

Final Report to the Legislature on Strategies to Increase the Work Participation Rate

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STATE OF CALIFORNIA
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Legislative Mandate

Statute enacted by Senate Bill (SB) 84 requires the California Department of Social Services (CDSS) to review the county plans developed pursuant to Welfare and Institutions Code Section 10534 in order to identify promising practices in the areas of up-front engagement and reengagement of sanctioned families, and to work with the County Welfare Directors Association (CWDA) and county welfare directors to gather information on the implementation and results of these practices, that can inform future efforts to increase participation in welfare-to-work activities.

This statute also requires CDSS, in conjunction with the CWDA, to review the county plans and work collectively with county welfare directors to determine what activities and strategies counties are using to encourage participation among time-limited families, and to gather information about the characteristics of the time-limited population.

CDSS provided a written update to the Legislature on July 18, 2008, describing the required information gathered by that date. CDSS is submitting this final report to the Legislature on May 15, 2009.

(SB 84, Committee on Budget and Fiscal Review, Human Services, Statutes of 2007, Chapter 177, Section 19)

Additional copies of this report can be obtained from:

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Executive Summary

Introduction

This report describes the implementation and results of some of the client engagement strategies that counties outlined in their Assembly Bill (AB) 1808 (Chapter 75, Statutes of 2006) County Plan Addenda for the California Work Opportunity and Responsibility to Kids (CalWORKs) Welfare-to-Work (WTW) Program. These include strategies for up-front engagement of new or reentering participants, reengagement of sanctioned adults, and increasing participation by time-limited families (Safety Net families). This report also includes characteristics of Safety Net families. Counties are not required to provide services to Safety Net families, but may choose to do so at their option provided that they include any such services in their CalWORKs County Plan. Safety Net families are now considered by federal rule to be work eligible [45 CFR §261.2(n)]; any efforts to engage them and verify that they are meeting program participation requirements will have a positive impact on California's federal Work Participation Rate (WPR). This report was prepared in collaboration with the County Welfare Directors Association of California (CWDA).

Methodology

The CDSS surveyed and received responses from all 58 counties regarding the implementation and results of the AB 1808 Plan Addendum strategies. The surveys asked counties to identify strategies which are promising based upon the results of their up-front engagement and sanction reengagement strategies, including information on implementation and results of any strategies to engage Safety Net families from counties who may have implemented any such strategies. A few counties reported on lessons learned. The CDSS has reviewed the information to determine which strategies appear to be best or promising practices and which appear to be lessons learned. In order to identify a strategy as a best or promising practice, the practice must have resulted in positive and measureable outcomes. Strategies counties reported as unsuccessful may be considered lessons learned, or they may be considered under-tested due to any problems encountered while implementing such strategies. With modifications, some of these strategies may, or did, become promising practices. Some counties are still in the process of planning and implementing new strategies. The strategies included in this report are strategies the counties chose to report on, and are a subset of the AB 1808 Plan Addendum. For example, 40 counties included in their AB 1808 Plan Addendum strategies for voluntary participation by applicants in up-front activities, while only 24 of these counties reported on the same strategy for this report and three of the 24 did not have results at the time of the surveys due to recent implementation. The characteristics of Safety Net families were collected from administrative data submitted to CDSS by the counties.

Results

The following is a summary of the results of the surveys CDSS sent to the counties regarding implementation and results of strategies for up-front engagement, sanction

reengagement, engaging Safety Net clients, and the characteristics of Safety Net clients. The CDSS reviewed the county responses and developed categories of strategies to organize the responses. Counties presented strategies that fall under a single category or strategies that included elements of two or more of these categories. In addition, the results from such strategies were presented either cumulatively for all strategies, or for each individual strategy. Appendices A, B, and C provide detailed information by county and by strategy focus area (up-front engagement, sanction reengagement, and Safety Net engagement).

Up-front Engagement

Up-front engagement is client participation before and/or immediately after an applicant is deemed eligible for cash aid. Up-front activities include orientation, appraisal, job search and job readiness, assessment, and creation of a WTW plan. Applicants may volunteer to participate in these activities before their eligibility determination is complete, or are required to participate after their eligibility is determined.

Most counties reporting on up-front engagement strategies found that they increased client engagement and participation. The common theme among these strategies was the approach to engage clients in up-front activities and impart the “work first” message of the CalWORKs WTW program as soon as possible.

The most common strategy, voluntary engagement before cash aid is granted, was reported as successful by 21 counties. This strategy usually included voluntary participation in orientation and appraisal, though six counties also included voluntary job search and other activities. This strategy increased participation and attendance, and in some cases increased job placements (even before applicants were found eligible), decreased up-front sanctions, and decreased rescheduled activities. However, there was no further research to determine if these individuals maintain employment.

Two counties reported potential best practices. One offers the intake appointment the same day as the application is submitted. The applicant then has the opportunity to volunteer for orientation, appraisal, and job club. One of the key elements to this strategy is increasing the positive message of the program by highlighting the benefits of participation to the applicants from the day they apply for CalWORKs. The strategy has resulted in an overall 50 percent increase in attendance to up-front activities, with 75 percent less rescheduling than prior to implementation. The other county with a potential best practice offers the orientation the same day the individual applies for CalWORKs and the appraisal appointment the next day following the applicant’s intake appointment. This has increased the show rate to orientation by 18 percent and reduces the number of up-front appointments the applicant/client needs to attend.

Counties also reported strategies to keep clients engaged throughout their WTW activities. Twenty-seven counties reported implementing at least one of the following: changed their business model, developed specialized case workers or units, made faster referrals for services, offered bridging activities and life skills training modules, increased staff training, and co-located staff and services. All of these strategies are

designed to shorten the amount of time between activity components and increase the level of service for and communication with CalWORKs WTW clients. These strategies have led to clients attending activities more frequently with less time between activities. There has been increased communication among staff in the counties regarding the status of cases, and a more focused coordinated decision-making process on what next steps to take in the cases to maximize benefits for the clients, and increase overall engagement.

Two of the counties that implemented strategies for faster referral to WTW activities have potential best practices. One of the counties implemented a strategy to ensure that each client leaves an appointment with his or her next appointment scheduled. Reminder phone calls are made and case workers ensure that all of the client's supportive service needs have been addressed. The county reported a reduction in the time between orientation and appraisal from 57 days to seven days. This county also reported that the time from aid being granted to assessment reduced from 65 days to 25 days. The other county has developed a report to identify clients whose exemptions have, or will soon expire to help the county refer them to the appropriate up-front activity for reengagement in the WTW program. Since implementing this strategy the county has seen a reduction in the number of cases not enrolled in WTW and with expired exemptions from 277 cases (11/06) to 18 cases (5/08).

The strategies counties reported on to increase up-front engagement were successful at increasing participation in the WTW program to varying degrees. This does not mean that all clients who increased participation are meeting the WPR. The strategies for voluntary participation appear to have the greatest promise to increase up-front participation and should lead to more resolution of client barriers early on in the case, increasing the likelihood that the client will be fully participating eventually.

Sanction Reengagement

Sanctioned adults have not complied with WTW program requirements or a compliance plan, and do not have good cause or an exemption. These adults are not included in their family's cash aid calculation, and are therefore not required to participate under state law in WTW activities. Any attempt to cure a sanction must be voluntary on the part of the sanctioned individual. However, sanctioned individuals are now considered federally work eligible and are counted in the federal WPR when they have been in sanction status more than three months within the preceding 12-month period. Also, when the adult is sanctioned their time clock stops. Time in sanction does not count towards the 60-month time limit for adult cash assistance. An adult could remain in sanction, and if continued eligible, the children will be aided until 18 all the while counting negatively in the WPR. The sanctioned adult may not be making progress toward self-sufficiency.

Fifty-five counties reported on sanction reengagement strategies that focused on intensive outreach to sanctioned individuals who have failed or refused to comply with WTW program requirements without good cause and where compliance efforts have failed. Most counties (45) used home visits, and some (33) used phone calls and

monthly reminders. Many (29) established specialized sanction case workers or units. These strategies have had success at reengaging sanctioned individuals; and in most cases, the individuals appreciate the attention given to their case.

Successful models of home visit and outreach strategies generally included the following elements: 1) home visits and outreach to noncompliant and sanctioned cases, 2) specialized units and/or case workers, 3) careful consideration given to the personalities of those placed in specialized roles, 4) use of multi-disciplinary teams (Social Workers, Behavioral Health Services, Child Welfare Services, etc.), 5) multiple forms of contact with sanctioned individuals, 6) letters and phone calls announcing home visits, but not the specific date and time, and 7) continued outreach and home visits after the individual has cured their sanction to ensure ongoing participation and compliance. There were cases where these strategies did not have positive results even though the strategies included elements of successful strategies, and some counties have discontinued the strategies as they felt it was not an effective use of resources. Mixed results were also reported regarding clients remaining engaged after curing a sanction or returning to sanction status.

Eight counties reported that they hold sanction workshops to which they invite sanctioned individuals for the purpose of curing. These workshops result in participation by non-complying individuals in the activities they previously refused to perform, thus restoring the adult portion to the family grant. The counties that have implemented this strategy all reported success engaging the individuals who attended the workshops, but they expressed difficulty in getting all the individuals that were invited to actually attend and difficulty maintaining future participation for clients who do attend and cure the sanction.

Ten counties reported that they have started having either employment or eligibility case workers discuss curing and the benefits of participation 1) during the individual's annual redetermination (RD) appointment with the eligibility worker, or 2) at the intake interview for applicants that discontinued aid after becoming sanctioned. The majority of counties that implemented these strategies felt they are effective for reengaging clients and do not require many county resources. One of the counties that speak with clients at the RD appointment reported a potential best practice. The county has both the eligibility and WTW case workers meet with the client at the end of the RD appointment to discuss the benefits of curing. The county has seen a 50 percent reduction in the sanction rate, and stated that almost all clients at RD meetings have been willing to cure the sanction.

Home visits generally appear to be a promising practice for reengaging sanctioned clients. Counties that appear successful had the following common elements, including: having designated staff who are personable conduct the visits, using a Social Worker to conduct the visits because of their level of training, not announcing the specific date and time of the visit, involving community service providers in the process, targeting cases that have not been sanctioned for a long period of time, tracking the results of visits in a database, visiting both noncompliant and sanctioned cases, and maintaining contact

and outreach even after a client has cured the sanction. More in-depth information and analysis of the specific details of county strategies would be needed to confirm the most effective home visit process, although it may be that structuring the visit to fit local resources and client needs is a key to the strategy's effectiveness.

Safety Net Strategies

The CalWORKs Safety Net program in California provides cash aid to families of adults who have exceeded their federally-allowable 60 months of CalWORKs cash aid eligibility. Under CalWORKs policy, in Safety Net families only the children are eligible for cash aid. Children who remain eligible are still aided, until they turn 18 years old. Adults in Safety Net families are no longer subject to CalWORKs WTW requirements, but are included in the federal WPR calculation. Counties have the option to offer WTW services to Safety Net families. As with sanctioned individuals, Safety Net parents are not required to participate under CalWORKs, again making it difficult to engage them.

Eighteen counties reported on strategies to engage Safety Net families. The most common strategy was outreach/marketing to encourage voluntary participation, including phone calls and letters. Four of these counties are also conducting home visits, with one discontinuing the practice due to poor results. Other strategies included giving incentives to clients who met specific program goals, conducting administrative reviews, offering supportive services to employed Safety Net clients, and referring Safety Net clients to Workforce Investment Act (WIA) one-stop centers for employment services.

The results of these strategies were moderately positive for some counties, while other strategies do not yet have reportable results. The outreach efforts achieved modest increases in participation by Safety Net clients, although the results tended to level off over time. Offering job retention services to employed Safety Net clients resulted in a significant participation increase for those clients in one county, although that approach is a relatively resource-intensive strategy.

Safety Net Characteristics

The Safety Net Program accounts for approximately ten percent of the CalWORKs caseload. The Safety Net caseload grew very quickly during the first two years that individuals began to exceed their 60-month clocks after the implementation of CalWORKs, but appears to have slowed since this time. The characteristics of Safety Net cases are generally similar to that of the overall CalWORKs caseload, with a few exceptions. Adults in Safety Net cases are on average older, as well as the children. Fifty percent of the adults in Safety Net cases listed as head-of-household have a high school diploma or the equivalent. Twenty-nine percent of Safety Net cases have monthly employment compared to 23 percent of all CalWORKs cases, and earn an average of \$81 more per month than the overall CalWORKs case. There are fewer English- and Spanish-speaking individuals in the Safety Net caseload. However, there are significantly more Vietnamese, Hmong, Cantonese, and Cambodian (combined) speakers in the Safety Net caseload when compared to the overall CalWORKs

caseload (approximately ten percent and four percent, respectively). Also, there is a higher percentage of Black, Vietnamese, Chinese, Cambodian, and Laotian (combined) individuals in the Safety Net caseload when compared to the overall WTW caseload (approximately 46 percent and 24 percent, respectively).

Conclusion

Among the strategies reported by counties, up-front engagement efforts, such as voluntary activities before aid is granted and faster referrals to services after aid is granted, had the greatest impact on client participation. Sanction reengagement efforts such as home visits, phone calls, and reminders also generally increased participation, although the results for other sanction reengagement efforts were less clear. The strategies to engage the timed-out individuals in Safety Net cases have resulted in a slight increase in voluntary participation, but many of the strategies are recently implemented and without reportable results. Overall, county efforts appear to be increasing engagement and participation levels statewide and may lead to more clients meeting the WPR.

CDSS is involved in other efforts to increase the federal WPR. In September 2008 CDSS held a California Counties Technical Assistance (TA) Academy in partnership with the U.S. Administration for Children and Families, Office of Family Assistance. The goal of the TA Academy was to identify promising practices and to work with the counties to test promising strategies. To achieve this goal the TA Academy brought together a cross-section of nationally-recognized experts, along with federal, state and local representatives in four major focus areas including bridging activities, employer/community outreach and job development, sanction reengagement, and innovative services and incentives. Counties were invited to participate in the TA Academy with the understanding that up to eight would be chosen to develop and implement specific strategies as pilot counties. A total of 18 counties participated in the TA Academy. CDSS worked with CWDA to select the counties that would participate as pilot counties and 10 additional counties to attend the TA Academy. The selected pilot counties reflected various CalWORKs population sizes, geographic locations and diverse communities and covered over 50 percent of the state's caseload. The eight pilot counties that are being supported in ongoing projects are Alameda, Kern, Los Angeles, Merced, San Bernardino, San Diego, Solano, and Tehama.

CDSS also held its 18th Annual CalWORKs Partnerships Summit in December of 2008. The theme of the 2008 CalWORKs Partnerships Summit was "CalWORKs Transformation—Getting California to Work." CDSS representatives made presentations at several of the summit sessions regarding information on policy changes and effective strategies to improve the CalWORKs program's effectiveness in meeting federal work participation goals and assisting clients in achieving self-sufficiency.

CDSS has also established a County Peer Review (CPR) process to provide technical assistance to counties, and to identify best or promising practices. To help develop the process CDSS formed a workgroup which includes representation from CWDA and several counties. Each CPR involves a team of county peer reviewers and CDSS staff

visiting a site county to observe the site county's WTW program through a series of activities. To date four pilot CPRs have been conducted. The pilot CPRs have been well received and proven to be useful for the site counties, as well as CDSS and peer county reviewers.

In addition, CDSS is in the final stages of developing a website to share best and promising practices, as well as lessons learned statewide, to assist counties with their efforts to increase WPR. Any submission to the website will undergo a standardized review process. CDSS will also continue to increase communication between and among the state and counties to share strategies to better serve clients and encourage their participation in the CalWORKs program.

In reviewing the survey results from counties it appears that the reexamination of the WTW program each county completed in developing the AB 1808 strategies has enhanced the level of service given to CalWORKs WTW clients and should result in improved outcomes for the clients.

Report on Strategies to Increase the Work Participation Rate

Introduction

This report describes the implementation and results of some of the client engagement strategies that counties outlined in their Assembly Bill (AB) 1808 (Chapter 75, Statutes of 2006) County Plan Addenda for the California Work Opportunity and Responsibility to Kids (CalWORKs) Welfare-to-Work (WTW) Program. These include strategies for up-front engagement of participants to engage them quickly during activities such as orientation and appraisal, and sanction reengagement for participants who were in noncompliance without good cause. This report also includes information on activities and strategies counties are using to encourage participation by time-limited (Safety Net) families and the characteristics of Safety Net families in the CalWORKs Program. Counties are not required to provide services to Safety Net families, but may choose to do so at their option provided that they include any such services in their CalWORKs County Plan. Since Safety Net families are now considered by federal rule to be work eligible [45 CFR §261.2(n)], any efforts to engage them and verify that they are meeting program participation requirements will have a positive impact on California's federal Work Participation Rate (WPR). This report was prepared in collaboration with the County Welfare Directors Association (CWDA).

Background

Purpose

In accordance with Senate Bill (SB) 84 (Chapter 177, Section 19, Statutes of 2007), the California Department of Social Services (CDSS) provides this report to inform the Legislature of the information gathered from the counties regarding the results of some strategies included in their AB 1808 County Plan Addenda for up-front engagement and sanction reengagement of CalWORKs clients. The department is also including information on the implementation and results of strategies to engage Safety Net families by counties which have implemented any such strategies. All of these strategies were developed and implemented by individual counties to increase WTW participation in the state's CalWORKs program. As required by statute, this report also includes information on the characteristics of Safety Net families from administrative data submitted by the counties to CDSS.

Federal Law

The federal Deficit Reduction Act of 2005 reauthorized the Temporary Assistance for Needy Families (TANF) program, extending funding and authority through federal fiscal year (FFY) 2010. The reauthorization included significant changes and new provisions that impact CalWORKs and the state's ability to meet federal requirements. Although the 50 percent all-families WPR requirement did not change, the base year to measure caseload reduction credit was changed from 1995 to 2005. Prior to the Deficit

Reduction Act, California used the significant caseload decline from 1995 to 2005 to achieve a 45.5 percent caseload reduction credit, which meant the state only needed to meet a 4.5 percent all-families WPR to comply with federal law. Under the Deficit Reduction Act, the state can only count the caseload decline since 2005 toward its caseload reduction credit. The state is experiencing an actual increase in caseload, which will result in little or no benefit from the caseload reduction credit. Also federal regulations now define countable work activities more narrowly, and include certain families with unaided adults or families funded under a separate state program (SSP) in the calculation of the WPR. This means that the state must include in its WPR calculation 80,000 to 90,000 additional cases that were previously excluded. The additional cases include the two-parent families who, prior to TANF reauthorization, were funded as an SSP and were not included in the WPR calculation. The other additional cases now included are Safety Net families, drug and fleeing felons, and sanctioned cases that have been in sanction status for more than three months within the preceding 12 month period. The new federal provisions also require substantial new work participation verification and oversight, and impose a new penalty for states that fail to fulfill these work verification requirements.

State Law

The TANF block grant structure allowed states to design their TANF programs in ways that would best serve the varying needs of the populations residing within each state. The 2005 Deficit Reduction Act and resulting changes to the TANF program reduce states' flexibility in this regard. California has generally passed on flexibility to the counties, allowing counties to customize their WTW programs to meet their unique needs and populations. Counties are provided a single allocation to fund eligibility, employment, child care, and support services for CalWORKs recipients. Due in part to this flexibility, counties are pursuing a variety of strategies to increase work participation.

In 2004 in anticipation of TANF reauthorization, the state implemented changes to the CalWORKs program that strengthened work requirements and focused counties on engaging recipients in activities sooner through universal engagement [SB 1104 (Chapter 229, Section 17, Statutes of 2004) and SB 68 (Chapter 78, Section 33, Statutes of 2005)]. Additional reforms were implemented in 2006 through AB 1808, in response to the Deficit Reduction Act. Many of the reforms in AB 1808 were the result of discussions in the state's TANF reauthorization stakeholder process. These reforms included the following:

- Requirement for counties to submit a county plan addendum detailing how the county will meet CalWORKs goals, while taking into consideration federal WPR requirements (complete).
- Clarification of statutes regarding pass-on of a portion of federal penalties the state incurs to those counties that contribute to the state's failure to meet federal WPR requirements (regulations pending).

- Authority to establish a solely state-funded Temporary Assistance Program providing cash aid and benefits to recipients who meet the criteria to be exempt from work participation (implementation postponed).
- Amendment to the sanction policy so that sanctions for noncompliance may be cured by recipients at any time (emergency regulations complete).
- Appropriation of funding for the Pay for Performance county incentive program, which rewards counties for achieving positive outcomes on certain defined performance measures (the incentives have not been awarded due to loss of funds).
- Establishment of a County Peer Review (CPR) process to provide technical assistance to counties, and to identify best or promising practices. To date four pilot CPRs have been conducted (the number of future CPRs will be reduced as this effort has been negatively impacted due to the lack of resources for CDSS to carry out this function).
- Requirement to publish data reported by counties and to perform an assessment of the state's data needs as a part of a Data Master Plan that will be used to measure the success of the CalWORKs program (complete).
- Expansion of the Homeless Assistance Program (implemented through All County Letter).

Many of these reform efforts have recently been implemented or still are in the process of being implemented; and it will take some time before the overall effects on the CalWORKs program are known. The focus of this report is the results of the AB 1808 County Plan Addendum strategies and, in particular, the strategies for up-front engagement, sanction reengagement, and engagement of Safety Net families.

As noted above, AB 1808 enacted Welfare and Institutions Code Section 10534, which required each county to perform a comprehensive review of its existing CalWORKs Plan and prepare and submit to the department a plan addendum detailing how the county will meet specified goals, taking into consideration the new work participation requirements of TANF Reauthorization. In completing their AB 1808 County Plan Addenda, counties identified strategies and/or policies that they planned to implement to improve their WPR. In this report, counties were also asked by CDSS for strategies to engage Safety Net families, even though not specifically required by AB 1808. Each of the strategies is described separately in the body of the report.

Methodology

This report includes some of the strategies that counties have implemented to improve their CalWORKs WTW programs. These strategies represent those that counties chose to include in response to the CDSS survey. The CDSS has reviewed the information from all 58 counties to determine which strategies appear to be best or promising practices and which appear to be lessons learned. In order to identify a strategy as a best or promising practice, the practice must have resulted in positive and measureable outcomes. Strategies counties reported as unsuccessful may be considered lessons learned, or they may be considered under-tested due to any problems encountered

while implementing such strategies. With modifications, some of these strategies may, or did, become promising practices.

The CDSS surveyed and received responses from all 58 counties regarding the implementation and results of the AB 1808 Plan Addendum strategies. The surveys asked counties to identify which strategies are promising practices based upon the results of their up-front engagement and sanction reengagement strategies, including information on implementation and results of any strategies to engage Safety Net families. The CDSS believes this information will enhance the Legislature's understanding of not only who Safety Net families are, but also what a few counties are doing in their continuing efforts to help this population achieve self-sufficiency. The characteristics of Safety Net families were collected from administrative data submitted to CDSS by the counties.

The strategies included in this report are strategies the counties chose to report on, and are a subset of the AB 1808 Plan Addenda. For example, 40 counties included in their AB 1808 Plan Addendum strategies for voluntary participation by applicants in up-front activities, while only 24 of these counties reported on the same strategy for this report and three of these counties did not have results at the time of the surveys due to recent implementation. See appendices A, B, and C for more detailed information on each county's strategies.

Potential Best Practices Identified by Counties

In their survey responses, counties identified 10 potential best practices (PBPs) for up-front engagement and sanction reengagement. Those PBPs are summarized below in the order they appear in the report; they are discussed in more detail on the pages noted:

1. Intake appointment the same day as the application is submitted (pg. 17).
2. Orientation the same day the individual applies for CalWORKs and the appraisal appointment the next day following the applicant's intake appointment (pg. 17).
3. An internal marketing committee and a specialized unit committed to increasing community involvement and finding more employment for clients up front and on an ongoing basis (pg. 18).
4. The client leaves each appointment with his or her next appointment scheduled (pg. 20).
5. Development of a report to track exemptions that have or will soon expire for clients not engaged in the WTW program (pg. 20).
6. Forming a coalition, including the local Economic Development Corporation, Workforce Investment Board (WIB), and the county's Employment Development Department office to make employers within the county aware of a tax credit they can receive for hiring applicants/clients (pg. 25).
7. Conducting noncompliance and sanction home visits (pg. 27).
8. A sanction visit database to track results (pg. 27).
9. Referral of long-time sanction cases to a dedicated worker who reaches out to these clients (pg. 28).

10. The eligibility and WTW case workers meeting with the client at the end of the annual redetermination appointment to discuss the benefits of curing (pg. 30).

Up-front Engagement Strategies

Up-front engagement is participation before and/or immediately after an applicant is deemed eligible for cash aid through the development of a WTW plan. During that time, the case worker develops an understanding of the individual's needs, strengths, wants, and possible barriers to employment. The activities during up-front engagement include orientation, appraisal, job search and job readiness, assessment, and the creation of a (WTW) plan. Applicants may volunteer to participate in these up-front activities prior to completion of their eligibility determination. State law prohibits requiring participation as a condition of eligibility for the CalWORKs WTW program.

It is important to engage clients as soon as possible in up-front activities and to impart the “work first” message of the CalWORKs WTW program. However, it has proven challenging to immediately engage and keep individuals engaged during this time. The strategies in this section were developed by counties to increase participation for those required to participate and stimulate a desire by CalWORKs WTW applicants to volunteer to participate.

Counties' up-front engagement strategies are grouped below into 13 categories. Counties presented strategies as stand-alone or included elements of two or more of these categories within one strategy. In some cases counties presented multiple strategies that fall under the same strategy category.

1. Voluntary Participation in Up-front Activities (Alpine, Butte, Calaveras, Del Norte, Glenn, Humboldt, Imperial, Kern, Kings, Lassen, Madera, Mono, Napa, San Bernardino, San Francisco, San Luis Obispo, Santa Barbara, Santa Cruz, Shasta, Sierra, Sonoma, Tehama, Tuolumne, Ventura)

Twenty-four counties reported on strategies for inviting applicants to volunteer in one or more up-front activities shortly after application, but before the case is granted cash aid. The majority of counties reported positive results from these strategies. Two counties were currently not able to provide results. A common theme was that this practice does, in fact, engage clients faster, allows case workers to be better aware of and more quickly respond to each family's barriers to employment; and in some cases where the county includes all up-front activities on a voluntary basis, clients can be participating in state and/or federally-countable work activities by the time their case is granted cash aid.

Twenty-one counties reported on strategies that appear to be promising practices. Six counties included orientation, appraisal, and job club as voluntary activities. More typical was to offer orientation and appraisal on a voluntary basis—reported by 15 counties. Some of the counties offer the voluntary orientation and/or appraisal the same day the individual applies or on the day of the intake appointment. All of these strategies had the voluntary orientation and appraisal occurring within one week of the application date. The counties that offer job club on a voluntary basis did see an increase in job placements, many times before the applicant was found

eligible. The counties reported an increase in up-front engagement and an increase in the show rate for up-front activities.

Two counties reported potential best practices. One offers the intake appointment the same day as the application is submitted.* The applicant then has the opportunity to volunteer for orientation, appraisal, and job club. One of the key elements to this strategy is increasing the positive message of the program by highlighting the benefits of participation to the applicants from the day they apply for CalWORKs. The strategy has resulted in an overall 50 percent increase in attendance to up-front activities, with 75 percent less rescheduling than prior to implementation. The other county with a potential best practice offers the orientation the same day the individual applies for CalWORKs and the appraisal appointment the next day following the applicant's intake appointment.* This has increased the show rate to orientation by 18 percent and has reduced the number of up-front appointments the applicant/client needs to attend.

Seven counties reported lessons learned, but only one of these strategies was discontinued. The discontinued strategy was a voluntary up-front behavioral health assessment to be completed by a worker at the county's Behavioral Health Services agency. Many applicants who volunteered did not follow through with the appointment, which meant lost time and travel for the Behavioral Health Services staff. Other lessons learned resulted from the difficulty in getting applicants to volunteer, some volunteers receiving services and ultimately not getting approved for CalWORKs, and show rates to subsequent activities that did not increase in some counties.

Overall voluntary participation in most counties appears to engage clients faster, alleviate barriers earlier, helps to deliver a positive work first message, and helps applicants and clients better understand the benefits of participating in, and the expectations of, the CalWORKs WTW program.

2. Development of Specialized Units/Case Workers (Alameda, Butte, Contra Costa, Fresno, Santa Clara, Santa Cruz, Stanislaus, Trinity, Tuolumne, Yuba)

Ten counties reported on strategies where specialized units or case workers were developed to help engage clients/applicants in up-front activities. While the function of the workers/units varied from county to county, the idea was to create positions to help guide clients/applicants through up-front activities by having a more intense focus on the case up front and providing needed supportive services in a timelier manner. Five counties developed specialized workers, and five counties created units with different specialized functions to assist clients/applicants.

Two counties presented ideas that focused on specialization in orientation. One county had created an orientation team that focuses on scheduling clients for

* Potential Best Practices (PBP)
* PBP

orientation as soon as they are approved for CalWORKs and assigned to WTW. The orientation team is responsible for the material presented at orientation, and is constantly updating and improving the orientation presentation. This county has also added appraisal the same day as the orientation provided by the orientation team. The other county developed a policy to have one WTW worker per day offer orientations to applicants the same day as their intake appointment. While this county has had promising results, they noted that many who volunteer are later not approved for CalWORKs. Both of these strategies appear to be promising practices with both citing that clients/applicants are better informed, and an increase in attendance to orientation.

The other counties that developed specialized workers also appear to be promising practices. The workers' duties vary greatly. One county provides assistance by employing an aide that drives clients to assigned activities. One county provides a client advocate that acts as a liaison between the WTW worker and the client to ensure that all the client's needs are being met and to support the worker with the intense effort needed to engage clients up front. Another county has a specialized exemption worker to transition back into the WTW program those clients whose exemptions have expired to ensure that the clients understand what is required of them and that they have all of the necessary supportive services. The other county in this grouping hired eight client engagement specialists who conduct intensive outreach to clients up front, including home visits. All of these strategies require that the county have the resources to allocate these types of positions, which may not apply to all counties.

Of the counties that reported on specialized units, one developed a unit to monitor progress in work experience (WEX) assignments and develop more WEX sites, and the other two counties developed units to assist clients through all up-front activities. The first county assigns clients to the WEX unit when they are appraised and it is determined that they would benefit from a WEX assignment. The unit then monitors clients' progress and attendance at the WEX site. The unit has doubled the number of WEX sites available in the county for clients. The WEX assignments are also available to clients who are beyond the up-front engagement period.

One county reported a potential best practice. The county has developed an internal marketing committee and a specialized unit committed to increasing community involvement and finding more employment for clients up front and ongoing.* The marketing committee assisted with the development of two videos: one video to be shown to clients in reception waiting areas and the other to be given to employers. The client video gives job searching tips to clients. The employer video focuses on the benefits and tax incentives for local employers who may hire CalWORKs WTW clients. The specialized unit networks with local business organizations and organizes job fairs for clients and county residents. In this county in FY 07/08, there was a 50 percent increase in employer recruitments at the job fair. There was also a 28 percent increase in employers, and a 25 percent increase in the number of

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attendees at the county's annual job fair, which resulted in an offer of employment to approximately 1,500 individuals.

All of these strategies appear to be promising. They require that counties allocate the time and resources necessary to carry out the specialized functions, but seem to resolve some of the difficulties associated with engaging clients up front.

3. Incentives for Recipients (Alameda, Colusa, Mendocino, San Francisco, San Mateo, Santa Clara)

Six counties reported on strategies for providing clients with incentives for participation and/or achieving successes in the CalWORKs program. Four counties appear to have promising practices.

Three of the counties give gift certificates for local retailers for the satisfactory completion of certain activities. The retailers sell household goods that help clients in daily life. One of these counties also offers a gift card to clients who have been successful in the program to share their success stories at an orientation. Another of these counties enters into a drawing for the incentive "prize" all of the clients that attend and complete the activity.

The other county has negotiated incentives for completion of WEX assignments into its contract with the local Workforce Investment Act (WIA) provider. This has resulted in an increase to the show rate to WEX assignments which benefits both the county and WIA.

This strategy appears to create enthusiasm and increase attendance. However, this strategy can also have the unintended effect of causing an expectation of a short-term reward for participating in WTW activities, which may not be given for subsequent activities.

4. Faster Referral to and Availability of Up-front Engagement Activities (Alameda, El Dorado, Inyo, Marin, Modoc, Monterey, Riverside, San Benito, San Francisco, Santa Barbara, Shasta, Trinity, Tulare, Yolo)

Fourteen counties reported on strategies for faster referral to, and/or increased availability of up-front activities. Ten counties reported on faster referral strategies and four counties reported on strategies for increasing the availability of up-front activities. Four counties reported on strategies to increase the number and frequency of up-front activities. By reducing the time between, and increasing the frequency of, up-front activities, counties can reduce the gaps between activities and increase the rate of engagement by clients.

Of the ten counties that reported faster referral strategies, eight appear to have promising practices. These strategies generally involve periods of time that case workers are required to get clients assigned to certain up-front activities with the goal of entering the client into a WTW plan as soon as possible after the client is granted aid. For example, one of the counties requires that clients attend appraisal within

five days of being granted aid, and another county requires that clients be assigned to job search within two weeks of being granted aid. One county developed a spreadsheet to track up-front progress, and another county developed a report to track how many clients are not enrolled in activities to ensure that they become enrolled in the next appropriate activity as soon as possible. One of the counties reported that they have the employment case workers introduce themselves at the intake appointment so the clients are familiar with them when they contact the clients for orientation.

Two of the faster referral counties have potential best practices. One of the counties implemented a strategy similar to the ones described in the previous paragraph. The client leaves each appointment with his or her next appointment scheduled.* Reminder phone calls are made to ensure the client is aware of the appointment time and place, and to ensure that all of the client's supportive service needs have been addressed. The county developed a report to track the time between each client's activities. The county has seen a reduction in the time between orientation and appraisal from 57 days to seven days. This county has also seen the time from aid being granted to assessment reduced from 65 days to 25 days, thus making it possible for a client to enter into a WTW plan within 30 days of being granted aid. The other county has developed a report to track exemptions that have, or will soon expire for clients not engaged in the WTW program.* The report identifies the clients and helps the county refer them to the appropriate up-front activity for reengagement in the WTW program. Since implementing this strategy the county has seen a reduction in the number of cases not enrolled in WTW and with expired exemptions from 277 cases (11/06) to 18 cases (5/08).

Of the four counties that reported strategies to offer activities more often, two appear to have promising practices. Both counties offered more orientations per week, making it easier to schedule new and returning clients for orientations. They reported higher show rates to orientation.

These types of strategies seem to engage clients in up-front activities faster. Many counties also mentioned that clients are more aware of the requirements of the program and have stronger relationships with their case workers because of more frequent contact.

5. Bridging Activities and Life Skills Curricula (Alameda, Contra Costa, San Diego, Sutter)

Five counties reported on strategies for bridging activities and life skills classes. Four of the counties offer life skills classes, sometimes as bridging activities. One of the county's classes is taught by the county's mental health and substance abuse staff, and another county reported that its classes are taught by the Adult Education Department. These two strategies appear to be promising practices. The classes generally focus on interpersonal communication, workplace skills, time

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management, parenting, and other essential skills to help someone become work ready. One of the counties mentioned that the classes offered are open-entry, open-exit. This makes the classes more effective as a bridging activity since the client can enter when the prior activity ends, and exit the classes when the next scheduled activity begins.

One of the counties offers a strategy, which appears to be a promising practice, to provide short-term WEX assignments as bridging activities. The added benefit of setting up this type of bridging activity with a common WTW activity is that clients may gain full-time employment. The WEX assignment also helps clients build their resume and gain valuable workplace skills.

These types of activities appear to help clients gain valuable skills to move them toward self-sufficiency. They can also count toward the WPR, though life-skills can only be counted as job search/job readiness activities.

6. Increased Staff Training (Alameda, Lake, Sutter, San Luis Obispo, Santa Barbara, Merced)

Six counties reported on strategies for increasing case worker training. Five of these strategies appear to be promising practices. Three of the counties reported training on how to use motivational interviewing with a focus on a strength-based approach to more holistically serve clients and produce a positive relationship between case worker and client that focuses on solutions to employment barriers. One of the counties reported training to help staff identify gang and methamphetamine-related barriers during the intake interview to ensure that clients who appear to have these barriers are referred to the appropriate services. Another county trained eligibility staff on the WTW program to better inform clients at intake about the program--both the requirements of, and services available to the clients.

These strategies appear to reinvigorate staff and provide them with the necessary skills to better serve the CalWORKs WTW population. This appears to improve relationships between clients and case workers. This also helps to identify barriers earlier, which in turn can reduce the number of up-front sanctions.

7. Use of Performance Management Reporting Tools (Sacramento, Tulare, San Joaquin)

Three counties reported on three strategies that make use of performance management reporting tools, such as case status reports. All of these strategies appear to be promising practices.

Two of the strategies involve using reports to refer recently-granted cases to an employment case worker more quickly. These strategies seem to have shortened the referral time and increased the engagement rate of clients.

The other county runs an engagement report of each case worker's caseload. The county has regular meetings to discuss non- and partially-participating cases to

determine how to achieve full participation in any such cases. This has resulted in a decrease in the number of unengaged cases.

These strategies are easy to maintain once the reports have been developed and appear to help increase engagement.

8. Co-location of Staff and Services (El Dorado, San Diego, San Joaquin)

Three counties reported on strategies to co-locate staff and/or services. Two of these counties co-located eligibility and employment staff. This has increased communication about shared cases. The other county has co-located Behavioral Health Services with CalWORKs WTW. This also allows for increased communication on shared cases. All three of these strategies appear to be promising practices.

These strategies appear to increase communication about shared cases to ensure that the clients are receiving the highest level of services possible. This approach also ensures that when barriers are identified by one worker on a case, all workers responsible for that case are aware of the new information and what is being done to mitigate barriers.

9. Recipient Appointment Reminders (Colusa, San Francisco, Siskiyou, San Luis Obispo)

Four counties reported on strategies to remind clients of appointments. Three of these strategies appear to be promising practices. They all make reminder phone calls prior to appointments. One county also makes calls for missed appointments and will conduct a home visit if they cannot get in touch with the client.

The fourth county's strategy is potentially a best practice. The results for this strategy were included under number 4 (Faster Referral to and Availability of Up-front Engagement Activities) above.

This strategy seems effective to increase participation and communication between clients and case workers. This strategy can allow case workers to verify that clients have all the supportive services they need to attend the activity. This can also help the case worker identify any serious barrier the client may have that can result in rescheduling the activity instead of initiating the noncompliance process if the client misses the activity.

10. Increased Marketing/Outreach (Contra Costa, Fresno, Lassen, Marin, Mariposa, Placer, Riverside, Siskiyou, Tehama, Yolo, Yuba)

Eleven counties reported on strategies for increased marketing and/or outreach to encourage participation by applicants/clients. The marketing and outreach methods vary slightly, but include phone calls, letters, home visits, change in the tone of the message to clients, videos and personally moving clients to the next activity.

Nine counties appear to have promising practices. The counties had differing target populations, but were usually the clients that are mandatory participants. However, one county focused on offering voluntary participation to clients with exemptions, and two counties focused on applicants to push the “work first” message of the WTW program. An example is a county that does what they call a “warm hand-off” to the job search instructor prior to the client’s scheduled job search activity so the client is familiar with the instructor and perhaps more enthusiastic about attending. Another example is a county that redesigned its lobby and all of the literature to deliver a more professional appearance to clients and make the “work first” message not only more clear, but something the client can feel confident about that the county can help him or her achieve self-sufficiency.

Two counties have potential best practices. The first county’s results were mentioned in number 2 (Development of Specialized Units/Case Workers) above. The other county’s results were mentioned under number 1 (Voluntary Participation in Up-front Activities) above.

These strategies appear to increase client enthusiasm for the program. They also increase communication with clients and possibly help clients to feel that their success and involvement in the WTW program is important to the county.

11. Applicant and Recipient Surveys (Fresno, Sonoma, Stanislaus, Tuolumne)

Four counties reported on strategies to gain feedback from applicants/clients, and in one case staff, about a certain component of the counties’ WTW program. Three of the counties conducted client focus groups or sent surveys to clients asking them about orientation and/or job search services. All the counties found that their orientations are informative and help clients feel motivated that the program can assist them in achieving their goals; but they modified certain aspects based on client feedback. For the two counties that asked about job search services, one county found that the clients felt the services were helpful and motivating; and the other county, which found that there was room for improvement, has taken steps to improve its job search services and offer availability of staff during non-traditional work hours based on client feedback.

One county surveyed staff about a provider fair the county organizes to introduce staff to the community partners and service providers. The results showed that the majority of staff found this form of consolidated networking highly valuable to them in their daily duties. The staff felt that they had a better understanding of what resources are available to their clients and a sense of connection to the providers of these resources.

Focus groups and surveys appear to be promising practices and are useful tools to ensure that the counties’ efforts are effective and appreciated by the clients. They are a staple of private industry and a good way to uncover necessary changes to make your product and or services more appealing to the target audience, in this case CalWORKs WTW clients.

12. Redesign of Program Components/Change of Business Model (Amador, Butte, El Dorado, Inyo, Kings, Los Angeles, Mariposa, Mendocino, Merced, Mono, Monterey, Napa, Nevada, Orange, Placer, Plumas, San Benito, San Diego, San Francisco, San Mateo, Santa Clara, Santa Cruz, Shasta, Siskiyou, Solano, Sonoma, Stanislaus, Trinity, Tulare, Tuolumne, Ventura)

Thirty-one counties reported strategies that involved a redesign of one or more program components (e.g., orientation, job club, etc.), or changing some aspects of how their county conducts business.

Seventeen counties reported on strategies to redesign one or more program components. Sixteen of these strategies appear to be promising practices. Ten counties reported on redesigning their orientation by doing some or all of the following: 1) producing new client handbooks, 2) modifying presentation materials and handouts to be more positive and strength-based, 3) offering more orientations, 4) producing new orientation videos, and 5) including presentations by various service providers. Four counties redesigned their job club services to be more user-friendly and appropriate for each client's needs, and in one case now give a presentation by Behavioral Health Services staff during job club. Two counties give some assessment tests earlier in the up-front process (e.g., aptitude tests, behavioral health screenings, etc.). One county reported that they have blended components of appraisal and assessment into their job club to offer a more seamless delivery of services to the clients.

Twenty counties reported on strategies to change some aspect of how they do business. Fifteen of these strategies appear to be promising practices. Three counties either split their integrated workers into separate employment and eligibility workers or reorganized their staff into only integrated workers handling both sides. This version of this strategy is completely dependent on which type of worker a county's WTW model works best with. Other examples of changing the way counties conduct business are having more emphasis on the "work first" message, increasing the role and responsibilities of service providers, moving the oversight of contracts to more appropriate county employees, creating days dedicated to only employment services (for integrated worker counties), and using community buildings in remote locations to conduct activities for remote clients.

One county reported on a potential best practice mentioned in number 1 (Voluntary Participation in Up-front Activities) above.

This strategy seems to be beneficial for increasing participation. However, the specific approach to this strategy varies according to each county's needs and may not be beneficial for every county.

13. Community Partnerships (Alpine, Contra Costa, Trinity, Nevada, Orange, San Benito, San Diego, San Mateo, Sierra, Stanislaus, Fresno)

Eleven counties reported on strategies for working with community partners to increase participation. Ten counties reported on potentially-promising practices. The types of strategies included working with the county department of adult

education, Behavioral Health Services Agency, job search service providers, WEX sites, other community service providers, and formation of committees that included many different local departments and agencies.

One county reported a lesson learned regarding an up-front Behavioral Health Services screening mentioned in number 1 (Voluntary Participation in Up-front Activities) above.

One county reported two potential best practices. The first is mentioned in number 2 (Development of Specialized Units/Case Workers) above. The other strategy involved forming a coalition, including the local Economic Development Corporation, Workforce Investment Board (WIB) and the county's Employment Development Department office to make employers within the county aware of a tax credit they can receive for hiring applicants/clients.* This has resulted in a 32 percent increase in job starts over the same time period the previous year. The county's Employment Resource center has seen a 291 percent increase in in-house job placements for the same time period.

These strategies seem to increase participation and offer more services to help clients fully participate and potentially achieve self-sufficiency. These strategies also seem to increase community awareness and help to leverage costs for needed services for clients.

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Sanction Reengagement Strategies

When a mandatory participant fails to comply with program requirements without good cause and refuses to enter into a compliance plan, the participant is sanctioned. The adult's portion of the cash aid is subtracted from the family's monthly cash aid payment and they are therefore not required to participate under state law in WTW activities. The sanction period does not count against the 60-month time limit. The sanctioned individual must then contact the county and enter into and complete a curing plan to again receive his or her portion of the family's monthly cash aid payment.

Prior to TANF Reauthorization, sanctioned cases were not included in the WPR calculation. TANF Reauthorization made any individual who is sanctioned more than three months within the preceding 12 months a work eligible individual whose case is included in the WPR. Counties have developed strategies to reengage sanctioned individuals, as part of their efforts to increase the WPR. There are many reasons individuals become sanctioned. Some are willfully noncompliant, while others have severe barriers to employment (e.g., mental health disorders, substance abuse, domestic abuse, learning disabilities, no work history, etc.) that make it more difficult to comply with program rules. Counties have developed the following strategies to help engage this "hard-to-serve" population.

Counties' sanction reengagement strategies are grouped into nine categories below. Counties presented strategies as stand-alone or included elements of some of these categories within one strategy. In some cases, counties presented multiple strategies that fall under the same strategy category.

- 1. Home Visits or Off-Site Meetings** (Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Del Norte, El Dorado, Glenn, Humboldt, Inyo, Kern, Kings, Lassen, Los Angeles, Madera, Mariposa, Merced, Mono, Napa, Nevada, Orange, Placer, Riverside, Sacramento, San Benito, San Bernardino, San Francisco, San Joaquin, San Luis Obispo, Santa Barbara, Santa Clara, Santa Cruz, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Ventura, Yolo, Yuba)

Forty-five counties reported on strategies to conduct home visits or off-site meetings for sanctioned individuals. This strategy type is beneficial for many reasons, including that the client is in a comfortable environment and may be more willing to share valuable information about barriers previously unidentified. This allows the case worker to provide the necessary services to move the client toward self-sufficiency; the case worker or community partner may be able to identify barriers the client has through observation in the client's home; and it can give the client a sense that they are valued by the county's efforts to personally inquire about their needs.

Thirty-one counties appear to have promising practices. One aspect of this strategy that varied among the counties is the timing of the home visit. The methodologies reported included home visits at the first sign of noncompliance, cases sanctioned fewer than 90 days, and cases sanctioned more than 90 days. Twelve counties

reported conducting home visits to both noncompliant and sanctioned cases. Another aspect that varied among the counties is how to schedule the home visit. Some counties did not announce the visit, gave a range of possible dates, or sent an announcement with a specific date and time. Counties reported the difficulty in finding the client at home during the scheduled visits; and in some areas, worker safety is a concern. Eight counties reported using Social Workers to conduct the home visit or going as a team with the case worker.

Eleven counties reported lessons learned from these strategies. Four of these counties have discontinued the use of home visits. Lessons learned included the following: Counties that used contracted service providers to perform home visits and outreach discontinuing the practice when the service provider did not meet the contract goals; counties that used contracted service providers not receiving accurate reports from the service provider; difficulty with clients going back into sanction status after curing; difficulty with clients refusing services and choosing to remain sanctioned; and difficulty locating clients at home when a scheduled date and time were established for a home visit.

Four counties reported potential best practices. These counties were able to reduce their sanctioned caseloads by an average of 43 percent. Three of these counties conduct noncompliance and sanction home visits.* One of the counties developed a sanction visit database to track results.* One of these counties noted that the letter announcing the home visit was often motivating enough for the client to make contact and agree to come into the office to sign a curing plan.

Home visits generally appear to be a promising practice for reengaging sanctioned clients. From the information that was provided, CDSS was able to discern that the counties that appear to be having success did have some common elements, not mentioned by the counties that did not have success, including: having designated staff who are personable conduct the visits; using a Social Worker to conduct the visits because of their level of training; not announcing the specific date and time of the visit; involving community service providers in the process; targeting cases that have not been sanctioned for a long period of time; tracking the results of visits in a database; visiting both noncompliant and sanctioned cases; and maintaining contact and outreach even after client has cured the sanction. More in-depth information and analysis of the counties that are, and are not having success would be needed to determine exactly what the differences are.

2. Intensive Outreach (Alpine, Amador, Butte, Calaveras, Colusa, El Dorado, Imperial, Inyo, Kern, Marin, Mendocino, Mono, Monterey, Nevada, Orange, Placer, Plumas, Riverside, San Benito, San Francisco, San Joaquin, San Luis Obispo, Santa Barbara, Santa Cruz, Shasta, Solano, Sonoma, Stanislaus, Sutter, Tehama, Tulare, Tuolumne, Yuba)

Thirty-three counties reported strategies for intensive outreach designed to encourage clients to cure their sanction and reengage in the WTW program. The

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types of outreach mentioned included phone calls, letters, flyers, and in some cases home visits. Usually this contact is attempted monthly, but may vary from county to county.

Twenty-three counties reported potential promising practices. The majority of these strategies used all of the standard types of outreach. One county sends a letter to inform sanctioned clients that their grant will be converted to vouchers for rent and utilities and not paid directly to them. This is otherwise known as vendor/voucher. When contact is made many clients inquire about curing their sanction.

Nine counties reported lessons learned while implementing this strategy type. Four of these counties have discontinued the strategies. Six of these strategies were mentioned in number 1 (Home Visits or Off-Site Meetings) above. Two of these counties cited the same issues as the six other counties in number 1. The other county attempted a cure letter that referred to Legislative budget proposals that could negatively affect the family grants, but found when these proposals were not included in the budget they were no longer a motivation for clients.

Two counties reported potential best practices. One of these counties was mentioned in number 1 (Home Visits or Off-Site Meetings) above. The other county refers long-time sanction cases to a dedicated worker who reaches out to these clients.* The county stated that they feel there is more consistency in reengaging these clients because of this approach. The county has seen a 60 percent reduction in their sanctioned caseload.

Intensive outreach appears to be a positive and effective method for reengaging sanctioned clients. It appears that it is most effective when a variety of contact methods are used.

3. Specialized Unit/Caseworkers (Butte, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Kern, Kings, Lake, Mendocino, Monterey, Napa, Orange, Plumas, Sacramento, San Benito, San Francisco, San Mateo, Santa Barbara, Shasta, Sonoma, Stanislaus, Sutter, Tehama, Tulare, Tuolumne, Yolo, Yuba)

Twenty-eight counties reported on strategies to dedicate workers or units to reengaging sanctioned clients.

Fourteen counties implemented strategies for dedicated sanction case workers and were all very similar. Nine of these appear to be promising practices. One county mentioned that its sanction worker gives priority to the cases that have been sanctioned for the shorter length of time first, as they are often easier to reengage. The sanction workers conduct intensive outreach, including home visits.

Two of the counties reported strategies that appear to be lessons learned. One was included in number 1 (Home Visits or Off-Site Meetings) above. The other county

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reported that too often the cases returned to sanction after curing, negating the efforts of the sanction worker.

Two of the counties reported potential best practices. One was included in number 1 (Home Visits or Off-Site Meetings) above. The other was included in number 2 (Intensive Outreach) above.

Seventeen counties reported on strategies to dedicate whole units, or teams, to work with sanctioned clients. Fourteen counties appear to have promising practices. The majority of the units work with partners such as Behavioral Health Services, Social Workers, and parent mentors to assist with reengaging clients.

Three of the fourteen counties mentioned in the previous paragraph also cited lessons learned. The lessons learned included clients going back into sanction status, clients refusing services, and difficulty getting clients to meetings and activities to cure the sanction.

This strategy appears to help to reengage sanctioned clients. In order to implement this strategy, counties must have the staff to dedicate to this function; and, as pointed out by one county, the personality of the dedicated staff must suit the task.

4. Discuss WTW at Annual Redetermination/Reapplication (Humboldt, Mariposa, Mendocino, Modoc, Mono, Placer, Santa Cruz, Shasta, Siskiyou, Yolo)

Ten counties reported on strategies to include a discussion about reengaging in WTW at the client's annual redetermination (RD) appointment and/or at the intake appointment for reapplications.

Eight counties appear to have promising practices. In five of these counties, the WTW case worker is scheduled to speak with the client at the RD appointment and/or the reapplication intake meeting. The WTW worker goes over the benefits of reengaging in the program and encourages the applicant/client to sign a curing plan. In three of the counties, the eligibility worker discusses WTW and the benefits of curing the sanction. If the client agrees to cure, the eligibility worker makes a referral to the WTW case worker. The other strategy involves a county Social Worker meeting with the client at the RD appointment and then referring to the WTW case worker with the information about services needed to reengage.

One county reported a lesson learned. The eligibility worker would encourage the client/applicant to cure his or her sanction at RD appointment and reapplication. The county stated that there was very little positive response from clients/applicants. The county cited recent staff turnover as a potential reason for the results and that increased training of new eligibility staff may help this strategy to be more effective.

One county reported a potential best practice. The county has both the eligibility and WTW case workers meet with the client at the end of the RD appointment to

discuss the benefits of curing.* The county has seen a 50 percent reduction in the sanction rate, and stated that almost all clients at RD meetings have been willing to cure the sanction.

This is a strategy that is relatively easy to implement, but may require WTW training for eligibility case workers who will be providing clients with WTW information to encourage them to cure their sanction. Since clients are required to attend the RD appointment, WTW case workers will be able to make contact even if home visits have not been effective for a particular client.

5. Supplemental Security Income (SSI) Advocacy (Fresno, Plumas)

Two counties reported on strategies to help with SSI applications for those clients who may be sanctioned in the CalWORKs WTW program due to failure to participate, but where a disability prevents participation, and receipt of documentation for an exemption is delayed. One strategy appears to be a promising practice. The strategy involves a specialized sanction worker who, upon finding that the sanctioned individual has a disability, offers assistance with the SSI application process.

6. Sanction Workshop/Orientation (Contra Costa, Humboldt, Kern, Madera, San Bernardino, Santa Cruz, Sonoma, Yolo)

Eight counties reported on strategies for conducting orientations, workshops, and/or clinics designed to bring clients in and provide them with necessary information, encouragement, and resources to cure their sanctions.

Seven counties reported on potential promising practices. One county offers workshops weekly and on Saturdays. Another county offers clinics twice a month; but usually these events are monthly. Clients are sent invitations via mail. One geographically large county conducts the clinics in different sites throughout the county to make it easier for remote clients to make one of the events. Another geographically large county holds the events at a neutral (non-social services) site that is close to the invited families, and provides child care. This county also invites Behavioral Health Services staff, other community partners, and local employers to the events. All of these counties seem to have high curing rates amongst the invitees that attend the events.

Two counties reported lessons learned. One of these counties has discontinued the strategy. Both counties reported that they had difficulty getting clients to attend the events, with one of the counties reporting a 12 percent show rate. One county also noted a recurring problem with clients returning to sanction status after they have cured their sanction.

This strategy type can be effective, but it appears that the effectiveness is based largely on location, marketing the event, and available resources.

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7. Mentors (Inyo, Kern, San Diego)

Three counties reported on strategies to use successful clients to help mentor sanctioned clients to assist them with engaging and remaining engaged in the WTW program. All three strategies appear to be promising practices. One of the counties hires a successful former participant on a year-to-year contract; a larger county hires many senior mentors; and the third county uses current clients to help the sanctioned clients.

This strategy may be an effective model to use for the “hardest-to-serve” population since the mentors have had similar experiences. One county stated that it is very important to find the “right” person for the job if the strategy is to be successful.

8. Incentives (San Bernardino, San Francisco, Yolo)

Three counties reported on strategies to offer incentives for curing sanctions. All three strategies appear to be promising practices. The incentives come in the form of hard goods or gift cards to local retailers. All three counties give gift cards for successfully completing a curing plan and reengaging in the WTW program. One of the counties also gives gift cards for attending a sanction curing event.

9. Change of Business Model (Colusa, Sierra, Tulare)

Three counties reported on strategies to change some aspect of how the county does business to help with efforts to encourage clients to cure their sanctions. Two of the counties appear to have promising practices. The two counties implemented collaborative meetings to discuss sanctioned and noncompliant cases. One of these counties includes WIA, Behavioral Health Services, and Workforce Academy staff in case management meetings. They formulate a nurturing strategy to reengage sanctioned clients, which appears to be effective with young mothers. The other county developed unit meetings for WTW case workers to discuss their sanctioned cases and get advice from their peers on how to reengage sanctioned clients.

One county is about to become a Linkages county. Linkages is the CalWORKs/Child Welfare Partnership Project which was launched in November 2000 in California to develop a coordinated services approach between Child Welfare Services and CalWORKs services to better serve families and improve outcomes. The Linkages program has proven to be successful in other counties; and since many of the shared child welfare/CalWORKs cases are in sanction status, more of these cases may become engaged.

Safety Net Engagement Strategies

The Safety Net program in California provides CalWORKs cash aid to families of adults who have exceeded their federally-allowable 60 months of CalWORKs cash aid eligibility. In Safety Net families only the children are eligible for cash aid. Children who remain eligible are still aided, until they turn 18 years old. Safety Net cases are not required to participate in WTW activities, but they are still eligible for the Food Stamp Program, the Medi-Cal Program, and if they are employed, child care for up to 24 months. At the county's option, counties can also provide WTW services to the adult in the Safety Net case, including supportive services. As with sanctioned cases, Safety Net cases are considered "work eligible" and are now included in the federal WPR calculation.

Eighteen counties submitted information on strategies they have developed to encourage the adults in Safety Net cases to voluntarily engage in the CalWORKs WTW program. Other counties may have Safety Net engagement strategies but did not include them in their reports. Also, more counties may be considering implementing strategies to engage this population due to the new federal definition of "work eligible", which includes Safety Net cases.

The following summary of the strategies counties' identified have been grouped into categories with other similar strategies. Counties presented strategies as stand-alone or included elements of two or more of these categories within one strategy. In some cases counties presented multiple strategies that fall under the same strategy category.

1. Outreach/Marketing to Encourage Voluntary Participation (Colusa, Glenn, Imperial, Lake, Los Angeles, Modoc, Mono, Riverside, Sacramento, San Bernardino, Santa Clara, Trinity, Tuolumne, Yuba)

Fourteen counties reported on strategies to conduct outreach and/or marketing to Safety Net cases to encourage the former recipients to voluntarily participate.

Six counties may have promising practices. Two of these six counties assigned cases back to case workers to conduct outreach and offer available services to Safety Net clients in their county. Two counties began sending letters to encourage the Safety Net clients to volunteer to participate in activities the county makes available to Safety Net clients. One county opened on-the-job training slots for Safety Net clients, which resulted in employment for some Safety Net cases. One county holds an open-house event for Safety Net clients with potential employers. The last strategy of this group involves meeting with clients who are about to time out to make sure the clients are aware of the services available to Safety Net clients.

Three counties reported lessons learned. Two of these counties reported that the strategies were discontinued. One county sent a letter informing clients of budget proposals that may affect their grant; but the proposals were not implemented. One county's strategy involved a community partner to help monitor and encourage

participation; but the results were not satisfactory. The other county in this group had a Social Worker conduct home visits to Safety Net clients to explain available services; but it did not prove useful.

2. Administrative Review of Safety Net Caseload to Ensure Delivery of Service (Colusa, Mono, Santa Clara)

Three counties reported on strategies to review the status of Safety Net cases to ensure that they are receiving any supportive services the counties can provide and to capture information on any activities they may be participating in. One of these counties also reviews cases at months 48 and 54 to begin intensive case management, done by a specialized case worker, and inform the client of what resources are available to the client after they have timed-out. One county reported a lesson learned mentioned in number 1 (Outreach/Marketing to Encourage Voluntary Participation) above.

3. Home Visits (Colusa, Lake, Tuolumne, Yuba)

Four counties reported on strategies that involved home visits to Safety Net clients. Two appear to be promising practices. One is a lesson learned. The results for all four were mentioned in number 1 (Outreach/Marketing to Encourage Voluntary Participation) above.

4. SSI Advocacy (Sonoma)

One county reported on a strategy to help clients that are timed out and may have a disability that may qualify them for SSI. The county developed a position that is funded by WIA and CalWORKs to provide this service. To date the county advocate had one successful placement in SSI, nine applications pending, and 20 more clients entering the SSI application process.

5. Incentives (San Bernardino, San Francisco, Santa Clara, Trinity)

Four counties reported on strategies to give incentives for meeting certain goals. Two strategies appear to be promising practices. One strategy awards Safety Net clients with a gift card for meeting full participation requirements through employment. The other gives a gift card if the client attends job search and gains employment.

One county has a lesson learned mentioned in number 1 (Outreach/Marketing to Encourage Voluntary Participation) above.

6. Specialized Unit/Workgroup (San Francisco, Santa Barbara, Santa Clara)

Three counties reported on strategies to have a unit or workgroup develop ways to serve Safety Net clients. One county created a unit to serve partially-employed Safety Net cases first and later all Safety Net cases. One county formed a workgroup to develop methods to serve Safety Net clients, starting with reviewing how other counties serve this population. The last county was mentioned in number

2 (Administrative Review of Safety Net Caseload to Ensure Delivery of Service) above.

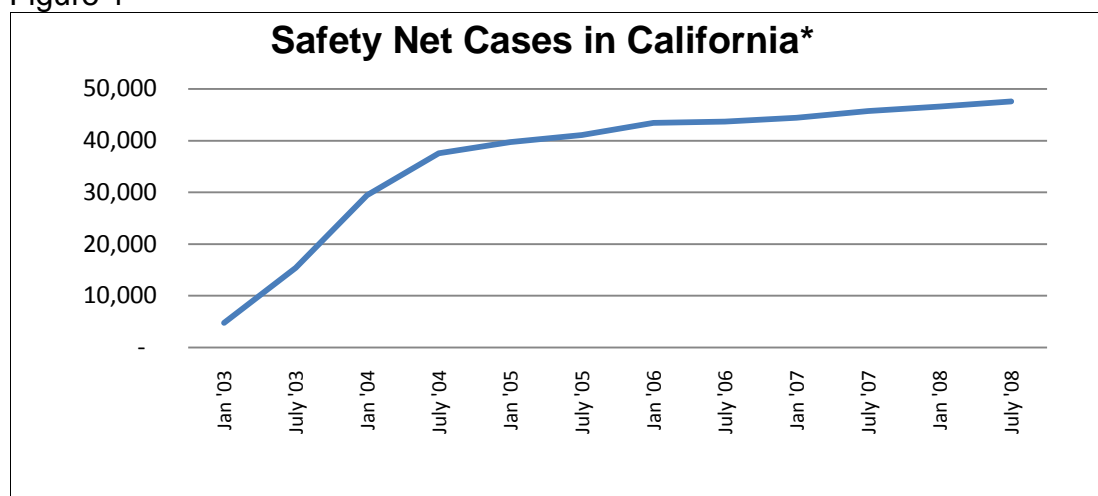
7. Referrals to WIA (Mono, Yolo)

Two counties reported on strategies to refer Safety Net clients to WIA for services. Both of these strategies were too recently implemented to currently provide results.

Characteristics of Safety Net Families

The following section includes administrative data about the characteristics of the CalWORKs Safety Net population. The Safety Net Program in California provides CalWORKs cash aid to families of adults who have exceeded the 60 months of CalWORKs cash aid eligibility. In Safety Net families only the children are eligible for cash aid. The Safety Net caseload increased from 5,340 cases in January 2003 (the first month CalWORKs adults could have reached the program's 60-month time limit), to 47,554 cases in July 2008 (see Figure 1).

Figure 1



*Source: CalWORKs Cash Grant Caseload Movement Report (CA 237 CW) January 2003 through January 2007

Table 1 compares the Safety Net caseload with the overall CalWORKs caseload. Statewide Safety Net cases account for approximately ten percent of all CalWORKs cases. Individual counties' percentage of Safety Net cases ranges from approximately two percent (Sonoma) to approximately 17 percent (Sacramento) (see Table 1). In counties with higher caseloads (2,000 or more CalWORKs cases), Safety Net cases are approximately ten percent of the total CalWORKs caseload. In smaller counties (fewer than 2,000 CalWORKs cases with at least one Safety Net case), Safety Net cases are approximately seven percent of the total CalWORKs caseload. Other factors that may contribute to a county's having a larger share of the Safety Net caseload are unemployment rates and labor market conditions, the number of Non-English-speaking clients, county exemption policies, and higher concentrations of welfare dependent populations and refugees.

Table 1

CalWORKs Mandatory Participant and Safety Net Population Comparison*									
Case Type	CalWORKs Safety Net Cases March 2008			(D)	All Other CalWORKs Cases March 2008				
Case Classification	(A) One Parent	(B) Two Parent	(C) Total Safety Net Cases	Percentage Safety Net Cases in Total Caseload	(E) All Other Families	(F) Two Parent	(G) Zero Parent	(H) TANF Timed-Out	(I) Total Non-Safety Net Cases
Statewide	43,472	3,675	47,147	9.9%	192,688	35,786	171,869	28,216	428,559
Alameda	2,267	267	2,534	13.8%	8,294	1,225	5,220	1,097	15,836
Alpine	0	0	0	0.0%	2	1	3	0	6
Amador	10	0	10	3.4%	144	35	88	18	285
Butte	288	19	307	8.5%	1,483	342	1,222	240	3,287
Calaveras	15	1	16	3.7%	239	34	116	32	421
Colusa	6	0	6	3.2%	86	12	74	12	184
Contra Costa	750	41	791	8.5%	4,235	518	3,139	574	8,466
Del Norte	82	6	88	11.2%	300	127	218	55	700
El Dorado	54	2	56	5.7%	459	105	327	40	931
Fresno	2,318	171	2,489	9.6%	10,365	2,921	8,635	1,560	23,481
Glenn	32	1	33	7.0%	181	53	180	25	439
Humboldt	94	6	100	5.8%	736	168	613	112	1,629
Imperial	346	18	364	8.8%	2,218	472	972	134	3,796
Inyo	7	1	8	5.2%	79	12	49	5	145
Kern	1,155	42	1,197	6.7%	6,856	1,243	7,127	1,324	16,550
Kings	259	9	268	10.0%	1,140	220	965	85	2,410
Lake	68	5	73	6.1%	475	140	383	124	1,122
Lassen	38	5	43	9.2%	216	63	117	27	423
Los Angeles	15,843	1,046	16,889	12.0%	53,428	7,378	55,100	8,327	124,233
Madera	254	20	274	9.6%	888	172	1,342	182	2,584
Marin	52	1	53	5.6%	368	69	393	62	892
Mariposa	7	0	7	3.7%	93	24	59	8	184
Mendocino	64	3	67	5.0%	662	126	412	73	1,273
Merced	710	52	762	10.1%	2,916	871	2,504	487	6,778
Modoc	9	1	10	5.8%	58	30	67	8	163
Mono	1	0	1	2.4%	18	3	19	0	40
Monterey	186	6	192	3.7%	1,711	273	2,801	246	5,031
Napa	19	1	20	3.4%	256	27	264	15	562
Nevada	26	0	26	4.3%	293	79	162	43	577
Orange	812	222	1,034	6.4%	5,614	941	7,960	546	15,061
Placer	94	14	108	6.8%	750	187	486	47	1,470
Plumas	7	1	8	5.1%	76	18	46	9	149

CalWORKs Mandatory Participant and Safety Net Population Comparison*

Case Type	CalWORKs Safety Net Cases March 2008			(D)	All Other CalWORKs Cases March 2008				
Case Classification	(A) One Parent	(B) Two Parent	(C) Total Safety Net Cases	Percentage Safety Net Cases in Total Caseload	(E) All Other Families	(F) Two Parent	(G) Zero Parent	(H) TANF Timed-Out	(I) Total Non-Safety Net Cases
Statewide	43,472	3,675	47,147	9.9%	192,688	35,786	171,869	28,216	428,559
Riverside	1,602	29	1,631	7.1%	10,203	1,495	8,450	1,175	21,323
Sacramento	4,388	707	5,095	16.9%	12,040	3,854	7,614	1,544	25,052
San Benito	54	1	55	7.8%	296	69	249	33	647
San Bernardino	3,163	109	3,272	9.2%	14,732	2,553	11,808	3,292	32,385
San Diego	1,371	258	1,629	6.6%	10,282	1,601	9,307	1,689	22,879
San Francisco	486	69	555	12.3%	2,102	271	1,193	395	3,961
San Joaquin	1,306	65	1,371	9.1%	6,874	1,527	4,896	438	13,735
San Luis Obispo	50	1	51	2.8%	869	134	646	90	1,739
San Mateo	95	2	97	4.5%	834	67	1,058	101	2,060
Santa Barbara	213	5	218	4.9%	1,600	231	2,168	248	4,247
Santa Clara	1,015	202	1,217	8.6%	5,847	1,180	5,230	677	12,934
Santa Cruz	109	1	110	4.8%	1,020	124	908	139	2,191
Shasta	144	6	150	5.0%	1,377	334	963	185	2,859
Sierra	1	0	1	5.6%	9	2	6	0	17
Siskiyou	69	4	73	9.1%	361	108	189	74	732
Solano	603	27	630	10.8%	2,823	445	1,730	201	5,199
Sonoma	67	3	70	2.3%	1,471	136	1,255	170	3,032
Stanislaus	792	37	829	8.1%	4,267	1,156	3,325	657	9,405
Sutter	114	12	126	8.7%	616	171	469	64	1,320
Tehama	76	5	81	6.7%	545	131	434	19	1,129
Trinity	20	2	22	10.9%	71	32	67	10	180
Tulare	1,167	121	1,288	9.9%	4,861	1,388	4,712	773	11,734
Tuolumne	22	0	22	4.1%	241	62	152	55	510
Ventura	245	8	253	3.6%	3,089	389	2,795	507	6,780
Yolo	190	21	211	10.4%	871	254	629	73	1,827
Yuba	237	19	256	14.0%	748	183	553	90	1,574

*Source: CA 237 CW, March 2008 (Column A - Safety Net Cases: Medi-Cal aid code 3A; Column B - Safety Net Cases: Medi-Cal aid code 3C; Column C - Safety Net Cases: sum of columns A and B; Column E - All Other Families: Medi-Cal Aid Codes 30, 3E, 3L, and 3P; Column F - Two-Parent Families: Medi-Cal Aid Codes 35, 3M, and 3U; Column G - Zero Parent Families: Medi-Cal Aid Codes 33, 3G, 3H, and 3R; Column H - TANF Timed-Out Cases: Medi-Cal Aid Codes 32 and 3W; Column I - All Other CalWORKs Cases: sum of columns E, F, G, and H)

Table 2 compares the grant amount and assistance unit (AU) characteristics of Safety Net cases with all CalWORKs cases. On average the benefit grant for a Safety Net AU is \$91 less than all CalWORKs cases. When compared to “all other families” cases the reduction in grant amount is \$118 and when compared to “two-parent” cases the grant is \$191 less. A reduction in the CalWORKs grant increases the Food Stamps amount the family receives by approximately one dollar in Food Stamps for every three grant dollars lost (or other cash income), which is not enough to overcome a net loss in benefits.

Safety Net cases, on average have more children. The average number of children in Safety Net cases is 2.5 while all CalWORKs cases average 2 children. Children in Safety Net cases tend to be older than their counterparts in the over-all CalWORKs caseload. Safety Net cases had fewer cases with at least one child aged six years or younger, 36.4 percent compared to 53.1 percent of all CalWORKs cases. Since the families have been on aid for at least five years, the children in Safety Net families are on average older than the children in all CalWORKs cases. The same is true for the age of the oldest parent.

Table 2

Comparison of Case Grant Amounts and Assistance Unit Members*					
Characteristic	All CalWORKs Cases	Safety Net Cases	All Other Families Cases	Two Parent Cases	Child Only
Number of Cases	471,930	40,952	223,067	35,742	172,169
Average Benefit/Grant	\$520	\$429	\$547	\$620	\$486
Average AU Size	2.4	2.3	2.7	3.9	1.9
Average Number of Children	2.0	2.5	1.9	2.3	7.4
Average Age of Youngest Child	6.2	7.7	5.4	4.0	4.0
Average Age of Oldest Child	9.7	12.8	8.5	7.9	11.0
Average Age of Oldest Parent	36.1	37.2	32.3	34.4	41.3
Percent with Children Under 1 Year Old	11.7%	8.9%	13.0%	25.2%	7.9%
Percent with Children Under 6 Years Old	53.1%	36.4%	59.9%	71.9%	44.4%

*Source: Q5 FFY 2007 Data

Table 3 compares the employment information and education level characteristics of Safety Net cases with all CalWORKs cases. The percentage of Safety Net cases with monthly employment is slightly higher than all CalWORKs cases and “all other families”

cases, but lower than two-parent cases. This trend holds true for the amount of monthly earnings as well.

Safety Net cases are similar in education level to that of all other families and slightly lower than two-parent families. They are significantly higher in number of cases with a high school diploma or equivalent when compared to the overall CalWORKs caseload, 50.2% and 41.6%, respectively.

Table 3

Comparison of Case Employment and Education Information*					
Characteristic	All Cases	Safety Net Cases	All Other Families Cases	Two Parent Cases	Child Only
Percent with Monthly Earnings	23.1%	29.0%	26.7%	47.7%	12.0%
Average Earnings of Cases with Monthly Earnings	\$950	\$1,031	\$904	\$1,215	\$819
Percent of Cases with High School Diploma or Equivalent**	41.6%	50.2%	53.6%	50.29%	20.38%

*Source: Q5 FFY 2007 Data

**Educational status of individual who is head-of-household

Table 4 shows the percentage of cases, for both the Safety Net cases and WTW cases that the timed-out parents (Safety Net cases) and the enrollees (WTW cases) by primary language. The primary language spoken at home in Safety Net cases is consistent with WTW cases with a few exceptions (see table 4). There are slightly fewer English- and Spanish-speaking Safety Net cases. There seem to be higher percentages of Vietnamese, Hmong, Armenian, Cantonese, and Cambodian speakers in the Safety Net caseload compared to the WTW caseload. The percentages of remaining languages spoken are similar in both categories.

Table 4

Comparison of Primary Language of Safety Net Cases and CalWORKs Cases*		
Primary Language**	Percentage Safety Net	Percentage Total CalWORKs
English	78.0%	69.0%
Spanish	9.5%	25.2%
Vietnamese	4.3%	1.3%
Hmong	1.8%	0.8%
Armenian	1.7%	0.7%
Cantonese	1.2%	0.5%
Cambodian	1.0%	0.6%
Russian	0.6%	0.4%
Other Non-English	0.4%	0.5%

Comparison of Primary Language of Safety Net Cases and CalWORKs Cases*		
Primary Language**	Percentage Safety Net	Percentage Total CalWORKs
Lao	0.4%	0.2%
Arabic	0.3%	0.1%
Farsi	0.3%	0.2%
Mein	0.2%	0.1%
Mandarin	0.1%	0.1%
Tagalog	0.0%	0.1%
Korean	0.0%	0.1%

* Source: Annual Recipient Report on CalWORKs, Foster Care (FC), Social Services, Nonassistance Food Stamps (NAFS), Welfare to Work (WTW), Refugee Cash Assistance (RCA), and the Cash Assistance Program for Immigrants (CAPI) Ethnic Origin and Primary Language (ABCD 350) from July 2007. The ABCD 350 report for July 2008 was not available at the time of this report.

**Less than 0.1% for Safety Net and WTW caseload: Other Chinese Languages, Samoan, Thai, Portuguese, Ilocano, American Sign Language, Japanese, Hebrew, Other Sign Language, Turkish, French, Polish, and Italian.

Table 5 shows the percentage of cases, for both the Safety Net cases and WTW cases that the timed-out parents (Safety Net cases) and the enrollees (WTW cases) by ethnic origin. The Safety Net caseload is predominantly Black and Hispanic. However, there is a higher percentage of Hispanics and Whites (Caucasians) in the WTW caseload when compared to the Safety Net caseload. There is a higher percentage of Black, Vietnamese, Chinese, Cambodian, and Laotian individuals in the Safety Net caseload when compared to the overall WTW caseload.

Table 5

Comparison of Ethnic Origin of Safety Net Cases and CalWORKs Cases*		
Ethnic Origin	Percentage Safety Net	Percentage Total CalWORKs
Black	36.1%	19.9%
Hispanic	33.3%	50.0%
White	18.4%	22.8%
Vietnamese	4.9%	1.6%
Chinese	2.1%	0.9%
Cambodian	1.3%	0.9%
Other Asian or Pacific Islander	1.3%	1.0%
Laotian	1.2%	0.7%
American Indian or Alaska Native	0.5%	0.7%
Filipino	0.4%	0.7%
Samoan	0.3%	0.3%
Asian Indian	0.2%	0.2%
Korean	0.1%	0.1%
Hawaiian	0.1%	0.1%

Comparison of Ethnic Origin of Safety Net Cases and CalWORKs Cases*		
Ethnic Origin	Percentage Safety Net	Percentage Total CalWORKs
Guamanian	0.0%	0.0%
Japanese	0.0%	0.1%

*Source: ABCD 350 July 2007

Conclusion

In order to obtain the information regarding the implementation and results of AB 1808 strategies for increasing up-front participation, reengaging sanctioned individuals, and engaging Safety Net families mandated by SB 84, CDSS worked in collaboration with CWDA to develop and release two county surveys. The first survey was to collect initial information about the strategies each county wanted to report on in order to complete the written update released to the Legislature on July 18, 2008. The second survey was to gather up-to-date information and more detailed results on these strategies, and any other strategies counties wanted to include in the final report to the Legislature. The surveys conducted were received from the counties on January 15, 2008 and on June 1, 2008, respectively. CDSS compiled the information presented in this report from the completed surveys. The information on the characteristics of Safety Net families was compiled from administrative data sources.

The reported results indicate that counties are seeing moderate increases in engagement and participation from the implementation of up-front engagement strategies. While the increased focus on engaging clients more fully and quickly can result in an individual's meeting the requirements for full participation, it is unknown whether clients will sustain the participation level they achieve in their up-front activities. Therefore, it is difficult to state with certainty what the impact will be on the state's WPR. County responses indicate they have enhanced the services and support given to clients and applicants when they enter the CalWORKs WTW program.

The results of the sanction reengagement strategies are somewhat mixed. Counties report a reduction in their sanctioned caseload from as high as 50 percent to only a few percent or no reduction at all. Therefore, the impact to WPR is difficult to estimate at this time. It seems consistent across counties that sanctioned individuals who accept the invitation to discuss curing their sanction often reengage. The difficulty appears to be finding the majority of sanctioned individuals at home or getting them to voluntarily attend meetings or events to discuss curing their sanctions. Despite this difficulty, counties report at least some success with reengaging sanctioned individuals. It appears that long-term sustained engagement is still difficult to achieve with the sanctioned population and there is some return to sanction with this population. As these strategies continue to evolve, in conjunction with up-front engagement strategies there may be an overall reduction in the statewide sanction rate and a potential increase in WPR.

An effective reengagement strategy that resulted in one reported potential best practice is speaking with clients about curing the sanction at the annual redetermination (RD) meeting all clients are required to attend. The county that reported the potential best practice has both the eligibility and WTW case workers meet with the client at the end of the RD appointment to discuss the benefits of curing. The county has seen a 50 percent reduction in the sanction rate, and stated that almost all clients at RD meetings

have been willing to cure the sanction. Similar results were found by the counties that implemented this strategy.

Home visits generally appear to be a promising practice for reengaging sanctioned clients. Counties reporting success had some common elements, including: having designated staff who are personable conduct the visits, using a Social Worker to conduct the visits because of their level of training, not announcing the specific date and time of the visit, involving community service providers in the process, targeting cases that have not been sanctioned for a long period of time, tracking the results of visits in a database, visiting both noncompliant and sanctioned cases, and maintaining contact and outreach even after the client has cured the sanction. More in-depth information and analysis of the counties that are, and are not having success would be needed to determine exactly what the differences are.

The strategies to engage the timed-out individuals in Safety Net cases have resulted in a slight increase in voluntary participation. Many of the strategies reported are recently implemented and without reportable results.

The Safety Net Program accounts for approximately ten percent of the CalWORKs caseload. The Safety Net caseload grew very quickly during the first two years that cases could exceed their 60-month clocks after the implementation of CalWORKs, but appears to have slowed since this time. The characteristics of Safety Net cases are generally similar to that of the overall CalWORKs caseload, with a few exceptions. Adults in Safety Net cases are on average older, as well as the children. Fifty percent of the adults in Safety Net cases listed as head of household have a high school diploma or the equivalent. Twenty-nine percent of Safety Net cases have some monthly employment and earn on average \$81 more per month than the overall CalWORKs caseload. There are less English and Spanish speaking individuals in the Safety Net caseload. However, there are significantly more Vietnamese, Hmong, Cantonese, and Cambodian speakers in the Safety Net caseload when compared to the overall CalWORKs caseload. There is a higher percentage of Black, Vietnamese, Chinese, Cambodian, and Laotian individuals in the Safety Net caseload when compared to the overall CalWORKs caseload.

Overall the efforts being made by counties to increase the engagement of CalWORKs clients may result in higher WPRs in the coming years. Counties will continue to develop and implement the strategies discussed in this report, as well as new strategies, to increase client participation.

CDSS will continue its efforts to increase the federal WPR. In September 2008 CDSS held a California Counties Technical Assistance (TA) Academy in partnership with the U.S. Administration for Children and Families, Office of Family Assistance. The goal of the TA Academy was to identify promising practices and to work with the counties to test promising strategies. To achieve this goal the TA brought together a cross-section of nationally-recognized experts, along with federal, state and local representatives in four major focus areas including bridging activities, employer/community outreach and

job development, sanction reengagement, and innovative services and incentives. Counties were invited to participate in the TA Academy with the understanding that up to eight would be chosen to develop and implement specific strategies as pilot counties. A total of 18 counties participated in the TA Academy. CDSS worked with CWDA to select the eight pilot counties and 10 additional counties to attend the TA Academy. The selected pilot counties reflected various CalWORKs population sizes, geographic locations and diverse communities and covered over 50 percent of the state's caseload. The eight pilot counties that are being supported in ongoing projects are Alameda, Kern, Los Angeles, Merced, San Bernardino, San Diego, Solano, and Tehama.

CDSS also held its 18th Annual CalWORKs Partnerships Summit in December of 2008. The theme of the 2008 CalWORKs Partnerships Summit was "CalWORKs Transformation—Getting California to Work." CDSS representatives made presentations at several of the summit sessions regarding information on policy changes and effective strategies to improve the CalWORKs program's effectiveness in meeting federal work participation goals and assisting clients in achieving self-sufficiency.

CDSS has also established a County Peer Review (CPR) process to provide technical assistance to counties, and to identify best or promising practices. To help develop the process CDSS formed a workgroup which includes representation from CWDA and several counties. Each CPR involves a team of county peer reviewers and CDSS staff visiting a site county to observe the site county's WTW program through a series of activities. To date four pilot CPRs have been conducted. The pilot CPRs have been well received and proven to be useful for the site counties, as well as CDSS and peer county reviewers.

In addition, CDSS is in the final stages of developing a website to share best and promising practices, as well as lessons learned statewide, to assist counties with their efforts to increase WPR. Any submission to the website will undergo a standardized review process. CDSS will also continue to increase communication between and among the state and counties to share strategies to better serve clients and encourage their participation in the CalWORKs program. Together these efforts provide excellent opportunities to increase participation in the future.

Appendix A: Up-Front Engagement Strategies

The information is presented county by county in alphabetical order. Each county has at least one strategy for up-front engagement included. Some counties have data showing results.

Alameda

Strategy: Employment Intake Unit – The county is in the process of establishing a unit, which will link all components of early engagement and be comprised of case managers, job club facilitators, and assessment staff. The unit will be responsible for monitoring client participation, referring clients to other appropriate services, authorizing supportive services payments, initiating the noncompliance process, and maintaining cases until the WTW Plan is completed at the end of the universal engagement period. Upon completion of the WTW Plan, the cases will be assigned to an ongoing employment case worker for continuing case management and monitoring of participation in the WTW program. The county is designing and will run reports reflecting both the effectiveness and efficiency of the engagement efforts. The county has not been able to implement this strategy due to protracted discussions with their labor organizations. The county must reach a new agreement with their labor union before they can proceed with implementation since the strategy requires increased staffing levels to adequately support the activities while at the same time keeping caseloads manageable.

Results: Information on results was not available at the time of the survey.

Strategy: Enhancement of Up-Front Strategies – In addition to the strategy mentioned above (“Employment Intake Unit”) to assist with early engagement activities, the county plans to expand and enhance up-front activities by offering incentives, increasing the frequency with which activities are offered, investing in a new work readiness/life skills curriculum and assessment tools, and providing comprehensive staff training in the areas of identifying barriers, how to work with the “hard to serve”, how to most effectively use CalWIN (the county’s case tracking system), and motivational skills. Implementation of these enhancements is delayed due to labor discussions.

Results: Information on results was not available at the time of the survey.

Alpine

Strategy: Accelerated Orientation – The county now offers a voluntary WTW orientation to all new non-emergency applicants for TANF aid within one week of their application date. The county implemented the strategy on July 1, 2007. They trained office support staff on how to advise the client of the option to schedule the interview immediately.

Results: The county reports that all applicants have been cooperative about having the WTW orientation within one week. There have been no complaints or refusals from applicants. However, some appointments have needed to be rescheduled. The county would recommend this strategy to other counties, as they feel it streamlines the process and allows the worker to access the family situation at the most critical time up front. Since implementation the county has had no up-front sanctions. Also since implementing, one individual applied for aid with a sanction in place and chose to cure the sanction. The county's sanction rate remains at zero percent.

Strategy: Drug and Alcohol Screening – The county implemented a strategy to offer a voluntary drug and alcohol screening at the time of the eligibility interview in conjunction with the accelerated orientation. The strategy was also implemented on July 1, 2007. The county reported that Behavioral Health Services was very cooperative in adjusting schedules to meet the needs of the WTW program.

Results: The county reports that most applicants agreed to the screening, but many did not follow through with the actual appointment. This resulted in lost time and travel expenses for the Behavioral Health Services staff. Behavioral Health Services has also had difficulty retaining staff in their Drug and Alcohol Department, making it difficult for the county to apply this strategy. The county stated that it is difficult to measure effectiveness, but they believe that the impact to WPR is minimal.

Amador

Strategy: Increased Tracking of Attendance and Verification of Participation – The county developed this strategy to increase awareness and accuracy of recording client progress. The county developed daily sign-in sheets, daily hourly verification sheets, and monthly and bi-monthly progress reports. The costs associated with this strategy include mailing verification sheets to clients and staff time needed to review and document client information.

Results: The county has noticed that the various WTW activities clients are engaged in now appear to have more consistency and alignment to the records of hours, attendance, and progress. Also since clients are required to provide this information from the time they enroll in the WTW program, it helps them up front to be more aware of and responsible for their participation in activities. The county reported that it will have difficulty quantifying this strategy until E2lite (CDSS' recently-implemented data reporting system, which results in a county WPR) is operational to compare current WPR to prior WPRs. (E2Lite is now reporting WPR for all counties.)

Butte

Strategy: Up-Front Job Search Services (JSS)/Supervised Job Search and Three-Week Job Skills Workshop – Each job-ready CalWORKs applicant receives a voluntary "meet and greet" from a specialized Employment and Eligibility Specialist (EES) at the conclusion of the applicant's intake appointment to encourage him or her to

voluntarily attend a group CalWORKs WTW orientation the Monday following the intake appointment. The applicant is also encouraged to test the labor market in a voluntary supervised job search for one to two weeks prior to attending a three-week Job Skills Workshop, which is voluntary for those who are still awaiting eligibility determination. Those applicants who volunteer to participate in the up-front JSS activity, as well as recipients who are required to participate, are assigned to an EES (Bridge Worker) who manages their case through the activity by helping to mitigate barriers to participation and providing necessary supportive services. The Bridge Worker partners with the applicant or client to help him or her to be as successful as possible in the job search and attendance in the Job Skills Workshop.

The county experienced no significant barriers to implementing this strategy. The group orientation was implemented in April 2007. Attendance in the activity exceeded the county's expectations, and the majority of the attendees have volunteered to participate in supervised job search. The county noted that there are significant costs associated with implementing this strategy, including the cost of necessary supportive services for those applicants who volunteer to participate. Payment for supportive services must be expedited since the applicants are asked to attend orientation the Monday following their CalWORKs intake appointment. The Bridge Workers must pay special attention to the status of CalWORKs applications, being careful not to initiate compliance steps with those individuals whose applications are still pending.

Results: The up-front JSS activity has had the intended effect. The goal of the activity is to prepare CalWORKs applicants and recipients for work and to help them find jobs. Monthly and year-end employment reports capture the number of new jobs obtained in the JSS activity and in the CalWORKs WTW program overall. During a 12-month period following implementation, the county saw 190 individuals obtain employment during the up-front supervised job search portion of the JSS activity. During this same period an additional 66 jobs were obtained during the Job Skills Workshop portion of the activity. Many of those who started new jobs were volunteer applicants. In 2007, 256 individuals obtained new jobs in the JSS activity, and 1,005 WTW clients began new employment overall--a seven percent increase over 2006. During the first four months of 2008, 383 applicants/clients engaged in the up-front JSS activity. Of that number, 72 (19 percent) obtained employment before completing the activity.

Strategy: Group Assessment Workshop – The county developed this workshop for clients and applicants who complete the up-front JSS activity and remain unemployed. They are enrolled in the workshop on the Monday following completion of up-front JSS. Other clients who do not complete or attend the up-front JSS activity are also referred to the Group Assessment Workshop.

The county cited two significant barriers, including facilities and lack of equipment. The barriers were overcome in short order thanks to a Department-wide collaboration. They were able to reserve and equip a room in each of the county's two Community Employment Center One-Stops, and 10 computers with assessment testing software were installed in each room. The first workshop was conducted the week of January 7,

2008. The costs associated with the implementation included the purchase of 20 computers, computer workstations, and software. The county considers this a promising practice.

Results: Through May 2008, approximately 150 clients have attended the Assessment Workshops. The vast majority of those who attended signed a WTW Plan immediately or soon after completing the workshop. The county feels that there may be some increase to the WPR, but it is still too early to know how much of a role the Assessment Workshops played in that success since other strategies were implemented concurrently.

Strategy: Client Advocate – The county developed a specialized worker position and hired two Employment and Eligibility Specialists at the beginning of 2008 to fill this role. Their primary function is to provide support to the case workers by mitigating barriers to employment by brokering supportive services, promoting the program, and motivating recalcitrant clients. Initially the services were only available to the case workers who had clients enrolled in the Group Assessment Workshops, but were made available to all case workers in March 2008. The cost associated with this strategy includes the salaries of the two Employment and Eligibility Specialists.

Results: The county began collecting data for the Client Advocate strategy in March 2008. Through May 2008, the advocates have averaged 27 interventions per month. This number of interventions seems to be increasing monthly. The feedback the county has received from case managers has been positive. They say that they appreciate the expanded support for the clients in their caseloads, and it was the case managers themselves who had originally voiced the need for this kind of support to which the county administration responded. The strategy is still in the early stages, so the county has only just begun collecting data. However, they anticipate that the use of Client Advocates will help to increase show rates, decrease sanction rates and improve the county's WPR.

Calaveras

Strategy: Voluntary Up-Front Services – The county implemented a policy to encourage voluntary participation by applicants in September 2007. A WTW case worker speaks with the applicant and explains the benefits of participating in the WTW program. If the applicant chooses to voluntarily participate in the program she or he completes an appraisal and is immediately enrolled in Job Search Readiness. The case worker remains his or her case worker after approval of cash aid. The client also remains with his or her case worker for Job Retention Services if the individual finds employment and incomes out of the WTW program. This provides consistency for the individual.

Results: The county has had some mixed results. They have had very few applicants volunteer, less than one percent. However, those who did volunteer, once determined eligible for aid and thus mandatory participants, have continued to participate in other

activities. This finding indicates that it is having the desired effect of increasing participation up front, but it is difficult to draw any conclusions without more applicants volunteering.

Colusa

Strategy: Orientation Appointment Reminders/Swift Response to Missed Appointments – The county developed a policy to have case workers send reminder letters for orientation and to make contact as soon as possible for missed appointments. The county implemented this policy for most of calendar year 2007. However, the practice was suspended due to a temporary staffing shortage. The county noted that this practice requires that staff have time in their workload to send the reminders and make contact following missed appointments; and during the staffing shortage, the increased workload on the remaining staff did not allow the time needed to perform those functions. The only associated cost is the materials for the reminders.

Results: The county saw a slight increase in attendance at orientations, but no other data is currently available.

Strategy: Initiate Work Bucks Incentive Payments – The county partnered with the local Workforce Investment Act (WIA) One-Stop to provide a Work Experience (WEX) activity for clients that includes an incentive for participation. The county added the provision for this service to its contract with the local WIA provider so that WIA, not the county, would be providing the incentive payments in the form of coupons (Work Bucks) for local retailers, for goods and services.

Results: Due to the small numbers of clients assigned to WEX, which is true in most counties, the overall impact to WPR is slight. However, the county stated that the clients have been increasingly successful in their WEX, Workforce Academy, and other activities. The show rate for these activities has been steady, at approximately 75 percent. For WEX, the show rate is higher than the other activities mentioned, at about 95 percent.

Contra Costa

Strategy: Client Engagement Outreach – The county hired and trained eight Client Engagement Specialists (CES) to perform outreach, make contact with, and perform home visits to those clients who are not complying with assigned activities, including up-front activities, and are at risk of being sanctioned. The CES workers were hired in October 2007, and provided with systems and program policy training through December 2007. In January 2008, the CES began making home visits. The county stated that the CES workers reported that they were able to identify barriers and issues that would not have otherwise come up in the office environment. By employing a different communication style, a more relaxed and straightforward conversation was able to take place because the client felt more comfortable at home. The county also reported that the strategy has exceeded their expectations and would recommend this

approach to other counties as a promising practice. They reported significant staffing costs at approximately \$1 million.

Results: The county is still collecting data regarding the direct impact of the CES workers, but noted that the CES workers have completed approximately 75 to 100 home visits. Through their home visits the CES workers were able to gather additional information on hours of participation for clients that the county reported for the October 2006 through September 2007 Q5i (the data reporting system for the state's federal WPR) and E2lite samples.

Overall, the percent of WTW clients who were in an activity for the quarter ending March 31, 2008, increased four percent from September 2007.

Strategy: Career Advancement and Strategies Training (CAST) Program – The county entered into a partnership with the Mount Diablo Adult Education Schools to develop and implement “open-entry/open-exit” WTW activities for those clients that are between activities or lacking hours to meet their work participation requirements. Staff from the two partners collaborated over several months and developed the CAST program, which was implemented on September 17, 2007. The CAST program offers two distinct sessions, one in the morning and one in the afternoon. The morning session covers essential workplace topics, such as communication, interpersonal skills, decision-making skills, and lifelong learning. The afternoon session consists of hands-on experiential activities targeting specific careers (office and health careers, food safety, customer service, and custodial). Non-mandated supervised study sessions are also available to participants as needed. Currently there is only one location that all clients are referred to; however, the county plans to expand to other adult schools throughout the county. The county reports that there is no cost associated with the CAST program because the adult schools generate Average Daily Attendance (ADA) to receive their funding. The county would recommend this approach to other counties as a promising practice.

Results: The county states that as of March 31, 2008, 202 clients have been enrolled in the CAST program. Preliminary results indicate positive outcomes such as GED completion, enrollment in college and vocational training, employment, and increased engagement. The percent of CalWORKs cases with earnings increased by one percent.

Overall, the percent of WTW clients who were in an activity for the quarter ending March 31, 2008, increased four percent from September 2007.

Strategy: Work Experience (WEX) Engagement – The county awarded contracts to two agencies to develop and oversee WEX assignments, including short-term “Bridge” and “Drop-In” WEX assignments for clients with breaks from school or training. The WEX Engagement program was implemented in October 2007. The “Bridge” WEX assignments were developed as short-term assignments geared toward a client's field of study. The county believes that the WEX assignments expose clients to the work

world and offer employment experiences in proven demand occupations. They also feel that this helps clients develop good work habits and work maturity skills that will lead to unsubsidized employment. The cost to the county of implementing this strategy was approximately \$400,000. The county would recommend this approach to other counties as a promising practice.

Results: Since implementation the county has referred 263 clients through June 2008. Of those referred, 150 have been assigned to either a regular “Drop-In” or “Bridge” WEX assignment. Forty-two clients became employed and 27 of those retained employment for more than 60 days.

Overall, the percent of WTW clients who were in an activity for the quarter ending March 31, 2008, increased four percent from September 2007.

Del Norte

Strategy: Voluntary Orientation and Appraisal for CalWORKs Applicants – The county implemented a new policy to have intake workers invite applicants for CalWORKs to voluntarily attend the next daily orientation session during the initial intake interview. If the applicant chooses to attend the voluntary orientation, she or he is given an appointment to meet with a WTW Case Manager to conduct an appraisal. The assigned Case Manager has a brief interview (“Meet and Greet”) with the applicant during the voluntary orientation and outlines the many services available, answers any questions, and ensures the appointment date and time will work for the applicant. The applicant is advised this appointment is voluntary until she or he is determined eligible for CalWORKs. The county strongly recommends the use of this strategy as a promising practice.

Results: The county believes this strategy to be very effective. By giving the applicant an appointment for an appraisal during the voluntary orientation, the county saw an increase in the average show rate at appraisal from 19 percent to 40 percent in 2004. The county enhanced this strategy in February 2006 by implementing the “Meet and Greet”. As a result the average applicant show rate for appraisal increased from 40 percent to 65 percent. The county’s current monthly average attendance rate for orientation is at 85 percent. The county noted that the attendance rate to the next activity, for those who volunteer to attend orientation compared to those who do not is not significantly different.

El Dorado

Strategy: Co-Location of Employment and Eligibility Staff – The county reorganized their program to move CalWORKs Eligibility into the Employment Services Division of the county’s Welfare Department. The county also relocated the eligibility workers (EWs) so they are now sitting next to the employment workers (E&Ts) to allow staff to work together on cases. The county believes that the co-location of staff will foster immediate sharing of case information, create convenience for clients by having both

workers in close proximity, and WTW clients will receive the same employment message consistently from both the E&T and EW. The county plans to enhance the strategy by having E&Ts and EWs post their client appointments in a central calendar so that appointments can be coordinated to make trips to the CWD more convenient for clients.

Results: The co-location of staff occurred in April 2008. The county has noticed that E&Ts and EWs are consulting with each other more frequently; and by virtue of sitting next to each other, E&Ts have found out about appointments their clients have with the EWs and have been able to meet with clients who have not followed through with WTW activities. The county noted that the co-location also led to one sanction being lifted and a compliance plan signed.

Strategy: Move Responsibility of Managing the WIA Contract to the Employment Services Division – The county cited the following four reasons for moving responsibility for the WIA contract to the Employment Services Division (since both entities are employment oriented): 1) WIA and WTW staff were already co-located at the One-Stops in Placerville and South Lake Tahoe, 2) the WIA program serves many CalWORKs clients, 3) both WTW and WIA are focused on providing and expanding educational and employment services to similar clients in the community, and 4) coordinating the two programs allows the county to free up more resources for clients. Since January 2008 the county has coordinated their WIA and WTW programs by 1) having all of the WTW clients attend WIA-sponsored Job Readiness workshops, 2) coordinating a joint job development activity between the two programs, 3) coordinating elements of the WIA youth services and services for the Cal-Learn program (for teen parents who have not completed high school), and 4) having WIA staff present information about WIA programs and services to WTW clients and actively recruiting from the WTW group to fill WIA Work Experience positions.

Results: Information on results was not available at the time of the survey.

Strategy: Expedite Enrollment in WTW and Increase Show Rate to Appraisal – The county implemented a policy to decrease the amount of time between when a case is granted aid and when the client is enrolled in the WTW program. They accomplished this by having their Social Services Aide (SSA) check the case tracking system to identify newly-granted cases on a regular basis. The SSA researches each case to ensure that the client in the case is a mandatory participant in the WTW program. The SSA then calls those clients who are mandatory participants to schedule them for the next available appraisal appointment they can attend, and then mails them a confirmation letter. If the SSA cannot reach a client after two or three telephone calls, they send a letter with an appointment date. Case workers are not scheduled for more than three appraisals per day.

Results: The county developed a spreadsheet that can be accessed by the SSA and case workers to track the outcomes of the appraisals (show, no-show, and reschedule).

They have found that many clients come in within the week they are called, some come in the next day. The show rate to appraisal has increased to 70 percent.

Fresno

Strategy: Continued Use of the Department's Internal Marketing Committee – The county developed this committee to market the program services available to the clients, local employers, and the community at large. The activities they organize include annual job fairs, monthly newsletters with program highlights, success stories, and local labor market information. The committee has active participation with the local Chamber of Commerce, Hispanic Chamber of Commerce, Workforce Connection, Economic Development Corporation, and others. The committee also contracted with the community access section of the local cable TV provider, Comcast Spotlight, to produce two videos. One video focuses on resumé development, job search, interviewing skills and On-the-Job Training and will be shown to clients and applicants in the CWD waiting areas. The second video focuses on benefits and tax incentives for local employers. The two videos were completed by Comcast Spotlight at a cost of \$5,050. In addition to the 15-minute videos, Comcast developed a 30-second commercial that was broadcast on several cable channels for 30 days as part of the cost of producing the videos. The video for the employers is currently being distributed to local businesses and the 30-second commercial has been uploaded onto the Department's internet site, making it accessible to employers. The county also ordered television sets and DVD players to run the video for clients and applicants for their waiting areas. The cost for the new TVs and DVD players is \$5,500 plus installation fees. The county recommends this strategy as a best practice as it has helped them to promote the WTW program within the community.

Results: By implementing these strategies, the county saw an increase in the number of employer recruitments of 50 percent during the first six months of FY 07/08. The CWD, the committee, and the Central California Hispanic Chamber of Commerce collaborated on a job fair for CalWORKs recipients in March 2008. The job fair attracted more than 131 employers and had more than 4,000 unemployed or underemployed individuals in attendance. This was an increase of 28 percent in the number of employers and a 25 percent increase in the number of job applicants in attendance from the previous year. Approximately 1,551 individuals were offered employment as a result of the job fair. Additionally, 200 copies of the 15-minute videos for employers have been distributed to local businesses.

Strategy: Maximize Utilization of the Existing Employment Resource Center (ERC) – The ERC is staffed by the CWD. Its primary purpose is to connect unemployed or underemployed individuals to community employers with job openings. The county recommends this as a best practice as they believe the ERC has a significant role to play in this strategy. Recently, the ERC joined the local Economic Development Corporation, Workforce Investment Board (WIB) and the county office of the Economic Development Department in promoting the Fresno County Enterprise Zone (FCEZ). Through this effort, local businesses hiring applicants residing in the FCEZ would be

eligible for a tax credit. The ERC staff assists those businesses by providing potential "new" hires to them.

Results: The county compared employment numbers for the periods of August 2006 through December 2006 and August 2007 through December 2007; and they saw a 32 percent increase in the number of job starts. The county's year-to-date statistics, for FY 07/08, indicate that the ERC has held 47 in-house job recruitments, resulting in a 291 percent increase in job recruitments from the previous year. Twenty employers from varying occupations have taken part in the recruitments. From these efforts, more than 150 clients have been offered employment as a result of the in-house recruitments. From November 2007 to the present, the ERC staff have given out information to approximately 616 employers throughout Fresno County.

Strategy: Applicant and Client Surveys – The county developed two surveys to help them assess whether or not they are effectively conveying program information and to receive important feedback from applicants and clients.

The first survey was developed to get feedback on the WTW orientation and was implemented in June 2007 continuing through October 31 2007. During that time period, 854 surveys were completed. The applicants were informed that completion of the survey was voluntary.

The second survey was an Employed Client Satisfaction survey to assess the quality of the services provided to those who were participating. In August 2007, the CWD mailed the survey to 500 part-time and full-time employed clients who had been employed over 90 days and were receiving cash assistance. An additional 500 surveys were mailed out to employed clients in April 2008. Surveys were sent out according to language specification and were available in English, Spanish and Hmong.

Results: The orientation survey results indicated that the orientation facilitators are conveying the program information to the participants in an effective manner. The CWD received a total of 120 completed Employed Participant Satisfaction surveys out of the 1,000 that were mailed to clients for analysis. Results from the first and the second sets of surveys indicate that the CWD needs improvement in the following areas: providing adequate job search assistance, returning phone calls in a timely manner, and staff availability during non-traditional hours. The CWD is in the process of developing strategies to address these issues. The Employment Services Social Services Program Supervisors have proposed Saturday hours in order to accommodate employed clients during non-traditional hours, but implementation has not yet started. The county recommends the surveys as a best practice tool that other counties may want to use to assess the weaknesses/strengths of their orientations and WTW programs.

Glenn

Strategy: Voluntary WTW Orientation and Appraisal (WTW O&A) at CalWORKs Intake Appointment – The county implemented a policy to encourage applicants to

voluntarily participate in orientation and appraisal at the time of their intake appointment. This practice was designed to better inform applicants of the benefits of participating in the WTW program, to help shorten the time it takes to complete the necessary up-front activities, and to use less of the client's 60-month TANF clock to engage in a WTW plan and move toward self-sufficiency. The intake appointments take longer as a result of this practice and can last as long as three hours.

Results: The county reported that up-front sanctions have decreased as a result of this strategy. However, they did not report any quantifiable data because they do not have a report that is specific to this one strategy alone. The county felt it important to note that the majority of clients have expressed gratitude for a combined appointment rather than having to return at separate times and dates. The county believes the quicker engagement leads to positive outcomes for both the client and the county welfare department since clients are often already in approved WTW activities once aid is granted.

Humboldt

Strategy: Invitation to Orientation at Intake – The county implemented a policy to invite applicants to attend orientation the same day as intake, or schedule an orientation prior to being granted aid during the applicants' intake interview. The orientation has been relocated to a local one-stop where the applicants have access to a CalWORKs employment worker providing the opportunity for early engagement. This allows staff to better inform clients of the benefits of participation in the WTW program. Additionally, for applicants with transportation issues, the county has purchased two KIA vans to drive them to and from the orientation as necessary.

Results: The county stated that 31 percent of those invited have attended orientation prior to the granting of cash aid. They also report that they believe this strategy has had a significant impact on up-front engagement; but the results have proven to be unpredictable. The county felt that the process was not difficult to implement and they would encourage other counties to make use of this strategy.

Imperial

Strategy: Fast Track – The county expanded on a strategy to decrease the amount of time from approval of cash aid to assignment of the WTW case worker. The case is assigned to the WTW worker during application, and the applicant is allowed to voluntarily participate in orientation and appraisal. Eligibility Intake Unit staff were asked to offer applicants "presumptively eligible" for TANF the opportunity to meet one-on-one with a CalWORKs WTW case workers who would take them directly through orientation/appraisal for CalWORKs as their application is being processed.

Results: The county implemented this strategy in February 2008. To date they have offered Fast Track to 37 applicants. Of those, 14 opted for Fast Track. They believe

this effort has served to tighten up their up-front engagement effort, but it is still too early to have longitudinal data regarding the efficacy of this strategy.

Inyo

Strategy: Faster Referral to Orientation/Appraisal – The county implemented a policy to ensure that clients are scheduled for orientation and appraisal within one week of their CalWORKs approval. The county would recommend this strategy to other counties as a promising practice.

Results: The intended effect of this strategy was to increase participation in program requirements. The county stated that they have no data to directly identify if this particular strategy significantly impacted their WPR. They have received positive feedback from their case workers who have stated that they are able to start building a relationship with their clients immediately, and can begin to address possible barriers and needed services so clients can continue to participate in the WTW program.

Overall, the county believes that their participation rate has increased approximately four percent since implementing this and other strategies.

Strategy: Restructure of Classes/Workshops – The county developed and implemented a two-day workshop that is used as an up-front activity to help identify any behavioral health, substance abuse, domestic violence issues, and other potential barriers to employment. The curriculum also includes activities to determine participants' overall knowledge, attitude, and values toward searching for and obtaining employment. The county also developed and implemented several two-, three-, and five-day workshops that are scheduled periodically throughout each month and that focus on enhancing job skills, job readiness, and basic life skills. The county believes these classes assist clients in assessing and improving various "soft skills" that will help increase self esteem and better equip them to face life's challenges. The county felt that a restructuring of Job Club was necessary because every client has different circumstances; and by modifying the traditional four-week-long class into several workshops, it has given the county the flexibility to refer clients only to those workshops that meet their individual needs.

Results: The results have been similar to the previous strategy ("Faster Referral to Orientation/Appraisal"). In addition they have also found that fewer clients enter into noncompliance as a result of this strategy because case workers are able to determine up front exactly what the needs are for each client. The county stated that they feel clients tend to be more compliant because they are not being required to attend classes or workshops that they may not need or might not be ready for. Overall, the county believes that their participation rate has increased approximately four percent since implementing this and other strategies.

Kern

Strategy: Expanded Fast Track Enrollment – The county expanded their "fast track" WTW enrollment processes and policies to include self-motivated applicants who volunteer and inter-county transfer applicants whose 60-month clock does not stop during the transfer process. The policy had previously only been applied to employed cases and those in self-initiated education (SIPs) or training programs. Through this policy the county expedites the process of enrolling clients, or voluntary applicants, in activities and supplying them with necessary supportive services. This strategy was implemented in April 2007.

Results: The county indicates that more individuals participated in the fast track process simply because there were more referrals. However, the percentage of clients that attended the next scheduled activity has not increased. The strategy has had its intended effect in that more individuals have been engaged throughout the "fast track" process by including the additional populations. More data was not available at this time.

Kings

Strategy: Voluntary Orientation and Appraisal – The county has had in place for some time an up-front engagement program, which quickly engages applicants in the CalWORKS program. Their up-front engagement begins with a voluntary orientation and appraisal of cash aid applicants, generally completed within one week of the initial application for aid. The county's goal is to have 100 percent of applicants volunteer.

Results: Information on results was not available at the time of the survey.

Strategy: Appropriate Placement in Different Job Search Activities – The county has two different types of job club and job search activities. One is the Techniques to Improve Employability and Retention (TIER) program, and the other is an individual job search activity for more "job-ready" clients. An estimated 70 percent of clients move into either TIER or an individual job search activity as part of the up-front engagement process. The county has found that around 30 percent of clients new to the WTW program generally have significant barriers to employment (homelessness, domestic violence, etc.) and are not ready to participate in an up-front job search activity. Instead the county refers these clients to the appropriate programs and services to begin addressing their individual barriers.

Results: At the time of the AB 1808 Plan Addendum submittal, the county was continuing to improve its overall WPR. However, the county feels that until the new methodology for calculating WPR and the reports generated from that methodology are made public, it is difficult to know if that trend will continue given the new calculation for WPR that came out of the reauthorization of TANF. The county believes that its up-front activities not only rapidly engage the majority of clients in job search activities, but

also help to identify exemptions and significant barriers to employment early in the aid process, which better serves the clients and meets their individual needs.

Lake

Strategy: Increased Outreach to Clients for Up-Front Activities – When the county reviewed its WTW program as part of the AB 1808 Addendum process, they found that 90 percent of their clients who fail to participate do so in the beginning; and most often the activity is job club and job search. Since the clients are mandatory participants when the county enrolls them in job club and job search, their failure to attend results in the initiation of the noncompliance process, and a sanction is often imposed. The review of the WTW program also revealed that about one-third of those who are referred to and attend job club and job search find employment. Therefore, the county focused staff time on contacting sanctioned potential clients through mail, phone and home visits. They also provided staff with training in motivational interviewing and engagement strategies. The county experienced difficulty with staffing shortages and staff adjustment to the new methods for engaging clients.

Results: The county reports that there were more recipients working than there were one year prior to implementation. From November 2006 to November 2007, they saw the number of CalWORKs clients employed increase by 22 percent with a slight decrease in the total number of cases for the same period of time. In the first half of FY 06/07, 37 clients completed Job Club compared to 94 clients in the second half of FY 06/07. The county is still compiling data for FY 07/08.

Lassen

Strategy: Shortened Application-to-Engagement Period – The county has offered same-day intake appointments for all applicants, not just immediate need applicants, for many years and recently implemented a policy to schedule applicants for a voluntary orientation within two weeks of the intake appointment. At the voluntary orientation clients are scheduled to begin a voluntary appraisal and job club, or other appropriate activity, within two weeks. The activities are offered on a voluntary basis until the applicant's request for aid is approved, at which time the county informs the recipient that participation is now mandatory. However, the county feels that the voluntary nature of the up-front activities weakens the message that clients will be required to participate once their application is approved and they are enrolled in the WTW program. To address this issue the county advised their case workers to explain the benefits of early engagement and to "sell" the program.

Results: One of the county's goals was to have all clients attend orientation and be participating in their first activity within 45 days of application. They reported that they have exceeded this goal by 15 days. The county has found that clients who are engaged early in the process tend to stay engaged. The attendance at orientation, appraisal, and job club increased by 50 percent in the first six months of implementation of this strategy, and has remained level since then. The county also stated that

generally, 75 percent of those scheduled to attend the voluntary up-front activities attend without rescheduling. The county's automated systems do not support the data collection required, and the data is gathered manually and anecdotally by staff conducting the activities. The county also said that the staff members conducting the activities have expressed their satisfaction with increased attendance and better client interaction.

Strategy: Introduction to Job Club – Input from staff who conduct the orientation and appraisal process determined that many clients who were willing to complete this process because of the more personal nature of the activity were reluctant to go on to Job Club because they were either unfamiliar with the concept of Job Club or they had knowledge of other types of job clubs and were unwilling to return. Therefore, the county implemented a “warm hand-off” system of showing clients the Job Club room and introducing them to the Job Club instructor who welcomes them, explains what will happen in Job Club, and encourages them to participate. The county stated that while this strategy uses staff time, it has proven to be effective in saving hours of staff time spent initiating noncompliance and sanction actions. It has been the county’s experience that “warm hand-offs” are more likely to result in increased client trust and improved participation in any assigned activity, not just Job Club.

Results: The number of clients moving directly from Orientation/Appraisal to Job Club without rescheduling has improved by approximately 55 percent since implementing the “warm hand-off” strategy.

Los Angeles

Strategy: Combining Orientation and Job Club Sessions – When the county began reviewing its program to find ways to improve up-front engagement, they found that in 2005 the average wait time between orientation and Job Club was 33 days. They felt this delay was contributing to participation problems in the activities. To reduce this time the county decided to combine activities by incorporating the orientation process into the Job Club activity; and they also increased the frequency of Job Club to ensure that a new Job Club was beginning every week. To accomplish this, the county had to reprogram the case management system to allow for the new orientation and appraisal scheduling. They also needed to implement the new process and conduct staff training in one office at a time due to the size of its WTW program. Another challenge was finding enough locations to ensure the availability of weekly start dates for the Job Club activity. The county would recommend this to other counties as a promising practice, but recommends piloting in one office for a few months to ensure a smooth transition.

Results: The county reports that the strategy has created additional time for the case workers to engage with the clients during the appraisal process and work more intensively on assisting them with barriers. The county also reported that participation for orientation and Job Club has increased. The orientation show rate increased from 35.65 percent to an average of 44.11 percent by the end of the fourth quarter of FFY

2007. The Job Club completion rate also increased from 74 percent to an average of 81.07 percent for the same time period.

Madera

Strategy: Voluntary Orientation and Appraisal at Time of CalWORKs Application –

The county implemented a policy to offer voluntary orientation and appraisal for applicants who are potentially eligible for the WTW program. They also refer applicants to needed services, such as domestic abuse counseling, and job search services on a voluntary basis when appropriate. The county would recommend this strategy as a promising practice and believes it is more beneficial than a strategy that begins the WTW process after the CalWORKs application is approved.

Results: The county stated that they have a high show rate for those volunteering to attend orientation, but did not provide any specific data. While the county has seen little effect on their WPR in the short term, they believe that because it addresses barriers and prepares clients to be successful in the workforce, it will assist in meeting WPR over time.

Strategy: Up-Front Supervised Job Search – The county offers job search services on a voluntary basis to CalWORKs applicants who are potentially WTW eligible. The county contracts for these job search services with local partner agencies. The county recommends this strategy as a promising practice because it addresses barriers at the front end of services and has been effective in assisting applicants in finding jobs.

Results: The county reports that soon after implementation, approximately 22 percent of voluntary attendees at their main office find employment during job search. Slightly fewer applicants, 12 percent, find employment during job search at the more rural out-stations. More recently they report that through the first ten months of FY 07/08, 61 participants out of the 297 enrolled found unsubsidized employment. However they noted that the numbers appear to be on the decline because the placement rate in the past few months has been impacted by a decline in the local economy. They also noted that it is difficult to measure the impact on WPR because many applicants who find employment are not approved for CalWORKs and therefore would not be included in the potential sample population to calculate WPR.

Marin

Strategy: Outreach to Exempt Clients –The county implemented a policy to offer services to exempt clients and to refer clients to WTW more quickly for those whose exemptions are about to end to help them to move toward self sufficiency. Under CalWORKs rules clients who are exempt are only allowed to volunteer for the number of hours and only under the conditions approved by a qualified licensed medical professional who has signed off on their exemption. The county reported an unforeseen positive outcome. They found that many exempt clients chose to volunteer to participate in order to gain full access to CalWORKs services. The county requests

from a qualified licensed medical professional a recommended number of hours an exempt client who wishes to volunteer can participate. In the case that an exempt client wishes to volunteer for more hours of participation than a qualified licensed medical professional recommends, the exempt client must get a signed release from the medical professional. Once the exempt clients began to participate, many were able to end their exemptions and fully participate. The county reported that this population generally requires more extensive case management than other CalWORKs populations due to the clients' barriers and the level of training case workers need to assist them. The county would recommend this as a best practice to other counties provided they have the staff and resources.

Results: The county feels that the exemption outreach has proved to be successful. The exempt caseload in the county was approximately 180 clients, and since implementation has reduced to approximately 85 clients.

Strategy: Orientation Two Times a Week and Providing Lunch – The county implemented a policy to have two orientations per week to aid in scheduling clients for orientation sooner and to provide lunch.

Results: The county believes that this strategy creates a positive relationship with the clients up front and helps them to move forward better. No other data is available at this time.

Mariposa

Strategy: More Detailed WTW Information at Intake – The county implemented a policy to have the eligibility case worker give the applicant a brief overview of the program at the intake appointment and provide the client with verbal and written information outlining the purpose of the WTW program, the supportive services available to assist that client and the opportunities that may be available in the WTW program. State policy has always been to provide the WTW handbook to clients believed to be eligible for WTW, but this policy change required that the county give detailed training to the eligibility case workers regarding the WTW program. The county would recommend this strategy as a promising practice to other counties.

Results: As a result of implementing this policy the county has seen an increase in clients attending the WTW orientation. The county also reports that more clients are attending activities up front and are continuing to participate in the program. They stated that in many cases applicants requested to meet with a WTW Worker before the case has been granted aid. In addition, since implementing this strategy, the county has had only two clients go into sanction for not attending orientation and in both cases the clients complied and cured the sanction within two months.

Strategy: Immediate Action for Up-Front Noncompliance – In an effort to reduce up-front sanctions, the county implemented a policy to initiate a call or home visit at the first sign of noncompliance to advise clients that the process is beginning and what that will

mean for them. The county would recommend this strategy to other counties as a promising practice. The county learned that sometimes clients are simply afraid of the unknown; and verbal or face-to-face communication can really set their minds at ease.

Results: The county has seen two significant results due to implementing this strategy. First, they found that just by calling the participant and asking open-ended questions, they were able to get to the root of the problem and find solutions to prevent the sanction from happening. Second, they have been able to address barriers to participation earlier and have seen an increase in the number of clients participating in mental health/alcohol and drug counseling. While the number of clients assigned to counseling has only increased by one percent in the past six months, they have seen an increase in the show rate and in the number of clients transitioning from counseling to other WTW activities. Further data is not available at this time.

Mendocino

Strategy: Three-Day WTW Program Overview Workshop – The county developed and implemented a three-day workshop to provide clients with an overview of the WTW requirements and the opportunities and services available to assist them in successfully participating in the WTW program and achieving self-sufficiency. The county feels that upon completion of the workshop, clients are better prepared to begin job search activities. They know what is required of them and they have had assistance from the facilitators and other participants in problem-solving potential barriers to participation. The county also found that staff report having a better idea of who the clients are and how to best serve them. The county would recommend this strategy to other counties as a promising practice.

Results: The county reports that implementation of the workshop has had the intended effect of increasing up-front engagement. They have found that by attending the workshop, clients become familiar and comfortable with the One-Stop and the services it has to offer. In addition the county feels that clients build a rapport with the workshop facilitator, which in many instances transfers to their relationship with their case worker. However, the county also stated that workshop attendance has been inconsistent. Some of their workshops have as high as a 75 percent no-show rate and some have excellent attendance with 80 to 90 percent workshop completion. The county has tried multiple strategies, such as reminder phone calls the day before the workshop, offering workshops at different times of the month, and workshop availability in multiple locations. Workshop locations were expanded to include the Willits office in November 2007. In 2008 the number of workshops was temporarily decreased due to staff shortages.

Strategy: Incentives for Participation/Success in the WTW Program – The county implemented a strategy to reward clients with gift cards ranging from \$75 to \$125 for completing activities, such as attending the Three-Day WTW Program Overview Workshop, obtaining a GED or college certificate, maintaining full-time employment for three months, and going off cash aid for at least three months due to earnings.

Additionally, they give clients a \$25 gift card for presenting their WTW success story at the Three-Day Workshop. In implementing this strategy the county had to take steps to ensure that the gift cards are for vendors that do not sell, or will monitor the sale of alcohol and cigarettes. The county would recommend this strategy as a promising practice to other counties.

Results: The county reports that offering gift cards as incentives has had the desired effect. For example, participants in the Three-Day Workshop are more enthusiastic about attending and strive to arrive and leave on time so that they qualify for the incentive. They report that during the months that workshops were held in FFY 2007, an average of 12 to 15 gift cards were issued to participating clients each month. The county feels that by rewarding successful clients, they are not only providing financial incentives, but also conveying a message that the client's time and efforts are valued.

Merced

Strategy: Increased Training for Employment and Training Staff – The county implemented a policy to provide staff with training in “family engagement” to improve interactions with the clients. They have their Employment and Training Staff attend various training sessions about “family engagement” and how to work with families in poverty. The training sessions include:

- Bridges Out of Poverty
- Applying Bridges Out of Poverty
- Family Engagement-Structured Decision Making
- Family Engagement-Advanced Structured Decision Making
- Reengaging Clients and Working with Reengaged Families
- Motivational Engagement
- Cultural Diversity
- Social Work Academy
- Developing Strength-Based Family Plans

Results: The county stated that the quantitative results of the process changes associated with the training sessions will be known in June 2009. They report that the qualitative results of the trainings are showing positive outcomes. They feel the most significant change has been a shift in organizational culture. All staff are now working together to holistically serve families with self-sufficiency as the ultimate goal. In addition they state that case workers have shifted their approach to working with WTW customers by using a more individualized approach to providing services to the clients in the WTW program, as opposed to a more generalized approach. In part this is accomplished by using a new strength-based WTW plan developed in partnership with the client.

Strategy: Up-Front Orientation – The county is currently conducting an up-front orientation pilot. The up-front orientation includes a positive overview to the WTW program; labor market information; open job orders; basic skills assessment; work

history and education assessment; introduction and registration for supportive services, such as mileage and childcare; description of domestic violence, substance abuse and mental health programs; and learning disability screening and program services.

Results: The county reports that the statistics gathered on preliminary findings from the pilot show that there is a 44 to 60 percent show rate for orientation as compared to a baseline show rate of 33 percent for orientation. The county stated that quantitative results will be measured on a quarterly basis during FFY 2008 and compared to FFY 2007 data.

Strategy: Pre- and Post-Work Experience Class – The county has implemented a strategy in which a Pre- and Post-Work Experience class has been implemented by partnering with the County Office of Education Regional Occupational Program (MCOE-ROP). The county stated that January 2008 was the implementation date of their first Pre- and Post-Work Experience class. The class is located at a classroom inside the Housing Authority complex. The class was designed to ensure participation and work with clients that had been terminated from a Work Experience (WEX) site or who had exhibited issues with life skills such as anger, gang affiliation, substance abuse, and other attitudes that were barriers to employment. The class was developed on concepts learned in the Bridges Out of Poverty training. WEX staff accompanied their clients to meet the ROP instructor and held a meeting weekly with the client and the instructor. Life skills, work maturity skills, and job related skills were the focus of the curriculum.

The county stated that they modified the class for the next session. The county partnered with the county Adult School to offer Adult Basic Education (ABE) and General Education Development (GED) classes in a morning or afternoon session. The client participates in WEX, ABE, or GED courses during the alternate time that they are not in the ROP class. The county stated that they also worked with the bus system to develop a direct route between the county Adult School and the Housing Authority where ROP classes are located. The county stated that the next step will be to co-locate the ABE and GED classes offered by the county Adult School at the Housing Authority building along with the ROP program.

Results: The county reported that 54 percent of the clients completed the course and met WTW participation requirements. The county believes that this course and preliminary outcomes look promising.

Modoc

Strategy: Expediting Access to WTW Services to Applicants at Intake – The county implemented a policy to have the WTW case worker meet with the applicant during the intake interview. The county feels that by providing initial face-to-face contact, clients have a better understanding of what CalWORKs can do to help them with their employment goals. The pending cases are checked daily for grant status; and once the case is granted aid, the case workers telephone clients and schedule an appraisal appointment for the next available date.

Results: The county stated that clients are attending appraisal appointments with decreased no-show rates, and there is a decrease in the amount of time it takes to develop a WTW plan in most cases. Analysis of the strategy has shown that employment case workers attended approximately 95 percent of all eligibility intake appointments. In addition, the show rate for the first appraisal appointment has increased to 63 percent for the time period of January 2008 through May 2008. The county was pleased to find that approximately 18 percent of the intake appointments are volunteering for appraisals while their applications are still pending approval. Due to this strategy and others, at the time of the survey the county reported that its WPR had increased 5.9 percent for one-parent families, and 16 percent for two-parent families from October 2006 to September 2007.

Mono

Strategy: Voluntary Orientation/Appraisal for CalWORKs Applicants – The county implemented a new referral process to WTW at the initial application interview. The clients are given an opportunity to volunteer for a WTW orientation and appraisal appointment after their initial interview for CalWORKs with the goal of engaging individuals as soon as possible.

Results: The county reports that clients appear to be more responsive with fewer no-shows to up-front activities. Results are not available at this time.

Strategy: Integrated Worker (IW) Position – The county chose to integrate its eligibility and employment case workers so that one worker is responsible for both the CalWORKs and WTW portion of the cases. They stated that the main purpose of this position is to provide WTW services as soon as a client applies for CalWORKs. At the initial eligibility interview, the IW evaluates employment needs as well as the needs of the family. The county would strongly recommend this to other counties as a promising practice.

Results: The county reports that the strategy looks promising, based upon results seen during the first six-week period. The IW position has been in effect since May 2008 and since then, 90 percent of the clients that had intake by the IW are employed because supportive services were provided immediately.

Monterey

Strategy: Expedited Referral to WTW Services – The county developed a policy to engage clients more quickly from the time their case is granted to meet the following four goals: 1) open WTW cases within four working days of the date aid is granted; 2) schedule appraisal within ten working days of when the WTW case is assigned to a worker; 3) increase the percentage of customers who attend their first scheduled appraisal appointment; and 4) increase the percentage of customers who are in Job

Search, Employment, or a Self-Initiated Program within 30 days of the date cash aid is granted.

Results: Since implementation the county has seen a sharp decline in the number of WTW cases in the WPR sample that were not yet opened in the review month. The county provided the following as an example: twenty-four individuals in the sample for February 2006, and ten individuals in the sample for March 2006, did not have an open WTW case and had not been contacted by an employment case worker. More recently, for the entire 12-month period from October 2006 through September 2007, only seven individuals in the monthly samples did not have an open WTW case.

The county supplied the following findings for the four objectives as follows:

	<u>Base Period</u> 11/06-12/06	<u>On-Going Results</u> 1/07-4/08
WTW cases opened within 4 working days of grant	83%	91%
Appraisal scheduled within 10 working days	51%	61%
Attended first appraisal	42%	52%
In Job Search or other activity within 30 days of grant	46%	46%

They have seen improvement in three of the four objectives. The percentage of customers who enter job search or another activity within 30 days of granting cash aid has ranged from 30 to 60 percent depending on the month.

Strategy: Job Search Redesign – The county redesigned its job search/job readiness activities to be an open-entry/open-exit activity. This means that the clients do not have to wait for the next available activity and can begin attending workshops immediately. As part of implementing this policy, the county had to ensure that communication between the assigned case worker and the workshop leader was increased. To accomplish this the county implemented a policy that the workshop leaders must notify the assigned case workers daily if a workshop customer has an attendance issue. The assigned workers likewise notify the workshop leaders when there is an issue. The assigned worker follows up the same or next day to get the customer engaged or determine what other next steps may be needed.

The county is also now including vocational testing (which is part of the assessment) concurrently with the job search/job readiness activities to further reduce delays in getting clients assigned to their next activity. The vocational assessment report is reviewed with the customers in job search and the information is used as they develop their career plan in the Career Path Planning workshop.

Results: The county noted that success in getting customers into job search/job readiness rapidly is impacted by the county's other early engagement strategies. They attribute any improvement to multiple strategies. Since implementing these strategies the county has found the following results: 1) new customers entering job search or

another activity within 30 days of aid being granted cash aid as a percentage of all new customers entering an activity was 62 percent in November 2006, 58 percent in December 2006, and 77 percent in September 2007; 2) returning customers entering job search or another activity within 30 days of aid being granted as a percentage of all returning customers entering an activity was 30 percent in November 2006, 47 percent in December 2006, and 56 percent in September 2007. The county mentioned that they are having difficulty tracking success because their automated welfare case management system does not have a way to track or pull reports on job search outcomes. They are currently developing reports for this purpose that will demonstrate the long-term impact of their up-front strategies.

Napa

Strategy: Decrease the Number of Initial Appointments – The county implemented a policy to offer a voluntary orientation and appraisal at the time of the intake appointment. They felt this strategy was needed to eliminate the need for the client to come in for three separate appointments (orientation, intake, and appraisal). The up-front process is now completed in two appointments where applicants are offered the orientation the same day they turn in their application and then invited back the next day for their intake appointment and appraisal. The county would recommend this strategy as a promising practice to other counties.

Results: The county reported that in the six months prior to implementation (June to November 2007) they had a 58.43 percent show rate to orientation. Since implementation in December 2007 they have had a 76.74 percent show rate to orientation.

Nevada

Strategy: New Job Club Model and Curriculum – The county had not been providing a job club workshop for several years. To develop a workshop to assist clients up front, they contracted with Arbor Education and Training, Inc., to provide staff training on their job search and career exploration curriculum and model. Arbor Education and Training is an established program with years of experience working with CalWORKs programs in many counties.

Results: The county reports that they have facilitated six job club workshops since implementation and that 77 percent of their clients completed the workshops, with 70 percent of those finding employment as a result of their participation.

Orange

Strategy: Expand Role of Job Services Contractor – The county's Job Services contract provider's responsibilities were increased to facilitate many services for clients including pre-appraisal orientation and up-front job development services in the Regional Office Employment Resource Rooms, job search and job readiness

assistance (JSR), pre-retention job search and support, and job retention services (both on-aid and post-aid for 12 months). The county believes that this seamless continuity of services provides consistency of messages to the client and encourages close communication and cooperation between the Job Services provider and the WTW case managers. The contract provider also becomes more familiar with the participant and the case manager and is thereby more effective in anticipating and addressing participant barriers. This strategy is intended to promote up-front job search and the expectation of employment as the program goal.

Results: The county reported the following data in January 2008:

- 60% Engagement Rate
- 58% Employment Placement Rate
- \$9.81/hr. starting wage
- 71% job retention at 90 days
- 68% job retention at 180 days
- 76% job retention at 1 year

The county reported the following data in June 2008:

- 62% Engagement Rate
- 56% Employment Placement Rate
- \$10.79/hr. starting wage
- 73% job retention at 90 days
- 74% job retention at 180 days
- 72% job retention at 1 year

Placer

Strategy: Provide Orientations in Remote Communities – The county is rural with limited transportation options and has many remote clients who experience difficulty traveling to the main county office to attend orientation. The county resolved this issue by finding remote buildings they could use at no cost, such as a building used for veterans. The county would recommend this strategy as a promising practice for other rural counties.

Results: The county has conducted one orientation in the Lincoln area and 10 clients attended. They have no other data available at this time.

Strategy: Home Visits for Clients that Missed Orientation – The county implemented a home visit strategy for clients that failed to attend orientation. The county reports that the strategy has been successful, but it may not be sustained for an extended length of time due to budgeting constraints

Results: The county stated that for the months of May and June 2008, they have gone out on 12 home visits for failure to attend orientation with the following results:

- Five are going into noncompliance,
- two have completed orientation,
- two have been discontinued for having moved out of county, and full-time employment, and
- three have other barriers related to medical issues, and verification has been provided.

Strategy: Home Visits for Failure to Participate after Orientation – The county implemented a home visit strategy for clients that have failed to participate after orientation and have not contacted the county. The county reports that the strategy has been successful, but it may not be sustained for an extended length of time due to budgeting constraints

Results: The county reports that they are experiencing resolution on approximately 75 percent of all clients visited. They have gone out on 15 home visits with the following results:

- One had activities updated,
- two had no contact or change,
- three had contact but no change,
- six scheduled follow-up appointments with their WTW counselor,
- two have whereabouts unknown, and have been scheduled to discontinue, and
- one is employed.

Plumas

Strategy: Up-Front Reengagement of Sanctioned Applicants – The county implemented a policy to have the intake worker look at the WTW details before going into the initial eligibility interview to see if the applicant is reapplying and if so, identify if there is a sanctioned individual in the case. If any of the adults in the household are indeed sanctioned, the intake worker discusses this at the initial CalWORKs intake appointment to see what can be done to reengage the applicant. The intake worker will do whatever is necessary to start the process of curing the sanction right at that initial intake appointment instead of waiting until CalWORKs has been granted. If necessary, one-on-one orientations can be done right after the intake appointment. This is possible because the county has integrated case workers and the intake worker knows the regulations of the WTW program.

Results: Information on results was not available at the time of the survey.

Riverside

Strategy: Faster Scheduling of Appraisal Appointments – The county implemented a policy to schedule clients for appraisal within five working days of granting aid.

Results: The county reports that appointments are typically scheduled within five days of approval for cash aid. The county stated that 2,535 clients were approved for aid during the period from January through March 2008, and that the median time from approval to the date the appraisal was scheduled was 13 days.

Strategy: Expand Outreach Efforts for Initial Activities – The county implemented a policy to perform extensive outreach to clients regarding up-front activities, including letters, telephone calls, and home visits. They stated that it is difficult to implement this policy due to staffing issues in all county offices which dictated what type of intensive outreach methods could be used. They noticed that in the offices that had sufficient staffing to perform multiple forms of intensive outreach, show rates were higher. The county would recommend this strategy as a promising practice to increase up-front engagement.

Results: The county reports that due to the difference in intensive outreach between the different offices, the no-show rate has remained unchanged from September 2006 to March 2008, at 29 percent. They clarified that in offices that performed intensive outreach, the no-show rates are lower (data not provided). Overall, the completion rate of appraisal has increased by four percent since implementation.

Sacramento

Strategy: Full Engagement – The county implemented a plan to increase its effort in the area of early and full engagement to better identify barriers to employment in an effort to provide up-front services for participants to increase their success in WTW. This was accomplished by producing engagement reports for staff to review and bi-weekly engagement meetings, which include management, program, and support staff. The county also hired a technical support staff person to meet with case workers to explain the engagement report and how case workers can use the report as a resource in their casework. The Full Engagement strategy was implemented in March 2007.

Results: The county reports that since implementation and use of the engagement report, the unengaged rate in the county has decreased by 10 percent. The county believes that with more clients engaged, the WPR should go up over time.

San Benito

Strategy: Faster Referral to Up-Front Activities – The county revised its procedure for assigning clients to the job search workshop and assessment in November 2006, in an effort to enroll clients sooner. They did this by implementing policy requiring that clients will be enrolled in the Job Search Workshop within two weeks of being granted aid. In addition, by the fifth week from completing the job search workshop, clients are to be scheduled for a meeting with their case manager to complete their WTW plan. The county reported some difficulty in implementing due to staffing shortages, lack of space for the Job Search Workshops, and large caseload sizes compared with similar

counties (160 cases per worker). However, they feel that the strategy is having a positive impact and would recommend this strategy as a promising practice.

Results: The county reviewed the new up-front engagement procedures and determined that they have increased the Job Search Workshop attendance and completion of classes by approximately 25 percent. The county also reported an unfortunate side effect of implementing this strategy. As more clients have been assigned to the job search workshop, the county has had more clients who have not complied. This has increased their sanctioned caseload by approximately 40 to 50 percent.

Strategy: Behavioral Health Up-Front Presentation – The county has added presentations by the Behavioral Health Agency at the Job Search Workshop. They stated that this has motivated some clients to seek help with issues that may fall under mental health or substance abuse.

Results: As a result of this presentation, they have seen an increase of approximately four percent of clients engaged in services through the Behavioral Health Agency. They believe this has helped to build self-esteem in the clients and increased their participation in WTW activities.

San Bernardino

Strategy: Voluntary Early Engagement Strategy – The county developed a policy to offer all applicants the opportunity to voluntarily participate in WTW services. The county implemented a pilot for this strategy in January 2007. They conducted the pilot in three district offices (small, medium, and large) and maintained the traditional model in their other offices as a control.

The pilot was completed on March 24, 2008. The results (see below) did not show the strategy to be as effective as the county had hoped. However, the county did identify some promising practices, and some Voluntary Early Engagement operational changes were implemented in all district offices and included:

- Two formal group orientations daily, in addition to individual orientations based on customer need/request, and specialized orientations in Spanish.
- Orientations will still be offered as voluntary during the application process however, once the case is approved, the customer is required to attend orientation and appraisal.
- Appraisals will be completed upon approval of aid.
- Standardized appointment scheduling and coverage for all district offices.
- Distribution of a marketing flyer explaining the application process and benefits of participating in the WTW program.
- Resource rooms and lobbies are stocked with informational materials to encourage up-front engagement.

- Co-location of Eligibility and Employment Services staff in the same work areas to enhance services.

Results: Initially the county found that Voluntary Early Engagement pilot offices' applicants had a six percent higher engagement rate than applicants in the control offices. However, the county did not state that these results remained consistent over time, and there was difficulty tracking the strategy. The county is now in the process of tracking voluntary participation and the long-term impact to WTW cases, but currently there is no data available.

San Diego

Strategy: The Behavioral Health Integration Project (BHIP) – The county developed a new up-front Behavioral Health Screening process. They also partnered with Mental Health Services (MHS) and Substance Abuse Services (SAS) contractors to co-locate at WTW sites to provide joint case planning and management services to better identify accommodations needed for employment and referrals to appropriate programs. The case workers have Case Management Conferences with each of their clients receiving services, and the MHS and SAS counselors, to provide better services to the client. The screening process was implemented in March 2007, and the joint case planning and management with local partners was implemented in October 2007.

Results: The county stated that the number of Behavioral Health referrals has increased as a result of the new screening tool (information prior to implementation was not reported). The county provided the following table showing the number of screenings and referrals to appropriate services:

Month	Number of Screenings	Percentage of Screenings Referred to AOD	Percentage of Screenings Referred to Mental Health
Mar-07	468	13	19
Apr-07	472	13	24
May-07	504	12	20
Jun-07	441	13	22
Jul-07	380	10	26
Aug-07	484	10	18
Sep-07	446	10	20
Oct-07	457	8	14
Nov-07	377	9	22
Dec-07	359	9	17
Jan-08	563	10	21
Feb-08	556	8	17
Mar-08	486	12	20
Apr-08	637	8	18
Total	6630	10	20

The county also stated that the number of cases that have had Case Conferences has increased from five in December 2007, to 51 in June 2008.

Strategy: Life Skills Training – As part of the BHIP, the county developed a life skill/intervention training program for CalWORKs applicants. The goal of the training program is to ensure clients that lack basic life skills are referred to improve their employment preparedness. The county implemented the strategy in July 2007. The county continues to update the strategy as it is assessed for effectiveness.

Results: The county reports that the BHIP is having the intended effect as 602 applicants countywide were provided Life Skills training, or given referrals and/or services for mental health and/or substance abuse in May 2008.

San Francisco

Strategy: Seamless Transitions – The county implemented a policy to move clients through up-front activities with less time between activities through the signing of a WTW Plan. To accomplish this goal the policy requires that all clients leave one appointment with a written appointment scheduled for their next required activity. The policy also requires case workers to call clients to remind them of their appointments, and to call the clients immediately if appointments are missed. In order to track the results of this strategy, the county asked their IT team to develop “The Time Through Report” to measure the amount of time between up-front activities for each client. The county would recommend this strategy to other counties to help in reducing the time between activities.

Results: The county reports that the strategy has had the intended effect as follows:

- The time between initial benefit and orientation has been reduced from 31 days to 19 days.
- The time between orientation and appraisal has been reduced from 57 days to seven days.
- The time between appraisal and assessment has been reduced from 65 days to 27 days.
- The time between appraisal and JRA (Job Readiness Assessment) conducted prior to attending job club was reduced from 25 days to three days.

Strategy: Staff Reorganization – The county changed from integrated case workers to having separate eligibility and employment case workers. The WTW component of cases will now be the responsibility of Employment Specialists whose sole focus is the employment component of the case. The county recommends that a county must decide based on unique county circumstances whether or not to implement this strategy.

Results: The county has seen an increase in the number of clients in activities that qualify for participation in WTW activities from 46 percent (982 clients) in August 2007, to 51 percent (1082 clients) in October 2007. They have also measured a decrease in the number of clients not participating from 255 in January 2008, to 210 in March 2008.

Strategy: Expanded and Revamped Orientations – The county developed a policy to offer daily orientations for clients. Clients are encouraged to attend the CalWORKs orientation on a voluntary basis before their case has been approved. To accomplish this goal the county relieved the Orientation Facilitators of other duties to focus all their attention on the orientations. The Orientation Facilitators also revamped the message of the orientation to provide a greater emphasis on employment. This new approach also gives clients the flexibility to drop in for orientation.

Results: The county reports that 110 applicants attended orientation on a voluntary basis in 2007, which speeds up the engagement process. Other positive effects the county has documented include the following:

- The number of workshops went from an average of 18 a month (up to September 2006) to an average of 30 a month (by December 2007).
- The number of clients referred dropped from approximately 240 a month (September 2006) to 180 a month (calendar year 2007); the number of drop-ins doubled during the same time period.

Strategy: Incentives – The county is using incentives (such as gift cards) to increase attendance at certain activities, and for meeting other training, employment, and retention benchmarks. The county would recommend this strategy to other counties as a promising practice.

Results: The county noted that the incentive strategy helped to avoid sanctions 36 percent of the time compared with 24 percent prior to implementation, particularly during up-front engagement. The county feels that the incentives program is having a positive effect on the morale of both case workers and clients.

San Joaquin

Strategy: Co-Location of Employment and Eligibility Staff – The county implemented a policy change to co-locate their employment case workers with their eligibility case workers to provide more program information and the benefits of participation to clients. The employment case workers also meet with applicants and sanctioned clients attending their annual redetermination appointment with the eligibility case workers to discuss the benefits of participating in the WTW program.

Results: The county has had promising results since implementing this strategy. They report that 40.39 percent of sanctioned clients who met with the employment case worker during their annual redetermination cured their sanction. They also stated that 75.68 percent of applicants who volunteered to meet with the employment case workers during the intake appointment completed their orientation/appraisal, as compared to the overall orientation/appraisal average completion rate of 34.95 percent.

Strategy: Utilizing Data Reports – The county made a policy change to switch from a referral system to a review of their case management software to help employment services determine when a client has been approved for cash aid. The goal of this strategy was to reduce the amount of time from granting cash aid to the first WTW activity.

Results: The county reports that the strategy has had the intended effect. The average number of days from approval of aid to the orientation/appraisal date has been reduced from more than 30 to fewer than 20 days.

San Luis Obispo

Strategy: Schedule Applicants for Orientation at Intake – The applicants are asked at the initial face-to-face interview to volunteer to attend orientation in an effort to inform and motivate applicants upon entering the program to engage in activities that will help lead to self-sufficiency. For those who volunteer the orientation takes place within one week of the application date. The county has a policy to have case managers call applicants prior to the appointment date; reminders and early engagement have been effective practices that have led to low no-show rates. The county believes that it makes sense to engage participants as soon as they apply in order to assess their needs, strengths, and barriers, so that the county is able to provide helpful information and referrals for services.

Results: The county reports that the strategy of scheduling applicants for orientation has resulted in higher show rates, although no specific data was reported. A surprise result has been an increase in applications for diversion, wherein applicants are diverted from CalWORKs because the county was able to mitigate a temporary barrier to self-sufficiency.

Strategy: Improve the Quality of Communication with Clients – The county implemented training for staff on how to engage in communication that focuses on goals, strengths, needs, and solutions, rather than strictly on consequences for not participating in WTW activities. The purpose of the trainings is to teach staff how to engage clients using a solution-focused model. The county also published a clinical desk guide, titled "Engagement: Solution-Building Concepts and Skills," that staff keep as a reference guide to help maintain and improve their communication skills.

Results: The county expressed difficulty in quantifying success for this strategy; however, they feel that it is a fundamental practice for developing cooperative and trusting relationships with clients. They also stated that staff have been open to and favorable about developing their engagement skills.

San Mateo

Strategy: WTW Awards Program (Incentives) – The county has developed an awards program designed to encourage clients to attend and complete specific WTW activities,

such as orientation, job search, and obtaining employment. The county is implementing this program with the intent of reaching not only new CalWORKs clients, but also to re-engage sanctioned clients, and encourage voluntary participation from Safety Net and exempt populations. The county purchased gift cards from Target and Safeway to award to clients for completion of the aforementioned WTW activities.

Results: The county reports that to date, 97 gift cards have been issued to clients for various activities. However, the county feels that it is too soon to determine the long-term success of the strategy because it has only recently been implemented.

Strategy: Renewed Focus – The county has redesigned its WTW program to renew the focus on the WTW message “Work Pays.” They have accomplished this by conducting a two-day training with the “Work Really Does Pay” message to help reinvigorate staff to deliver the work first message to their clients. The county also updated their lobbies and reception areas with posters promoting the “Work Pays” message, and electronic scrolling marquees announcing new employers on site, or workshops being offered. The county’s orientation format has also been redesigned with a “Learn to Earn...More!” slogan, and is now given with a new strength-based approach. The county has also modified its job search areas to showcase the “Wall of Success” boards celebrating clients who have found employment.

Results: Information on results was not available at the time of the survey.

Strategy: CalWORKs Advisory Committee – In July 2007, the county formed a CalWORKs Advisory Committee. The Committee was developed to review, discuss the progress and achievements of the implementation of the AB 1808 CalWORKs Plan Addendum, and advise the Human Services Agency on proposed actions. The CalWORKs Advisory Committee meets quarterly. The Committee is comprised of several representatives from various partners and agencies, including the County Board of Supervisors, Workforce Investment Board, Community Colleges, County Office of Education, Regional Occupation Program, Public Health, Mental Health, Alcohol and Other Drug, and Probation.

Results: At the first meeting the Committee was educated on CalWORKs WTW requirements. As a result of these meetings, the county has implemented recommendations made by the Committee to improve the specialized re-engagement unit and is currently working to develop a new community service plan for the county.

Santa Barbara

Strategy: Offering Up-Front WTW Services to Applicants – The county offers a voluntary orientation with a strong “work first” message at the intake appointment. It is done in conjunction with the applicant Rights and Responsibilities eligibility requirement to inform applicants about the array of services available through the WTW program. At this time the eligibility worker encourages applicants to participate in a voluntary appraisal and to take advantage of job services while their CalWORKs application is

pending. The county feels that the up-front appraisal allows earlier identification of exemptions and barriers to employment. This information facilitates the county's administration of supportive services, including Stage 1 child care; and the county stated that the ability to more quickly meet the applicants' supportive services needs helps to ensure participation in WTW.

Results: The county reports that this strategy is an important facet of their success with participants, and they see a very high percentage of applicants voluntarily participating in appraisal and job services activities.

Strategy: Identify Expired Exemptions for Faster Referral to WTW – The county developed ad hoc reports to identify clients with expiring exemptions to expedite the process of engaging them in the appropriate up-front activity when their exemption expires.

Results: The county reports that the first ad hoc report identifying exemptions was run in November 2006, and initially identified 277 individuals countywide with expired exemptions that were not enrolled in WTW. Their May 2008 report lists only 18 of these individuals countywide.

Strategy: Provide Training to Identify and Manage Significant Barriers – The county identified methamphetamine abuse and gang issues to be specific prevalent barriers to employment in their caseload. Therefore, the county implemented focused training for staff in these areas. The county believes that every step of the intake process offers an opportunity to identify and address barriers. They utilize referrals to their Alcohol, Drug, and Mental Health department partners (they refer to them as their Resource Support Team) in an attempt to mitigate barriers and improve engagement in WTW activities. They also implemented training for eligibility staff to build confidence and competence in initiating discussion with applicants/clients about potential barriers and uncovering potential exemptions earlier in the process.

Results: The county has seen the percentage of referrals to the Resource Support Team increase by almost nine percent from January 2008, to March 2008.

Santa Clara

Strategy: Employment Services Staff at Benefits Orientation – The county has a CalWORKs orientation for applicants to inform them about all the resources available to them in the CalWORKs program. They implemented a policy to have employment case workers present information to them during this orientation to focus the applicant on WTW participation as the long-term path to self-sufficiency and provide clients with a better understanding of the support services offered by the WTW program.

Results: The county states that this more coordinated approach to CalWORKs orientations has resulted in a 25 percent increase in client attendance at WTW orientations and enrollment into the next appropriate WTW activity.

Strategy: Increased Use of Incentives – The county implemented a strategy to promote client engagement through the increased use of gift certificate incentives. Clients who attend orientation and complete a full appraisal are eligible to participate in a gift certificate drawing; prizes for the drawing are awarded once the winner signs a WTW plan. They also give clients who complete Job Club and meet performance criteria gift certificates in recognition of their efforts.

Results: The county believes that by incorporating raffles into the up-front activities, it has increased client interest in the orientation sessions since the drawings are advertised in advance. As a result, they have seen increased attendance at orientations, greater continued engagement throughout the client flow, and a lower no-show rate as clients move from assessment to WTW activities. As an example, the county stated that educational providers have reported a 10 to 20 percent increase in monthly attendance.

Strategy: Centralized Exemptions – The county designated one worker to monitor and coordinate all WTW exemptions. The specialized position was created to ensure that once exemptions have expired, clients are enrolled in an appropriate activity in a timely manner. The worker also identifies clients who appear to be SSI eligible and refers them to staff who will assist them in negotiating the cumbersome SSI application process.

Results: Monthly reports show that the number of clients inappropriately listed in exemption status has declined since this strategy was implemented. Also the number of expired exemptions has declined by nine to 12 percent. This strategy has also assisted the county in earlier identification of potential SSI-eligible clients.

Santa Cruz

Strategy: Early Engagement Redesign – The county restructured its WTW case workers into two separate teams, an Early Engagement and an Ongoing Engagement team. They also implemented a new early engagement process that integrates the CalWORKs eligibility determination with immediate employment services and WTW case management. After applicants have been screened at intake and are determined to be apparently eligible for CalWORKs WTW, they are given the option to voluntarily meet with a WTW case worker from the Early Engagement Team. If applicants decline to voluntarily participate upon approval in the WTW program, they are given an appointment letter to meet with a case worker from the Early Engagement Team. The Early Engagement Team handles cases, both voluntary and mandatory, until the client signs a WTW plan. At this time the case is transferred to the Ongoing Engagement Team for ongoing case management. The county needed to modify implementation plans by placing more staff into the Early Engagement Team to accommodate the number of orientations and appraisal appointments because more applicants volunteered to participate than originally anticipated.

Results: Preliminary evaluation results indicate that the Early Engagement model is effective in contributing to the reduction in the number of cases in the WPR sample that are not meeting requirements. The county reports a reduction of six percent in the number of clients not meeting both state and federal participation requirements.

Shasta

Strategy: Streamline WTW Referral Process – The county developed a new procedure to make referrals to WTW the same day, or next business day, as the date the application is approved for CalWORKs. They accomplish this by having eligibility staff e-mail employment staff the necessary information to open the WTW case file. This allows the employment worker (ETW) to schedule the client for the next orientation which is given every Tuesday. The ETW contacts the client to inform him or her of the orientation appointment, stress the importance of attending the orientation, and offer necessary supportive services.

Results: Since implementation the county states that enrolling and assigning a participant to WTW takes a maximum of one to two business days from the date cash aid was approved. The county now has clients attending their first WTW activity within one week of being approved for aid, which is an average of ten (10) business days sooner than the prior referral process.

Strategy: Comprehensive Adult Student Assessment Systems (CASAS) Testing Earlier – The county implemented a policy to give the CASAS test prior to appraisal, instead of during assessment, because the test is valuable in providing information to the ETWs regarding the client's basic math and reading skills. This can assist the ETW in determining the next appropriate activity for the client. The county provided training for staff on the information and skills necessary to read and interpret the test scores.

Results: The county believes that this is a valuable tool that allows the ETW to be more aware up front of a client's potential barriers to employment.

Strategy: Up-Front Barrier Reduction – The county created a new position that works in the office where applications for cash aid are taken. The ETW hired to fill this position is tasked with ensuring that all adults applying for cash aid are properly and immediately informed of WTW program requirements and screened for any potential barriers to employment on a voluntary basis. If any barriers are identified, the applicants, or clients when approved for aid, are offered services to address and/or eliminate them.

Results: The county reports that barriers are identified and addressed up front, allowing for earlier intervention and resolution. The county also feels that these clients become engaged earlier and are also more likely to remain engaged due to the early identification and resolution of barriers.

Sierra

Strategy: Offer Voluntary Orientation/Appraisal at CalWORKs Intake – The county implemented a policy to offer voluntary orientation and appraisals to applicants. The county implemented this strategy to engage clients faster and to improve communication about WTW during the application phase. The county had difficulty scheduling enough time to accommodate applicants and case workers, but this has since been resolved.

Results: The county feels that applicants have a better understanding of the expectations for them to be fully engaged in the WTW program and what services are available to promote their self-sufficiency. There has been a 20 percent increase in their engagement rate by incorporating all of their proposed strategies in their WTW program from December 2007, to May 2008. They have also observed a 30 percent decrease in the aided work-eligible population due to clients' achievement of self-sufficiency and discontinuance of aid.

Strategy: Expanded Community Service Opportunities – The county has worked to expand the number of community service options available to clients.

Results: The county believes that by expanding community service in the area, it has afforded a local option for clients with multiple barriers to increase their participation hours. They also feel that it improves community involvement and awareness of the county's impoverished population.

Siskiyou

Strategy: Appointment Reminder Phone Calls – The county implemented a policy to have a designated worker make a personal telephone call to every client one or two days prior to the scheduled WTW orientation as a reminder of the appointment. If the client does not attend the scheduled WTW orientation, the worker makes another telephone call within 24 hours to discuss the absence. If the client who did not attend orientation cannot be reached by phone, a Social Worker will make a home visit to the client to determine why the client failed to attend or if there are barriers that need to be addressed to allow the client to participate.

Results: The county reported that initially, the attendance rate at orientation had increased by 20 percent (up to 60 percent) after implementation. However, since January 2008, the attendance rate has dropped to prior levels (40 percent). Of the clients not attending WTW orientation and after receiving a telephone call, 50 percent attended the next WTW orientation. The county feels that the strategy has assisted in making a connection with its clients, and that clients feel the county cares about them as individuals and wants to assist them in achieving self-sufficiency.

Strategy: Redesign of the WTW Orientation – The county redesigned its WTW Guidebook to make it more user-friendly when given to clients. They also redesigned

the Power Point presentation given at orientations about the new Guidebook with a philosophy of "What's in it for me."

Results: The county reports that there is more enthusiasm from staff about the WTW orientation. They also stated that they are providing more detail to clients about the program and all the services it can provide in assisting them to reach their goal of self-sufficiency.

Solano

Strategy: WTW Day – The County implemented designated days and times for its integrated workers to focus on WTW-related engagement and services. This strategy was put in place until June 2008 when the county implemented a new business model that made this strategy obsolete. However, for counties that have integrated workers, this strategy may still prove to be a promising practice.

Results: The county stated that they saw an increase in the number of people scheduled for initial WTW orientation and Job Club activities. The county also found that the attendance at WTW orientation increased by an average of 4.5 percent.

Strategy: New Business Model – The County implemented a policy to encourage applicants to meet with WTW staff at intake. The purpose of this meeting is to provide the WTW activity and supportive service information to the applicant, identify needs, address current or potential barriers to employment, discuss program requirements, and begin the process of establishing a positive working relationship with the applicant. If the applicant declines the option to meet with WTW staff on the initial CalWORKs application date, the WTW engagement appointment can take place any time during the application process, or after cash aid is approved.

Results: Information on results was not available at the time of the survey.

Sonoma

Strategy: Review and Redesign Orientation – The county now offers voluntary participation in orientation and appraisal to CalWORKs applicants. The voluntary orientation and appraisal usually happen the same day as application, and no later than three days from application. The orientation was modified to focus on participation and was also moved to a new facility to allow the county to show clients the new website that has tools to show how income impacts a grant and other helpful information. The county would recommend this to other counties as a promising practice.

Results: The county conducted a client focus group and found that 90 percent of the clients surveyed felt that the orientation changes were successful and helped them to understand the program better. Clients stated that the information from the new website (www.sonomaworks.org) was particularly helpful.

Stanislaus

Strategy: Up-Front Welfare to Work Orientation Redesign – The county has implemented a unit specifically designated to schedule clients for and to facilitate the WTW orientation. As soon as clients are approved for aid, the orientation unit staff contact the clients and schedule them for orientation. The content and material presented at orientation has been designed by the orientation unit staff to engage clients in a strength-based manner that promotes the opportunities and advantages of participating in the WTW program. The county also implemented a policy to have all clients who have been scheduled for WTW orientation receive a reminder phone call the day before their appointment.

Results:

7/1/06 thru 05/31/07 (prior to implementation)

- Customers scheduled for WTWO: 4964
- Customers who attended WTWO: 1904
- Attendance Rate: 38.3%

7/1/07 thru 05/31/08 (after implementation)

- Customers scheduled for WTWO: 8030 (62% increase)
- Customers who attended WTWO: 3739 (96% increase)
- Attendance Rate: 46.56%

In addition to the increase in scheduling and the percentage increase in attendance, the county has also found that the reminder phone calls resolve any confusion the client may have about the orientation appointment. They also help to identify and resolve any barriers to participation the clients may have. Another benefit to having dedicated staff conduct the orientations is that they can schedule more, and have the flexibility to schedule extra orientations when needed.

Strategy: Communication and Resources – The county has developed two approaches to help its staff better assist clients in obtaining employment. The first is a “Provider Fair” the county puts on to help staff know local service providers and the assistance they can provide CalWORKs clients. At the last event 40 service providers set up information booths and supplied staff with information regarding employment-related resources and activities available for clients. The types of resources include vocational training, supportive services (child care, housing, and transportation), substance abuse and mental Health counseling, domestic abuse counseling, learning disability assessment and services, and employment opportunities. A total of four annual provider fairs have been conducted to date, the last one on May 15, 2008. The average cost for the event is \$1200.

The second strategy is the “Cool Jobs” internal webpage designed in partnership with Alliance Worknet, EDD, and the county’s IT staff. The internal webpage is available to all staff to help them provide information on current openings and job leads for their clients.

Results: The entire county's staff were invited, although attendance is mandatory for all WTW case-carrying staff. The county developed an on-line survey that was sent out to staff to gather feedback on the success of the event and to assist in planning future WTW provider fairs. The results of the survey showed that 92 percent of those who responded rated the Provider Fair as excellent or above standard. The county believes that the event allows staff to interact with the service providers and network with them so they can have the latest information on resources available. The county was unable to provide data regarding the Cool Jobs webpage.

Strategy: Welfare to Work Services Request for Proposals – On July 11, 2007 the county released a Request for Proposals (RFP) for WTW services. The intent of the RFP was to invite private, public, and community-based organizations to develop new and innovative strategies related to the delivery of specific work-related activities, including Job Club, community service placements, WEX, and bridging activities to customers enrolled in WTW program. The county facilitated two Pre-Proposal Conferences to explain the program requirements and the administrative relationship that would exist between the provider of these services and the county. In order to increase customer participation and develop strategies that will best utilize resources, the county developed and implemented a WTW "Service Delivery Redesign Team" to oversee the implementation of the new strategies.

To date, five contractors have been selected by the county and contracts have been negotiated. The contracts include both services and outcome measures to demonstrate the effectiveness of the delivery of services. The Service Delivery Redesign Team was initiated in February 2008, and included six team members led by one manager to develop the new WTW service delivery model which was implemented in the county on July 1, 2008.

Results: The county reported that a total of 11 proposals were submitted for WTW services to the county. Of these, five proposals were recommended and granted by the County Board of Supervisors for approval of the contract awards for WTW services. The contracts that were developed and negotiated are outcome based to ensure optimal utilization of resources and WTW performance. One of the contracts awarded went to Exemplar Human Services LLC to assist in enhancing WTW performance processes to measure the desired outcomes. The county gave an example of performance measures in the production and utilization of Exemplar analytical reports that will be used by the management and supervisory teams as a case management tool to monitor and advise staff to ensure engagement of its clients. Some examples of these reports are: engagement status reports, longitudinal analysis reports, and specific case lists that break down by district, by unit and by worker. No other results are available at this time.

Sutter

Strategy: Up-Front Life Skills Class – The county implemented a Life Skills class as an up-front engagement strategy. The Life skills class is intended to provide the tools to

assist clients be successful with the necessities of daily living that often interfere with employment. The other purpose is to introduce clients to the mental health and substance abuse staff who teach Life Skills classes. The county states that the early identification of mental health and substance abuse issues impacts initial engagement, as well as long-term success. Therefore, the county believes that by building a rapport with the clients up front it may lead to disclosure of barriers so that the workers can initiate early intervention and engage the client in treatment to help achieve self-sufficiency. The clients who are referred to the Life Skills classes include those who have difficulty complying with the routine requirements of the program and have trouble focusing on their job search efforts.

Results: Since January the county has held 47 Life Skills classes with a total of 199 participants. The county stated that the classes are being well-received and clients are attending. The county also reports that the instructors, who are mental health and substance abuse counselors, noted that the attendees who fully participated and attended regularly declared a new appreciation for control of their own situations. As a result the clients who fully participated in the classes had a 64.7 percent engagement rate in employment activities.

Strategy: Increased Staff Training – The county developed and implemented new training for staff to improve marketing the WTW program to applicants at the initial interview. The county states that the training shifts the emphasis from the mandates of the program to the opportunities available in the program. The trainings were conducted in January 2008.

Results: The county reports that they are experiencing better up-front participation and fewer cases entering into sanction in the early stages; and they believe that this approach is having a positive impact. However, they feel that the long-term impact cannot be measured at this time. The county noted that the training reinvigorated the staff and gave them a new perspective for engaging “hard-to-serve” clients.

Tehama

Strategy: Jump Start Program – The county implemented a new policy to have eligibility workers present a flyer to applicants during intake that provides information about the available employment services and briefly explains the information included on the flyer. They encourage the applicant to meet with an employment case worker in order to answer any questions and explain the WTW program in more detail, identify any barriers to employment, and to discuss exemption criteria with the applicant. One of the goals of the policy is to have the employment worker attempt to identify any barriers the applicant may have through the use of the Jump Start Questionnaire which was developed and implemented with the policy. Another aspect of the policy identified by this county is that the employment worker encourages the applicant to provide all the necessary information needed by the eligibility case worker so the applicant’s eligibility for Cash Aid, Medi-Cal, and Food Stamps can be determined as quickly as possible. The applicant will then become eligible for the services the employment worker has

talked about. Once the client is determined eligible for WTW, he or she is invited to the first available orientation. The county believes this strategy is a promising practice and would recommend this strategy to other counties.

Results: The county has seen a minimal increase in its orientation show rate average which has remained fairly constant at 40 percent. In reviewing its data, the county found that orientation rates may vary seasonally, with higher show rates occurring in the summer months. The county feels that despite the fact that the strategy has not yet yielded as much of an upward trend in orientation show rates desired, there is anecdotal evidence in the form of feedback from clients and employment case workers that suggests that the strategy has helped to mitigate the transportation and childcare barriers facing many orientation attendees.

Strategy: Voluntary Orientation and Appraisal at Jump Start Meeting – The county piloted a voluntary orientation and appraisal incorporated into the initial Jump Start meeting in June 2008. The pilot will require the employment worker to offer clients the opportunity to voluntarily complete a one-on-one orientation and appraisal during the Jump Start meeting. The goal of the pilot is to determine that if by completing the orientation and appraisal at this early stage, it will allow the client to immediately begin full participation in WTW activities upon eligibility determination.

Results: Information on results was not available at the time of the survey.

Trinity

Strategy: Providing Up-Front Activities – The county implemented increased availability of the WTW orientation by offering weekly orientations. The county also developed a video presentation of orientation shown to the clients. The employment case worker meets with the client after the presentation to sign necessary paperwork and answer any questions the client may have. The client is then given an appointment letter to attend appraisal at the conclusion of the orientation.

Results: The county's goal was to engage participants more quickly after cash aid has been approved. The county reports that the results have exceeded expectations with a show rate to orientation increasing from 30.5 percent to 56 percent.

Strategy: Increasing Availability of WEX Assignments – The county contacted different county, state, and federal offices to find out if they would be willing to offer WEX placements for WTW clients. The county developed a unit, named the Work Crew, which has two crew leaders that supervise WEX clients and oversee the completion of their assigned WEX tasks.

Results: The county reports that having the Work Crew has enabled them to be more involved in the community and that the number of available WEX sites has doubled since implementation.

Tulare

Strategy: Faster Referral to WTW Services – The county developed a report titled the “Employment Services Non-Exempt Participant Report” to aid in the identification of work-eligible clients requiring a referral to employment services. The county developed the report to ensure that granted cases are referred to WTW services in a timely manner each month. The report not only shows clients that are not scheduled for an activity, but also shows clients that are enrolled into an activity, and attendance hours and dates of activity. The report is sent out monthly to district office managers, office program specialists, and supervisors with instructions to provide to staff. The report summarizes each case worker’s caseload, breaking it down to the number of clients in each case worker’s caseload and details how many of his or her clients are in an activity. It also summarizes each office as a whole within the county for comparison of the five different district offices.

Results: The county reports that all five district offices are showing an increase in participation in activities. The county reported that the office showing the most increase in participation in activities went from 45.60 percent in January 2008, to 57.10 percent in May 2008. The county stated that countywide increase in participation went from 32 percent in January 2008, to 38 percent in May 2008.

Strategy: Increased Information During Orientation – The county revised its orientation to better market the services and activities available for clients who enroll and actively participate in either employment, specialized services (such as job skills training, domestic violence, mental health or substance abuse counseling), or assessment. The county also redesigned the materials given to clients during the orientation (such as the “Participant Handbook,” a resource guide for local employment). The county has also installed framed posters in all the district office orientation rooms, lobbies, and interview rooms. The posters positively promote “Work Pays In So Many Ways” and also the option of diversion for clients who may need only temporary aid to find employment.

Results: The county believes this strategy is worthwhile as a means to provide more information about the requirements of WTW and the supportive services available to clients. The county has observed that participation in up-front activities has nearly doubled. As an example for single-parent families in 2007, the overall average participation in orientation/appraisal per month was 129 clients. In 2008, it has increased to an average of 245 clients. For two-parent families during this same time period for orientation/appraisal, there was an increase from 75 to 147 clients.

Tuolumne

Strategy: Early Engagement Worker of the Day – The county implemented a new policy to provide voluntary orientations to applicants after their intake appointment. The county designates one employment worker per day to give one-on-one orientations to the applicants who volunteer. The policy also states that applicants already enrolled in

vocational training, or who are already employed at intake should get expedited access to supportive services. In addition, applicants are able to be screened for possible exemption criteria and for curing a sanction when applicable.

Results: Prior to implementation the county reports having a no show rate for the first scheduled appointment averaging between 60 and 80 percent. The county reports that an estimated 95 percent of applicants chose to participate in the WTW orientation and appraisal process. This represents a net increase of 45 percent in participation in up-front activities. However, after further research, the county identified that 40 to 50 percent of the applicants who volunteered were not granted cash assistance.

Strategy: Open-Entry/Open-Exit Job Club – The county redesigned its job club to provide an open-entry/open-exit service delivery model to prevent participants from "waiting" for an activity to begin. The new job club is available to all clients and applicants who volunteer to participate. The county is also in the process of negotiating with Mountain Women's Resource Center, Public Health, and Behavioral Health to expand the workshop topics to include life skills training, the effects of mental illness, drug abuse, or domestic abuse, and other pertinent subjects. Current topics include applications, resume writing, interviewing skills, employer expectations, career testing, goal setting, and many motivational self-esteem building activities. As incentive to complete the job club classes, clients who complete the classes are given early access to short-term vocational training programs, such as Certified Nursing Certificates, Fork Lift Training, and General Clerical, all of which are currently in high demand in Tuolumne County.

Results: The county has seen a steady increase in the number of participants who are attending job club workshops. The county estimates that the average number of participants attending job club workshops has increased by 10 to 15 percent. The county has given evaluation forms to clients, and the clients' comments indicated that they feel the workshops are very motivating and valuable to their job search efforts.

Ventura

Strategy: Family Success Plan (FSP) – The county implemented a policy to offer applicants who volunteer with an FSP on the date of application. The purpose of the FSP is to identify strengths and needs, and provide the family with a pathway of activities and services that are available based on the strengths and needs identified. The county developed a form for the FSP that has four focus areas to help identify strengths and needs (support systems, connection to the community, knowledge of resources, and client-stated strengths). The county also designated employment staff that assist and guide the CalWORKs applicant through the up-front engagement process. They hired staff to fill vacant positions and streamlined work functions to make implementation of these extra duties possible. Applicants meet with the employment staff within 24 hours of applying for CalWORKs. The goal of the FSP meeting is to ensure that within seven to 15 working days from the date of application, each CalWORKs WTW family that is approved for CalWORKs is participating in a WTW

activity. The county would recommend this strategy as a best practice, but recommends that the staff designated to work with applicants are well-trained in assessing the applicant's interests, skills, and barriers through the use of the FSP.

Results: The county reported that as a result of implementing the FSP, CalWORKs approval time frames have decreased from an average of 35 to 45 days to approximately 20 days. They stated that this has led to earlier engagement of WTW clients. They also noted that in some of their regional offices, show rates for appraisal appointments have increased by 40 percent.

Strategy: Up-Front Engagement (Regional Strategy) – Recently the county has experienced a high volume of applications and ongoing CalWORKS and WTW cases in its largest region (which is over 40 percent of its caseload); therefore, administering the FSP has proven to be overwhelming for current resources. The county has implemented a new strategy, specific to this region, which is to schedule the FSP appointment to coincide with the date of CalWORKs approval (10 to 20 days from date of application).

Results: The county anticipates that this strategy will still shorten the time frame from approval to the appraisal appointment, as well as increase the show rate for appraisal appointments. Unfortunately, this will negatively impact the county's efforts to more quickly engage clients in WTW activities.

Yolo

Strategy: More Frequent/Accessible WTW Orientations – The county implemented a policy to offer WTW orientations more frequently, and via home visits for those clients who do not show up for their scheduled orientation or indicate they are unable to come to the office for the orientation. The county is implementing this strategy in phases. The first phase was to complete home visits to clients that failed to attend their scheduled orientation or to accommodate clients who indicate they are unable to come to the office. The second phase is to offer WTW orientations twice a week in each office instead of once per week.

Results: At the time the county submitted their information for this report, the second phase had not yet been implemented; therefore, they stated that the number of orientations had not yet been increased, and there is no data available at this time. The county stated that the number of home visits has been increasing since implementation.

Overall, the county reported that in January 2008, home visits were done on 1.13 percent of the WTW caseload; this increased to 3.79 percent by April, 2008.

Strategy: Increased Use of Home Visits – The county implemented a policy to conduct home visits to deliver employment services for all appointment types. They conduct a home visit whenever the client either indicates he or she is unable to come to

the office for an appointment, or if the client misses a scheduled appointment and the assigned worker is unable to reach the customer for rescheduling.

Results: The county has been successful in increasing the number of home visits being done. Long-term outcome data is not currently available.

Overall, the county reported that in January 2008, home visits were done on 1.13 percent of the WTW caseload; this increased to 3.79 percent by April 2008.

Yuba

Strategy: Increased Marketing of Work First Message – The county transformed its reception area to look more like a business environment in order to communicate the goal of self-sufficiency from the moment applicants and clients enter the welfare office. They have made job fliers, with salary and filing dates highlighted, available for clients to take. They also purchased subscriptions to "Parents" and "Working Mothers" magazines and have made them available for applicants and clients to read while waiting for their appointments. The county also added a bulletin board in the reception area, which displays children's art from local child care facilities to promote quality, reliable child care.

Results: The county reports that the employment rate increased 8.8 percent and the percentage of former CalWORKs cases which are leavers with employment, increased eight percent from the baseline by implementing this and other strategies. However, from January 2007 through November 2007, an average of 78 individuals per month entered employment, compared to recent data, which shows that from December 2007 through April 2008, an average of 61 individuals per month entered employment. The county attributes this to the slowing economy, which seems to be slightly affecting the employment rates of CalWORKs cases. The county is an agricultural community; and even with limited job opportunities, the average hourly wage reported for the past 16 months is \$9.13 per hour.

Strategy: Health and Human Service Aides – The county employs service aides to transport participants to WTW activities. They expanded on this strategy by creating fliers describing available classes and services for CalWORKs WTW clients at the One Stop (e.g., mental health services, substance abuse services, childcare, classes, workshops, and vocational classes). When a client is transported, the flyers are given to him or her to read. The county has recently partnered with the county's Alternative Payment Program, "Children's Home Society" (CHS), to train the service aides to help CHS educate parents on client's children's developmental stages and on choosing quality, reliable child care. The aides give parents a brochure on choosing child care and are also available to take parents to visit and/or interview licensed child care providers. The county would recommend this strategy to other counties as a promising practice.

Results: The county believes that this strategy has exceeded expectations for its intended purpose. The service aides are able to reinforce and “sell” WTW services and classes in an informal atmosphere while transporting participants. They also feel that for clients who accompany the service aid to interview and/or visit licensed child care centers, it is a more educational, fun, and less intimidating experience than going alone. The county has also noticed that since implementing this strategy, there has been an increase in the utilization of licensed child care and a decrease in license-exempt child care. They believe that reliable child care contributes to greater participation so will continue this strategy and track the results. The county stated that it is difficult to quantify whether this strategy is directly affecting the WPR. However, the county believes that, combined with other strategies, WTW participation will increase.

Appendix B: Sanction Reengagement Strategies

The information is presented county by county in alphabetical order. Each county has at least one strategy for sanction reengagement included. Some counties have data showing results.

Alameda

Strategy: Home Visits – The county expanded its sanction outreach pilot to include home visits to sanctioned clients by Program Integrity Investigators and contracted service providers. Program Integrity's role is primarily to determine if there has been a non-reported change that impacts eligibility, e.g., participant no longer residing at address, no eligible child in the home, or participant is employed. Program Integrity's findings are reported to Eligibility and Employment staff for follow-up and appropriate actions. If eligibility exists for the sanctioned household, then a referral is made to a contractor for a follow-up home visit. The contractor works with the family and Employment staff to help cure the sanction. The initial pilot involved a Social Worker in making a home visit after a Program Integrity Department referral; and if the client refused to participate after a visit from the Social Worker, another referral would be made to the contractor. The county did not encounter any challenges in expanding this pilot but they removed the Social Worker from the process to minimize the number of visits and resources expended toward the small sanctioned population of its caseload. The county is finalizing the use of a database system to record and track outcomes. There is a contract cost associated with this strategy. The county would recommend home visits strategy to other counties as a promising practice.

Results: The county is in the process of evaluating the effectiveness of this strategy. Contractors are required to meet a 50 percent target rate for curing sanctions on total referrals made, which is approximately 400 per year. The county also stated that at this point, early results do not indicate that contractors will meet the 50 percent goal.

Alpine

Strategy: Intensive Outreach to Avoid Sanctions – The county has implemented a strategy in which they will take several actions to avoid sanctioning a participant or to reengage a participant to remove a sanction, including a telephone call; scheduling a compliance interview; providing notice of a possible sanction; home visits; visits from a Public Health Nurse and Social Worker; evaluating the recipient for a possible exemption upon receipt of visit notes from the Social Worker; scheduling a Multi-Team meeting with the participant, WTW Worker, Social Worker, Behavioral Health Services worker, Public Health Nurse and any other representative requested by the participant. The county implemented this strategy in July 2007. The county telephoned sanctioned individuals and scheduled interviews. The county has not had to take the next steps in the reengagement process and has found that retaining the participants' attention and keeping them on track tends to be challenging.

Results: The county stated that the sanctions were cured and that their participation rate remains at 100 percent. The county's small number of CalWORKs clients makes it fairly easy to track their rates of participation. The county believes that results were promising for the first few months; however, after removing several barriers and having more contact, it seems that retaining the participants' attention and keeping them on track has been difficult at best. The county stated that their participation rate will decrease due to participants' unwillingness to remain engaged in the program.

Amador

Strategy: Expanded Communication and Interaction – The county is attempting to reengage noncompliant and sanctioned individuals with expansion of communication and interaction techniques between county staff and WTW participants. Face-to-face contact between county staff and WTW participants will be expanded through increased office visits and meetings at mutually agreed-upon public or private locations. The county stated that although it is still too early to fully measure contact and correspondence between participants and county staff, the option for offering greater flexibility appears to be a positive one early on for both participants and county staff.

Results: The county stated that they have no current evaluation and comparison of prior WPRs and current monthly WPRs at this time, although the county plans on comparing future WPRs with past WPRs as soon as it is feasible, utilizing the current E2Lite reports which are submitted monthly.

Butte

Strategy: Initiate a Sanction Recovery Project in an Effort to Reengage those Individuals Currently in a WTW Sanction – One Employment Case Manager (ECM) in each of the county's two Community Employment Centers was designated as a Sanction Recovery Worker. The duties of this specialized worker included 1) conducting thorough reviews of WTW sanctioned cases to gain contextual information before making contact; 2) review findings with a supervisor; 3) initiate contact with the sanctioned individual through written correspondence, telephone and/or home visit; 4) when contact is made, discuss the benefits of curing a sanction and WTW participation, explain the reason for the sanction and the cure options, identify and help mitigate barriers to participation, and ascertain the individual's need for supportive and other services. The county stated that there were no significant barriers to implementation; however, it reduced its ongoing WTW case-carrying workforce by two Full Time Equivalents. The cost of the implementation was in terms of increased workload for ongoing ECMs. This strategy would not be recommended to other counties as a promising practice.

Results: The county stated that this strategy did not meet the goals anticipated. The project continued for 14 months during which monthly data was collected and reported. The county stated that during this time the number of those individuals who cured

sanctions did not increase as significantly as intended. The county also stated that budget constraints and less than adequate results led to the termination of this project in August 2007. The sanction cure process responsibility was once again disseminated among ongoing ECMs.

Strategy: Cure Sanction Invitation Letter – The county has developed a letter to invite employed individuals who are in WTW sanctions to cure their sanctions. The letter outlines the benefits to the family if the sanction is cured, including increased monthly income and the availability of supportive services. The mailing also includes a response letter for the individual's convenience and a self-addressed stamped envelope.

Results: Information on results was not available at the time of the survey.

Calaveras

Strategy: Travel Accommodations for Sanctioned Recipients – The county implemented strategies to accommodate sanctioned individuals who cannot travel to the main CalWORKs office to discuss curing their sanction. They accomplish this by conducting home calls, meetings by telephone, and sanction curing meetings at out-stationed offices. The county stated that the regional transit recently expanded bus routes into more remote areas of the county, which has helped to alleviate the transportation barrier for individuals who live in remote areas of the county. Caseworkers attempt to schedule a meeting at one of the out-stationed offices first and supply the individual with a bus pass to alleviate transportation barriers. If the sanctioned individual is still unable to attend the meeting, the caseworker offers a home visit. Caseworkers conduct home visits alone or as a team and utilize county vehicles to travel to the individual's residence.

Results: As a result of these practices the county has seen a reduction in sanctioned cases from a high of 30 in 2006 to a low of 13 in 2007.

Colusa

Strategy: Earlier Identification and Intervention – The county planned to increase its efforts to make personal contact with noncompliant and sanctioned clients through letters, home visit attempts, phone call attempts, providing information concerning the value (both financial and familial) of WTW participation. The county stated that staffing shortages hampered full implementation.

Results: The county stated that 25 percent of cases that were in noncompliance status were resolved prior to sanction initiation since the implementation of "Earlier Identification and Intervention" strategies.

Strategy: TEAM Case Management – The county planned to have WTW and WIA case managers partner to develop a two-person team that would work with WTW participants. The county was unable to develop two-person specific teams because of

staffing shortages. The county stated that instead they improved their weekly Case Management meetings, largely as a result of switching contractors for learning disability screenings (and increasing the role to include more in-depth assessments in certain cases) and for Workforce Academy. The county also stated that staffing also changed for Workforce Academy: The new Workforce Academy instructor/facilitator works in tandem with the Behavioral Health Services staff person in Workforce Academy classes.

Results: The county believes that the life experiences and additional training of the Workforce Academy instructor and the Behavioral Health Services worker, allow the workers to take a more nurturing approach, and that it is having a positive effect on several of the younger moms. The county feels that these moms are more comfortable participating in the classes and activities, and several have begun attending Behavioral Health Services sessions. The county stated that they owe a lot of the success of this strategy to our WIA provider, with whom they contract for Workforce Academy and learning disability evaluations. The county also stated that 60 percent of cases that entered the noncompliance process were successful in avoiding a sanction, and that 35 percent of sanction cases cured their sanction since implementation of the “Team Case Management” strategy.

Contra Costa

Strategy: Case Status Reviewers (CSRs) – The county implemented a policy in which Case Status Reviewer assignments were developed and staff was hired into these positions to target those clients that have been sanctioned for more than one month. The CSRs also capture preliminary information to provide to the Employment Specialist, which is used to reengage clients. CSRs, together with the county’s “Triage Team,” coordinate weekday or weekend Sanction Clinics and make direct referrals to a CES or Employment Specialist worker for immediate engagement. The Triage Team consists of Cash Benefit workers, Employment Specialists, Child Care Specialists, Volunteer Services and Social Workers. The county stated that they would recommend this approach to other counties as a promising practice. The county stated that there were no barriers with implementation. The CSR implementation cost is unknown at this time.

Results: The county stated that since implementation, CSRs have successfully contacted and referred 413 clients to an Employment or Client Engagement Specialist worker for WTW services.

Strategy: Sanction Clinics – As part of the county’s overall strategy for reengagement, the county implemented Sanction Clinics held during office hours and on Saturdays. Case Status Reviewers (CSR) use contact lists and referrals to target appropriate clients. Sanctioned clients are mailed an invitation marketing a sanction clinic, and a follow-up phone call is made to remind the client of the event. The county stated that one advantage of conducting sanction clinics during the weekday is the ability to have full access to our Case Management System and other client resources. The county stated that they did not encounter any barriers with implementing their Sanction Clinics.

The county stated that they would recommend this approach to other counties as a promising practice.

Results: The county stated that since implementation in May 2007, the county has conducted a total of nine Sanctions Clinics. Of the 122 clients invited, 87 attended and became reengaged in WTW activities. The county stated that Client Engagement Outreach data is still being gathered and compiled in order to validate the impact to its WPR.

Del Norte

Strategy: Home Visits to Non-Compliant/Sanctioned Individuals – The county has implemented a strategy in which the case is referred to the WTW Case Manager responsible for the sanction caseload upon an instance of noncompliance. A home visit is made to discuss the reason for noncompliance with the recipient and to offer options for eliminating possible barriers to participation. The Case Manager and the recipient discuss and agree to conduct the Compliance Interview during the home visit or request the recipient to attend the scheduled office interview listed on the notice of action for noncompliance. A copy of the notice of action and appropriate forms for noncompliance are given to the recipient. The Case Manager also informs the recipient of the financial sanction process for failing or refusing to comply with program requirements without good cause and works with the recipient to eliminate possible barriers. The county stated that they select staff with the best customer service skills to conduct these home visits. The county stated that there were no barriers to implementing this strategy. The county also stated that the cost associated with implementing this strategy was the county having a dedicated county vehicle for staff conducting the home visits. The county strongly recommends the use of this strategy as a promising/best practice.

Results: The county stated that this strategy has been very effective. The county implemented the new process in November 2006. At that time, the county had 60 sanctioned cases [39 All (Other) Families, and 21 Two-Parent Families]. One year later, for the month of November 2007, the county found that they had 32 sanctioned cases [21 All (Other) Families, and 11 Two-Parent Families]. The county stated that the number of sanctions has decreased by over 48 percent. The county stated that as compared to before implementation of their sanction reengagement strategy, they have had a 40 percent increase in the numbers of sanctions prevented and or cured.

El Dorado

Strategy: Targeted Caseload – The county implemented a strategy in which they moved all of their sanctions into a targeted caseload shared by two co-located case managers. The county stated that their goal was to quickly reengage newly-sanctioned clients and re-connect with those clients who had been sanctioned beyond the initial three months. To accomplish this the case managers established the following activities sequence: 1) Contact the clients to introduce themselves and discuss the benefits of curing the sanction, 2) mail out motivational fliers to encourage participation

via a focus on the economic benefit of participation as well as the benefit of the services available through WTW, and 3) home visits. Beyond the initial efforts the case managers were to make a minimum monthly contact in an effort to encourage compliance. The county stated that they dedicated two case managers who also carried a smaller active caseload and developed the informational fliers. The county was unable to maintain the approach originally described due to staff turnover. The county stated that to accommodate their current staffing situation, they revised their approach by assigning the sanction caseload to one experienced case manager. This case manager goes out on home visits with the contracted therapist from mental health. The county stated that they have completed three home visits. Of the three clients, one has reengaged and cured her sanction, one is in the process of reengaging and one is not interested. The county stated that this is a small but promising start with regard to serving its sanctioned clients.

Results: Information on results was not available at the time of the survey.

Fresno

Strategy: CalWORKs Family Advocacy Contractors – The county has identified a strategy in which it planned to create a dedicated unit to target sanctioned clients to cure sanctions and monitor their progress for six months. The county stated that an ad hoc report would be developed to identify sanctioned individuals that report income on a case that is being reviewed for renewal so that steps can be taken to reengage the individual. Due to a staffing shortage, the county negotiated with several CalWORKs contractors to provide sanction reengagement services instead of creating a sanction unit. An ad hoc listing of sanctioned individuals is emailed to the contractor on a monthly basis. The contractors are responsible for conducting face-to-face interviews with the sanctioned individuals to discuss the benefits of the WTW program. Once the client agrees to cure the sanction, he or she will be referred back to the county to cure the sanction. If a client cures the sanction, the contractor will maintain weekly contact with the client to ensure that the participation requirements are met and monitor progress for six months. The county stated that it has taken proactive steps by requiring all CalWORKs Family Advocacy contractors to include specific case management services for sanctioned and exempt clients in an effort to reengage them in WTW activities. In addition, performance measurements and levels have been adjusted for these contractors to meet WPR and to be considered for future funding. Contractor services were implemented on March 1, 2008, and will continue through June 30, 2009. Prior to implementation, the county provided training to the contractors to familiarize them on the WTW rules and regulations. The county stated that the barriers to implementation have been minimal due to the contractors' willingness to assist the county with the reengagement strategy. The total cost for the contracted services is approximately \$975,000 for the 16-month period. A minimum of 613 sanctioned participants are expected to receive case management services during the contract period. To assist the contractors in providing adequate services, the assigned analyst and program staff will monitor the contracts closely and address any issues that may arise. Staff continually evaluate the statistics gathered for accuracy and ensure

that the contractors have the resources and support they need. The county stated that the process has been difficult; but as the contractors gain experience working with county staff and the target population, the county should see some improvement in the number of sanctioned participants engaged in WTW.

Results: The county stated that since implementation of the sanction reengagement process, the contracted providers have had a six percent success rate in curing sanctions. During March and April, 155 sanctioned participants were referred to the respective contractors, of which nine cured their sanctions by attending their assigned activity.

Strategy: Creation of a Supplemental Security Income (SSI) Advocacy Team – The county has identified a strategy of implementing of a SSI Advocacy Team which will include employment case workers. Clients will receive assistance throughout the application process, including the initial interview, home calls, verification of medical and clinical information, assistance in scheduling appointments, maintaining contact with Social Security Administration and tracking the application/denial/hearing process to conclusion. The county stated that due to a staffing shortage, it is in the process of negotiating with two CalWORKs contractors to provide SSI advocacy for clients instead of creating an SSI Advocacy Team. The associated costs for these services will be approximately \$70,800.

Results: Information on results was not available at the time of the survey.

Glenn

Strategy: Home Visitation and Outreach Social Worker – The county has implemented a strategy of having an Outreach Social Worker specific to the Employment Services Unit tasked with making home visits to all families who are in sanction status as well as those in noncompliance status. These visits are sometimes conducted in tandem with the employment case worker. Letters are sent out prior to the home visit, declaring the intent of the Social Worker to come to the client's home. The county stated that one barrier included reluctance on the part of some employment case workers to conduct home visits. The county stated that some employment case workers are still "challenged" by this task and have continued to show reluctance to do home visits. The county believes that fear is the number one factor cited when workers indicate they do not want to go to a particular client's home. The county found that Social Workers excelled in helping to determine whether or not the sanctioned persons were in need of "other" services, which were helpful in bringing those persons back into a compliance status. The county stated that there were no costs associated with implementing this, other than additional postage and vehicle usage tied to these letters and home visits. The county stated that they would recommend this strategy. The county stated that a lesson learned was that a trained, experienced Social Worker should be the person who initiates the home visit and use his or her skill set to identify additional barriers which appear during a home visit that may never surface during an office visit.

Results: The county stated that WPR is just now beginning to show a small improvement in this area. Statistically correlating this small improvement to this specific effort may be scientifically invalid; correlation may not be causation. The county also stated that the Social Worker who has this specific assignment is just now creating and structuring a formal reporting methodology which will track net gain/loss in sanctions overall.

Strategy: Sanction Action Meetings (SAMs) – The county has implemented a strategy in which Sanction Action Meetings are held twice monthly, one meeting per each worksite. A Social Worker, the site supervisor, and involved case managers discuss sanction and pre-sanction cases. The cases discussed have either had a home visit completed by the Social Worker in the recent past, or are being referred for a new home visit. Sometimes a home visit has been completed through a referral made from the Integrated Caseworker to the Investigations Unit to determine how needs are being met while being followed up with a visit from the Social Worker.

Results: The county stated that monthly statistical reports show that sanctions have decreased from 17 percent to 15 percent during the three-month time period in which SAMs have been conducted.

Humboldt

Strategy: Outreach Workshop – The county has implemented a strategy in which Outreach Workshops are scheduled in a non-Social Services facility within a community that has an active Family Resource Center, limited public transportation available and a significant number of individuals facing sanction or who are sanctioned in the WTW program or who are in good cause status due to lack of supportive services. This workshop was designed to engage non-participating individuals by bringing the services to their local community. At the event clients are provided with a WTW orientation and individualized follow-up appointments for vocational planning. Partners from Public and Mental Health are available to assist in barrier identification and alleviation. Local employers are invited to the event. The county stated that barriers to this strategy included location and child care and that these barriers were overcome by collaborating with the local Family Resource Center to ensure that a local facility meets the needs of the participants to be served. Individuals were identified and contacted prior to the event. Child care was pre-arranged where possible; but the county also secured a child care provider through the Early Start Program to be onsite if necessary. The cost of implementing this strategy outside of normal business expenses was \$598. The county stated that this would be a highly recommended strategy for counties that cover a large geographic area and have services limited to a central service point.

Results: The county stated that pre-contact was the most effective part of this strategy. The county uses a sanction database to track overall sanctions. The county stated that 28 percent of those invited to attend the two Outreach Workshops cured their sanctions.

Strategy: Annual CalWORKs Redetermination Visit (RD) Sanction Intervention –

The county has implemented a strategy in which they cross match individuals with an upcoming RD with current sanctioned individuals, coordinate between cash aid and WTW staff to include sanction intervention during or after their RD interview, capitalizing on an opportunity for face-to-face engagement. The county stated that the barriers included the level of willingness of clients to participate in the engagement opportunity and the need for consistent coordination between staff in scheduling concurrent appointments. The county found that those clients open to engagement experienced positive outcomes, and that this strategy strengthened the working relationship between CalWORKs and WTW staff. The county stated that there were no additional costs associated with this strategy, and that they would recommend this strategy to other counties.

Results: The county stated that these face-to-face encounters have resulted in a 33 percent sanction cure rate.

Strategy: Home Visits – The county has implemented Home Visits as a strategy to prevent sanctions. The county developed a home visit policy and procedure, tools needed to conduct visits that emphasize safety, and a way to measure periodic feedback on the outcomes. The county stated that they also mailed an initial letter encouraging cooperation and offering an office appointment in lieu of a home visit to help adhere to the integrity of the intent of the home visit. The county identified geographical limitations as the main barrier, but stated that this barrier was overcome by securing access to cell phones and vehicles. The county identified the costs associated with this strategy as vehicles costing \$18,000 and cell phones costing \$1,000. The county stated that they would recommend this to other counties as one more opportunity to reach out to participants, but that the continued training of staff and monitoring of outcomes is essential for effective home visits.

Results: The county stated that a home visits database has been created to measure outcomes and provide feedback. The county found that during the period of January 2007 through November 2007, 52 out of 137 scheduled home visits (37.9 percent) resulted in a cured sanction. The county also stated that for the period of April 2007 through March 2008, there were 157 home visits scheduled of which 52 percent were completed; and of those 58 percent cured their sanction. The county found that throughout the period of April 2007 and March 2008, home visits resulted in 27 sanctions prevented and 26 sanctions cured -- a 65 percent success rate. The county is revising this strategy to initiate best practices that will include a dedicated home visit team. This team will consist of three reengagement specialists focusing on participants who have been sanctioned for more than three months.

Imperial

Strategy: Certified Letters – The county has implemented a strategy of sending a series of certified letters to try to get sanctioned participants to cure their sanctions.

The county stated that they send a certified letter to all sanctioned individuals advising them of proposed actions when there is a State budget proposal that may impact them along with the offer to work with them to get their sanction cured.

Results: The county stated that initially they had a significant response, but after a number of letters with no actual consequences, the response has diminished. The county believes that they should be informed of what is being proposed at the state or legislative level so they can take the opportunity to let the individual know they can work with the county.

Strategy: Vendor/Voucher Letter – The county has implemented a strategy in which a letter is sent to those sanctioned the longest letting them know that a vendor/voucher arrangement is being considered for paying their rent. The county has described this as a process for sanctioned participants to have the county handle the direct payment of rent to landlords, and the biggest barrier to this happening was having CalWORKs WTW, Eligibility, and Fiscal agree that the county wanted to try this. The county stated that this has resulted in some participants contacting the county to cure their sanction.

Results: The county stated that they started the referral process in March 2007, with their longest-standing sanctioned population, of which 40 are referred to Eligibility to begin the vendor/voucher process each month. The county stated that roughly 200 have been referred and that of these, 41 have worked with the county to cure their sanctions and another 22 have opted to discontinue their cases. The county found that calls and compliance plans noticeably increase once the month's voucher payment letters go out.

Inyo

Strategy: Home Visits – The county has implemented a strategy in which case managers conduct home visits together with a Social Worker on all cases in sanction status. These visits focus on identifying barriers, necessary supportive services, and possible exemptions and also address how families are meeting their needs with reduced grants. Contact continues after the initial home visit on a regular basis in person or by telephone. The county will also be offering networking with families and other clients for support and encouragement. The county stated that barriers to the implementation of this strategy consisted only of the length of time to get the Social Worker position approved and recruited. The county stated that they have recently completed the hiring process for this position and are just beginning the implementation process.

Results: The county stated that 33 percent of its sanctioned cases are reengaged and fully compliant since implementation of the above strategy.

Kern

Strategy: Re-Act Team – The county implemented a "sanction reengagement" program (Re-Act) in September 2007, that provides outreach, home visits, and sanction

cure clinics to reengage clients who are receiving a lower cash grant due to a sanction for noncompliance and have been sanctioned for over three months. The team is comprised of one permanent employment case worker, four extra help employment case workers, and one parent mentor at a cost of \$274,748 with an additional cost of supplies of \$3,402 annually. The county identified the challenge of maintaining staffing levels as a barrier due to the constant turnover of extra help staff. The county stated that they have revised the Re-Act Team's goals and that this team will now provide outreach and services targeted at individuals that have been sanctioned 90 days or fewer. This team will offer outreach via telephone calls, written communication and/or home calls. If the individuals agree to pursue a cure to their sanction, they will be asked to attend an orientation which will also be conducted by the Re-Act Team. Additionally, this team of employment case workers will conduct joint renewal appointments with the client's Eligibility Worker. When the Eligibility Worker meets with a client who is in sanction status for WTW, the Re-Act employment case worker will attend the renewal and speak to the client about the advantages and requirements of curing the WTW sanction.

Results: The county stated that based on early results, it is not likely efforts toward this population will significantly impact the WPR. The county felt that for a smaller county with fewer sanctioned individuals, this may have a significant impact, however. The county stated that the client show rate remains constant at 10 percent even as the number of clients invited increased to 200 per session. The county stated their anticipated goal of 10 percent engagement from 3500 sanctioned individuals is 350. The county found that during the period from September 2007 through November 2007, 709 sanctioned individuals were invited to a reduced curing (one-week curing plan), of which 81 showed up and 57 cured. This equates to a 70 percent cure rate if the individuals show up. The county reported that updated data showed that 1,396 invitations were issued to sanctioned individuals to reengage through these efforts. Eighty-one individuals participated at a level which allowed them to "cure" their sanction status and be added back into the cash case. The county also reported that a 90-day follow-up was conducted to see what the long-term results were of these efforts; and that of the 81 who cured their sanctions through this process, 30 were back into sanction status 90 days later. The county stated that they did not have results for the revised Re-Act team.

Strategy: Parent Mentor Program – The county has implemented a strategy in which Parent Mentors, who are parents who participated in and experienced successful engagement in the CalWORKs WTW program, draw from their experience to educate and mentor other CalWORKs participants who have become WTW sanctioned. Parent mentors help to identify barriers that impede the sanctioned individuals' participation and assist them in their reengagement in the CalWORKs program. The county identified one of the barriers as finding the right individual for the job, who has been successfully engaged in the WTW program. The county stated that the cost per parent mentor is \$30,748 per year with the option for renewal. The county feels that the program has been successful due to the parent-to-parent relationships formed at the beginning of reengagement strategies.

Results: The county stated that the overarching goal of the parent mentor program in WTW is reengagement for those individuals who are sanctioned from CalWORKs. The county feels that since the parent mentor works with the sanction reengagement team, the results are reflected in the sanction reengagement strategies listed above.

Strategy: Team Decision Making (TDMs) – The county has identified that while TDMs are not a reengagement strategy, they were implemented with the goal of reducing the number of sanctions in the county's WTW caseload by preventing a client from going down the path to financial sanction. When a participant is facing multiple barriers, the county has started scheduling TDMs to include the WTW participant, his/her personal support system, and agency resources. The county stated that as a result of the TDM, a plan is developed that will assist the client in meeting WTW participation requirements by supporting the decision to do so and by introducing the needed resources. The county has considered TDMs an important tool in Child Welfare Services, and has now transferred that activity over to WTW as well. The county called upon its CWS staff to provide background and training in this area. The county stated that it is preparing to assume the set-up and preparation responsibility for TDMs into its program, and stated that they plan to staff this with employment case workers that are in the MSW program and are working internship hours within WTW.

Results: The county stated that to date, they have conducted only a handful of TDMs, but they expect to see a large increase in this number once they assume full responsibility and have more staffing resources in the form of the MSW students. The county found that early indications are that the county's WTW clients have been very responsive to this approach.

Kings

Strategy: Specialized Caseload – The county has implemented a strategy in which they have created a specialized caseload for sanctioned clients and selected a worker who can effectively engage participants. The county reported that initial barriers included a somewhat slow start as the worker familiarized himself with the caseload, and an attempt to do a one-time Orientation and Appraisal to cure several sanctions at once was unsuccessful. The county stated that clients have responded very favorably to home visits, and there has been good "buy-in" at all levels within the Human Services Agency (HSA). The county feels that an effort to reengage these clients has also been well-timed with policy changes allowing clients to cure sanctions without a waiting period. The county also stated that changes to their employment readiness workshops have positively impacted the ability to reengage these clients more readily. The county feels that the success of these efforts is largely attributable to the personality of the assigned worker, so other counties utilizing the same approaches might yield very different results.

Results: The county reported that when the specialized caseload was created in June 2007, approximately 16 percent of the county's active cases were sanctioned. The

county found that a review of their Quarterly Sanction Report as of December 31, 2007, indicates a rate of approximately 12 percent now, or a 4 percent decrease in the overall sanction rate. The county found that when looking at raw numbers, the Sanction Caseload has decreased from 268 to 204, nearly a 25 percent reduction.

Lake

Strategy: Multi-Disciplinary Teams (MDTs) – The county has implemented a strategy in which it has created Multi-Disciplinary Teams to work with families that are sanctioned. The county reported that the strategy has not been fully implemented but that limited MDT meetings began in December 2007. The county found that barriers to earlier implementation included staffing shortages with its own staff and its partner agency staff.

Results: Information on results was not available at the time of the survey.

Lassen

Strategy: Pre- and Post-Sanction Home Visits – The county has implemented a strategy in which the worker makes a referral to the department's two Social Workers for a home visit once a client is determined to be noncompliant. At the visit, the Social Workers explain to the client the advantages of participation compared to nonparticipation, assess participant barriers, and offer services. The Social Workers ask clients what they specifically need to secure their full participation in WTW activities and then work with case workers and community partners to ensure that those needs are met to the extent possible. Similarly, clients who have been sanctioned are referred for a post-sanction home visits on a regular basis, typically at 90-day intervals depending upon circumstances. The county's Social Workers specialize in outreach and have brought those same skills to the pre- and post-sanction home visit. The county stated that the only cost to implementing this strategy was the additional workload for the Social Workers; but often the families referred for noncompliance are the same families they would have been visiting for other reasons such as reported family crises, requests for assistance with barriers, etc. The county stated that they confirmed what was suspected, that there is often too much information for clients to take in at one time or they are somewhat intimidated by the formal atmosphere. The county believes that in-home visits by the Social Workers tend to be relaxed and very focused on the welfare of the family and not on regulatory requirements.

Results: The county stated that as indicated by other counties and studies, the Social Workers often discover that noncompliant clients have legitimate exemptions from participation requirements and assist them with the necessary documentation. The county also stated that others are encouraged or convinced by Social Workers that participation is the best choice for them and their families. The county reported that since they are lacking sophisticated reporting systems, data is gathered manually and anecdotally; however, Social Workers typically report that 80 percent of those they visit reengage in welfare-to-work or are found to be exempt from participation requirements.

Los Angeles

Strategy: GAIN Sanction Home Visit Outreach (GSHVO) – The county plans to enhance and expand its GAIN Sanction Home Visit Outreach (GSHVO) project that was initiated in October of 2005 by outreaching to individuals in noncompliance and sanction. Outreach includes contacts and home calls to reengage individuals in noncompliance and sanction into GAIN. The expansion will add 30 GAIN Services Workers (GSWs) to the project, enabling the project to outreach to all individuals entering or in sanction over the next year. The county identified one of the barriers as hiring staff through the normal hiring process who have the skills needed for outreach. The county stated that phased expansion enabled new staff to learn from the experienced staff. The county stated that this strategy cost \$1.5 million for FY 06/07. The county stated that they would recommend this strategy to other counties and that expanding the program has provided a means to reach all noncompliant and sanctioned individuals. The county believes that to implement this strategy, a county would need staff with strong communication skills who can establish rapport with participants to accurately assess what can be done to assist participants in a more individualized fashion.

Results: The county stated that collectively, the GSHVO project and expansion account for a reduction of 38.11 percent in sanctions from 16,675 in September 2006 to 10,395 in November 2007. The county stated that participants appreciate someone coming to their home to explain the program and assist them with their problems.

Madera

Strategy: Sanctioned Orientation – The county has implemented a strategy in which it has offered a special orientation which streamlined the curing process for its sanctioned participants in FY 06/07. The county stated that it had a 12 percent show rate for these orientations. Of those attending, only a small fraction followed through to cure their sanctions. The county stated that the ineffectiveness of this strategy prompted the more aggressive strategy discussed below. The county stated that they would not recommend this strategy as it is explained here, though they are contemplating a similar strategy which offers incentives for sanctioned participants meeting agreed-upon participation goals, including attending a special Sanctioned Orientation.

Results: The county stated that this strategy did not meet its intended purposes of curing sanctions and increasing its WPR.

Strategy: Home Visits for Sanctioned Participants – The county has implemented a strategy in which they have attempted home visits on those sanctioned participants that did not attend the Sanctioned Orientation discussed above. Participants were either not home or refused to answer the door on the majority (65 percent) of these attempts. Of those who were engaged at the home, nine percent went on to cure sanctions. The county reported that the costs associated with this strategy include increased staff time

and costs associated with the county fleet. The county stated that this strategy was labor-intensive, and when compared to outcomes, proved to be of little value.

Results: The county stated that this strategy did not meet its intended purpose of curing sanctions and increasing the WPR. The county reported that results showed that staff made contact with 42 sanctioned participants who explicitly stated they were not interested in curing sanctions during this activity. The county also stated that when asked why they were not interested in curing sanctions and how they meet family needs with reduced benefits, participants responded as follows: Fifty-four percent received money from family and friends, 27 percent lived in subsidized rentals, 13 percent had income from part-time and/or irregular jobs, and six percent stated that they did not need the money lost from the sanction.

Marin

Strategy: Outreach to Noncompliant and Sanctioned Clients – The county reported that they have attempted outreach to noncompliant and sanctioned clients but that participants in sanction want nothing to do with the county. The county stated that they have had little luck re-engaging clients. The county stated that this takes a lot of staff time and that they have been short-staffed; so they have not been able to put as much attention to this as they would have liked. The county believes that people are opting out of the program in comparison to the insignificant hit to their cash grant, and that this poses the question about how to engage them.

Results: Information on results was not available at the time of the survey.

Mariposa

Strategy: Collaboration between Eligibility and Employment – The county has implemented a strategy in which eligibility case workers and employment case workers are to collaborate when working with clients who are in sanction. When sanctioned clients are scheduled to attend the annual redetermination (RD) appointment with the eligibility case worker, the employment case worker will be notified and time will be set aside to all meet together. The county stated that the only barrier to implementing this strategy was ensuring that the two workers were communicating when appointments were made. The county dealt with this by developing a procedure for notifying the employment case worker when the sanctioned individual was scheduled for a redetermination appointment. Once notified (a month in advance), the employment case worker set time aside on the scheduled appointment day to meet with the client and eligibility case worker at the end of the interview. The county stated that almost every client that they approached this way was open to curing his or her sanction. The county also stated that there was no cost associated with implementing this strategy and would recommend it to other counties.

Results: Overall, the county reported that it has seen a 50 percent reduction in the cases that they have in sanction. The county stated that the results were gathered from

a county-developed WTW Caseload Report by Worker for the Sanction caseload and that they also developed a Sanction Tracking memo that the employment case worker completes when a client goes into sanction or cures a sanction. The memo addresses the action taken by the employment case worker, the identified barriers, and the results.

Strategy: Home Visits – The county has implemented a strategy of making a home visit to all currently sanctioned clients. The county reported that there were no barriers to this strategy and that so far, this strategy has been successful. The county stated that they have only had one instance in which an employment case worker conducted a home visit and the client subsequently cured the sanction and that because they have conducted so few, they are still learning. The county stated that they would recommend this strategy to other counties; however, most of the clients with sanctions that have been cured in the past six months have been approached by phone or during an RD appointment with the eligibility case worker, and not due to a home visit.

Results: Overall, the county reported that their sanction caseload has decreased by 50 percent in the last six months. The county stated that the results were gathered from a county developed WTW Caseload Report by Worker for the Sanction caseload and that they also developed a Sanction Tracking memo that the WtW Case Manager completes when a client goes into sanction or cures a sanction.

Mendocino

Strategy: Sanction Outreach Project – The county has implemented a strategy in which staff proactively working with sanction at-risk clients to increase participation and avoid sanction. The county stated that as a part of this strategy, they station a CalWORKS Job Alliance case manager in the eligibility office so that he or she will be available to do initial intakes, orientations to the CalWORKS program and be called in at redetermination appointments to offer information about reengagement for sanctioned CalWORKS recipients. The county stated that the Sanction Outreach project helps to identify sanction cases so that workers can contact clients during the CalWORKS RD process and review one-on-one with the client the advantages of curing his or her sanction and participating in Welfare to Work. The county reported that the strategy also includes a mass mailing of letters inviting clients to contact their sanction worker to discuss sanction conciliation. The county stated that because of case manager shortages, due primarily to retirement of multiple key staff, implementation was delayed for a period of time, but that it has been reinstated in all locations as of July 1, 2008. The county reported that implementation has evolved to a revised strategy. The county stated that it has now integrated CalWORKS/WTW case managers at all three of their offices. The county has also re-located continuing eligibility staff so that two of the offices now have continuing eligibility staff co-located at their One-Stop offices with WTW case workers. The county reported that as a part of this strategy, as many clients as staffing permits now have either one case worker that handles both the eligibility and employment parts of their CalWORKS case, or have the eligibility case worker and employment case worker located in the same office. The county stated that they have

also automated their internal process for intake and for communicating client-reported changes between eligibility and employment staff.

Results: The county reported that staff in different offices are communicating and sharing information consistently, and are strengthening their professional relationships. The county believes that recipients feel more secure that their case is receiving the appropriate level of attention and that all aspects of their participation and reporting requirements are being captured and documented in a manner that minimizes any duplication or stress for them. The county believes that because of this strategy, clients are happier and more cooperative in providing requested verifications and forms. The county feels that this encourages the recipient to continue participating and increases the county's WPR.

Month	# of Noncompliance Cases Initiated	Sanctions Avoided or Resolved
October 2007	42	21
November 2007	20	19
December 2007	29	19
January 2008	34	27
February 2008	39	22
March 2008	53	25
April 2008	31	21
May 2008	52	27

Strategy: Specialized Sanction Outreach Workers – The county has implemented a strategy in which a Specialized Sanction Outreach Worker located in each office would be responsible for working with noncomplying clients to prevent sanction and for reengaging non-participating clients. Priority would be given to preventing sanction and working with clients in their first 90 days of sanction. The county stated that a barrier to fully successful implementation is that sanctioned and soon-to-be sanctioned clients tend to require a lot of one-on-one support and follow-up. The county believes that this causes a staffing issue, as the non-specialized workers must assume higher caseloads to accommodate the Sanction Outreach Workers.

Results: The county reported that they have found that often times, after the Sanction Outreach Worker has invested the needed time and effort, a client goes back into sanction within a few months of having it lifted. The county feels that this presents a quandary as to whether or not to provide the specialized staff needed to successfully implement this strategy, thereby increasing the caseloads of non-specialized workers.

Merced

Strategy: Home Visit Prior to Sanction – The county has implemented a strategy in which employment case workers call or schedule a home visit to advise the client that the noncompliance process will begin. Employment case workers are required to

conduct a home visit at the first sign of noncompliance and prior to imposing a sanction. This is completed concurrently with the NA 840 process. A mental health clinician or Social Worker accompanies the employment case workers. The purpose of the home visit is to explain the sanction process, rights and responsibilities, the benefits of participation and evaluate the need for referrals to additional services. The county stated that they have expanded this process and are taking a holistic approach to working with families that are entering noncompliance. The cases that are at risk for entering Child Welfare or that need additional support are staffed weekly at a multi-disciplinary coordinated case planning meeting. The client's situation is discussed and options for assistance and support are recommended and implemented. The county stated that additional services for at-risk clients may include public health, fatherhood programs, parenting classes, disability advocacy, and home visitation support programs. Referrals to community-based organizations and Welfare to Work forms are completed at the home visits, and follow-up visits are conducted to ensure compliance with the WTW plan.

Results: The county stated that the following representative statistics were collected between December 31, 2007 and June 1, 2008. The county reported that during that time period, 932 home visits were completed, 316 sanctions were avoided, and 17 individuals in sanction were successfully reengaged. The county reported that the following quantitative measures directly correlate with the enhancement of home visits and measure the county's attempts to reengage clients that have already been sanctioned.

- 141 home visits were completed
- 81 clients (57%) refused to reengage in the WTW program
- 35 agreed to reengage (25%)
- 10 are still participating
- 17 were re-sanctioned
- 8 clients were discontinued or timed out
- 25 clients (18%) were either discontinued, timed out, or are no longer on aid

The county reported that it has proven to be more successful if the county attempts to engage the clients prior to beginning the sanction process so that staff could make the initial attempt to work with the client and discover the root of the problem. The county stated that the following statistics were captured over a period of seven months (December 2007 through June 2008):

- 932 home visits were conducted with clients placed in noncompliance status
- 339 clients (36%) became sanctioned
- 316 sanctions (34%) were avoided

The county stated that due to the success with noncompliance home visits, they have expanded their home visit efforts to include the assistance of a Social Worker. The Social Worker has made tremendous strides in reengaging noncompliant clients. The county believes that they have had positive outcomes, which are exhibited below.

- 89 home visits conducted
- 39 clients contacted
- 31 clients (79%) reengaged

The county also stated that although they have shown significant advancement in working with clients through their reengagement strategies, there is no effect on its WPR at this time.

Modoc

Strategy: Up-Front Reengagement of Sanctioned Individuals – The county has implemented a strategy in which the case workers are meeting with 100 percent of sanctioned individuals at intake to offer opportunities to cure sanctions. This county stated that this strategy is connected with expediting access to services. Staff offers sanction curing options at eligibility and re-determination intake appointments. The county believes that with a shared intake calendar, the county is easily able to identify sanctioned individuals and prepare to discuss curing options to encourage and support reengagement. The county stated that the expenses involved to reengage clients are the costs of increased supportive services.

Results: The county reported that sanctioned individuals are responding to curing their sanctions through the up-front reengagement efforts. The county stated that their current sanction caseload represents less than one percent of their CalWORKs WTW caseload. The county reported that data collected from the WTW 25 and WTW 25A Reports indicate the county has reengaged five percent of its sanction caseload. The county stated that in January of 2007, they had a sanction rate of eight percent, and that their current sanction rate is three percent.

Mono

Strategy: Information Letter – The county has implemented a strategy in which eligibility case workers are addressing the issue of sanctions with individuals at every RD and at every application. An information letter is given to the individuals providing them with the name and telephone number of the employment case worker who may assist them in reengagement. The county stated that it has had no issues with implementation; however, recent staff changes have created a need for further training. The county recently integrated their employment and eligibility case workers, and now the integrated case workers perform this function.

Results: The county stated that the information letter has had no effect.

Strategy: Intensive Outreach – The county has implemented a strategy in which all current sanctioned individuals are contacted directly by the employment case worker and home visits are conducted any time a client is unable to appear in the office. The county stated that the employment case workers contact sanctioned individuals every two months to offer new appraisals, support, and encouragement in hopes of

reengaging. Since integrating employment and eligibility, the integrated case workers continue to do the intensive outreach work with clients to overcome barriers.

Results: The county has reported that the direct contact by the employment case worker, and now the integrated case worker, is the only strategy that has had results. The county had only two sanctioned individuals. The county stated that each case has been contacted, been reengaged, and had sanctions lifted; however, one of these cases has gone back into sanction. One of the two sanctioned clients has gone off sanction status; thus the county states that it has had a 50 percent improvement to its sanction rate.

Monterey

Strategy: Sanction Cure Specialists – The county has implemented a strategy in which the primary focus is to work with customers that have been recently sanctioned within 60 or fewer days. Their secondary focus is customers that have been sanctioned more than 60 days. The Sanction Cure Specialists work closely with customers to identify and assist with developing solutions to address barriers. They provide customers with focused guidance, counseling, and support to help customers cure their sanction and fully participate in their WTW activities. If appropriate, the Sanction Cure Specialists coordinate the authorization for and/or arrange and refer customers to appropriate agencies or departments that provide customers with needed services. Once a sanction is cured, the case is retained by the Specialist for up to 60 days or until the family's situation is stable. At that point the case is then transferred to a regular case worker. The county stated that the Sanction Cure Specialist project went into effect July 9, 2007.

The county stated that two experienced Employment and Training Workers were chosen for the Sanction Cure Specialist project, which assisted with the implementation of the project, as minimal training was required and obstacles were easily overcome. The county reported that the cost to implement this strategy was approximately \$247,000 with an annual staffing cost of approximately \$227,000. The county stated that they would recommend this strategy to other counties as a promising/best practice. The county reported some difficulty when they encountered customers who did not want to participate. Additional special attempts were made to meet with these customers. The county acknowledged that there comes a point at which they had to move on to the next customer.

The county reported that they discovered that it is very important to document the time a call is made to the customer and the number dialed. This assists with determining when future calls will be made. For example, if the customer is called in the morning and there is no answer, then the case manager calls the customer in the afternoon. It is important that the phone number called is listed so that if a new phone number is obtained, the case manager has information about which phone number was called the first time and may call the new number. Although these two items may appear minor, the county has discovered that they have increased their opportunities for speaking with

and engaging the customer. Another practice that the county has reported including in the process is conducting courtesy calls to the customer. Courtesy calls are provided to the customer the day before the appointment. Customers seem to respond and appear for appointments when calls are made the day before the appointment.

Results: The county reported that the Sanction Cure Specialist project has had some success. The county believes that the key for curing sanctions seems to be staff's spending additional time with sanctioned customers to explain the process and working closely with customers to find solutions to barriers. The Specialists, their Supervisor and the Senior Analyst meet periodically to discuss difficult case situations and difficult-to-serve customers in an effort to develop strategies for working with the hard-to-place customer. The county stated that data is tracked manually.

The county reported that sanctioned customers who are contacted have shown a cure rate as follows:

Month	clients contacted	sanctions cured	percent cured
August, 2007	48	16	33
September, 2007	33	07	21
October, 2007	53	09	17
November 2007	61	11	18
December 2007	70	12	17
January 2008	62	14	23
February 2008	56	07	13
March 2008	70	14	20
April 2008	70	14	20

The county reported that the leading methods of curing sanctions were exemptions, employment, orientation/appraisal, job search, and assessment.

Napa

Strategy: Project Change – The county has implemented a strategy called Project Change, which was a team approach to working with currently sanctioned clients to identify their needs in order to fully participate. This team was supposed to include the Behavioral Health Consultant as well as Supervisors and/or line staff, but while attempting to implement Project Change, the Behavioral Health Consultant position became vacant. The county stated that they attempted to change the strategy slightly and instituted the Welfare-To-Work supervisors conducting home visits to determine the participant's needs. The county believes that it is necessary for the Behavioral Health Consultant to participate in Project Change in the future.

Results: Information on results was not available at the time of the survey.

Nevada

Strategy: Staff Contact With Sanctioned Clients – The county has implemented a strategy in which staff have developed letters to be sent to sanctioned clients to “welcome” them back to CalWORKs. This strategy also includes phone contact made with each sanctioned participant; and a Behavioral Health Therapist started making home visits to sanctioned families. The county stated that they focus on positive, strength-based and participatory approaches to problem-solving; however, the county also holds noncomplying clients accountable and takes appropriate action, up to and including sanction.

Results: The county reported the following results:

- 10% discontinued from cash aid. It is unclear if the letters, phone calls and/or attempts to schedule a home visit had an impact on the discontinuances. Most sanctioned clients are discontinued for not submitting required forms (QR7s), so the county has no way of knowing the real reason for the discontinuance.
- 1% qualified for an exemption, so the sanction was lifted.
- 6% cooperated and cured their sanction.
- 13% are cooperating and in process of curing their sanctions.

The county also reported that their overall sanction rate has not decreased since other clients are being sanctioned due to noncompliance with program requirements. The county believes that with better monitoring tools and increased staff awareness, the county is more quickly able to identify participation problems and take appropriate actions to address these problems. The county believes that these efforts result in a lower overall sanction rate since the county works to prevent sanctions and then to quickly lift sanctions for those clients willing to participate as required.

Orange

Strategy: Re-Engagement Specialist Team (RST) – The county has implemented a strategy that uses a proactive approach of re-engaging sanctioned individuals back into WTW to increase WPR and to promote stability and self-reliance. As part of the strategy, four RST units were developed with selected case workers to incorporate new ideas and best practices to encourage participation and reengagement of WTW sanctioned individuals. These case workers provide intensive outreach through office visits, letters, phone contact, and home calls to evaluate needs and barriers to employment. Extensive monitoring of reengaged participants ensures barriers are addressed, work participation hours are met, and appropriate supportive services are in place. Each RST unit includes a Job Developer to assist with reengaging participants through job search and job preparedness activities. The county stated that implementation included identifying the sanctioned clients and providing a list of these clients quarterly to the RST units. RST units are assigned sanctioned cases on a flow basis from that list, and are also assigned clients identified by the WPR review team as being at risk of sanction due to participation problems. After reengagement the RST monitors the client to ensure stability and completion of the sanction cure activity.

Results: The county stated that for the period of April 2007 through March 2008, 1745 clients were identified as in sanction; and the RST goal was to reengage 10 percent. The county reported that as of March 31, 2008, the RST had reengaged 15.9 percent of sanctioned clients contacted (466 individuals entered the compliance process and 278 sanctions were cured).

Placer

Strategy: Informational Flyer – The county has implemented a policy in which a "Cure Sanction" flyer is sent to currently-sanctioned clients, informing them of the change in regulations (end of durational sanctions). The county stated that they did not experience any barriers during this process.

Results: The county stated that the results were very poor. The county reported that they received very few responses from the flyers.

Strategy: Reminders at Redetermination and Reapplication – The county has implemented a strategy in which Eligibility employees are discussing sanction status at redetermination and reapplication. The county reported that requirements for this process included providing training, and changing eligibility business process.

Results: The county reported that the results in this process proved to be promising. The county averages five clients per month that want to cure their sanctions.

Strategy: Home Visits – The county began utilizing practitioner level staff to go out on home visits to clients in sanction in May and June of 2008.

Results: The county stated that they do not know the impact to WPR at this time. The county stated that it has completed 14 home visits on sanctioned clients with the following results:

- 2- No response or contact
- 1- Working/CalWORKs discontinued
- 1- Case discontinued for other reasons
- 4- Contacted WTW counselor to reengage
- 1- Married
- 1- Medical issues
- 2- Whereabouts unknown
- 2- Choose not to participate

Plumas

Strategy: Specialized Sanction Worker – The county has designated the lead Employment and Training Worker as a specialized sanction worker to handle all

ongoing sanctioned cases. The worker sends out flyers and telephones the clients in an attempt to have them cure their sanction. If it is determined that they are disabled, the worker will help them to apply for SSI/SSP benefits, if appropriate. The worker discusses curing their sanction at every office interview or phone call.

Results: The county stated that their sanction average remains the same, but the clients change. The county compared the names of the sanctioned individuals in June of 2007 and May of 2008 and found that there are only three case names that appear on both lists.

Riverside

Strategy: Sanction Letter – The county has revised its centrally-mailed sanction informing letter to ensure that customers understand their rights and how to cure sanctions. The county stated that they have had no barriers to implementing this strategy and that more customers cured their sanctions in response to these letters. The county reported that there were mailing costs increases. The county stated that they would recommend this strategy to other counties because it was easy to implement and sending monthly letters with detailed information about how to cure a sanction to each sanctioned customer is helping to decrease the county's sanction count. The county also believes that including the information that the county may complete a home visit seems to help generate a positive result.

Results: The county believes that this strategy has contributed to the decrease in sanctions by 10 percentage points. The county stated that staff are impressed by the number of customers responding to the intensified outreach. The county stated that it is also receiving information from customers and is creating a data base to capture specific information.

Strategy: Intensive Outreach – The county has implemented a strategy to prioritize and implement an outreach process to include phone calls, letters, and home visits. The county stated that there are staffing concerns based on the amount of time it takes for intensified outreach, particularly home visits. Based on staffing, each district worked to streamline processes and prioritized outreach efforts. The county found that when intensive outreach could be performed, there was a higher number of sanction cures. The county reported that the costs included staff time and vehicle cost, including mileage. The county stated that as a best practice to increase sanction reengagement, very intensive outreach helps decrease the number of sanctions, but that staffing issues make this strategy impossible to implement in the ideal fashion.

Results: The county stated that when multiple phone calls and home calls are operationally possible, this strategy seems to decrease the number of sanctions. The county reported that in October 2006, there were 2,159 sanctions reported and that by October 2007, that number was 1,695.

Sacramento

Strategy: Multi-Disciplinary Team (MDT) Approach –The county reported that they had an MDT process at all of their Bureau offices, but this new strategy is an enhancement of the current process with a more direct emphasis on targeting sanctioned clients. The county plans to use a MDT early in the noncompliance process to reduce the incidence of sanctions. The MDT will be comprised of staff, such as Social Workers, with knowledge and training to assist and encourage participants to participate in their WTW activity. The Social Work staff has completed an enhanced five-day training on WTW, including working with noncompliant clients. The Social Work staff will assess barriers to WTW participation with an emphasis on a strength-based family approach. Vocational Assessment Counselors will provide additional evaluation of clients' interests, as well as administration and referrals for any additional career or learning disabilities testing and evaluations. Mental health counselors will assess for mental health services. Substance abuse counselors will provide assessment, and counseling services for alcohol and other substance abuse issues. The WTW case worker will provide supportive services, such as transportation, child care, and ancillary payments to assist clients in meeting their WTW plan. The MDT will work together with the CalWORKs client to identify possible solutions for successful participation in the WTW activity.

Results: Information on results was not available at the time of the survey.

Strategy: Home Visits – The county currently has a strategy in which Social Workers make home visits to WTW clients with barriers to participation, including clients who are in noncompliance. The county plans to enhance this strategy to provide additional services which will specifically target sanctioned clients. The Social Workers will assist the WTW case worker by making a home visit to each WTW individual who is noncompliant in his or her WTW activity. By observing clients in their own homes, the SW will conduct a service assessment of the participant's employability, looking for barriers in areas such as mental health, substance abuse, domestic abuse, physical health, child care, legal issues, education and training. The Social Worker will develop a service plan with the participant and follow up with service referrals to the county's partner agencies for mental health, substance abuse, or domestic violence issues.

Results: Information on results was not available at the time of the survey.

San Benito

Strategy: Specialized Caseload – The county has implemented a strategy in which those participants who have already been placed in noncompliance and have been sanctioned are assigned to a specialized caseload. The case manager for this caseload keeps in constant contact with these participants to get them reengaged. The case manager does pre-scheduled home visits, phone calls, gets information for other services that may be available to participants for any barriers that are causing them to be noncompliant and refers them, if appropriate, to Behavioral Health Services on a monthly basis. The county reported that the barriers to success include a shortage of

staff due to leaves of absence and an increase in caseload sizes partially due to an increase of two-parent applications caused by the local economic stresses.

Results: Information on results was not available at the time of the survey.

San Bernardino

Strategy: Pre-Sanction Home Calls – Pre-Sanction Home Calls were established in an effort to prevent customers in noncompliance from being sanctioned and negatively impacting WPR. The Employment Services Program (ESP) staff conducts Pre-Sanction Home Call visits with customers who are entering noncompliance. A home call is initiated with all customers who do not attend their scheduled cause determination appointment. The Pre-Sanction Home Calls were implemented March 1, 2007.

Results: The county reported that Pre-Sanction Home Calls were not found to decrease the rate at which customers entered sanction compared to historical data within the same districts.

Strategy: Post-Sanction Home Calls – The county implemented a strategy in which Post-Sanction Home Calls are conducted by the Quality Review Unit (QRU), visiting CalWORKs customers who are in sanction between three and six months. The goal is to move customers out of sanction that negatively affect the county's WPR by reengaging customers in the WTW program. The QRU home call worker makes three attempts to visit the sanctioned customer; and after the third unsuccessful attempt, the QRU worker initiates a Fraud Investigation Unit referral. The county stated that a pilot project was implemented February 1, 2007, in certain offices, and then expanded county-wide in March 2007. The county reported that based on project success, the pilot was ended and incorporated into county operational policy in May 2008.

Results: The county reported that in data collected from February 2007 to March 1, 2008, Post-Sanction Home Calls were found to decrease the number of customers whose case remained in sanctioned status for more than three months by five percent compared to historical numbers (when there were no home calls).

Strategy: Open House Events – The county has implemented a strategy in which sanctioned customers are invited to Open House events to participate in WTW activities. These events are scheduled throughout the year in different geographical locations throughout the county. The county stated that Open House events were implemented March 24, 2007.

Results: Of sanctioned customers attending Open House, 39.25 percent became engaged.

Strategy: Performance Incentive Program – The county has implemented a strategy in which sanctioned customers who reengaged with WTW received hard goods and/or performance incentive retail cards for attending an Open House Event, curing the sanction, participating in or completing job readiness and job search, and/or gaining

employment meeting the WPR for 90 days or more. The county stated that the Performance Incentive Program was implemented March 19, 2007, through June 29, 2007. The county reported that this strategy has been expanded to those who are employed for 30 days and now includes the entire WTW population. This strategy has been extended into FY 08/09.

Results: The county reported that sanction cures from Performance Incentives increased 2.53 percent. Twenty-seven (27) sanctioned cases have received Performance Incentives for meeting federal WPR through employment within 45 days of curing their sanction. The county believes that while this strategy by itself has not significantly increased WPR, it is another tool used to encourage engagement of a hard-to-serve population.

San Diego

Strategy: Mentor Programs – The county implemented a strategy in January 2008 in which it developed and piloted mentor programs to serve WTW participants and to assist families with curing WTW sanctions and retaining a sanction cure, as well as helping participants to obtain and retain employment.

Results: The county reported that 49 Senior Mentors were recruited, hired, and trained from January 2008 through March 2008. The county stated that 607 sanctioned participants have been referred to the Mentor Program since January 2008. As of April 2008 seven participants have cured sanctions. The county reported that projected outcomes for June 2008 were 140 sanction cures.

San Francisco

Strategy: Augmentation of the Social Work Services Unit (SWSU) – The county has implemented a strategy that includes an Augmentation of the Social Work Services Unit (SWSU). The county has expanded its existing SWSU to reduce the number of both noncompliant and sanctioned clients. Two new CalWORKs Social Workers have joined the unit to provide extra support to reengage these clients through calls and home visits. In addition, community liaisons, employed by a neighborhood-based/community-based organization, reach out to and visit families who are noncompliant or sanctioned. A Social Worker referral is made at the time the noncompliance process is started to address issues and barriers with the goal of avoiding the sanction. The county stated that it would recommend that other counties implement this strategy.

Results: The county reported that 898 cases were addressed by the SWSU from March 2007 through April 2008. The county stated that 319 (36 percent) participants avoided the sanction by complying with WTW regulations, 98 (11 percent) of the cases were inter-county transfers or ineligible, and 165 (18 percent) were determined exempt. The county believes that this will significantly increase the county's WPR with reengagement and discontinuances of clients who are no longer sanctioned for their part of the grant.

Strategy: Sanction Outreach Initiative – The county has implemented a strategy in which Sanction Outreach Unit field teams work with the sanctioned population. Three teams follow an established protocol to conduct home visits, and work intensively to reengage sanctioned participants. Participants that reengage receive gift card incentives. The county stated that three Employment Specialists were reassigned from program staff and are now specialized Sanction Outreach staff. The Sanction Outreach Unit works closely with the SWSU to reengage the sanctioned population. The county stated that there was no cost associated with this initiative.

Results: As of May 2008, the Sanction Outreach Unit reports the following:

Total Cases Referred	307	
Cases Resolved	205	67% of referred cases
Reengaged	53	26% of resolved cases
Discontinued	32	16% of resolved cases
Found Exempt	48	23% of resolved cases
Refused Services	72	35% of resolved cases

The county stated that this data demonstrates 42 percent positive outcomes (i.e., reengaged and discontinued). The county's criteria for a positive outcome are only in relation to the cases that ultimately help the county to meet WPR. Therefore, the cases resulting in exemptions, while being a positive outcome for the clients, do not meet the criteria.

San Joaquin

Strategy: Sanction Project – The county developed a policy in which all clients who were sanctioned prior to September 2006 were assigned to the Contracted Case Management agencies to reengage and cure their sanctions. The method of reengaging clients included sending letters to sanctioned individuals to encourage them to cure their sanctions, contacting sanctioned individuals by telephone, and conducting home calls if there is no response from letters and phone calls. The county implemented this strategy on October 1, 2006, and ended it on October 31, 2007. The county reported that the total cost for the project was \$315,800. The county stated that it would recommend this strategy to other counties, but would not recommend continuing to put resources to reengage clients that have already been contacted and refused to cooperate. The county reported that they learned that once a client had been contacted and he or she refused to cooperate, the probability of the client's cooperating during the second and third contact is very low.

Results: The county reported that this strategy has had the intended effect, but not at the level that they anticipated. The county stated that the cumulative report from October 2006 through October 2007 shows that 20.69 percent cured their sanction through participation and 5.73 percent cured their sanction through exemption.

Strategy: Home Visits – The county has implemented a strategy in which Case Managers conduct home visits and work with noncompliant clients to explain the benefits of participation and to prevent sanction. The good cause determination and/or a compliance plan can be completed at the client's residence. The county implemented this strategy on October 1, 2006. The county stated that it would recommend this strategy for other counties as a promising/best practice.

Results: The county reports that from October 2006 through April 30, 2008, the data show that 35.95 percent sanctions were prevented due to home visits.

Strategy: Case Worker Assignments – Each Case Manager is assigned three sanctioned clients to reengage per month through home visits. The county implemented this strategy on December 1, 2006. The county stated that if other counties decide to utilize this strategy, they should consider its cost effectiveness. The county reported that it is hard to determine the cost for this project because the cases are assigned to the existing Case Managers. It does, however, create an additional workload for the Case Managers. The county reported that outcomes resulting from these home calls have not proven to be significant.

Results: The county reported that this strategy has not had the intended effect. The cumulative report from December 1, 2006 through April 30, 2008, shows that only 12.89 percent of sanctioned clients that had home visits cured their sanctions.

San Luis Obispo

Strategy: Intensive Outreach – The county has implemented a strategy in which they maintain regular communication (phone call, letter, home visit) with families in an effort to assess whether new or previously-unidentified barriers exist that need to be addressed. The county also assists participants who express fear, frustration, complacency, or resignation, and continually offers appropriate services and opportunities to comply. The county reported that implementation has been challenging due to the reality of the workload but that case managers continue to make every effort to contact every family monthly.

Results: Information on results was not available at the time of the survey.

San Mateo

Strategy: Re-Engagement Unit – In June of 2007, the county implemented a reengagement unit to target populations recently added to the Work Participation Rate denominator (Sanctioned, Timed-Out, Exempt). The reengagement unit, Creative Avenues to Successful Hires (CASH), consists of one supervisor, two eligibility case managers, two employment specialists, and one community worker. The goal of the reengagement unit is to utilize intensive case management skills to reengage participants currently not participating in WTW activities. The county stated that the implementation timeline for the CASH unit was very brief, in response to the need to

increase the work participation rate. A workgroup was composed of managers, supervisors, and caseworkers to create the framework for the unit, create new forms, and to make decisions regarding caseload target for focused case management. The county reported that the CASH unit began working with clients in June 2007, within two months of conception. The county stated that the costs associated with implementation of this strategy include hiring of one supervisor, two eligibility case managers, two employment specialists, and one community worker.

Results: The county reported that as of November 2007, 15 percent of the sanctioned cases referred to the CASH unit have been cured. The county also stated that while morale within the CASH unit remains strong among staff, they have experienced difficulties in reengaging sanctioned clients and retaining those who have been reengaged, as well as families that receive subsidized housing. The county reported that participants have shared that they are glad someone contacted them and spent a good deal of time working with them to help them utilize the resources available to them.

Santa Barbara

Strategy: WTW Reengagement Program (WREP) – Through the county's partnership with its Alcohol, Drug, and Mental Health Resource Support Team, the county is performing outreach to noncompliant and sanctioned individuals. The county is attempting to establish contact via mail and/or home visits, evaluate barriers and offer substance abuse and/or mental health treatment in order to reengage the participant. Focused training on successful use of home visits for outreach was provided to staff. The county stated that they have developed ad hoc monthly reports to identify individuals who have been sanctioned fewer than 90 days as well as over 90 days. Policy and procedures for the WTW Reengagement Program (WREP) were outlined via Administrative Directive and implemented in each district office beginning in August 2007, with a sanctioned caseload of approximately 300 individuals. The county has utilized dedicated staff in each of the district offices to accomplish the outreach, and the county reported that the results have been promising thus far. The county believes that reengagement requires in-depth case management to sort out barriers and possible program exemptions that were not identified during the noncompliance process.

Results: The county reported that its sanctioned population count is approximately 300 individuals per month. The county stated that early statistics for this program are promising. In September 2007, 20 out of 28 WREP contacts resulted in curing a client's sanction and/or the client entering into a compliance plan. The county believes that this has been the most promising strategy; but it is labor intensive and has required dedicated staff to meet this objective. The county reported that statistical data from February and March 2008 indicate that the county was able to establish positive contact (interview scheduled) with an average of 64 percent of its targeted caseload, and achieve a positive outcome (participant reengaged and sanction cured) with an average of 27 percent of the monthly target. The county stated that it has found that reengagement efforts are more successful with participants who have been sanctioned

fewer than 90 days and that this discovery prompted them to focus more on participants who are in noncompliance and approaching sanction.

Santa Clara

Strategy: Home Visits – The county reported that staff recently finished retooling the CalWORKs Employment Services Social Worker Unit's Home Visit program in an effort to identify accurate client addresses and to develop a more efficient tracking system. With these changes in place, case workers have resumed home visits to families in noncompliance or on sanction status. Social Workers strive to identify potential barriers to engagement and provide clients with information about the advantages and services available, such as expungement of a criminal record, tattoo removal, child care, and job search assistance. The county reported that the costs associated with this strategy total approximately \$264,000. All existing CalWORKs Social Workers (five full-time and one at half-time) are working on this project.

Results: The county reported that while the home visits have enabled them to learn more about the reasons and barriers accounting for why many clients are not engaged, early indicators show that a significant amount of time is spent locating clients, many of whom are not found at home at the time of the Social Worker's visit. The county reported that a substantial number of clients who are visited at home continue to be unwilling to participate.

Santa Cruz

Strategy: Sanction Clinics Home Visits – The county has implemented a policy in which all sanctioned clients have received a letter inviting them to either contact their worker to cure their sanction or to attend a Sanction Clinic. The letter advises them of the possibility of a home visit if they do not initiate contact. A multidisciplinary team of Social Workers and Employment and Training Specialists has held 15 Sanction Clinics as of May 16, 2008, to assist clients with writing a sanction cure plan. Sanction Clinics continue to be held on a monthly basis in both ends of the county. The same multidisciplinary team has conducted 128 home visits. The county reported that it has been challenging to make contact with clients both at scheduled and unscheduled home visits, so that they have recently decided to suspend the visits while they re-evaluate the strategy. Social Workers and Employment and Training Specialists now routinely attend the annual CalWORKs redetermination (RRR) appointment if the client is sanctioned for noncompliance with WTW requirements

Results:

- A total of 283 clients (100 percent of sanctioned clients – new ones added monthly) have been sent Sanction Clinic Invitation Letters.
- A total of 177 clients have received one or more of the face-to-face interventions.
- Seventy-six (76) individuals (27 percent) have attended the voluntary Sanction Clinics.

- One hundred and twenty-eight (128) (45 percent) of the clients received a home visit (Some clients who attended the clinic may have subsequently received a home visit if they failed to write a sanction cure plan at the clinic.).
- Ten clients (four percent) of the clients have received sanction intervention at the RRR appointment.
- A total of 137 clients targeted (48 percent) have either gone off aid or cured their sanction.
- One hundred and sixteen (116) clients (41 percent) have written sanction cure plans.
- Seventy-nine (79) clients (28 percent) have cured their sanction.
- Seventy-nine (79) clients (28 percent) have left aid.

The county reported that the Sanction Clinics and the RRR interventions are proving most cost-effective in terms of staffing resources and result of intervention. They also reported that the Home Visits are producing mixed results, and often no one is home even when the visit is announced and scheduled. The county believes that it is important to develop a good data collection and reporting system to manage the intervention strategies and report on the outcomes.

Shasta

Strategy: Sanction Re-engagement Project – The county has developed a Sanction Reengagement Project to address and reduce the sanction caseload. On January 1, 2006, the county initiated a dedicated position for a sanction caseload. This position manages a sanctioned participant caseload as well as dealing with all clients requesting a sanction cure. Outreach to long-term sanctioned individuals is also a part of this worker's duties. The county believes that this ensures a more consistent and simplified process for clients seeking to cure their sanction.

Results: Overall, the county reported that it has seen a decrease of approximately 13 percent in its sanction caseload in the last six months since January 2008, directly attributable to this and its Up-Front Sanction Cure Requests at Application.

Strategy: Up-Front Sanction Cure Requests at Application – The county has developed a policy in which they provide a client the opportunity to meet with an Employment Training Worker (ETW) during the intake/reapplication process in order to request the sanction cure process. One ETW is stationed at the intake location in order to meet with sanctioned clients at reapplication and educate them on the Employment Services program and facilitate the sanction cure process. This position is tasked with ensuring that all adults applying for cash aid are properly and immediately informed of WTW program requirements and screened for any potential barriers to employment and/or WTW participation. It is also responsible for meeting with all previously sanctioned adults included on a cash aid application in an effort to secure a sanction cure request and ultimately reengage a sanctioned individual.

Results: The county reported that this strategy ensures up-front contact with all sanctioned individuals reapplying for cash assistance and provides another opportunity to reengage these individuals in the WTW Program.

Overall, the county reported that it has seen a decrease of approximately 13 percent in its sanction caseload in the last six months since January 2008, directly attributable to this and the Sanction Reengagement Project.

Sierra

Strategy: Weekly Unit Review of WTW Cases – The county has developed a policy in which ICW staff meet weekly to discuss cases that are not meeting required hours. The county believes that this has minimized the hard-to-serve population by allowing staff to brainstorm ideas. The county stated that this policy has also allowed them to identify potential barriers, possible exemptions, and expand potential activities to improve WPR. The county reported that openly discussing WTW cases on a weekly basis in a unit setting has provided the staff improved monitoring of hours and faster response to those participants who appear to be at risk of sanction or are in need of curing sanctions with creative ideas and new avenues of participation. This strategy has lessened the “tunnel vision” effect that can occur when one worker is working with a participant. The county reported that it has also noticed improved knowledge of regulations and team skills.

Results: They have noticed a 20 percent increase in their engagement rate through the incorporation of all of their proposed strategies in their WTW program from December 2007, to May 2008. They have also observed a 30 percent decrease in their aided work-eligible population due to individuals achieving self-sufficiency and discontinuing aid.

Siskiyou

Strategy: Home Visits – The county has implemented a policy in which home visits are performed for every recipient in sanction to identify possible causes for the sanction. The Social Worker received a list from each Integrated Case Worker of all persons in Sanction status. The Social Worker contacted each sanctioned recipient at the annual redetermination appointment, by letter, by phone, or a home visit if necessary. The Social Worker works intensely with the sanctioned individuals to resolve any barriers to participation and continues to provide support while the individual is engaged in a WTW activity and becomes stable. The county reports that case workers are hearing from clients that they were overwhelmed with the wealth of information they were provided by their worker and did not understand what they needed to do. The county believes that at the home visit or at a meeting with the client at a Family/Community Resource Center the client feels more comfortable to open up and discuss their issues. The county reported that difficulties included having sanctioned persons return phone calls, respond to letters or be at home when there was a scheduled appointment to visit them in their home. The county reported that the cost of this strategy is the cost of a staff person

dedicated to this assignment. The county stated that it would recommend having staff solely dedicated to working with the sanction recipients.

Results: The county reported that it has had a 34 percent rate of persons curing their sanction after working with the Social Worker. The county also reported that its sanction rate has dropped by 1.42 percent since this strategy was implemented.

Solano

Strategy: Outreach Program – The County has a contract with a local community based organization for Outreach Services to follow-up with work-eligible recipients who do not attend assigned activities. The outreach includes attempts to contact recipients via phone, mail, or home visits to determine the reason the person did not attend the activity and identify needs for additional services. The contractor communicates findings to WTW staff to initiate appropriate referrals and/or action.

Results: The county reported that county staff recently conducted a random review of the vendor reports and will modify communication and reporting mechanisms to better measure WPR results.

Sonoma

Strategy: Home Visits – The county has implemented a strategy in which the county's Engagement Unit staff have designed and implemented a home visit process. Sanctioned cases were reassigned to this unit for reengagement. A letter was sent to each sanctioned client. If there was no response, staff called the client. Again, if there was no response, a home visit was initiated. The county reported that safety issues were one of the challenges of this strategy. All Engagement Unit staff has attended special training, and there is a safety protocol regarding home visits. The county reported that another challenge is the exponential nature of the sanctioned caseload numbers. The county stated that the cost of the home visit strategy included the purchase of a new county car and related maintenance costs. The county reported that it would recommend this strategy to other counties.

Results: The county reported that this strategy has had a positive impact on reengaging sanctioned clients, but at a slower pace than originally anticipated. The county stated that according to their sanctioned client database, since June 2007 the county has completed 105 home visits and has had 46 clients cure their sanction (44 percent of the total home visits), approximately 13 to 15 percent of the total sanction population. The county reported that other benefits of home visits included learning a lot more about clients, because they are more open to talking in their own homes about barriers to employment. The county believes that clients often do not know why they are sanctioned. This strategy has increased communication with clients.

Strategy: Create an Engagement Unit – The county has developed a strategy in which they have created an Engagement Unit, utilizing increased funding from the state.

The county has created an Engagement Unit of four counselors (one bilingual), one aide, and a supervisor to focus on unengaged clients. This strategy required a decision to pay for staff that would not be carrying cases. The Engagement Unit staff work with clients who are new or unengaged. Staff does orientations, workshops, home visits and sanction clinics. They are also liaisons for job club. Staff have had to look at working with clients differently, using more marketing to engage clients. The county reported that the costs of this strategy included the cost of all of the staff, which was paid for with the county's increased CalWORKs funding. The county stated that they would recommend this strategy to other counties. The county also stated that it took a unique strategy, when the Governor's budget proposal came out in January, to market the Governor's proposal for a full-family sanction. The unit sent out letters and then followed up with an automated phone message to the client's home to advise clients of the proposals and instruct clients on how they should contact the Engagement Unit as soon as possible to cure their sanction and avoid the potential of a full-family sanction.

Results: The county reported that the contracted service providers for job club/job search report that clients seem much more informed regarding program requirements and participation, and clients understand why they are at their activity. The county believes that a liaison with the service provider has also improved communication and attendance reporting.

On the county's "Governor's Proposal" strategy, 34 percent of our approximately 282 sanctioned cases responded to the letters/phone message. Of those who responded, 42 percent showed up for a sanction clinic. Of those who showed, 70 percent signed an activity agreement to cure their sanction.

Overall, as a result of the Engagement Unit's efforts, the county's sanction population has decreased from a high of 24.1 percent of the total caseload in January 2007, to its current rate of 16.6 percent in May 2008.

Strategy: Sanction Clinics – The county has implemented a strategy in which they have created sanction clinics to inform clients what they need to do to cure sanctions. Clients who wish to cure their sanctions are informed about the sanction clinics which do not require an individual appointment to cure a sanction. Sanction clinics are offered twice a month on a voluntary basis and Engagement Unit staff are on call to see clients who attend and wish to cure their sanction. The county reported that sanction clinics were implemented fairly easily without additional costs. The county stated that while they still have a fairly high no-show rate (30 to 60 percent), the group process means that individual workers were not impacted by the no-shows. The county stated that while they would recommend this strategy to other counties, they are considering reducing or phasing out the clinics if they can designate one of the Engagement Unit staff to be an "on-call sanction curer" on a regular basis.

Results: The county reported that according to their sanctioned client database, records show that since June 2007, the county has held 13 clinics. Seventy-nine (79)

clients have attended and 32 have cured their sanction (41 percent) or approximately nine to ten percent of the total sanctioned population.

Stanislaus

Strategy: WTW Reengagement Unit – The county established a unit that specializes in decreasing sanctions. The unit encourages customers to participate in the WTW program by providing the customers with opportunities that motivate a customer to cooperate while identifying barriers to participation. The unit provides intensive services to reengage sanctioned customers by marketing the program and doing home visits. The unit also partners with the BST (Building Successful Tomorrows) team to provide intensive services that include SSI Advocacy, transportation, and intensive social worker services. The sanctioned customer is approached from a positive perspective and is encouraged to make choices that will improve the quality of life for his or her family and ultimately lead to self-sufficiency. The county has dedicated four case managers for this assignment. The county believes that staff has to be committed and willing to put in the effort and time with the customer. The county reported that Stanislaus is a rural community and transportation is one of the major issues in participation.

Results: The county stated that according to the sanction cures report from the sanction unit, for the period from January 1, 2007, to December 31, 2007, the unit was assigned 427 cases with 207 cured sanctions. The cure rate was 49 percent. The county also reported that for the period from January 2008 through May 2008, the unit was assigned 139 new cases, and 61 sanctions were cured for a cure rate of 44 percent.

Strategy: Family Advocates – The county contracted with Behavioral Health Services to have two Family Advocates join the Sanction team. The goals were to provide peer support and advocacy services, encourage and support families' participation in case planning and to provide program information and assist with service provider paperwork. The advocates linked families to additional resources in the community, such as community-based organizations, family resource centers, child care providers in their community and educated families regarding transportation resources. Additionally, the Family Advocates provided transportation to necessary appointments to assist the family in reengaging in WTW activities as well as attended home visits with team staff members.

Results: The county stated that this service was provided in tandem with the Sanction and BST team so actual numbers cannot be quantified solely based on the Family Advocates. The percentage to WPR change is reported in the overall sanction numbers.

Sutter

Strategy: Sanction Team – In January 2008, the county began a focused effort to organize a sanction team including experienced Social Workers, Eligibility staff and an

Intervention Counselor. This strategy evolved quickly into an agency strategy rather than a specific team approach. Weekly data reports of sanctioned households at the caseworker level inspired all staff to focus on engaging these clients. The county stated that a key component of this strategy is for the team is to make a personal contact with the sanctioned individuals in their homes in order to re-emphasize the benefits of curing the sanction and re-entering the program. Along with other case-specific strategies, the team conducts joint home visits to meet with the client in his or her home and re-explain the immediate as well as the long-term benefits of the program for the participant and the participant's family. The county believes that making this contact in the participant's home is beneficial for both the participant and the members of the sanction team because the participant gets a second chance to discuss the program and why it was not working for him or her. In addition, the sanction team members receive insight into the client's home life and/or barriers, and can more readily understand some of the client's limitations or barriers which contribute to the non-participation.

Results: The county reported that it has reduced its sanctioned caseload by approximately half from the same period last year. The team made home visits to approximately 95 percent of all sanctioned households. The county believes that while it may be that not all of the cured sanctioned cases are "fully" participating at this time, they are engaging in the process with the Sanction Team to cure and stay out of sanctioned status. The county also believes this will ultimately have a positive impact on the WPR. The county believes that the outcome of this strategy is positively reflected in the increase to the county's WPR since implementation in January 2008.

Tehama

Strategy: Intensive Case Worker – The county has designated two Employment and Training Workers (ETWs) as Intensive Case Workers (ICWs). One of the ETW ICWs is tasked with identifying and making home visits to noncompliant and sanctioned participants. Prior to the home visits, a letter is issued offering sanctioned or noncompliant individuals an opportunity to comply. The ETW ICW works with sanctioned or noncompliant participants to identify and resolve barriers to participation and continue the intensive case management and support until the participant is actively engaged and stable in his or her activity. The case is then transferred to a regular case worker. The home visits enhance the ETW ICW's ability to assess an individual's barriers to participation, while also demonstrating to the participant that the county takes an active interest in his or her success. In conjunction with this strategy the county recruited and hired a Peer Support Worker to accompany the ICW and ETW on home visits. The Peer Support Worker provides additional support and encouragement to noncompliant participants by disclosing his or her own experience with CalWORKs, identifying the opportunities and services available, and sharing how he or she overcame barriers to participation and achieved success. The county stated that during the implementation of this strategy the county found that the noncompliance process coupled with the brief 20-day noncompliance period made it difficult for the ETW ICW to receive the case and then schedule and complete a home visit prior to entering sanction. As a result, by the time a home visit was made, many of the cases were

already sanctioned, making the goal of sanction prevention problematic. The county stated that a second barrier involved the hiring of the Peer Support Worker.

The county reported that the first Peer Support Worker that was hired was not stationed in the same office as the ETW ICW and had a somewhat restricted work schedule. The county believes that in combination, these two factors made it difficult for the Peer Support Worker to accompany the ETW ICW on as many home visits as intended. Another barrier the county reported was some concern regarding the possibility of placing the ETW ICW in potentially dangerous situations prior to the implementation of the home visits. To mitigate this, the county made available training to identify and evaluate potentially dangerous situations and to recognize the signs of drug use and abuse. Procedures were also developed to help ensure the ETW ICW's safety during home visits. The county reported that to date, the home visits have gone smoothly and without incident. The county believes that conducting home visits requires an experienced ETW with good communication skills and a willingness to meet with clients in a non-traditional setting.

The county was able to use one of its current ETWs to fill the position and redistribute the caseload among other staff as needed, so there was no additional cost associated with filling the position. The safety training for the ETW ICW was provided as part of existing in-service training provided by local law enforcement and community partners and resulted in no additional cost. The county stated that for the first six months, the Peer Support position was filled with a Work Study student. The county reported that it estimated that the amount of time the Peer Support Worker accompanied the ETW ICW on home visits was equal to approximately 17 percent of the individual's work hours. The county stated that the cost of wages for this position is reimbursed to the county at a rate of 75 percent and that the 25 percent county share for the time anticipated to be spent accompanying the ETW ICW is approximately \$13 per week, \$56.33 per month, or \$338 per year. The county reported some difficulty in integrating the Peer Support Worker, so they have discontinued the Peer Support Worker component of this strategy. The county has also recently begun the development of processes to further refine the focus of the ICW's home visits. In May 2008, the county created a report that identifies sanctioned individuals that are nearing their third month of sanction, allowing the county to identify and focus on reengaging sanctioned individuals who are nearing the federal three-month sanction disregard time limit. By reengaging these individuals prior to this three-month limit, the county anticipates that it will prevent negative impacts to the overall WPR. The county stated that it has also developed a report that identifies sanctioned individuals with earned income so that each month, one of the ETW ICWs can attempt to contact these individuals, either by phone or home visit, to explain the benefits of curing their sanction.

Results: The county reported that the intended effect of the home visits was to reduce the overall sanction rate by 2.5 percent after six months and by five percent after 12 months. The county reported that after six months, the sanction rate had remained at approximately the same level; however, as of November 2007, the sanction rate has

dropped three percent to 26 percent. The county also reported that one year after implementation of this strategy, the sanction rate has dropped by 2.7 percent.

Strategy: ETW ICW Contact with Employed Sanctioned Clients – The county has implemented a policy in which the ETW ICW, identifies and contacts working sanctioned individuals by phone, home visit, and/or the Sanction Outreach Flyer/Letter. The ETW ICW attempts to engage participants by working with them to identify and resolve barriers to participation and by marketing the services that are available to working participants. Once engaged, the ETW ICW continues intensive case management until the participant is stable in his or her activity. The case is then transferred to a regular caseload. The county began a pilot test of this strategy in early 2007. During this phase the ETW ICW was receiving a list of working sanctioned individuals and targeting and contacting this population. However, as time went on, the target population of the ETW ICW broadened and the strategy shifted to include contacting all sanctioned individuals. The county stated that it is currently refocusing the strategy on working sanctioned individuals. The county is also beginning a new sanction curing clinic strategy targeting all active sanctioned individuals. The county reported that there were no additional costs incurred during the implementation of this strategy.

Results: The county reported that during the first month of piloting this strategy, 30 percent of the working sanctioned who were contacted cured their sanctions.

Trinity

Strategy: Intensive Outreach – The county stated that it has consistently re-invited noncompliant individuals to orientations and workshops. ETWs have been flexible with their schedules to accommodate these individuals' needs. Home visits and the availability of the Vocational Assistant make it possible to meet their transportation needs. The county stated that it has also created an informational flyer to be distributed during intake/renewals or mailed if no other option is available. The county has also purchased a portable DVD player so that the orientation video and other instructional materials may be viewed in the individuals' home or during transports.

Results: The county reported that due to the flexibility of the ETWs, the county's sanction caseload has been reduced by 50 percent. This percentage also includes a reduction in the noncompliant caseload. The county believes that by having the flexibility to bring the information to the clients, the county has established a more comfortable environment for future participants.

Tulare

Strategy: Dedicated Staff – The county has implemented a strategy in which they hire dedicated lead workers to manage sanctioned caseloads. The county utilized the FY 06/07 increase in single allocation funding to recruit and hire lead workers specifically to manage the sanctioned caseload in an effort to reengage sanctioned participants and therefore increase the county's WPR. As a barrier to implementation, the county

reported that on January 11, 2007, the county sustained substantial crop losses due to extreme weather conditions and freezing temperatures. The loss is estimated at \$418 million. In an effort to provide assistance to the local communities, where there are approximately 12,000 displaced workers, the county deployed the newly-hired Sanction Workers to operate Freeze Relief Stations established throughout the County. These workers took applications and provided victims with referrals to community resources. As the Freeze workload declined, the Sanction Workers were reassigned to engagement of sanctioned individuals. At the onset the county created a list of individuals with ongoing sanctions for four months or longer. Sanctioned Courtesy Contact notices are mailed out routinely. Mandatory monthly phone contacts are made as a courtesy reminder that sanctions are curable through participation. Home calls are completed for these individuals. During the home call visit, the Resource Specialists attempt to reengage these sanctioned individuals by “selling” the program and its many benefits and great opportunities. In many instances the sanctioned individual agrees to participate and actually signs the WTW Activity Assignment during the home visit. The Sanction Workers have taken on the full responsibility of enrolling the participant in his or her activity in the automation system, CalWIN, and curing the sanction in CalWIN as well. The county reported that the sanction report has also been provided to the Workforce Investment Department for contact and possible engagement through the programs they offer.

Results: According to reports for January 2008, the county had 391 individuals sanctioned for four months or longer. During the month of May 2008, the list of individuals sanctioned for four months or longer had decreased to 255 sanctioned individuals, showing a 34.6 percent decrease. The county believes that this strategy has proven to be a great opportunity to increase the county’s WPR.

Strategy: Linkages – The county has recently hired a Linkages Coordinator and as a result formed the Linkages Planning Committee. The county’s WTW representative is an active attendee at the Linkages Planning Committee meetings. The county stated that it is possible that many of the “cross-over cases” between CalWORKs and Child Welfare Services are sanctioned individuals. The county believes that once these sanctioned individuals are verified as Linkages cases, they will agree to cure their sanctions by participating in Linkages. The county has recently selected three cases that will be the Linkages pilot cases. On review of these three cases, two were moving toward noncompliance in participation in CalWORKs, as they have failed to show up at various appointments in employment services.

Results: Information on results was not available at the time of the survey.

Tuolumne

Strategy: Specialized Case Managers – The county has implemented a strategy in which specialized WTW Case Managers are assigned to sanctioned cases and monitored and contacted on a monthly basis. Contact ensures that the message of CalWORKs WTW requirements and the benefits of supportive services and

employment case management are given in a positive way. In January of 2007, two specialized Case Managers were assigned all of the sanctioned cases. Each month, Case Managers would phone the individuals, send letters inviting clients to cure their sanctions by attending a scheduled meeting with the Case Manager, as well as arrange to make home visits if there was no response to the other communication.

Results: The county reported that the current case listing for sanctioned cases has dropped by 17 percent. The county stated that Case Managers found that individuals did not know they were sanctioned, the reason why they were sanctioned, or did not know about the benefits of the WTW program services.

Strategy: Multi-Disciplinary Approach – The county stated that it recognizes the value of a Multi-Disciplinary approach to services for clients with co-occurring and multiple barriers to employment, such as domestic abuse, drug and alcohol, mental or physical health issues. The county stated that an enhanced partnership with Domestic Abuse counselors from Mountain Women's Resource Center (MWRC) and Public Health Nurses from the county's Public Health department (TCPH) has been established to provide early identification and referral for assessment and treatment. In January of 2007, the county contracted with MWRC and TCPH to partner with WTW Case Managers to identify barriers to employment early in the application process, any time a participant fails to meet satisfactory progress, or when a participant is identified as needing these services. The assigned Public Health Nurse meets on a regular basis with WTW Case Managers to staff difficult cases and arranges to make home visits when applicable. In addition, if domestic abuse is suspected, counselors from MWRC are immediately available to see clients either in the office or on a joint home visit with the Public Health Nurse and WTW Case Manager. Home visits also bring services to clients with transportation and child care barriers. The county stated that in addition, the Interagency Resource Committee (IRC), School Attendance Review Board (SARB), and Caring Connections became valuable resources for the Case Managers providing services for the entire family.

Results: The county stated that the first six months of the project were focused on the sanctioned caseload and that the current case listing for the sanctioned individuals has dropped 17 percent.

Ventura

Strategy: Reengagement – The county has identified the following as strategies to reengage sanctioned individuals and prevent newly-sanctioned individuals:

- Providing continuous training of staff on reengaging the noncompliant recipient and on appropriate processes for reengagement.
- Providing supervisors with additional training in evaluating staff skills and abilities in working with sanctioned and noncompliant clients.

- Working with partners who play a vital role in reengagement. Their expertise will be sought out through case conferencing to assist in reengaging noncompliant recipients.
- Identifying staff that possess special skills and abilities to work with sanctioned individuals, and to create specialized caseloads.
- Requiring home visits as part of case management for reengagement and as a prevention for imposing a sanction.

Results: The county reported that during the initial implementation of this strategy, it resulted in a 50 percent reengagement rate.

Yolo

Strategy: Specialized Caseload for Sanctioned Customers – The county will assign a dedicated staff member to work with sanctioned clients, and his or her primary responsibility will be to engage these clients in employment or program activities. The county reported that this strategy was implemented in January 2008, and the majority of sanctioned cases are now concentrated with two workers, one for each county office.

Results: The county stated that it is not possible to determine the separate effects of each of the sanction reengagement strategies on the sanction rate. The county reported that 13.77 percent of the entire caseload was in sanction status in January 2008, and by the end of April 2008, the county had succeeded in reducing this number to 9.86 percent.

Strategy: Inform Clients of Benefits of Curing Sanctions – Eligibility workers will identify sanctioned clients during case review and redetermination and discuss the benefits of curing a sanction with the aid of a flyer. A referral to the WTW case worker will also be completed. All sanctioned cases are now assigned to a WTW Case Manager, so there is no longer a need for the eligibility worker to identify these cases during redetermination. However, as of March 2007, the county has been conducting joint staffing meetings at which both eligibility and employment staff are present. At these meetings eligibility staff make employment services staff aware of the dates and times for redetermination appointments for the sanctioned clients in their caseload. This gives employment services staff another opportunity to reconnect with these clients. The county developed a flyer encouraging sanctioned clients to cure and highlighting the benefits offered by WTW and an increase in the CalWORKs grant. The flyer was sent to all of the county's sanctioned customers and will continue to be sent to newly-sanctioned customers. The county stated that this strategy was fully implemented in early April 2008.

Results: The county stated that it is not possible to determine the separate effects of each of the Sanction Reengagement strategies on the sanction rate. The county reported that 13.77 percent of the entire caseload was in a sanction status in January 2008 and by the end of April 2008, the county had succeeded in reducing this number to 9.86 percent.

Strategy: Face-to-Face Visits with Sanctioned Clients – In an attempt to reengage sanctioned clients, WTW Case Managers will give customers the option of home visits or an opportunity for sanctioned clients to meet outside of the office if they do not respond to brochures. This strategy was implemented in July 2007. Staff is conducting home visits with sanctioned and other clients, although the county will be working to increase the number and frequency of home visits being done. A home visit will be done whenever the client indicates either he or she is unable to come to the office for an appointment or misses a scheduled appointment and the assigned worker cannot reach the client to reschedule. Home visits are also being done to encourage sanctioned clients to cure.

Results: The county stated that it is not possible to determine the separate effects of each of the Sanction Reengagement strategies on the sanction rate. The county reported that 13.77 percent of the entire caseload was in a sanction status in January 2008 and by the end of April 2008, the county had succeeded in reducing this number to 9.86 percent. The county stated that it has been successful in increasing the number of home visits being done. In January 2008, home visits were done on 1.13 percent of the WTW caseload. By April 2008, this number had increased to 3.79 percent.

Strategy: Sanction Cure Clinic w/ Incentives – Sanctioned clients are invited to a sanction cure clinic/reengagement celebration. They receive information regarding curing their sanction, and workers are available for those clients who would like to complete a plan to reengage in the WTW program at that time. Incentives are offered to those clients who complete a plan to reengage. Incentives (gift cards) are also offered to those clients who sign a Sanction Cure Plan, and again when the Plan is successfully completed. The Reengagement Meetings began in March 2008, and are being held in each office monthly. Incentive gift cards were offered starting in March 2008. This strategy is in the beginning processes of implementation; management and staff members planned to visit another county to observe their sanction cure clinic.

Results: The county reported that from March to May 2008, they averaged a 23.26 percent attendance rate at the meeting (of those invited). Ninety-six point fifty-five (96.55) percent of those who attended the meetings signed a sanction cure plan while they were there. The county also reported that in the months of March 2008, and April 2008, an average of 73.33 percent of attendees followed through with their plans and cured their sanctions. Data is not yet available for May 2008. Many clients who were invited to the meetings also contacted their workers to sign a sanction cure plan prior to the meeting, and therefore did not need to attend. Home visits were done on “no shows” to the Reengagement Meetings. The county reported that one-third of the home visits resulted in the signing of a sanction cure plan for March and April 2008.

Strategy: Gift Card Incentives – A policy was created to issue gift card incentives to work-eligible individuals (including sanctioned individuals who sign a Sanction Cure Plan and/or who successfully complete the Plan) in an attempt to increase the WPR. This strategy was implemented in March 2008.

Results: The county reported that 48 customers cured sanctions in March and April 2008. In February 2008, 12.96 percent of the caseload was in a sanction status. At the end of April 2008, this number had decreased to 9.86 percent.

Yuba

Strategy: Sanction Reengagement Unit –The county has implemented a strategy in which staff implemented a sanction unit to reengage noncompliant or sanctioned individuals in WTW activities. The CalWORKs sanction unit is comprised of a supervisor, three case managers, three lead Social Workers, and a service aide who work together to assist noncompliant or sanctioned individuals. The individuals are assisted in the office or their homes depending on their preference. The county stated that a barrier to implementing this strategy is that all staff need training to be able to effectively utilize motivational interviewing techniques to engage resistant individuals and convince them of the benefits of participating in the WTW program. The county reported that critical elements to success include training Social Workers on engagement strategies using a strength-based approach and "Motivational Interviewing" techniques. The county stated that there were no additional costs involved with implementing this strategy. The county stated that they would recommend this strategy to other counties as a "promising practice." The county believes that supervisors need to believe that motivational interviewing techniques work and consistently practice and reinforce them in unit meetings.

Results: The county stated that they have achieved the intended effect to decrease sanctions. The county reported that in July 2006, when the unit started, the total WTW sanction caseload was 224. From January 2007 through November 2007, the total WTW sanction caseload average was 199 per month. The county reported that when comparing the 2006 and 2007 average number of sanctioned adults, the county showed a nine percent decrease. Mandatory enrollees have increased an average of 40 per month during the same time period. The county reported that from December 2007 through April 2008, the total WTW sanction caseload average was 222 per month. While the number of total sanctions remains steady, the mandatory enrollees continue to increase. From January 2007 to November 2007, the monthly average of mandatory enrollees was 586. From December 2007 through April 2008, monthly average of mandatory enrollees was 621. This is an average increase of 35 enrollees per month. The county believes that reducing sanctions and engaging more participants in WTW activities will increase the county's WPR in the long run.

Appendix C: Strategies to Engage Safety Net Families

The following counties reported on strategies to increase participation by Safety Net individuals and appear in alphabetical order. Some of the counties have data showing results.

Colusa

Strategy: Review Safety Net Cases – The county implemented a policy to review the current status of its Safety Net cases to determine how many are employed, in school, or in training.

Results: Information on results was not available at the time of the survey.

Strategy: In-Person Interviews with Safety Net Adults – The county reassigned the Safety Net cases back into the caseloads of its employment case workers to have them begin contacting the adults in the cases to offer what services the county makes available to them. They also began conducting home visits with timed-out adults. The home visits are then followed up with an in-office client visit to develop a WTW plan for the services for which they are eligible.

Results: The county reports that they are having some success in getting Safety Net clients to engage in services that may lead to or help maintain employment. The county also reported that in one case, a sanctioned client in the household attended the appointment with the timed-out adult and subsequently cured his or her sanction by becoming employed.

Glenn

Strategy: Timed-Out Case Engagement – The county implemented a policy to have all timed-out CalWORKs cases moved from eligibility workers to integrated caseworkers who manage the active WTW caseload. The workers will offer employment services to the adults in the Safety Net cases. The county also believes this effort will make information about these cases more readily available for reporting purposes.

Results: No data was available at the time of the survey; however the county mentioned that this strategy has impacted the caseload size of the integrated case workers.

Imperial

Strategy: Reengagement Letters – The county sent certified letters out to Safety Net clients inviting them to again engage in activities to assist them toward the goal of self-sufficiency. The certified letter also informed all timed-out adults in Safety Net families

of the Governor's state budget proposal that may impact their eligibility to receive a CalWORKs grant if they are not meeting TANF requirements should it be approved.

Results: The county reported that they had a fairly large response, and some Safety Net clients voluntarily reengaged in WTW activities; however, after a number of proposals to reduce or eliminate the Safety Net program with no actual consequences, the response has diminished. The county still believes that Safety Net families should be informed of what is being proposed in the budget and, more importantly, that they take every opportunity to engage Safety net clients to help them achieve self-sufficiency.

Lake

Strategy: Outreach to Safety Net Clients – The county implemented a policy to have employment case workers and Social Workers contact the family, including conducting home visits, in an attempt to engage the timed-out adult in WTW activities.

Results: Information on results was not available at the time of the survey. However, the county stated that Safety Net families are not interested in receiving services if they have a living arrangement where other income is available to the family that is not counted against their grant, such as income from a boyfriend/girlfriend or SSI spouse.

Los Angeles

Strategy: Engaging Timed-Out Clients in WTW Activities – The county plans to implement a strategy that will, through flexible policy, enhance staff training; and multiple outreach efforts will engage timed-out clients in WTW activities. Implementation is pending.

Results: Information on results was not available at the time of the survey.

Modoc

Strategy: Increased Marketing of Services for Safety Net Clients – The county began efforts to reach out to Safety Net families to encourage voluntary participation by marketing services available to them if they are engaged in WTW activities.

Results: The county reported that of the adults in the cases contacted, two are fully employed and another two are now partially employed.

Mono

Strategy: Sixty-Month Time Limit Reminder – The county implemented a policy to contact clients when they have used 54 months on cash aid to remind them that their grant will be reduced, and inform them about other benefits such as Medi-Cal and Stage 1 child care, in addition to other services in the community available to them when they

reach their time limit. The county currently has one Safety Net client. They are encouraging this client and future Safety Net clients to explore further education/training to lead to successful employment utilizing WIA Program services. The county will continue referring Safety Net clients to county/community agencies, such as Mental Health, Wild Iris (Domestic Violence), IMAAA (legal services), and IMACA (Stage One Child Care) to continue to support the clients in overcoming barriers to employment.

Results: The county is currently working with its one Safety Net client, but has not yet been able to engage the client.

Riverside

Strategy: Outreach Mailings to Safety Net Clients – The county sent out letters to its Safety Net caseload to inform them of available services and to inquire about their current activities which may make them eligible to receive employment services. The county would recommend this strategy to other counties as a promising practice. They received new information on these individuals, and are still in the process of creating a database to record the information submitted by clients.

Results: The county reported that they received various types of mail responses from customers including pay stubs, education information, and medical information. The county sent the mailings to 1,603 timed-out customers in March 2008, and received responses from 300 (approximately 20 percent).

Sacramento

Strategy: On-the-Job Training (OJT) for Safety Net Cases – The county amended its contract with the Sacramento Employment and Training Agency (SETA) to increase the number of slots for paid OJT. These placements will provide Safety Net clients with skills and income, and as a result, will positively impact WPR. The placements will also be available for CalWORKs WTW clients.

Results: The county reports that from July to December 2007, 43 clients were placed into a paid OJT slot at an average wage of \$9.62 per hour. Of these, 13 clients completed the three-month training period and were hired as permanent employees.

San Bernardino

Strategy: Outreach to Safety Net Clients – The county implemented a policy to engage Safety Net clients, which included four main strategies:

- Assign Safety Net cases to specific workers to ensure that clients are engaged as quickly as possible.
- Notify all Safety Net customers of WTW opportunities by sending them an informational brochure and a Safety Net informational flyer.

- Encourage Safety Net participation by emphasizing ancillary payments, supportive services, child care benefits, the benefits of employment, incentives, and current job and training opportunities.
- Monitoring Safety Net cases monthly to provide ongoing support.

Clients who volunteer to participate must participate for 32/35 hours per week to receive supportive services, except for a Safety Net single custodial parent with a child under six. The clients are also required to go through the same up-front engagement process as regular WTW customers if they are not employed.

Results: Overall, the county reports that since implementation, the WPR for this population has increased by roughly four percent overall each quarter (from April 2007 to July 2007 and July 2007 to October 2007). However, this slowed slightly the next quarter (from October 2007 to Jan 2008) when the Safety Net WPR rate rose by 1.1 percent.

Strategy: Open House Events – The county implemented a strategy to have open house events for Safety Net clients. At the open house the Safety Net clients are invited to participate in WTW activities through a presentation of WTW program features and benefits, including exposure to service providers and employers with job openings. If Safety Net clients become employed, the county gives them performance incentive cards (see next strategy).

Results: Overall, the county reports that since implementation, the WPR for this population has increased by roughly four percent overall each quarter (from April 2007 to July 2007 and July 2007 to October 2007). However, this slowed slightly the next quarter (from October 2007 to Jan 2008) when the Safety Net WPR rate rose by 1.1 percent.

Strategy: Performance Incentive Program – Safety Net customers engaged with WTW received performance incentive cards for verifying new employment that meets WPR requirements, and/or hard goods for attending open house events.

Results: The county reports that 19 Safety Net clients received performance incentives by meeting WPR through verified new employment.

San Francisco

Strategy: Incentives for Safety Net Clients – The county has started using incentives to further engage the Safety Net population. They now issue the incentives for those Safety Net clients who attend a Job Readiness Assessment (JRA) of their work-related skills in an attempt to engage them in activities that may lead to employment. The incentives are gift cards in the amount of \$25 and \$100 for TJ Maxx, Marshall's, Walgreen's, Safeway, Target, and Chevron. The county has developed a procedure instructing staff when clients are eligible to receive incentives, how to issue the cards, and how clients pick up the incentives.

Results: The county reported that attendance on the first day of a scheduled Job Readiness Assessment has been going up steadily from 23 in March 2008, to 38 in April 2008, and 82 in May 2008.

Strategy: Safety Net Work Participation Unit – The county is implementing a new specialized unit to work with Safety Net families to help them increase participation and with career advancement. The strategy will be implemented in two phases. During the first phase the county will identify all Safety Net cases with earnings that are not meeting the required WPR hours and will assign those cases to the new unit. The specialized case workers will work with these families to increase their participation hours. During the second phase the county will expand this initiative to include all Safety Net cases. The county will also be offering incentives to engage the Safety Net population.

Results: Information on results was not available at the time of the survey.

Santa Barbara

Strategy: Workgroup Formation to Explore Serving the Safety Net Population – The county formed a focused workgroup to develop a recommendation to serve its Safety Net population, which is approximately 220 cases. The workgroup is reviewing other county models and available best practices information to formulate the recommendation which will be presented to the county's TANF Steering Committee.

Results: Information on results was not available at the time of the survey.

Santa Clara

Strategy: Timing Out Pilot Project (TOPP) – The county implemented a one-year pilot program in an attempt to leverage the resources and case management services of its three child care Alternative Payment Providers (APPs) to maintain contact with and reengage Safety Net families. The county had case workers conduct extensive outreach, assessment, and service referrals. The county also gave families who met their identified goals monthly grocery vouchers as an incentive.

Results: The county reports that the (TOPP) did not generate satisfactory long-term results. The county believes that significant resources, especially in the area of mental health-related services, combined with changes in Housing Authority policies, will be necessary to fully engage this hard-to-serve population.

Strategy: Strategic Interagency Case Conferences – The county is developing a pilot project to ensure that clients approaching the 60-month time limit on aid are fully engaged in WTW activities. When the client approaches his or her 48th month on aid, a specialized case worker dedicated to this project and local service providers involved in the case will meet to evaluate the effectiveness of the existing WTW plan. The next step will be to meet with the client in an interagency case conference to develop a

concrete action plan for his or her remaining 12 months on aid. The county also plans to conduct a follow-up conference in the 54th month to assess progress toward self-sufficiency.

Results: Information on results was not available at the time of the survey.

Sonoma

Strategy: SSI Advocacy – The county created an SSI Advocate position to assist appropriate clients with the SSI application process with the goal of excluding the clients from the WPR denominator. The SSI advocate is located at the county's one-stop center. The policy gives priority for services to CalWORKs Safety Net clients and clients whose children are over 16 years old and who have a disability which is expected to last one year or longer. The clients receive assistance applying for SSI; and if approved for SSI, the clients will also receive information about how income might impact their SSI benefits. The county leveraged cost for the position by funding it with both CalWORKs and Workforce Investment Act (WIA) funding. The county stated that the SSI advocate has a background in both the CalWORKs and WIA programs. The county reports that during the first six months, the SSI advocate attended several appropriate trainings and has met with key stakeholders (including Social Security Administration and Rehabilitation staff).

Result: The county reports that to date, the SSI advocacy strategy has produced one successful SSI award, thereby removing the disabled CalWORKs participant from the WPR denominator. The SSI advocate has submitted nine other applications; all are still pending. The SSI advocate is also in the process of working with an additional 20 clients to gather information and determine if it is appropriate to submit an SSI application.

Trinity

Strategy: Informational Meetings for Safety Net Clients – The county implemented a policy to schedule regular meetings to explain what resources are available to clients after they have reached their 60-month time limits. The county sent out letters to CalWORKs safety net clients and placed follow-up phone calls prior to the meeting. They also advertised and gave away prizes to those that attended as an incentive for come to the meeting.

Results: The county reports that they have conducted two meetings. They invited 21 adults; and of those six attended the meeting. The county recently implemented this strategy and stated that it is too early to report on the long-term impact it may have.

Tuolumne

Strategy: Safety Net Services – The county implemented a pilot to have a Social Worker conduct phone calls and home visits to Safety Net clients to offer case

management services and information related to child care services. The county provides only child care as a supportive service for clients who volunteer to receive case management services through Stage 2/3 funding. The strategy was discontinued after six months because there was no notable response.

Results: The county reports that there was no significant increase in the engagement of Safety Net clients, or the WPR rate for Safety Net clients.

Yolo

Strategy: Referrals to WIA for Safety Net Clients – The county implemented a policy to refer all timed-out clients to WIA to receive services. The county coordinated with WIA staff to ensure that action is being taken to engage the Safety Net clients in the WIA program. The county reports that there was some difficulty with implementing this strategy because Safety Net clients are more difficult to serve than other CalWORKs populations. The WIA program is also limited by its eligibility criteria which do not correspond with the CalWORKs/MTW criteria for the services it can offer.

Results: The county reports that 7.14 percent of the Safety Net customers referred to WIA have been potentially eligible for and interested in receiving WIA services. The outcomes from these referrals are not yet available.

Yuba

Strategy: Intensive Outreach for Job Retention and Supportive Services – The county provides job retention supportive services to employed Safety Net clients who have received aid within the previous 12 months. The county implemented this policy in 2003. The services the county provides are case management, transportation and ancillary payments for a six-month period, as well as assistance with child care payments for 24 months (which is mandated by statute). The case workers meet with clients who are timing out to discuss available services. They continue to maintain contact with the clients over a six-month period of time through home visits and phone calls to assist them with any job retention-related needs. The county recently enhanced this strategy by revising its transportation forms to include positive affirmations in an attempt to inspire and encourage participants in their employment ventures. The county recommends this strategy to other counties as a promising practice.

Results: The county reports that this strategy has resulted in an increase in the number of employed Safety Net cases. The county's Safety Net Report shows that the number of employed Safety Net cases has increased from four percent in September 2003 to 13 percent in September 2007. More recently, in April 2008, the county ran a report that showed 29 percent of the Safety Net caseload is employed. The county has found that clients transitioning off cash aid encounter many issues that are new to them and have found that continuing to provide individualized case management services, as well as supportive services, has proven to be effective in helping these clients retain employment.