County Name:

Napa

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.

County Welfare Director's Signature	Printed Name	Briefing Date
	RANDOLPH F. SNOWDEN	12/19/06

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

1) **Reduce child poverty in the State;**

Napa County will address the goal of reducing child poverty by providing services that will enable parents/caretakers to earn a self-sufficient wage and provide for the needs of their families. Imparting to participants the importance of work as a method for improving their financial status and addressing the circumstances that prevent participants from becoming employed are major components of the Napa County plan. (They must believe it and, then, they must be able to do it). Strategies will include:

- Increasing participant awareness and buy-in of the benefits of employment (Section B.)
- Training to enhance staff's case management skills to include identifying/addressing barriers and identifying individual motivators. (Section C.)
- Developing career ladder employment through early engagement (Section B.), consistent employment message (Section F.), job fair events at the One-Stop (Section G.), and skills up-grade training through partnering with The Workforce Investment Act (WIA) program (Section G.)
- Retention/income improvement planning via training for CalWORKs staff in the area of job retention (Section C.)
- Providing financial management classes/workshops to participants (Section G.)
- Outreaching to and engaging Non-custodial parents in WIA employment services to enable them to increase their ability to make financial contributions to the family through child support. (Section G.)

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;**

These goals will be met as a result of implementing the strategies to reduce child poverty in Napa County. The early and consistent message of employment folded into the up-front engagement activities and the other activities outlined in the plan detail are designed to equip participants with the job skills and support needed to eliminate their need for cash assistance.

To gain the participants' acceptance and cooperation with the WTW activities, services will be provided in a manner that works for families with children and more effectively considers the barriers, conditions, and circumstances that impact their ability to be engaged in these activities. Sensitivity to and honoring of participants choice while still focusing on the work participation requirements will

require innovative, out-of-the-box thinking for some families, such as exploring non-traditional employment (Section C. Staff Training Plan).

Napa County is also collaborating with other Bay Area counties to design programming geared toward strengthening families through participation in activities that improve the relationship building skills of family members. The Bay Area Family Strengthening Initiative (FSI) supports the development of strong, nurturing families by creating, implementing, and evaluating an integrated service delivery system. FSI links family relationship building programs to key support services (e.g. employment, substance abuse counseling and treatment, educational advancement, etc.). Families will gain greater self-sufficiency and decrease their reliance on public assistance. Grounded in the development of strong and healthy relationships, families will develop the capacity to help their children excel and reach their potential in safe, non-violent environments. The unsolicited proposal was submitted to the Administration of Children and Families in August.

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.**

Understanding the family dynamics and the participants' concerns around leaving the home to participate in WTW activities is a critical part of helping participants see beyond their "barriers" to their future. Participants bring varying amounts and kinds of experiences, both job experience and personal/situational experiences that impact their receptiveness to doing new things and moving forward, or moving at all. As is true for most people, there is a degree of comfort and safety in the known versus the unknown. Uncovering the fears and providing information and services to assuage the concerns will help participants to establish a new comfort level that will allow them to participate in their WTW activities. In this way, non-compliance and sanctions will be avoided and the family income will not be decreased, lessening the negative monetary impact to the participant in providing for their children.

The goal of keeping families together, healthy, and self-sufficient will involve an array of service providers. Attention to the physical and mental health needs of all family members and providing access to support services is addressed in strategies in Section B. Use of the CalWORKs Behavioral Health Social Worker to assist in identifying participant needs will be central in developing the appropriate WTW plan and activities.

Inclusion of all family members and their needs in decision making and planning will continue to be encouraged, as applicable. Home visits have been found to be an effective way to involve the children and second parent in supporting the participant's participation.

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.

There are three themes that unite the strategies outlined below that Napa County believes will result in improvement of the participation rate in our county. Staff development, better connection of staff with the participants, and increased collaboration with other agencies are at the heart of our current and proposed activities. The strategies listed in each of the sections relate back to at least one of these themes. The current strategies listed do not represent all of the successful approaches that will continue to be promoted but are the ones that are most noteworthy best practices.

B. Providing up-front engagement activities

POLICIES AND STRATEGIES:

1. Current practice:
Blended Worker performing both eligibility and WTW case management functions, was piloted in Napa County in 1997 and has been the CalWORKs division design since that time. The Resource Specialist classification was instituted in 2000 to formally recognize the increased responsibility and skills required in administering the aid programs and providing case management services to the WTW participants. The benefits of this design include elimination of communication issues, one worker and continuity of care, one consistent message, one contact for issues that often cross over from eligibility to WTW and vise versa. From the first contact with the Resource Specialist the participant hears the employment message and is aware of the WTW requirements from the point of the initial CalWORKs intake onward.

Napa county has recently further integrated the Resource Specialist position to have the same person process the intake and provide all continuing eligibility and WTW case management services. This step has taken continuity of case management to the next step of integration. Another positive by product of this change is to reduce the pressure on staff to cover for vacancies, particularly when the vacancy is in intake. Having the workload distributed in this way provides some assurances that a participant will continue to have uninterrupted care.

Anticipated Effect: The anticipated effect of continuing administration of the CalWORKs eligibility and WTW programs by a single worker is to maintain a continuity of service that allows for more in- depth and encompassing knowledge of the family, which results in a stronger case management relationship. Through the case management relationship, the participant receives the appropriate support and services necessary to participate in their WTW activities. This model will continue for 100% of our WTW participants.

Determination of Success: *Success will be determined anecdotally and will be seen more concretely with other strategies, such as implementation of a case management protocol (Section C.) and in the focus on employment (Section F.). We will also continue to receive staff and participant feedback regarding the blended position. To date, non-empirical evidence shows that the one-worker concept is a benefit to the participants and is considered to be the favorable way to provide services by staff.*

2. Current practice: Supportive services needs are assessed and referrals are made timely. Child care is the most utilized supportive service for CalWORKs participants and selecting child care is one of the more difficult decisions for many participants to make. We are fortunate to have in Napa County an excellent resource and referral agency with whom the CalWORKs program has a long standing working relationship. Community Resources for Children (CRC) has been the contractor for child care services since the days of the former GAIN employment services program and has a reputation as an outstanding service agency. Communication between the line staff at CRC and CalWORKs is very cooperative and the same is true of the interactions between CRC and CalWORKs at the contractor/provider level.

A recent enhancement to the referral process has facilitated quick access to child care for our participants. The hard copy paper flow has been replaced by an electronic authorization and change reporting process that allows approval and extension of child care to take place immediately.

Elimination of process delays and the quality of service provided by the resource and referral agency enables participants to obtain the supportive services necessary to participate in their activities at the earliest point in time. Use of the electronic process and maintenance of our good relationship with the child care agency will continue to be promoted.

Anticipated Effect: Timely approval of child care and a very effective system of communication with the child care agency has reduced access to child care as a barrier to participation. Exchanging change information timely through our electronic process provides seamless movement between the child care funding stages and better ensures appropriate expenditure of all child care funds. We expect to maintain this close working relationship with the child care contractor and have quality child care services available to 100% of the participants.

Determination of Success: *Continuing to provide easy access to supportive services will facilitate the participants' ability to participate in assigned activities. The impact on the work participation rate will be monitored via participant feedback regarding the services and will be shown in the overall participation rate. This strategy overlaps with other strategies related to early engagement and will be shown in the quarterly measures in Section H.*

3. Current practice: "Linkages" cases are identified at the point of intake for both CalWORKs and Children's Services. This early discovery of families being served by the two programs allows the CalWORKs and Children's Services case managers to work together with the participant to develop coordinated case plans from the start. A joint training for CalWORKs and Children's Services staff took place in April, 2006 to outline the methods for identifying mutual families and how communication and plan coordination will occur. The goal is for the CalWORKs and Children's Services program activities to not conflict with one another, but rather, support the participant in meeting both their work participation and children's services requirements and goals. Though the number of cases identified in our matching system has been few, the framework is in place to handle these cases in the most collaborative and effective manner. This practice will continue to increase the opportunity for these participants to engage in activities that meet both program requirements.

Anticipated Effect: The anticipated effect is the development of coordinated case plans that enable the participant to fulfill the requirements of their WTW and Children's Services plans and reach the goals that the plans are designed to achieve. We expect this continued strategy to result in increased WTW participation for 50% of the Linkages cases.

Determination of Success: *Success will be measured by identifying each Linkages case and tracking the WTW participation of those participants. We will be able to track the additional family success of Children's Services plans that have been completed and their goals met. This strategy will contribute to an increase in our county participation rate by roughly 1% due to the small number of Linkages cases in Napa County.*

1. New Idea Revamp Orientation: The WTW Orientation has gone through a few iterations in Napa County. With the onset of Welfare Reform in 1998, Napa County implemented the Resource Seminar as the initial orientation to WTW and the CalWORKs program in general. The Resource Seminar stressed the importance of researching other resources available to meet the family's needs, time limits and assignment to the job search activity in the application phase of the intake eligibility process. During the early days of implementation of the PRWORA this approach was very successful in reducing the number of cash aid recipients in Napa, as was true statewide and nationwide.

As the TANF population shifted over the years after implementation of Welfare Reform, the applicability of the Resource Seminar shifted also. Applicants were much less likely to have the personal resources or ability to access the community resources available to them and CalWORKs cash assistance was the needed service. The Resource Seminar evolved into the WTW Orientation and became more of a requirements-informing meeting. The underlying assumption is that applicants are generally not at a place to be able to hear or see beyond their immediate need for cash assistance. To increase the effectiveness of the Orientation applicants are now offered the opportunity to attend the WTW Orientation after the intake interview.

A recent reevaluation of the WTW Orientation and the low show rate has shown that a revamping of this activity is due. Ideas being considered include:

Change in the content of Orientation to increase participant awareness and buy-in with the benefits of employment by reinstating participatory Orientation activities. Participant involvement in a discussion of the stepping stones to "where I want to be in 5 Years", viewing motivational videos that promote the employed life style and sharing by the participants of their work experiences and work challenges creates an environment that fosters action.

- Invite successful former participants to speak at Orientation.
- Provide Domestic Abuse presentations and Behavioral Health Social Worker as part of Orientation to help identify potential exemptions and provide information regarding resources and referral to other services up front.
- Conduct early evaluation of family circumstances and identification of barriers, including physical health and mental health issues. We will explore using a screening tool being used in clinical settings that prompt either immediate referral to treatment or clue the case manager into using brief encounters/interventions applied in the motivational interviewing approach.
- Combine Orientation with Appraisal. Seize the opportunity to build on the momentum generated by the Orientation and conduct the Appraisal following the Orientation. This eliminates the need for scheduling a separate Appraisal appointment, allowing the participant to be assigned to their next WTW activity sooner and immediately increasing the show rate.
- Allow children to come to the Orientation. This will facilitate scheduling of participants to the earliest possible Orientation as time is not needed to locate child care. Also allows the staff facilitating the Orientation and the Behavioral Health Social Worker to observe children's behavior and the parent-child interaction to spot possible family issues that could impact participation.

Anticipated Effect: We anticipate that participation in future activities will increase by presenting a more dynamic and engaging Orientation and by using the Orientation setting to identify barriers to future participation. Stimulating participant interest and investment in preparing themselves for employment and eventual self-sufficiency at the first WTW meeting will set the stage for continued participation. The effect of a more energized Orientation will be seen in subsequent participation rather than in the attendance at Orientation. It is anticipated that there will be a 5% increase in the number of participants who will participate is their assigned activities after attending the redesigned orientation.

Determination of Success: *Success will be measured by tracking those who attend Orientation and*

following their participation in the activities assigned after Orientation. This information will be compared to this same data resulting from our current Orientation design. The work participation rate will increase by 1% per year.

2. New Idea Appraisal

- Home visit for Appraisal. Conducting the Appraisal immediately following the Orientation is outlined above as part of the redesign of the Orientation. Another option we will consider is to schedule the Appraisal activity as a home visit with the participant at the Orientation. By conducting a home visit to complete the Appraisal, the worker can see the family's living situation, see the children in their home environment, begin building a rapport with the participant, obtain the Appraisal information in a setting that is comfortable for the participant, and use information about the family/children to determine motivators for participation. This is a way to establish a connection with the participant and the family from the start of the case management relationship. Imparting the clear message that the participant's success is our driving concern will set the foundation of the partnership between the Resource Specialist and the participant. From this empathic based approach, the Resource Specialist will be able to create a relationship that facilitates and supports change. Once the participant feels heard and understood s/he will be more ready and likely to move forward. Home visits have been a good starting point for developing this relationship

- Refine "script" used to offer learning disabilities screening at Appraisal. We have compiled information regarding the number of learning disabilities screenings offered and waived and have found some staff are consistently more successful in completing screenings with their participants. These staff have perfected a presentation of the learning disabilities screening that is readily accepted by most participants. We plan to use these best practices of staff to assist other staff in increasing their ability to persuasively present the screening. By increasing the number of participants agreeing to the learning disabilities screening, staff will be able to obtain more information about the participants' abilities and challenges. This information can then be considered when assigning activities and in determining the best method of communicating with the participant to ensure understanding.

Anticipated Effect: By applying the strategies of doing the Appraisal in the participant's home and by increasing the number of learning disabilities screenings, staff will be able to obtain a more holistic picture of the participant and an understanding of more factors/conditions that can potentially impact their participation. By considering these factors in developing the case management relationship and, ultimately, in developing the WTW plan activities, it is anticipated that with the increased knowledge of the participant, their home situation, and their learning disabilities, activities will be appropriate for the individual and within their abilities to complete, resulting in earlier engagement and fewer instances of non-compliance.

We expect to implement the described new Appraisal strategies with 80% of our families. We will continue to do one-on-one Orientations and Appraisals to meet the participants' needs and anticipate that 20% of the participants will need individual arrangements to complete these activities.
Employing these strategies we anticipate our no-show to Appraisal rate to decrease from 38% to 27% in the first year. After evaluation of the new strategies, we will carry forward the most successful approach and expect to see a further decrease in the no-show rate to Appraisal of 5% per year for years two and three.

With staff training in the techniques for introducing and offering the learning disabilities screening, we anticipate a 10% increase in the number of screenings completed, leading to an additional eight learning disabilities evaluation referrals per year.

Determination of Success: *In order to determine which of our proposed new strategies produces the best result, we will implement a combination of the new approaches to Appraisal and compare the results. This can be done by conducting the Appraisal at the time of Orientation for some participants and simultaneously doing home visits to complete the Appraisal for another group of participants. A comparison of the results will*

determine the most successful approach. Another method for testing the new strategies is to conduct the Appraisal at Orientation for a period of time and then switch to doing Appraisals via a home visit for the same length of time and compare the results of the two approaches.

With this earlier initial engagement we will see the work participation rate will increase by 2% in each of the three years.

Learning disabilities data is currently tracked and continued tracking will be used to determine the increase in the learning disabilities screening due to the improved presentation of the screening. The work participation rate in the activities assigned after the learning disabilities screening will increase by 1% each year.

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

POLICIES AND STRATEGIES:

1. Current practice: WTW tracking systems and reports are used by staff to monitor participant activities and participation. The system reports provide details of each participant's situation and participation status. Staff use these reports to maintain contact at appropriate intervals in order to monitor participation and outcomes. This practice will continue and will be enhanced to include more supervisory oversight of the staff's use of reports and development of other ad hoc and system generated reports. More information will be available to staff and supervisors to use in identifying and directing efforts to participants who are not participating or are not fully participating.

Another way in which reports are currently used is to reconcile the ISAWS CalWORKs caseload report with the WTW tracking system caseload report. We have performed caseload reconciliation using these two reports periodically and consistently find that one of the systems' data is not correct. Because of the importance of having accurate system data to generate accurate participation reports, the caseload reconciliation is now done monthly. We intend to focus more attention on the reconciliation to further increase the reliability of the data by having supervisors validate each worker's caseload list.

Anticipated Effect: It is anticipated that continued use of system reports will have two positive results. First, the caseload reconciliation and supervisors involvement in data validation will ensure more accurate data capture for work participation rate calculation. Secondly, lack of any participation and lack of full participation will be clearly reported, enabling staff to easily identify the participants in need of increased case management efforts. We anticipate a decrease of 20% in the number of participants not in any activity or not in activities that total their required number of hours.

Determination of Success: *Calculation of the current number of participants not participating and partially participating will be used determine a baseline, using the months of 11/06, 12/06 and 1/07. Future reports will be compared to this baseline. The work participation rate will increase by 2.5%.*

2. Current practice: Cope Family Center services include parenting classes, assessment of children's health issues, and resource information. A visit to the Cope Family Center office is currently part of a written plan for participants accessing Homeless Assistance and county motel voucher programs. We also have a contract with the Cope Family Center to provide more intensive home visiting services to CalWORKs participants. Though acceptance of Cope Family Center services is voluntary and these services are not a countable WTW activity, Cope Family Center services are a valuable resource that can assist the family in addressing issues that may be impacting the individual's ability to participate. We will continue to explain and offer Cope Family Center services to all participants, as applicable.

Anticipated Effect: It is anticipated that by addressing family issues with the assistance of the Cope Family Center services, participants will be better able to fully participate in their WTW activities. The number of families affected is small, though once connected to Cope Family Center services, the family plan that is developed is generally in place for six months or more. While Cope Family Center services alone will not increase participation, they will provide the support necessary for families to take the steps toward resolving their issues, which will lead to increased participation for at least 25% of the families who complete their Cope Family Center services plan. We also anticipate that participant exemptions will result from the Cope Family Center services assisting the parents in obtaining the documentation needed to substantiate mental health issues.

Determination of Success: *Attainment of an increase in full participation by 25% will be tracked manually. A monthly list of participants is provided to the county and a cross reference to the WTW tracking system will show the participation rate of these participants. The work participation rate will increase by 1%.*

1. New Idea: Increase staff case management skills:

- Staff Development Training plan. While staff training often takes place on a one-on-one basis as case situations are discussed between worker and supervisor, we have determined that investment of time and money in a formal training plan is essential in taking staff to the next level of proficiency and to build their capacity to more effectively assist their participants in meeting their participation requirements. We have seen that attending training alone does not necessarily provide the learning and retention needed to put the training into practice. Incorporating principles into one's everyday work and demonstration of the concepts presented in training takes practice and feedback. In order to better accomplish these goals we have proposed a training plan that will provide continuity by arranging for one trainer and scheduling the training sessions to build on each other.

  We also have identified in-house training resources such as the Behavioral Health Social Worker, WIA staff and Resource Specialists with particular skills whose expertise will be utilized to provide training and mentoring for staff.

  In addition, the University of California, Davis Extension Center for Human Resources offers the opportunity for staff to attend training in other counties through their Inter-County Training Consortium (ICTC) program. We have identified two trainings for all supervisors to attend and will take advantage of other trainings on specific topics that address the needs of individual staff. (*See attached plan*)

- Implement an enhanced case management protocol that builds upon what was developed at the time we embarked on the CalWORKs culture change several years ago. The case management protocol designed and implemented at that time provided information and instruction on the importance of building trusting relationships and how to go about this critical first step. Over time, new staff were hired in CalWORKs however we did not provide training on the protocol. Additionally, It has been desired for some time to enhance the tool to further emphasize the relationship strengthening component and add technical case management guidelines that would be helpful for staff in determining the type and frequency of contact based on types of circumstances, intensity of need, etc. Technical elements include, but are not limited to:

  a. Minimum of monthly contacts with active participants
  b. Cues that suggest a home visit or other interventions may be appropriate
  c. Expectation that the participant leaves each WTW appointment with their next appointment, meeting or activity scheduled.
  d. System for tracking participant activity start dates and scheduled appointments in order to make reminder/readiness calls to participants prior to appointments and activities. Staff will make contact to ensure the participant has all necessary arrangements in place to begin their activity, i.e. child care, transportation, clothing, time and location of the activity, etc.

- Change Learning Disabilities results appointment to take place at the Job Connection. Currently, learning disabilities evaluations are administered by our local Community College at the Napa Valley College campus. The participant's Resource Specialist also attends the meeting at the college where the evaluation results are reviewed by the evaluator with the participant. Our experience has shown that in a number of cases it is the participant's learning style that may be impeding their progress. Often what is needed is a hands-on demonstration of how the participant can conduct their job search to accommodate their learning style. Walking through how to use the job search resources and equipment with the participant is more instructive than telling the participant about their disability and how to accommodate it.

  We will change the evaluation results meeting location to the Job Connection and include a visit to the Employment Network Center. The learning disabilities evaluator will show the participant and the Resource Specialist how job search can be done to address the participant's learning style or disability. The participant will sit at the computer and be coached in the steps/methods that are consistent with the participant's abilities and call attention to the area in which the participant will need to make accommodations. We have agreement from the learning disabilities evaluator on this approach and plan to implement this strategy in January, 2007 when the CalWORKs operation returns to its permanent co-location site with Employment Network Center at the Job Connection.

- Evaluation tool to identify barriers and quick referral to the behavioral health Social Worker for further assessment for existing participants will be used to save time in discovering a variety of barriers. With information from the screening we can start addressing problem areas from the outset instead of as they crop up. The sooner we identify the barriers, the easier it is for the participant and the staff to begin addressing the issues. A screening tool can help identify major clinical issues that may be reason to exempt a participant. We have a better chance of identifying the most work ready and will have a more accurate picture of who our actual active participants are through use of a screening tool.

- Include relevant staff or their input in WTW Plan writing, i.e. Probation, Child Protective Services, Behavioral Health Social Worker, WIA case manager. In order to have a full understanding of the requirements and goals of other agencies/plans with which the participant is expected to comply, a multi-disciplinary team approach will be used in creating the WTW plan, when applicable. Information regarding the other agencies/programs that the participant is working with will be solicited from the participant and the benefits to the participant in providing this information will be explained. Development of a WTW plan that takes into account all that is required of the participant is best done via a conference with all involved parties. A joint meeting also offers the opportunity to receive input from the other practitioners regarding the potential for success in the plan activities. The CalWORKs WTW plan will include activities required of other programs the participant is working with to the extent that the activities are allowable in WTW. Also, the participant knowing that all are working in support of his/her success may lead to increased satisfaction and participation. It could be, too, that the participant has developed a stronger relationship earlier on with a case manager from another program and this relationship could be the means to furthering the participant's goals. Scheduling of WTW activities will also be coordinated with the activities of the other programs' plans to eliminate conflicts. The aim is to design a plan that is comprehensive and depicts activities that are achievable and do not compete or conflict with other agency/program obligations.

Anticipated Effect: With a more skilled staff and use of a screening tool, identification of participants' barriers and facilitation of access to treatment/resources will result in an increase in the preparedness and ability of participants to complete activities. Skills training and implementation of a case management protocol will increase staffs' ability to more successfully implement/apply the other strategies that will increase participation. Writing WTW plans in collaboration with other agencies and programs with which the participant is involved will increase the probability of success for the participant. All staff will participate in the staff development trainings which will enhance the case management to all families.

The effect of having the learning disabilities evaluation results meeting take place at the Job Connection and accessing the Employment Network Center for the hands-on application of the evaluation information will be seen in participants being better able to use the job research resources and conduct a more successful job

search. We anticipate an increase in completion of job search of 20% using this strategy.

Determination of Success: *Implementation of strategies around staff development, particularly the training aspects of the strategy, will take place throughout the first plan year. The success of the training provided to staff will not be shown in a direct correlation to a specific strategy but will have an impact in increasing the overall work participation rate. This will be shown in the quarterly measures in Section H.*

Ability to utilize the Employment Network Center facility by the learning disabled will be measured by comparing the completion of job search without the inclusion of the Employment Network Center demonstration to those who complete job search after having the demonstration of how to use the Employment Network Center during the evaluation results meeting. Job search completion rates for participants who completed their learning disabilities evaluation in 2006 (with no Employment Network Center demonstration) will be compared to job search completion rates in 2007 (with Employment Network Center demonstration). The work participation rate will increase by 2%.

2. New Idea: Monitoring/Use of data: Reports are generated by the Staff Services Analyst and distributed to staff either directly or through their supervisors or manager. The WTW tracking system information is the data source for the monthly activity and participation rate reports that are provided to the state, making the timely and accurate entry of information into this system of utmost importance. Use of system reports will continue as a case management tool and development of new reports that can be used to improve the accuracy of the system data will be explored.

- Supervisors conduct quality assurance reviews of a sample of WTW cases to ensure that input is correct so that resulting reports/tools are accurate and, therefore helpful. This will also help ensure that the data entry is correct so all participation can be captured. Supervisor reviews will also be helpful in assessing whether staff are applying new or enhanced case management skills. Review results will be forwarded to the CalWORKs Staff Services Analyst who will compile the information for the division. The information collected will help to identify error trends and individual staff training needs and will be used to determine training needed. Discussion of the review results will be included as an agenda item for the CalWORKs operations meeting once a month to analyze the errors and plan the appropriate approach for addressing identified training needs. The supervisors will track staff progress/improvement in the identified need areas at their regularly scheduled one-on-one meetings with each staff person.

  A review tool has been developed that is currently used by the Staff Services Analyst. Supervisors will be trained on use of the tool and informed of the timelines for completion and submission of data. Moving this function from the Staff Services Analyst to the unit supervisors increases staff accountability and brings the supervisor closer to the process of evaluating the work. In addition, focused reviews to validate the data entry for the WTW 30 sample list will be conducted.

- Monthly staff tracking of actual participation hours is an additional system that has been put into place to capture hours of participation and case management activity. Each Resource Specialist has a Work Participation Report listing all of their WTW participants. The Resource Specialist updates the report continuously throughout the month as contact is made with each participant. Changes in status or the participant/family situation are noted and next steps developed to obtain or maintain required hours of participation. These reports are submitted monthly and the information used to compute our county work participation rate for the prior month. The work participation rate is calculated for each staff person as well as the overall county participation rate.

  This tracking/reporting method allows for more timely knowledge of participation progress/issues than the WTW 30 report which has a three month time lag. The information by worker is used to identify staff with successful practices in engaging participants that can be tapped into and to identify staff whose case management skills may need strengthening. Acknowledgement of staff success in contributing positively to the county work participation rate is another important aspect of reporting outcomes by worker. Individual staff participation rates are currently used by supervisors to coach staff and conference individual cases. We are considering expanding the dissemination to all staff to show the rates that have

been achieved and to demonstrate that it is possible.

Focus intervention/contact on participants just a few hours shy of meeting the federal participation hours. While participation for the number of hours required by the state has been the expectation for participants with a child under six years of age, it is prudent to work with participants who are doing just under federal requirement of 20 hours in order to maximize our federal participation rate. Participants who are in this situation will be identified via an ad hoc report that will be requested monthly.

Anticipated Effect: Supervisors will have a first-hand look at the work being done by staff rather than receiving a summary report of review findings. This will enable the supervisors to work individually with staff on problem areas. Monitoring of the data entry will help to ensure that the work participation reports accurately reflect the participation rates. The comprehensive case reviews will be performed on 7% of cases monthly. The data entry review will be done for 100% of the WTW 30 sample cases.

Data shows that 6% of participants with a child under six are from one to five hours shy of meeting the 20 hours required for federal participation. We plan to focus case management efforts on 100% of these participants.

Determination of Success: *By utilizing the information from our reports and WTW reviews completed by the supervisors to pinpoint the participants who are close to meeting their participation hours and are most likely to increase their hours we anticipate that the work participation rate will increase by 2%. The reports provide the data but it is the work done with participants identified through the reports as needing attention that will affect the work participation rate. This strategy overlaps with other strategies that are related to more direct actions. This will be shown in the quarterly measures in Section H.*

3. New Idea: Students:

- Work Study: The work study activity has been a highly utilized activity in previous years when the colleges' funds for work study were more plentiful. During the time that all students who had work study available to them did participate in this activity, unless their participation hours were filled with unsubsidized employment. With the additional funding to the community colleges to increase work study opportunities we expect the number of participants engaged in this activity to increase and to result in increased number of students meeting their participation hours. We will work with the college to see that work study hours can increase during school breaks to maintain the required participation hours when classes are not in session.

- Other Concurrent Activities: Not all students are eligible/able to participate in work study. For those students for whom work study is not an option, WTW plans will be reviewed to ensure they are participating in activities sufficient to meet their work participation requirements. Community Service activities/sites that compliment the course of study will be developed to fill in hours as necessary and in accordance with the simplified food stamp computation of hours. The Community Service hours would increase during school breaks to fill in for the class hours. Staff will evaluate the current students WTW plans and prepare Community Service sites for concurrent participation as applicable.

  To carry out the two strategies above, the Resource Specialist will contact students in education plans at least one month before winter break, spring break and summer vacation to reinforce to them that participating in approved activities during school break is one of the conditions of allowing education as their WTW activity and to begin planning the fill-in activities.

Anticipated Effect: Currently only 24% of our participants who are college students are participating in work study. Upon availability of more funding to the colleges for work study, we anticipate that an additional 40% of the students not currently participating in work study will take advantage of this activity. It is anticipated that we will see this increase beginning with the 2007/2008 school year and will remain stable at that percentage for the following 2 years.

Determination of Success: *With an increase in the number of students participating in work study we anticipate an increase in the work participation rate of 2%.*

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

POLICIES AND STRATEGIES:

1. Current Practice: Home visit prior to sanction to ensure that the family understands the consequences of the sanction and what they can do to avoid the sanction. The Resource Specialist evaluates the impact of the sanction on the family/children and assesses for other possible referrals/interventions. Another objective of the home visit is to determine possible impacts to the family, if any, should the parent be out of the home to participate in WTW activities and to determine if that is causing the non-compliance. For example, if children have behavioral health issues that the parent feels they must be at home to handle, they are not going to be easily inclined to leave the home for work or some other activity. This also presents an opportunity to involve the other family members in supporting the participant in the WTW activities and planning. participants often are no-shows for these home visits. The staff development plan which includes case management training is intended to provide staff with more strategies/skills for engaging non-compliant participants and we expect to see these ideas put into practice in carrying out the home visits.

Anticipated Effect: The Resource Specialists will contact/attempt to contact 100% of the participants before the sanction takes effect. Continuing to follow the practice of contacting the participant in their home will ensure that participants have a clear understanding of what the imposition of a financial sanction will mean to the family and to the well-being of the children. The Resource Specialist also uses the home visit as an opportunity to ensure that the participant is fully aware of the actions they can take to prevent the sanction and the Resource Specialist evaluates the participant's situation and ability to take these actions.

The policy of seeing the participant at a home visit prior to sanction has resulted in a higher rate of compliance, increasing the number of participants in WTW activities. By expanding the home visit concept with the new ideas below to ensure that a visit is done at some point in the compliance process, we anticipate that sanctions will be reduced by 5%.

Determination of Success: *Sanctioned participants currently represents 23% of our WTW population. Reducing the number of participants who become sanctioned and who instead become engaged in WTW activities will increase participation by 3%.*

1. New Idea: Rather than implementing only one approach for all participants who have an impending sanction, we plan to customize the approach to address each participant's situation. A combination of the following ideas will be employed as applicable:

- Social Worker accompanies the Resource Specialist on the home visit prior to sanction to assess possible behavioral health issues or other needed services or interventions. This will lend another perspective from an experienced behavior health expert who may be able to illicit more information to assess the participant and family situation.
- Conduct the good cause appointment as a home visit. Rather than wait until the sanction is imminent, the home visit could occur earlier in the compliance process to obtain an understanding of the situation sooner. The behavioral health Social Worker might also attend the home visit to determine good cause. With a home visit and more information earlier in the process, we expect to see fewer participants moving on to sanction.
- Reduce number of appointments to comply and avoid sanction. Send an appointment letter for the activity that caused the non-compliance with the good cause appointment letter and conduct both the good cause appointment and the missed appointment at the same interview, as possible. Example: NA 840 and Appraisal appointment letters are sent together, good cause interview is completed and the

Resource Specialist then moves right into the Appraisal appointment at the same meeting. The Resource Specialist will note on the NA 840 that if the participant attends the one appointment, non-compliance may stop.

- Send voucher/vendor information with the NA 840. Provide the participant with a written description of the voucher/vendor requirements that will be in effect on the first day of the fourth month of sanction if the sanction is imposed. This provides one more piece of information for the participant to consider in choosing to comply with their WTW requirements.

- Inform participants with Section 8 housing that the Housing Authority will not decrease the rent when the CalWORKs grant decreases due to a WTW sanction. Again, the idea is to provide the participant with a full picture of the consequences of non-compliance. Participants often do not become aware of this provision in the housing rules until they contact the Housing Authority to let them know of their decreased grant. Learning of this effect of the sanction at the good cause appointment provides information for the participant to consider in deciding to comply.

Anticipated Effect: Utilizing these strategies that better fit the participant's situation and applying them earlier in the compliance process is expected to more fully inform the participants and maximize the opportunities to comply. More contact at earlier points in the compliance process is the key. The strategy of administering the steps in the compliance process in an individualized way will be applied as the Resource Specialist determines is appropriate for 100% of the participants entering the compliance process.

Determination of Success: *The new ideas are a version of the current strategy – make contact with the participant in their home during the compliance process. The new spin on the existing strategy will ensure the continued success of the home visit in preventing sanction and contribute to the same 3% increase in the work participation rate. Success will be seen in a decrease in the number of sanctions which will result in more participants participating in activities. The success of this strategy will be seen in the general outcomes and will be captured in the quarterly progress in Section H.*

E. Reengaging noncompliant or sanctioned individuals

POLICIES AND STRATEGIES:

1. Current Practice: A specialized sanction team comprised of a Resource Specialist and the Behavioral Health Social Worker currently work together in meetings with the sanctioned families to learn the underlying reasons why the participant is willing to accept the WTW sanction. The Resource Specialist is responsible for the follow-up on all sanctioned participants, tracking progress in addressing issues, developing action plans with the sanctioned participants and bringing the Behavioral Health Social Worker in to assist with barrier identification as needed. Identification of possible exemption situations, reengagement planning and future planning for those individuals not yet willing to reengage are the focus of the team. These staff maintain consistent communication with the case carrying Resource Specialist regarding their participant's progress toward reengagement.

Anticipated Effect: 100% of sanctioned families are the responsibility of the specialized Resource Specialist team. We expect that sanctions will be reduced by 5% as a result of the efforts of the specialized Resource Specialist and Social Worker team.

Determination of Success: *Success will be determined in part by tracking the number and duration of sanctions that are cured. The success of this strategy overlaps with the reengagement strategies and will be seen in the general outcomes that will be captured in the quarterly progress in Section H.*

2. Current Practice: Letters were sent to all sanctioned participants clearly stating the non-compliance issue for which the participant was sanctioned. When providing the required information regarding the changes in the curing process to the sanctioned participants we expanded the notification to include the

reason for the sanction and the number to call for information as to how to cure the sanction. Having contact with the sanctioned participants will provide an opportunity to inform the Resource Specialist of any conditions that might not have been known at the time the sanction was imposed.

Anticipated Effect: 100% of the sanctioned caseload received the letters and 5% of those participants have had a change in status. 3.8 % cured the sanction and 1.2% became exempt. We expect that repeating this kind of mailing at periodic intervals will lead to reengagement of 5% of the sanctioned participants, reducing the county's sanction rate by 3% over the next three years.

Determination of Success: *The number of participants in sanction status affects the denominator when computing the work participation rate. Decreasing the number of participants in the denominator will increase the participation rate by 1%.*

1. New Idea: Project Change Team consisting of the SIU/fraud investigator, the Resource Specialist, the Behavior Health Social Worker and other applicable agency staff will make home visits to sanctioned individuals to assess the family situation and separate fraud/eligibility issues from participation issues. The Resource Specialist and Social Worker team will follow-up with the current home visit protocol for the non-eligibility issue cases. We plan to begin this practice with those who have been sanctioned the longest. We are interested in understanding how participants have become comfortable with their sanction situation and not willing to improve the financial resources available to the family.

Anticipated Effect: Over 6 months the team will visit 30% of the sanctioned caseload, visiting 5% of the sanctioned participants each month. These visits are expected to result in a reduction of 5% over each of the years after implementation in the number of sanctioned participants and, in more cases, a better understanding of the family situation and how to proceed in planning for their reengagement.

Determination of Success: *With a decrease in the number of sanctioned cases more participants will be engaged in WTW activities. The success of this strategy overlaps with the reengagement strategies and will be seen in the general outcomes that will be captured in the quarterly progress in Section H.*

2. New Idea: Implement new approaches periodically with sanctioned participants. Mailers will be sent to the sanctioned participants that contain different messages that are timely, and/or personal. For example, in late summer send a flyer that reads "Need money for school clothes? Call your Resource Specialist to learn how to cure your sanction and begin receiving a full grant in the amount of $xx". Or, show a "check" in a window envelope that represents amount of grant increase if the participant cures their sanction. The mailing will be followed-up with a phone call from the specialized Resource Specialist to see how they can assist the participant in realizing the monetary gain which will result from their WTW cooperation. The continued message will be that we are ready to assist the participant in reengaging and we are committed to continual contact to facilitate their participation. By keeping a constant message to sanctioned participants that we are here to assist, they will know they are not being shelved or forgotten. Those individuals who need to hear from staff more often or need more encouragement/reminders before they take action will have ongoing contacts from their Resource Specialist.

Anticipated Effect: Three times per year 100% of the sanctioned participants will receive a mailing, some individualized for family events (graduations, birthdays) and others timed with seasonal events. We anticipate that such outreach will generate responses from participants that will result in the eventual curing of 2.5% of the sanctions in each year after implementation.

Determination of Success: *The decrease in the number of sanctions, which will lead to an increase in participation in work activities. As with the other strategies that result in a reduction in the number of sanctioned participants, the success of this strategy overlaps with the reengagement strategies and will be seen in the general outcomes that will be captured in the quarterly progress in Section H.*

3. New Idea: Conduct an analysis of the voucher/vendor provisions and our current policy and procedure to determine what is preventing the voucher/vendor regulations from being applied with a larger number of the sanctioned participants. We have found that the current practice hits a road block when participants are living in shared housing situations where the primary renter is not willing to cooperate in providing information necessary to establish the voucher/vendor payment system. We plan to research other county practices and revisit our procedure to identify ways in which we can more widely apply the voucher/vendor payments.

Anticipated Effect: Upon reaching the fourth month of sanction, the voucher/vendor provisions will be addressed with 100% of the participants. With an improved method of applying voucher/vendor process we expect to see an increase in family stability and a 6% decrease in sanctions due to participants not being willing to accept the voucher/vendor payment method and as such will cooperate to avoid it. These effects will be seen in years two and three as year one will be used to complete the program revisions necessary to improve the process.

Determination of Success: *As with the other strategies that result in a reduction in the number of sanctioned participants, the success of this strategy overlaps with the reengagement strategies and will be seen in the general outcomes that will be captured in the quarterly progress in Section H.*

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

POLICIES AND STRATEGIES:

1. Current Practice: The focus on employment and participation in allowable WTW activities has been a constant since the inception of welfare reform. We intend to continue with our current strategies as well as doing more (see New Ideas Section) to demonstrate that this is a central concept in the delivery of WTW services. Our current practices include:

- At reception, CalWORKs applicants are given the Work Pays flyer and Diversion Program coversheet to read while waiting to be seen by the Screener. The screener is the worker who identifies whether or not a participant is eligible to immediate need services and if so, the immediate need participants receive an appointment within one day. The screener is also the one who schedules all regular intake appointments on a first available-rotational basis. When handing these forms to the applicants, the receptionist explains that the Screener will be going over these forms with them. At the screening, the Screener will provide more information regarding the Diversion program and will begin the process of offering applicants information on the work participation requirements.

- A monthly "Gazette" published and distributed to all Job Connection staff that displays the number of employments, the average wage and the average number of hours of employment for the previous month.

- At the CalWORKs Intake appointment the Resource Specialist gives an overview of the WTW program requirements and the time limited aid for parents/needy caretakers.

- Congratulations cards are sent to participants for successes such as obtaining employment, completing recovery program and other events that represent an accomplishment for the individual.

- Successories® key chains are given to participants for reaching milestones/goals, usually employment, as an acknowledgement of their success.

Maintain an excellent working relationship with our child care resource and referral agency and other community partners and contractors who understand the CalWORKs employment focus and are consistent in their support of the goals of the CalWORKs program.

Anticipated Effect: 100% of WTW applicants receive a clear message regarding the importance of employment, the work participation requirements of the CalWORKs program, and CalWORKs assistance time limits. Additionally, recipients have this same message reinforced with the congratulations cards and non-monetary incentives for accomplishments related to employment, or steps towards employment.

Determination of Success: *The consistent employment message is intended to heighten the awareness of the CalWORKs program goals and to encourage participants to seek the services needed to reach their employment goals. Awareness alone will not increase the work participation rate but will provide the environment in which the services toward this end are delivered. The success of this strategy overlaps with the early engagement strategies and will be seen in the general outcomes that will be captured in the quarterly progress in Section H.*

1. New Idea: Increase the employment message to applicants and recipients to underscore the temporary nature of the CalWORKs cash assistance program. A consistent, early message of employment, from all staff and at all phases in the process will be shown in the following ways:

- The Screener offers applicants the opportunity to tour the Employment Network Center, providing applicants exposure to the job search facility at the beginning of the assistance application process
- The Resource Specialist will introduce time management tools by providing applicants with a planning calendar to enter their intake appointment date and to use for recording future appointments and important dates. Calendar is discussed with participant as a helpful tool in staying organized and keeping appointments, encourages its use for all important life activities
- When assigned to the job search activity, the Resource Specialist will meet the participant in the Employment Network Center on their first day of job search and check back with the participants periodically during the job search.
- At intake, the Resource Specialist will look at the on-line Employment Network Center calendar for scheduled employer events (job fairs, on-site recruitment/hiring events, etc.) and inform the applicant of applicable events and have the participant enter the date in their calendar.
- A Job binder will be available and in view in each interview room to be handed to participants while the Resource Specialist is occupied with the intake processing (copying verifications, entering data, etc.).
- Promote life skills classes, such as financial literacy, to assist with job retention. These classes are currently provided by COPE, a partner agency, and announcements of these classes will be posted in all interview rooms.

Home visits at 54th month of aid to assess how participants will fare when they CalWORKs time out in 6 months. The Resource Specialist will determine if services are needed that can be provided by CalWORKs in those remaining 6 months. For those individuals who are participating, the Resource Specialist will prepare them for the loss of their portion of cash aid. For individuals who are not participating, the emphasis will be on determining what services the participant can access in their last 6 months of WTW services.

Anticipated Effect: 100% of WTW applicants will receive the employment message via the first six strategies listed above and will continue to receive this message throughout their stay on assistance. With more employment information provided to applicants early in the intake process, applicants may see other options to being on aid and a Diversion payment and use of the Employment Network Center resources may be the only assistance required. Diversion has not been the appropriate option for many applicants to date, however, we anticipate that with a renewed focus on employment and exposure to the resources available to assist with employment this may be a more viable alternative.

Employment has historically been the WTW activity with the highest rate of participation and we expect to see an increase of 5% with implementation of the new strategies.
To recipients the message will be conveyed in a more focused way with a home visit contact at the 54th month of aid with 100% of the participants as they reach that time on aid mark.

Determination of Success: *Success will be seen in an increase in Diversion payments of 1%. While increasing the number of applicants that opt for Diversion does not impact the work participation rate, it is in line with the larger goal of reducing the number of individuals who are dependent on aid. The anticipated increase in employments will increase the work participation rate by 1%*

2. New Idea: Specialization of exempt cases with one Resource Specialist who will provide a focused effort to ensure that this caseload is receiving the attention that is required given the nature and types of family circumstances that exist for exempt clients. The focused effort will allow for the regular and consistent contact necessary to either confirm need for continued exemption or to see progress toward ability to participate. The specialized worker will have contact, at least monthly, to monitor adherence to plan. This is an idea that has been tried previously and will be attempted again. When tried previously, the exempt cases were all handled within one unit of staff but by all workers in that unit. With an even more specialized design whereby one worker is responsible for this caseload, we see the potential for greater results. A certain number of exempt will be "banked" because of the type of exemption, i.e. pregnancy, new born exemption and exemptions due to injuries, all of which have a specific, identifiable duration. The remainder of the exempt caseload will be actively case managed to ensure that the treatment plan for the issue causing the exemption is being followed by the participant. The most impacting result will be the ability to monitor the exemption end dates and take steps to reengage participants prior to expiration of the exemption. This will reduce the number of participants in no activity.

For participants with long term conditions we will explore the possibility of referring the participants to a County designated Doctor for a second opinion regarding the medical condition and treatment plan. We expect this will provide a clearer identification of those who are truly unable to participate.

Anticipated Effect: With specialization of the exempt caseload, we anticipate that the exemption expiration dates will be more closely monitored, resulting in earlier participant reengagement and a decrease in the number of participants not in activities by 20%, as noted in Section C. 1.

100% of the exempt cases will be handled by the specialized Resource Specialist. All cases with medical exemptions that have been in effect for one year or longer will be referred for a second opinion. Currently, 40% of the participants in exempt status due to medical reason have been exempt for at least one year. There is the potential for a number of these participants to become SSI recipients; the remaining participants would be expected to become engaged in WTW activities following the exemption expiration date.

Determination of Success: *By minimizing the time between the exemption expiration and participation in WTW activities which will result in a decrease in the number of participants not in activities, the work participation rate will increase by 2.5%, as noted in C.1. The success of this strategy will also be seen in participation outcomes that will be captured in Section H.*

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.

POLICIES AND STRATEGIES:

1. Current Practice: A variety of services are available at the Job Connection, the Napa County One-Stop where a number of partners are co-located. Partners include the Workforce Investment Act programs, who provide case management and training services; Goodwill Industries, who also provide specialized case management and job placement; Experience Works, who provides services to older job seekers; Community Resources for Independence, who are advocates/liaison on behalf of SSI applicants; and Adult Education, who provide training and also provide staffing for the Employment Network Center job search facility. Through one-stop access to these programs and services, participants are able to expand their opportunities in these ways:

- Career ladder employment opportunities are provided through job fair events at the Employment Network Center
- Community college job fairs are well advertised to our CalWORKs participants.
- Skills up-grade training is available through partnering with WIA. A CalWORKs Referral to WIA Policy and Procedure was implemented 7/1/06.

Non-Custodial Parents are referred to the Employment Network Center from the Department of Child Support Services to use the job search services as part of their child support order. The WIA program staff also outreaches to this population for possible enrollment in WIA, with the goal of increasing the income of the non-custodial parent to support the CalWORKs children.

Anticipated Effect: As we continue to foster the collaborations with partner agencies, there will be increased cross agency knowledge and resources will be more effectively leveraged on behalf of our participants. Additionally, to the extent that the "right" service is available at the same site (the One Stop), it is anticipated that there will be a higher rate of connection and engagement in other agencies' services post-referral. 100% of WTW recipients will be evaluated to determine if these referrals would be advantageous.

Determination of Success: *Success will be seen as participants' plans reflect a diversity of activities that all lead to positive outcome, for example more plans with employment and training/skills upgrade as joint activities.*

2. Current Practice: Local Agency collaboration includes:

- Napa Valley College provides certificate and degree programs that are accessed by the CalWORKs participants. With the increased funding for Work Study to the community colleges, we hope to see the training opportunities expand for our participants (see Section C.). We also have a strong connection to the college through our contract for the provision of learning disabilities evaluations.
- Financial management classes/workshop are provided by COPE Family Center services and they routinely e-mail announcements of their activities calendar directly to the CalWORKs staff. Participants can receive COPE Family services at no cost. Other COPE Family Center services are described in Section C.
- The WIA program staff have expertise that is utilized for administering the vocational assessments for CalWORKs participants. Rather than duplicate a service that has been part of the WIA program array of services, a WIA staff person is the designated liaison with the CalWORKs program staff, as noted in the previous section.
- Napa Valley Adult School provides the staffing for our Employment Network Center (ENC), which is our universally accessible job search facility. Participants may go the ENC while they are in the job search phase and receive one-on-one assistance from the ENC facilitator.

Anticipated Effect: As staff increase their collaborative efforts with the above noted providers, participants will be more informed and better connections to these valuable employment services will be made.

Determination of Success: Success will be determined based on the number of CalWORKs clients who are engaged in a combination of activities that lead not only to employment but self sufficiency. For example, long term self reliance can be attained through better financial management of resources. We will establish a baseline (2006) of participants who are, or have been, enrolled in services such as the financial planning workshops conducted by COPE. We will then measure the increase in referrals and increase in completion of services.

1. New Idea: Destination North Bay WIA 15% Project. This is an industry-focused training and workforce preparation project serving the new-hire and incumbent upgrade needs of the hotel and restaurant businesses of the North Bay Employment Connection Counties (Napa, Solano, Sonoma, and Marin). It is our intent to build the quantity and quality of the workforce resulting in career advancement opportunities and increased earnings/benefits by setting up/establishing dedicated skills training and job preparation activities. The target population is CalWORKs applicants and recipients. This grant provides us a great opportunity to integrate WIA and CalWORKs services and better leverage the resources of the two programs. Grant awards have not been announced as of yet, but we hope to hear in early 2007.

Anticipated Effect: By connecting participants to occupations that have career ladders we should see higher levels of job retention and overall improvement of our participants' earning potential.

Determination of Success: Success in the program will be measured in accordance with the WIA project requirements. Planned goals for the program include enrolling 40 participants in the program, achieving an 88% job placement rate (in the industry) with an 85% retention rate.

2. New Idea: Five Bay Area counties – Sonoma, Marin, Contra Costa, San Mateo, and Napa - have collaborated on a project proposal submitted to the Administration of Children and Families. The Bay Area Family Strengthening Initiative (FSI) supports the development of strong, nurturing families by creating, implementing, and evaluating an integrated service delivery system. FSI links family relationship building programs to key support services (e.g. employment, substance abuse counseling and treatment, educational advancement, etc.). Families will gain greater self-sufficiency and decrease their reliance on public assistance. Grounded in the development of strong and healthy relationships, families will develop the capacity to help their children excel and reach their potential in safe, non-violent environments. This initiative also proposes to strengthen community coalitions that support families and to also leverage resources.

Anticipated Effect: As families strengthen their relationship skills, such as communication and conflict resolution, they will have better outcomes in the areas of employment, child rearing, co-parenting, and supportive personal relationships. As a result, we anticipate seeing an increase in positive engagement in activities, particularly employment and training.

Determination of Success: Success will be determined by a variety of elements such as completion rate, increase in employment rate, and reduction in family violence, teen birth rate, etc. Baseline information will be captured for the most recent year reported. FSI is proposed to be a 5 year effort.

3. New Idea: We plan to take a closer look at the Human Services credential program at the local community college to see if this is something we can bring on site or support staff in participating in this degree program. This idea is in its early stages, however, there is strong interest investing in staff education and training at this level.

Anticipated Effect: Providing access to credential level training improves the esteem of the worker and demonstrates that there is a commitment to investing in employees. The results will be staff that has

enhanced skills in delivering human services and the "trickle down" reciprocity of investment they will show for their participants.
Determination of Success: Success can be measured by the level of interest, participation and completion of training. However, as we explore this idea more fully, the success measures will be better defined.

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:

Projected impact on county's federal WPR: After 3 years we project we will meet a 50% work participation rate with our participants.

In the past year, Napa County has embarked on developing and implementing an agency wide comprehensive Quality Management Initiative. A specialized unit was created to monitor and report out various critical outcomes. The key goals such as participation rate, employment rate, post exit employment rate, etc. will be folded into the Agency's Quality Management Initiative first year plan. We also folded into the Agency plan the measurement of the effectiveness of our case management effort.

Additionally, the vocational services unit of the agency will develop additional internal quality management processes to measure the success of specific strategies implemented in an effort to increase our participation rate. For example, an action plan/work plan in the form of a tracking matrix, including focus area such as increase early engagement, strategy, steps needed, timeline, and outcome, and measurement tool will be created and reviewed monthly and quarterly, depending on the type of strategy and the effort involved.

Since the WPR improvement effort is a unit wide effort, we will bring in staff at all levels to participate in the identification of the indicators and the development of the surveys, tools, etc. needed to measure. The first step in this process is to translate this plan into the work plan or action plan.

The tentative timeline for the development of the work plan is January 1, 2007.

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 Year 2006-07 will be used
CalWORKs Eligibility Administration	$1,058,130	$1,089,874	Pay for increase in staff costs.
WTW Employment Services	$ 816,397	$ 840,889	Pay for increase in staff costs and shift funding to pay for the increase costs of eligibility administration.
CalWORKs Child Care	$ 589,547	$ 645,854	Pay for increases in child care costs and increase in demand.
Cal-Learn	$ 9,542	$ 12,664	Maintain level of service.
CalWORKs Funded Mental Health Services	$ -	$ -	
CalWORKs Funded Substance Abuse Services	$ 83,051	$ 87,382	Maintain level of service
Other			
Other			

CalWORKs Training Plan –In-House Trainings

TRAINING:

Employment Counseling: In all phases of the WTW program staff counsel participants in areas related to obtaining and retaining employment. Skills needed include:

- Collecting work history information and the participant's evaluation of past jobs, i.e. what they liked/disliked, why the job ended, what skills were required/obtaining, etc.
- Identification of barriers/circumstances which may impact success in employment
- Identification of behaviors, soft skills, or job skills the participant may lack that are impacting employment retention
- Employed lifestyle changes, such as dealing with changes in the family dynamic, time management, etc.

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	Suzan Dawson
Title:	Non-Traditional Jobs and Labor Market Information
Topic Areas	❖ Identifying need for non-traditional jobs ❖ Home based businesses ❖ Non-traditional shifts ❖ Trade jobs – Union pay vs non-union pay ❖ Labor Market Information
Cost	No cost

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Focused Review of WTW case comments to ensure comments include employment counseling is occurring & documented.

TRAINING:

Supervisor Training: Productivity and Accuracy can hinge on a supervisor's ability to guide workers. Skills needed include:

- Workload priorities
- Effective Caseload Management
- Analysis of a Performance gap
- Identification of training needs
- Building workers' counseling and coaching skills
- Identification of training needs.

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	The Supervisor as Trainer
Topic Areas	❖ Understanding the relationship of training to employee performance ❖ Assessing the training needs of employees ❖ Adult learning concepts ❖ Setting training objectives ❖ Planning training sessions ❖ Training activities and visual aids ❖ Applying one-on-one training: coaching and modeling ❖ Developing short-term and long-term training plans for employees ❖ Distinguishing the need for employee training from the need to revise work processes
Cost	Cost already incurred – training coming to Napa County On January 11 2007

Name:	UC Davis
Title:	Effective Caseload Management – The Supervisor's Role
Topic Areas	❖ Workload Priorities ❖ Basic Desk Organization ❖ Materials and references to get the job done ❖ Caseload Management guide.
Cost	No Cost – ICTC training – if room available

Name:	UC Davis
Title:	Training - Analysis and Intervention

Topic Areas	❖ Analysis of a performance gap ❖ Trainee analysis ❖ Identification of training needs ❖ Characteristics of adult learners ❖ Setting purpose, goals, and objectives for training ❖ Develop a training program outline ❖ Reviewing presentation techniques
Cost	No Cost – ICTC training – if room is available.

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	
2.	
3.	

TRAINING:

Domestic Abuse: All CalWORKs participants are informed verbally and in writing of services designed to assist individuals to identify, escape or stop future domestic abuse and deal with the effects of domestic abuse

- Providing the opportunity/environment for participants to disclose domestic abuse
- Obtaining evidence of domestic abuse
- Facilitating participant's access to services
- WTW plans for domestic abuse victims
- Domestic Abuse good cause waiver
- Standards for training outlined in 42-715.62

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	Ana Flores
Title:	Domestic Violence
Topic Areas	❖ Focus on the FVO-Compliance creating a 'safe' environment for client disclosure. ❖ What are the implications of this disclosure when it entails a sig. other not on the grant? ❖ Dynamics of Domestic Abuse ❖ Implications of CW for victims of domestic abuse ❖ Effects on children ❖ Legal options & issues ❖ Safety issues & WTW plans ❖ Risk assessment and crisis management
Cost	No Cost

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Annual refresher training on domestic violence
2.	Review of updated Domestic Violence procedure
3.	Have NEWS come & talk about their programs, domestic abuse, & how to work with clients @ a CW all staff.

TRAINING:

Behavioral Health: Mental health, substance abuse or domestic abuse issues may effect a participant's ability to participate in WTW activities. Acknowledgment by the participant of the existence of such issues will enable the RS to appropriately assist the participant in resolving the issue.

- Indicators of behavioral health issues and how to probe for information
- Identification of evaluators and treatment providers and the referral process
- Including treatment services as part of the participant's WTW plan
- Determining when an exemption is appropriate

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	Chuck Payne
Title:	Behavioral Health – In Service trainings (30 minutes 1 time per month)
Topic Areas	❖ Suicide Risk Assessment (where, who to refer to) guide ❖ Domestic Violence (guest) ❖ Case management relationship development (skills, perspective) ❖ Mental Health symptoms & possible presentations (where, who to refer to) ❖ Psychiatric Medication (types, functions, side effects) ❖ Addiction / recovery issues (symptoms, treatment, etc.) co-existing conditions ❖ Personality disorders and neurological conditions (ADHD, ADD, borderline D/O) mood disorders, PTSD ❖ History of Mental Health and Recovery Program development in Napa County. Current treatment and community resources.
Cost	No Cost

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Chuck developing behavioral health assessment questions for staff to address with each participant & also he is providing a quick training on how to ask those questions, triggers to identify, and what do you do if they answer "yes" to any questions
2.	Set up mini-trainings from various outside resources to further enhance knowledge of behavioral health issues as well as learn resources to send participants to o Mental Health o Women's Recovery o NEWS o Adult Day Rehab o Aldea

TRAINING:

Case Management Protocol: Development and maintenance of relationships with participants is a factor that distinguishes the RS from the EW. The relationship created between the participant and the RS enables staff to facilitate the participant's movement to a successful outcome.

- Establishing an Empathic Base
- Structuring the relationship
- Creating a strength-based focus
- Identifying Case Management goals
- Making and working from plans

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	CalWORKs Staff
Title:	LD Screening
Topic Areas	❖ We have compiled information by worker of the number of learning disabilities screenings offered and waived and found some staff are consistently more successful in completing screenings with their participants. These staff have perfected a presentation of the learning disabilities we plan to use these best practices of staff to assist other staff in increasing their ability to persuasively present the screening.
Cost	No Cost

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Have an open discussion with staff on how they are managing their cases at unit meetings
2.	Have a once per month Case management meeting to discuss difficult cases & how to work with some families
3.	Focused review of case comments to ensure case management is happening & is case commented.

TRAINING:

Focused Interviewing: A practical approach to planning, conducting, & assessing effectiveness in client interactions. Worker's will learn to assess their own effectiveness in client interactions, enhance their motivational techniques & learn skills for facilitating client development.

1. Establish rapport with participants
2. Learn & use open-ended questions
3. Stay focused on task on hand
4. Decrease communication barriers

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	CalWORKs Supervisors
Title:	Focused Interviewing
Topic Areas	❖ Frame the Interview ❖ Explain the purpose, what will be covered in the interview and the format of the interview. ❖ Complete the Eligibility Interview first ❖ Complete the WTW interview next.
Cost	No Cost

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Supervisors sit in on one interview per month
2.	Discussion of focused interviewing at unit meetings and/or CW all staff meetings to identify where improvements or follow up training may need to be.

CalWORKs Training Plan –Out of House Trainings

TRAINING:

Employment Counseling: In all phases of the WTW program staff counsel participants in areas related to obtaining and retaining employment. Skills needed include:

- Collecting work history information and the participant's evaluation of past jobs, i.e. what they liked/disliked, why the job ended, what skills were required/obtaining, etc.
- Identification of barriers/circumstances which may impact success in employment
- Identification of behaviors, soft skills, or job skills the participant may lack that are impacting employment retention
- Employed lifestyle changes, such as dealing with changes in the family dynamic, time management, etc.

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	Larry Robbin
Title:	"I don't want to work & you can't help me – How to be successful with the hard to employ"
Topic Areas	❖ Discover how to motivate resistant people towards jobs ❖ This training is based on the feedback of over 1000 people assessed as being hard to employ that eventually went to work & retained their jobs.
Cost	One Day = $2500.00

Name:	UC Davis
Title:	"Encouraging Self-Sufficiency"
Topic Areas	❖ Goals of CW & the "work first" approach ❖ Establishing credibility with clients ❖ Conveying information about WTW requirements & supportive services ❖ Coping with change ❖ Seeing the value of incremental steps toward self-sufficiency ❖ Encouraging, supporting and celebrating client employment efforts & success.
Cost	Full Day = $2890

Name:	Denise Bissonette
Title:	"Cultivating the Spirit to Work"

Topic Areas	❖ Assessing the hopes, dreams, talents & basic human needs for people on levels of skill & ability ❖ Examining the beliefs, perceptions, assumptions & perspective that job seekers hold toward working ❖ Enabling people to move beyond perceived & real barriers to employment ❖ Helping people through the necessary transitions which accompany change. ❖ Exploring avenues for assisting people in developing positive habits & intelligent plans for putting their intentions into action.
Cost	Full Day $3500 plus travel & Materials Expense Video of this training (in lieu of in-person training) = $295 for engaging 4-hour video (VHS). Presentation & 5 workbooks included. Training workbooks $20 each.

Name:	Greg Newton Associates
Title:	"Keeping Welfare Recipients Focused on Work"
Topic Areas	❖ Sometimes too much time is spent on training staff in new rules – without teaching them how to effectively communicate them. If you want more recipients to go to work this session will help.
Cost	Full Day – Price TBD

Name:	Larry Robin
Title:	"You can be a change agent – How to motivate People toward employment"
Topic Areas	❖ Discover the 6 different motivational forces that can be unleashed to move people from WTW. Activate an individual's change values & watch the new behaviors happen.
Cost	Full Day $2500

Name:	Denise Bissonette
Title:	"The Art of Creating Opportunity Part I"
Topic Areas	❖ In this fast-paced, highly interactive one-day seminar, Denise will share her top twelve employment tools that have been proven effective by thousands of employment counselors and Job Search trainers.

Cost	Full Day - $3500 plus travel & materials expense

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Focused Review of WTW case comments to ensure comments include employment counseling is occurring & documented.

TRAINING:

Job Retention: Assisting participants with issues that potentially impact job retention to give participants skills that will help them keep and get ahead in their jobs.

- Identifying indicators of employment retention difficulties, or difficulties with participation in other WTW activities
- Prevention to allow intervention before the job is lost
- Overcoming workplace obstacles, i.e. peer influences, difficult bosses
- Dealing with changes in the family dynamic, time management, children's needs, child care, transportation, etc.

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	"Job Retention" (pg 121)
Topic Areas	❖ Educating or coaching clients about workplace norms ❖ Addressing job challenges ❖ Importance of the first 72 hours of employment ❖ Mobilizing resources to support sustained employment ❖ Working with employers
Cost	Full Day $2890

Name:	Larry Robbin
Title:	"The Radar Approach to Job Retention"
Topic Areas	❖ Transforms your retention efforts from ineffective crisis intervention into a powerful pre and post employment prevention model that anticipates and intervenes before job loss occurs.
Cost	Full Day - $2500

Name:	UC Davis
Title:	"Supporting Client Job Retention" (pg 155)
Topic Areas	❖ Helping clients see entry-level work as a stepping stone ❖ Modeling workplace norms ❖ Explaining how grants change and work pays ❖ Conveying information about supportive services ❖ Providing moral support & encouraging continued employment ❖ Addressing barriers to continued employment ❖ Communicating with case managers

	❖ Supporting clients who lose jobs in quickly renewing their job search.
Cost	$2890 for Full Day

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	RS tracks their employed participants to show when employment began, when it ends & monthly how long they have been employed
2.	Locate materials (i.e. one page articles) that talk about ways to help with Job Retention and go over those at unit meetings and/or CW all staff mtgs

TRAINING:

Supervisor Training: Productivity and Accuracy can hinge on a supervisor's ability to guide workers. Skills needed include:

- Workload priorities
- Effective Caseload Management
- Analysis of a Performance gap
- Identification of training needs
- Building workers' counseling and coaching skills
- Identification of training needs.

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	Supervising for Self-Sufficiency (page 244)
Topic Areas	❖ Communicating about culture change ❖ Handling changing performance expectations ❖ Keeping community resource information up to date ❖ Building workers' counseling and coaching skills ❖ Reinforcing new behaviors.
Cost	Full Day $2890

Name:	UC Davis
Title:	Supervising Case Managers (page 245)
Topic Areas	❖ Values, attitudes and practices of case management ❖ Working with staff in making effective case plans ❖ Case management problem solving ❖ Monitoring case managers' performance
Cost	Full Day $2890

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	
2.	
3.	

TRAINING:

Domestic Abuse: All CalWORKs participants are informed verbally and in writing of services designed to assist individuals to identify, escape or stop future domestic abuse and deal with the effects of domestic abuse

- Providing the opportunity/environment for participants to disclose domestic abuse
- Obtaining evidence of domestic abuse
- Facilitating participant's access to services
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PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	"Domestic Abuse & CW" (pg 190)
Topic Areas	❖ Dynamics of Domestic Abuse ❖ Implications of CW for victims of domestic abuse ❖ Effects on children & individuals w/disabilities ❖ Legal options & issues ❖ Safety issues & WTW plans ❖ Eligibility requirements for noncitizens ❖ Coordination of family support ❖ Risk assessment and crisis management ❖ Managing biases.
Cost	Full Day $2890

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Annual refresher training on domestic violence
2.	Review of updated Domestic Violence procedure
3.	Have NEWS come & talk about their programs, domestic abuse, & how to work with clients @ a CW all staff.

TRAINING:

Behavioral Health: Mental health, substance abuse or domestic abuse issues may effect a participant's ability to participate in WTW activities. Acknowledgment by the participant of the existence of such issues will enable the RS to appropriately assist the participant in resolving the issue.

- Indicators of behavioral health issues and how to probe for information
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- Including treatment services as part of the participant's WTW plan
- Determining when an exemption is appropriate

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	"Working with clients with multiple barriers"
Topic Areas	❖ Screening and identification ❖ Understanding motivation ❖ Assessing strengths ❖ Making barrier removal about going to work ❖ Identifying appropriate jobs and employers ❖ Developing resumes for clients with little paid work experience ❖ Preparing and following up on interviews to enhance employability ❖ Job coaching, on-the-job training and job retention issues.
Cost	Full Day $2890

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Chuck developing behavioral health assessment questions for staff to address with each participant & also he is providing a quick training on how to ask those questions, triggers to identify, and what do you do if they answer "yes" to any questions
2.	Set up mini-trainings from various outside resources to further enhance knowledge of behavioral health issues as well as learn resources to send participants to o Mental Health o Women's Recovery o NEWS o Adult Day Rehab o Aldea

TRAINING:

Planning: Planning encompasses more that the WTW plan, such as making plans to improve the individual's life by setting personal goals as well as the family's situation.

- Personal goal setting and tracking/measuring
- Improving housing/living situation
- Obtaining/upgrading transportation
- Finances and money management
- Future planning - college for kids, retirement

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	"Building Client Life Skills" (pg 122)
Topic Areas	❖ Working with strengths ❖ Identifying barriers to change ❖ Helping clients improve money and time management ❖ Building client confidence and self-esteem ❖ Mobilizing client networks for problem solving ❖ Dealing with sabotage by family or friends ❖ Referring clients to counseling for personal or family problems
Cost	Full Day $2890

Name:	UC Davis
Title:	"Developing Community Resources" (pg 185)
Topic Areas	❖ Identifying Needs ❖ Developing resources to meet needs ❖ Using Informal services ❖ Overcoming systemic barriers to utilizing uncommon services
Cost	Full Day $2890

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	1. Each worker identifies a resource within the community that will assist in improving the life skills of a client. Either facilitate getting someone to come and present on that resource or obtaining the knowledge to present the resource to staff themselves. This will also help build a network between workers and outside resources.
2.	2. Work with Julia Smith to provide Money Management training to staff so each worker can coach their clients in money management.

TRAINING:

WTW Plan Writing: After Assessment, participants who are required to or volunteer to participate in WTW activities enter into a written WTW plan. The plan includes the activities and services that will move the participant into employment and toward self-sufficiency. Skills needed include:

- Using the Assessment results to develop an employment goal with the participant
- Identification of transferable skills and skills gaps related to participant's employment goal
- How to obtain and use local labor market information
- Determination of activities that will provide the skills/experience necessary to meet the employment goal, including allowable Core and Non-Core hours
- Identification of training providers
- Assessment of participant's likelihood of success in completing training
- Timelines for completion of assigned activities
- Identification of supportive services necessary to participate in the assigned activities
- Identification of barriers to employment

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	"Developing & Monitoring WTW Plans" – (page 119)
Topic Areas	❖ Assessing client strengths ❖ Options for WTW activities ❖ Finding & using local labor market information ❖ Developing realistic goals & objectives w/clients ❖ Fostering client responsibility for achieving goals & overcoming barriers ❖ Planning for supportive services ❖ Monitoring & evaluating client progress
Cost	Full Day = $2890.00

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Group staffing of cases ready for WTW plan
2.	Supervisors approve/initial all WTW plans
3.	Summary sheet/template of all areas to be addressed in WTW plans prepared by RS

TRAINING:

Case Management Protocol: Development and maintenance of relationships with participants is a factor that distinguishes the RS from the EW. The relationship created between the participant and the RS enables staff to facilitate the participant's movement to a successful outcome.

- Establishing an Empathic Base
- Structuring the relationship
- Creating a strength-based focus
- Identifying Case Management goals
- Making and working from plans

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	"Advanced WTW Case Management" (pg 123)
Topic Areas	❖ Increasing interaction with clients ❖ Strength based counseling ❖ Digging deep without cross examining ❖ Engaging clients on sensitive issues ❖ Letting failure happen – and helping clients recover ❖ Making difficult judgment calls in critical situations
Cost	Full Day $2890.00.

Name:	Larry Robbin
Title:	"Coach Approach to Case Management"
Topic Areas	❖ Shift your approach from being the leader of the case mgmt process to a new strategy where the client customer is the captain of the employment team and you are the coach. ❖ Empower people to take control, sort through options and become self-sufficient decision makers on their road to the world of work. ❖ Get powerful new ideas for coach approaches to assessment, motivation, barrier removal, job search skill building, retention, referral to supportive services & employment plan development.
Cost	Full Day $2500

Name:	UC Davis
Title:	"Home Visits" (pg 202)

Topic Areas	❖ Conducting a comprehensive assessment in a home setting ❖ Maintaining a strengths-based, family-focused approach ❖ Increasing trust & communication ❖ Developing realistic goals & objectives ❖ Modeling & intervention ❖ Staying safe in the field
Cost	Full Day $2890

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Have an open discussion with staff on how they are managing their cases at unit meetings
2.	Have a once per month Case management meeting to discuss difficult cases & how to work with some families
3.	Focused review of case comments to ensure case management is happening & is case commented.

TRAINING:

Focused Interviewing: A practical approach to planning, conducting, & assessing effectiveness in client interactions. Worker's will learn to assess their own effectiveness in client interactions, enhance their motivational techniques & learn skills for facilitating client development.

1. Establish rapport with participants
2. Learn & use open-ended questions
3. Stay focused on task on hand
4. Decrease communication barriers

PROVIDERS: (IN ORDER OF PREFERENCE)

Name:	UC Davis
Title:	"Focusing Interviews on Employability" (pg 120)
Topic Areas	❖ The basic listening sequence ❖ Establishing rapport ❖ Reflecting client strengths ❖ Open-ended & closed questions ❖ Decreasing communication barriers ❖ Five-stage structure for interviews
Cost	Full Day $2890

Name:	UC Davis
Title:	Motivational Engagement (page 199)
Topic Areas	❖ The cycle of change ❖ Building on strengths ❖ Establishing a nonjudgmental, collaborative relationship with clients ❖ Reducing resistance ❖ Building client skills
Cost	Full Day $2890

Name:	UC Davis
Title:	"Effective Worker-client interactions" (pg 199)
Topic Areas	❖ The interview as an art and skill ❖ Active listening ❖ Nonverbal behavior ❖ Building rapport ❖ Attitudes, behaviors, and value judgments that affect the worker-client

	relationship ❖ Dealing with strong emotions ❖ Maintaining professionalism and confidentiality.
Cost	Full Day $2890

REINFORCEMENT/FOLLOW-UP ACTION PLAN:

1.	Supervisors sit in on one interview per month
2.	Discussion of focused interviewing at unit meetings and/or CW all staff meetings to identify where improvements or follow up training may need to be.