County of Del Norte

CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services: January 9, 2007

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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	Gary R. Blatnick Printed Name	01/09/07 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 the 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

Del Norte County is a small rural county with a population of 28,250. Of this population, 19% live below the Federal Poverty Level. With this large population of families to serve, maximizing resources and opportunities for our families comes with a strong belief in collaborative community based service delivery. To meet the goals of W&I Code 10540, Del Norte CalWORKs Welfare-to-Work system activities have been designed to promote health, safety and self-sufficiency of individuals and families. These activities include:

- **Del Norte WorkForce Center**: In March 2006, our CalWORKs WtW Case Management Unit was relocated to the Del Norte WorkForce Center/One-Stop (DNWC). Collocated with Rural Human Services (Work Force Investment Act non-profit provider) and the State Department of Rehabilitation, the DNWC provides a more comprehensive service for job seekers. At the DNWC, WtW staff are able to increase employment related services, including the development of work experience sites; the monitoring and supervision of work experience participants; the provision of job retention services to our employed participants; the provision of job search assistance; and the provision of vocational training, placement and support.

- **Community Assistance Network (CAN) Employment Training Services Contract**: CAN is a non-profit human service corporation. Services are designed to assist clients to gain marketable employment skills and to provide clients an opportunity to fulfill CalWORKs participation requirements. Client baseline data is developed and performance indicators are used to measure progress in skill level and WPR participation. Department of Health and Social Services (DHSS) administration, WtW Unit Supervisors, WtW Case Managers and CAN Management staff review data on a monthly basis and use outcome information to develop or revise effective policies and strategies.

- **CalWORKs Independent Living Program (ILP):** Patterned after the ILP for foster youths, CalWORKs ILP serves youths 16-18 years old whose parents are participating in the CalWORKs program; therefore, reinforcing the entire family's goal of self-sufficiency. Classes, workshops and guidance are offered in three areas: vocational and/or educational opportunities; life skill development; and social skill acquisition. The goal is to engage teens to attain the education and skills necessary

to become self-sufficient adults and support their parents' efforts towards self-sufficiency (prevention and reduction of dependency on government benefits).

- **Linkages-CalWORKs and Child Welfare Coordinated Services:** Linkages is an approach to child welfare services (CWS) that is built on an understanding of the impacts of poverty. CWS can support self-sufficiency outcomes and WtW can support child safety outcomes. Currently, approximately 32% of our CWS caseload are CalWORKs families. Linkages facilitates access to a broad array of coordinated services for families with domestic violence, mental health issues, alcohol and drug abuse, and other barriers to self-sufficiency. Provision of coordinated timely services can yield better outcomes for our families.

Coordinating services at both the program level as well as the community level has allowed us to provide multiple opportunities to Del Norte County's large population of families living below the Federal Poverty Level. Together with Del Norte Unified School District, Community Assistance Network, Rural Human Services, Del Norte Child Care Council, First Five/Del Norte, Mental Health & Drug and Alcohol, Harrington House (domestic violence center), local tribes, Probation, District Attorney, Child Support Services and many other non-profit and governmental agencies, we will continue to promote the priorities of W&I code 10540. Our mission... is to promote health, safety and self-sufficiency of individuals and families. We are continuing to review research on best practices pertaining to poverty reduction and self-sufficiency and develop strategies for improving outcomes for families living in poverty.

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.

Continued Current Policy/Strategy

Proactive Scheduling:

Proactive Scheduling has proven to be an effective strategy in improving program performance. At each step in the process, Orientation, Appraisal, Assessment, and Welfare-to-Work (WtW) Plan creation the applicant/recipient is given an agreed upon appointment for the next step in the process.

- During initial screening, applicants applying for CalWORKs are invited to attend Orientation and are scheduled as a part of the screening process for the next daily Orientation session. At Orientation, the applicant is given an appointment with a WtW Case Manager for their Appraisal. The applicant is advised this appointment is voluntary until determined eligible for CalWORKs.

Meet and Greet:

- Prior to the completion of Orientation, the assigned WtW Case Manager has a brief interview with the applicant. The WtW Case Manager outlines the many services available and answers any questions. The WtW Case Manager discusses the voluntary appointment for Appraisal with the applicant including ensuring the appointment date and time will work for the applicant. The WtW Case Manager also reviews with the applicant all forms and documents needed for Appraisal. The WtW Case Manager gives their business card to the applicant and encourages them to call with any questions. This "meet and greet" strategy has substantially improved our show rate at Appraisal.

- If it appears the recipient will be exempt from WtW participation, the applicant is supplied with the needed information and related forms. A return date for the needed information and forms, usually the appraisal appointment, is set with the WtW Case Manager.

- Applicants who do not attend Orientation following initial screening are mailed an appointment for Appraisal after determined eligible for CalWORKs. During the Appraisal appointment, the WtW Case Manager provides the applicant one-on-one Orientation.

WtW Case Management Unit:

In December 2003, the Department reorganized CalWORKs staff into activity specific units. With this reorganization, the WtW Unit was created with six Employment and Training (E & T) workers. Recently, four additional E & T's assigned specialized caseloads have been added to the Unit. With the focus of the Unit on WtW Case Management activities, continuing positive outcomes and associated WPR increased percentages are being attained.

Revision of Current Policy/Strategy

Orientation Redesign:

DHSS is in the process of redesigning Orientation with an anticipated unveiling in spring of 2007. The redesign will include a more in depth discussion of specific options available to recipients as well as the positive aspects of participation in services.
During Orientation, applicants are informed that WtW services are offered through a partnership with our local Workforce Investment Act (WIA) Service provider that operates as the Del Norte County WorkForce Center. The Orientation focuses on many service options and opportunities offered through the WorkForce Center. Applicants are informed that services are available through the WorkForce Center regardless of aid status.

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.

Continued Current Policy/Strategy

Proactive Scheduling:

- Prior to implementing the Proactive Scheduling strategy in December 2003, applicants who attended Orientation were mailed an appointment letter for Appraisal. The average show rate for Appraisal for the months of January through December 2003 was 19%. Giving the applicant an appointment for their Appraisal during Orientation, increased the average show rate at Appraisal from 19% to 40%.

Meet & Greet:

- In February 2006, the Meet & Greet strategy was implemented. This Meet & Greet strategy has increased the average applicant show rate for Appraisal from 40% to 65%.

Revision of Current Policy/Strategy

Orientation Redesign:

- It is anticipated the planned changes to Orientation will encourage and motivate recipients. We anticipate the result being in an increase of 2% in WPR and State participation levels during FY 2006/07.

WtW Caseload Impacted:

- Implementation of the Proactive Scheduling and Meet & Greet strategies has increased communication between the applicant/recipient and the WtW Case Manager. This has allowed the WtW Case Manager to better identify barriers to employment, possible exemptions, and other issues. As a result, recipients move through the Welfare-to-Work System in a more effective manner. Currently, 98% of all WtW Plans are developed within 90 days of the case being granted.

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.

Revison of Current Policy/Strategy

Consistency in and/or increased percentages in WPR and State participation levels will illustrate success of current policies. Orientation redesign success will be determined through monitoring of recipients outcomes and changes in WPR and State participation levels from current levels. Since changes in WPR and State participation levels can be attributed to multiple factors/overlap, qualitative assessment through WtW Case Manager surveys will be used to determine effects or outcomes related to policies and/or strategies. Customer satisfaction surveys will be used by our WtW Case Managers as a measure to determine the quality of services offered. These surveys will include questions related to the quality and effectiveness of the services offered through the WtW program.

Quantitative Assessment:

WtW Case Managers track recipient participation data on a daily basis including Orientation and Assessment attendance and submit monthly in-house reports to the WtW Unit Supervisor. The WtW Unit Supervisor reviews caseload data and recipient activities with each WtW Case Manager.

WtW Case Manager reports: WtW 25 (based on individual caseload); One-Count Report (Based on the WtW 30); Month End Recipient Status Report (point in time status of recipient). On a monthly basis, WtW Case Manager data is consolidated and WPR and State participation levels are tracked over time.

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.

Continued Current Policy/Strategy

Appraisal:

- When a recipient is determined to be a mandatory WtW enrollee, the WtW Case Manager and the recipient review the recipient's strengths, skills, career interests, short-term and long-term career goals. The recipient's input promotes their buy-in to the process. Based on current skills and interest the recipient is scheduled for Job Finders (Job Club) or an Assessment appointment is set.

Job Finders:

- Job Finders is a three-week course offered in cooperation with our local WIA provider at the WorkForce Center. While Job Finders includes the traditional Job Club types of information, applications, resumes, and interviewing skills, it also focuses on job retention skills. Job retention skills taught include punctual attendance, positive attitude, and problem solving and employer expectations.

- Those who attend Job Finders are assisted in finding their current skill level and career interests. These skills and career interests are a primary factor in determining the specific services each recipient receives. The Job Finders agenda include scheduled time for Job Search. A week of supervised Job Search is available for those who do not find employment during Job Finders.
- If a recipient completes Job Finders and is not employed or is employed and not meeting the required hours, the recipient is given an appointment for Assessment.

Work Experience:

Work Experience placements are made based on the recipient's skills, strengths, interests and needs.

- Recipients who do not demonstrate work maturity skills are referred to Community Assistance Network (CAN) as the work experience site. During this placement, the recipient is provided with a work setting that provides specific job skills such as warehouse or clerical skills. The recipient is provided work maturity skills training including punctuality, dependability, attendance, positive attitude, and appropriate dress.

- Recipients who have demonstrated work maturity skills are placed into a work experience site in the public sector providing reinforcement of current work maturity skills as well as training in job specific skills. Recipients gain skills such as working under pressure, working independently, time management, and making independent decisions.

Hours of Participation

- Each recipient's progress is monitored on a monthly basis. As the recipient's skill level increases, the work experience placement is adjusted appropriately. If a recipient is not participating for the required hours, he/she is contacted immediately so the hours in their current activity are increased or additional activities are added to meet the needed level of participation.

Revision of Current Policy/Strategy

Incentives:

- Effective December 1, 2006 incentives are offered to recipients upon completion of an assigned work activity, obtaining employment and/or promotion. The incentives are provided in the form of purchasing cards at local retailers.

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).

Continued Current Policy/Strategy

Appraisal:

- WtW Case Managers have experienced a more positive attitude from recipients due to focusing on the recipient's own strengths and interests. This in turn has increased recipient's willingness to participate in activities. Currently 80% of recipients participating in the Appraisal activity successfully continue in the process.

Job Finders:

- The benefits of Job Finders are two fold: recipients gain skills to find employment (currently 70% of recipients that complete Job Finders find employment as a result) and Job finders is used as an assessment tool to surface the need for work maturity skills.

Work Experience:

- Recipients benefit from being better prepared to enter the workforce as they have demonstrated the work maturity and job specific skills that businesses are seeking. This strategy has increased the percentage of recipients who move from work experience to employment by 25% in 2006.

Hours of Participation

- Through regular monitoring and evaluation of each recipient's level of participation, the WtW Case Managers can assist the recipient in meeting the required hours of participation. Since changes in WPR and State participation levels can be attributed to multiple factors/overlap, this strategy cannot be independently measured.

Revision of Current Policy/Strategy

Incentives:

- One positive effect is the increased "peer marketing" that can result when the positive outcomes of our services are shared between recipients. We believe this strategy may affect 100% of our caseload. We anticipate the result of this strategy being an increase of 2% in WPR and State participation levels during FY 2006/07.

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.

Continued Current Policy/Strategy

Consistency in and/or increased percentages in WPR and State participation levels will illustrate success of current policies. Success will be determined through monitoring of recipient outcomes and changes in WPR and State participation levels from current levels. Since changes in WPR and State participation levels can be attributed to multiple factors/overlap, qualitative assessment through WtW case manager surveys will be used to determine effects or outcomes related to policies and/or strategies. Customer satisfaction surveys will be used by our WtW Case Managers as a measure to determine the quality of services offered. These surveys will include questions related to the quality and effectiveness of the services offered through the WtW program.

Quantitative Assessment:

WtW Case Managers track recipient participation data on a daily basis including orientation and assessment attendance and submit monthly in-house reports to the WtW Unit Supervisor. The WtW Unit Supervisor reviews caseload data and recipient activities with each WtW Case Manager.

WtW Case Manager reports: WtW 25 (based on individual caseload); One-Count Report (Based on the WtW 30); Month End Recipient Status Report (point in time status of recipient). On a monthly basis, WtW Case Manager data is consolidated and WPR and State participation levels are tracked over time.

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 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.

Continued Current Policies

Home Visit:

- Upon an instance of noncompliance, the WtW Case Manager attempts contact with the recipient via telephone. If the recipient can not be reached, a home visit is scheduled for the following day. A notice of action and appropriate forms for noncompliance are mailed to the recipient.

- During the home visit, the WtW Case Manager and the recipient discuss the reason for noncompliance. The CalWORKs Case Manager and the recipient discuss and agree whether to conduct the Compliance Interview during the home visit or request the recipient to attend the scheduled office interview listed on the notice of action for noncompliance. A copy of the notice of action and appropriate forms for noncompliance are given to the recipient.

- The WtW Case Manager also informs the recipient of the financial sanction process for failing or refusing to comply with program requirements without good cause and works with the recipient to eliminate possible barriers.

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.

Continued Current Policies

Home Visit:

- Increased contact with recipients by conducting home visits to address noncompliance issues as soon as identified, reduces the length of time (up to 20 days) between written communication of noncompliance and the Compliance Interview. Recipients are more likely to comply if the barriers to nonparticipation are resolved immediately. Continuing to utilize this strategy will prevent/reduce the number of families going into sanction status.

- Continuing this strategy, we project the county's sanction rate will be reduced by 1% during FY 2006-07 and by a total of 5% by the end of FY 2008-09.

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.

Home Visit:

- Staff performing the home visits report the results to the WtW Case Managers. The WtW Case Manager tracks the number of recipients receiving home visits and the resulting outcomes. A monthly report of sanctioned case activities is submitted to the WtW Unit Supervisor.

- Success will be demonstrated with a continued monthly increase in the WPR.

E. Re-engaging non-compliant 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.

Continued Current Policies

Home Visit:

- The County will continue to use the home visit policy as explained in "D".

Specialized Caseload:

- In December 2006 a specialized sanction caseload was created. The WtW Case Manager focuses on sanctioned recipients in an attempt to re-engage them in services.
- The WtW Case Manager identifies sanctioned recipients, researches their history of non-compliance prior to contact, and develops a strategy of re-engagement specific to the recipient.
- The WtW Case Manager coordinates with the Integrated Case Worker (ICW) who determines CalWORKs eligibility for the family in order to attend the CalWORKs annual redetermination interview. During this interview, the WtW Case Manager will identify barriers to nonparticipation and will work with the family to resolve barriers and to develop strategies to maintain participation.

Revision of Current Policies

Specialized Caseload:

- The performance reports are in the process of being revised to include the following:
  -Daily cases assigned
  -Monthly activity and results
  -Monthly detail of cases: non-compliance, sanctions, new sanctions

Revision of Current Policies

Sanction Orientation:

- The County's goal is to institute this policy in the Spring of 2007.
- Sanction Orientation will serve as a fast-track method of re-engagement that allows recipients to call anytime, learn where orientation is held, and self-initiate enrollment.
- All sanctioned recipients will be informed about Sanction Orientation via informing notice and interaction with WtW and ICW staff at the time the sanction takes effect. The informing notice will also be mailed to recipients on a monthly basis. WtW and ICW staff will verbally inform the recipient at anytime the recipient makes contact with staff.
- Attendance is "self-initiated" by the recipient, held weekly at a location to be determined.

- Orientations will be facilitated by WtW Case Managers and/or Supervisors with guest speakers from Mental Health & Drug and Alcohol, Del Norte Child Care Council, Harrington House (domestic violence center), Rape Crisis, and others.

- Orientations will provide recipients with vital information relating to:
  -Available CalWORKs activities
  -Available supportive services
  -Rights and Responsibilities
  -Time limit/participation requirements
  -Compliance and sanction process
  -Exemptions

- Upon completion of Orientation, sanctioned recipients will be given an appointment with the WtW Case Manager scheduled within 2-3 days and can be fast-tracked back toward participation depending upon their circumstances:
  -Employed
  -Exempt
  -Domestic Violence
  -Mental Health/Substance Abuse

- Monthly data tracking reports will be created.

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.

Continued Current Policies

Home Visit:

- The County will continue to use the home visit policy as explained in "D".

Specialized Caseload:

- Sanctioned recipients receive personalized service in an attempt to re-engage them in services or to surface issues that may prevent them from participating and assist them in overcoming those issues. Based on this approach we anticipate the total sanctioned caseload to be reduced by 1% during FY 2006-07 and 5% by FY 2008-09.

- Sanctioned recipients will be working with a WtW Case Manager who specializes in identifying and resolving barriers to noncompliance. Barrier removal will assist recipients meet the WtW participation and close monitoring will assist recipients to achieve self-sufficiency.

Revision of Current Policies

Sanction Orientation:

- Benefits of Sanction Orientation:
  -Shortened re-engagement time for recipients
  -Much quicker and more accurate than mailing appointment letters
  -Reduced missed appointments and overbooking of WtW Case Managers
- We anticipate Sanction Orientation will affect all of our sanctioned population.

Data Reports:

- -Identify trends/activities that have higher risk of failure
  -Assist in the development of re-entry strategies
  -Assist in tracking successful re-engagement rate
  -Assist in the ongoing contractual oversight of partner agencies

- We anticipate this data will be utilized in 100% of the caseload.

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.

Continued Current Policy/Strategy

Consistency in and/or increased percentages in WPR and State participation levels will continue to illustrate success of current policies. Success will continue be determined through monitoring of recipient outcomes and changes in WPR and State participation levels from current levels. Since changes in WPR and State participation levels can be attributed to multiple factors/overlap, qualitative assessment through WtW Case Manager surveys will continue to be used to determine effects or outcomes related to policies and/or strategies. Customer satisfaction surveys will continue to be used by our WtW Case Managers as a measure to determine the quality of services offered. These surveys will continue to include questions related to the quality and effectiveness of the services offered through the WtW program.

Quantitative Assessment:

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WtW Case Manager reports: WtW 25 (based on individual caseload) and the Month End Recipient Status Report (point in time status of recipient). On a monthly basis, WtW Case Manager data is consolidated and WPR and State participation levels are tracked over time.

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

- **Del Norte WorkForce Center:** In March 2006, our CalWORKs WtW Case Management Unit was relocated to the Del Norte WorkForce Center/One-Stop (DNWC). Collocated with Rural Human Services (Work Force Investment Act non-profit provider) and the State Department of Rehabilitation, the DNWC provides a more comprehensive service for job seekers. At the DNWC, WtW staff are able to increase employment related services, including the development of work experience sites; the monitoring and supervision of work experience participants; the provision of job retention services to our employed participants; the provision of job search assistance; and the provision of vocational training, placement and support.

- **Community Assistance Network (CAN) Employment Training Services Contract**: CAN is a non-profit human service corporation. Services are designed to assist clients to gain marketable employment skills and to provide clients an

opportunity to fulfill CalWORKs participation requirements. Client baseline data is developed and performance indicators are used to measure progress in skill level and WPR participation. Department of Health and Social Services (DHSS) administration, WtW Unit Supervisors, WtW Case Managers and CAN Management staff review data on a monthly basis and use outcome information to develop or revise effective policies and strategies.

- **CalWORKs Independent Living Program (ILP):** Patterned after the ILP for foster youths, CalWORKs ILP serves youths 16-18 years old whose parents are participating in the CalWORKs program; therefore, reinforcing the entire family's goal of self-sufficiency. Classes, workshops and guidance are offered in three areas: vocational and/or educational opportunities; life skill development; and social skill acquisition. The goal is to engage teens to attain the education and skills necessary to become self-sufficient adults and support their parents' efforts towards self-sufficiency (prevention and reduction of dependency on government benefits).

- **Linkages-CalWORKs and Child Welfare Coordinated Services**: Linkages is an approach to child welfare services (CWS) that is built on an understanding of the impacts of poverty. CWS can support self-sufficiency outcomes and WtW can support child safety outcomes. Currently, approximately 32% of our CWS caseload are CalWORKs families. Linkages facilitates access to a broad array of coordinated services for families with domestic violence, mental health issues, alcohol and drug abuse, and other barriers to self-sufficiency. Provision of coordinated timely services can yield better outcomes for our families.

- **Outreach to Timed Out Recipients:** Those CalWORKs recipients who have reached their 60-month CalWORKs time limit will be contacted and offered WIA services through our One Stop.

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).

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

Continued Current Policy/Strategy

Consistency in and/or increased percentages in WPR and State participation levels will continue to illustrate success of current policies. Success will continue be determined through monitoring of recipient outcomes and changes in WPR and State participation levels from current levels. Since changes in WPR and State participation levels can be attributed to multiple factors/overlap, qualitative assessment through WtW Case Manager surveys will continue to be used to determine effects or outcomes related to policies and/or strategies. Customer satisfaction surveys will continue to be used by our WtW Case Managers as a measure to determine the quality of services offered. These surveys will continue to include questions related to the quality and effectiveness of the services offered through the WtW program.

Quantitative Assessment:

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WtW Case Manager reports: WtW 25 (based on individual caseload); One-Count Report (Based on the WtW 30); Month End Recipient Status Report (point in time status of recipient). On a monthly basis, WtW Case Manager data is consolidated and WPR and State participation levels are tracked over time.

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.

Continued Current Policy/Strategy

Del Norte WorkForce Center

In March 2006, our CalWORKs WtW Case Management Unit was relocated to the Del Norte WorkForce Center/One-Stop (DNWC). Collocated with Rural Human Services (Work Force Investment Act non-profit provider) and the State Department of Rehabilitation, the DNWC provides a more comprehensive service for job seekers. At the DNWC, WtW staff are able to focus on employment related services, including the development of work experience sites; the monitoring and supervision of work experience participants; the provision of job retention services to our employed participants; the provision of job search assistance; and the provision of vocational training, placement and support.

Management representing DNWC partners meet monthly to discuss and review current policies, new program implementation and coordinated service delivery.

Community Assistance Network (CAN) Employment Training Services

CAN is a non-profit human service corporation. Services are designed to assist clients to gain marketable employment skills and to provide clients an opportunity to fulfill CalWORKs participation requirements. Client baseline data is developed and performance indicators are used to measure progress in skill level and WPR participation. Department of Health and Social Services (DHSS) administration, WtW Unit Supervisors, WtW Case Managers and CAN Management staff review data on a monthly basis and use outcome information to develop or revise effective policies and strategies.

College of the Redwoods

- The WtW Case Management Unit has a dedicated liaison with the college. The WtW liaison meets with college counselors on a regular basis to discuss student needs, financial aid, participation/activity hours, and new regulations.

- College counselors assist our recipients fulfill educational requirements towards a degree and participation/activity requirements for WtW.

- The WtW Case Manager maintains a list of recipients attending college. Each recipient signs a release of information form allowing the Case Manager to exchange appropriate information with the college.

- The County has a current contract with College of the Redwoods for Learning Disability Assessment Services for our recipients. College staff follow the California Community College Learning Disability Assessment protocol. The assessment identifies academic strengths and weaknesses, recommends appropriate accommodations and referrals to other agencies.

Redwood Coast Transit Authority

- Redwood Coast Transit Authority (RCTA) is a public transportation provider. CalWORKs participants who need transportation between home, work, training sites, school, childcare and other necessary appointments are provided with passes based on their need.

- The County has a current contract with RCTA to provide two additional daily roundtrip schedules to the current fixed route service between Crescent City and Smith River.

- Recipient information is not shared with RCTA.

Sunset High School

The County has a long-standing relationship with Sunset High School, working with parenting teens who receive CalWORKs and participate in Cal-Learn. Adult CalWORKs recipients who lack a high school diploma are referred to Sunset High School to finish high school or earn a GED. These services are coordinated with Public Health Nursing and Child Welfare Services.

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.

DHSS management and WtW case management unit staff will continue to meet and collaborate with new and existing community partners to develop and implement effective policies and strategies based on recipient needs and improved outcomes.

Del Norte WorkForce Center

The County will continue to increase the number of services offered in coordination with Workforce Investment Act through the Del Norte WorkForce Center. This includes the implementation of coordinated service strategy utilizing WtW and WIA staff.

Community Assistance Network

CAN's services are designed to assist recipients to gain marketable employment skills as well as providing an opportunity to fulfill CalWORKs participation requirements. Careful monitoring of recipient progress and skill development will allow WtW Case Managers in coordination with CAN program staff to make appropriate adjustments to policies and training strategies.

College of the Redwoods

The County will continue to collaborate with College of the Redwoods in the effort to assist our recipients fulfill educational requirements towards a degree and to ensure WtW participation/activity requirements are met.

The contract with College of the Redwoods for Learning Disability Assessment Services shall be renewed on a yearly basis.

Redwood Coast Transit Authority

The County will continue to provide bus passes to recipients to ensure transportation to assigned activities is provided.

The contract with RCTA ends June 30, 2007. A customer utilization analysis will be conducted for the two additional roundtrips. Adjustments to schedule will be made based on recipient need.

Sunset High School

The County will continue to encourage parenting teens to attend Sunset High School and provide supportive services. Adult CalWORKs recipients will also be encouraged to finish high school and or earn a GED. Collaboration with Sunset High School staff will continue to ensure recipient needs are addressed, and WtW participation/activity requirements are met.

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.

Consistency in and/or increased percentages in WPR and State participation levels will continue to illustrate success of current policies. Success will continue to be determined through monitoring of recipient outcomes and changes in WPR and State participation levels from current levels.

As a result of all the strategies to be used, the overall WPR in our County will improve by 5% for FY 06/07, 5% for FY 07/08, and 5% for FY 08/09.

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 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 to due 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.

Since changes in WPR and State participation levels can be attributed to multiple factors/overlap, qualitative assessment through WtW Case Manager surveys will continue to be used to determine effects or outcomes related to policies and/or strategies. Customer satisfaction surveys will continue to be used by our WtW Case Managers as a measure to determine the quality of services offered. These surveys will continue to include questions related to the quality and effectiveness of the services offered through the WtW program.

It is anticipated that 25 parents per year will terminate benefits due to employment.

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

DAILY TRACKING:

WtW Case Managers log recipient activities such as attendance at orientation, appraisal, assessment, Job Finders, and work experience assignments. All WtW Case Management data is combined on a monthly basis and outcomes are tracked over time. The WtW Case Management Supervisor reviews caseload outcomes with each WtW Case Manager on a monthly basis.

MONTHLY TRACKING:

The following are CalWORKs Welfare-to-Work Monthly activity Reports. Each month the data percentages are calculated or totals represented and presented in graph form. Current data includes July 2004-October 2006.

Two-Parent Participation Rate
All (Other) Family Participation Rate
Two-Parent Entered Employment
All (Other) Entered Employment
Entered Employment Totals
Percentage of Adults in Paid Employment Totals
Percentage of Adults Entering Employment Totals
Parents Terminated due to Employment

WtW Case Manager reports:
WtW 25 (based on individual caseload)
One-Count Report (Based on the WtW 30)
Month End Recipient Status Report (point in time status of recipient).

Measures of quarterly progress:

On a quarterly basis, monthly reports are reviewed and quarterly progress is analyzed. Actual quarter results are compared to annual goals as a way to incrementally monitor progress. DHSS Management reviews progress and meets with the WtW Supervisor and Public Assistance Program Manager to discuss changes to policy, effects of recent policy change, and changes in regulation.

Projected impact on County's federal WPR:

- As a result of all the strategies to be used, the overall WPR in our County will improve by 5% for FY 06/07, 5% for FY 07/08, and 5% for FY 08/09.

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.

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Budgeted Amount	Description of how additional funding provided in Fiscal 2006-07 will be used
CalWORKs Eligibility Administration	$549,663	$680,774	Based on an analysis of CalWORKs caseload distribution, 6 additional ICW positions were established in April 2006 and continue to be funded in FY 2006-07.
WTW Employment Services	$1,990,298	$2,363,125	Our Welfare-to-Work unit is now fully staffed which enables us to provide individualized/recipient centered services.
CalWORKs Child Care	$405,806	$425,000	Recipient's increased work participation and activity requirements are reflected in higher child care costs.
Cal-Learn	$27,983	$88,912	Increased participation and request for supportive services is reflected in increased costs.
CalWORKs Funded Drug and Alcohol Services	$30,490	$60,654	Cross identification of recipients will allow for full utilization of CalWORKs DA funding.
CalWORKs Funded Mental Health Services	$115,036	$130,924	Cross identification of recipients will allow for full utilization of CalWORKs MH funding.