

# Monterey County

## CalWORKs County Plan Addendum

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



Elliott Robinson

12-28-2006

\_\_\_\_\_  
County Welfare Director's  
Signature

\_\_\_\_\_  
Printed Name

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Briefing Date

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

## 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

The County CalWORKs Program goals remain the same as in the CalWORKs Plan certified in 1998. Our ability to focus on these program goals is contingent on CalWORKs funding levels remaining the same, and increased funding due to inflation.

An abbreviated summary of these goals as stated in the Executive Summary of the original CalWORKs Plan includes:

The County of Monterey has implemented an ongoing coordinated, collaborative effort to:

- Reduce poverty and promote self-reliance;
- Affect long-term systemic change with governmental and non-governmental sectors sharing responsibility for the process and sharing accountability for outcomes;
- Mobilize and engage local and regional resources to facilitate the successful participation of adults in the labor market; and
- Provide an array of community-based support services for low-income families.

The County of Monterey will continue to expand and strengthen its job creation, job training and job retention activities in order to move families from dependency to employment and self-sufficiency.

The County of Monterey will create a network of coordinated, collaborative, high quality community and governmental services to support families moving toward self-sufficiency.

In terms of addressing marriage, reducing out of wedlock births, and encouraging the formation and maintenance of two-parent families, the County does the following in the regular course of business:

- Offers mental health and substance abuse assessment and individual and family counseling through an agreement with the Behavioral Health Division of the Monterey County Health at all points in the CalWORKs / Welfare To Work (WTW) process from application, throughout participation, and post-aid;
- Provides high quality domestic abuse assessment, counseling and supportive services;
- Provides services such as mental health, substance abuse and behavioral health services that are needed to facilitate the success of the WTW participant, to the entire family;
- Provides referrals to other community resources; and
- Provides information on family planning at application for CalWORKs.

## 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.

**Monterey County is successfully using the following strategies to shorten the time between when a customer is granted CalWORKs or their status changes to Mandated and when they attend WTW Orientation or Appraisal.**

#### **Identifying Mandated Customers and Setting Them Up for Orientation and Appraisal.**

1. Policy: New WTW case are built and assigned to an employment specialist or coordinator within four working days of the grant date.
2. Policy: Alerts in the ISAWS/IWTW (Interim Statewide Automated Welfare System/Interim Welfare-to-Work Systems) Closed, Sanctioned and Exempt caseloads are reviewed several times per week to identify any individual whose status has changed making them a Mandated participant.
3. Policy: A monthly re-grant report is produced of Mandated and Exempt Volunteers previously on aid who have been re-granted CalWORKs and is reviewed to catch any Mandated individuals not active in WTW.
4. New Policy: Employment Coordinators and Specialists or clerical staff will attempt to contact the customer by telephone to talk about what to expect in orientation and appraisal and to schedule an appointment, rather than just sending an appointment letter.

#### **Changes to Upfront Activities**

5. Policy: Job readiness activities and job search workshops have been redesigned to be open-entry open-exit, so that customers can enter at any time.

6. Initiative. Partnership with the Salinas Adult School in the Salinas One-Stop Career Center to offer Vocational English as a Second Language and job readiness activities for limited English speakers.
7. Policy: Vocational testing (which is a part of Assessment) is completed concurrently during the 20-day job readiness/job search activities period. A full Assessment is completed after job readiness/job search activities are completed and prior to development of a WTW Plan.
8. Policy: Job Search Workshop staff informs on-going workers daily if their customer does not attend an activity.
9. New Policy: Informal review and contact with customers prior to initiating non-compliance within 48 hours of the first time they fail to attend an activity.

### **New Initiatives**

Develop an upfront presence for WTW and CalWORKs Employment Services (CWES) during the CalWORKs application process. Participation by applicants in these activities would be on a voluntary basis.

Initiative: During 2007 pilot several different initiatives that may include but are not limited to:

- Participation of CWES staff in the benefits orientation to provide information and answer questions about employment services.
- Schedule appointments for WTW Orientation / Appraisal during the benefits orientation and provide maps of how to get to the One Stop Career Center Sites.
- Conduct mini WTW Appraisals on site in the Benefits offices either before or after the benefits intake interview.
- Update the scripts and videos used during benefits orientation to provide both information about WTW and some hooks to make it interesting, for instance, human interest stories of families who have become more self-reliant through participation.

**NOTE:** Monterey County believes that these strategies will increase attendance and shorten the time between granting of cash assistance and WTW Orientation/ Appraisal. In 2007 Monterey County will experiment by making upfront contact more efficient by better targeting customers who are applying for CalWORKs cash assistance (not just Food Stamps or Medi-Cal) and who appear to be Mandated to participate in WTW with some of the bulleted interventions listed above. Implementation of the strategies outlined in this section will be contingent on CalWORKs funding levels remaining the same. **and increased funding due to inflation.**

**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.

1. Increase the number of customers who meet with WTW staff within 30 days of granting aid.
2. Increase the percentage of customers who attend their first orientation or Appraisal appointment.
3. Increase the percentage of customers who complete Appraisal and are engaged in WTW activities within 30 days of granting aid.
4. Increase the percentage of customers who exit Job Search with employment.
5. Increase the percentage of customers who enter into a WTW Plan within 30 days after completion of Job Search Workshop. This impacts the subset of customers completing job search/job readiness activities who do not meet California's 32-35 hour per week participation requirement through unsubsidized employment or self employment.

These strategies will affect all incoming WTW families. Monterey County notes approximately 17% of participants do not meet the WTW WPR goal of 50%. Through these strategies we expect to see an impact on \*WPR.

\*WPR to be calculated according to the new formula established by the Deficit Reduction Act (2005).

**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.

The outcomes will be determined through monitoring and evaluation of participant progress through the following measures:

1. Monterey County will track the number of mandated customers not contacted within 30 days of CalWORKs granting or re-granting. Once a baseline is established, we will set a benchmark of reducing the number of cases exceeding 30 days before contact.
2. Monterey County will establish a baseline in January 2007 of the % of invited customers who attend their first appointment for Orientation or Appraisal.
3. Monterey County will establish an automated or manual monthly report to capture the status and activity of each customer 30 days after granting or re-granting.
4. Monterey County will monitor the percent of participants that exit Job Search directly to employment on a monthly basis.
5. Monterey County will develop a tool to record the status and activities of each customer 30 days after he / she completes Job Search.

The results will be published and discussed in the monthly Participation Action Team (PAT) meetings. PAT can then work to recommend initiatives to address deficiencies or recommend revision of goals.

See Section H for the projected impact of strategies.

**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.

**Strategies and Policies to Achieve Full Engagement**

1. Monterey County has implemented the following strategies to increase participation during school breaks for customers who are in vocational education or training or employed, doing work experience, work study, or community service at a school site that is closed during school breaks:
  - Policy. Each customer in one of the above categories is to have a school break plan as part of their WTW Plan, Activity Agreement, or Self-Initiated Program Plan that meets State minimum participation requirements of 32-35 hours.
  - Initiative. Each customer of this type has been contacted by their case worker to develop such a plan for December 2006-January 2007. These customers will be contacted again to develop a plan for each school break as it occurs.
  - Initiative. Identify community service positions available in the community, within the department, and in local community colleges during school breaks.
  - Initiative. Refer customers to the Volunteer Center for Monterey County (contractor for community service) to match customers who need school break assignments with identified assignments.
  - The Department of Social and Employment Services (DSES) is offering additional motivational, job readiness, life skills classes and workshops during school breaks for customers who would benefit from these activities.
2. Case workers have been asked to increase the number of individuals on their caseload meeting WPR by one case each month, through a combination of strategies, including:
  - Responding more quickly when a customer's hours do not meet State minimum participation requirements of 32-35 hours to add assigned activities or hours, encourage attendance, establish Good Cause hours where appropriate, revise the WTW Plan, identify barriers and help to address them.
  - Completing a monthly caseload report that goes to their supervisor that identifies what steps are being taken on each case that is not meeting State minimum participation requirements.
  - Contacting customers in person, by phone or letter more frequently.

- Where appropriate conducting a home visit to customers not meeting State minimum participation requirements.
3. New Initiative: Monterey County plans to enter into a contract with an experienced provider to establish a Work Experience (WEX) program and will work with them to transition WEX to unsubsidized employment. Focus is to address a gap in WTW activities available to customers who have completed education or training but have not become employed or who were previously employed and are having difficulty becoming employed.
  4. New Initiative: Monterey County will increase the number of Quality Assurance reviews of WTW cases.
  5. New Initiative: A Staff Development Specialist position dedicated to providing training to CWES staff is being added to the DSE S budget in 2007 and funding has been set aside to contract with outside specialists who can motivate staff and help them in working with customers with multiple barriers.
  6. Initiative - Ongoing. Monterey County is in the second year of a Memorandum of Understanding between the DSES and the Office for Employment Training (OET) (a local Workforce Investment Act agency) to pay for vocational training and on-the-job training (OJT).
  7. New Initiative. CalWORKs customers may be sent a letter that will encourage them to maximize their participation during the month and to let their worker know promptly if they have problems around participation.
  8. New Initiative. Monterey County is seeking to increase the number and percentage of single parent cases with a child under 6 years that meet the State minimum participation requirements of 32/35 hours.
- A three-month pilot project will be initiated with the case workers identifying cases with a child under 6 and taking specified additional steps to increase participation.
  - A monthly control report is being developed that will identify for each caseload all active enrolled single parents (mandated or volunteers) with a child under 6 years, their planned WTW activity hours, and the actual WTW activity hours completed during the prior month. This will provide an easy reference for identifying how many of these cases countywide are meeting State minimum participation requirements.
  - The pilot results will then be compared to three prior months (used as a control) where the additional steps to increase participation were not applied. Results of that comparison will be used to determine whether this initiative continues.

**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).

1. The entire caseload will be affected by strategies and initiatives to increase actual hours of WTW activities by increasing the number and variety of WTW activities available and promoting more timely action to intervene when State minimum participation requirement is not met. The goal is to increase participation by a minimum of 1-2 % over the next three years, thus affecting WPR.
2. Only those single-parent cases with a child under 6 will be directly affected by the strategies targeted to that group (approximately 20.85% of the WTW caseload). But single parent families with a child under 6 will also benefit from a wider choice of activities and quicker action by case workers to resolve under-participation and barriers to full participation that are described in this section. It appears from analysis that getting this group to meet State minimum participation requirements could have significant impact on Monterey County's ability to improve participation rate performance.

Through the totality of policies and initiatives described in this Addendum, including efforts specifically targeted to this group, it is anticipated without the evidence of our planned pilot project at this time that the % of single parents with a child under 6 meeting participation requirements may increase by approximately 1-2% over the next three years.

It should be noted that this Plan Addendum frames expanded services to families with a child under 6 as an effort to increase State minimum participation requirements and WPR, however, programmatically this goal is being pursued for the long-term benefit and self-sufficiency of families with young children. With strong efforts to strengthen these families of very young children, the risks of future detriment due to time limits are lowered.

**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.

As described above, a group of strategies are underway to increase worker attention to cases that are not meeting State minimum participation requirements. Another group of strategies addresses increasing the number and variety of WTW activities available to customers and incentives for customers to complete WTW activities. It is anticipated that these initiatives will combine to gradually yield increases in the number of customers meeting State minimum participation requirements.

1. Success will be monitored and analyzed through review of monthly reports (already produced, but being refined) that identify Planned and Actual hours for each active enrolled customer. Attention will be focused on those participants not meeting State minimum participation requirements to assist them to increase their hours of participation.
2. Success in increasing the number of single parents with a child under 6 who meet State minimum participation requirements will be monitored through a monthly report that summarizes the number of customers in this category meeting and non meeting the prescribed level.

See Section H for the projected impact of strategies.

#### **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.

1. New Initiative. Establish a program of customer incentives for meeting certain benchmarks, such as completing job search workshop, becoming employed, employment retention for a specified period of time, graduation from a college or training institution, completion of a vocational certificate, maintaining State minimum participation rate for a specified period of time.
2. Staff has been trained to be more actively involved in preventing sanctions and assisting customers to successfully complete a Compliance or Sanction Curing Plan. Strategies include, but are not limited to:
  - In addition to sending an NA 840 (Notice of Sanction) upon discovery of non-compliance, staff will concurrently review Benefits and WTW case records and call the customer to clarify if there is employment or any other WTW activity that may not have been reported, and to determine if there are possible Good Cause or Exemption reasons that the customer has not been participating or making satisfactory progress.
  - Staff will closely monitor customers who are in a Compliance or Sanction Curing Plan and assist them in resolving barriers to completion.
3. As noted in prior sections, the expectation is that there will be frequent personal contact by case workers. Potential difficulties can often be avoided by staying in touch and addressing issues (such as a need for personal counseling) as they arise.
4. New Initiative. Monterey County is initiating a new strategy to create Sanction Cure Specialists who will provide intensive case management services to Non-Compliant and Sanctioned WTW customers. Please refer to Section E for additional information.

**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.

Monterey County initiates approximately 150 non-compliance actions every month for customers who are not complying with program requirements.

It is our intent that through these strategies all customers will be affected. It is difficult to estimate how much non-compliance will be avoided or quickly resolved as a result of these initiatives, because prevention is always challenging to quantify.

**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.

In general success will be measured by tracking the number of customers in Non-Compliance and Sanction with the monthly WTW 25 and 25A reports and on several ad hoc and system generated reports. We want to reduce the number of customers going into Non-Compliance.

See Section H for the projected impact of strategies.

### **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.

**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.

**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.

#### **Strategy - Sanction Cure Specialist**

New Initiative. Create Sanction Cure Specialists who will provide intensive case management services to non-compliant and sanctioned WTW customers.

Our goal is to prevent customers from entering and/or continuing in the Non-Compliance process and with those newly sanctioned customers (in their first three months) by re-engaging these customers in appropriate core, non-core activities.

#### **Strategy - Sanction Cure Outreach**

Initiative - Ongoing. Continue Current and Enhanced Strategy to communicate with customers. On a quarterly basis, Monterey County will mail out a *WTW Opportunities / Stop Sanction* letter and a *WTW 31, Request To Stop A Welfare-To-Work Sanction form*, to all active CalWORKs customers who have a WTW sanction.

Some of these sanctioned individuals have been sanctioned so long that they may not realize that they are WTW sanctioned. Due to current circumstances, they may now be ready and willing to comply with WTW Program requirements. The sanctioned individual may be involved in an activity where we can immediately cure the sanction and fully engage the customer in the WTW Program.

With the efforts of Sanction Cure Specialists to remove barriers and challenges, we will assist customers to re-engage in the WTW program and positively impact the State minimum participation rate and the federal work participation rate. This will decrease our overall Sanction rate and increase our WPR percentages.

In general success will be measured by tracking the number of customers in Non-Compliance and Sanction with the monthly WTW 25 and 25A reports and on several ad hoc and system generated reports.

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### **Strategy - Working With Sanctioned Applicants**

New Initiative. Focus will be on curing WTW sanctions of Re-applicants who were in a Sanction status prior to CalWORKs discontinuance. At the Benefits Intake Application process, the Eligibility Worker will review the Re-applicant's file and identify if the customer has an existing WTW Program Sanction. The Eligibility Worker will discuss with the applicant and will generate a referral to CWES prior to granting CalWORKs cash aid, if the customer would like to begin working toward curing the Sanction.

This will provide the customer the opportunity to cure their WTW Sanction prior to granting and will provide them with an increased grant amount, if and when granted.

The anticipated effects and percentage of families affected monthly are difficult to predict as we do not know the number of sanctioned customers who may re-apply for CalWORKs through the Benefits Intake Application process at any given time.

Success will be determined measured by the customer showing up for their initial orientation and appraisal appointment with CWES, thus re-engaging in the WTW Program.

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### **Strategy - Long Term Sanction Outreach**

Ongoing - Initiative. Current pilot to invite long term sanctioned individuals to cure their WTW sanctions will be continued and expanded based on focused pilot success.

To date, 244 customers were contacted and invited to participate in the WTW Program. 56 individuals responded to the invitations. Of those 56 individuals, 35 customers chose to cure their WTW sanction. These pilot projects showed a 14.3% success rate.

In general success will be measured by tracking the number of customers in Non-Compliance and Sanction with the monthly WTW 25 and 25A reports and on several ad hoc and system generated reports.

For Section E, these strategies will impact 100% of sanctioned and non-compliant WTW customers. As of November 30, 2006 there are approximately 497 families in sanction status in Monterey County. The Sanction Cure Specialists will provide additional guidance; support and direction to assist customers cure their sanction and fully participate in their WTW activities. It is anticipated that the number of non-compliant customers who enter into a sanction will be reduced due to intervention by the Sanction Cure Specialist. It is anticipated that the number of sanctioned individuals will gradually be reduced.

See Section H for the projected impact of individual initiative strategies.

## 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):**

Strategies implemented by Monterey County since December 2005 that we believe will result in program improvement include:

1. **Creation of a Participation Action Team (PAT):** This team is comprised of all levels of staff from Deputy Director to line staff with the expressed purpose of improving the work participation rate in Monterey County. The PAT uses the WPR monthly review results to:
  - Develop and share ideas for participation improvement;
  - Showcase and share best case management techniques;
  - Assist in policy and process understanding; and
  - Celebrate individual and program successes.

Will consider expansion of membership to include other partners.

2. **Flash Communications:** Generally a one-page document designed to give staff a quick reminder on an area of casework that needs improvement or can help increase WPR or to provide staff recognition. Example: reminding staff there is a holiday in the month for which 'good cause' hours may be given.
3. **Enhanced Assessment / WTW Plan Development Training:** A renewed focus on using Assessment results and WTW Plan development, initiated in January 2006, will continue. Emphasis will be on staff developing WTW Plans that build on the customer's potential and aptitude without being limited by customer interests. Impact will be more precise WTW Plans, more satisfied customers (fewer requests to change goals), and higher job retention once a customer completes their education/training and becomes employed.
4. **Biennial WPR Events:** Continue to develop and present events twice yearly with WPR improvement as the primary focus and re-energizing staff is a secondary focus. In December 2005 a WPR Kick-Off Event was held for all staff, including our clerical and child care staff. A PowerPoint presentation titled, Work Participation Rate Improvement Campaign, was delivered to staff. The presentation covered our objective, strategies to improve results, building WPR Communication, recognition, feedback process and data requirements. The event included gathering ideas from staff

on how to improve our overall rate, recognition and activities that focused on regulation, county policy, and case process and procedures.

A second event, the "Dating Game", held in June 2006 focused on dates and how they are entered in the IWTW system, (e.g. dates for exemptions, dates to process requests, etc.) Additionally caseload management techniques utilizing Outlook Tasks and an "in-basket" exercise were presented.

5. **WPR Newsletter and WPR Office Boards:** The newsletter is produced quarterly and focuses on current WPR results, trends, labor market information, caseload management tips and other useful information. The newsletter conveys the importance we place on WPR results. Beginning with the September 2006 sample, we plan to publish the names of staff that meet the 50% WPR target. The office boards track both County and Unit monthly WPR results. This provides visual impact in the local offices.
6. **WTW 30 Results Distribution:** WTW 30 results are tracked to the individual staff person level. Each unit supervisor receives a report on overall County results, trends and recommendations, as well as an individual spreadsheet for their unit with the results for their team and each individual. Supervisors are expected to discuss the individual's WPR results at regularly scheduled monthly meetings.
7. **Monthly WPR Drawing:** For each case that meets the Federal WPR on the monthly sample, the assigned Employment Specialist is entered into a drawing as an incentive.
8. **Analyst Reviews:** Analysts conduct regular case reviews to assess quality. If an error is discovered that can cause incorrect case actions or result in a supportive service under/overpayment, an Analyst Review form is completed. These are directed to the unit supervisors for response and case correction.
9. **Web Portal:** This is an intranet website designed to provide staff instant access to all policies, procedures, forms, calendars, rosters, reference material, links, news and motivation. No more searching through binders, failing to purge obsolete documents or filing; just the latest up-to-date documents to efficiently help process casework or a quick click for a late afternoon motivational pick-me-up.

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

To date our WPR results are as follows: January through August 2005 WPR average was 28.9%. For the same period in 2006 the average was 30.2%, a gain of 1.3%. However our strategies as described above did not take effect until December 2005. From March 2006 until August 2006 we have seen a steady increase each month, starting at 27.0% and ending at 36.7%. This is a 9.7 % increase over 6 months or an average increase of 1.6% each month.

We do anticipate a drop to occur in our WPR as sanctioned, two-parent and timed-out cases are added to the monthly sample. However we are hopeful of being able to carve out new strategies to deal with these anticipated changes.

Sustainability of results achieved, especially during seasonal employment fluctuations, will be our biggest challenge. We believe our current and future PAT strategies will help us achieve the desired effect.

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

See Section H for the projected impact of strategies.

**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.**

**SSI Advocate**

New Initiative: Monterey County is creating SSI Advocate positions that will help disabled CalWORKs customers who appear to be eligible for SSI. This service of assisting eligible CalWORKs customers obtain SSI awards will help provide disabled customers with a regular income, possibly an increase in income, and would decrease the number of exempt customers in WTW; thereby increasing our WPR.

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

It is anticipated that assisting customers with their SSI application and successive process will decrease the number of customers in the WTW exempt status thereby increasing the overall percentage of WTW participating customers.

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

Strategies will affect 100% of WTW families. We have identified approximately 130 customers, or 5% of the caseload, who have been exempt for over a year or who have a disabling condition that is expected to last for over a year. Success will be determined by the number of customers that are granted SSI Benefits and customers that are appropriately placed with agencies that provide them with the skills and knowledge necessary to assist them in becoming self-reliant and better able to maintain employment.

See Section H for the projected impact of strategies.

**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 customers 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.

**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.

**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.

### **Office for Employment Training / Workforce Investment Act Programs**

Initiative - Ongoing. We have established a Memorandum of Understanding (MOU) with the Office for Employment Training (OET) who provides Core, Intensive and Training services to our co-enrolled CalWORKs customers. The MOU sets forth guidelines and partner responsibilities as well as establishes a formalized, structured process for OET and CWES staff to accommodate both the WTW Program flow and Workforce Investment Act Program flow. It is our intent to continue this MOU as long as funding is available to support it. OET is the largest WIA Title I program operator in Monterey County.

The administrative and management teams for the local WIB, OET and CWES are all co-located as part of the Salinas One-Stop Career Center. The CWES and OET management analysts responsible for this MOU have established bi-weekly meetings to review the progress and utilization of services. We have established a joint Directive that sets forth policies and procedures for working with our co-enrolled CalWORKs customers.

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Approximately 35-40 customers will be served this fiscal year. This MOU gives CalWORKs customers more options to obtain unsubsidized employment and to be engaged in federally countable WTW activities.

Monterey County has implemented reporting to facilitate tracking services provided under the MOU, program exits, and employment outcomes. See Section H.

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### **Adult Schools**

Initiative - Ongoing. Monterey County currently contracts with the Salinas Adult School for four, eight-week on-site comprehensive employment, literacy and job-readiness, training program sessions for customers who are limited or non-English speaking. Additionally, the contract includes General Education Development classes in English and Spanish for customers who are interested or need to complete their High School Equivalency GED certificate. Classes are individually designed toward the needs of the student.

The number of customers participating in the Vocational ESL, Adult Basic Education and GED classes is higher during the winter months due to the seasonal unemployment of agricultural workers. All our classes are open/entry open/exit which allows for ease in customer placement and participation. The number of customers participating varies from day to day and hour to hour as a result of customer work schedules and other WTW activities. The classes are geared toward the student's individual needs.

Success will be determined by the number of students completing their vocational ESL, Adult Basic Education and obtaining their GED certificates, as well as the number of customers obtaining employment.

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### **Regional Occupational Centers/Programs (ROP)**

Initiative - Ongoing. Monterey County makes referrals to the Mission Trails ROP program for vocational education leading to employment and through a contract, for assessments not accommodated by the Departments internal assessment process. Information regarding attendance is shared through the use of a county developed form that provides information about the student's progress, challenges and achievements. With assessments, results are forwarded to the Employment Specialist/Counselor. Contract agreement meetings regarding assessment services occur twice yearly and more often as needed.

Monterey County also participates quarterly on the Office Careers Class Advisory Committee. The members of the committee include local Junior Colleges, and Community Based Organizations.

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The Assessment of CalWORKs WTW customers is mainly conducted in-house. The number of customers referred to ROP for assessment is minimal as ROP only serves customers who can not be served through our internal assessment process. Customers who speak Vietnamese are referred to ROP for assessment as ROP provides Vietnamese translation services.

The number of customers referred to ROP for vocational training services has not been closely tracked. Monterey County plans to implement strategies to maintain statistical information of customers enrolled in various programs within community based organizations

Success will be determined by the number of customers who complete their ROP programs.

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### **Volunteer Center of Monterey County**

Initiative - Ongoing. Community Service referrals, placement, monitoring, and case management for CalWORKs customers is provided under a contract with the Volunteer Center of Monterey County. Communication is maintained formally through reports on the status of each referred customer and data on how many customers are meeting assigned hours of participation. There is also frequent communication as needed by telephone, FAX and e-mail among Volunteer Center and County staff on individual cases and on policy and procedural issues.

As part of our effort focus on school break activities in order to increase hours of participation and increase the likelihood that Community Service will lead to employment, the following describes some actions of the Volunteer Center:

1. Informs the County of the status of CalWORKs customers referred for assignment to community service, so that case managers can take corrective action quickly in conjunction with the Volunteer Center if a customer is not meeting participation requirements.
2. Completes quarterly interviews in person or by telephone with CalWORKs community service customers to determine what skills and experience they are gaining, inquire about possible changes of assignment to gain different types of experience, and discusses with the customer his/her readiness for another trial of job search. This information is shared with the caseworker so that customers can receive assistance with supervised or unsupervised job search.
3. Develops new volunteer sites to meet the needs of customers, including those with limited English proficiency, those who live in remote areas of the County, and those with barriers that need to be accommodated.
4. Develops short-term, temporary community service assignments for use as "bridge" activities between other assigned WTW activities and during school breaks.

Currently there are 109 customers served by the Volunteer Center. As initiatives to bridge short-term school break assignments (Section C.1.) are implemented, the Volunteer Center will serve more families.

Monterey County will monitor the impact of school break strategies by gathering data from employment workers to establish a baseline of customers who meet WPR (Feb 2007), in order to monitor and compare increases in participation in those periods.

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### **Workforce Investment Board**

Initiative - Ongoing. Monterey County collaborates with the Workforce Investment Board as follows:

1. The Deputy Director of the Department of Social and Employment Services, CalWORKs Employment Services Program/Community Action Partnership/Training Division is a member of the WIB and serves on the Governance Committee of the One-Stop Career Center system.
2. A management analyst from CalWORKs Employment Services serves on the WIB Disability Advisory Committee.

New Initiatives. The CalWORKs Employment Services and Office for Employment Training Divisions of the Department of Social and Employment Services and the Workforce Investment Board have collaborated to apply for the following grant in October 2006 that, if received, will expand federal WTW activities for CalWORKs customers:

1. A \$500,000 15% Governor's Discretionary Grant, Category 3B Special Populations, and \$667,899 non-WIA cash and in-kind contributions from the Monterey County Department of Social and Employment Services fund a proposal to improve federal WPR by serving 75 CalWORKs customers who have a significant barrier to employment, have not engaged in supported Work Experience programs, and are not meeting federal WPR. The program will include assessment, On-The-Job Training (OJT) contracts, paid and unpaid Work Experience, mentorship and classroom training and will utilize financial incentives to encourage customers to complete the program and obtain and retain unsubsidized employment.
2. In addition the Workforce Investment Board has collaborated with other partners to apply for the following grants that are targeted to specific populations that may include some CalWORKs customers:

- A WIA SFP (Workforce Investment Act Solicitations For Proposals) grant for Apprenticeships, Internships and Training for Veterans in Monterey County;
- A WIA SFP (Workforce Investment Act Solicitations For Proposals) grant entitled Certified Nursing Assistant (CNA) Pipeline Development that will recruit individuals to complete CNA training through adult schools and other publicly funded schools and support them with supportive services, OJT contracts, case management, and placement in unsubsidized employment.

If awarded, the Governor's 15% Discretionary Grant will potentially improve the participation of 75 CalWORKs customers. If the grant is received it is anticipated that during the duration of the program each of the enrolled customers will be assigned WTW activities that meet federal WPR. It is anticipated that the CNA Pipeline and Veteran's programs will serve 1-5 CalWORKs customers. It is not known at this time whether this grant will be awarded to the County.

It is premature to establish benchmarks for success and plans for monitoring it as the grants have not yet been awarded. In addition, the success of these initiatives will be impacted by other strategies elsewhere in this Plan Addendum. See Section H for the projected impact of strategies.

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### **Hartnell College (Community College)**

1. Initiative - Ongoing. Monterey County coordinates and collaborates with Hartnell College through the following:
  - On going case-by-case consultation and planning regarding co-enrolled customers by telephone, e-mail, FAX and letters in order to develop educational plans and WTW plans, arrange learning disability accommodations, and track participation and satisfactory progress;
  - One joint meeting with CWES staff and Hartnell College CalWORKs and EOPS (Extended Opportunity Program and Services) staff during each semester and one during the summer prior to the fall semester to share information and problem-solve coordination, policies, and procedures;
  - The County reviews and comments on Hartnell's annual Community College CalWORKs Plan that is submitted to the Chancellor's office;

- In preparation for this Plan Addendum, a special meeting of County and college staff was held to review current and potential strategies for increasing WPR among CalWORKs students.
2. Initiative - Ongoing. Hartnell College has applied for and been awarded additional funding to increase the number of Work Study positions available to CalWORKs students beginning with Spring Semester 2007. This should increase the number of CalWORKs customers in vocational education who meet WPR as well as provide bridging activities during school breaks.
  3. Initiative - Ongoing. The County works with the College to streamline the process for bookstore vouchers so that CalWORKs students can promptly obtain required books, computer software, and other items necessary for class. This decreases delays in students being able to begin class, and improves participation.
  4. Initiative - Ongoing. Hartnell College offers late-start classes, supervised tutorials for credit, and study skills classes that can augment a WTW Plan or Self-Initiated Program (SIP), thus helping CalWORKs customers meet WPR while practicing skills that will improve their job readiness.
  5. Initiative - Ongoing. Hartnell College has developed mini-certificate programs that are appropriate for some CalWORKs customers who need a few new skills or a skills refresher in order to be more successful in job search and/or in their current employment.
  6. Initiative - Ongoing. Hartnell College offers open enrollment classes, such as keyboarding, business and computer classes, and some laboratory sections that are helpful when a CalWORKs customer needs to build skills as well as identify additional hours to meet WPR.
  7. New Initiative. The County and Hartnell College plan to enter into an agreement effective January 2007 for Hartnell College to provide on-campus unpaid community service opportunities for CalWORKs students. This will increase the likelihood of CalWORKs students who are assigned community service as a WTW activity meeting the required hours (thus meeting WPR), and will also reduce supportive service payments for transportation to other sites. Community service positions will be available both during the academic year and during school breaks.

Approximately 92 customers are currently enrolled in Hartnell College classes as a WTW activity. It is anticipated that an additional 3-4 CalWORKs vocational education customers a quarter will be able to meet WPR because of the new Work Study and Community Service opportunities that Hartnell College is providing beginning with the Spring 2007 semester.

It is not possible to isolate the impact of the strategies and initiatives described in this section because each affected customer may also be impacted by strategies from other sections, such as more worker-customer contact, quick intervention when non-compliance begins, incentives, and more frequent monitoring of progress for customers in non-compliance or curing a sanction.

The success of these measures will be monitored with the quarterly monitoring tools described in Section H that will measure overall success in increasing WPR.

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### Monterey Peninsula College (Community College)

1. Initiative - Ongoing. Monterey County coordinates and collaborates with Monterey Peninsula College (MPC) through the following:
  - On going case-by-case consultation and planning regarding co-enrolled customers by telephone, e-mail, FAX and letters in order to develop educational plans and WTW plans, arrange learning disability accommodations, and track participation and satisfactory progress;
  - A monthly meeting of CWES staff and MPC CalWORKs, CARES and EOPS (Extended Opportunity Program Services) staff during the school year and an expanded meeting with additional staff at least once a year. Meetings are used to share information and problem-solve coordination, policies, and procedures;
  - The County reviews and comments on MPC's annual Community College CalWORKs Plan that is submitted to the Chancellor's office;
  - In preparation for this Plan Addendum a special meeting of County and college staff was held to review current and potential strategies for increasing WPR among CalWORKs students.
2. Initiatives - Ongoing. The County works with the College to streamline the process for bookstore vouchers so that CalWORKs students can promptly obtain required books, computer software, and other items necessary for class. This decreases delays in students being able to begin class and improves participation.
3. Initiatives - Ongoing. Monterey Peninsula College has changed procedures for enrolling students in Work Study and accounting for the Work Study allocation. As a result of these changes the number of Work Study positions available to CalWORKs students beginning with Spring Semester 2007 will increase. This should add to the number of CalWORKs customers in vocational education who meet WPR as well as provide bridging activities during school breaks.

4. Initiatives - Ongoing. MPC College offers late-start classes and study skills classes that can augment a WTW Plan or Self-Initiated Program (SIP), thus helping CalWORKs customers meet WPR, while practicing skills that will improve their job readiness and/or in their current employment.
5. New Initiative. MPC has developed an intersession 4-week "early spring" class taught by academic counselors that is specifically for new and returning CalWORKs students who need school break activities. It will emphasize skills that are needed for success in school and employment. The curriculum will also give the enrolled students early opportunities and assistance in registering for classes and applying for financial aid and Work Study. A second section of the class is being opened for Hartnell College students, who do not have access to any intersession classes.

Approximately 48 customers are currently enrolled in MPC classes as a WTW activity. It is anticipated that an additional 2-3 CalWORKs vocational education customers at Monterey Peninsula College a quarter will be able to meet WPR because of the assistance provided during the intersession class, the expanded opportunities for Work Study, and the intersession and late start classes.

It is not possible to isolate the impact of the strategies and initiatives described in the session because each affected customer may also be impacted by strategies from other sections, such as more worker-customer contact, quick intervention when non-compliance begins, incentives, and more frequent monitoring of progress for customers in non compliance or curing a sanction.

See Section H for the projected impact of strategies.

### 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

#### Measures of quarterly progress:

Projections and estimates included in this Plan Addendum are based on current policy and definitions. As changes due to the Deficit Reduction Act are finalized and future unknown changes occur, it may be necessary to re-evaluate and reset projected WPR increases.

#### Monitoring of Upfront Engagement Activities.

1. Monitor the daily pre-build pending reports and monthly re-grant reports.
  - a. Track how many cases are built or re-opened in WTW during the month.
  - b. Track the number of mandated customers not contacted within 30 days of CalWORKs granting or re-granting.
2. Establish a baseline in January 2007 of the % of invited customers who attend their first appointment for Orientation or Appraisal.
  - a. Monitor monthly to determine improvement towards full attendance of customers at their first appointment for Orientation or Appraisal.
3. Establish a monthly report to capture the status and activity of each customer 30 days after granting or re-granting.
  - a. Monitor monthly to determine improvement toward full completion of appraisal and initiation of WTW activities within 30 days of granting or re-granting.
4. Develop a tool to record the number of customers who exit Job Search each month with employment.
  - a. Monitor monthly to determine the number of customers who exit Job Search with employment.
  - b. Monitor monthly to determine increases.

5. Develop a tool to determine the amount of time it takes for customers to move from Job Search into WTW activities contained in a WTW Plan.
  - a. Monitor monthly for increases in the percent of customers who begin WTW activities through a WTW plan within 30 days of completing Job Search.

**Achieving Full Engagement by Individuals Who are Required to Participate, and who are Partially Participating, and who are not participating, or are between activities.**

1. Success will be monitored and analyzed through review of monthly reports (already produced, but being refined) that identify Planned and Actual hours for each active enrolled customer.
  - a. A baseline will be established, targets will be set to move a percentage to Meeting State minimum participation requirements over a three (3) month period; and
  - b. Supervisors will monitor each worker's progress.
2. Success in increasing the number of single parents with a child under 6 who meet the State minimum participation requirements will be monitored through a monthly report that summarizes the number of customers in this category meeting and not meeting the prescribed level.
  - a. A baseline will be established;
  - b. Monthly reports will be utilized to track the percentage of customers who meet State minimum participation rate.

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

1. The monthly WTW 25 and 25A reports, ad hoc reports, and system generated reports will be used to monitor the number of customers who are moving into Non-Compliance with the expectation there will be fewer non-compliant customers.

**Reengaging noncompliant or sanctioned individuals.**

1. The monthly WTW 25 and 25A reports, ad hoc reports and system generated reports will be used to monitor the number of customers who have moved out of Non-Compliance and Sanction that have been re-engaged in WTW activities and are moving forward to meet State minimum participation rte.

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

1. Case monitoring through the formal QA review process
  - Ensure cases are meeting established QA standards ;

- Increase understanding of established program policies and procedures;
  - Decrease identified error trends.
2. Regular monitoring of the number of CalWORKs customers granted SSI and a reduction in the number of WTW exemptions.

**Collaboration with local agencies.**

1. Office for Employment Training:

Monitor reports to determine the number of WTW participants completing the program and monitor employment outcomes.

2. Adult School

Success will be determined by the number of students completing their Vocational ESL, Adult Basic Education and obtaining their GED certificates leading to employment.

3. Regional Occupational Centers / Programs (ROP)

Success will be determined by the number of customers who complete their ROP programs leading to employment.

4. Volunteer Center of Monterey County

Success will be monitored by:

- Establishing a comparison baseline;
- Evaluate the Monthly Caseload By Worker report that identifies the number of customers still meeting participating requirements during school breaks.
- Use of our WTW 30 disaggregated data.

5. Workforce Investment Board of Monterey County

Unable to determine at this time as notification of whether the grants have been awarded has not yet been provided. See Section G.

6. Hartnell College / Monterey Peninsula College

- The monthly WTW 25 and 25A reports, ad hoc reports and system generated reports will be used to monitor the number of customers who have meet WPR through Vocational Education and Training programs and Work Study at Hartnell College and/or Monterey Peninsula College.
- We will monitor the use of Work Study used to meet WPR requirements.

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

The cumulative impact of all strategies and initiatives described in the Addendum is a projected increase in WPR. Once the impact of the Deficit Reduction Act's new WPR formula has been determined, the County will be better able to identify its WPR improvement goal. The County anticipates a downward adjustment to its current WPR under the new Deficit Reduction Act formula calculation. At this time, the County anticipates a minimum of 1 - 3% improvement each year for the next three years. Implementation of the strategies outlined in this Addendum will be contingent on CalWORKs funding levels remaining the same. **and increased funding due to inflation.**

**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	6,445,276	5,503,970	Maintain level of service.
WTW Employment Services	8,438,266	10,643,502	To add staff and increase program initiatives to provide additional resources and services to support WTW program participants.
CalWORKs Child Care	3,363,384	3,260,370	
Cal-Learn	242,811	289,037	To support increases in level of service.
CalWORKs Funded Mental Health Services	238,738	433,334	To support increases in level of service.
CalWORKs Funded Substance Abuse Services	692,992	501,203	Maintain level of service.
Other			
Other			