

COUNTY NAME: YUBA

CalWORKs County Plan Addendum


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

  
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County Welfare Director's  
Signature

SUZANNE NOBLES  
Printed Name

2/13/07  
Briefing Date

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

## 1) County Goals

After reviewing the county's existing CalWORKs County Plan, please provide a general description of how the county will meet the goals defined in 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**

Taking into consideration the work participation requirements of the federal Deficit Reduction Act of 2005, Yuba County Health and Human Services (HHSD) CalWORKs Division will meet the goals of W&I Code 10540 by focusing on the following:

To reduce child poverty in the State, Yuba County will:

- Increase the work participation rate (WPR) for all families.
- Increase earnings for families on CalWORKs.
- Increase the number of employed participants.

To 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, Yuba County will:

- Increase the WPR for two-parent families.
- Increase the number of cases discontinued due to employment/earnings.
- Increase employment in safety net cases to meet the WPR.
- Increase participation hours of non-participating and partially participating individuals to meet the 32/35 hour requirements.
- Reduce the number of existing WTW sanctioned cases.
- Prevent new sanction cases by re-engaging non-compliant participants.
- Decrease the number of CalWORKs exempt cases.

To 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, Yuba County will:

- Increase the number of referrals to mental health, domestic violence and substance abuse services to address barriers early so that individuals can be engaged in WTW activities.

## 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.

Yuba County CalWORKs staff and community partners are implementing and planning new immediate and long-range strategies and policies to provide up-front engagement that will result in program improvement. The strategies are expected to engage individuals early and increase the number of participants in upfront WTW activities. The strategies are also expected to identify barriers to WTW activities earlier and increase the number of individuals that are referred to and receive mental health, domestic violence, substance abuse services, and other services as appropriate, so that they can be engaged in WTW activities. The strategies are as follows:

- Continue to deliver services in a friendly business-like atmosphere to CalWORKs participants and effectively communicate the goal of self-sufficiency from the moment they enter the main reception area at the One Stop. Yuba County CalWORKs Division is co-located at the One Stop Career Center, an ideal situation for the provision of up-front engagement activities related to employment. The Employment Development Department (EDD) is located in the Resource Room at the One Stop and has staff available to assist participants; and, the Regional Career Center (RCC) is located at the One Stop with staff who can assist with job search, training and supportive services.
- Continue to engage participants with immediate employment options. CalWORKs staff has developed clipboards with current jobs and other opportunities that are kept at front reception area, case manager's desks, in transportation vans, and are available at other convenient locations for immediate reference during on-site appointments with participants. Job seekers are able to look for and apply for jobs in the Resource Room on computers; access CalJobs; use phones, fax and copy machines; and, get help with resume preparation.
- Continue to motivate, acknowledge and congratulate participants for their employment achievements. Staff publicly recognize and congratulate individuals when they become employed.
- For applicants' convenience, continue conducting the WTW appraisal/orientation on a voluntary basis at the initial eligibility intake appointment, providing they are eligible to cash aid. The appraisal/orientation show rate is 100 percent as a result of this strategy.
- Continue to engage participants (within the 90-day timeframe for signing a WTW plan) by assigning participants to their initial WTW activity at the eligibility intake appointment. If appropriate, participants are assigned to "Job Club" within 30 days of becoming a mandatory participant. "Job Club" is a two-part, four-week program including two weeks of "Job Search Readiness" classes and two weeks of "Supervised Job Search". "Job Search Readiness" gives

the participants the tools they need to job search including a complete portfolio with a master application, reference sheet, cover letter, resume, and sample thank you letter. Participants also develop interview techniques as well as identify their strongest personal, transferable and job specific skills. “Supervised Job Search” is two weeks of intense job searching under the supervision and assistance of the Resource Room and staff.

- Continue to offer assessment tests at regularly scheduled times on a weekly basis, in “Job Search Readiness” class, at off-site locations for participants who live in remote areas of the county, and as needed, to prevent delays in the 90-day timeframe to sign a WTW plan.
- Continue to provide individuals at their initial eligibility appointment with a certificate entitling them to receive a rolling back pack if they complete all phases of the learning disability evaluation process within 45 days. CalWORKs staff and the Yuba College disability specialist (who is located at the One Stop) are using incentives to motivate individuals to complete the assessment process to determine whether a learning disability exists.
- Market the benefits of the WTW program to both parents in two-parent cases at appraisal. Both parents will be encouraged to sign a WTW Plan to attend WTW activities to increase the likelihood of families becoming self-sufficient. Supportive services, including childcare, will be provided to both participating parents.
- Continue to provide case management and incentives to assist and encourage participants to attend their WTW activities. Case managers provide supportive services at the time contracts are signed and follow up to address issues that may arise. Letters are mailed to participants the week before WTW activities begin as a reminder and to inform them of \$25 gift card and raffle drawing incentives. Each participant is called before the activity begins and asked if they need any last minute assistance or supportive services and the case manager attends to the need that day. Participants who do not attend the first day of an on-site WTW activity are called that day and informed that they can still attend the next day. A home visit is conducted if needed to attend to unmet participant needs.
- Utilize the HHSD service aides for transportation to WTW activities. The service aides provide transportation to job search readiness classes and other WTW activities. Brochures have been created to provide information about available supportive services.
- Immediate referrals from CalWORKs intake staff will be made to the on-site mental health therapists, substance abuse counselor and/or domestic violence client/child advocate to overcome barriers to employment. The mental health therapists, substance abuse counselor and/or domestic violence client/child advocate will make joint office and home visits with CalWORKs case managers and continue frequent communication and staffing to engage individuals. To overcome language barriers, a bilingual therapist is available to provide assessments and therapy to Hmong- and Spanish-speaking participants.
- CalWORKs is considering inviting applicants to attend a brief “Introduction to Service Providers” session when they arrive for their intake appointment to increase early engagement and build relationships with on-site service providers. Providers in attendance will include Children’s Home Society (CHS) childcare staff, the mental health therapist, the substance abuse counselor, and the learning disability specialist, who are all located at the One Stop. The providers will personally introduce themselves to applicants and provide their brochures and business cards.
- Immediately after the eligibility intake appointment, individuals who are determined eligible to CalWORKs will meet with the on-site CHS staff person to secure reliable child care assistance. HHSD service aides will be available to assist participants with the child care provider interview and selection process for choosing appropriate providers. This strategy will ensure that dependable child care is in place for participants’ children prior to beginning their WTW activity.

- On-site childcare is also being explored as a strategy to ensure that child care is in place prior to WTW activity start dates.
- Create fliers that will include short descriptions of what is available at the One Stop; i.e. mental health, substance abuse, childcare, and transportation services, as well as classes, workshops, and vocational education. The fliers will be kept in the vans that are used for transporting participants to promote services and are available for participants to take with them for reference.
- Provide on-going staff training and development for CalWORKs case managers and supervisors and promote changes to improve engagement, assessing and referring for identified social barriers to employment, strength-based social work, and motivational interviewing communication.

**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.

The strategies described in Section B will facilitate increased up-front engagement by having qualified staff that provide CalWORKs participants with effective case management and supportive services and access to more employment and training opportunities in a timely manner. Yuba County has identified the following areas as currently having an adverse impact on up-front engagement and the work participation rate (WPR):

- Low number of identified participants in need of service provider assistance (mental health, substance abuse, domestic abuse, learning disability)
- High Job Club no show rate
- Unreliable child care
- Unreliable transportation

Approximately 50 percent of the total CalWORKs caseload population mandated to participate is believed to be impacted by these issues and Yuba County expects to assist many participants to resolve these issues and participate successfully in WTW activities. By continuing current strategies and implementing newly identified strategies, it is believed that the WPR will increase.

**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.

- Four percent of the total CalWORKs caseloads mandated to participate have been identified as being affected by barriers and are receiving mental health, domestic abuse, and substance abuse services. New strategies listed in Section B are expected to increase the number of referrals to mental health, domestic abuse, and substance abuse service providers. The increase in the number of participants receiving services will result in the removal of barriers to participation and an increase of the WPR.
- Newly implemented and new strategies described in Section B designed to identify and resolve barriers and motivate participants toward employment will increase the "show rate" to Job Club—the usual initial WTW activity. Participants in Job Club account for approximately 28 percent of the total CalWORKs caseload mandated to participate. The new strategies are expected to

increase the current “show” rate from 40 percent to 45 percent in a year and continue to increase by five percent annually.

- Strategies described in Section B designed to move participants through the appraisal and assessment phase timely will increase the number of participants who sign a WTW plan within the 90-day timeframe. Currently, less than one percent of participants mandated to participate fail to enter into a WTW Plan within the 90-day timeframe. Newly implemented and new strategies are expected to decrease this percentage to zero.

### **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.

Yuba County CalWORKs staff and community partners are implementing immediate and long-range strategies and policies to work toward achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or between activities by increasing training, education and employment options for WTW participants. The strategies are expected to increase participation in allowable activities when recipients are between activities or need additional hours to meet the 32/35 hour weekly participation requirement.

- Utilize energetic staff, updated curriculums, and a fun learning atmosphere for on-site classes to increase attendance and encourage full participation. Raffle drawings are held the first day of on-site activities; prizes include tote bags filled with useful items for work, lunch bags, and alarm clocks. Participants who successfully complete WTW activities offered on-site, with a 90 percent or greater attendance rate and complete all required elements of the activity, receive a \$25 gift card to a local retailer, such as Wal-Mart, Mervyn’s, etc.
- Continue and create new short-term classes and workshops on-site specifically designed to prepare participants for new employment, retain current employment, and/or upgrade current employment skills. Newly offered classes include: 1) “Job Retention”- a two-week class targeted for individuals who are preparing for employment or are under-employed that includes life skills topics such as employer expectations, money management, job advancement strategies, transitional skills, health and safety, stress management, and balancing work, home and leisure time. 2) “Success Forum”- a series of workshops with an open-entry, open-exit enrollment held weekly for participants who are under-employed and designed to reinforce life skills learned in the “Job Retention” class. Participants have an opportunity to learn new job retention skills weekly, apply those skills on the job, and then share their experiences with others in an open discussion forum. 3) “Business Communications”- a two-week class that assists participants in overcoming barriers to employment and/or advancement on the job due to communication-related difficulties. Communication skills are taught through lecture and classroom discussion and applied through engagement exercises and topics including grammar and business writing and business mathematics.
- Continue the “Mentoring Project” to provide newly under-employed participants with one-on-one mentoring and coaching support from an employment and training specialist to assist them to

retain their job and transition to self-sufficiency successfully. The employment and training specialist accommodates the participant's work schedule by communicating via phone or in person through home and work site visits, whichever the participant indicates is most convenient. The participant, employment and training specialist, and case manager work in tandem and cover issues that employees typically encounter on the job and provide the skills and strategies for resolving those issues.

- Continue to allow non-credit study time as non-core hours of the WTW Plan participation for approved education activities. One hour per class per week of supervised and unsupervised study time may count toward the participation hour requirement.
- Continue to partner with community programs and organizations that provide WTW activities for individuals who live in the remote foothills of Yuba County instead of giving exemptions for remoteness. Foothill residents have limited options and transportation barriers, and often cannot make the one hour drive to Marysville. Partnering with programs like the "CANWORK" program in Camptonville and the "Leaves of Learning" program in Challenge have increased participation in the remote foothill communities and surrounding areas. Programs provide off-site testing and assessments, transportation, job search readiness classes, and work experience.
- Develop and implement short-term bridging activities for participants to attend between activities to increase partial participation and prevent non-participation. Bridging activities include expanding the unpaid work experience program to offer short-term assignments and short-term training ranging in length from one day to several weeks. CalWORKs will work with Yuba Community College and the RCC to develop more short-term classes, certificate programs and classes and workshops to add to the combination of activities that will result in full participation.
- CalWORKs will work with Yuba Community College, who have expanded their work study funding, to ensure that all clients attending class have an opportunity to participate in work study to fulfill their minimum participation hour requirements.
- CalWORKs exempt cases will be an area of focus. Individuals, who are able to, will be encouraged to volunteer to participate in WTW activities and necessary supportive services will be provided.
- Safety Net (60-month timed-out) individuals, who are employed when they time-out from CalWORKs, will continue to be provided six months of supportive services. Information on upcoming job fairs and job openings will be mailed to individuals who are not employed on a routine basis.
- CalWORKs will maintain a list of local employers who are willing to hire recipients with criminal records to increase participation and employability of individuals who need additional considerations. The list will be updated by direct contact with employers on an on-going basis.

**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).

Participants will benefit from the increased and enhanced portfolio of WTW activities and services, and by individualized case management services designed to address their needs and resolve barriers that prevent them from fully participating. Fifty-four percent of the total CalWORKs caseload mandated to participate is partially meeting participation requirements. This population includes individuals who are not fully participating because of a variety of issues including living in remote areas of the county, having other obligations that conflict with WTW activity schedules, and/or are capable of participating but are simply not motivated. Strategies described above, designed to better

accommodate individual needs and schedules, are expected to increase this population of participant's ability to fully participate annually by five percent.

**How will success be determined (quantitative and qualitative assessment of effects)?** Example:

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

Focusing efforts on providing more in-depth one-on-one services tailored to individual needs, and offering motivational incentives to participants, overlap with other strategies. The strategies combined are expected to increase the WPR to 50 percent within one year for individuals who are mandated to participate. Achieving a WPR of 90 percent for two-parent families is more difficult, but the new strategies identified in Section C are expected to nominally increase participation in two-parent families annually for those individuals mandated to participate.

**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.

Yuba County CalWORKs staff and community partners are implementing immediate and long-range strategies and policies to coordinate WTW plans and provide activities to encourage participation and prevent families from going into sanction status. These strategies are expected to prevent sanctions to ensure more individuals participate in WTW activities:

- Continue the practice of lead workers working with the CalWORKs employment case managers to assist in engaging participants who are in the cause and compliance process to prevent sanctions. CalWORKs has established a unit of lead social workers who mentor the CalWORKs case managers and assist them in working with participants who are in the cause and compliance process. A lead worker is assigned to go with the CalWORKs case manager to the good cause appointment which is scheduled within 10 days of the date the NA 840 is mailed. If the individual does not show for the good cause appointment, cannot be contacted by telephone, and the WTW 27 has not been returned, the case manager and lead worker conduct a home visit together within the 20 calendar day period and more intensive social work is provided to re-engage the client.
- Continue frequent communication between staff; both internally between CalWORKs staff and the One Stop partners, and external agencies that are assisting CalWORKs participants. This sometimes prevents families from going into sanction. A multidisciplinary team approach is emphasized. Facilitators of the "Job Search Readiness" and "Supervised Job Search" classes at the One Stop and CalWORKs case managers maintain frequent communication in person, email, or phone to prevent problems before they occur and assist participants to remove barriers.
- A formal protocol is in place that reinforces communication between staff on behalf of the participant. When participants are assessed with multiple and/or extreme barriers to employment,



such as domestic violence, mental health and substance abuse issues, CalWORKs case managers facilitate periodic staffing referred to as “Self Sufficiency Team” meetings. The “Self Sufficiency Team” may consist of the participant, case managers, lead workers, counselors, and other agencies that are serving the family. At the staffing, team members give their expert opinions and make decisions for a coordinated service plan that assists the family in resolving the issues that hinder family functioning to increase the opportunities for participation.

- Continue home visitation which is a service delivery model that is effective for outreach and re-engaging participants. Home visitation is encouraged by management for all CalWORKs One Stop staff; CalWORKs aides, case managers and lead workers, substance abuse specialists, domestic violence client/child advocate and therapists. Many CalWORKs participants in Yuba County do not have adequate transportation and/or are reluctant to come into the office where services are available. Staff embraces the “whatever it takes” approach to re-engage individuals. Often times taking the service to the client to engage them is a strategy that has proven to be effective.

**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.

Participants will benefit from the multidisciplinary team approach to case management for early detection of issues that may lead to potential non-compliance in the following ways:

- By having lead workers assisting case managers in the early stages of non-compliance, participant issues will be more effectively identified and resolved, allowing for re-engagement into WTW activities.
- Class facilitators share attendance and participation problems immediately with case managers so support services can be arranged to assist participants according to their individual needs. Instructors also meet with case managers and participants to work together to find solutions and resolve issues to avoid non-compliance.
- Participants benefit from the “Self-Sufficiency Team” by having their serious barriers to employment identified and addressed by a team of professionals who can assist them with early intervention strategies including, but not limited to, personalized home visits and referrals to available service providers and other resources.

Currently, eleven percent of participants mandated to participate are in a non-compliance status and 60 percent of these participants are expected to resolve identified issues and re-engage in full participation in WTW activities without moving to sanctioned status.

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

Re-engaging 60 percent of the eleven percent of non-compliant individuals is expected to contribute to increasing the WPR from 36 percent to 50 percent for all families and will contribute to increasing the WPR for two-parent families within one year for those individuals who are mandated to participate in WTW activities. It is estimated that one third of non-compliant individuals have serious barriers to employment and will be referred to mental health, substance, and domestic abuse service providers for assistance, along with intensive case management services.

## 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.

Yuba County CalWORKs staff is implementing a sanction unit and sanction workshops to reengage noncompliant or sanctioned individuals. These strategies have already decreased sanctions and in the long-term are expected to increase WTW participation.

- Continue the CalWORKs sanction unit that is comprised of three case managers, three lead social workers, and three service aides who work together to assist individuals who are noncompliant or sanctioned. The team utilizes an array of “motivational interviewing” methods of communication and “best practices” that include: home visits, joining with the individual in a collaborative process of shared decision making, exploring their ambivalence and fear of change, expressing empathy, being supportive, asking them what they want and what they value, helping them to take ownership of change, to make difficult choices, and providing transportation and accompaniment services.
- Quarterly “Sanction Workshops” are held to clear sanctions. Participants who are in sanction status are sent a quarterly flyer/invitation informing them of the voluntary workshop. They are called the day before the workshop and are given a reminder and provided transportation by the department’s service aides. Once at the workshop, individuals receive one-on-one assistance with a social worker and their employment case manager. Together, with shared decision making, they come up with realistic, creative goals, increasing their motivation to follow through on the resulting curing plan. Staff creates an engaging, energetic, and inclusive atmosphere in order to make the workshop exciting and keep participant interest during the presentation. Refreshments, raffle prizes, and give-away prizes are distributed in a parent and child friendly environment.

**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.

When the sanction unit started working with sanctioned individuals in July 2006, the total sanction caseload was 224. As of October 2006, the total sanction caseload was 178 (18 percent of the total CalWORKs caseload mandated to participate), showing a reduction of 46 sanctioned individuals. The overall goal is to utilize the sanction unit to reduce the sanction caseload by 30 percent within one year. The dedication of the sanction unit to this population will reduce the sanction rate and is likely to increase the referrals to mental health, alcohol and/or substance abuse, and/or domestic violence services. A percentage of the individuals may also be assisted with application for state disability or SSI/SSP.

**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.

18 percent of the total CalWORKs caseload mandated to participate is in sanction status. By re-engaging and curing 30 percent of the sanctioned individuals, Yuba County is expected to increase the WPR from 36 percent to 50 percent for all families and will increase the WPR for two-parent families within one year for those individuals who are mandated to participate in WTW activities.

#### **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):**

Yuba County's priority is to improve the federal WPR among CalWORKs applicants and recipients. To that end, other activities and strategies are being implemented and planned, including:

- Participants are recognized and rewarded for obtaining new employment. Newly employed participants are presented with a \$25 gift certificate, lunch tote bag, and a "Pay Day" candy bar. With written consent, their photo is taken and placed on an "Employment Board" in the main reception area. Participants who have retained employment for at least six months are also acknowledged and showcased in the main reception area.
- CalWORKs is considering expanding the gift certificate incentive program to encourage and reward job retention. Participants already receive a \$25 gift certificate to a local retail store when they obtain new employment and their efforts to retain employment will be further acknowledged and rewarded when they have retained employment for three months. Participants will receive a subscription to "Working Parents" magazine that is filled with useful information to help them transition from assistance to self-sufficiency. To allay potential problems with retaining employment and identify the needs of participants transitioning to employment, we will send a "Job Retention Survey" to participants after they have been employed for three months and participants will receive a \$20 gas card when they return the completed survey.
- Incentives are given to motivate CalWORKs staff to work individually and as a team toward common goals. The goals are established and shared with staff at division meetings. Staff is rewarded with a "Jean Day" when the goal of newly employed participants is reached on a weekly basis. Incentives for individual staff achievement and performance are provided in the form of recognitions at staff meetings by the CalWORKs program manager. Incentives will also be created for achievement of other goals outlined in this plan such as cured sanctions and increased engagement and referrals to mental health and substance abuse services. Management will consistently reinforce the importance of meeting WPR requirements and "Pay for Performance" standards by providing clear guidelines and goals and rewarding successful performance.
- CalWORKs will focus intensive efforts on assisting single parent with one child households to obtain and retain fulltime employment. The 2007 and 2008 minimum wage increases will have some impact on the CalWORKs grant that current individuals receive, which may result in caseload reduction. The most significant impact will be on single parent with one child households as the CalWORKs grant amount will be zero if the parent is working 40 hours per week at \$8.00 per hour.
- Support workforce and economic development activities so the local business community will be stronger resulting in more jobs for WTW participants. To support Yuba County's growing economy (unprecedented residential building by homebuilders is driving the development of new retail and commercial establishments creating hundreds of new jobs and business opportunities), CalWORKs is expanding the Business Services office at the One Stop. Through a partnership

with EDD and the RCC, economic development support is provided for local businesses. Services include on site recruitments, receiving job orders, interviewing and meeting facilities, rapid response assistance, layoff aversion, job fairs, and labor market information. As part of a five county consortium, case management staff has access to the most current job opening information for CalWORKs clients. The Business Services Office is being enhanced by the department's recent membership with the local Chamber of Commerce and working with the local Employment Advisory Council. Staff is committed to serving both businesses and job seekers in the community. An employer information packet is being developed that will include informational brochures outlining the menu of services available through the Business Services Office.

- In May 2006, CalWORKs involved staff in identifying suggestions for new strategies to increase the WPR. Management surveyed employment staff at a CalWORKs division meeting to capture suggestions on activities they believed would increase participation and prevent families from going into sanction status. Teams were formed and were comprised of an array of different agency classifications as well as partnering agency staff including case managers, social workers, lead social workers, clerical support, human service aides, mental health therapists, domestic violence client/child advocate, substance abuse counselor, supervisors, and management. Many great ideas were generated and have been implemented from this cooperative effort. We plan to continue this strategy routinely at division meetings.

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

Other strategies outlined above in Section F will benefit all participants in Yuba County's caseload by increasing the availability of new jobs and providing services to support individuals transitioning from assistance to self-sufficiency. In addition to the targeted "Pay for Performance" standards to increase the federal WPR, increase the number of participants who are employed, and increase the number of cases discontinued due to earnings/employment, Yuba County will also focus efforts on participants with intensive barriers to employment and safety net, exempt, two-parent, single parents with one child, sanction, and job retention cases.

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

Strategies identified in Section F are expected to contribute to increasing Yuba County's WPR to 50 percent for all families who are mandated to participate in WTW activities within one year. Achieving the 90 percent goal for two-parent families is a difficult challenge. Currently, 24 percent of two-parent families mandated to participate (39 of 161 total two-parent families) are meeting the WPR and strategies identified in Section F are expected to increase the rate by 12 percent or more annually. We hope to make significant progress and will make every effort to reach the goal of 90 percent by within three years for those individuals who are mandated to participate in WTW activities.

**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.

Yuba County CalWORKs will continue to collaborate with local agencies in a variety of ways. In addition to sharing the same office location, on-going service agreements are in place with the following: Yuba County Office of Education for Regional Career Center (RCC) activities; Yuba College for learning disability screening and expertise; Children's Home Society for all stages of childcare; Mental Health for therapy and substance abuse counseling; Casa de Esperanza for domestic violence intervention; and CANWORK for WTW participation activities in the remote foothill areas of Yuba County. Service reports are submitted regularly by the contractors' informing CalWORKs of the number and types of services provided and will include the federally required documentation of WTW participation hours.

On-going meetings are established with contractors and other local agencies and programs that provide activities that meet federal work participation requirements and provide participants with skills that will help them achieve long-term self-sufficiency. The meetings with contractors and other agencies will continue to provide an opportunity for staff to share information regarding jobs, share resources, and plan and implement strategies, such as bridging activities which include short-term classes, certificate programs and workshops for participants to utilize between activities to increase partial participation and prevent non-participation. Following is a description of the meetings and how information is shared:

RCC- Quarterly meetings will be held with RCC and the CalWORKs manager to discuss the resource room at the One Stop, how to better serve participants, how to keep up with the employment needs of the community, and plan and implement activities. A CalWORKs supervisor will also meet individually with the RCC coordinator, as needed, to discuss attendance and participation problems during activities to increase communication among staff so problems can be resolved immediately.

Regional Occupational Program (ROP) - Semi-annual meetings are held to discuss training workshops being offered, such as classes for Certified Nursing Assistants (CNAs) and the Microsoft series, and to identify other course offerings in high-demand occupations in the local area.

EDD- Quarterly meetings will be held with EDD and the CalWORKs manager to discuss the resource room at the One Stop, how to better serve participants, how to keep up with the employment needs of the community, and how to successfully track employment retention.

Yuba College- Quarterly meetings will be held with the CalWORKs college counselor and the CalWORKs manager, and other staff as needed, to discuss progress reports, review documentation of participant attendance, review textbooks for usage and purchase, review the learning disability screening process, staff student participation, and discuss implementation of new strategies such as promotion of the college's short-term classes, work study and job development activities.

CHS- Quarterly meetings will be held with the CHS staff director and coordinator, the CalWORKs manager and community service coordinator to communicate about program operations, changes in regulation and policies and procedures, and new strategies to ensure that dependable child care is in place for participants' children prior to beginning their WTW activities.

Childcare Planning Council- Quarterly council and monthly committee meetings will be held with members of the council (consumers, child care providers, public agency representatives, and community representatives) to promote and support quality child care services in Yuba and Sutter communities. HHSD staff commit to three-year terms to assist in the development and

implementation of strategies to identify the changing child care needs, build partnerships, and to stay abreast of local childcare resources.

**Mental Health-** Bi-annual meetings will be held with the mental health director and managers, Child Welfare Services manager and assistant manager, and the CalWORKs manager and community services coordinator to discuss current therapeutic interventions and strategies for engaging and retaining participants in mental health services so they can overcome barriers and participate in WTW activities.

**Casa de Esperanza-** Bi-annual meetings will be held (and more as needed) with the on-site Casa domestic violence client/child advocate and the CalWORKs manager to discuss service delivery and strategies for engaging and retaining participants so they can overcome barriers and participate in WTW activities. The on-site client/child advocate will attend monthly CalWORKs division meetings and will provide an annual presentation/training to all staff every April on child abuse prevention and the cycle of violence and how it can affect participation.

**“CANWORK”-** Annual meetings will be held with CANWORK director, staff in the foothill areas and the CalWORKs manager to discuss strategies for WTW activities for individuals who live in the remote foothills of Yuba County. Frequent phone contact will be maintained to discuss participant progress, which is submitted monthly in writing along with weekly faxed participation sign-in sheets.

**Marysville Joint Unified School District-** The principal of the Marysville Adult Education Program and the CalWORKs community services coordinator will meet as needed to discuss enrollment and participation in English as a Second Language (ESL) and Adult Education classes. On-going communication will take place between CalWORKs case managers and the principal via fax for documentation of actual hours of participation.

**Yuba County Economic Development Group-** Quarterly meetings will be held with the Yuba County’s economic development coordinator and the CalWORKs employment and training specialist. The economic development coordinator will meet with the CalWORKs manager and HHSD director to discuss job development for CalWORKs participants.

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

Yuba County believes it is through creative partnerships and the utilization of all available community resources that increasing work participation is possible. CalWORKs will continue the partnerships with local organizations and agencies to maintain strong working relationships to implement the following strategies: 1) increase vocational education, work-study programs and employment opportunities for participants and their families; 2) ensure that dependable childcare is available and in place prior to the start of participants’ activities; 3) increase early referrals to services (mental health, substance abuse, domestic violence, and learning disability) to remove barriers to participation; and, 4) provide WTW activities for individuals who live in the remote foothills of Yuba County.

By utilizing service providers to overcome barriers to participation, and implementing the collaborative strategies and additional resources above, an additional five percent of CalWORKs participants will benefit by engaging in full participation, obtaining training and skills needed to gain employment.

**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.

The strategies implemented in partnership with Yuba College, RCC, CHS, CANWORK, Mental Health and Casa de Esperanza are designed to remove barriers and create additional resources to assist individuals to achieve full participation and eventual employment. They overlap and therefore have an effect on the WPR impact in combination with other strategies. It is anticipated the increased availability of these augmented resources will result in an increase in Yuba County's WPR to meet federal requirements of 50 percent for all families within one year and increase two-parent families by 12 percent annually for those individuals mandated to participate in WTW activities.

**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:**

Yuba County will utilize available WTW System reports and county-developed tracking systems, adhoc reports and other various reports to monitor indicators and measure performance and progress to ensure that WPR goals are met. Clear and specific goals will be communicated often and written policies and procedures will be provided to staff. Performance will be measured at the county, division, supervisor, and case manager levels. Goals, performance and progress will be addressed at CalWORKs division meetings quarterly by management. Management, the community services coordinator and supervisors will meet with all collaborating agencies to initially communicate TANF reauthorization requirements and significant changes and will meet quarterly to review past performance and reinforce goals. Descriptions of specific strategies for tracking and measuring progress:

The following WTW system reports will be reviewed to monitor accurate data entry and activity participation and to identify trends or problem areas:

- WTW 25/A- Reviewed monthly by the program manager, community services coordinator and a supervisor. P&P 15-1, WTW 25/A Reports, provide direction to staff.
- WTW 30- Cases appearing on the Sample File are reviewed monthly for accurate data entry and participation by case managers and supervisors. Case managers meet with participants appearing on the Sample File by the 5<sup>th</sup> of the report month if they are not meeting participation. Two HHSD staff persons review cases and adhoc reports to check for accurate reporting. The program manager receives a copy of the final WTW 30 Report and a summary report with a

breakdown of WPR by unit and case manager. The program manager meets individually with supervisors and case managers to review progress.

- All Management and Caseload Maintenance Reports including, but not limited to Caseload Management, Universal Engagement, and Pre-Build Pending are reviewed by supervisors and case managers in weekly meetings. A summary report outlining performance by unit and case manager is presented and discussed at weekly manager/supervisor meetings and problem areas are addressed by the program manager in individual meetings with supervisors and case managers.

#### County Specific Measures:

- **Sanction Cases-** A data base is used to track referrals to the Motivational Engagement Team sanction unit and outcomes (cured, exempt, refer to services, etc.). Sanction cases that remain in units for case management are monitored weekly by unit supervisors. The number of sanctions cured is reported to the program manager weekly. Those numbers are submitted to the HHSD director monthly who then shares the information with the county administrator.
- **Cause and Compliance-** Supervisors will track the outcome of good cause appointments and a data base will be created to track the number of participants who successfully re-engage into a WTW activity without being sanctioned.
- **Attendance-** Participants attending on-site activities sign in and out daily and attendance is entered into a data base. A supervisor reviews a summary report monthly. Attendance in all other WTW activities is verified and tracked by collaborating agencies providing the service and written verification is filed in each participant's case file.
- **Employed-** The number of newly employed participants is reported to the program manager weekly. Those numbers are submitted to the HHSD director monthly who then shares the information with the county administrator.
- **Referrals to Mental Health, Substance Abuse, and Domestic Abuse Services-** Referrals and outcomes are tracked in a data base and numbers are reconciled with numbers on the WTW 25/A Reports. Reports are reviewed by the community services coordinator and program manager monthly.
- **Quality Assurance-** Random review of cases is conducted weekly by unit supervisors.
- **Job Club Show Rate-** Participants are asked the reason they did not show or stopped attending and reasons given are entered into a data base. A report is reviewed by a supervisor and provided to the program manager. The information will be shared with supervisors who will follow up with case managers to ensure that all services were appropriately provided to the participant.

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

Cumulative strategies in this Plan addendum will likely increase Yuba County's WPR to 50 percent for all families within one year, with incremental increases over the remaining three-year period, and by 12 percent or more annually in two-parent families- for those individuals who are mandated to participate in WTW activities. We hope to make significant progress and will make every effort to achieve the federally required goal of 90 percent for two-parent families within three years for those individuals who are mandated to participate in WTW activities.

The current performance (October 2006) of each program component that Yuba County is targeting is identified below (based on the total CalWORKs caseload who are mandated to participate of 966 individuals unless otherwise indicated). Each component will be measured monthly and a quarterly progress report will be provided to the program manager for review.



- WPR (average 2005/2006 fiscal year) – 36 percent of all families are currently meeting the federal participation rate.
- Individuals partially participating - 54 percent are participating in federally eligible WTW activities between one to 29 hours per week, averaged monthly.
- Sanction cases – 18 percent are currently WTW sanctioned.
- Safety Net cases - 14 percent of safety net cases are participating in federally eligible WTW activities for at least 30 hours per week, averaged monthly.
- Two-Parent cases - 24 percent of two-parent cases are participating in federally eligible WTW activities for at least 30 hours per week, averaged monthly.
- Exempt cases – 35 percent are currently CalWORKs exempt.
- Employed individuals – 29 percent are currently employed in unsubsidized employment and/or self-employment.
- Single-Parent w/1child – One percent of households comprised of two or fewer members are employed for at least 40 hours per week, averaged monthly.
- 90-day universal engagement – Less than one percent of all individuals who are mandated to participate in WTW activities did not sign a WTW Plan within the required 90-day timeframe.
- Job Club – An average of 40 percent of all individuals who are mandated to participate in WTW activities and were enrolled in Job Club attended the first day. Of that population who showed the first day, 51% successfully completed Job Club (20% of enrolled individuals).
- Referrals to mental health, substance abuse, and domestic abuse services – Four percent (37 individuals) have been identified as needing or requesting services.
- Referrals for learning disability evaluation (average 05/06 fiscal year) – 12 percent (120 individuals) have been identified as needing or requesting services to address learning disabilities.
- CalWORKs cases discontinued due to employment – Five percent (46 cases) were discontinued in the month due to employment.

#### 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	\$1,420,904	\$937,867	
WTW Employment Services	\$5,410,549	\$5,575,576	Additional staff Training
CalWORKs Child Care	\$1,035,685	\$1,215,308	Contracted services Projected childcare costs will increase due to increased participation and regional market rates
Cal-Learn	\$179,662	\$194,630	Enhanced services
CalWORKs Funded			

Mental Health Services	\$281,967	\$294,431	Contracted services Enhance outreach services
CalWORKs Funded Substance Abuse Services	\$111,440	\$115,748	Contracted services Enhance outreach services