

HUMBOLDT COUNTY

CalWORKs County Plan Addendum

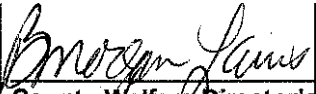
Date Submitted to California Department of Social Services:  
JANUARY 5, 2007

Prepared By:  
Humboldt County Welfare-to-Work

Contact Phone Number:  
(707) 268-3460

Contact Email Address:  
[MHunsinger@co.humboldt.ca.us](mailto:MHunsinger@co.humboldt.ca.us)

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

Beverly Morgan Lewis      01\.:u.\0.  
Printed Name                      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**

In Humboldt County our Department of Health and Human Services (DHHS) is grounded in the principles of AB-1881 allowing the consolidation of Health and Human Services Programs. Through consolidation we are working to improve the quality and quantity of services necessary to protect and preserve healthy families within our large geographic area that includes multiple rural communities. The needs for services vary within and between each of these communities. One dynamic of the CalWORKs population in Humboldt County are the number of participants unable to be served due to their remoteness. Currently 24.7% of the Welfare-to-Work caseload consists of participants that meet this criterion. We have worked very hard to provide an integrated approach to community and program issues that face our agency and the communities which we serve. In each instance the addressing of the above referenced goals of W&I 10540, through the implementation of that integrated approach would provide the most comprehensive results in meeting the needs of those divergent communities. We propose to do the following:

Fund a 1.0 full-time equivalent Public Health Nurse (PHN) to work within the various communities through the 14 Family Resource Centers (FRCs) that exist within Humboldt County. The PHN will be available to provide information regarding family planning, child immunization awareness, parenting skills, nutritional needs, tobacco cessation and a variety of other services that will strengthen families and allow them to attain self sufficiency. These activities will be directed through our partnership with the various FRCs and the identified individual needs within each of their communities.

In the same manner that the PHN provides health education and services to the CalWORKs community we will fund an additional Mental Health Clinician (MHC) to

provide clinical services to that segment of the community in the rural and outlying areas of Humboldt County. With the funding of a dedicated MHC participants will be able to receive behavioral health services in their local community either at the one of the various FRCs or one of the DHHS outstation branch offices. This will include domestic violence services, substance abuse counseling as well as family therapy options.

Humboldt County is at the forefront of the implementation of evidence based practices (EBPs) that serve to strengthen and preserve families. Three of four EBPs implemented have proven as effective interventions for some of the CalWORKs families in preserving and providing stability. They include: Incredible Years (IY), Parent Child Interaction Therapy (PCIT) and Functional Family Therapy (FFT). These services will be accessed through our Linkages Project, County Mental Health and HumWORKs Program and our association with Probation. The addition of the CalWORKs funded PHN and MHC staff as well as the resources available through the EBPs will be indispensable as we reach out to the vast communities that make up this rural area.

To build upon the outreach capabilities of the above planning strategies the concept of bringing the services to those who need them is one which we plan to address with the procurement of a vehicle large enough to allow a mobile orientation facility as well as a space to provide the services described above. The vehicle (the size of a large motor home or bread truck) would be employed to provide up-front WtW services at various locations throughout the week. The vehicle would be complimented with a regular county vehicle to ferry participants to and from the parking spot for the day's classes and services. When possible the mobile facility will be parked at the local Family Resource Center (FRC) site as a collaborative effort to increase services in those areas. For areas without an established FRC we will park the vehicle in the most visible and safe location to optimize access, Studies have shown that those participants in the WtW program who fail to complete orientation and up-front job search activities are more likely to become sanctioned and even more likely to remain sanctioned in the program. By employing this mobile "Road Show" approach we will provide orientation, assessment, barrier identification and removal for a multitude of participants that in the past have been relegated to the "good cause" criteria in the WtW program. This approach would also provide a coordinated venue for the integrated service delivery provided by the CalWORKs/WtW division of the Social Services Branch (SSB), Mental Health and Public Health Branches of the Humboldt County DHHS.

The advantage of working collaboratively provides multiple opportunities to enhance the priorities of W&I 10540 as well as provide the most comprehensive approach to service delivery possible. With consideration of the geographic diversity and impact of the remote "good cause" caseload on work participation rates the more broadly we

cast our service net the more success we will garner in securing participant involvement in the work activities necessary to meet the mandated federal participation requirements.

## 2) Participation Improvement

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

### B. Providing up-front engagement activities

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

**Humboldt County's policies and strategies to improve up-front engagement include the following areas:**

- **Orientation,**
- **Life-Skills and Job Preparation Training,**
- **Engagement to Prevent Sanctions, and**
- **Linkages.**

**Each area includes the current policy and the proposed enhancements.**

#### **Orientation:**

##### **Policy:**

1. Relocated orientation to the Job Market (One-Stop) implemented 9/30/05.
2. Phone calls made the day before to remind participants implemented 9/30/05.
3. Inviting applicant's at their intake interview to attend Orientation. Implemented 10/3/05. If they fail to attend a letter is sent expressing that they missed the "opportunity" and that they will be required to attend after their cash aid is granted.
4. Created a "Success Video" to be shown during the Orientation. This video demonstrates the WtW process and showcases individuals who have successfully

completed the program and testimonies of the positive affect it has made on their lives.

5. Redesigned the Orientation Presentation, implemented 12/30/05.
6. Redesigned the WtW Guidebook, implemented 10/23/06.
7. Calls and/or written surveys to those who do not show to scheduled Orientation. Implemented 2/24/06.

### **Proposed Enhancements:**

1. Child Care arrangements to be secured prior to the first activity assigned by following up with participant to confirm that arrangements have been made.
2. Transportation offered for up-front activities, procurement process for two (2) multi-passenger vans is in place.
3. Employment Training Worker to be assigned to Intake Units to address WtW issues with applicants.
4. Mobile Engagement Opportunities. Procurement of a vehicle that could house at least 4 work stations to bring Orientation to communities that may not otherwise be able to participate in WtW. This vehicle would be used for Appraisal activities such as Orientation, and interviewing for assessment of potential barriers to employment. The Mobile Engagement Opportunities will include collaboration of services from Welfare-to-Work, Public Health and Mental Health to provide assessment and resource and referrals as appropriate. This project would also be accompanied by staff in vehicles that may do home visits and/or provide transportation to and from the mobile unit for WtW participants. (See also section F. below)

### **Life Skills/Job Preparation Training:**

#### **Proposed Enhancements:**

1. In-House Life Skills Workshops for job preparation and development of work maturity skills. (Also see sections C. and D. below)
2. Collaboration with College of the Redwoods Community College for an open enrollment program for Job Preparedness Workshops. (Also see Section G. below)
3. Collaboration with the local Work Force Investment Board (WIB) by securing seats in their future program for "Passport to Work" program that is under development. This program is a Job Readiness Training Program that will be open entry/open exit format set up in modules. (Also see Section G. below)

### **Engagement to Prevent Sanctions during up-front activities:**

#### **Policy:**

1. Implementation of Home Visits – Implemented 10/1/06.

#### **Proposed Enhancements:**

1. Outreach to those facing a sanction as an alternative to Home Visits.
  - Off site location offered to meet participant.
  - Offer appointments before or after normal business hours, and available to clients during traditional lunch hour.

2. Surveys to incoming clients as to their expectations of the WtW program.
3. Post Surveys will be either mailed, conducted over the phone, or face-to-face with participants who have exited or will be exiting the WtW program. This information will be used to assess both client outcomes and program strengths and weaknesses from the client's point of view.

## Linkages

### **Policy:**

1. Identification of common clients in Child Welfare Services and CalWORKs (policy has been drafted and is in the beginning stages of implementation). The policy is designed to promote safe and stable families within the communities of Humboldt County.
2. Coordination of services and development of plans.
3. Leverage for those in sanction to cooperate with WtW.

### **Proposed Enhancements:**

1. Cross training of Child Welfare Staff and CalWORKs/WtW Staff to communicate the services that each division may be able to offer common clients.

**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.

**Humboldt County anticipates that over time there will be an increase in the "show rate" for Orientation by:**

### **Orientation**

<b>Policy/Proposed Enhancement</b>	<b>Anticipated Effect</b>	<b>Percentage of Families Affected Monthly</b>
Moving location to The Job Market (Policy, implemented 9/30/05)	Participants would be engaged in job seeking, access to job services and community resources quicker – increasing the number who find employment during the up-front process of WtW.	Average monthly total assigned to Orientation is 107 which is approximately 71% of total applications received.
Phone calls day before Orientation date (Policy, implemented 9/30/05)	Increase in attendance at Orientation.	60-75% of those assigned are successfully contacted by phone.

<p>Redesign of Orientation Presentation (Policy, implemented 12/30/05)</p>	<p>By improving our presentation about the advantages and opportunities available through the WtW program we anticipate an increase in and the sustainability of participant engagement.</p>	<p>Average monthly total assigned to Orientation is 107 (71% of total applications).</p>
<p>Invitation to voluntarily attend Orientation at the initial Intake Interview (Policy, implemented 10/3/05)</p>	<p>Participants would have immediate opportunity to participate in WtW and we anticipate it will increase the show rate for Orientation as well as increase the positive interaction they have with the WtW program. The sooner they can go through the Orientation Workshop the sooner they can be scheduled to attend the Job Search Services within 30 days of their application.</p>	<p>The average monthly show rate for Orientation has been 36%. Of those attending 35% were invited as non-mandatory participants.</p>
<p>“Success” Video (Policy, implementation is waiting for equipment connectivity – anticipate beginning by January 2, 2007)</p>	<p>Provides a look into the WtW Program process and real life examples of how it helped individuals achieve self-sufficiency. Anticipate increased motivation and decrease of fears for participants resulting in an increase in participation.</p>	<p>Average monthly total assigned to Orientation has been 107, with a show rate of 36%.</p>
<p>Redesign of WtW Guidebook (Policy, implemented 10/23/06)</p>	<p>A more engaging, inspiring and user friendly document will increase the show rate at Orientation. This document is provided to the participant at their intake interview.</p>	<p>Average monthly total assigned to Orientation is 107 (71% of total applications).</p>
<p>Surveys to those who were no-show for Orientation (Policy, implemented 2/24/06 with mailed surveys – anticipate after the first of the year that phone calls will be added)</p>	<p>Anticipate by identifying and assisting with client specific barriers we will re-engage and increase participation. By assessing the feedback we can identify program weaknesses, and develop a corrective action plan, thereby increasing client participation. We also anticipate that by demonstrating our interest in understanding why</p>	<p>Average no show rate 63% per month or 69 individuals.</p>

	the participant did not attend Orientation we open the door for re-engagement and therefore increase in participation.	
Child Care Arrangements secured (Proposed enhancement – this is not new just a stronger focus)	By strengthening our approach in securing needed childcare immediately and removing the barrier we anticipate an increase in the participation rate for Orientation.	55 referrals from intake for child care equate to 51% of those assigned to Orientation per month.
Transportation available to pick up and deliver participants with transportation barriers. (Proposed enhancement – new)	By utilizing vans to pick-up and return scheduled participants to Orientation we anticipate an increase in attendance for Orientation and therefore increasing the likelihood of continued participation.	Of the average 107 assigned to Orientation we estimate 15% per month.
Employment Training Worker (ETW) to be assigned to Intake Unit. (Proposed enhancement – new)	Anticipate that by having an ETW, who is the employment services specialist, engage the applicants at their first appointment (introduction) we will increase the enthusiasm (motivation, inspiration) and interest of the individual thereby increasing the number who attend Orientation. Those who attend Group Orientation are more likely to cooperate/participate in WtW activities thereby increasing the participation rate. Participation in any oral presentation at application would be voluntary for the applicant.	Of the average 150 applications, 107 of those are required to participate in WtW which is 71% of the intake cases.
Mobile Engagement Opportunities. (Proposed enhancement – new)	27.3% of Active WtW participants are either full-time or part-time good cause because they live more than two miles from the nearest bus stop and they do not have reliable transportation. By bringing the Orientation, Follow-up appointment, Job Readiness Workshop, Assessment (General or Behavioral Health)	Estimate 40 individuals per month (16% of the current Good Cause Caseload) – providing services two days per week, total of 8 days per month, 5 clients per day.



	and Needs and Barrier Assessment to where they live we will be able to increase participation in WtW. We also anticipate a decrease in the number of upfront sanctions.	
<b>Life Skills/Job Preparation Training</b>		
<b>Policy/Proposed Enhancement</b>	<b>Anticipated Effect</b>	<b>Percentage of Families Affected Monthly</b>
In-house Life Skills Training (Proposed enhancement – new)	This has been identified as a service the county has been deficit in and a need for basic training has been identified. The availability of training to increase participant's employability will provide an overall increase in participation and an increase in their success in their future participation. These trainings will also bridge the gap between the end of one activity and the beginning of a second activity, thus eliminating possible non-active periods of participation resulting in improved participation.	Estimate 20 individuals per series, to begin with will only be one time per month. 19% of the average 107 assigned to Orientation.
College of the Redwoods Collaboration (Proposed enhancement)	Open enrollment for a Job Readiness Training Series to be implemented by the college. This would increase the local college's enrollment as well as provide a needed service to WtW Participants struggling to transition to work.	20 individuals - estimated 19% of the average 107 who are assigned to Orientation each month.
Collaboration with the local WIB for the "Passport to Work" program. (Proposed enhancement)	Another resource that will increase participation rates by providing a service to those participants who may lack basic work skills.	10 individuals - estimated 9.34% of the average number of individuals assigned to Orientation.
<b>Engagement to Prevent Sanctions during Up-front Activities</b>		
<b>Policy/Proposed Enhancement</b>	<b>Anticipated Effect</b>	<b>Percentage of Families Affected Monthly</b>
Home Visits – preventing sanctions (Policy – implemented 10/1/06)	By providing outreach beyond the "office environment" we anticipate an increase in cooperation by working to	10-20 individuals per month estimated average of 14%.

	identify and remove barriers to participation.	
Outreach to accommodate individual's inability to participate during normal business hours. (Proposed enhancement )	By availing case managers beyond the standard and normal business practices (meeting the client part way) we anticipate an increase in participation rates.	5-10 individuals per month estimated average of 7%.
Surveys to clients at intake. (Proposed enhancement)	By involving/interacting with the applicants – new to the system or recyclers – we provide them with a voice and a conduit for communication leading to understanding of and compliance with the WtW Program. Anticipate a growth in our own understanding of client's perceptions thereby identifying areas needing attention as well as an increase in engagement leading to an increase in participation.	150 new applications per month the surveys will be 100% of applicants.
Surveys to clients exiting the WtW program. (Proposed enhancement)	Identification of areas that can be improved based on client perceptions will provide a system of services that better meet the participant's needs.	Average 16 cases per month – 8% of the 200 cases discontinued from CalWORKs cash aid each month for various reasons. The 8% is an estimate of those individuals who had been participating in the WtW program.
<b>Linkages</b>		
<b>Policy/Proposed Enhancement</b>	<b>Anticipated Effect</b>	<b>Percentage of Families Affected Monthly</b>
Identification of Common Clients (Policy – implemented 11/1/05)	By knowing when a client is receiving services by another division of our agency will aid in preventing duplication of efforts, eliminating impossible expectations of the clients and increasing services. Also anticipate that if we know their involvement and accommodate their needs we will see an increase in participation by that population.	5 cases estimated per month – 4.6% of WtW intake cases.
Coordination of Services and development of plans.	By coordinating the services and working in tandem when	5 cases (4.6%) of WtW intake cases estimated per month .

(Policy – initial coordination has begun, continue to develop written policy)	creating Child Welfare Plans and WtW Plans we anticipate an overall success and participation rate by both programs.	
Leverage with coordination when the individual has been sanctioned in WtW. (Policy - initial coordination has begun, continue to develop written policy)	By identifying common clients under a WtW sanction, the process will provide an opportunity for the CWS Plan to include cooperation with WtW. This population's participation will increase by decreasing the number of individual's sanctioned.	5 cases (4.6%) of WtW intake cases estimated per month.
Cross Training of CWS and CalWORKs/WtW staff. (Proposed enhancement)	By arming all staff with the information about other programs within the department they will be able to better serve the clients they are working with. We anticipate through this in-house training process we will see an improvement in WtW participation and increased success through prevention and intervention.	Unable to track the effectiveness of the cross training however we can track for an increase or decrease in the Linkages flagged cases as well as an increase in the number of intake applications that are identified as common clients upfront.
Survey of Common Clients (Proposed enhancement)	Provides the participants with empowerment that their opinion is valued. Will provide valuable feedback to determine the effectiveness of the Linkages Program. Anticipate increased number of families reunified or removed from the CWS caseload and increased participation in WtW by those affected individuals.	5 – cases approximately 4.6% of intake cases.

**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.

Each of the stated areas and the specific policy or proposed enhancements are described in the table below with our anticipated increase in the federal and State Work Participation Rate (WPR) for the next 3 years and the protocols we will be using to measure their success.

### Orientation

Policy/Proposed Enhancement	What will the anticipated increase for Fed & State WPR be each year for the next 3 years?	How will success be measured?
Moving location to The Job Market (Policy)	Anticipate at least 3% increase over the next three years in attendance rate. 1% first year, 1% second year and 1% third year.	Attendance records maintained for new participants, to be compared to the number of participants who obtain employment.
Phone calls day before Orientation date (Policy)	Anticipate no direct affect that could be measured, however it will continue as a method to ensure that every possible action to encourage participation is taken.	Maintain records of phone calls to participants and compare over time with actual numbers of Orientation attendees.
Invitation to Orientation at the initial Intake Interview (Policy)	Anticipate a continuing increase in the participation rate 1% per year at the minimum.	The number of individuals invited have been tracked and compared to those who are assigned as a mandatory activity since 9/30/05. The monthly averages and quarterly averages are evaluated and compared over time to assess the proportionate increase.
Redesign of Orientation Presentation (Policy)	Anticipate a 5% increase over the next three years, 2%, 2% and 1% over the three year period.	Record the numbers of attendees at orientation, then compare these numbers to the number of successful program completers. Also, record counts of attendance to Job Club & Supervised Job Search.
"Success" Video (Policy)	Anticipate a 4% increase over the next three years, 2% the first year and 1% the second and third years.	The same method described above will be used to monitor changes in the show rate beginning 1/5/07.
Redesign of WtW Guidebook (Policy)	Anticipate a 5% increase; 3% the first year, 1% the second year and 1% the third year.	The same method described above will be used to monitor changes in the show rate beginning 10/23/06 (the release date of the redesign guidebook).

Surveys to those who were no-show for Orientation (Policy)	No anticipated change in the participation rate that could be measured specifically from these surveys. We anticipate that the information received will assist the county in making decisions to improve the program to better meet the needs of those required to participate.	The surveys distributed will be tracked by the fail-to-show-date, the date the letter was mailed, any reschedule date(s), or date of exempt or determined good cause, and the count of resulting sanctions.
Child Care Arrangements secured. (Proposed enhancement to current policy by strengthening our approach)	Assure all participants (invitee or mandatory) will be assessed for child care needs and assist in the securing of the arrangement prior to the scheduled activity and follow-up to be sure they do have child care.	The Child Care Services are provided under a contract through Humboldt Child Care Council (HCCC). They are co-located at our department and are available to see all applicants during their intake appointment to arrange child care. They maintain a log of all those individuals they meet with, and follow up to secure permanent arrangements. Humboldt County WtW will track the number of clients that participate after receiving child care.
Transportation available to pick up and deliver participants with transportation barriers. (Proposed enhancement)	Anticipate that this service will promote an increase in participation by a minimum of 5% over the next three years. 2%, 2% and 1% respectively.	A log will be maintained for those who are provided transportation. This will be a part of the attendance tracking for Orientation.
Employment Training Worker (ETW) to be assigned to Intake Unit. (Proposed enhancement)	Anticipate that once this proposal is implemented that we would see a dramatic increase in participation in the overall participation rate by 10% over the next three years. Depending on the implementation date, the first year may not show an affect unless it is implemented prior to July 2007, for the next two years we anticipate 5% increase each year and possibly more. Positive engagement upfront has been identified as critical in getting the participants to the first activity.	After implementation of the reorganization proposal Orientation show-rates for the first 12 month period will be compared to the previous 12 months. This comparison will provide indicators to assess any changes in participation.

Mobile Engagement Opportunities. (Proposed enhancement)	Anticipate that we will see a 10% increase over the next three years, once the vehicle has been purchased and the services implemented. 5% the first year, and 5% the second year.	27.3% of Active WtW participants are either full-time or part-time good cause due to living in a remote area. We will run adhoc reports by zip codes of Good Cause Clients to determine which areas of the county deserve increased attention. Attendance at the Mobile unit will be tracked and monthly reports assembled to identify outcomes.
<b>Life Skills/Job Preparation Training</b>		
<b>Policy/Proposed Enhancement</b>	<b>What will the anticipated increase for Fed &amp; State WPR be each year for the next 3 years?</b>	<b>How will success be measured?</b>
In-house Life Skills Training (Proposed enhancement)	Anticipate a 1% increase in participation rate for the first year, and possible greater impact once the training can be set up as modules and recur at regular intervals.	Monthly reports will be assembled to determine attendance and satisfactory completion.
College of the Redwoods (CR) Collaboration (Proposed enhancement)	Anticipate a 2% increase over the next three years. CR will not be prepared to implement until the Fall of 2007. We are currently negotiating format and schedule.	Currently 5% of the active WtW cases are in Educational activities. The collaboration with the Community College will provide an open entry/open exit format for Job Preparation Training will be available to many of the active participants who are at various stages in their WtW Plan. Success of this project will be tracked through the ISAWS/WtW system Case Management Report Module monthly report. The report will include the number assigned to the program, and the number of participants who successfully complete the activity successfully.
Collaboration with the local WIB for the "Passport to Work" program. (Proposed enhancement)	This is a proposal by the local WIB and they have committed 10 seats per session to WtW participants. This project – if funded is anticipated to begin	Participants enrolled in this project will be entered into the WtW system under this activity. Reports will be assembled monthly to track attendance and

	July 2007. Anticipate an increase in WPR of 1% for the second and third year.	successful completion. Success will be determined by the number of participants assigned to this activity who complete the "Passport to Work" with certificates and secure unsubsidized employment after participation in the activity.
<b>Engagement to Prevent Sanctions during Up-front Activities</b>		
<b>Policy/Proposed Enhancement</b>	<b>What will the anticipated increase for Fed &amp; State WPR be each year for the next 3 years?</b>	<b>How will success be measured?</b>
Home Visits – preventing sanctions (Policy)	Anticipate an increase of 2.5% over the next three years.	Home Visits, although effective in the identification of barriers, may prove to be more successful with participants who have a history with the program. For recipients the measurement of success will be, of those who have a home visit, how many of them return to participation. These cases will be tracked up to the point they either gain employment or sign their WtW Plan as a determination as to whether the home visit was successful or not. We will also be tracking those who are scheduled for a home visit and, those who come in to the office voluntarily to comply with WtW, which would also be counted as a success.
Outreach to accommodate individual's inability to participate during normal business hours. (Proposed enhancement)	The impact this service may have would be difficult to anticipate for improvement in the WPR, however, by broadening our availability we anticipate greater cooperation from participants.	This will be case manager specific and not countable to determine success.
Survey's to clients at intake. (Proposed enhancement)	Anticipate at least a 1% increase over the 3 year period.	This is a proposed action that will be tracked just as we are tracking the Non-attendance surveys. The survey will be provided at the intake interview and noted in the case for review with the participant. The survey

		responses will be reviewed by a workgroup to assess what process changes need to be made to improve client's perceptions.
Surveys to clients exiting the WtW program. (Proposed enhancement)	The impact this process may have would be difficult to measure in regard to improvement in the WPR. However, the ability to assess client's outcomes and program strengths and weaknesses will lead to an overall improvement in the services provided.	The survey responses (phone, written or face-to-face) will be tracked just as we are tracking the Non-attendance surveys. The survey will take place immediately after the participant leaves welfare-to-work, or just before in the cases we know they will be going off aid. The survey responses will be reviewed by a workgroup to assess what process changes need to be made to improve future client's perceptions.
<b>Linkages</b>		
<b>Policy/Proposed Enhancement</b>	<b>What will the anticipated increase for Fed &amp; State WPR be each year for the next 3 years?</b>	<b>How will success be measured?</b>
Identification of Common Clients (Policy)	Minimal affect, under 1% over the next three years.	CWS adhoc report is assembled weekly and reviewed by WtW clerical to identify any common clients. Success would be identification of common clients.
Coordination of Services and development of plans. (Policy)	Minimal affect, under 1% over the next three years. However, the individual impact will be tremendous.	Once clients are identified, and cooperative case plans for both CWS and WtW are developed, the probability of the individual's success will increase. These cases will be handled by the WtW lead workers and will be identified in the WtW System as Linkages so that Monthly reports can be run. Success will be measured by the satisfactory progress of those common clients.
Leverage with coordination when the individual has been sanctioned in WtW. (Policy)	Overall impact on WPR may not be measurable however it would assist in the reduction of the number of clients in long term sanction.	The Linkages cases will be flagged in the WtW System, moved from the Sanctioned Caseload to a lead workers caseload and will be tracked.



<p>Cross Training of CWS and CalWORKs/WtW staff. (Proposed enhancement)</p>	<p>Priceless. We anticipate that with the knowledge base of both CWS and CalWORKs/WtW staff about the services the department can provide will increase participation rates by 5% over the next three years – once it is implemented.</p>	<p>Training will be developed, and scheduled. It will be a mandatory training for all staff – and attendance will be reviewed. The measurement of success will be completion of the training to all staff. The immeasurable dynamic will be the increase in wraparound services for all clients of the Social Services Branch of the Department of Health and Human Services.</p>
<p>Survey of Common Clients (Proposed enhancement)</p>	<p>By surveying the clients who receive services by both divisions of Social Services will provide valuable feedback to determine the effectiveness of the Linkages Program.</p>	<p>Tracking of the responses to the survey and distributing the information to both divisions for staff to evaluate the effectiveness. Staff will identify lessons learned to establish any indicated changes, and how to expand on the positive benefits.</p>

**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.

**Humboldt County has or will address the issue of engaging individuals that are not meeting the required minimum hours of participation or between activities by the following current policies and proposed enhancements:**

**Policy:**

1. Home Visits
2. Review WtW 30 sample of cases for identification of those who are not meeting the participation hours, and establish what are the issues and how can we assist them in full participation.

### Proposed Enhancements:

1. HumWORKs, Humboldt County's Mental Health Program staffed by Humboldt County Health and Human Services Mental Health Branch staff – will need additional staff to meet WtW participant clinical and case management needs and addition of two Vocational Counselors (VC) to work directly with the HumWORKs clients assessing and assisting their transition to work activities working directly with WtW Case Managers and WtW Vocational Counselors. One VC will assist participants that are potentially SSI eligible with support and assessment of case management needs, as well as interacting with the many Family Resource Centers. The other VC will be looking at the use of the Pathways Case Management System to work with HumWORKs participants by working closely to maintain engagement, set specific goals and monitoring and assisting them in achieving those goals. This system also provides a computerized tracking system that captures each individual's monthly goals and their progress.
2. Life Skills/Job Readiness Training to be available as an enhancement to assist participants in preparing for job interviews, time management, work ethics, self-esteem building, problem solving, tenant protocols, child care issues, dressing for success, and conflict resolutions as a transitional activity between Job Search Services (for those who do not get a job this may be their first activity if assessment determined it appropriate). It may also be an activity concurrent with other activities to meet their participation hours, or assigned upon completion of Work Experience and before they are assigned to another job search activity.
3. Domestic Abuse training for all CalWORKs and WtW staff to be provided by Humboldt County Health and Human Services Public Health Branch. Domestic Violence has been identified as a state-wide problem among low income families. Through the establishment of a series of topic focused trainings that will be provided to CalWORKs and WtW staff set at regular intervals we anticipate improved services to those participants who have or are victims of domestic abuse. These trainings will be designed to assist staff in identifying signs of domestic violence, what to do when a client exhibits those signs and reinforce the skills necessary to help the participants. The Domestic Violence Coordinator from Public Health will also be available to WtW case managers for staffing specific cases. Additionally, steps have been taken toward the identification and collaboration with agencies and departments within Humboldt County that serve this population. The goal is to maximize those services for CalWORKs/WtW participants.
4. Homeless participants to be assigned post office boxes and cell phones with prepaid plans so employers can reach them. Humboldt County has made progress toward assisting the homeless population. Although a small percentage of the WtW caseload is homeless, those individuals have multiple barriers to employment. By providing a Post Office Box and a limited-use cell phone, they are more likely to be called in for a job interview.

**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).

**Each of the above policy or proposed enhancements are described in the table below with our anticipated effect and the estimated percentage of families affected monthly.**

<b>Policy/Proposed Enhancement</b>	<b>Anticipated Effect</b>	<b>Percentage of Families Affected Monthly</b>
Home Visits (Policy – implemented 10/1/06)	This tool is not only for non-compliant individuals but also for those who are not able to meet the minimum hours required. A Home visit may be required to address an individual's barriers that may not be apparent through regular office appointments. Anticipate that those individuals who receive a home visit will have a greater opportunity to overcome their barriers.	Using the WtW 30 August 2006 sample, 52% of that sample was either exempt, Good Caused or SIP. Twenty three percent of those sampled were not meeting the hours. Ten percent were under or had no planned activity, 8% were in Mental Health and/or AOD services, 13% were non-compliant and 1% of the individuals in the sample were between activities. Home visits may be conducted for up to 10 individuals per month.
Review of the WtW 30 sample (Policy – implemented beginning with the 11/05 report month)	Humboldt County has been manually reviewing the WtW 30 sample. By this review we are identifying cases that are not meeting the minimum required hours – requiring the case manager to take action to address the shortfall in hours. We anticipate, and have experienced a slow increase in the participation rate and expect that rate to continue to improve.	Sample averages 150 cases per month, 16.5% of total active WtW cases.
HumWORKs (Behavioral Health Services) (Proposed enhancement)	The HumWORKs program is designed to assess Mental Health, Substance Abuse and/or Domestic Violence as barriers to employment. Some participants may request to be assessed and some participants are referred due to continued issues with compliance with WtW assignments or specific issues that became apparent while participating that indicate possible issues. The program has not been able to keep up with the ever increasing numbers of those with Mental	Forty – sixty individuals per month will benefit from this enhanced program, 5.5% of total caseload.

	<p>Health Barriers. It is proposed to increase the Clinical and Case Manager staff in order to provide immediate and intensive services to assist the participants toward self-sufficiency. The addition of two vocational counselors will enhance the program and allow a smooth and appropriate transition toward employment for the participants dealing with these barriers.</p> <p>We anticipate an increase in the number of participants involved in HumWORKs activities to meet the minimum number of hours required.</p>	
Life Skills/Job Readiness Training (Proposed enhancement)	<p>Availability of a variety of trainings designed to increase participant's employability will provide an overall increase in participation as well as an increase in the individual participant's success in their future participation. These trainings will also provide a bridge between the ending of one activity and the beginning of a second activity, eliminating possible non-active periods of participation resulting in an improved participation rate.</p>	<p>Between the in-house training, the Community College training and the Workforce Investment Board proposed training we anticipate 4.5% of the total WtW caseload will be affected.</p>
Domestic Abuse Training (Proposed enhancement)	<p>With CalWORKs and WtW staff armed with the tools to identify domestic violence signs and enhanced knowledge of how to assist the participants we anticipate a decrease in sanctions and an increase in participation.</p>	<p>After a series of trainings have been provided we will be able to measure if there is an increase in the number of participants referred to HumWORKs for Domestic Violence issues.</p>
Homeless Participants (Proposed enhancement)	<p>Anticipate that through these enhancements the Homeless population will be better prepared for Job Search and able to accept employment. They will receive a stable</p>	<p>Estimate that 2-3% of the on-going CalWORKs cases are homeless.</p>

	address and means of contact between the department and any potential employers. We also anticipate a decrease in CalWORKs discontinuance due to mail returned undeliverable, therefore halting the cycle of on and off cash aid.	
<p><b>How will success be determined (quantitative and qualitative assessment of effects)?</b> 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.</p>		
<p><b>Each of the above policy or proposed enhancements are described in the table below with our anticipated increase in the Federal and State Work Participation Rate (WPR) for the next 3 years and the protocols we will be using to measure their success.</b></p>		
<b>Policy/Proposed Enhancement</b>	<b>What will the anticipated increase for Fed &amp; State WPR be each year for the next 3 years?</b>	<b>How will success be measured?</b>
Home Visits (Policy)	Anticipate an increase in WPR of 7% over the next three years. 3% first year, 2% second year and 2% the third year.	Home visits have been added to the Activity Details screen in the ISAWS/WtW system as a sub-category to every State designed Activity Category. Monthly reports will be assembled to include: Activity Sub-Category, Actual Start Date, Actual End Date and Outcome. This report will provide data to measure the effectiveness of home visits and the participant's continued satisfactory progress in their assigned activities.
Review of the WtW 30 sample (Policy)	Humboldt County has experienced a definite benefit to the review process based on a steady increase in participation rates. We anticipate that through this review process the participation rate will continue to rise. The average increase beginning with June 2006	Adhoc report assembled on the 6 <sup>th</sup> of the month for the WtW 30 Details Report. Information from this report is used to facilitate the distribution by caseload to the case managers for their feedback. This document includes fields to be completed: each activity the

	<p>through September 2006 was an increase of 2.7%. Anticipate a 2% increase over the next three years.</p>	<p>participant was assigned for the report month, the Planned Hours, Actual Hours for each of those activities, whether the individual has a child under the age of 6, and a comments field to describe the reason a participant did not meet the minimum hours required.</p> <p>The information is collected and reviewed by the Program Analyst. Any questions are researched and a report is generated and returned to the unit supervisors. In addition a report is assembled delineating, by caseload, the various reasons participants are not meeting the requirements. Each reason is calculated and the percentage based on the total number of individuals “not meeting” the required hours is reported.</p>
<p>HumWORKs (Behavioral Health Services) (Proposed enhancement)</p>	<p>Anticipate a quicker response time for Assessments, earlier receipt of Behavioral Health Services Plans resulting in development of WtW plans that will include activities that will not only benefit the client but will satisfy the hours of participation required. Overall we anticipate an increase in the participation rate for those who are determined to have a Mental Health/AOD/DV barrier to employment. And we anticipate that through intensive upfront treatment these individuals will move toward self-sufficiency at a much faster rate. Anticipate an increase in WPR of 1% each year over the next three years.</p>	<p>The HumWORKs (Behavioral Health Services) participant’s activities are currently entered into the ISAWS/WtW system by Category: Mental Health Services, Substance Abuse Services and/or Domestic Violence Services. Each of these Categories has Sub-Categories for HumWORKs specific classes and services provided outside the Department. The current data entry in ISAWS/WtW has not provided adequate tracking of outcomes for participants who have multiple barriers. A record system will be adopted above and beyond the current ISAWS/WtW system to track the specific HumWORKs activities with data entered for attendance and outcomes. We continue to explore alternatives. Over 5%</p>

		of the caseload is affected by these barriers. Evidenced based practices require accurate and complete documentation in order to measure the effectiveness of the services offered.
Domestic Abuse Training (Proposed enhancement)	Anticipate an increased number of participants identified as victims of domestic abuse, improved participant and case manager communication resulting in appropriate referrals and ultimately increased participation by those affected by this barrier. (We have had a difficulty in tracking these individuals once they are referred to HumWORKs - Behavioral Health - due to dual diagnosis and/or multiple barriers. Through collaborative efforts in data collection and maintenance we anticipate an increased number who are identified). Impact on the WPR over the next three years would be difficult to anticipate however once a tracking mechanism is implemented we will be in a better position to assess the impact.	A monthly report identifying if, after trainings begin, there is an increase in the number of participants referred for Domestic Abuse Services as well as the outcomes.
Homeless Participants (Proposed enhancement)	Anticipate an increase in participation by those who do not have stable housing. By providing a stable mailing address and phone for employment related activities we also anticipate a decrease in the number of cases that are discontinued due to whereabouts unknown. By taking a positive action with those homeless participants we anticipate a 1% increase in WPR over the next three years.	A log will be maintained for the P.O. Boxes and the phone numbers. Tracking outcomes may only be as simple as flagging those cases as they secure employment and/or stable housing. If a participant obtains these items and fail to cooperate with WtW, that information will also be recorded.

## **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.

**Humboldt County’s policy and proposed enhancements designed to encourage participation and prevent families from sanction include the following:**

### **Case Management**

#### **Policy:**

1. Home visits – “One, One and One” approach. When a participant is identified with a non-compliance issue, the initiation of a sanction begins. If the participant fails to contact the case manager by the scheduled compliance appointment the case manager will begin the Home Visit process:
  - “One” the participant is informed by phone that a home visit will be conducted on a specific date and time.
  - “One,” (second One) a letter will be sent explaining the same option, come in and discuss a solution to the non-compliance issue on or before the scheduled date of the home visit. The goal is to encourage the client to cure the sanction before the actual financial sanction begins.
  - “& One” (third One) if the participant does not contact the office to clear the issue before the scheduled home visit date the case manager, accompanied by another staff member. This could be another case manager, Vocational Counselor, Social Worker IV, Public Health Nurse, or Mental Health Clinician depending on the case situation and availability of staff. Home visits will always be conducted by two staff members.
2. Case Managers available during non-traditional work hours adjusting to meet client’s schedules. Before or after normal work hours or during lunch periods to accommodate the individual participants schedule.
3. Strength-based Case Management. By focusing on participant’s strengths we maintain a positive approach to case management. We include Career Scope testing during the assessment process which focuses on the participant’s skills, interests and abilities. Other testing media is available through our Employment Training Division if participant’s needs are not fulfilled through the Career Scope Test.



4. Case conferencing is conducted with case managers and their unit supervisors to strategize ideas for motivating and engaging clients.
5. Regular check-ins with participants to promote engagement and involvement between the participant and the case manager.
6. Incentives for clients who achieve milestones in their participation and have excelled in meeting all WtW requirements. Case Managers can nominate those participants for recognition of their achievements and award them gift or phone cards.

### **Proposed Enhancements:**

1. Vocational Counselors to provide Job Coaching/Mentoring/Shadowing. Those participants assigned to Work Experience and Community Service will be assisted during their training period in developing appropriate work related behaviors and attitudes.
2. By adding Life Skills/Job Preparation Training in multiple venues we strengthen our case management skills by addressing the importance of the "Family" and provide activities that will not only make them more employable but will contribute to the participant's overall family wellbeing. The trainings will provide client's with skills such as time management, parenting, self-esteem building and conflict resolution.
3. Implementation of Vendor/Voucher payments for individual's who are sanctioned for three months or more. The functionality in the ISAWS/WtW system is expected to be implemented May or June of 2007. With this ability, participants may be motivated enough to cooperate with WtW in order to prevent this from happening. There has been state-wide discussion as to the benefits and short-comings to the vendor/voucher process. Although this has been part of the State Regulations since Welfare Reform was implemented in 1997 it has not been feasible without system support. With the ability to implement Vendor/Voucher in Humboldt County we anticipate, for most families, a significant impact on reducing the number of cases going to sanction. (See also section E. below)

### **Personnel**

#### **Policy:**

1. Motivational and Client Empowerment Trainings have been contracted through University of California, Davis for all Employment Services staff.

#### **Proposed Enhancements:**

1. Establish annual refresher training to review all available resources in the County that are available for low income families.

2. Additional allocation of staff is needed to meet the needs of the increased number of active cases, inclusion of the CalWORKs Timed Out and Sanctioned cases that will be voluntarily re-engaged in WtW. In order to accommodate the increase of approximately 300 individuals to the active WtW caseloads, an addition of four (4) ETW staff is necessary. To meet the up-front engagement goal an addition of two (2) ETW staff to work specifically in the intake process is needed. Two (2) additional Vocational Counselors are requested to meet the in-house Life Skills/Job Preparation Training needs as they are expanded as well as the Job Coaching role necessary for assistance to participants with little or no work experience. One additional Analyst to do Quality Control on the WtW cases will be needed to identify training needs and assist the existing Analyst staff in the development and presentation of those trainings.
  
3. Provide an orientation of the CalWORKs WtW Program to staff of Public Health, Mental Health and community partners. Through shared understanding of the services and benefits the WtW program has to offer our low income families the results will positively impact the participation rate. The Humboldt County Department of Health and Human Services continually strives to provide comprehensive and effective programs. Sharing of information will strengthen our programs, aid in recognizing commonalities in the populations we serve and create a pathway for participants to gain access to all available resources. The Orientation may include the "Success" video that is part of the WtW Orientation presented to participants, an overview of the population served and the multiple barriers they face when trying to move toward self-sufficiency and away from welfare dependency.

## **Outreach**

### **Proposed Enhancement:**

1. Posters distributed throughout the County's Resource and Referral Agencies informing the community of the services CalWORKs and WtW offers.
  
2. Radio community service spots incorporating all services provided through the Humboldt County Health and Human Services Department including the CalWORKs and WtW Programs.
  
3. Flyers and Mailings to educate the low income population of the resources and services the CalWORKs and WtW programs can provide.
  
4. Reinstatement of Public Service Announcements to potential Employers who may be interested in hiring CalWORKs/WtW participants who have been through the assessment process and who are ready to be trained to meet the employer's needs. This was a pilot project during the second year of Welfare Reform and proved to be a valuable method for generating potential Work Experience sites and opened employment opportunities for many participants. The ISAWS/WtW system includes the ability to capture every participant's identified skills and abilities creating a data base that can be invaluable when trying to match individuals to potential employers. This ISAWS/WtW functionality has not been utilized in the past. We will be training staff to enter and maintain this information. Potential employers throughout the

county will benefit and we anticipate an increase in the number of Work Experience sites available to our participants once this proposed enhancement is implemented.

5. Design and publish a quarterly newsletter to all WtW participants (including Exempt, Good Caused and Sanctioned) that features success stories of clients. We will obtain a release of information from each participant to be included in the newsletter. Anticipate that this will not only motivate those individuals meeting the participation requirements but also stimulate interest from those currently not participating.

**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.

**Humboldt County has taken several steps over the past several years to implement policy to enhance client motivation and prevent sanctions, and propose several strategies we have identified that may assist in our goal to increase the WPR. These areas are divided into three categories: Case Management, Personnel and CalWORKs WtW Outreach. The table below identifies what our anticipated effects and percentage of families affected monthly for each category.**

Policy/Proposed Enhancement	Anticipated Effect	Percentage of Families Affected Monthly
Case Management (Combined policy and proposed enhancements)	Anticipate the Vendor/Voucher process will have the greatest effect of all the case management policies and proposed enhancements listed above. However, every additional step a case manager takes to engage a participant the greater the likelihood of a positive impact on their full participation and prevention of the need to impose a sanction.	10% of the active 910 cases are in non-compliance during a one month period.
Personnel (Combined policy and proposed enhancements)	Anticipate that with continued trainings offered to staff they will be better equipped with motivational and empowerment tools to assist all participants. By increasing the ETW, VC and Analyst staffing in the WtW Program the county will be able to allow manageable caseload sizes and increased employment preparation services to meet the participant's needs. An additional Analyst will allow	The total caseload is anticipated to increase by 30%, and 100% of the families will be affected.

	regular program quality assurance reviews. This will allow timely identification of training and program improvement needs. Through the improvement of staffing we anticipate a significant increase in overall participation, therefore increasing the WPR. By integrating Public Health, Mental Health and Community Partners we strengthen the effectiveness of our programs, increase participant's opportunities for overcoming barriers and enhancement of overall community health.	
CalWORKs WtW Outreach (Proposed enhancements)	Through public awareness we anticipate an increase in community support as well as an increase in participation.	The percentage of families affected would be difficult to determine. Currently the 23% who are not meeting the participation hours and the 26% who are sanctioned could definitely be impacted. (These percentages are from the August 2006 WtW 30 Report)
<p><b>How will success be determined (quantitative and qualitative assessment of effects)?</b> 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.</p> <p><b>Each of the above categories including policy and proposed enhancements are described in the table below with our anticipated increase in the Federal and State Work Participation Rate (WPR) for the next 3 years and the protocols we will be using to measure their success.</b></p>		
Policy/Proposed Enhancement	What will the anticipated increase for Fed & State WPR be each year for the next 3 years?	How will success be measured?
Case Management (Combined policy and proposed enhancements)	Anticipate an increase in WPR over the next three years to be 8%, with at least 1% the first year, 4% the second year (with implementation of	Monthly caseload reports will identify the make-up of caseloads and determine new case assignments as well as measure trends. As new

	Vendor/Voucher) and 3 % the third year.	strategies are introduced the data will be reviewed for significant changes in the caseload composition.
Personnel (Combined policy and proposed enhancements)	Anticipate an increase in WPR based on when additional staff are brought in and trained. Within 3 months of hiring we anticipate an increase in WPR by 10% over the next three years. The first year may only be 2%, the second year 5% and the third year 3%.	After each training session we would review caseload statistical report for a change in number of non-compliant individuals, number of individuals transitioning to unsubsidized employment, number of individuals completing the various trainings available successfully.
CalWORKs WtW Outreach (Proposed enhancements)	Anticipate an overall increase participation due to the increase in the number of active cases combined with an increase in job opportunities.	Reception logs are tracked for reasons individuals contact or come in to the WtW office. An increase in reception contacts would indicate an increase in engagement with participants. A monthly report would be created to determine the number of responses to the advertisements, and placement based on those contacts will be recorded and reports run monthly.

### 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.

**Humboldt County's policies and strategies to reengage noncompliant and sanctioned individuals include:**

**Policy:**

1. Home Visits by Social Worker IV (SWIV) and Employment and Training Worker (ETW).

**Proposed enhancements:**

1. "Invitation to Clear Sanction" has been designed and printed. The format is designed to catch the interest of the individual receiving the invitation. Printed in color, 4x5 folded card enclosed in an envelope hand addressed with a "non-associated to welfare" return address. Anticipate first mailing to go out mid-December. Fifty invitations will be sent at staggering intervals. We will track those sent the invitations and who responds. Once all sanctioned individuals have been sent the first invitation a different "invitation" will be sent following the same format.
2. Vendor/Voucher – implementation will begin immediately after the functionality is set up in the ISAWS/WtW system. Anticipated production move is expected sometime in May or June of 2007. With this ability, participants who have been sanctioned for 3 or more months will be set up for their rent and utilities to be paid directly to their vendor. We anticipate that through this action many may be motivated enough to cooperate with WtW in order to maintain control over their CalWORKs grants. There has been state-wide discussion as to the benefits and short-falls to the vendor/voucher process. Although this has been part of the State Regulations since the implementation of Welfare Reform in 1997 it has not been feasible without system support. With the ability to implement Vendor/Voucher in Humboldt County we anticipate, for most families, a significant impact on reducing the number of cases going to sanction and increase in the numbers who clear their sanctions.
3. Coordinate the Yearly Re-determination of Eligibility (RV) appointments between Cash Aid Eligibility Workers (EW) and Employment and Training Workers (ETW) to maximize the opportunity to engage sanctioned participants. A monthly adhoc report will be run to identify the cases up for renewal. The EW will forward a copy of the appointment letter to WtW to allow the ETW assigned the case to coordinate their schedule and prepare for meeting with the participant immediately following their eligibility appointment. Those cases on the RV list not tied to an ETW will be assigned by the Employment and Training Supervisor (ETS) assigning new cases. This process will provide another strategy to re-engage sanctioned participants.
4. Propose to have WtW case managers retain sanctioned cases, and make regular contact with those sanctioned – at minimum once per month, effective January 2007.
5. Analyze data on sanctioned cases to identify the reason an individual is sanctioned such as; by choice (going to school, other income sufficient), unidentified barriers, transportation, or never approached beyond their sanction notification. By grouping the reasons it will help in the determination of how best to approach reengagement. By understanding the dynamics of the sanctioned caseload we will increase the positive outcomes desired.
6. Family Resource Centers (FRC) will provide an ideal setting for reaching out to participants who may be facing or are in a WtW sanction. Information and assistance will be provided to participants wanting to clear their sanctions. Engaging the participants in a discussion of the benefits to cooperation with the program and offering assistance in a setting other than the welfare office will provide another positive opportunity for increasing participation. Proposing to fund a 1.0 full-time equivalency of a Public Health Nurse (PHN) to work with families who come in to the FRC providing not only public health information but promoting the tenants of the

TANF program as outlined in the Welfare and Institutions Code 10540. The PHNs will be knowledgeable about the WtW Program and will promote cooperation if they are under a sanction. This proposal will increase the public awareness as well as an improvement in the participation rate.

7. After all other strategies are exhausted or information obtained at any point that warrants the case will be referred to the SIU Investigator assigned to the WtW program as a potential fraud referral. Propose hiring an Extra Help or half-time Special Investigator to strictly work with WtW non-compliant cases.

**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.

Policy/Proposed Enhancement	Anticipated Effect	Percentage of Families Affected Monthly
Home Visits (Policy)	Anticipate an increase in identification of barriers and sanctions to be cured.	Currently, 14% of the active cases are in sanction status (207 individuals).
"Invitation" to Clear Sanctions (Proposed enhancement – first 30 were mailed 12/18/06)	Anticipate that a number of sanctioned individuals will be curious enough by the invitation to take the time to see what we have to offer. We project that this creative approach will cause an increase in participation rates and a decrease in sanctioned cases.	Same as above.
Vendor/Voucher (Proposed enhancement)	Anticipate increase in number of fair hearings filed but ultimately a major increase in the number of sanctions cured.	Same as above.
Yearly Re-determination of Aid (Proposed enhancement – implemented process 12/20/06 for January appointments)	By maximizing the opportunity to engage the sanctioned individual when they are in for their cash aid renewal we increase the potential for re-engagement.	2% of the active cases that are in sanctioned status would be affected monthly.
Sanctioned Cases Remaining in ETW caseload	By not banking the sanctioned caseload we will make regular	The 14% of current cases (207) that are in the Sanction

(Proposed enhancement)	attempts at re-engagement. Also, because an individual can clear their sanction at any time the case will be given immediate attention – decreasing the time it would take to initiate full participation.	Caseload will eventually transition to an ETW caseload.
Data Analysis of Sanctioned Individuals (Proposed enhancement)	Anticipate that with reliable data analysis we will be more successful in our reengagement efforts.	Will impact the 14% of current cases however the monthly impact may only be 2 – 5%.
Family Resource Centers (Proposed enhancement)	Once the PHNs are in place we anticipate an increase in the number of participants who will access each center. Those who are CalWORKs clients will be better informed and have a more positive attitude toward the CalWORKs and WtW Program.	We cannot estimate the percentage of families, it may be under 1% - but it will impact low income families who benefit from the Family Resource Centers tremendously.
SIU Fraud Investigator (Proposed enhancement)	By increased capacity of a Special Investigator we anticipate that the sanctioned caseload, the number of individuals facing sanction and the CalWORKs caseload will decrease.	May be 2% of the Sanctioned cases (approximately 5) per month.

**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.

**Humboldt County has been tracking caseload movement looking for trends in the program. Sanctions have fluctuated, but since January 2006 we have seen a gradual but steady decline. This decline can be attributed to several things, but the largest change came with the elimination of durational sanctions. At that time every sanctioned individual was contacted to inform them that they could clear their sanction and several successfully reengaged. The measurement of success of current and proposed enhancements will be accomplished as follows:**

<b>Policy/Proposed Enhancement</b>	<b>What will the anticipated increase for Fed &amp; State WPR be each year for the next 3 years?</b>	<b>How will success be measured?</b>
------------------------------------	--	--------------------------------------



Home Visits (Policy)	Anticipate that this will increase the Fed & State WPR by something less than 1% each of the next three years. The increase will be so small because we anticipate the number of cases going into sanction will be decreasing.	Through monthly assembly of both adhoc reports and ISAWS/WtW reports based on the Activity Sub-Category of "Home Visit" and outcomes we will be able to monitor the effectiveness of Home Visits. These data will be compared with data collected on the WtW 30 and WtW 25 and 25A reports of cases in sanctioned and non-compliance status.
"Invitation" to Clear Sanctions (Proposed enhancement)	Anticipate that this is a short-term solution to a long term problem. Estimate a 1% increase over the next three years, but definitely the first six months will see the greatest impact because it is a fresh approach.	Information will be maintained for tracking invitation distribution and responses. If staffing permits, client follow-up will be conducted for continued engagement once an individual clears their sanction.
Vendor/Voucher (Proposed enhancement)	Decrease the number of sanctioned cases and the number of cases in non-compliance. Increase in overall participation rates.	ISAWS adhoc reports will be assembled monthly to track the number of vouchers paid, and the disposition of those who clear their sanctions and Vendor/Voucher payments stopped.
Yearly Re-determination of Aid (Proposed enhancement)	For the 2% of active WtW cases that come up for renewal we anticipate a minimal impact – but cumulative impact with all the other proposed actions.	A monthly adhoc report will be assembled to identify sanctioned individuals whose cash aid case is up for yearly renewal. The coordination between Eligibility and WtW will be monitored and evaluated to assess the proportionate increase in participation.
Sanctioned Cases Remaining in ETW caseload (Proposed enhancement)	Anticipate an adjustment period for the increase in caseload sizes, but by the second and third year anticipate at least .5% increase.	Monthly caseload reports will identify the make-up of caseloads and determine new case assignments as well as measure trends. Any given caseload should be comprised of a similar ratio of types of cases. If a caseload appears to be heavy in the number of sanctioned cases, this would

		require a supervisor review of possible issues or need for redistribution of cases.
Data Analysis of Sanctioned Individuals (Proposed enhancement)	Anticipate that with this invaluable tool in prioritizing approaches to reengagement we will see a .5% increase in participation rates over the next three years.	As data collection responsibilities become assigned and prioritized a system of assembling reports to identify the cases in sanctioned status, adhoc on activity history (including outcomes), education levels, work history (all demographics, household composition and barriers) that would assist in identifying common traits among these groups. This information will be analyzed for characteristic trends and to identify potential solutions for reengagement.
Family Resource Centers (Proposed enhancement)	Anticipate an increase in public awareness of public health issues, increase family health safety for low income families and positively impact the participation rates for WtW by 1% over the next three years.	The public health nurse, once in place, will maintain records of the count of individuals seen at each of the 14 Family Resource Centers. A method will be developed for identifying CalWORKs participants. Once identified a referral or contact with WtW will take place to assist in the delivery of all available services. Reengagement of sanctioned participants will be a priority. These individuals will be monitored for their success in reengagement.
SIU Fraud Investigator (Proposed enhancement)	Anticipate a decrease in non-compliance and the number of sanctioned cases with an impact to the overall WPR at 1.5% over the next three years, first year may be lowest affect until the position is up and functioning.	All cases referred to the SIU Investigator will be tracked and monitored for results. Data will be assessed monthly.

#### **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):**

**The sections B through E above address the main issues that may influence the improvement in the overall WPR for Humboldt County. We have attempted to include all avenues possible. Below are additional proposals (#1 is also addressed in section B above) to address areas that can be improved upon for the actively participating individuals as well as those who have not been able to take advantage of the program. They include:**

**Proposed Enhancements:**

1. Mobile Engagement Opportunity.
  - \* Provide a local mechanism to meet individuals in their community and assess barriers that may be preventing them from fully participating. This would be coordinated with the scheduled visits for those called for Orientation and Assessment.
  - \* Vocational Counselors will work with participants called in to the mobile unit to develop work experience or community service job sites within each community.
  - \* WtW staff will accompany the training and assessment staff to provide transportation from participant's homes to the mobile unit site.
  - \* On-the-road CASAS testing (Comprehensive Adult Student Assessment System) will be included in the upfront services offered in the mobile unit.
2. Vocational Counselors to spend a portion of the time assisting employed participants that are fully participating and continue to be eligible for cash assistance to work on skills to lead them toward advancement within their current employment or higher paying position.
3. Enhancement of the verification of incapacity process.
  - \* Outreach to medical providers to educate them on the CalWORKs/WtW Program services and benefits. With that knowledge the verification process can be streamlined and participants with confirmed limitations can be accommodated those with permanent and totally incapable of working will be referred to our GR/Social Services staff for assistance in the application process for SSI.
  - \* Training CalWORKs/WtW staff on effective communication tools they can apply with the individuals resisting participation and with the medical providers when verifications are incomplete or contradictory.

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

**Listed in the table below are the anticipated effects and percentage of families that may be affected monthly by these proposed activities:**

<b>Policy/Proposed Enhancement</b>	<b>Anticipated Effect</b>	<b>Percentage of Families Affected Monthly</b>
Mobile Engagement (Proposed enhancement)	Anticipate that with expanded access to WtW staff for participants in the remote areas	Potentially 25% of the total WtW caseload.

	of our county that we will improve our participation rate.	
Vocational Counselors (Proposed enhancement)	The main goal for Welfare Reform was to move clients from dependency on the welfare system. Jobs are limited in our geographically isolated county. Attention given to moving those already employed Cash Aid Recipients into better paying jobs would aid in the reduction of the number of CalWORKs cases. We also anticipate an increase in the level of trust by employers to hire our participants.	Of the current caseload (statistics taken from the October 2006 WtW 25 and 25A reports) there is 29.7% of single parent families who are employed and 24.8% of two parent families employed. A combined total is 28% of families (individuals) that could be affected.
Enhancement of the Verification of Incapacity Process (Proposed enhancement)	Anticipate a decrease in the number of individuals that would otherwise be exempt from participation and missing the opportunities participation would provide, therefore an increase in participation.	12% of the total caseload (including exempt, good cause, sanctioned and active) are exempt from participation in WtW. This enhanced process may affect 5% of that caseload.
<p><b>How will success be determined (quantitative or qualitative assessment of effects)?</b></p> <p><b>Success of the above identified proposed enhancements will be measured by:</b></p>		
<b>Policy/Proposed Enhancement</b>	<b>What will the anticipated increase for Fed &amp; State WPR be each year for the next 3 years?</b>	<b>How will success be measured?</b>
Mobile Engagement (Proposed enhancement)	This would be a part of the section B anticipating 3% over the next three years.	Record attendance and participation for participants accessing services through the Mobile Engagement Team. The individuals will be tracked through the ISAWS/WtW system by Activity Category, Sub-Category and Outcomes as well as assessment of progress over time.
Vocational Counselors (Proposed enhancement)	Anticipate an overall increase in the WPR based on the expectation that through better paying jobs more cases will be	Monthly ISAWS/WtW system reports assembled to identify individuals participating in unsubsidized employment. The

	discontinued from cash assistance. Thereby reducing the total WtW cases. Thereby allowing more intense focus toward engaging those harder to serve due to multiple barriers. It would be difficult to measure a specific impact on the WPR.	report will include: current job, pay rate, skills and abilities and work history. ETW and VC staff will review for potential training opportunities or referral to available job openings.
Enhancement of the Verification of Incapacity Process (Proposed enhancement)	Anticipate up to 1% increase in the WPR over the next three years.	Policy and Procedures will be developed that outline appropriate steps to take when a participant requests to be considered exempt from participation. ISAWS/WtW reports will be assembled monthly to track the exempt caseload and expedite the transition back to WtW when appropriate.

**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.

**Humboldt County has developed collaborations with the local community college, adult schools and local private training programs in order to expand the activity opportunities for WtW participants. Other community based organizations will be tapped as well to enhance WtW participation. The following is a breakdown of the organizations and the programs existing and proposed enhancements:**

**Policy:**

1. College of the Redwoods (CR) is the local community college that has continued to work with our department in providing counseling, vocational coursework that meet the requirements of the WtW Program and services for those with learning disabilities.

2. Eureka Adult School (EAS) offers short-term courses that meet our county's moving and demand occupations. EAS continues to assist WtW staff in the facilitation of our Job Club that is offered at our local One-Stop (The Job Market) for WtW participants and the general public. EAS provides open entry/exit courses such as Computer Operator Business Applications (COBA I/II) that provide certificates in the following categories: Clerical Assistant, Receptionist, Keyboarding, Ten-key, Record Keeping, Windows, and Word. Microsoft Office applications such as Word and Excel are also available as specific short-term training opportunities for WtW participants providing them the skills to compete in the local job market.
3. EAS, Northern Humboldt Adult School (NHAS) and Fortuna Adult School (FAS) continue to work in partnership with our department in serving WtW participants who lack general education or have language limitations by offering English as a Second Language (ESL) and general math remediation to help ensure their employability. They also offer GED and High School Diploma programs for those who have not graduated high school.

### **Proposed Enhancements:**

1. The Work Force Investment Board (WIB) includes members from organizations such as, the Redwood Region Economic Development Commission, Department of Rehabilitation, Employment Development Department and local businesses such as, Loleta Cheese Factory, Kokatat, and Sun Valley Bulb Farm. The WIB is in the process of developing the "Passport to Work" program. "Passport to Work" will be facilitated by the Northcoast Small Business Resource Center. Job skills, general and job specific will be the focus of the curriculum. Soft skills will also be a part of the program enabling participants to retain employment. Participants who complete the program will receive a Certificate of Completion and direct referral for employment through the participating employers. Welfare-to-Work is securing ten seats for potential Welfare-to-Work participants. (See also section B under Life Skills/Job Preparation Training).
2. We are currently working with College of the Redwoods (CR) in researching the feasibility of online coursework for WtW participants as a viable WtW activity. Taking into consideration Federal requirements and the limitations set on vocational education we are exploring means of verifying actual hours of coursework in light of the trend toward distance learning. We are also meeting to discuss short-term certificate programs meeting demand occupations that would move participants toward self-sufficiency. We are trying to identify courses that would accommodate participants who are below minimum required hours that can assist them in strengthening their employment skills.
3. An Agreement with the Humboldt Regional Occupational Program (HROP) for the creation and administration of subject specific vocational training is under development. We are working in collaboration to identify courses that could be administered in segments. They are willing to create job specific courses set up as open entry/ open exit allowing participants the increase their job skills and meet participation hours between other activities. These short-term trainings will provide

participants increased employability. Some of these short-term trainings include such vocations as Careers with Children, Office Applications, Phlebotomy, Building Trades and Computer Aided Drafting (CAD).

4. Northern Humboldt Adult School (NHAS) has agreed to develop and deliver employer specific courses to assist participants to get the job skills needed for employment, advancement and job retention. NHAS also offers a Bus Driving, Cake Design and a Teachers Aid course in which participants will receive valuable training enabling them to be competitive in the work force.
5. Pro-Medical, a local training program offers two courses; Clinical Medical Assistant and Medical Office Administration. These are moving and demand occupations within Humboldt County. Though expensive, Federal Financial Aid will soon be available and Pro-Medical staff will be available to assist prospective students in receiving those funds. Once the funding can be accessed we plan to refer appropriate participants who have gone through the assessment process and been identified as candidates for the program. These courses will fulfill the required weekly hours for both Federal and State Work participation.
6. The Veterans Resource Center in Eureka can provide job services such as, job readiness, placement, and soft skills training to those WtW participants who are veterans.
7. The Northcoast Children's Services (NCS) Head Start and Early Head Start Programs will provide families with children 5 years of age and under, including those that are pregnant. Services offered include 2 hour weekly home visits where the participant is instructed in parenting and other family related issues. Parents are also required to attend parenting classes and could be required to work at a Head Start site as part of the program. This program will be an invaluable component to those struggling to maintain work participation hours due to childcare and parenting issues.

**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.

**Collaboration with the organizations listed above as current policy and proposed enhancements will be grouped below by the following areas:**

- \* **Work Force Investment Board (WIB)**
- \* **College of the Redwoods**
- \* **Humboldt Regional Occupational Program**
- \* **Adult Schools**
- \* **Private Training Programs**
- \* **Veterans**
- \* **Northcoast Children's Service Head Start Program**

The table below identifies what our anticipated effects and percentage of families affected monthly for each category.

<b>Policy/Proposed Enhancement</b>	<b>Anticipated Effect</b>	<b>Percentage of Families Affected Monthly</b>
Work Force Investment Board (WIB) Passport to Work (Proposed enhancement)	By the WtW program adding an alternative Job Preparation Training opportunity "Passport to Work", participants will enhance their ability to secure employment thereby increasing the overall participation rate.	5-8 families per month will benefit from this program or 1% of the mandatory caseload.
College of the Redwoods (Policy and proposed enhancement)	By developing a method of verifying actual hours for online course work it will open up more options for those requiring college accredited courses to increase their employability status to meet their WtW Plan and move away from welfare dependency.	21 families per month will benefit from this proposed enhancement or 2.5% of the mandatory caseload.
Humboldt Regional Occupational Program (Proposed enhancement)	Creation of subject specific, short term vocational training will allow participants to increase their job skills and employability. Development of open entry/ open exit courses will help meet participation hours between activities while increasing employability.	6-7 families per month will benefit from this program or 1% of the mandatory caseload.
Adult Schools (Combined policy and proposed enhancement)	Open entry/exit classes will provide participants to meet required participation hours through short term job related courses to increase employability. In addition, Certificate programs will give participants the ability to be competitive in the job market. ESL, basic skills and GED/high school diplomas will help the participant prepare for the increasing demands of becoming self sufficient.	The affect to families due to learning basic skills required to employment is expected to advantage families by 5%; 1% the first year and increasing by 2% the following two years.
Private Training Programs	Private training programs, such	Participant rate in vocation



(Proposed enhancement)	as Pro-Medical which have boosted a placement rate of 90% through local medical offices, will increase employability of WtW participants. This will cause participants to transition off cash aid due to self-sufficiency and raise the County's participation rate.	activities is expected to increase by 2% leading to an increase of unsubsidized employment by 1%.
Veterans Services (Proposed enhancement)	The Veteran Resource Center will provide services to US veterans with job counseling and soft skills making that population a viable commodity in the employment community.	Estimated percentage of families affected will be minimal.
North Coast Children's Service Head Start Program (Proposed enhancement)	The Head Start programs will provide parents with essential parental skills while helping the children learn valuable social skills through NCS' childcare centers. Head Start will also provide childcare for the hard to place children who may have special needs. It is estimated that the rate of those not participating due to lack of adequate childcare will go down.	There are over 300 families on CalWORKs with children aged 5 years or younger, or 31% of the WtW caseload. It is estimated that monthly 5% of these families could benefit greatly from these services.

**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.

**Each of the above categories including policy and proposed enhancements are described in the table below with our anticipated increase in the Federal and State Work Participation Rate (WPR) for the next 3 years and the protocols we will be using to measure their success.**

Policy/Proposed Enhancement	What will the anticipated increase for Fed & State WPR be each year for the next 3 years?	How will success be measured?
Work Force Investment Board	Participation increase of 5% in	By using the WtW 25/25A

(WIB) (Proposed enhancement)	allowable educational activities per month leading to an estimated 2.5% increase in unsubsidized employment. This, in turn leads to an anticipated rate of discontinued cases due to employment at 1%	reports and activity specific adhoc reports, monthly success will be measured accurately.
College of the Redwoods (Combined policy and proposed enhancement)	An anticipated increase of participants meeting the weekly hourly participation rate is expected to be 1% per month for the 1 <sup>st</sup> year and 2% for the 2 <sup>nd</sup> and 3 <sup>rd</sup> year respectively.	Activity specific adhoc reports and attendance tracking methods will be utilized to monitor changes in the participation rate for those enrolled at CR. The monthly and quarterly averages will be evaluated and compared over time to assess the proportionate increase.
Humboldt Regional Occupational Program (Proposed enhancement)	Projected impact of 1-1.5% per month the first year and 2-2.5% for years following as subject specific courses are developed to meet the demands of employers in the county.	The same method described above will be used to monitor changes in the participation rate for those enrolled in activities with HROP.
Adult Schools (Combined policy and proposed enhancement)	Participation is likely to increase by 1% per month the first year and 2% over subsequent years due to the development of programs designed to meet the needs of the employer.	Monthly Attendance records compared to monthly ISAWS/WtW Reports will be monitored for changes in the participation rate for those enrolled in Adult School programs.
Private Training Programs (Proposed enhancement)	Participant rate in vocational activities is expected to increase by 2% the first year, 2% the second year and another 2% the year third year leading to an increase in unsubsidized employment by 6% over the next three years.	The WtW 30 and WtW 25/25A reports will provide rates that measure participants that have entered unsubsidized employment. An adhoc report will indicate how many newly employed participants have participated in these trainings.
Veterans Services (Proposed enhancement)	Estimated percentage of families affected will be minimal throughout the next three years.	WtW caseload management reports will provide monthly data on individuals referred to the Veterans Resource Center for services. Adhoc reports will be assembled to capture data on participants with satisfactory

		progress.
North Coast Children's Service Head Start Program (Proposed enhancement)	The County is likely to see an increase of participation in those with small children at the rate of 1% the first year, 2% the second and 3% the third which could bring the WPR up 6% for that population.	WtW management reports available in the WtW system as well as adhoc reports will be generated on a quarterly basis and monitored for changes in participation.

### 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:

**As outlined in sections B-G above Humboldt County will be running multiple ISAWS/WtW system Management Reports as well as adhoc reports monthly. The table below is a list of the elements these reports will cover and the monthly reports will be calculated for quarterly trends.**

Elements to be tracked on a monthly basis	Elements to be tracked quarterly
Good Cause (Full-time and part-time) looking for a decrease	Caseload tracking by caseload/activity/outcomes including counts and percentages.
HumWORKs (Behavioral Health Services), number assigned and tracking their progress toward work activities.	Quarterly reports on participants accessing the Mobile Engagement Services.
SSI Pending	Trends in non-compliance and sanctioned cases.
Healthy Moms	HumWORKs (Behavioral Health Services) participants moving toward work activities.
AOD Services Other than HumWORKs (Behavioral Health Services)	Identification of those who meet the Federal WPR and what primary activity they are in: i.e., Unsubsidized Employment, Work Experience, OJT, Job Search and Job Readiness or Vocational Education.
Mental Health Other than HumWORKs (Behavioral Health Services)	Identification of those who are under hours to meet the Federal WPR and reasons they don't meet: i.e., Exempt, Good Cause, Mental Health/AOD/DV, under hours, non-compliance.
HumWORKs (Behavioral Health Services)	Tracking CalWORKs participation separate from

Assessment tracking number assigned and tracking the length of time before a WtW plan is signed.	Federal participation for those who may be meeting the California Requirements.
Domestic Violence – Number identified and tracking their progress toward full participation.	Tracking quarterly the number of cases that were excluded from the sample each month, and the reasons: i.e., Child under 1, Sanctioned 1 <sup>st</sup> three months, Care of an incapacitated family member, no aid received.
Appraisal – tracking the number in upfront activities – length of time before assessment or employed.	
Assessment (other than HumWORKs – Behavioral Health) – tracking number of cases and length of time before first WtW Plan is signed.	
Non-compliance – tracking the number in non-compliance against the number set up for home visits along with tracking progress in reengagement during the first three months before they negatively impact the WPR.	
Unsubsidized Employment (Full-time and part-time) – tracking the caseload movement toward self-sufficiency.	
<b>Specific reports tracking cases in:</b>	
Upfront activities	
Noncompliance	
Sanction: How many How long in sanction Invitations sent out and responses received How many clearing sanctions successfully	
Home Visits	
Monitoring number sent and responses received from surveys.	
Life Skills Training	
Vendor/Voucher	
<b>Statistics on outreach efforts:</b>	
List of sites provided flyers (and number provided)	
Number of Orientations and attendance for other branches and community partners	
PHN statistics from Family Resource Centers	

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

The most recent calculation of the WPR was for the report month of August 2006 at 25%. Based on the anticipated outcomes of the current policies and proposed enhancements we estimate an increase of 5% the first year, the second year we expect several proposed actions to be in place to increase the WPR by another 10% the second year, and barring any discrepancies in our plans we should see an increase in the WPR by another 5-10%. Our goal is to reach 50% participation rate by October 2009.

**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	3,192,904	3,250,000	
WTW Employment Services	5,261,768	5,355,658	
CalWORKs Child Care	940,429	1,000,000	
Cal-Learn	208,477	230,000	
CalWORKs Funded Mental Health Services	369,115	400,000	
CalWORKs Funded Substance Abuse Services	393,924	430,000	
Other		697,869	* See below Staff & Fixed Assets
Other			
	Single	10,533,527	
	MH/SA	830,000	
<b>Staff/Funding Requirements</b>			
\$40,000	New	One MH clinician for outreach @ FRC's and mobile engagement activities.	
\$55,605	Reassigned psychologist	One MH clinician for the enhancement of services to the HumWORKs program.	
n/a	current	One PHN for the provision of domestic violence training and services (currently funded)	
\$62,050	New	One Community Health Outreach Worker	
\$93,050	New	One PHN for community outreach and mobile engagement.	

\$71,113	Reassigned vocational counselor	Two MH Vocational Counselors for the enhancement of HumWORKs services.
\$117,717	New	Two additional Vocational Counselors in WTW for engagement and employment enhancement activities.
\$180,000	New - SSB	Four Employment and Training Workers for the increased workload due to sanction intervention, etc.
\$81,665	New - SSB	Two additional WTW Vocational Assistants for the alternative transportation outreach and mobile engagement.
\$55,000	New - SSB	One Administrative Analyst in WTW to perform Quality Assurance, identify training needs, provide assistance
\$43,538	New - SSB	One .5 SIU Investigator position to work in the sanctioned caseload regarding re-engagement strategies.
<b>\$799,738</b>		
<b>\$399,869</b>	<b>Staff Funding for 1/2 year</b>	
<b>Fixed Assets</b>		
n/a	Current	One Taurus sedan (budgeted for current year).
\$60,000	New	Two full size passenger vans for transportation alternative outreach.
\$200,000	New	One large vehicle similar to the SOS.
\$38,000	New	10 new office spaces/ Computer = 2100; Office set up = 1500; 1 printer = 2000
<b>\$298,000</b>	<b>Fixed Asset Total</b>	
<b>\$697,869</b>	<b>Combined Total – Staff for 1/2 year and Fixed Asset</b>	