

COUNTY NAME:

**FRESNO**

**CalWORKs  
COUNTY PLAN ADDENDUM**

Date Submitted to California Department of Social Services:

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Prepared By:

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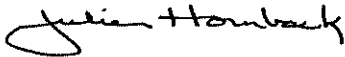
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I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.



**County Welfare Director's  
Signature**

**JULIE HORNBACK  
Printed Name**

**DECEMBER 22, 2006  
Briefing Date**

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

## 1) County Goals

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

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

- 1) Reduce child poverty in the State;
- 2) Reduce dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families;
- 3) Meet the requirements of federal law while avoiding unanticipated outcomes that negatively affect child well-being, the demand for county general assistance, or the number of families affected by domestic violence.

### **A. General description of how the county will meet the goals of W&I Code 10540**

Fresno County plans to expand on its current system of welfare-to-work service activities and community partnerships to meet the above goals of W&I Code 10540. Increased efforts will be made to place or return participants to work environments as quickly as possible through up-front engagement activities. Strong program marketing and the expansion of existing services in combination with new services and additional tracking of participant involvement is planned to further increase work participation rates, especially for the noncompliant and sanctioned individuals. To achieve the above goals, we plan to utilize both immediate and long term actions to support the following program objectives:

- Reduce the number of dependent families by providing a wide array of welfare-to-work activities and guidance to allow participants to obtain unsubsidized employment leading to self-sufficiency.
- Encourage employment and work experience by increasing the number of job placements and earning capabilities for families receiving public assistance.
- Establish and sustain partnerships between government agencies, schools, businesses and other local resources to design and subsequently improve local CalWORKs program.
- Eliminate duplication of administrative costs by utilizing existing training, education, and support services offered by local agencies and organizations.

### **FRESNO COUNTY PROVISIONS:**

- Proposed activities are contingent upon the availability of adequate funding.
- Fresno County will strive to meet the required levels of participation, however these efforts may be impacted by the specific needs of our participants and the differences in State and Federal participation requirements.
- CalWORKs Welfare-To-Work participants are the targeted population to be served through the activities described in this Plan.

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

**B. Providing up-front engagement activities:**

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

*CalWORKs Welfare-To-Work participants are the targeted population to be served through the activities described below.*

Activity #1 - Marketing Strategies: We plan to continue utilizing our internal Marketing Committee to strongly market our program services to clients, local employers and the community at large. This includes: annual job fairs; monthly newsletters with program highlights, success stories and local labor information; and, active participation with the local Chamber of Commerce, Hispanic Chamber of Commerce, Workforce Connection, Economic Development Corporation and others. In addition, we currently have two television scripts being run locally on a Comcast public access channel: one is directed at CalWORKs clients as it outlines WTW benefits; the other script is specifically directed to potential employers regarding the quality of our potential employee pool. (CURRENTLY IN PLACE)

A new marketing activity already underway is a contract service through Comcast Spotlight to develop two fifteen-minute videos: one video, will focus on resume development, job search, interviewing skills and On-the-Job Training and will be shown to clients in departmental waiting areas; the second video will focus on benefits and tax incentives for local employers who hire WTW clients for their businesses and will be uploaded on the Department's internet site and distributed to local employers. Both videos may be shown on the Comcast public access channel. (IMPLEMENTATION WITHIN 30 DAYS)

Another new marketing activity that we are considering is the recruitment of a local State College Marketing intern to further refine and maximize our marketing structure. (POSSIBLE IMPLEMENTATION WITHIN 120 DAYS)

Activity #2 - Maximize utilization of existing Employment Resource Center (ERC): The ERC, which is staffed by the Department of Employment and Temporary Assistance, has been operational for several years and is available to all applicants/recipients. The primary purpose of the ERC is to successfully connect unemployed or underemployed individuals to community employers with job openings. The ERC staff work hard to meet the needs of local employers through well organized job fairs and ongoing communication regarding their job openings. ERC services to applicants/recipients include job search tips, resume services, and direct job referrals. (CURRENTLY IN PLACE) It is anticipated that the two new fifteen-minute videos being developed by Comcast Spotlight will help to maximize the ERC services. (IMPLEMENTATION WITHIN 30 DAYS)

Activity #3 - Applicant Survey with survey completion rewards: This is a new strategy to assess whether or not the CalWORKs and WTW Orientations are effective in conveying program information and to receive important feedback from applicants. As a possible survey completion incentive, a

“thank you” to the client in the form of a healthy snack is being considered. (IMPLEMENTATION WITHIN 90 DAYS)

Activity #4 – Survey of clients that are fully participating: Clients who are fully participating will be surveyed to obtain their assessment of the Department’s services and the impact they may have had on their current situation. The desired effect would be to identify additional service needs and to develop additional activities to meet those needs. Survey results will be utilized in the development of activities, etc. (IMPLEMENTATION WITHIN 6 MONTHS)

Activity #5 - Create Quality Control listing to ensure all approved non-exempt CalWORKs applicants are referred to Employment Services: This new activity will require the development of an ad hoc report to provide a list of all clients that should have been referred to WTW. This is necessary as the process between CalWORKs approval and referral to WTW is a manual process in CalWIN and as such, is error prone. The information from this report will be provided to eligibility staff (and their supervisors) for appropriate referral and follow-up actions for those non-exempt clients not yet referred to WTW. It is anticipated that this quality control effort will help to address the issue of delayed services and clients falling through the cracks. (IMPLEMENTATION WITHIN 30 DAYS)

Activity #6 – Voluntary completion of the WTW Orientation while client is pending CalWORKs approval: We will be striving to complete the WTW Orientation while the applicant’s CalWORKs application is still pending in order to fast track the delivery of WTW services. (IMPLEMENTATION WITHIN 30 DAYS)

Activity #7 - Two attempted telephone contacts to remind clients of their scheduled activity or appointments: There will be two attempted telephone contacts made to all clients reminding them of appointments or activity start dates to reduce the number of no-shows or reschedules and to reduce the number of clients not participating as required. The County will be exploring the possibility of employing CalWORKs clients as extra-help employees to assist in this service. CalWORKs clients hired as extra-help, like all county employees, will be required to sign confidentiality statements. (IMPLEMENTATION WITHIN 60 DAYS)

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

Activity #1 - Marketing Strategies: 100% of all WTW clients are targeted as well as local employers.

Activity #2 - Maximize utilization of existing Employment Resource Center (ERC): The ERC is available to both applicants and recipients, with special focus on WTW clients; it is anticipated that 100% of individuals utilizing ERC services can benefit.

Activity #3 - Applicant Survey with survey completion rewards: All future applicants will benefit from any improvements to the CalWORKs Orientation.

Activity #4 - Survey of clients that are fully participating: All future clients will benefit from any improvements to the WTW program as a result of determining additional service needs. This will allow the department to more effectively develop activities based on client needs.

Activity #5 - Create Quality Control listing to ensure all approved non-exempt CalWORKs applicants are referred to Employment Services: The use of this ad hoc report will address 100% of applicants who are not being referred on a timely basis to WTW services each month.

Activity #6 - Completion of the WTW Orientation while applicant is pending CalWORKs approval: All future applicants will benefit from the more rapid delivery of services.

Activity #7 - Two attempted telephone contacts to remind clients of their scheduled activity or appointments: All clients scheduled for activities or appointments will be impacted by this service by reducing the number of no shows and rescheduled appointments.

**How will success be determined (quantitative and qualitative assessment of effects)?** Example: The county describes the percentage by which the earlier engagement policy will increase the county's federal WPR and State participation levels, the percentage by which a reduction in sanctions will increase the county's federal WPR and its State participation levels, etc., by year, over three years (beginning with this year). The county also describes how early engagement will result in better identification of barriers to employment, better identification of exemptions, etc. (including percentages as appropriate). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Activity #1 - Marketing Strategies: The success of all of the marketing efforts will be assessed dependent upon the success of the activity noted above as well as the activities described in other sections. We anticipate that our ongoing and increased marketing activity will contribute to the overall projected increase in the WPR and WTW25 counts.

Activity #2 - Maximize utilization of existing Employment Resource Center (ERC): The purpose of the ERC is to provide employment referrals and job placements. With an increase in the number of identified WTW clients utilizing the ERC, we anticipate an increase in monthly job placements of 1-3% within the first year of implementation with an increase of 1-3% for each of the two years thereafter.

Activity #3 - Applicant Survey with survey completion rewards: This activity will allow us to identify Orientation weaknesses and/or strengths; follow-up action, such as utilizing the survey information to make changes to improve Orientation is expected to benefit all attendees; effects from this activity will be measured with the WTW25 counts.

Activity #4 - Survey of clients that are fully participating: This activity will allow us to identify WTW program weaknesses and/or strengths; follow-up action. Effects from this survey will be measured with the WTW25 counts.

Activity #5 - Create Quality Control listing to ensure all approved non-exempt CalWORKs applicants are referred to Employment Services: A sampling of newly approved cases that were not referred to WTW indicates a 15 % non-referral rate. This new ad hoc report will allow the early identification of clients in need of WTW services; effects of this quality control effort will be measured utilizing the WTW25 reports documenting the number of clients completing Orientation.

Activity #6 - Completion of the WTW Orientation while client is pending CalWORKs approval: It is expected that a more rapid delivery of services will mitigate the amount of time a client is not actively engaged in an activity.

Activity #7 - Two attempted telephone contacts to remind clients of their scheduled activity or appointments: The two attempted telephone contacts made to all clients reminding them of

appointments or activity start dates will reduce the number of no-shows or reschedules, reduce the number of clients not participating as required, and will contribute to the overall projected increase in the WPR and WTW25 counts. The number of employed clients would also increase should the County elect to hire CalWORKs clients as extra-help employees to make these telephone contacts.

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

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

*CalWORKs Welfare-To-Work participants are the targeted population to be served through the activities described below:*

**Activity #1 – Assess and Enhance WTW Staff Training Curriculum:** We plan to assess the WTW Staff Training curriculum that is currently being utilized for both initial and ongoing training, and make enhancements where necessary to address any gaps, such as: Training WTW Referral Process (eligibility staff); Importance of ES activities and meeting participation rates (eligibility staff); Importance of eligibility actions to ES functions; Customer Service (WTW staff); Sanctions (WTW staff); and, TANF Reauthorization (all staff). Additionally, motivational counseling skill development will be explored to assist employment services staff in effectively communicating to clients the importance of employment and personal goal setting (IMPLEMENTATION WITHIN 60 DAYS)

**Activity #2 – Core Bridging Open Session Activities:** We plan to work with our community resources to develop stand alone one-day WTW core classes to address periods of time between clients' scheduled WTW activities. (POSSIBLE IMPLEMENTATION WITHIN 60 DAYS)

**Activity #3 - Expand Use of Program Material Addressing Soft Skills:** We plan to expand our use of program material that addresses Soft Skills (life skills), specifically the "30 Ways to Shine" Program that we are currently utilizing and has proven to be very effective. (IMPLEMENTATION WITHIN 60 DAYS)

**Activity #4 - Establish a Database of Employers That Hire Clients With Barriers to Employment:** We plan to develop and establish a database of job placement information that will provide an up-to-date listing of local employers willing to hire clients that are monolingual, or that have other barriers to employment, such as criminal records(IMPLEMENTATION WITHIN 60 DAYS)

**Activity #5 - Increase On-the-Job Training Placement Opportunities:** We plan to develop increased numbers of On-the-Job Training (OJT) placement opportunities that will allow an increased number of WTW participants to benefit from OJT activity. (IMPLEMENTATION WITHIN 60 DAYS)

**Activity #6 - Increase Work Experience and Community Services Placement Opportunities:** We plan to develop an increased number of Work Experience and Community Service placement

opportunities for WTW participants to gain experience and benefit from. (IMPLEMENTATION WITHIN 60 DAYS)

Activity #7 - Increase the Scope and Number of Vocational English as a Second Language Classes: We plan to work with our community partners to increase the scope and number of Vocational English as a Second Language (VESL) classes for our non-English and limited-English speaking WTW clients. (EFFORTS TO BEGIN WITHIN 90 DAYS)

Activity #8 - Require eligibility staff to confirm the participation status of CalWORKs clients: At the time of annual renewal eligibility staff will confirm the participation status of CalWORKs clients and take the proper steps to re-engage those that are not participating in WTW activities. (IMPLEMENTATION WITHIN 60 DAYS)

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

Activities #1 through #8: It is anticipated that all of these activities will contribute to the overall increase in our WPR. 100% of CalWORKs clients will be affected.

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

Activity #1 - Assess and Enhance WTW Staff Training Curriculum: WTW Training curriculum assessment and enhancement will be evaluated based upon surveys completed by staff as to the degree of assistance the training provided them in being able to effectively carry out their job duties.

Activity #2 - Core Bridging Open Session Activities: Will contribute to the overall increase in the WPR.

Activity #3 - Expand Use of Program Material Addressing Soft Skills: Will contribute to the overall increase in the WPR.

Activity #4 - Establish a Database of Employers That Hire Clients With Barriers to Employment: Will contribute to the overall increase in the WPR.

Activity #5 - Increase On-the-Job Training Placement Opportunities: Additional On-the-Job Training (OJT) placement sites are expected to increase the number of clients participating in OJT by 1-3% within the first year of implementation with an increase of 1-3% for each of the two years thereafter.

Activity #6 - Increase Work Experience Placement Opportunities: Additional Work Experience placement sites are expected to increase the number of clients participating in these activities by 1-3% within the first year of implementation with an increase of 1-3% for each of the two years thereafter.

Activity #7 - Increase the Scope and Number of Vocational English as a Second Language Classes: Additional VESL class opportunities are expected to increase the number of clients participating in VESL by 1-3% within the first year of implementation with an increase of 1-3% for each of the two years thereafter.

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

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

*CalWORKs Welfare-To-Work participants are the targeted population to be served through the activities described below:*

Activity #1 - JOBS 2000: JOBS 2000 is a comprehensive WTW assessment activity that is currently provided to WTW clients. This special activity represents a collaborative effort between our Department, other County Departments such as Probation, Family Support Division, Public Defender, and District Attorney, as well as community based organizations and local businesses. JOBS 2000 goes beyond the normal job club concept by taking a comprehensive, interactive approach with the lives of each of the participants. Employment is the primary objective, however, a greater emphasis is placed on identifying and overcoming employment barriers, referring participants for needed services, and addressing day-to-day issues that present obstacles to success. The ultimate goal upon completing JOBS 2000 is for a participant to understand, accept, strive for and eventually achieve financial self-reliance.

The JOBS 2000 classes are facilitated by a contracted local provider. If upon attending an orientation, the client signs the agreement to voluntarily participate in the activities, clients are required to participate in the following: in-depth assessment, physical examination, criminal and legal background check, driving record check, substance abuse screening (not drug testing), academic and skill level testing, employer field trips, the ROPES course (a teambuilding exercise), and small group interaction. Professional County staff are on hand to assist with individual issues related to criminal backgrounds, outstanding warrants and warrants, driver's license suspensions, child support issues, and other legal problems. (CURRENTLY IN PLACE)

Activity #2 - Jobs First: Jobs First, a Job Club Workshop currently facilitated by our Department, goes beyond the general conception of a Job Club in that all the same support systems (Public Defender, Child Support, Public Defender and District Attorney) available to JOBS 2000 assessment clients, are also available to clients attending Jobs First Workshops. Clients will participate in all Jobs First activities if upon attending an orientation, they sign the agreement to voluntarily participate. These workshops run for 4 weeks and have the primary goal of full-time unsubsidized employment for all participants.

(CURRENTLY IN PLACE)

Activity #3 – Collaboration with the Department of Behavioral Health for the Provision of Mental Health Services: We are exploring the possible collaboration with our County Department of Behavioral Health to establish multi-disciplinary round tables for provision of mental health



assessments for CalWORKs recipients. Enhanced collaboration between the departments will keep the lines of communication open and ensure that clients receive the best services possible. (POSSIBLE IMPLEMENTATION WITHIN 6 MONTHS)

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

Activity #1 - JOBS 2000: Currently, there is an average of 49 clients referred to this activity each month.

Activity #2 - Jobs First: Currently, there is an average of 25 clients referred to this activity each month.

Activity #3 – Behavioral Health Collaboration: Currently, there is an average of 52 clients receiving mental health services each month. Enhanced collaboration between the departments will keep the lines of communication open and ensure that clients receive the best services possible.

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

Activity #1 - JOBS 2000: This activity is positively impacting our current WPR.

Activity #2 - Jobs First: This activity is positively impacting our current WPR.

Activity #3 – Behavioral Health Collaboration: Currently, there is an average of 52 clients receiving mental health services each month. We anticipate a 1-3% increase within the first year of implementation with an increase of 1-3% for each of the two years thereafter.

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

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

*CalWORKs Welfare-To-Work participants are the targeted population to be served through the activities described below:*

Activity #1 - Increased WTW Information at CalWORKs Renewal: The increase of WTW information provided during CalWORKs case reviews at renewal to engage sanctioned individuals and through various marketing efforts which specifically address the benefits of the JOBS 2000 and Jobs First Workshop activities is expected to re-engage an increased number of noncompliant clients and sanctioned individuals.

**Activity #2 - Extended Office Hours:** Office hours will be extended to limited evenings and Saturdays as space becomes available. Extended hours will allow employed applicants and recipients the convenience to schedule appointments with staff after their work day has ended. Ad hoc reports will be developed to identify sanctioned individuals that report income on a case that is being reviewed for renewal so that steps can be taken to re-engage the individual. (POSSIBLE IMPLEMENTATION FROM 9 MONTHS TO 1-YEAR)

**Activity #3 – Creation of a unit to target sanctioned clients to cure sanctions:** Creation of a dedicated unit to target sanctioned clients to cure sanctions and monitor their progress for six months. It is possible that the sanction cure services will be contracted out. A reduction of 1-3% in the number of sanctioned individuals is anticipated within the first year of implementation with an increase of 1-3% for each of the two years thereafter. (IMPLEMENTATION WITHIN 60 DAYS)

**Activity #4 – Creation of a Supplemental Security Income Advocacy Team:** The County will be exploring the possible implementation of a Supplemental Security Income Advocacy Team which will include employment services staff. Clients will receive assistance throughout the application process including an initial interview, home calls, verification of medical and clinical information, assistance in scheduling appointments, maintaining contact with Social Security Administration and tracking the application/denial/hearing process to conclusion. (POSSIBLE IMPLEMENTATION WITHIN 6 MONTHS)

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

**Activity #1 - Increased WTW Information Provided at CalWORKS Renewal:** This activity will affect 100% of WTW participants. The actual number of CalWORKS individuals fitting the description above is currently unknown, therefore, we are unable to anticipate the impact of this activity. It is anticipated that this activity will contribute to the overall increase in our WPR. Data will be collected to establish a baseline for future tracking of the impact of this activity.

**Activity #2 - Extended Office Hours:** This activity will affect 100% of participants. The actual number of CalWORKS individuals fitting the description above is currently unknown, therefore, we are unable to anticipate the impact of this activity. It is anticipated that this activity will contribute to the overall increase in our WPR. Data will be collected to establish a baseline for future tracking of the impact of this activity.

**Activity #3 – Creation of a unit to target sanctioned clients to cure sanctions:** Creation of a dedicated unit to target sanctioned clients to cure sanctions and monitor their progress for six months. It is possible that the sanction cure services will be contracted out. A reduction of 1-3% in the number of sanctioned individuals is anticipated within the first year of implementation with an increase of 1-3% for each of the two years thereafter. (IMPLEMENTATION WITHIN 60 DAYS)

**Activity #4 – Creation of a Social Security Advocacy Team:** The number to be served through the possible implementation of this advocacy team has not yet been projected.

**How will success be determined (quantitative and qualitative assessment of effects)?** Example: The county describes the percentage by which a reduction in its sanction rate will increase the county's federal WPR and its State work participation levels, by year, over three years (beginning with this year), and how the

county will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Activity #1 – Increased WTW Information: It is anticipated that this activity will contribute to the overall increase in our WPR.

Activity #2 - Extended Office Hours: It is anticipated that this activity will contribute to the overall increase in our WPR.

Activity #3 – Creation of a unit to target sanctioned clients to cure sanctions: It is anticipated that this activity will contribute to the overall increase in our WPR.

Activity #4 – Creation of a Social Security Advocacy Team: It is anticipated that this activity will contribute to the overall increase in our WPR.

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

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

*CalWORKs Welfare-To-Work participants are the targeted population to be served through the activities described below:*

Activity #1 - Utilize our Department's Substance Abuse Specialists to conduct Substance Abuse Educational classes: Utilize our Department's Substance Abuse Specialist staff to conduct a new in-house service – Voluntary Substance Abuse Educational classes for clients. This activity will be offered following the WTW assessment when there is an indication that substance abuse issues may exist. This activity is expected to be effective in engaging clients that otherwise might not be ready to disclose their substance abuse problems. Once in the class, it is anticipated that some of the clients will be more forthcoming regarding their personal issues and, as appropriate, referrals to standard substance abuse treatment could be made. (POSSIBLE IMPLEMENTATION IN 90 DAYS)

Activity #2 - Provide a Work Skills Assessment Testing: We currently have a contract with California State University, Fresno to provide Work Skills Assessment Testing services to our WTW clients. This testing utilizes American College Testing (ACT) Assessments to validate the skills and skill levels of participants, and compares them to the skills needed for jobs in Fresno County. Additionally, the service includes on-line courseware to assist participants in improving their test scores. When the required employer job skill levels are achieved, special certificates are awarded to participants, which are intended to be shared with employers in the hopes of the client becoming employed. (CURRENTLY IN PLACE)

Activity #3 - Analyze the reasons given by clients when they stop working and evaluate what further actions may be taken to increase the likelihood of job retention: We currently have a contract with California State University, Fresno for Job Retention services for WTW clients. We plan to revise the contract's Monthly Activity Report to include additional information on the reasons given by clients when they stop working. This new information will be analyzed to evaluate what further actions may be taken by the Department to increase the likelihood of job retention. (IMPLEMENTATION WITHIN 30 DAYS)

**Activity #4 – Increase WTW Staff to Facilitate an Increase in OJT, Work Experience Placements and Improve Overall Service Delivery:** We plan to request additional WTW staff to address the need to facilitate an increase in OJT and Work Experience placements. Additional staff will also facilitate more timely provision of services. (POSSIBLE IMPLEMENTATION WITHIN 90 DAYS)

**Activity #5 - Utilize Existing Committees to Address Quality Control and Program Effectiveness:** For quality control and overall program effectiveness, we plan to continue utilizing our Department's Main Employment Services Corrective Action Committee, which is comprised of Employment Services Supervisors, Program Managers, Staff Analysts and Deputy Directors. In addition to this main committee, we have subcommittees that address specific quality control issues, impacts of new program regulations and other program issues. The subcommittees are staffed with WTW staff (Job Specialists), Systems & Procedures Analysts, Staff Analysts and Supervisors. (CURRENTLY IN PLACE)

**Activity #6 - Second Party Review of WTW Cases:** We currently have a contract with the Rushmore Group for a Second Party Review Evaluation System specifically developed for Fresno County to support the capture and analysis of relevant program and case information. We plan to continue having our Employment Services Supervisors and their staff utilize this tool when completing their mandated review of WTW cases. (CURRENTLY IN PLACE)

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

**Activities #1 through #6:** These activities will affect 100% of WTW participants. It is anticipated that all of these activities will contribute to the overall increase in our WPR.

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

**Activity #1 through #6:** It is anticipated that the success of all of these activities will be reflected in the monthly WTW25 Reports and in our increased WPR.

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

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

*CalWORKs Welfare-To-Work participants are the targeted population to be served through the activities described below:*

**Activity #1 - Establish Unpaid Work Study Opportunities:** We plan to evaluate the possibility of establishing unpaid Work Study opportunities with the local Adult School Districts. Information sharing will be one of the key elements requested through this activity to ensure that WTW staff are

kept informed on their clients' participation status. (POSSIBLE IMPLEMENTATION WITHIN 90 DAYS)

Activity #2 - Utilize the Fresno County Community Resource Guide to Identify Community Resources:

We plan to acquire sufficient numbers of the Fresno County Community Resource Guide and make them available to our staff to use with clients. The Community Resource Guide is compiled by one of our local non-profit agencies and provides current and comprehensive information on a wide variety of local support services, such as: Domestic Violence assistance, Food Banks, Legal Aid and many others. Currently, the guide has been made available to limited numbers of staff and increasing its availability should result in more clients receiving needed services. (Expanded - IMPLEMENTATION WITHIN 60 DAYS)

Activity #3 - Identify New WTW Services and Expand Existing WTW Services: We recently surveyed our current WTW contract providers (16 different agencies) to solicit their input regarding WTW services they consider to be most effective with clients, input on contract services to consider expanding, and input on unmet WTW client needs. All of the survey information will be reviewed and analyzed to determine the feasibility of amending some of the contracts and/or using the information in our Request for Proposal for WTW Services for FY 2007-08. (POSSIBLE IMPLEMENTATION WITHIN 30 DAYS)

Activity #4 – Solicit Contracted WTW Services that Incorporate New and Expanded Services: We plan to release a Request for Proposals (RFP) to solicit contracted WTW services for FY 2007-08 that will incorporate new and expanded WTW services referenced in this plan. In addition to many of our current WTW contracts (scheduled to end June 30, 2007) requiring a new RFP, we plan to request other specific services in response to the recent changes in CalWORKs and the increased WPR requirements. The contractor survey results referenced in Activity #3 above will be utilized in the developing this RFP. One of the new services that will be requested is vocational skills training during non-traditional (evening and weekend) hours. Through this RFP, the Department's goal is to be able to offer a wide range of service activities for our WTW clients in the most efficient, effective and accountable manner possible. (NEW - IMPLEMENTATION WITHIN 60 DAYS)

Activity #5 – Collaboration with Local Community Colleges: We contract with State Center Community College District's Fresno City College and Reedley College to provide services to CalWORKs clients. Services through Fresno City College include academic counseling, short-term vocational training, employment counseling, classes on job preparation and group dynamics, CASAS assessments for adult basic reading, math and writing skills, as well as work-study and internship placements. Reedley College provides employment and job readiness services such as employment counseling, employment counseling courses (Practical Money Skills for Life, Life Strategies for Success, Parenting Strategies & Family Relationships and Personal Finance), as well as coordination of work-study placements for CalWORKs clients. We have Job Specialists collocated at these sites to serve our CalWORKs clients.

Activity #6 – Collaboration with Workforce Investment Board: Our department is a partner in Fresno County's Workforce Investment Board's One Stop Centers, called "Workforce Connection". Job Specialists from our department are collocated at Workforce Connection sites to provide assistance and employment counseling to CalWORKs participants. The Workforce Connection provides comprehensive and integrated job, education, and training services that are focused on both employers and job seekers. The Workforce Connection One Stop Centers, two urban and four rural, are located throughout Fresno County, and are all designed to provide a variety of welfare-to-work activities for CalWORKs participants.

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

Activities 1-6: These activities will affect 100% of WTW participants. It is anticipated that all of these activities will contribute to the overall increase in our WPR.

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

Activity #1 - Unpaid Work Study with local Adult School Districts: If implemented, it is anticipated that the number of WTW participants will increase by 5-10%.

Activity #2 - Community Resource Guide: Will contribute to the overall increase in the WPR.

Activity #3 - Contractor Survey: Will contribute to the overall increase in the WPR.

Activity #4 - Request for Proposals: Will contribute to the overall increase in the WPR.

### **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:**

The WTW25 and WTW25A Reports will be used to measure whether cumulative policies and strategies have been successful with a measurement taken for each of the documented WTW25 service types. Additional tools that will be used are: Targeted, Supervisory and Second Party Reviews.

We anticipate that we will see an increase in our County's WPR of 1-3% within the first year of implementation with an increase of 1-3% for each of the two years thereafter.

#### 4) Funding

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

<b>Program Component</b>	<b>Fiscal Year 2005-06 Actual Expenditures</b>	<b>Fiscal Year 2006-07 Budgeted Amount</b>	<b>Description of how additional funding provided in Fiscal Year 2006-07 will be used</b>
CalWORKs Eligibility Administration	\$14,509,993	\$15,090,394	Eligibility allocation received by our County (\$11,380,245) was significantly lower than prior year expenditures. The budgeted amount includes Performance Incentive funds which will be utilized to ensure that services and staffing is not reduced compared to the prior year level. The slight increase over FY 2005-06 actuals will cover the cost of doing business increases.
WTW Employment Services	\$29,569,986	\$31,380,904	The increase in Employment services funding reflects both the increase in the allocation and utilization of Performance Incentive funds to backfill reduction applied to the Eligibility portion of the allocation. Employment services agreements with Community Based Organizations for activities countable towards Federal and State participation will be increased during the year; additionally a unit of employment services staff is being proposed that will be added mid-year in order to reduce caseloads, increase On-the-Job training activities, and step-up sanction reengagement efforts.
CalWORKs Child Care	\$18,735,024	\$18,056,358	The budgeted amount reflects the final allocation, which represents a decrease from prior year expenditures. If actual child care expenditures increase as a result of increased WTW participation, a child care augmentation request will be submitted to the State.
Cal-Learn	\$1,930,705	\$2,034,556	The increase over prior year expenditures will cover the cost of doing business increases and one Social Work Practitioner position that will be added mid-year to address caseload increases.
CalWORKs Funded Mental Health Services	\$644,097	\$901,736	An improvement in referral efforts has been made to ensure that clients

			needing services are referred.
CalWORKs Funded Substance Abuse Services	\$3,646,357	\$3,572,550	No increase in funding is available to improve services; substance abuse service costs continue to exceed allocation and funding from the Mental Health portion of the allocation to sustain services.
Other			