collaborating with EDD</li> </ul>
<p>N- Specialized sanction outreach position in the main CalWORKs Job Alliance office in Ukiah and incorporation of sanction outreach services into case management duties in Willits and Fort Bragg CalWORKs Job Alliance offices.</p> <p>2007 research and feasibility study</p> <p>2008 implementation if study is favorable, funds are available and it fits into program plans and priorities</p>	<p>A CalWORKs Job Alliance full-time sanction outreach position will allow for the development of best practices to engage and reengage sanctioned recipients in program activities. These practices will be shared with Willits and Fort Bragg offices, which do not have staffing ratios that allow for a specialized position. Best practices already identified will include existing practices of home visits, early intervention</p>	<p>Success: The number of recipients at risk of going in to sanction or are in sanction will be reduced.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of current recipients in sanction vs. number of recipients in sanction a year ago for the same month</li> <li>• Number of current recipients in pending sanction vs. number of recipients in pending sanction a year ago for the same month</li> <li>• Number of sanctioned recipients contacted by specialized position</li> <li>• Number of recipients who cure their sanction as a result of contact with sanction outreach staff person</li> </ul>

<b>2) E: REENGAGEMENT</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	following missed orientation appointments, addressing cases that have been in sanction for long periods of time coupled with other new ideas, increasing the WPR. <b>Caseload Impacted:</b> 50% of CalWORKs recipients are at risk or in sanction at some point.	
<b>Projected improvement to WPR through reengaging noncompliant or sanctioned individuals:</b> See section H		

2) Participation Improvement

F. Other activities designed to increase the county's federal WPR

<b>2) F: OTHER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
C- Utilize Excel to log recipient participation hours turned in monthly by recipients on activity logs. The activity logs enable CalWORKs Job Alliance case managers to see if recipients are following through on their activities, identify if they are completing 32/35 hours a week or plans need adjustment.	Monthly activity logs list all the activities recipients have participated in during the month. The recipient (and case manager) is provided with a clear picture of how many hours a month they are participating, pointing out needed changes to the WTW participation plan hours to meet requirements; increasing the WPR. <b>Caseload impact:</b> 100% of CalWORKs mandatory work recipients are required to turn in monthly activity logs.	Success: Excel will track activities of CalWORKs recipients who turn in their monthly activity logs. Track monthly: <ul style="list-style-type: none"> <li>• Number recipients who are mailed an activity log each month vs. the number that are returned</li> <li>• Number who do not turn in activity logs and why</li> </ul>
E/R- Partner with Mendocino Community College (MC) and Ford Street Project (FSP) to develop work study programs for recipients expanding options for work skill development and college credit at the same time. Work study will also be developed with College of the Redwoods (COR).  This program has been developed but staffing change has slowed the actual implementation  2007 full implementation of program	A program has just been established to place recipients, after enrollment at MC in work study, at FSP. Training available at FSP will include agriculture, culinary arts, basic office technology, human service worker and alcohol and other drug studies providing recipients with another option to develop work skills and a career path. Work study programs will also be developed at COR, increasing the WPR. <b>Caseload Impact:</b> Less than 1 % of CalWORKs mandatory work recipients	Success: Recipients will enroll at the college, participate and complete the work study program at Ford Street and COR. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who enroll at the colleges and complete the work study program</li> <li>• Number of recipients who drop out of the program and why</li> <li>• Number of recipients who complete the program and go on to find employment in their field of study or other employment.</li> </ul>

<b>2) F: OTHER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	will qualify to enroll at the college and work study	
E/R- Track recipient activities provided by partner agencies, including educational/vocational training. Currently partner agencies turn in weekly and monthly reports with recipient participation and progress with their agencies. Development of consistence reporting process for all agencies would be more user friendly for CalWORKs Job Alliance case managers. Possibly a position is needed to develop, monitor and analyze statistical data.  2007 development and implementation	Partner agencies turn in timely recipient attendance reports weekly and monthly, which are be distributed to CalWORKs Job Alliance case managers. Tracking recipient activities in partner agencies alerts CalWORKs Job Alliance case managers to participation problems and, with partners, to intervene immediately to keep recipients engaged. Streamlining and consistency in reporting would aid the case managers in tracking participation, increasing the WPR. <b>Caseload Impact:</b> 40% of CalWORKs mandatory work recipients are participating in partner agency activities	Success: Develop a single excel program for partners which will contain the attendance reports for individual recipients. <ul style="list-style-type: none"> <li>• All partners will use a single method to track recipient attendance and progress</li> <li>• CalWORKs Job Alliance case managers will find the tracking process consistent and easier to use</li> <li>• Statistical analysis of tracking information will provide guidelines for program development and chart progress toward WPR</li> </ul>
E/R- Purifying computer lists to identify recipients who are exempt, in sanction but may have other issues, or those who are possible SSI cases. Our Information Technology (IT) department is now working with CalWORKs computer systems to cross reference the Welfare-to-Work system, GEMS, with the ISAWS system to purify these lists and bring in participants to resolve issues.  2007 development and implementation	Comparing recipient lists from the ISAWS system to our GEMS Welfare-to-Work system. Recipient cases will be identified which should have been brought in to CalWORKs through curing sanctions, cases which should or should not be exempted and cases which should be referred to SSI advocacy, increasing the WPR. <b>Caseload Impact:</b> 5% of CalWORKs mandatory work recipients will be brought in and become active by purifying computer lists	Success: The recipient lists of sanctions, exempt and SSI case discrepancies are reduced. Track monthly: <ul style="list-style-type: none"> <li>• Number of sanctioned and exempt cases will decrease monthly and there will be fewer discrepancies between the lists</li> </ul>

<b>2) F: OTHER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>N- Send voluntary "Statement of Living Expenses" letter to recipients. If there is no response or reconciliation of income/expenses it may result in more county contact with recipients.</p> <p>2007 implementation in process</p>	<p>A voluntary "Statement of Living Expenses" letter is sent to the recipient when an eligibility worker notices that recipient expenses exceed income. If recipients do not return the letter or can not explain the discrepancy between income/expenses this may result in more county contact with recipients. Participation will increase by engaging recipients in activities or resolving income issues, increasing the WPR.</p> <p><b>Caseload Impact:</b> An estimated 30% of CalWORKs mandatory work recipients are in sanction at any one time, and therefore have reduced income, or TANF income is less than expenses</p>	<p>Success: Decrease in the number of recipients who have not been participating yet have expenses exceeding their incomes.</p> <p>Tracking monthly:</p> <ul style="list-style-type: none"> <li>• Number of voluntary "Statement of Living Expenses" letters sent out</li> <li>• Number of letters returned with justification</li> <li>• Number of letters returned but justification is not valid and results in more county contact with recipients</li> <li>• Number of letters not returned and results in more county contact with the recipient</li> <li>• Information from county contact may result in Special Investigation Unit (SIU) involvement</li> </ul>
<p>N- Use Employment Development Department (EDD) to track job retention of recipients via the system being set up between EDD and the State for Pay for Performance program.</p> <p>2007 research and work with EDD to put procedure in place</p>	<p>It is anticipated that using the EDD system for tracking the job retention of working recipients, CalWORKs Job Alliance case managers will be able to track and be alerted to recipients who leave employment in a more timely manner and take intervention actions, keeping recipients engaged, stabilizing employment, increasing the WPR.</p> <p><b>Caseload Impact:</b> 25% of CalWORKs mandatory work recipients are employed at any one time.</p>	<p>Success: Recipients who lose employment will be tracked and interventions made immediately to avoid a gap in participation.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Numbers of recipients who are employed and verify their employment</li> <li>• Number of recipients who lose employment and amount of time that laps before they are employed again or are participating in CalWORKs activities</li> </ul>
<p>N- Involve Special Investigations Unit (SIU) in home</p>	<p>By involving SIU in home visits it may be</p>	<p>Success: An increase in number of recipients, who are visited by SIU and</p>

<b>2) F: OTHER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
<p>visits to CalWORKs recipients who have not been able to reconcile their income/expense ratio or who are in sanction and fraud is suspected.</p> <p>2007 agreement has been reached that SIU will be a part of home visits. Procedure and implementation being developed</p>	<p>discovered that recipients are in need of other services while on these home visits, such as domestic violence, mental health or substance abuse services that have contributed to lack of participation, increasing the WPR.</p> <p><b>Caseload Impact:</b> 5% of CalWORKs mandatory work recipients will involve SIU home visits.</p>	<p>CalWORKs Job Alliance case managers, participating in CalWORKs activities.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who are visited</li> <li>• Outcomes of home visits</li> <li>• Number of recipients that reenter the program after a home visit</li> <li>• Number of recipients who are prosecuted for fraud</li> <li>• Number of recipients identified who need other services</li> </ul>
<p>N- Utilize One-Stop Smartware swipe card system to track recipient job search activities and resource room usage.</p> <p>2007 Smartware system has been demonstrated, waiting for One-Stop partner to purchase and start using.</p>	<p>Recipients who are engaged in job search as part of the CalWORKs activity would use the One-Stop Smartware swipe card system to check in each morning as they begin their job search and out again at the end of the day. This will enable Job Alliance case managers to track participation in job search activities, increasing the WPR.</p> <p><b>Caseload Impact:</b> 50% of CalWORKs mandatory work recipients participate in job search at some point.</p>	<p>Success: All recipients in job search will use the Smartware swipe card system to track the hours they spend in job search.</p> <p>Track daily:</p> <ul style="list-style-type: none"> <li>• Recipients hours of participation in job search through reports issued from the Smartware swipe card system</li> </ul>
<p><b>Projected improvement to WPR through other activities designed to increase the county's federal WPR:</b> See section H</p>		

2) Participation Improvement

G. 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.

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies) C = Current E/R = Expansion/revision to Current N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
C- Dennis Educational Services – Provides learning needs evaluations countywide, reviewing results with recipient and case manager. WTW plan is developed using this evaluation.	CalWORKs Job Alliance case managers screen recipients for learning needs. Those who appear to have a learning need are referred for an in-depth learning needs evaluation. The results of the evaluation are reviewed with the recipient and case manager, identifying needs and helping them to learn to advocate for themselves in the work place. Monthly reports track recipient appointments. The results are utilized when developing the Welfare-to-Work Plan enhancing the recipient’s chances of getting and retaining employment, increasing the WPR. <b>Caseload Impact:</b> 100% of CalWORKs mandatory work recipients are screened for learning needs. Less than 1% of recipients schedule a full learning needs evaluation.	Success: Increase the number of recipients who take advantage of learning needs evaluations. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who are screened to need a learning needs evaluation vs. those who are scheduled for one</li> <li>• Number of recipients who are scheduled for learning needs evaluations vs. the number who complete the evaluation</li> </ul>
C- Alcohol and Other Drug Programs (AODP) – Provides behavioral health screening, outpatient alcohol	AODP staff provides substance abuse assessment, outpatient treatment,	Success: Substance abuse interventions and the number of recipients served will increase as a result of behavioral health screening, home visits and

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
and substance abuse services in Willits and Fort Bragg.	<p>educational presentations and attend case conferencing. AODP staff screen all CalWORKs mandatory work recipients for substance abuse, mental health and domestic violence issues. Referrals are made for further assessment and treatment after the screening and/or in conjunction with CalWORKs Job Alliance case managers. The AODP staff person monitors with weekly reports on recipient attendance and progress in treatment, one-on-one and group meetings. New program components will be added to include the AODP staff person in home visits, when appropriate and the proposed three-day workshop, increasing the WPR.</p> <p><b>Caseload Impact:</b> 100% of CalWORKs mandatory work recipients are scheduled for behavioral health screenings. 10% of CalWORKs recipients are referred to substance abuse services</p>	<p>participation in the proposed three-day workshop.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who are scheduled for behavioral health screenings vs. the number who attend</li> <li>• Number of recipients who attend behavioral health screenings and referrals made to AODP treatment, mental health or domestic violence services</li> <li>• Number of recipients who follow through on referrals</li> <li>• Number of recipients who attend treatment as scheduled and progress</li> <li>• Number of recipients who complete AODP treatment successfully</li> </ul> <p>Success: Substance abuse interventions and the number of recipients served will increase as a result of home visits and participation in the proposed three-day workshop.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of home visits scheduled vs. number where contact was made</li> <li>• Number of recipients who entered treatment as a result of a home visit</li> <li>• Number and types of other referrals made during home visits</li> </ul>
E/R- College of the Redwoods (COR) – Provides employment training in the Fort Bragg.	<p>A liaison from the COR is available to recipients for counseling while they are in training. Recipients track their own class attendance, which is signed-off by their instructors, and turned in monthly. The COR liaison attends weekly case conferences alerting CalWORKs Job Alliance case managers of problems in</p>	<p>Success: Continue to monitor recipient tracking and COR attendance at case conferences and progress reports.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who are attending COR vs. number that complete their programs</li> <li>• Number of recipients who become employed upon completing their training.</li> </ul>

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	attendance and progress in a timely manner addressing problems and keeping recipients engaged, increasing the WPR. <b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients attend training at COR	Success: Expand relationship with COR to increase services available to CalWORKs recipients. <ul style="list-style-type: none"> <li>Identify and prepare to implement potential services that might be made available to CalWORKs recipients in the next six months.</li> </ul>
C- Employment Development Department (EDD) – Provides one-on-one job placement and One-Stop resource room support countywide.	EDD provides one-on-one job placement tailored to individual needs in addition to the services provided in the One-Stop resource room. EDD provides monthly reports tracking recipient attendance to appointments and job search outcomes. Job leads are provided to case managers for recipients, increasing the WPR. <b>Caseload Impact:</b> 10% of CalWORKs mandatory work recipient can take advantage of these services	Success: Maintain current level of services to CalWORKs recipients. Investigate utilizing EDD systems to track job retention.
E/R- Ford Street Project (FSP) – Provides Behavioral Health Screening in the Ukiah office and referral to outpatient and residential substance abuse treatment.	FSP is located forty hours a week in our Ukiah office providing substance abuse assessment, outpatient treatment, educational presentations and attends case conferencing. The FSP staff person screens all CalWORKs mandatory work recipients for substance abuse, mental health and domestic violence issues. Referrals are made for further assessment and treatment after the screening and/or in conjunction with case managers. The FSP staff person	Success: Substance abuse interventions and the number of recipients served will increase as a result of behavioral health screening, home visits and participation in the proposed three-day workshop. Track monthly: <ul style="list-style-type: none"> <li>Number of recipients who are scheduled for behavioral health screenings vs. the number who attend</li> <li>Number of recipients who attend behavioral health screenings and referrals made to substance abuse treatment, mental health or domestic violence services</li> <li>Number of recipients who follow through on referrals</li> <li>Number of recipients who attend treatment as scheduled and progress</li> </ul>

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies) C = Current E/R = Expansion/revision to Current N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	<p>monitors recipient attendance and progress with weekly reports on treatment, 12-step meetings, one-on-one and group meetings. FSP staff work in conjunction with mental health staff located in the same office. New program components will be added to include a FSP staff person in home visits, when appropriate and the proposed three-day workshop, increasing the WPR.</p> <p><b>Caseload Impact:</b> 100% of CalWORKs mandatory recipients are scheduled for behavioral health screenings. 5% of CalWORKs recipients will utilize substance abuse services.</p>	<ul style="list-style-type: none"> <li>• Number of recipients who complete substance abuse treatment successfully</li> </ul> <p>Success: Substance abuse interventions and the number of recipients served will increase as a result of home visits and participation in proposed three-day workshop.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of home visits scheduled vs. number where contact was made</li> <li>• Number of recipients who entered treatment as a result of a home visit</li> <li>• Number and types of other referrals made during home visits</li> </ul>
E/R- Goodwill Industries of the Redwood Empire - Provides and develops work experience/community placements.	<p>Goodwill Industries develop work experience/ community placement sites and works with recipients, who have multiple barriers to employment requiring placement in work experience/ community placement before employment can be found. Monthly attendance and progress reports on recipients are turned in. Focused expansion of these services to the Willits and Fort Bragg areas, increasing the WPR.</p> <p><b>Caseload Impact:</b> 5% of CalWORKs mandatory work recipients are referred for Goodwill services.</p>	<p>Success: Continued development of work experience/ community work sites particularly in Willits and Fort Bragg areas increasing the number of recipients who will ultimately find permanent employment.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who are placed in work experience/ community work sites</li> <li>• Number of recipients who complete work experience/ community work site activities</li> <li>• Number of recipients who complete and gain employment</li> </ul> <p>Increase the number of work experience/ community work site in Willits and Fort Bragg areas</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who are placed in work experience/ community work sites</li> </ul>

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> <b>C = Current E/R = Expansion/revision to Current</b> <b>N= New Strategy/Policy</b>	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
		<ul style="list-style-type: none"> <li>• Number of recipients who complete work experience/ community work site activities</li> <li>• Number of recipients who complete and gain employment</li> </ul>
C- Mendocino Community College (MC) – Provides employment training.	<p>MC provides on-site counseling to recipients one afternoon a week. All recipients who take classes at MC must attend an orientation at the college to acquaint them with CalWORKs services available to them on campus and monitor the classes they are taking. Recipients log in and out on a campus computer tracking their attendance generating reports for CalWORKs Job Alliance case managers. Collaboration between FSP and MC to establish work study sites will support recipients in pursuing career goals, increasing the WPR.</p> <p><b>Caseload Impact:</b> 10% of CalWORKs mandatory work recipients attend MC.</p>	<p>Success: Continue to monitor recipient progress and attendance, on-site MC presence and refer recipients to work study sites.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients who are attending MC vs. number that complete their programs</li> <li>• Streamline the computer system to capture class attendance</li> <li>• Number of recipients who become employed on completion of their training</li> </ul> <p>Success: Expand relationship with MC to increase services available to CalWORKs recipients.</p> <ul style="list-style-type: none"> <li>• Implement work study program in collaboration with the Ford Street Project within the next six months</li> </ul>
E/R- Mendocino County Mental Health (MH) – Provides mental health assessment and services.	<p>MH staff is located in the Ukiah office forty hours a week, has on-site hours in the Fort Bragg office and are co-located in the Willits center complex. MH staff accepts referrals from the behavioral health screening and case managers, provide MH assessments and referral to counseling and assessments for medication. They also provide one-on-one support and life skill workshops. Recipient attendance and</p>	<p>Success: Mental health services will continue at the current level. Interventions and the number of recipients served will increase as a result of home visits and participation in the proposed three-day workshop.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of home visits scheduled vs. number where contact was made</li> <li>• Number and types of other referrals made during home visits</li> <li>• Number of recipients who became active participants as result of a home visit</li> </ul>

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	<p>progress tracking reports are turned in monthly. New program components will be added to include MH staff person in home visits, when appropriate and participation in the proposed three-day workshop, increasing the WPR.</p> <p><b>Caseload Impact:</b> 5% of CalWORKs mandatory work recipients utilize mental health services.</p>	
E/R- Mendocino Private Industry Council (MPIC) (One-Stop operator and conduit to Work Investment Board) – Provides listings of employment and job skill workshops.	<p>As the One-Stop operator MPIC coordinates and provides a week long job skill workshops for the public and CalWORKs recipients. One-Stop services also provide staff to help recipients with job listings, internet access for job application, and an expansive array of services to support recipients in their job search. Since workshops are on site CalWORKs Job Alliance case managers monitor daily attendance. The job skill workshop has had difficulty establishing a consistent schedule and provider and does not address the barriers faced by CalWORKs recipients vs. the general public. Stabilizing the One-Stop job skill workshops, establishing an additional three-day workshop addressing recipient barriers and investigating MPIC services in order to set up paid work experiences sites,</p>	<p>Success: Work to stabilize and consistently offer job skill workshops and investigate the development of paid work experience sites by MPIC.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients assigned to workshops vs. the number who attend</li> </ul>

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	<p>increasing the WPR.</p> <p><b>Caseload Impact:</b> 100% of CalWORKs mandatory recipients have access to these services. Less than 1% of the CalWORKs recipients participate in the workshops.</p>	
<p>C- National Training Consultants (NTC) – Provides life skill support for recipients reentering or entering the work force and facilitates case conferences.</p>	<p>NTC has been providing recipients through a workshop called World of Work (WOW) with support and skill building to enable recipients to find and retain a job. Weekly attendance is kept in a central location in each office for case managers. NTC also facilitates case conferences in each of the three CalWORKs Job Alliance offices so that staff may develop strategies to deal with more difficult recipient cases, increasing the WPR.</p> <p><b>Caseload Impact:</b> 4% of CalWORKs mandatory work recipients attend this workshop.</p>	<p>Success: Continue to offer the WOW workshop in all three Job Alliance offices.</p> <p>Track weekly:</p> <ul style="list-style-type: none"> <li>• Number of recipients assigned to WOW vs. number who attend</li> <li>• Duration of recipient participation in WOW and the outcomes</li> </ul>
<p>E/R- Project Sanctuary (PS) – Provides domestic violence services.</p>	<p>PS accepts referral from the behavioral health screenings and from CalWORKs Job Alliance case managers. PS assesses recipients for the ability to participate in CalWORKs activities taking into consideration safety issues. They offer one-on-one counseling, educational classes, group services and attend case conferencing. Monthly recipient attendance tracking reports are turned in to</p>	<p>Success: PS will consistently report monthly recipient contact and participate in the proposed three-day workshop increasing identification and referral of recipients with domestic violence (DV) issues.</p> <p>Track weekly:</p> <ul style="list-style-type: none"> <li>• Number of recipients referred for DV assessment and outcomes</li> <li>• Number of recipients assigned to domestic violence activities vs. number who attend</li> <li>• Number of recipients who have DV waivers but later participate</li> </ul>

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	<p>case managers. By being a part of the proposed three-day workshop referrals to domestic violence services will increase participation in programs, increasing the WPR.</p> <p><b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients receive domestic violence services.</p>	
C- Regional Occupation Program (ROP) – Provides business and medical skill training.	<p>ROP provides training in business and medical fields. Recipients track their own class attendance, which is signed-off by their instructors, and turned in monthly. These classes contribute to successful employment of recipients and increase our WPR.</p> <p><b>Caseload Impact:</b> 10% of CalWORKs mandatory recipients attend ROP classes</p>	<p>Success: Continue to refer and utilize the ROP services that are available to CalWORKs recipients.</p> <p>Track monthly:</p> <ul style="list-style-type: none"> <li>• Number of recipients enrolled in ROP classes vs. those who attend</li> <li>• Number of recipients enrolled in classes that complete or get a certificate</li> <li>• Number of recipients who become employed after attending ROP classes</li> </ul>
C- Ukiah Adult School – Provides GED, ESL, and adult basic education classes.	<p>Recipients attend the Adult School and fit day and evening classes into their other activity schedules. Classes are small enough to offer individual attention. Competency tests are offered at regular intervals so that recipients can progress at their own speed. Recipient attendance is reported every two weeks and given to case managers. Adult School classes support recipients moving toward new and better employment, increasing the WPR.</p> <p><b>Caseload Impact:</b> Less than 1% of</p>	<p>Success: Continue to refer and utilize Adult School classes that are available to CalWORKs recipients.</p> <p>Track bi-weekly:</p> <ul style="list-style-type: none"> <li>• Number of recipients enrolled in Adult School classes vs. those who attend</li> <li>• Number of recipients enrolled in classes that complete training</li> <li>• Number of recipients who gain employment upon completion of training</li> </ul>

<b>2) G: PARTNER ACTIVITIES</b>		
<b>Description of Policy(ies) or strategy(ies)</b> C = Current E/R = Expansion/revision to Current N= New Strategy/Policy	<b>Anticipated effects and % of families affected monthly</b>	<b>How will success be determined (Quantitative/Qualitative assessment of effects)</b>
	CalWORKs mandatory work recipients attend Adult School classes	
C- Ukiah Beauty College (BC) – Provides cosmetology training.	This service is available to recipients who can show that there will be a job for them once they complete cosmetology training. Attendance is tracked by the individual CalWORKs Job Alliance case manager. Recipients completing this program become employed, increasing the WPR. <b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients attend cosmetology classes.	Success: Continue to make appropriate referral to Ukiah Beauty School. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients who complete the course and become employed</li> </ul>
C- West Company, Inc. – Provides support and information about starting and running a small business.	West Co. provides recipients, who meet criteria set for pursuing a small business, with support and training on how to start and run a small business. Monthly reports on attendance and progress are sent in and shared with case managers. Recipient screening before being referred to West Co. services increase the likelihood of success, increasing the WPR. <b>Caseload Impact:</b> Less than 1% of CalWORKs mandatory work recipients start their own business	Success: Continue to screen and make referrals to West Company services recipients who are interested in self-employment. Track monthly: <ul style="list-style-type: none"> <li>• Number of recipients referred to West Co. for services</li> <li>• Number of recipients who start a business</li> <li>• Number of recipients who start a business and are able to transition off aid or cut aid amount within one year</li> </ul>
<b>Projected improvement to WPR through county collaborations:</b> See section H		