

**Marin County Social Services Agency**



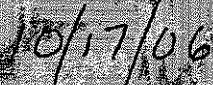
**CalWORKs County Plan Addendum**

**Submitted to California Department of Social Services**

**December 20, 2006**

**Prepared By**

**Mary Donovan**  
**415-473-3315**  
**mdonovan@co.marin.ca.us**

I hereby certify that the County Board of Supervisors was briefed regarding the contents of this Plan Addendum prior to submittal.		
		
County Welfare Director's Signature	Printed Name	Briefing Date

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

## I. County Goals

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

Marin County uses a number of different strategies to reduce child poverty, decrease the dependence of needy parents on government benefits, and meet the requirements of federal law while minimizing outcomes that adversely affect those intended to be helped by the *Welfare Reform*.

Marin is one of the Counties that continue to provide the highest level of services to participants with barriers of Mental Health, Substance Abuse, Domestic Abuse, Learning and Developmental Disabilities and Physical Health issues. We will provide those services in as focused a way as possible so that participants can be involved in Core activities while participating in treatment activities. In working with these participants staff also considers the family dynamics and the needs of the children. Referrals for services for the children are provided. Marin works with the whole family and the plan is centered on the needs of the family.

Marin County's CalWORKs program has worked to enable clients to obtain as well as retain jobs, and to enter employment in areas that have a potential for career advancement and increased earning capacity. The County encourages clients to access continuing education services while employed, to improve their prospects for establishing a career and achieving self-sufficiency. Earned Income Tax Credit will also be utilized as a means to assist clients in asset building strategies to support self sufficiency.

The County provides supportive services including childcare, transportation, and ancillary funds (for books, tools, uniforms, etc.) for all CalWORKs recipients who actively participate in the welfare-to-work program. Moreover, the County contracts with programs that provides expungement services, clothing suitable for a professional employment setting, clothing for children, testing for learning disabled/developmentally disabled participants, transportation solutions for clients, and counseling services for substance abuse, domestic abuse, and mental health issues, to ensure that clients have the means to address such barriers to employment, self-sufficiency, and family well-being.

Marin will continue to promote job preparation by providing community service opportunities through a new contract with a community based organization. In an effort to provide the highest level of services we will be hiring a job developer to work with our participants who are unable to find employment, and with employers in Marin who are willing to train our participants and give them a chance to learn new skills.

Marin will increase the monitoring of outcomes of services by creating tracking tools for individual staff to monitor the progress of their participants through their time on aid. Marin will concentrate on the supervision of the staff to ensure comprehensive understanding of the program and all the resources available to them to help families make smart choices for their lives. Marin will provide refresher training to staff including; motivational interviewing, strength based approaches and client

empowerment. The staff will place emphasis on client centered plans that not only meet the requirements but also enhance their ability to become economically stable and create more health and well being for their families.

To address cases that overlap with child welfare, Marin participates in the Linkages Program which supports a unified case plan for clients working with CalWORKs and Children and Family Services. Also, CalWORKs staff will work with Differential Response to establish guidelines and program directives to assist families whose children are at risk.

In addition, the County provides evaluations and services on-site, including domestic abuse, substance abuse, learning/developmental barriers, and mental health. Clients with childcare needs work with staff from the childcare unit, co-located with CalWORKs, to help clients understand the reporting needs and provide referral to providers and other available resources.

All of the services and programs referenced above contribute toward the ultimate goals of reducing child poverty and promoting economic self-sufficiency for families. By leveraging existing resources and developing additional community partnerships, Marin County will continue to uphold the interests of children and promote healthy families.

**Note on Format**

Marin CalWORKs finds it more useful to present the improvement outcomes proposed as a grid rather than the addendum format. The chart below summarizes the County's CalWORKs Plan Addendum goals while details on the County's current, expanded, and new policies and practices to improve its WPR (Work Participation Rate) are given on the pages that follow.

**Success Indicators Over Three Years**

<b>Quantitative Measures</b>	<b>Qualitative Measures</b>	<b>%of CalWORKS population effected</b>	<b>% Improvement</b>
Decrease wait time between enrollment in activities	Customer satisfaction surveys administered at orientation, job search activities, case management, and entered employment	100	3-6% WPR*

Reduce the number of clients in non-compliance	Customer satisfaction surveys administered at orientation, job search activities, case management, and entered employment	<b>33</b>	<b>3-6% WPR*</b>
Reduce the number of clients sanctioned	Customer satisfaction surveys administered at orientation, job search activities, case management, and entered employment	<b>30</b>	<b>3-6% WPR*</b>
Improve the entered employment rate	Customer satisfaction surveys administered at orientation, job search activities, case management, and entered employment	<b>52</b>	<b>3-6% WPR*</b>
Improve the entered employment wage	Customer satisfaction surveys administered at orientation, job search activities, case management, and entered employment	<b>52</b>	<b>3-6% WPR*</b>

\* WPR to be calculated according to the new formula established by the Deficit Reduction Act (2005).

## II Participation Improvement

Area	Description of Efforts
<p><b>B. Up-front Engagement Activities</b></p>	<p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Offer CalWORKs orientations two times weekly. Lunch is provided to all clients.</li> <li>• Begin individual appraisal process immediately following group orientation.</li> <li>• Offer incentives (e.g. Target or Safeway gift cards) for clients returning for the next activity.</li> <li>• Contact no-show clients by phone and letter to initiate the noncompliance process.</li> <li>• Encourage exempt clients to attend orientation to provide emergency services or refer for other indicated services.</li> </ul> <p><u>Revised Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Revise CalWORKs orientation curriculum to make it more compelling and to make the orientation more interactive.</li> <li>• Revise CalWORKs orientation handbook to clarify new requirements for core/non-core activities.</li> <li>• Focus appraisal activity on family's current situation in order to address needed interventions and/or immediate needs.</li> <li>• Attempt contact with clients within 24 hours of missed Orientation.</li> </ul> <p><u>New Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Conduct drawings for gift certificate giveaway at each orientation session. Winning client receives gift certificate.</li> <li>• Reward clients that complete Job Search Activity and meet performance criteria with gift certificates.</li> <li>• Administer customer satisfaction surveys at CalWORKs orientations to obtain qualitative feedback on service provision.</li> <li>• Initiate a reminder call system for clients regarding upcoming appointments to improve show rates.</li> <li>• Provide a Support Service Worker who can help clients attend scheduled appointments.</li> <li>• Support service Worker to provide support throughout case to clients who are multi-barriered.</li> </ul>
<p><b>C. Achieving Full Engagement among individuals who are partially participating, not participating, or between activities</b></p>	<p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Promote concurrent enrollment in activities to assist clients in achieving full engagement.</li> <li>• Station Mental Health staff on-site at CalWORKs office to provide clients immediate mental health, counseling, and referral services.</li> <li>• Family &amp; Children's Services and CalWORKs staff will work together to align goals, ensuring a unified case plan for mutual clients.</li> <li>• Offer evaluations for clients with learning or developmental barriers. Evaluation includes; testing, evaluation, self-advocacy instruction, service referrals, and development of an appropriate</li> </ul>

<i>Area</i>	<i>Description of Efforts</i>
	<p>welfare-to-work plan.</p> <ul style="list-style-type: none"> <li>• Provide substance abuse and mental health counseling through an interagency partnership among the Department of Alcohol &amp; Drug Services, Mental Health Department, and Social Services Agency.</li> <li>• Refer clients with serious transportation barriers to the Guaranteed Ride Program.</li> <li>• Develop processes to ensure timely review of expired exemptions by staff.</li> <li>• Develop processes to ensure timely referral to welfare-to-work activities for "exempt" clients who are determined to be <i>non-exempt</i> at the time of exemption review.</li> </ul> <p>Revised <u>Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Encourage pregnant clients to participate in the WtW Program to the extent possible to prepare them for post-natal employment activities.</li> <li>• Institute refresher training for staff that administer the learning disability screening at CalWOR.Ks orientation sessions to enable better identification and referral of clients affected by learning disability-related issues.</li> <li>• Insert simply worded bi-lingual flyers (English, Spanish) into CalWOR.Ks Orientation folders to alert clients to the advantages of participation and the consequences of non-compliance and sanctions.</li> <li>• Employment counselors will ensure smooth transition between activities for clients.</li> <li>• Revise current business practices for job development and placement to improve placement performance and average wage.</li> <li>• Evaluate and modify job retention services policies and practices in the CalWOR.Ks program to prevent recidivism.</li> <li>• Develop and distribute checklist of available support services/resources in reception areas and in counselor offices to increase client awareness and encourage utilization of services needed.</li> <li>• Contact clients monthly, to discuss the family situation and their participation in WTW activities.</li> </ul> <p>New <u>Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Increase the number of open-entry/open-exit Work Experience/Community Service worksites to ensure slot availability</li> <li>• Expand Core job search and job readiness services including soft skills training, Effective Communications in the Workplace, job shadowing, mentoring and job coaching.</li> <li>• Include Work Study, internships and part-time work activities in CalWORKs programs provided by the community college to reflect the criteria for core activities.</li> <li>• Conduct customer satisfaction surveys at various points during engagement and at employment to obtain qualitative feedback on</li> </ul>

<i>Area</i>	<i>Description of Efforts</i>
	<p>service provision.</p> <ul style="list-style-type: none"> <li>• Develop additional strategies to work with difficult clients to improve job club retention such as job coaching.</li> <li>• Develop Work Experience/Community Service worksites for Limited English Proficiency (LEP) and non-English speaking clients to increase participation in Work Experience activities.</li> <li>• Improve and expand services for Spanish and Vietnamese speaking clients and identify additional community resources for other clients.</li> <li>• Review current data collection system and refine tracking, monitoring, and reporting of CalWORKs activities.</li> <li>• Enhance specialized job development to improve placement rates.</li> </ul>
<p><b>D. Preventing Sanctions</b></p>	<p><i>All of the policies and strategies listed above in Sections B and Care intended to reduce the number of sanctions. In addition, the County has developed and intends to implement the following measures:</i></p> <p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Contact no-show participants by phone and letter to notify them of missed appointments.</li> </ul> <p><u>Revised Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Create flyers to send to sanctioned participants to advise them of new opportunities that the program now provides, including all supportive services.</li> </ul> <p><u>New Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Incorporate Employment Services staff in client's annual case review and eligibility re-determination interview to discuss potential barriers to full participation.</li> <li>• Schedule case conference to review client's participation issues and offer comprehensive services including; mental health, domestic abuse, substance abuse, advocacy for people with disabilities, transportation, and childcare, to address potential barriers to full participation.</li> <li>• Make reminder calls for all appointments and new activities to remind clients of appointments.</li> <li>• Create a sanction team to work with clients who are in non-compliance to remove barriers and create a plan of full-engagement.</li> <li>• Contact clients within 24 hours or as soon as possible of non participation to find out why they were unable to attend scheduled activity.</li> <li>• Attempt home visit after missed appointments or scheduled activities.</li> <li>• Once in sanction, increase attempted contact within 30 to 45 days of sanction.</li> </ul>
<p><b>E. Re-engaging Noncompliant/ Sanctioned Clients</b></p>	<p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Notify noncompliant/sanctioned clients regarding the new State policy on second and third sanctions and inform them on how to</li> </ul>

<i>Area</i>	<i>Description of Efforts</i>
	<p>re-engage in activities.</p> <ul style="list-style-type: none"> <li>• Issue letters to clients at the time their sanction begins, inviting them to resume participation.</li> </ul> <p>New <u>Policy/Strategy</u></p> <ul style="list-style-type: none"> <li>• Create and distribute client-friendly flyer to all sanctioned clients within the first 30 days inviting them to resume participation.</li> <li>• Attempt contact within 30 days of sanction.</li> <li>• Issue letters twice a year to all sanctioned clients inviting them to resume participation.</li> <li>• Re-start home visits to sanctioned clients by sanction team to clarify program services and ascertain client's needs, with the goal of re-engagement.</li> <li>• Create incentive program for sanctioned participants who re-engage.</li> <li>• Contact clients within 24 hours or as soon as possible of non participation to find out why they were unable to attend scheduled activity.</li> <li>• Attempt home visit after missed appointments or scheduled activities.</li> </ul>
<p><b>F. Other Activities to Increase the WPR</b></p>	<ol style="list-style-type: none"> <li>1. Meet with CalWORKs advisory committee quarterly to discuss the success of the various components in keeping clients fully engaged and moving towards self sufficiency.</li> <li>2. Explore a recognition program for clients who become employed and to establish an individualized job retention plan to provide ongoing support.</li> <li>3. Explore development of an employee recognition plan to encourage staff to motivate their clients.</li> <li>4. Train the staff on techniques of motivation and self esteem skills that will help their clients reach their full potential.</li> <li>5. Review of monthly participation rates with line staff.</li> <li>6. Development of a guide to assist staff and clients in completing the WTW 2 correctly.</li> </ol>



<b>G. Collaborative/Agency Name</b>	<b>Description of Efforts</b>	<b>Meeting Frequency</b>
Work Force Investment Board	Refer individual CalWORKs clients that are in need of training funding to a WIA case manager. Also refer clients to specialized training programs provided by WIA.	Monthly
Marin Employment Connection	Comprised of adult education district, College of Marin, regional occupational training programs, and many other One-stop community-based partners, CalWORKs representative attends group meetings quarterly to discuss shared resources.	Quarterly
Marin Child Care Council	CalWORKs staff and Alternative Payment Provider meet monthly to transfer child care cases, discuss changes or problems. CalWORKs and Child Care Council managers are both members of the Child Care Commission, and stay connected to community child care issues by attending monthly meetings.	Monthly
Buckelew	Provides contracted job support services to CalWORKs clients who have Mental illness. This includes job placement and coaching.	Monthly
Public Assistance	CalWORKs Employment & Training staff meet regularly with Eligibility staff to provide the most effective coordination of eligibility and employment services possible.	Daily
Community Mental Health	Community Mental Health evaluator is co-located with CalWORKs employment development staff. She evaluates clients and refers for treatment. She is also a member of the CalWORKs Wellness Team.	Weekly
HHS Division of Drug and Alcohol	Oversee drug and alcohol contracts for CalWORKs.	Quarterly or as needed.
Tamalpais Adult School	Collaborates in provision of Computer classes and "Effective Communications in the Workplace" classes on CalWORKs site. Classes are tailored for program needs.	Quarterly
College of Marin	Provides counseling and EOPS services to CalWORKs clients to create their educational plan as a part of the WTW plan. Designated COM staff serves CalWORKs clients/students and interface with CalWORKs counselors based on an MOU.	Each semester or as needed
Internal Revenue Service (Earned Income Tax Credit)	Social Service Agency works cooperatively with the IRS and its volunteer bureau each year to assist both CalWORKs and needy	January through April

<b>G. Collaborative/Agency Name</b>	<b>Description of Efforts</b>	<b>Meeting Frequency</b>
	families with tax preparation and to advise them of the various tax credits available. CalWORKs staff will initiate year round EITC filing assistance after the completion of the 2006 tax filing season.	
Dept. of Vocational Rehabilitation	Co-located with the DVR. CalWORKs and Rehab. Staff works on mutual cases.	Bi-monthly or as needed
Office of Public Defender	The CalWORKs program and the Office of the Public Defender have developed an expungement program to assist CalWORKs clients in removing or reducing prior criminal convictions.	Monthly or as needed
Family and Children's services	Thru Linkages, staff from both programs work together to provide coordinated case management. Administrative and management staff provides a support structure.	Bi-monthly
Family Service Agency	Provides individual and group therapy to CalWORKs clients based on referrals of the MH evaluator. Therapy is based on alleviating barriers to employment. Communication between the evaluator and therapist is maintained to track client progress.	As needed
Marin Services for Women	Provides contracted in patient and out patient alcohol and substance abuse treatment to CalWORKs participants.	As needed.
Ritter Center	Provides contracted medical evaluations for CalWORKS participants to address medical issues in relationship to employment. Monitors treatment and re-evaluates medical condition.	Monthly
Head Start	Provides parenting support to clients whose children attend Head Start. Works with CalWORKs staff to work with clients in most need of supp01i available thru Head Start.	Monthly or as needed
Center Point	Provides inpatient substance abuse treatment to CalWORKs participants.	As needed
Marin Abused Women's Services	Provides domestic abuse services to CalWORKs participants. Coordinates services for individual clients with CalWORKs domestic abuse specialist.	Monthly or as needed
Marin Center for Independent Living	Provides group meetings and support for CalWORKs disabled clients who cannot participate in core activities due to barriers.	Monthly or as needed

<b>G. Collaborative/Agency Name</b>	<b>Description of Efforts</b>	<b>Meeting Frequency</b>
	The goal is to help clients learn skills that will help them with their barriers and then move forward towards self sufficiency.	
Regional Occupational Program	Refer CalWORKs clients to the open entrance/open exit classes. Connect with ROP regularly thru the ROP staff in the Marin Employment Connection	As needed
Family Works	Refer clients individually to parent support groups.	As needed.
Women Helping all People	Coordinate services for clients that live in Public Housing in Southern Marin.	As needed.
Community Action Marin	Work with the many programs under the CAM umbrella to coordinate support services and child care for CalWORKs clients	As needed
Integrated Community Services	Contract for services to disabled clients who need specialized job assistance to become employed. This includes job coaching, supported work, etc.	As needed

### **G. Collaboration**

Since the inception of welfare reform, Marin County has focused on building an inclusive process that involves the community in a comprehensive manner, in order to design a successful program and strengthen parents' access to needed resources. It is our belief that this inclusiveness is the cornerstone of our CalWORKs program's success.

### III. Plan to Measure Quarterly Progress

H. Once the impact of the Deficit Reduction Act's new WPR formula has been determined; the County will be better able to identify its WPR improvement goal. The County is uncertain of the outcome to its current WPR under the new DRA formula calculation. Therefore, at this time the County has set a goal of 3-6% improvement over the next three years. Implementation of the strategies outlined in this Addendum will be contingent on CalWORKs funding levels remaining the same or increasing.

Marin will be reviewing on a monthly basis the progress being made on improving the WPR and the positive impact of the procedures included above. Marin will be making modifications on an ongoing basis to maximize outcomes.

#### 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	2,473,782	2,547,996	To maintain current staffing
WTW Employment Services	2,510,569	2,588,996	To maintain current staffing
CalWORKs Child Care	1,730,739	1,667,960	
Cal-Learn	147,929	30,797	
CalWORKs Funded Mental Health Services	93,461	117,228	Maintain level of services
CalWORKs Funded Substance Abuse Services	120,999	99,351	Maintain level of service
Other		348,131	To increase staffing, contracted services, incentive funding to clients, expand supportive services, expanding other services.
Other			