

COUNTY NAME:
Ventura County

CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services:

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Prepared By:

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



County Welfare Director's
Signature

Ted Myers
Printed Name

01/03/07
Briefing Date

1) County Goals

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

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

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

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

The following is a description of how Ventura County will meet the goals of W&I Code 10540:

To meet the goals of W&I Code 10540, the Ventura County CalWORKs Program will continue to achieve and maintain employment and self-sufficiency for CalWORKs families. The Ventura County CalWORKs Program will assist these families to move from economic self-sufficiency to be productive contributors to the private economy. CalWORKs case managers prepare and assist clients to be "job seekers" with a "work first" attitude, with an emphasis on their strengths, not their limitations. The CalWORKs Program is a comprehensive, community-based system of public and private partnerships and services designed to help families achieve and maintain maximum financial independence.

The driving principles and goals of the Ventura County CalWORKs program have always included:

Self-sufficiency is a Key Goal

CalWORKs assists parents to obtain employment and increase their income and standard of living, so they will no longer be dependent on CalWORKs cash assistance.

Community Involvement

CalWORKs recruits and organizes volunteers from the local government, community based organizations, churches, service clubs, schools, and local businesses into goal-directed projects focused on CalWORKs families and self-sufficiency.

One-Stop Job & Career Centers

These community centers serve employers, CalWORKs job seekers, universal clients from the general public, and CalWORKs families.

Regional, Multi-Agency Networks

This collaborative effort offers "One Stop" access to coordinated job information, vocational education, job training, job placement, job retention services, child care, child support enforcement, transportation, public health, medical care, mental health, legal services and substance abuse treatment, and other support services through an integrated multidisciplinary case management approach.

Individualized Support Services

Services and supports are tailored to the needs of individual families, related to the goal of self-sufficiency, and to promote personal and parental responsibility.

Automation and Efficiency

Ventura County is a member of the CalWIN Consortium. The CalWIN case management system, and other information technology, simplifies the complex and labor-intensive eligibility process, enables tracking of the progress of CalWORKs families, facilitates reporting requirements, and promotes efficiency.

Building on Success

With TANF reauthorization, Ventura County seeks to build upon our successful CalWORKs program by expanding engagement strategies to Non-CalWORKs ("universal") clients, by utilizing our Workforce Investment Act funds through our One-Stop Centers, and intensifying our upfront involvement with new approved CalWORKs recipients. These clients will be engaged and referred to case management within the Business and Employment Services structure and are subsequently referred to Welfare-to-Work (WTW) activities based on the needs of the individuals referred.

For the CalWORKs participant, the WTW Program model includes intake, eligibility, enrollment, a Family Success Plan, case management, support services, classroom training, on-the-job-training, job retention, and post-employment services. Every aspect of addressing client needs and assisting them to obtain self-sufficiency is built into our collaborative case management model between WTW, CalWORKs, and all partner resources.

The County of Ventura continues to provide services and resources that help maintain family structure and reduce child poverty. Services and resources offered include job-readiness workshops, support services, and a contractual agreement that ensures linkages between the local child support services agencies. These agencies include the State Child Support Division, and the County of Ventura Court system.

To encourage the maintenance of two-parent families, the CalWORKs Programs partners with the County's Public Health Department's Cal-Learn Program. The Cal-Learn Program serves CalWORKs recipients under age 19 who are custodial parents or pregnant. The program is designed to encourage teen parents, the teen mother and the teen father, to stay in or return to high school, or an equivalent program in order to earn a diploma or its equivalent. The Adolescent Family Life Program (AFLP) manages the Cal-Learn program through the Public Health Agency. CalWORKs case managers provide intensive case management services according to the AFLP Standards to link each teen in the program with available and social services needed. Services are centered on the teen parent but may also involve the teen parent's family, significant others and support persons to assist the case manager in identifying needs and ways to meet the needs.

The County also works closely with private, non-profit partner agencies such as Interface Children & Family Services and the Coalition to End Domestic Violence to address the needs of clients and their families affected by domestic violence. These and other issues that affect family and child well-being will be addressed through strategies such as case conferencing, home calls, family home visits, and one-on-one case management.

To promote and ensure child safety and family well-being, the CalWORKs Program has partnered with Child Welfare Services to provide coordinated, community-based, preventive services for families in Ventura County. Known as "Linkages," this partnership enhances connections to community resources in order to provide a network of support for families, which in turn leads to quicker access to much-needed resources and services that address the family's needs.

2) Participation Improvement

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

B. Providing up-front engagement activities

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

The new strategy in offering up-front engagement activities shall begin with each family being offered on a voluntary basis a Family Success Plan (FSP) on the date of application. The purpose of the FSP is to identify challenges and strengths and provide the family with a pathway of activities and services that are made available on a voluntary basis to identify needs. As part of the upfront engagement strategy each, potential CalWORKs Welfare to Work registrants will be given the opportunity to participate in "early engagement activities", guided by trained staff in these functions. (See Figure 1)

Designated staff will assist and guide the potential CalWORKs Welfare-to-Work registrant through the upfront engagement process. The following list identifies "early engagement" activities:

- Identify Family Success Path (Allow volunteers to begin early engagement of services such as orientation, job search and tasks that may be started while CalWORKs application is pending.)
- Volunteers may participate in a Welfare-to-Work (WTW 1) Orientation, and appraisal. (Conduct the following working day after the date of application if possible.)
- Liaison between the client and Client Benefit Specialist a.k.a. eligibility worker (CBS) to facilitate case approval. (May include: home visits, phone calls, and assistance with obtaining program verification documents.)
- Establish initial Family Success Plan that may be incorporated into the Welfare-to-Work plan upon completion of an assessment. (Coordinate with CBS for Intake/Application/Approval.)

- Set up employment services case file; this would no longer be a clerical support function for intake.
- Complete Stage One Child Care referral, if necessary.
- Applicants may volunteer to participate in job search activities.
- Follow through on the transfer of the approved case to the employment services specialist.
- Upon approval, the new recipient will be assigned to a designated worker to ensure recipient 's FSP is incorporated into the WTW activity assignment after the CalWORKs case is approved.

The goal is to ensure that within 7-15 working days from the date of application, each CalWORKs (Welfare to Work) family is approved for CalWORKs and is participating in an a WTW activity. In order to ensure that the 7-15 working day timeframe is met, it is recommended that designated trained staff work closely in evaluating an applicant's interests, skills, and barriers through the use of the FSP.

In order to achieve up-front engagement success the following resources and partnerships have been identified:

- Full-time Resource Center Coordinator at each Job & Career Center.
- Recruit assistance for Resource Center & Virtual One Stop activities identified as part of the Family Success paths.
 - Student Help
 - Senior Experience Works
 - Work Experience (WEX)
 - Case Aid as a Resource Center assistant
- Mental health partner to provide additional client assessments.
- Redirect additional staff to Intake

B. Providing up-front engagement activities

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

Example: The county describes how recipients are expected to have welfare-to-work (WTW) plans developed sooner and includes how much sooner, what percentage of the county's WTW caseload will be impacted, etc.

The following is a description of the anticipated effects and percentage of families that will be affected monthly:

The anticipated effects of this new strategy will be to increase awareness of up-front engagement activities to 100% of CalWORKs applicants. This will allow interested applicants the opportunity to develop an FSP that is tailored to meet their specific needs, within 7-15 days of application. This would reduce, by 25-50%, the time it currently takes for a recipient to be assigned to their first WTW activity.

B. Providing up-front engagement activities

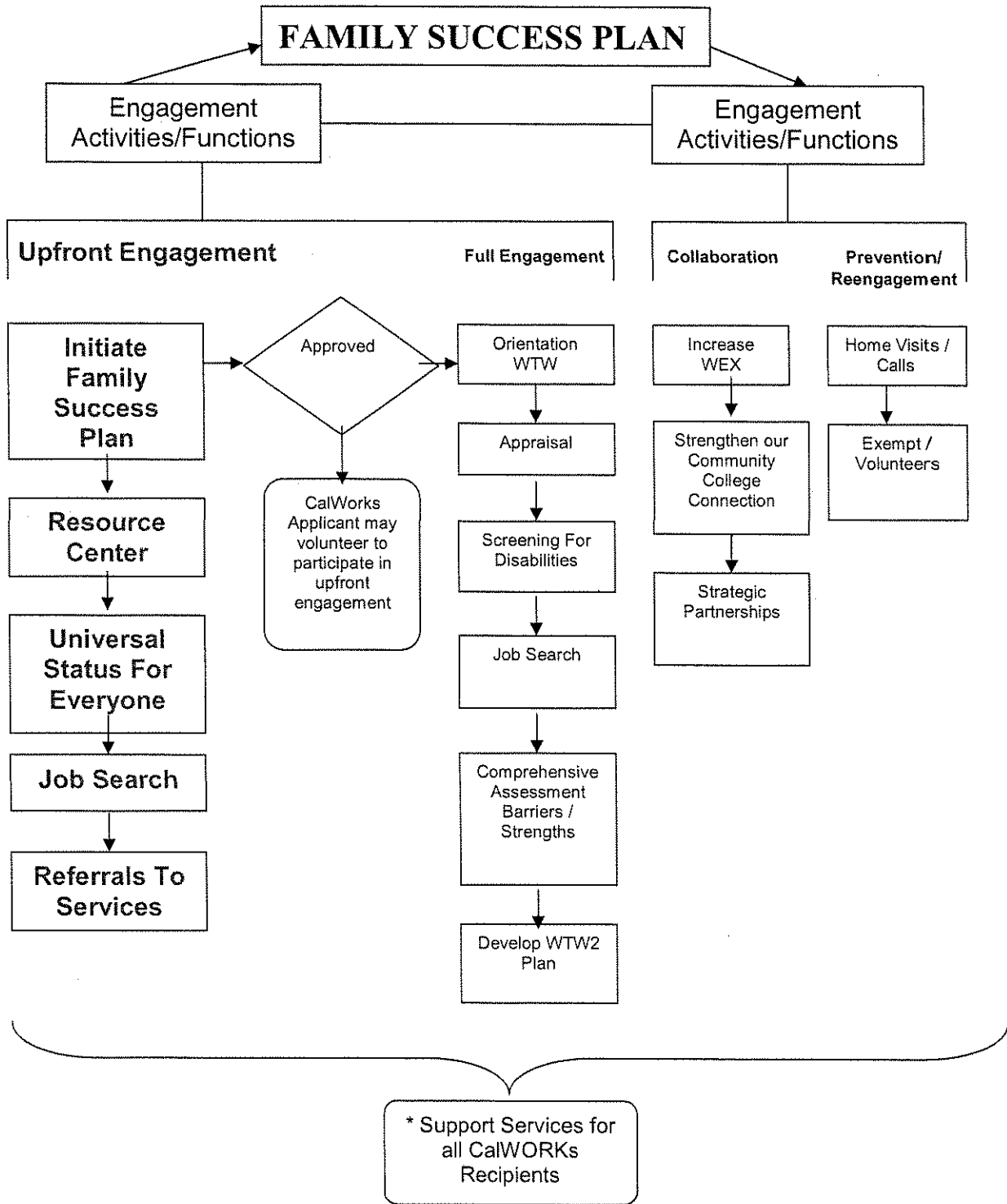
How will success be determined (quantitative and qualitative assessment of effects)?

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

Success will be determined by measuring the impact to the federal work participation rate (WPR) and related interim measures (see section H). Conducting appraisals prior to approval would potentially increase the federal work participation rate (WPR) by 10-20% by increasing the amount of time spent in one or more WTW activities. Early engagement will facilitate both the application and approval processes and thereby expedite participation in activities. In addition, it will facilitate the referral process for specific activities and reduce the time spent between assigned activities. Early appraisal will provide early barrier identification that will result in improved coordination of support services that will enable recipients to fully participate in Welfare-to-Work activities.

Participation Improvement Chart

Figure 1



Phase II Full Engagement

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

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

The new strategies to achieving full engagement by recipients who are required to participate is to utilize the Family Success Plan to identify needs, skills, and interests, and begin offering up-front engagement activities. Additional strategies identified to increase and achieve full engagement are:

- Conduct appraisal and offer learning disability screenings upfront.
- Provide immediate support services for those participants that are employed by developing an FSP.
- Reduce the timeframe for CalWORKs applicants to volunteer and participate in Pre-WTW assessment, and offer support services.
- Identify and address crisis situations up-front (Domestic Violence, Substance Abuse, Mental Health, Unstable Housing), and follow through on necessary referrals.
- Identify childcare needs upfront and make appropriate referrals.
- Explain available services and provide guidance to Job & Career Center-Resource Center, Partner Services, and other community resources available.

The following is a description of new strategies to achieve full engagement by recipients who are partially participating:

- Collaborate with community colleges in developing short-term continuous open entry courses directly related to employment.
- Collaborate with public and non-profit agencies to establish volunteer programs that are of personal interest to increase participation.
- Provide a variety of non-paid work experience (WEX) sites that are of personal interest to increase participation.
- Collaborate with Child Development Resources (CDR) to effectively assess childcare need and improve delivery of services for clients.

The following is a description of new strategies to achieve full engagement by recipients who are not participating or are between activities as follows:

- Require home visits be made to all recipients who are not participating to assess reasons for non-participation, and offer additional resources.
- Collaborate with community colleges in developing short-term courses that can be made available to recipients who are between activities.
- Collaborate with public and non-profit agencies to establish non-paid work experience sites (WEX) that are of personal interest to recipients who are not participating or are between activities.
- Collaborate with local employers to develop non-paid work experience sites (WEX) that are of personal interest to recipients who are not participating.
- Collaborate with Adult Schools in developing short-term vocational courses that are of personal interest to recipients who are not participating.

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

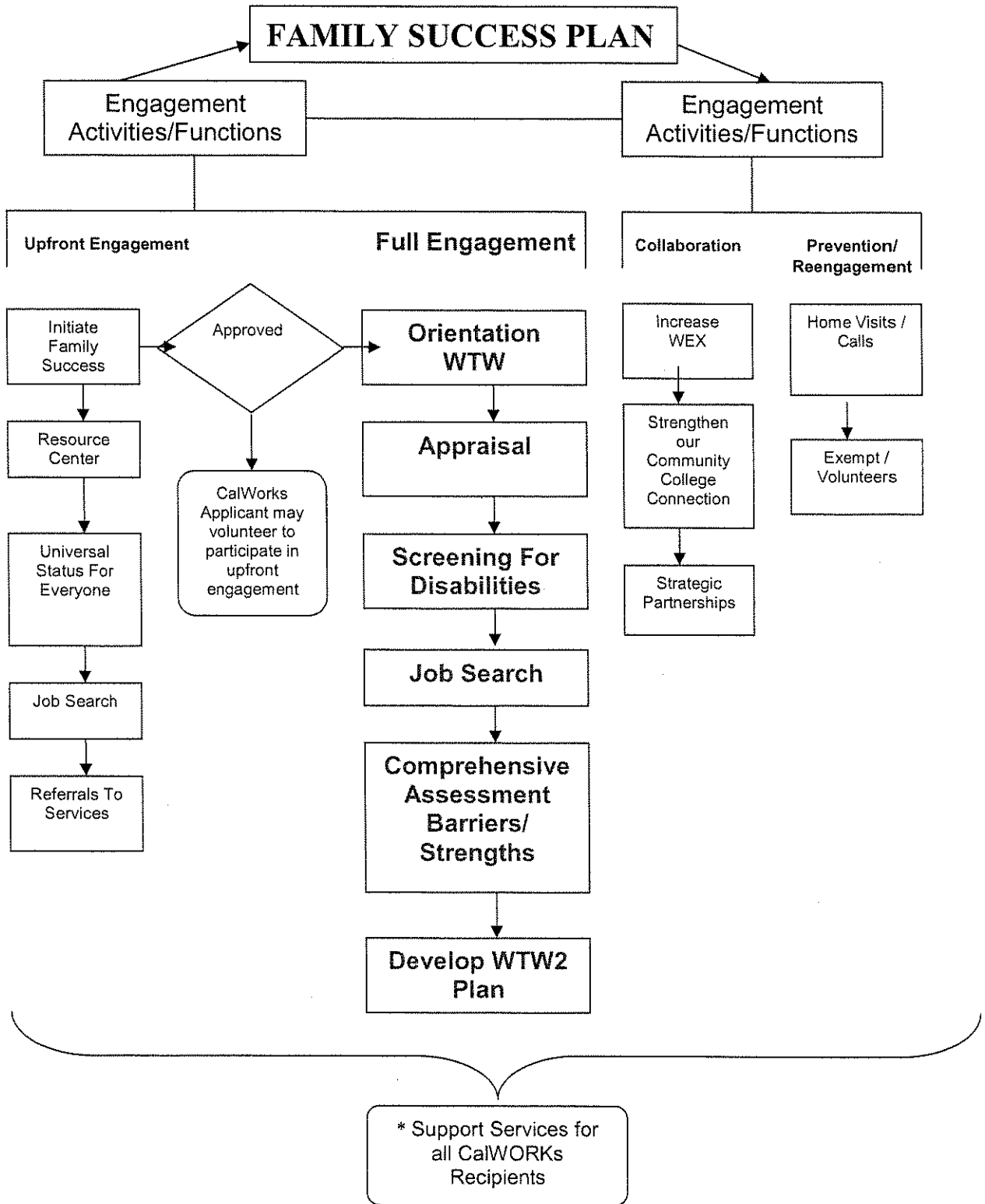
The anticipated effects will be that 100% of CalWORKs applicants will be given the opportunity to have a Family Success Plan completed early on, which will provide identification of barriers, strengths and skills. These revised policies will allow closer follow through during the Intake-WTW process to ensure continuous, close monitoring of activities designed to lessen the "down time" that often leads to apathy, disinterest and loss of participation.

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

Success will be determined by measuring the impact to the federal work participation rate (WPR) and related interim measures (see section H). Early plan development will promote increased activity engagement and expedite activity participation that would potentially increase the federal WPR by 5-15%.

Participation Improvement Chart

Figure 2



Phase III Activities

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

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

Example: A county describes a new strategy that after an instance of noncompliance, individuals will meet with a worker who specializes in identifying and resolving barriers to nonparticipation (substance abuse, child care problems, etc.) and will work with individuals to develop strategies to maintain participation.

The new strategy requires Employment Services staff to make contact with their new client within one week of receiving the case to introduce oneself as the assigned worker, follow up on activity participation, support services, referrals, etc. This will ensure more consistent participation.

Follow-up with the recipient will continue at different levels in various activities until CalWORKs services are no longer needed.

For families that choose not to take advantage of the Family Success Plan process early on, the Employment Services staff will, within three working days of approval, make contact with the recipient (via telephone call, home visit, e-mail).

Once contact is made with the client the following tasks may need to be completed:

- Initiate Family Success Plan with client
- Facilitate the Welfare-to-Work Orientation (Individual or Group Setting)
- Ensure that the WTW 1 is signed
- Evaluate client's needs, skills, and interests (Appraisal)
- Job Search
- WTW Assessment
- Develop WTW Plan
- Enroll client into appropriate activity

Additional Strategies:

Assign WEX cases to a specialized worker (one per Job & Career Center), to increase client/worker interaction and for a higher level of monitoring. Another strategy is to have different levels of WEX assignments. County sites would be identified as Level One, where work habits such as punctuality and attendance of participants are developed to ensure readiness for employers at other WEX sites. An example of a Level one WEX site would be a site that provides intense coaching and mentoring in developing appropriate employment coping skills. A Level Two WEX site would be less intense, and is available for individuals that have experience in appropriate employment coping skills.

Structured job search activities that would include interviewing techniques, resume writing, work life balance skills, and closer monitoring of this activity.

Increase Job Developer involvement by having them identify WEX sites, share employer information with WTW staff on a regular basis, and keep copies of participant's resume for future job matching. Increase the number of career preparation workshops that are available.

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

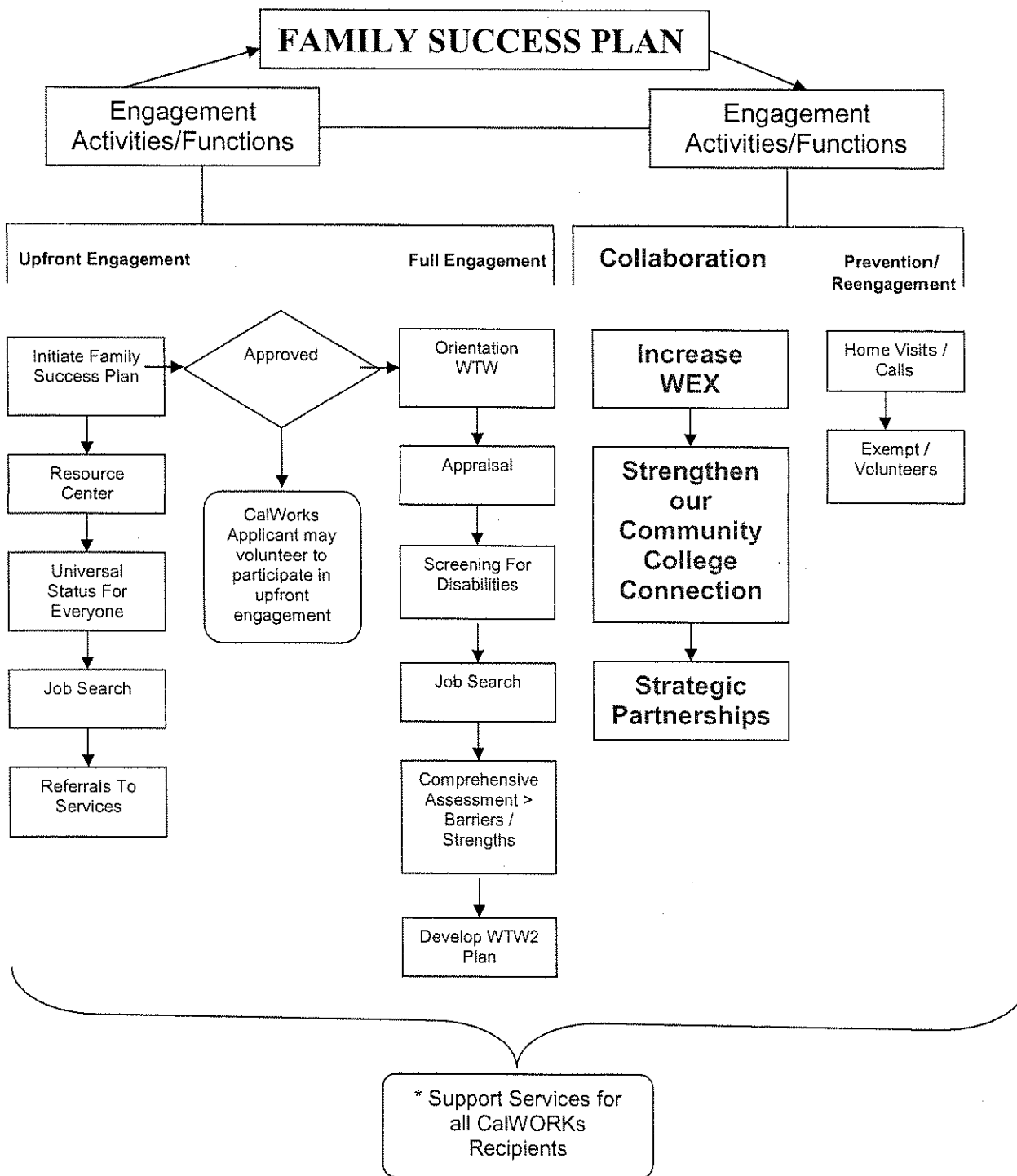
These revised policies will ensure a variety of appropriate activities and options that will increase interest that will result in greater participation. We anticipate 70% of families will be taking advantage of the services offered. The anticipated effects of these revised strategies will increase Ventura County's WPR by 5-10 % percent.

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

Success will be determined by measuring the impact to the federal work participation rate (WPR) and related interim measures (see section H). Improved coordination of planned activities would potentially increase the federal WPR by 5-10% by preventing sanctions or non-compliance status. Increased coordination of appropriate services and activities for recipients will provide necessary supports to address barriers and increase engagement. Recipients who are receiving supportive services and who are working with case managers to address identified barriers are less likely to be sanctioned than those not receiving services.

Participation Improvement Chart

Figure 3



The following is a chart of existing activities, current and new processes and potential impacts.

ACTIVITY	CURRENT STRATEGIES	NEW STRATEGIES	POTENTIAL IMPACT
<p>Increase Work Experience (WEX)</p>	<ul style="list-style-type: none"> ▪ Job developer is not working with client and barriers ▪ Non-Specialized worker. (Cases handled by all WTW staff) ▪ Cases are time consuming and not given the quality time they need 	<ul style="list-style-type: none"> ▪ Designated WTW worker handling cases at each Center ▪ Increased involvement from job developer in locating WEX sites ▪ Outreach/Marketing <ul style="list-style-type: none"> ⇒ Internet ⇒ Pamphlets 	<p>Increase the number of WEX sites- and appropriate placements</p>
<p>Strengthen Community College Connection: "Learn to Earn Initiative"</p>	<ul style="list-style-type: none"> ▪ Attend county staff meetings ▪ No college access of county data (CalWIN) ▪ Students learn as they go about college/county resources 	<ul style="list-style-type: none"> ▪ Establish limited accessibility for CalWORKS College staff to County data ▪ Pilot student orientation-workshop program (bridge activities) ▪ Increase work study/experience/job placement with new placement worker ▪ Strengthen communication between community colleges and county regarding the tracking of CalWORKS student 	<p>Better monitoring of students Increase work activities to improve work participation and bridge activities Increase participation rate</p>

Job Search Activity	<ul style="list-style-type: none"> ▪ Unstructured job search ▪ Client Driven 	<ul style="list-style-type: none"> ▪ Structured job search, which includes interviewing skills, resume writing ▪ Develop a work life balance component 	<p>Better prepared job seekers Increase participation rate Narrowing appropriate job fields.</p>
Strategic Partnerships	<ul style="list-style-type: none"> ▪ Behavioral Health ▪ Children & Family Services ▪ EDD ▪ Community Colleges ▪ Youth Employment Services ▪ Department of Vocational Rehabilitation ▪ Child Development Resources (Stage One Child Care Contractor) 	<ul style="list-style-type: none"> ▪ Collaborate with partners, employers, and colleges to develop activities that may be available for participants that are in between activities, and explore developing training programs based on occupational outlook and local employer demands ▪ Collaborate with youth employment, EDD and Interface to target misdemeanors/felonies to improve and encourage substance abuse treatment and assessment activities ▪ Collaborate with Behavioral Health in developing short-term training programs/workshops that would include substance abuse and mental health issues, self-assessment (Learning Disabilities) and workplace issues focusing on soft skills ▪ Collaborate with Community Colleges to develop a model, such as the John Hancock Human Services Certificate program ▪ Collaborate with job developer to help with placements and partner with employers ▪ Explore the development of an Apprenticeship Program for the County of Ventura and other employers ▪ Expand collaboration efforts with key partners 	<p>Increase participation rate</p>

<p>Support Services</p>	<ul style="list-style-type: none"> ▪ Transportation Bus Passes ▪ College Book Vouchers 	<ul style="list-style-type: none"> ▪ Offer incentives for participation <ul style="list-style-type: none"> -Back packs -Gift cards (Target, Mervyn's, etc.) -Pay portion of auto insurance -Work with county or other agency to offer computers (free or reduced cost) 	<p>Increase participation</p>
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Phase IV Reengagement

E. Reengaging noncompliant or sanctioned individuals

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

In an attempt to become more proactive in the reengagement process for currently and potentially sanctioned individuals, our reengagement of sanctioned and potentially sanctioned individuals will be enhanced.

The following is a description of our current process when imposing a sanction on an individual:

Current Process:

If	Then	Anticipated Results
1. A client does not meet the participation requirements.	<ul style="list-style-type: none"> • The WTW worker sends the appropriate notice and forms requesting they comply by making contact within 10 days. • If an individual does not make contact within 10 days, then a phone contact is attempted. 	Contact will be made by recipient to determine good cause, and for a compliance plan to be offered, if appropriate.
2. A mandatory participant has not contacted WTW worker to comply with work participation within 20 days of receiving the notice of action.	<ul style="list-style-type: none"> • A memo or alert is sent to the Client Benefits Specialist worker requesting a sanction be imposed at the end of the month. 	Once a sanction is imposed, we take no action to reengage until individual contacts us.

New Strategies:

The following are strategies to reengage sanctioned individuals and prevent newly sanctioned individuals:

- Provide better, quicker service upfront to encourage Welfare-to-Work program participation.
- Provide additional training to staff on reengaging the non-compliant recipient. This training is available through the University of California, Davis. Revitalizing staff in their roles to encourage participation will also be a part of this training.
- Provide “Bridges out of Poverty” workshop to all staff (Clerical Support, CBS, WTW and supervisory staff). This class will provide an excellent perspective in working with our clients.
- Provide additional training to all CBS and WTW staff on appropriate processes for reengagement (i.e. how to motivate clients, problem solving, team-decision making and crisis intervention).
- Provide supervisors with additional training in evaluating staff skills and abilities in working with sanctioned and noncompliant clients.
- Identify staff that possesses special skills and abilities to work with sanctioned individuals, and create specialized caseloads.
- Partners play a vital role in reengagement. Their expertise will be sought out through case conferencing to assist with us with reengaging non-compliant recipients.
- Conduct home visits as part of case management for reengagement and as a prevention of imposing a sanction.

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

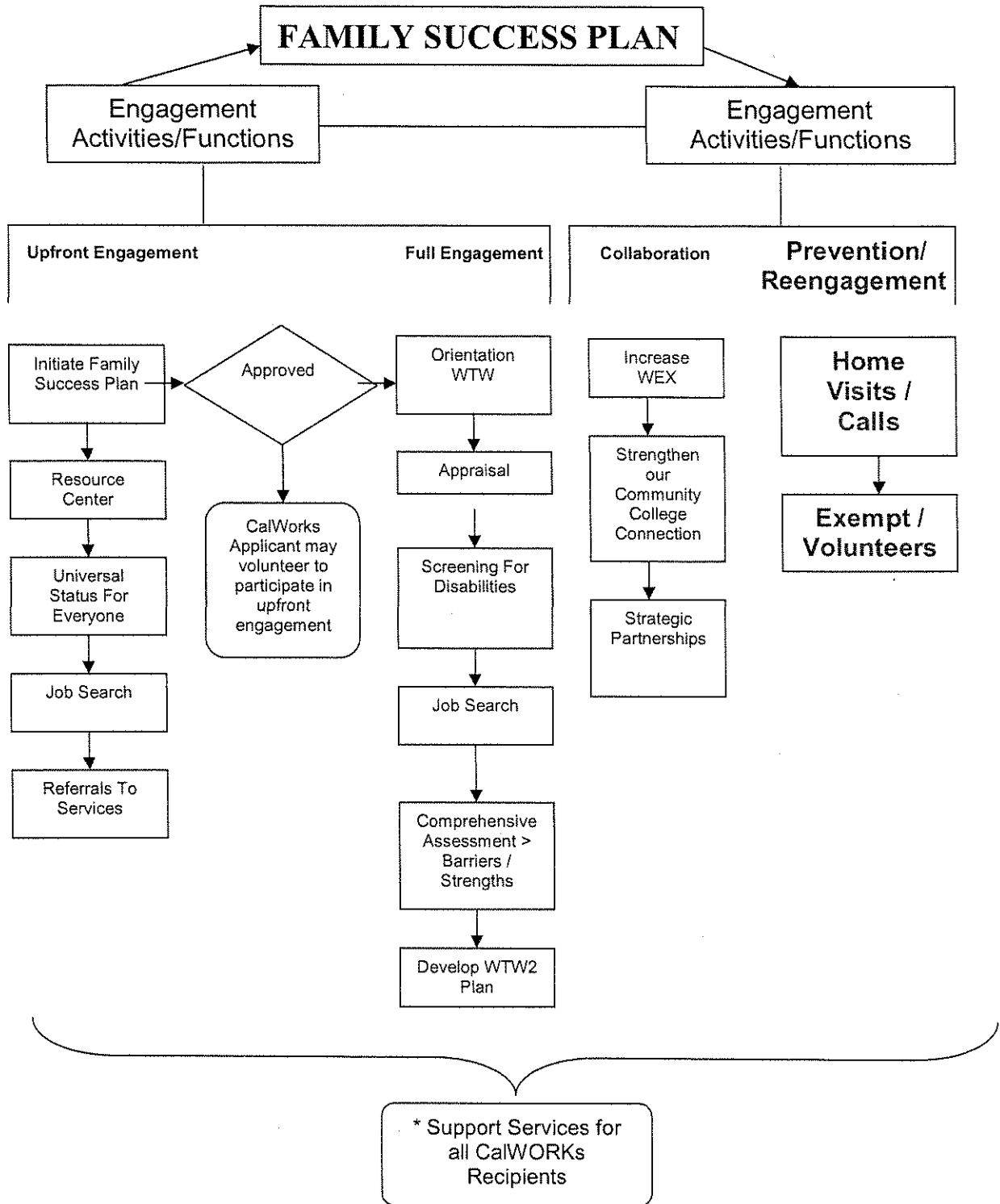
The anticipated effects of this revised strategy is a decrease in the number of noncompliant and sanctioned recipients. This revised strategy will require multiple efforts by WTW staff to make contact with the client to encourage reengagement to cure sanctions, which will result in a sanction decrease rate of 10-15%.

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

Success will be determined by measuring the impact to the federal work participation rate (WPR) and related interim measures (see section H). Targeted reengagement strategies would potentially increase the federal WPR by 10-15% by reducing the number of non-compliant and sanctioned recipients.

Participation Improvement Chart

Figure 4



Proposed new process for reengagement:

If	Then	Expected Result
<p>1. A client does not meet the participation requirement;</p>	<p>A phone contact will be made the following day the non-compliance starts.</p> <ul style="list-style-type: none"> An offer of home visit or office appointment that day will be given if this can resolve non-compliance. 	<p>The recipient is personally contacted and given the opportunity to claim good cause or sign a compliance plan.</p>
<p>2. If a phone contact cannot be made, a home visit will be attempted within one business day of the non-participation, or if non-participation cannot be resolved within one business day;</p> <p>If a client is not at home then an appointment letter will be left at door.</p>	<p>Appropriate forms and notices are to be sent, even if a future appointment date for participation is made.</p>	<p>The recipient is personally contacted and given the opportunity to participate or claim good cause.</p>
<p>3. A recipient contacts our agency within the appropriate timeframes and agrees to comply;</p>	<p>The recipient is monitored to ensure that compliance starts within 20 days of the NA840.</p>	<p>Client achieves re-engagement.</p>
<p>4. A recipient has not contacted W/TW/ worker within appropriate timeframes, or has signed a compliance plan but has not followed through with starting compliance within the appropriate timeframe from date of the appropriate notice;</p>	<p>The recipient is referred to more intense reengagement activities. Examples of intense reengagement activities include phone calls and home visits. Partners may be included in evaluation of barriers to self-sufficiency at this point.</p>	<p>The reengagement Specialist will proactively work to reengage the individual.</p> <p>The non-compliant recipient will be contacted within 5 days of referral to schedule either a home visit or an office appointment, within 3 days, to reengage.</p>

If	Then	Expected Result
5. Recipient meets with a Reengagement Specialist and agrees to comply; and activity can be completed within one day;	The instance of non-compliance is resolved either that day or the next working day.	Sanction is not imposed and client is reengaged.
6. Recipient meets with staff who are trained to identify, and assign reengagement activities and agrees to comply. (For activities that will take longer than one day)	The recipient will continue to work on reengagement activities until non-compliance is resolved.	Client achieves re-engagement.
7. Recipient does not comply	A home visit is made within 10 days of the initial contact with the individual. The purpose of the home visit is to determine reason for non-compliance and work toward compliance. This home visit will include staff trained in reengagement activities and other appropriate partners to discuss compliance.	Discussion and evaluation of reason for continued non-compliance. Identification of barriers to participation is assessed and appropriate referrals to resources are made. A sanction will not be imposed without a case conference that includes the CBS, WTW worker, Partners, and any other appropriate staff.
8. Recipient continues to be non-compliant	A sanction is imposed. The Reengagement specialist will continue to actively manage the case for a minimum of 3 months, and will be required to make face-to-face contact at least once a month in attempt to reengage participant.	Client is no longer aided on CalWORKs case.
9. Recipient's situation is stabilized and is participating.	The recipient will be monitored for consistent participation for one month after demonstrating compliance.	Reassign to WTW worker handling a regular caseload.

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

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

The new strategy designed to address the substantial number of CalWORKs recipients that are exempt from participation in WTW activities as allowed by State regulations. Federal regulations do not allow for the exclusion of these exempt recipients when calculating the work participation rate.

Current Process:

During the intake or renewal process, if an applicant or recipient states that they are unable to participate in the Welfare-to-Work program, the following steps are taken:

If	Then	Result
<p>1. A recipient indicates that he/she is unable to participate in the WTW program due to a specific reason (medical condition, caregiving for a disabled household member, etc.)</p>	<p>The inability to participate is verified by a third party, normally a doctor's statement.</p>	<p>Client is exempted from the Welfare-to-Work program.</p>
<p>2. Verification provided states that a client cannot participate at least 32 hours a week.</p>	<p>Recipient is exempted from the Welfare-to-Work program.</p>	<p>An individual's exemption is re-evaluated either at date doctor expects condition to end or at a minimum of once a year.</p> <p>No further action is taken during the exemption period to encourage participation, unless the recipient requests to participate in WTW.</p>

Proposed strategies to involve exempt population in WTW Activities:

The following are strategies in providing services to individuals that are exempt and encourage participation that will increase a higher work participation rate:

- Offer available services up-front through the Family Success Plan.
- Invite all exempt recipients to attend Welfare-to-Work orientation and explain the voluntary participation opportunities and rules.
- Designate a “medical liaison” to work with educating medical professionals that giving a medical exemption may limit a recipient’s ability to receive additional services such as mental health counseling, substance abuse counseling, etc. Educate physicians on emphasizing what recipient can do, rather than listing only limitations.
- Provide additional training to Client Benefits Specialist so they encourage voluntary participation in the Welfare-to-Work program.
- Evaluate a recipient’s medical exemption every 6-12 months to determine if the exemption will continue more than 12 months. If it will, the recipient will be strongly encouraged to pursue an SSI application as a way to help achieve self-sufficiency. Our agency will provide the help of a liaison who specializes in facilitating SSI/RSDI application. Exempt individuals that are approved for SSI will then be discontinued from aid and will not longer be a part of the work participation rate calculation.
- Identify individuals that are exempt due to caring for a disabled household member, and refer the case to a WTW worker, so the case can be evaluated for
 1. Use of IHSS designation as an activity.
 2. Retention of an IHSS worker in the home as a way to allow exempt recipient to participate.
 3. Volunteering for part time participation as a way to become self-sufficient.

Proposed strategies to facilitate reengagement:

1. Conduct a client survey to determine why clients are not participating.
2. Provide a resource for childcare on an as needed basis for Welfare-to-Work related appointments that are away from the Job & Career Centers' Children's Waiting Rooms.
3. Provide a county car for each Job & Career Center that can be used to transport recipients to scheduled appointments, job interviews, etc. on an emergency basis. (Include a resource for the driving.)
4. Redistribution of current WTW staff.

Proposed strategies to reengage adults who have used their 60 months of CalWORKs Time on Aid:

1. Offer available services, (which may include resume writing workshops, interviewing skills workshop, employer recruitments, etc.) provided through the Job & Career Centers by mass mailings to these individuals on a quarterly basis.
2. Identify childcare needs of newly employed individuals and refer them to Stage Two childcare, if not already receiving services.

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

The anticipated effects of these new strategies will decrease the number of exempt recipients by 10-20%. These new strategies will provide increased opportunities, and awareness of resources to increase participation.

F. How will success be determined (quantitative assessment of effects)?

Success will be determined by measuring the impact to the federal work participation rate (WPR) and related interim measures (see section H). Reengagement strategies targeting the exempt population would potentially increase the federal WPR by 10-20%. Reengagement strategies that encourage participation or partial participation, when appropriate, will increase the number of recipients that are participating in at least 20 hours of approved activities. Other strategies to assist qualified exempt recipients to receive SSI benefits will result in an overall reduction of exempt recipients included in the federal WPR calculation.

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

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

In Ventura County, both Workforce Investment Act (WIA) and CalWORKs programs are located within the Human Services Agency in the Business and Employment Services Department. By having both programs integrated within one agency and co-located at our One-Stop Centers, we have created an opportunity for program collaboration and synergy between WIA and CalWORKs staff.

Although there are no formal contracts between the two, we have many activities that are accomplished by each of the staff groups working in concert. These activities include staffing the resource centers within the One Stops, co-managed cases, job search workshops, and the use of a common employment services software known as VOS. In addition, program offerings such as CalWORKs Work-Experience can be combined with WIA On-the-Job Training into a sequenced employment training experience that provides the employer with an excellent opportunity to train and employ CalWORKs clients. WIA also shares labor market information with CalWORKs employment specialists to enable them to prepare clients to enter local demand occupations.

Additional local agencies that the county currently collaborates with to provide activities that meet federal work participation requirements and provide participants with skills that will help them achieve long-term self-sufficiency are:

- Behavioral Health- Collaborate with partners, employers, and colleges to develop activities that may be available for participants that are in between activities, and explore developing training programs based on occupational outlook and local employer demands.
- EDD- Collaborate with EDD and Interface to target misdemeanors/felonies to improve and encourage substance abuse treatment and assessment activities.

- Community Colleges- Collaborate with Community Colleges to develop a model, such as the John Hancock Human Services Certificate program.
- Vocational Education & Adult Schools-Increase the number of customized courses.
- Youth Employment Services- Collaborate with youth employment services and Interface to target misdemeanors/felonies to improve and encourage substance abuse treatment and assessment activities.
- Department of Vocational Rehabilitation-Collaborate with job developer to help with placements and partner with employers
- Explore reinstating the Apprenticeship Program for the County of Ventura and other employers.
- Child Development Resources (Stage One Child Care Contractor)-Expand collaboration efforts with key partners.

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

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

We anticipate that 100% of our families will have the opportunity to benefit from all of our strategies indicated.

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

We anticipate that success will be determined by a 5-10% increase in the number of families that visit our Job & Career Centers.

H. Plan to measure quarterly progress

Measures of quarterly progress:

Projected impact on county's federal WPR:

Interim Measures of Quarterly Progress - Section H (Related BSC measures in parenthesis):

Ventura County Human Services Agency uses a balanced scorecard (BSC) as a program performance management tool. The BSC has the following measures that will assist in improving our work participation rate: attendance a job search activities, number of clients who receive vocational certifications and/or post-secondary degrees; job placement statistics; wage increase statistics, job retention statistics, numbers of clients in sanction and sanction cured; number of clients in exemption and type of exemption; and number of clients discontinued due to earnings increase.

- **Family Success Plan** – percentage of CalWORKs applicants that have a family success plan.
- **Wage increase** - (Percentage of CalWORKs participants moving from part-time to full-time employment percentage increase in highest monthly earnings obtained during 1st CW employment quarter compared with 1st CW employment quarter of the following year and percentage of CW cases discontinued due to earned income.)
- **Hourly wage/ increase in hours worked** – (Percentage of CalWORKs participants entering employment at minimum wage, average hourly wage, percentage of CalWORKs participants moving from part-time to full-time hours).
- **Quality of employment placements** - (BSC - Average hourly placement wage for CalWORKs participants), semi-annual employment analysis to identify quantitative and qualitative employment information such as: employer provided medical insurance, industry type, temporary agency assisted placement, and other related indicators).
- **Impact of vocational education on wage** - Semi-annual vocational education analysis to identify the possible correlation between vocational education training and future employment placement wage.
- **Sanction rate reduction** – Percentage of sanctioned individuals.
- **Exempt rate reduction** – Percentage of exempt individuals and monitoring the number of exemptions that are eliminated through a 6-month review process.
- **Family Success Plan survey** – Customer satisfaction survey to clients to receive feedback on the quality of referrals received, accessibility to information on available services, partners, and other community resources available, etc.

- **Welfare-to-Work orientation show rate** - Percentage of clients attending orientation (pre and post engagement activities implementation).
- **Referral tracking** – Monitor the number of effective/ appropriate referrals issued.
- **Approval process** – Percentage of approvals that occur within 7-15 working days from the date of application.
- **Time to placement** – Monitor the number of days between approval and first job placement.
- **Home visits** – Monitor the number of home visits on non-compliance and sanction rates.
- **CalWORKs application denials** – Percentage of applications denied.
- **Rate of appraisals** – Percentage of appraisals completed within 3 days of CalWORKs approval.
- **Staff training** – Percentage of staff that successfully complete training on reengaging noncompliant recipients and/or voluntary participation.
- **Participation survey** – Client survey to determine why clients are not participating in WtW.
- **WtW orientation attendance** – Percentage of exempt clients that are attending WtW orientation and receiving information on voluntary participation.
- **Barrier identification** – Percentage of clients with one or more identified barriers to employment (substance abuse, behavioral health, domestic abuse, etc.).
- **Work experience** – Percentage of clients participating in work experience.
- **WPR Data Collection**-In order to continue to ensure compliance with Federal regulations on tracking and reporting participation information, training will consist of two phases. The first phase will include in-depth targeted training on the documentation of participation related information to ensure that participation information is recorded thoroughly and accurately. The second phase will consist of on-going or refresher training that will take place on an as-needed-basis or a

minimum of every 6 months to address additional changes to the WPR rules and regulations and/or changes in the data collection system (CalWIN).

Projected Impact:

The overall projected impact is to increase the WPR from 5-10% in three years.

Addendum Strategy Analysis:

- Implementation of a monitoring process to analyze and evaluate all of the proposed strategies listed in the Addendum in order to provide an impact analysis. The information would then be used as supporting documentation to continue with the proposed strategies or to revise the strategies to improve outcomes.
- Develop an ongoing process to develop new, innovative and improved strategies to further increase the WPR. Maintain a continued focus on improving engagement and assisting clients to become self-sufficient.
- Continue to seek out and share promising practices that have resulted in improved data collection and/or improved WPR.
- Continue to advocate for a WPR redesign that would encompass State law definitions. Current differences between State and Federal law negatively impact the mandated WPR.

4) Funding

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

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Budgeted Amount	Description of how additional funding provided in Fiscal Year 2006-07 will be used
CalWORKs Eligibility Administration	9,262,266	6,407,385	
WTW Employment Services	7,535,225	11,263,771	See below (1) (2)
CalWORKs Child Care	9,391,149	9,145,509	See below (4)
Cal-Learn	253,330	365,039	
CalWORKs Funded Mental Health Services	388,428	602,301	See below (3)
CalWORKs Funded Substance Abuse Services	820,897	641,077	See below (3)
Other			

- (1) Additional WTW Employment Services funding would be directed to staffing front-end engagement and reengagement activities at each of the offices and identifying data measures. It is anticipated that 13 staff will be hired and/or reassigned to focus on the new strategies described in this addendum. The FY 06-07 estimated costs for these staff are approximately \$410,000. On an ongoing basis, 29 staff will be dedicated to these activities at an annualized cost of \$1,800,000.
- (2) As data measures are critical to substantiating and tracking the outcomes of our engagement activities, \$100,000 for FY 06-07 is planned for identifying significant data measures through external and third party resources. As this would be a one-time start up expense, once the measures have been identified and a tracking system implemented, there would be minimal ongoing annual expenses.
- (3) Additional Mental Health funding would support vital clinical assessment services with our mental health partners to develop short-term training programs/workshops that would include substance abuse and mental health issues, self-assessment (Learning Disabilities) and workplace issues focusing on soft skills. For FY 06-07 the cost is estimated to be \$50,000, which would support one full-time clinician for assessment and diagnostic services dedicated to CalWORKs clients. The annualized cost would be \$100,000.