

COUNTY NAME:

Nevada

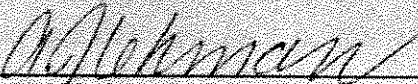
CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services:

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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

Alison J. Lehman
Printed Name

December 29, 2006
Briefing Date

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

1) County Goals

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

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

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

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

Nevada County plans to meet the goals identified in W&I Code Section 10540 with a variety of strategies and policies that will be designed to improve and enhance existing welfare-to-work services. These strategies will include, but not be limited to, both immediate and long term action targeting:

- Utilization of data gathering strategies that may include focus groups, surveys and interviews to identify current gaps and areas for improvement in service availability and delivery.
- Additional activities and tools designed to promote job preparation and return to work, including the possibility of contracts to focus on sanctioned households.
- Streamlining processes and coordination of activity transition, including up-front activities, to assist participants in reducing time on cash aid and moving to employment more rapidly.
- Improve the provision of information and access to resources that support family stability and employment.
- Sustaining and/or improving existing, and establishing new, community partnerships with a focus to providing better coordination and increased services for participants for a more comprehensive blanket of opportunity.
- Development of new, and expansion of existing, strategies that promote marriage, encourage two-parent families and/or are aimed at reducing out-of-wedlock births.
- Review of cases leading to identification of those that may need re-assessment for targeted services/resources and/or the appropriateness of movement between state and federally allowed activities.
- Enhance effectiveness of CalWORKs employment service (CES) workers by providing additional training in areas such as motivational interviewing, employment counseling, and barrier identification.
- Enhance employment culture of service delivery by providing additional training to eligibility workers in areas such as motivational interviewing.

- ♦ Sustaining and/or improving existing services and community partnerships with a focus to providing better coordination and a more comprehensive blanket of support for families affected by domestic violence.

2) Participation Improvement

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

B. Providing up-front engagement activities

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

To the extent administratively and fiscally possible, and within the program guidelines of the State of California, Nevada County will:

1. Expand current strategy to reassess all processes, especially targeting those for up-front engagement activities, and provide solutions for improvement that will shorten transition time between activities. These solutions will be a combination of current and new strategies which may include reassignment, reorganization and/or relocation of activities and staff such as:
 - A) Relocating all on-going eligibility case workers with CES staff,
 - B) Blending steps to encourage voluntary participation in early orientation activities with other processes activities such as eligibility interviews and orientation processes,
 - C) Encouragement of applicants to volunteer to begin job activities,
 - D) Enhanced organizational structure and expectations of staff
 (Immediate and long-range)
2. Initiate a new strategy to increase orientation and/or job club time in the One Stop supporting new CES participants in the effective utilization of services available in the Career Center. (Short-range)
3. Initiate a new strategy to gather basic employment-interest data at intake interview through an interest sheet. (Short-range)
4. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success. (Immediate)

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.

1. Reassessment of activities and their timing has already been initiated through staff discussion and the gathering of data. If chosen as a viable solution the anticipated effects of the following activities would be to:

A) Relocate all on-going eligibility case workers with CES staff which would:

- 1) Improve and speed communication and support
- 2) Allow for additional contact opportunities for CES workers when clients visit eligibility staff
- 3) Provide better case management and monitoring through a more coordinated team approach to service the individuals' needs
- 4) Develop a more employment-based environment in eligibility services, providing more encouragement to keep self-sufficiency and employment as the participant focus and provide a better understanding that cash aid is a temporary support.
- 5) Promote the possibility for exempt and sanctioned individuals to volunteer to participate in job preparation and work readiness activities
- 6) Encourage sanctioned individuals to re-engage in job preparation and work readiness activities

100% of all WTW participants contacting either eligibility or employment services staff will be affected.

B) Blending steps to encourage voluntary participation in early orientation activities with other processes such as eligibility interviews with other activities such as eligibility interviews and orientation processes would:

- 1) Encourage applicants to volunteer to participate earlier in work readiness activities
- 2) Provide better general knowledge of program expectations for clients
- 3) Allow for earlier identification of barriers to employment leading to earlier placement in job preparation and readiness
- 4) Encourage employment-focused culture
- 5) Help in the earlier identification of fields of interest and career paths for clients

100% of all applicants will be affected attending interviews and orientations will be affected.

C) Encouragement of applicants to volunteer to begin job activities:

- 1) Assist in earlier identification of barriers to employment
- 2) Facilitate earlier individual plan development through information gathering and ability to observe behavior and performance in work readiness activities
- 3) Move newly approved participants more rapidly through the up-front activities
- 4) Allow earlier identification of career path and gaps for achievement
- 5) Allow some clients to find jobs before engagement in other activities

100% of applicants will be affected by encouragement, 100% of volunteers will have greater opportunities.

D) Enhanced organizational structure and expectations of staff will:

- 1) Improved employment-focused culture and employment message to clients by other staff than employment and training workers
- 2) Provide opportunity to reduce redundant actions
- 3) Shorten the time clients have to travel as both EW and CES workers would be located at same site
- 4) Provide separate Program Manager for the CES program

100% of participants will be affected.

2. Increasing orientation and/or job club time in the One Stop to include the support of new participants in the effective utilization of services available in the Career Center will:

- a) Allow some clients to find jobs before engagement in further activities
- b) Move newly approved participants more rapidly through the up-front activities
- c) Assist in earlier identification of barriers to employment due to earlier focus and evaluation
- d) Improve client ability to do job search on an ongoing basis – improving confidence

- e) Increase client knowledge of available resources leading to employment and self-sufficiency

100% of participants in orientation and/or job club would be affected.

3. Initiating a new strategy to gather basic employment-interest data at intake interview through an interest sheet will:
- a) Provide data more quickly to employment and training staff for planning and assessment purposes
 - b) Allow assistance during orientation and job search to be more focused and personalized where possible
 - c) Improve ability of staff to assist new CES participant in finding appropriate employment opportunities
 - d) Improve ability of staff to assist new CES participant in use of other employment resources
 - e) Brings employment focus to the initial application process

100% of CES applicants will be affected.

4. Continuing current strategy of an RFP process to invite innovative, enhanced and effective services would result in contracts that will:
- a) Provide a variety of services that address barriers
 - b) Provide a variety of work readiness activities to engage a larger portion of the target population
 - c) Assist CES participants and their families to achieve employment and self-sufficiency

35% of CES participant families will be affected.

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.*

1. Expand current strategy to reassess all processes, especially targeting those for up-front engagement activities, and provide solutions for improvement that will shorten transition time between activities. These solutions will be a combination of current and new strategies which may include reassignment, reorganization and/or relocation of activities and staff such as:
 - A) Relocating all on-going eligibility case workers with employment and training staff
 - B) Blending steps to encourage voluntary participation in early orientation activities with other processes such as eligibility interviews with other activities such as eligibility interviews and orientation processes
 - C) Encouragement of applicants to volunteer to begin job activities
 - D) Enhanced organizational structure and expectations of staff

Success to be determined by Manager and Supervisor through observation of individual effectiveness with other staff, community partners and clients during interactions. Also through individual caseload reduction of sanctioned cases, reduction of cases that go to sanction, increased hours of employment on caseload, increased number of clients that leave the program due to employment, increased number of clients that are fully engaged and transitioning quickly between activities.

Actual percentages of success for individual portions would be difficult to define, but contribute to the total number in H.

2. Increase orientation and/or job club time in the One Stop Career Center supporting new CES participants in the effective utilization of services available in the Career Center.

Success to be determined by increased use of Career Center, anecdotal information on how participants identified job leads or utilized other services there successfully. Actual percentages of success would be difficult to define but contribute to the total in number H.

3. Initiate a new strategy to gather basic employment-interest data at intake interview through an interest sheet.

Success to be determined through evaluation by staff on usefulness and by WPR increase. Actual percentages of success would be difficult to define but contribute to the total in number H (although anecdotal or information gathered through surveys could be useful).

4. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success.

Success on individual contracts will be dependent on services and measurements of contracts, but will definitely be included in the total percentage in H.

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

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

1. Provide more job search and job readiness activities, including training, through enhanced coordination with WIA and other employment programs at the One Stop, is a current strategy that Nevada County continues to promote. Part of the strategy is developing and maintaining improved working relationships with One Stop partners. (Immediate for Development activities)
2. New strategy on developing a success wall including WIIFM (What's in it for me?) focusing on client successes, resolving barriers, children doing well, advantages (personal and financial) of becoming employed, increasing wages, small steps and leaving the program. (Immediate/Short-range)
3. Expansion of providing information on supportive services. Early data from focus groups indicates some clients, despite current efforts, are not fully aware of supportive services. (Immediate/Short-range)
4. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success. (Immediate)

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).*

1. Providing more job search and job readiness activities, including training, through enhanced coordination with WIA and other employment programs at the One Stop, including the development and maintenance of improved working relationships with One Stop partners will reduce duplication, provide additional avenues and opportunities for employment and job related activities.

100% of CES participants utilizing the Career Center and/or individual partner services will be affected.

2. Developing a success wall including WIIFM (What's in it for me?) focusing on client successes, resolving barriers, children doing well, advantages (personal and financial) of becoming employed, increasing wages, small steps and leaving the program will:
 - a) Encourage clients through education of financial advantages of employment and/or increased wages
 - b) Encourage through identification of the positive affects on individuals and the family
 - c) Shows the client it can be done
 - d) Provides a showcase for client successes

100% of CES participants coming into the office will be affected.

3. Expansion of providing information on supportive services. Early data from focus groups indicates some clients, despite current efforts, are not fully aware of supportive services.
 - a) Increasing awareness of support services will encourage participation or increased participation in activities
 - b) Increasing awareness of supportive services will encourage employment and/or increasing employment hours
 - c) Assists in the participation of resolution of barriers

100% of CES participants will be affected through the provision of information.

4. Continuing current strategy of an RFP process to invite innovative, enhanced and effective services result in contracts that will:
 - a) Provide a variety of services that address barriers
 - b) Provide a variety of work readiness activities to engage a larger portion of the target population
 - c) Assist CES participants and their families to achieve employment and self-sufficiency

35% of CES participant families will be affected through contract services.

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

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

1. Providing more job search and job readiness activities, including training, through enhanced coordination with WIA and other employment programs at the One Stop, including the development and maintenance of improved working relationships with One Stop partners will be determined successful through increased use of the Career Center, increased employment hours for CES participants, increased training provided to CES participants.

Success will be measured through statistical data showing increased services and training to CES participants, the development or enhancement of programs, activities and client access to training programs. 1% increase the first year, 1-3% increase the second year, 1-3% increase the third year.

2. Developing a success wall including WIIFM (What's in it for me?) focusing on client successes, resolving barriers, children doing well, advantages (personal and financial) of becoming employed, increasing wages, small steps and leaving the program.

Success will be measured through client comment either in person or through surveys. Separate increase cannot be measured but will be included in the total in H.

3. Expansion of providing information on supportive services. Early data from focus groups indicates some clients, despite current efforts, are not fully aware of supportive services.

Success will be determined through increase in activities and employment, increased full engagement, reduced time between activities, increased use of supportive services and increased WPR. Separate increase cannot be measured but will be included in the total in H.

4. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success.

Success on individual contracts will be dependent on services and measurements of contracts, but will definitely be included in the total percentage in H.

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

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). *Example: A county describes a new strategy that after an instance of noncompliance. Individuals will meet with a worker who specializes in identifying and resolving barriers to nonparticipation substance abuse, childcare problems, etc.) and will work with individuals to develop strategies to maintain participation.*

1. New strategy on developing a success wall including WIIFM (What's in it for me?) focusing on client successes, resolving barriers, children doing well, advantages (personal and financial) of becoming employed, increasing wages, small steps and leaving the program. (Immediate/Short-range)
2. New strategy to reassess plan appraisal from "Which clients are job ready" to "What jobs are clients ready for?" (Immediate/Short-Range)
3. Expansion of providing information on supportive services. Early data from focus groups indicates some clients, despite current efforts, are not fully aware of supportive services. (Immediate/Short-range)
4. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success. (Immediate)

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.*

1. Developing a success wall including WIIFM (What's in it for me?) focusing on client successes, resolving barriers, children doing well, advantages (personal and financial) of becoming employed, increasing wages, small steps and leaving the program will:
 - a) Encourage clients through education of financial advantages of employment and/or increased wages
 - b) Encourage through identification of the positive affects on individuals and the family
 - c) Shows the client it can be done
 - d) Provides a showcase for client successes

100% of CES participants coming into the office will be affected.

2. The focus change and reassessment of plan appraisals from "Which clients are job ready" to "What jobs are clients ready for?" will:
 - a) Enhance an employment culture within the department by reevaluating thought processes

- b) Increase chances for partial employment while addressing barriers to full employment
- c) Empower clients with success

100% of new CES participants and all CES participants on a flow basis.

3. Expansion of providing information on supportive services. Early data from focus groups indicates some clients, despite current efforts, are not fully aware of supportive services.
 - a) Increasing awareness of support services will encourage participation or increased participation in activities
 - b) Increasing awareness of supportive services will encourage employment and/or increasing employment hours
 - c) Assists in the participation of resolution of barriers

100% of CES participants will be affected through the provision of information.

4. Continuing current strategy of an RFP process to invite innovative, enhanced and effective services will result in contracts that:
 - a) Provide a variety of services that address barriers
 - b) Provide a variety of work readiness activities to engage a larger portion of the target population
 - c) Assist CES participants and their families to achieve employment and self-sufficiency

35% of CES participant families will be affected through contract services.

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.*

1. Developing a success wall including WIIFM (What's in it for me?) focusing on client successes, resolving barriers, children doing well, advantages (personal and financial) of becoming employed, increasing wages, small steps and leaving the program.

Success will be measured through client comment either in person or through surveys. Separate increase cannot be measured but will be included in the total in H.

2. The focus change and reassessment of plan appraisals from "Which clients are job ready" to "What jobs are clients ready for?"

Success will be measured by the number of clients finding at least partial employment that were not previously successful. 1% the first year, 2% the second year, 3% the third year.

3. Expansion of providing information on supportive services. Early data from focus groups indicates some clients, despite current efforts, are not fully aware of supportive services.

Success will be determined through increase in activities and employment, increased full engagement, reduced time between activities, increased use of supportive services and increased WPR. Separate increase cannot be measured but will be included in the total in H.

4. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success.

Success on individual contracts will be dependent on services and measurements of contracts, but will definitely be included in the total percentage in H.

E. Reengaging noncompliant or sanctioned individuals

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

1. To the extent administratively and fiscally possible, Nevada County will implement a new strategy involving the targeting of sanctioned recipients through intensified contact and encouragement to re-engage in Welfare to Work services. This may include contracting or hiring staff specifically for the purpose of working with the target population, multiple home visits by one or more staff, identifying the reason the sanctioned individual either never engaged or disengaged originally, addressing barriers to participation and eventual employment. (Short-range/Long-range)
2. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success. (Immediate)

What are the anticipated effects and percentage of families affected monthly? *Example: The county describes the percentage by which its sanction rate will be reduced, the percentage of sanctioned individuals that may be identified as meeting a WTW exemption, etc. The county also describes how identification of barriers and the provision of services will assist the family in meeting WTW requirements and achieving self-sufficiency.*

1. Targeting of sanctioned recipients through intensified contact and encouragement to re-engage in Welfare to Work services will:
 - a) Identify the reason the client either never engaged or disengaged
 - b) Allow staff to attempt building trust and a working relationship with the target population
 - c) Gather additional information that might be useful in multi-disciplinary case management, addressing barriers and developing additional strategies
 - d) Reduce the number of noncompliant and sanctioned individuals

90% of sanctioned individuals will be affected through contact.

2. Continuing current strategy of an RFP process to invite innovative, enhanced and effective services will result in contracts that:
 - a) Provide a variety of services that address barriers
 - b) Provide a variety of work readiness activities to engage a larger portion of the target population
 - c) Assist CES participants and their families to achieve employment and self-sufficiency

35% of CES participant families will be affected through contract services.

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.*

1. Targeting of sanctioned recipients through intensified contact and encouragement to re-engage in Welfare to Work services.

Success will be measured by reducing the number of sanctioned individuals by 10%. Increase in the WPR 1-2% the first year, 3% the second year, 2% the third year.

2. Continue current strategy of an RFP process to invite innovative, enhanced and effective services, including, but not limited to, counseling and other strategies for addressing barriers, activities that are effective in moving CES participants towards full employment and self-sufficiency, trainings that provide the soft and specific skills needed for success.

Success on individual contracts will be dependent on services and measurements of contracts, but will definitely be included in the total percentage in H.

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

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

1. To reduce out of wedlock births and increase self-sufficiency, continue a new strategy implemented this year offering Independent Living Classes to CalWORKs youth. (Immediate)
2. A new strategy to develop ad hocs or other systems to track individual CES worker caseload successes beyond anecdotal. Creating a baseline will be part of the development. (Immediate/Short-range)
3. Complete the development of an on-line employment and support resource directory aimed at all CalWORKs participants. (Immediate)
4. New strategy of reviewing every exemption to determine if some voluntary participation is possible. (Short term)

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

1. Continuing a new strategy implemented this year offering Independent Living Classes to CalWORKs youth should:
 - a) Decrease dependency on assistance as adults
 - b) Provide alternative activities of interest in a peer setting
 - c) Encourage youth toward ongoing self-sufficiency through education and/or employment
 - d) Provide training in life skills such as balancing checkbooks

100% of those that attend, 1-2% of CES caseload, will be affected.

2. Developing ad hocs or other systems to track individual CES worker caseload successes beyond anecdotal will allow:
 - a) Individual CES workers the ability to accurately identify and measure success
 - b) Improved assessment of strategies and policies.

100% of CES families affected over time as strategies, policies and procedures are tweaked, streamlined, improved or dropped.

3. Completing the development of an on-line employment and support resource directory aimed at

all CalWORKs participants will:

- a) Provide for 24-hour access to additional employment information to enhance job search activities
- b) Provide participants with information on how to contact a variety of resources to speed access and the resolution of barriers

100% of those that utilize will be affected.

4. The new strategy of reviewing every exemption to determine if some voluntary participation is possible will:
 - a) Identify any cases where any level of engagement might be possible
 - b) Allow staff to flag cases for gathering of additional data needs or planning
 - c) Confirm appropriateness of exemption

5% of families reviewed may be changed.

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

1. Continue a new strategy implemented this year offering Independent Living Classes to CalWORKs youth. Success will be determined through graduation from high school, participating youth avoiding out of wedlock pregnancies and by avoiding transition to their own case as an adult as they age off the CalWORKs program as a child. 1% of CES families first year, 1% second year, 1% third year.
2. Developing ad hocs or other systems to track individual CES worker caseload successes beyond anecdotal. Success will be determined by the creation of a baseline and the development of statistics. Blended in H.
3. Completing the development of an on-line employment and support resource directory aimed at all CalWORKs participants.
This will enhance services through marketing availability but there is no way to track usage. Success will be measured through total increase in WPR, through anecdotal information, and self-identification through surveys if used. Blended in H.
4. New strategy of reviewing every exemption to determine if some participation is possible.
Success will be measured by completion of review and confirmation of appropriate actions. Blended in H.

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

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

1. Local Workforce Investment Board: Continue current policy of Department Director sitting and participating on WIB. Employment Services Program Manager sitting on WIB ad hoc committee for One Stop services. Information is shared at WIB and ad hoc group committee meetings. (Immediate)
2. One Stop Partnership: Continue current policy to develop, improve and maintain working relationships with

One Stop Partners as a group. Provide and receive service education and need, develop additional service strategies, partner on activities such as job fairs. (Immediate/Short-range)

3. Community College: Continue successful current strategy of "boot-camp" development developing short-term intensive training. Identification of needed short-term intense trainings that lead to employment. (Short-range/Long-range)
4. Continue through local committees, contracts and partnerships to develop additional, and enhance existing, collaborations for improving programs and services. Information would be shared during meetings and work groups. (Immediate/Long-range)
5. Initiate new, and improve existing, relationships with potential employers such as Sierra Nevada Hospital and Holiday Inn leading to the discussion of employment opportunities and the expansion of trainings that would develop clients in preparation. Information would be shared at scheduled meetings and through work groups. (Short-range/Long-range)
6. GED and ROP: Continue successful current strategy of providing adult basic education and vocational training through our partnerships with local adult schools and 49er ROP. (Short-range/Long-range)

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 cad to self-sufficiency. increasing recipients' income while on aid, increasing the percentage of recipients participating in federally allowable activities. etc.*

1. Local Workforce Investment Board: Applicants and participants utilizing WIA and One Stop services benefit through increased awareness of target population needs by WIB (which includes local employers) and One Stop staff, improved services through enhancements partially funded by CES, and participants increased awareness of available services, training and resources found at the Career Center.

100% of families utilizing the One Stop Career Center will be affected.

2. One Stop Partnership: Continuing current policy to develop, improve and maintain working relationships with One Stop Partners as a group provides improved communication and opportunities to develop additional services, improve existing services and activities, and improve resource base for CES participants.

100% of new participants and those utilizing the Career Center and partner services will be affected.

3. Community College: Continue successful current strategy of "boot-camp" development developing short-term intensive training. Identification of needed short-term intense trainings that lead to employment.

100% of boot-camp intensive training participants are affected, 25% of CES boot-camp intensive training participants to achieve employment.

4. Continue through local committees, contracts and partnerships to develop additional, and enhance existing, collaborations for improving programs and services. Information would be shared during meetings and work groups. This will lead to:
 - a) Services at Career Center being improved
 - b) Possibility the partners will develop new and focused programs that CES participants will access

Percentage of clients would depend on what is developed.

5. Initiate new, and improve existing, relationships with potential employers such as Sierra Nevada Hospital and Holiday Inn leading to the discussion of employment opportunities and the expansion of trainings that would develop clients in preparation. Information would be shared at scheduled meetings and through work groups. This would lead to:
 - a) Increased employment opportunities
 - b) Ability to customize trainings focused on individual employers
 - c) Lead to increased employer involvement in employment partnerships

It is anticipated that an estimated 5-10% of clients will be affected. Percentage of clients would depend on what is developed

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

The county describes the percentage of 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 VVPR 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.

1. Local Workforce Investment Board: Increased use of the Career Center by CES participants, increased training opportunities for participants. 1% of families anticipated to utilize training opportunities the first year, 1-2% the second year, 1-5% the third year.
2. One Stop Partnership: Enhances resources and increases activities for CES participants. Cannot necessarily be measured separately, but contributes to the whole.
3. Community College: On-going boot-camps short-term intensive trainings with CES participants successfully completing, and 25% finding employment immediately or within 3 months. 0-1% of families the first year, 1-3% second year, 1-3% third year.
4. Continue through local committees, contracts and partnerships to develop additional, and enhance existing, collaborations for improving programs and services. Information would be shared during meetings and work groups. Unable to estimate percentage affected individually on WPR. Combined in Section H.
5. Initiate new, and improve existing, relationships with potential employers such as Sierra Nevada Hospital and Holiday Inn leading to the discussion of employment opportunities and the expansion of trainings that would develop clients in preparation for those opportunities. Information would be shared at scheduled meetings and through work groups
Unable to estimate percentage affected individually on WPR. Combined in Section H.

3) Plan to measure quarterly progress

Please describe how the county will measure the extent to which cumulative policies or strategies in the Plan addendum are successful, and how the county will measure progress on a quarterly basis (for example, participation rate of a specific population, sanction rate, orientation show rate, etc.). In addition, include the projected cumulative impact the county's policies or strategies will likely have on the county's federal work participation rate for each year of the next three years (for example, current rate of X will be increased to Y).

H. Plan to measure quarterly progress

Measures of quarterly progress:

Depending on administrative ability, ad hoc capabilities, practicality and financial issues Nevada County will develop ways to provide the following data as measurements and percentages:

1. individual and total caseload reduction of sanctioned cases
2. number of cases that go to sanction
3. increased hours of employment on individual and total caseload
4. number of clients that leave the program due to employment
5. number of clients that are fully engaged in activities
6. number of clients that access contract services
7. number of clients attending job club
8. number of clients attending orientation
9. number of sanctioned clients visited at home
10. number of boot camps short-term intensive trainings held
11. number of clients accessing WIA services
12. number of youth accessing ILP Independent Living Program services
13. number of contracts developed and types of services to be provided
14. number of CES family youth with out-of-wedlock births

Nevada County may utilize focus groups and surveys to gather additional data

Projected impact on county's federal WPR:

Previously identified WPR was 38%

Nevada County projects an increase of 1-5% in the County's WPR this year as strategies develop

With 5-10% in the second year and 5-10% in the third year

Current rate of 38% will be increased to 39% the first year, increased to 45% the second year and increased to 50% the third year.

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	805,251	727,539	
WTW Employment Services	1,369,366	1,993,774	Additional funding would be used for contracting additional services and the development of internal process improvement
CalWORKs Child Care	662,391	636,476	
Cal-Learn	27,756	15,257	
CalWORKs Funded Mental Health Services	88,731	88,669	Mental Health and Substance Abuse Services are funding 2 Behavioral Health

CalWORKs Funded Substance Abuse Services	88,884	64,825	FTEs to work with referred CES participant families. Does not fully fund.
Other KinGap	2,079	Not a separate allocated amount	
Other			