

COUNTY NAME:

Santa Cruz County

CalWORKs County Plan Addendum

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



County Welfare Director's
Signature

Cecilia Espinola
Printed Name

December 12, 2006
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

As a part of the preparation of this CalWORKs Plan Addendum, the Human Resources Agency (HRA), responsible for the administration of the Santa Cruz County CalWORKs program, conducted an internal review of the Agency's mission statement and other previous goals and outcomes for consistency with the work participation requirements of the federal Deficit Reduction Act of 2005. In conformance with the statutory requirements and building on our general goals and mission, staff developed CalWORKs family outcomes specific to this plan amendment:

- Stronger, safer and economically self-sufficient families with improved quality of life; and
- Children are prepared for adulthood by receiving effective parenting, quality childcare and role modeling of a productive and healthy family-focused lifestyle.

The program improvement activities described in this addendum were developed in consultation with community partners at established, regular collaboration and partnership meetings, as well as at a CalWORKs/TANF Community Meeting in November 2006. The proposed indicators of the success of these program improvements include specific targets for increases in the Santa Cruz County work participation rate, the number of mandatory participants with identified career goals within 90 days, the number of CalWORKs leavers due to an increase in employment income and the number of mandatory participants who find employment within two years of coming onto aid. A decrease in the number of WTW participants not meeting work requirements is also proposed as a program improvement outcome. The Santa Cruz County CalWORKs Plan Addendum Logic Model for Welfare to Work Program Initiatives, which describes the planned program activities, proposed indicators of success and anticipated outcomes, is provided as Attachment 2.

The County will meet these outcomes and goals through the following general strategies:

- Continuing to take a systemic approach to building family economic self-sufficiency and preparing CalWORKs adults for work by partnering with a diverse group of community based and education partners;
- Increasing our methods and strategies to engage and enroll CalWORKs families in appropriate activities from the time of approval of aid (Early Engagement);

- Offering more short-term, open entry/exit core work and training activities, including the expansion of work experience and work study opportunities, in efforts to engage fully Welfare-to-Work participants who are in between scheduled work activities/trainings or are participating below requirements, or those who are not enrolled in any activity (Full Engagement);
- Maximizing the use of new communication strategies, assessment tools and motivational interviewing techniques to encourage participation and prevent clients from going into noncompliance or sanction status (Motivating Participant Engagement and Sanction Prevention);
- Implementing new intervention strategies to reengage clients who have been sanctioned (Reengagement); and
- Improving tracking and reporting mechanisms through tightened quality assurance protocols, staff performance incentives, CalWIN training and enhancements to attendance verification reports (Enhanced Tracking & Reporting).

The program improvement activities proposed to implement these strategies are detailed in the sections B through G of this addendum. Some of the specific activities described in the following sections have already been implemented with current resources. The County's ability to maintain these activities is subject to the availability of funding at current levels including funding for increases in the cost of doing business. As noted in the plan, other proposed program improvement activities will require additional funding. The success of our program improvements is also dependent on our community partners' ability to maintain adequate funding and to adjust their services to meet new work participation requirements. In addition, achievement of the work participation rates is contingent upon system improvements at the One Stop Career Centers.

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).

Early Engagement (Current strategy)

Beginning in August 2006, Santa Cruz County restructured both of its north and south county Welfare-to-Work (WTW) Employment and Training Specialist (WTW case manager) units into Early and Ongoing Engagement teams, and implemented a new WTW Early Engagement process that integrates the CalWORKs eligibility determination with immediate employment services and WTW case management. A prospective CalWORKs family whose application has been screened and registered, first meets with a Generic Intake Worker in the Benefit Services Division to complete the Intake Interview to determine and verify CalWORKs eligibility. Upon completion of this interview, any family with a potentially work-eligible adult whose CalWORKs application is approved or pending then voluntarily meets with a WTW case manager from the Early Engagement Team of the CareerWorks Division. During this Welfare-to-Work

Orientation (described in detail in Section D), the CalWORKs family learns about the WTW program, and discusses the benefits and responsibilities of work requirements with a case manager.

If the family's CalWORKs case has been approved during the Intake interview, the Early Engagement WTW case manager reviews the WTW Program forms and materials with the work-eligible client, and completes the WTW Appraisal during that same interview. Unless the client is already employed or a SIP, or if the family has special circumstances such as an open child protective services case or investigation or needs specialized assessment, the client is immediately referred to the four-week long upfront job search activity, Job Search Workshop (JSW), held at the Workforce Santa Cruz County (WFSCC) One-Stop Career Centers in Capitola or Watsonville. Participants can start these workshops on any Monday, and they last for four weeks.

Applicants whose CalWORKs eligibility is still pending document verification after the initial Intake interview may still voluntarily attend the same-day WTW Orientation and are provided with the same program materials, as well as a Resource Guide for community programs providing employment services and supports. Applicants are encouraged to complete their CalWORKs application process as soon as possible and to voluntarily contact their WTW case manager upon receipt of their approval notice, in order to begin receiving immediate employment and supportive services. The Generic Intake Worker also notifies the Early Engagement WTW case manager upon subsequent approval or denial of the CalWORKs case. As soon as the WTW case manager is contacted by the client or the Intake Worker, and CalWORKs eligibility is verified, a WTW Appraisal appointment is set and the steps as described above are completed.

The Early Engagement WTW case manager works with the new WTW family to assess employment goals and barriers, authorize supportive service payments such as childcare and transportation expenses, and create together a sound WTW2 Employment Plan. Once a WTW2 Employment Plan has been drafted and signed by the client, the case is then transferred to an Ongoing Engagement WTW case manager, who continues to work with the family through the satisfactory completion of the approved activities of the plan leading to employment, and continues to support the family with job retention services up to 12 months after going off aid.

New CalWORKs families with an exempt work-eligible adult per state regulations are still offered an opportunity to attend the WTW Orientation, and are assigned an Early Engagement (WTW case manager.) The WTW case manager monitors the exemption status and engages the client when the exemption expires and/or if the client chooses to voluntarily participate. In this way, the Early Engagement WTW case manager can also more easily identify when it may be appropriate to refer a family to an available on-site local SSI advocate for clients with long-term exemptions.

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

The goals and objectives of Early Engagement and the strategy of WTW case manager unit specialization are linked to our overall CalWORKs program improvement goals, which are described in detail in Section H. The achievement of these goals depends on timely determination of eligibility for WTW and approval of benefits.

Based on early data from the new Early Engagement units, we anticipate that approximately 90 CalWORKs applicants (110% of mandatory WTW cases) will voluntarily receive a WTW Orientation each month from one of the Early Engagement WTW case manager teams, and at least 85% of mandatory participants will have received a WTW Orientation within 14 days of CalWORKs approval. Additionally, we estimate that approximately 70 WTW participants will go through appraisal per month, and 85% of those required to complete Job Search prior to signing an Employment Plan will be referred to Job Search Workshop within the first 30 days after CalWORKs approval. Finally, we estimate that at least

70% of all mandatory WTW clients (excluding those in noncompliance or sanction status) will have a comprehensive Employment Plan with identified career goals, services to remove employment barriers, and approved work activities assigned within 90 days after CalWORKs approval.

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

The methods for determining success of overall goals will be discussed in Section H below. Early Engagement initiatives will contribute to success at meeting our overall performance goals as a result of improvements in the following performance indicators:

1. A decrease in the number of WTW families with no assigned WTW case manager in the first 30 days after CalWORKs approval.
2. An increase in the number of WTW participants who attend Job Search Workshop within the first 30 days after CalWORKs approval.
3. An increase in the number of WTW participants engaged in approved work activities within 30 days after CalWORKs approval.
4. A decrease in the number of WTW participants not engaged in any approved activities during the first 90 days after CalWORKs approval.
5. A faster rate of engagement of WTW participants coming off of an exemption status.
6. A decrease in the number of WTW participants put into noncompliance as a result of not attending a WTW Orientation or Appraisal.

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).

The following initiatives are aimed at increasing the participation of clients who are in an approved work activity, but not completing enough hours to meet work requirements, or those who are not participating at all due to being "in between" temporary, seasonal or academic schedules. All initiatives comply with state and federal guidance and are in various stages of development and implementation. Current strategies are dependent upon funding at levels that reflect existing allocations and the increased cost of doing business; new and expanded strategies will require additional funding.

1. Targeted Job Search (Current strategy)

In September 2006, Santa Cruz County implemented a Targeted Job Search activity at the Capitola and Watsonville WFSCC Career Centers which serves as a "bridging" core activity for clients who have recently completed vocational training, have lost their job, or whose hours have been reduced, or those who are waiting to begin a new school semester or seasonal employment. The activity is designed as an "open entry/exit" activity, as it is supervised on an individual basis by Career Center Employment & Training Specialists. The activity also provides participants that have previously completed upfront job search activity another opportunity for supported job search after completion of other WTW activities in subsequent fiscal years.

Targeted Job Search makes full use of local workforce development services available through the Career Centers. Participants receive assistance from their assigned Career Center staff supervisor to access online job search sites, utilize resume programs, conduct job search related tasks, and complete assigned activities outside the Career Centers, for a total of 20 hours per week. Participants are

simultaneously enrolled in other core or non-core hours to fulfill the remaining hours to meet participation requirements. This activity is especially designed for clients who have recently completed vocational training, or who are nearing completion, so that job search activities can be targeted to the client's chosen sector. Participants complete job search logs and submit a required number of applications to active job sites per week.

2. Work Experience (WEX) (Current strategy and proposed expansion if additional funding is available)

In March of 2006 the CalWORKs program entered into a contract with Shoreline Workforce Development Services to provide countywide WEX opportunities for the CalWORKs WTW population through June 30, 2007. WEX is an unpaid work activity performed by recipients of public assistance and provides the individual with an opportunity to acquire the general skills, training, knowledge, and work habits necessary to obtain employment. The purpose of WEX is to improve the employability of those who cannot find unsubsidized employment. It involves work that otherwise would not have been done by employees in the public or private non-profit. An employer, or other responsible party, supervises on a daily basis the WEX activity.

The project goal is to serve 130 WTW participants (approximately 13% of all mandatory WTW clients) in the 16-month contract period. Contract provisions require that 80% of WEX participants will meet federally approved participation rates, and that 50% of enrolled participants will enter unsubsidized employment at conclusion of WEX assignment. If additional funding is secured, a program expansion is planned for FY07/08 that will include shorter-term assignments providing approved work activities between other plan assignments.

As has been demonstrated by the project to date, the number of families participating in WEX each month varies as participants transition into and out of worksites and find unsubsidized employment. Approximately 80% of WEX enrollees meet their participation requirements on a weekly basis.

3. Open Entry/Exit Classes, Workshops and Seminars (Combination of current strategy and proposed expansion)

HRA is working with current CalWORKs partners and other community agencies to develop a menu of ongoing open entry/exit job readiness activities and job skills training classes. These services will be targeted to work-eligible CalWORKs adults who either need more hours on a short-term basis in an approved work activity and/or those who need additional support and training to acquire sustainable and career-focused employment. These classes, workshops and seminars, with curricula of varying length, will be offered throughout the year. Participants will be able to join and complete ongoing classes at any time depending upon availability. Some examples of these services include:

- Career Assessment Workshops and Career Advancement Seminars at the Capitola and Watsonville WFSCC Career Centers for CalWORKs clients who have not yet chosen a career path and/or who are looking to advance in their chosen career. (Currently offered)
- Daily English as a Second Language (ESL) classes, workplace readiness ESL and basic computer skills offered through the Santa Cruz County Adult Education programs. (Currently offered)
- Short-term job skills training programs in customer service, basic computer proficiency, and skills needed for dental administrative receptionist jobs offered through Cabrillo College. CalWORKs participants who do not need and/or cannot complete the entire vocational training program would be able to join the skills classes throughout the year, including summer breaks. (Proposed new strategy contingent on additional County and partner funding.)

- Short-term job skills training programs for the healthcare sector in vocational English and general office skills for native and non-native speakers to be offered through the Adult Education offices. (Proposed new strategy contingent on additional funding)

4. Increasing the WPR of Participants in Vocational Training (Proposed new strategy contingent on additional County and partner funding)

Three additional initiatives are proposed to respond directly to the significant number of WTW participants who require vocational education and training as part of their Employment Plan. For this group of participants, estimated conservatively to be 25% of all mandatory WTW participants, there is a 12-month time limit their vocational training program activities can count towards their 20-hour core activity requirement. Full engagement by these participants is also particularly challenging due to the long breaks between semesters at educational institutions, as well as the limited opportunities for supervised study time. The following initiatives address these challenges.

- **Work-Study Expansion**

As a result of TANF reauthorization and the State's efforts to increase work participation rates, additional funds were allocated to community colleges for work-study and job development. These funds will expand work-study opportunities for eligible CalWORKs students to help them meet their 32-35 hour work participation requirement while they complete their vocational training program. Work-study is defined in TANF as a subsidized employment experience provided to qualified students attending a community college or other eligible institution of higher learning. As part of Cabrillo College's CalWORKs FY 06/07 Program Plan, 20 CalWORKs WTW participants (10% of participants completing vocational education and training as part of their Employment Plan) were to receive work-study assignments. Santa Cruz County, in full support of the community college's efforts, has contributed funds to the college for a job developer to place an additional 34 WTW Cabrillo students (17% of all WTW participants completing vocational education and training as part of their Employment Plan) with work-study assignments.

Work-study funds will be targeted to students needing additional hours to meet WTW participation requirements due to gaps in training plans (summer break) or due to the 12-month time limit on vocational training as an approved core activity. Full implementation of this initiative and inclusion of other educational partners is dependent on funding availability.

- **Short-Term Vocational Training in Demand Occupations Expansion**

HRA, the Workforce Investment Board (WIB), Cabrillo College and other public education partners in Santa Cruz County have initiated plans to develop an expanded menu of short-term vocational training programs in demand occupations for CalWORKs adults. The WIB is taking the lead in demand occupation research, and has identified sectors with opportunities of growth in demand occupations. Cabrillo College is responding to these studies with proposals to implement vocational training programs CalWORKs participants can complete in less than twelve months. Cabrillo College anticipates offering the first of these new programs, a certificate program in Customer Service for the retail sector and a certificate program leading to employment as a Dental Administrative Receptionist, in the 2007-2008 academic year. The creation of additional short-term vocational training courses is contingent on funding availability.

- **Supervised Study Time**

Under the new federal regulations, only hours spent in supervised study time can count towards a CalWORKs work-eligible individual's work participation requirement. HRA and its education partners

have initiated discussions to develop proposals for increasing opportunities for CalWORKs participants to attend monitored study sessions in order to document and verify these important hours of participation in approved work activities. Depending on the availability of resources and funding, HRA anticipates identifying concrete study session strategies and implementing them by the beginning of the 2007-2008 academic year.

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

The goals and objectives of all of the “Full Engagement” program improvement initiatives are linked to our overall CalWORKs program improvement goals, which are described in detail in Section H.

As mentioned above, all of the proposed program improvement activities in this section are aimed at assisting participants who are between activities and/or participating below requirements in locating employment or other approved work activities that, at a minimum, meet the 20-hour core requirement. Monthly data from the case reviews of the WTW30 sample indicate that over 75% of the participants who do not meet work participation requirements are either between activities (21%), participating below requirements (52%), or are in vocational training programs beyond 12 months for more than the non-core hours allow (5%). It is therefore strategic for Santa Cruz County to target program improvement initiatives in this area.

Additionally, these programs also contribute to efforts to increase the number of CalWORKs adults who are finding jobs while on aid, as well as to increase the earned income of CalWORKs families, eventually leading to their CalWORKs case closing due to an increase in income from employment. We estimate that only 21% of the families coming on to aid are currently employed, and only 7% are working and meeting requirements when their CalWORKs case is first approved. Although the data has not been validated, current WTW25 and WTW25A reports indicate that approximately 60% of all CalWORKs adults registered in WTW do not have any income from unsubsidized employment, and a very small percentage of CalWORKs cases close each month due to an increase in income from employment.

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

The methods for determining success of overall goals will be discussed in Section H below. Full Engagement initiatives described in this section will contribute to success at meeting our overall performance goals as a result of improvements in the following performance indicators:

1. An increase in Santa Cruz County’s federal WPR.
2. A decrease in the number of WTW participants not meeting work requirements due to partial hours in approved activities.
3. A decrease in the number of WTW participants not meeting work requirements due to no assigned hours in approved work activities while waiting for another approved work activity to be identified and/or begin.
4. A decrease in the number of WTW participants in vocational education and training beyond 12 months who are not meeting work participation requirements.
5. An increase in the number of WTW participants who find employment while on aid.
6. An increase in the number of CalWORKs adults who leave aid due to an increase in income from employment.

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).

Santa Cruz County recognizes that a major factor to achieving successful CalWORKs outcomes involves motivating the participants to truly engage in welfare-to-work activities and buy in to the short and long-term goals outlined in their employment plans. HRA is thus continuously exploring strategies to motivate and inspire CalWORKs families to join in the true sense in program participation from day one, and stay engaged through the successful completion of their employment plan to prevent participants from being sanctioned. In addition, we are proposing a range of escalating contact methods involving WTW case managers, social workers and behavioral health specialists including phone calls, letters, group meetings and home visits if necessary. All initiatives are in various stages of development and implementation. Current strategies are dependant on funding levels that reflect current allocations including adjustments for increased costs of doing business. New and expanded strategies will require additional funding.

1. New WTW Orientation (Current strategy)

As mentioned in Section B above, HRA implemented a new Early Engagement strategy in August 2006 that includes a revamped WTW Orientation with a primary focus of recruiting WTW participants by communicating the benefits of participation in the WTW program for CalWORKs families with a work-eligible adult. CalWORKs applicants with pending or approved eligibility for WTW voluntarily attend this group Orientation session held on location at the Benefit Services Division immediately following their individual Intake Interview. An Early Engagement WTW case manager delivers a WTW slide show, outlining the program scope and flow, participation requirements and services available. Program participation is “sold” in a motivational and inspirational manner—working from the assumption that CalWORKs adults want to improve their earning power and quality of life for themselves and their families. They are encouraged to ask questions and engage in discussion during the Orientation, and applicants often network with others in a peer-inspired context.

Since the vast majority (85 percent) of Orientation attendees have not received final CalWORKs approval, the WTW case manager delivering the Orientation stresses the importance of submitting all required document verification needed for approval and explains how the participants can initiate contact themselves with the WTW case manager immediately following notification of CalWORKs approval to get started on the development of their Employment Plan. Based on feedback from the Early Engagement WTW case managers during the first few months of the new program, this aspect of “self-initiated” participation has proven instrumental to full engagement of a number of mandatory participants. Finally, the Orientation also covers WFSCC Career Center services available to the general public and other community services available through the Santa Cruz County Family Resource Center Network, the applicants can access while waiting for CalWORKs approval.

2. Motivational Interviewing Techniques (Current strategy and proposed expansion)

In April and March of 2006, all WTW case managers attended two trainings by Jodie Sue Kelly of Cygnet Associates on “Succeeding with Post Placement Services, Job Retention, and Wage Advancement” and “How to Motivate the Hard-to-Serve.” In these trainings, WTW case managers learned key communication strategies to motivate their clients to participate fully, and maximize the benefits they receive under CalWORKs. The strategies include motivational interviewing tools that help inspire clients to take charge of their lives, improve their educations and find and keep jobs. Additionally, case managers learned techniques to create and administer a “motivational” assessment, build productive relationships with their clients through active listening, and write quality case notes that help to support a family’s progress in their employment plan. HRA is currently researching opportunities and funding for

continued training for WTW staff in these techniques. As funding is available, the County will provide additional trainings for staff.

3. Additional Assessment Techniques (Current strategy)

Assessment is the process of requesting, reviewing and analyzing information about a participant's interest, skills and abilities to develop an individualized WTW2 Employment Plan. Assessment is a critical decision point in the WTW program flow since its outcomes are used as the basis for selecting a suitable occupational goal for the participant, which will in turn determine subsequent WTW employment services.

Up until recently, the career assessment utilized by Santa Cruz County WTW case managers would combine interest testing with Labor Market Information (LMI) to show the occupational demand and wages associated with the client's occupation of interest. However, HRA recognized a gap in the scope of career assessment, which included testing the client's aptitude in their chosen occupation. We have therefore implemented an expanded Career Assessment Workshop, in both English and Spanish, that includes measures of aptitude, work related values, interest, and skills. This activity is mandatory for referred participants. In this way, both clients and their case managers are able to objectively measure a client's natural tendency, ability or talent. Test results then work as a compass to enable participants to select occupations that better match their abilities and increase their chances for job retention success.

4. Career Advancement Seminar (Current strategy)

Participants who are identified as potentially benefiting from intensive targeted job search and resume development activities will be referred by the WTW case manager to the Career Advancement Seminar. Typical participants have recently lost a job or are under employed or have completed training but are not yet employed. Conducted in partnership with EDD, this two half-day seminar focuses on how to look for work and present to a potential employer from a business or employer's viewpoint.

5. Pathways (Current strategy)

Pathways is a case management model developed to increase participants' engagement in activities that lead to economic and family stability, and to keep them moving toward their individual goals. The Pathways case management model is a current strategy that provides participants the opportunity to be more engaged in the assignment and monitoring of WTW activities. Participants complete a monthly diary recording their activities, and they are held accountable for meeting their goals. The group setting allows more effective case management by staff on a monthly basis and provides increased monitoring capabilities. Participants are able to see the progress made in achieving their short-term goals and progress towards activities that meet work participation requirements. This model allows for monthly plans to be written for participants who have had participation issues in the past on how they can best coordinate multiple activities and demands. We will continue to refer participants to Pathways who have been identified as needing more monitoring in order to meet participation requirements, and monitor their progress in meeting work requirements. Success will also be measured by meeting attendance and submission of monthly verification of activities.

6. Case Review Checklist and "Decision Tree" Tool (Current strategy and proposed expansion)

HRA is in the process of implementing comprehensive case review procedures and guidelines for WTW case managers in both the Early and Ongoing Engagement units. Initial training was conducted in September 2006, and ongoing training continues on a monthly basis. Under these new procedures, of which full implementation is contingent upon sufficient resource allocation, WTW case managers will be required to have reviewed their full caseload by utilizing a Case Review Checklist (see WTW30 QA Protocols and Case Reviews in Section F for a description of the Case Review Checklist). After that date,

WTW case managers will be required to complete the Case Review Checklist for each case on their full caseload at least once a month. During the case review, WTW case managers verify accurate completion of the electronic case file in CalWIN and make any necessary updates. In addition, WTW case managers verify receipt of the Monthly Activity Reports (see Section F), and initiate any necessary contact with the participant and/or contracted provider to verify attendance and satisfactory progress in approved work activities. Finally, WTW case managers also review the participant's progress towards completion of their Employment Plan, and initiate contact with the participant as needed. Based on the results of the case review, WTW case managers flag cases needing special attention. Cases not meeting work participation requirements will be given top priority.

WTW program staff also propose to develop a "Decision Tree" tool to assist WTW case managers in identifying, categorizing and responding to "special needs" cases. The "Decision Tree" tool will ask the WTW case manager a series of questions about the case, and based on the responses, suggest an appropriate "next step" in case management, including some of the strategies mentioned above. The intent behind the "Decision Tree" tool is to maximize the available opportunities for WTW participants.

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

The goals and objectives of the "Motivating Participant Engagement" program improvement initiatives are linked to our overall CalWORKs program improvement goals, as well as short- and long-term family outcome goals, which are described in detail in Section H. Although these strategies and programs benefit 100 percent of our WTW caseload, and we anticipate that they will have a significant impact on Santa Cruz County's federal WPR, these strategies are particularly targeted at the populations that are often described as "hard-to-serve." Some examples of these populations include those that have had previous instances of noncompliance or sanction, those presenting with participation barriers such as drug or alcohol abuse, mental health issues, no high school diploma, or low English literacy, or participants who have attendance issues and/or difficulty with job retention.

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

The methods for determining success of overall goals will be discussed in Section H below. Motivating Participant Engagement initiatives described in this section will contribute to success at meeting our overall performance goals as a result of qualitative improvements in the WTW case manager-client relationship, thus leading to improvements in all performance outcome measures. Specifically, the initiatives strive to improve performance in the following measures:

1. An increase in Santa Cruz County's federal WPR.
2. A standard that at least 70 percent of WTW participants have a signed WTW2 with identified career goals within 90 days after coming onto aid.
3. A decrease in the number of WTW participants in noncompliance.
4. A decrease in the number of sanctioned WTW participants.
5. An increase in the number of CalWORKs adults who have identified, and are making good progress towards, their career goals.
6. An increase in the number of CalWORKs adults who have identified their barriers to employment, and are receiving services to reduce or eliminate them.
7. An increase in the number of CalWORKs adults who are earning more money in their jobs after coming onto aid.
8. An increase in the number of CalWORKs families who are leaving aid, and staying off of aid, due to an increase in income from employment.

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).

While all of the strategies described in Section D for Motivating Participant Engagement also target the reengagement of noncompliant and sanctioned individuals, HRA recognizes the need to increase efforts to respond quickly and effectively to instances of noncompliance, and work as strategically as possible to reengage clients who have been removed from the assistance unit for purposes of calculating the cash aid grant amount. HRA is thus proposing the development and implementation of new strategies to reengage sanctioned individuals. Although these are new strategies, they will be accomplished using current funding. These strategies are thus contingent upon receiving funding at current levels plus allocations reflecting increases in the cost of doing business.

1. Sanction Clinic (New strategy)

In early 2007, the CareerWorks Division will pilot a monthly Sanction Clinic in an effort to reduce the number of sanctioned individuals. A mailing will be sent out to all sanctioned individuals in their preferred language, and written at or below a 6th grade reading level, informing them of their sanctioned status, the negative consequences of their sanction to their family's cash aid amount, the benefits of lifting the sanction to themselves and their families, and what they can do to remove the sanction. Some participants who have been sanctioned for long periods of time may not realize that they are sanctioned and that they can "cure" their sanctions. In this same letter, the sanctioned individual will be invited to attend an informational Sanction Clinic offered at three locations at the WFSCC Career Centers in north, mid and south county, as the first step to removing their sanction and/or to contact their case manager (contact information also provided) at any time. Clients attending the clinic will immediately be connected with their case manager to plan how the participant will reengage in appropriate activities.

2. Sanction Prevention Unit (New strategy)

Participants who do not contact their WTW case manager after first contact, who chose not to attend the sanction clinic or who do not make satisfactory progress in reengagement will be referred to the sanction prevention unit. The SW staff from the new Sanction Prevention Unit will contact sanctioned participants on a quarterly basis and provide them information on how to comply with WTW requirements and/or address any barriers to participation. As appropriate, participants will be assisted in acquiring a CW61 for exemption or receiving a Domestic Abuse Waiver. Referrals for SSI advocacy and other referrals will also be made as appropriate. In addition, SW staff will make home visits to sanctioned clients who do not re-engage in activities. When appropriate these visits may include the behavioral health specialist, WTW case manager or other staff.

CareerWorks Social Work (SW) staff will also provide consultation to WTW case manager staff in working with noncompliant participants. Case discussions on these noncompliant participants will take place at Team Meetings that include Eligibility Worker (EW), WTW case manager and SW staff. SW staff will review information and determine if a home visit is required in order to determine any barriers to participation. SW staff will also work with participants who may need to provide a CW 61 for an exemption in order to prevent sanction. SW staff will make referrals to mental health, behavioral health services and other services as appropriate in order to prevent sanction. As part of the Early Engagement process, SW staff will be made available to assist staff in working with participants who initially present with barriers to participation or who have been previously sanctioned. It is expected that the number of sanctions imposed on participants who should be exempt or require a domestic abuse waiver will be

reduced. Participants accessing necessary services in order to reduce barriers to participation will also be a measure of success.

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

The goals and objectives of the “Sanction Prevention” program improvement initiatives are linked to our overall CalWORKs program improvement goals, which are described in detail in Section H. Noncompliant and sanctioned individuals can often require intensive case management to assist the family in identifying the barriers to participation, and develop an appropriate plan to reengage the client. The above-mentioned strategies to respond quickly to instances of noncompliance and prevent WTW sanctions are aimed at providing additional supports to the case managers to ensure that HRA is doing all that it can to provide aid and services to Santa Cruz County CalWORKs adults.

Based on the October 2006 WTW25 and WTW25A reports (pending validation), nearly 25 percent of WTW participants in Santa Cruz County were reported as being in noncompliance for one or more of their assigned work activities. We also estimate another 20 percent of work-eligible CalWORKs adults have been removed from the assistance unit due to WTW sanctions. It is therefore strategic that Santa Cruz County implement re-engagement strategies for noncompliant WTW participants as a method of sanction prevention. Once WTW25 and WTW25A reports have been validated and a reliable baseline has been established, we anticipate that the above strategies will have an effect of significantly lowering Santa Cruz County’s noncompliance and sanction rates.

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

The methods for determining success of overall goals will be discussed in Section H below. Sanction Prevention initiatives described in this section will contribute to success at meeting our overall performance goals as a result of improvements in the following performance indicators:

1. A decrease in the number of WTW participants in noncompliance.
2. A decrease in the number of CalWORKs adults removed from the assistance unit due to a WTW sanction.
3. A decrease in the number of WTW participants at risk of sanction due to an incomplete exemption request (i.e. lacking CW 61 or domestic abuse waiver).
4. An increase in the number of WTW cases with assigned social workers.
5. An increase in the number of WTW cases where participation barriers have been identified.
6. An increase in the number of WTW families receiving services to remove participation barriers.

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):

It is clear that the enhancement of tracking and reporting mechanisms will be key in maximizing the County’s work participation rate, as well as evaluating the effectiveness of new and existing strategies. To this end, HRA has identified several key initiatives to improve the tracking of client participation, the reliability of data used to determine the County’s WPR and measure the effectiveness of programs, and the reporting mechanisms used to share the results with staff, department managers, agency administration, the Board of Supervisors, contracted partners, the local community, and the State. Current strategies are contingent on funding at current levels with adjustments for increases in the cost of doing business. Expanded and new strategies will require new funding.

1. WTW30 Quality Assurance Protocols and Case Reviews (Current strategy)

The CareerWorks Division of HRA has recently adopted new quality assurance protocols for case reviews, incorporating the new federal and state guidelines under TANF Reauthorization. A sample of approximately 225 cases are reviewed monthly and evaluated for quality of case file maintenance, adherence to federal and state work and program requirements, monitoring of work participation status, monitoring of exemption status, and timely progress towards Employment Plan goals. Results of the reviews, along with necessary corrective action plans, are communicated to staff and managers monthly. Quarterly performance results are also presented at division meetings.

WTW case managers are also required to complete a WTW30 Quality Assurance Checklist on, at a minimum, all of their CalWIN case files for their cases appearing in WTW30 sample in a given month. The Checklist ensures that WTW case managers have verified accurate data entry in the fields affecting WPR calculation including: CalWORKs eligibility, Employment Services registration status, exemption verification, participation requirements, employment plans, assigned work activities and scheduled hours, activity status, employment history and earned income, and case comments.

2. Monthly Activity Report Enhancements (Current strategy)

In order to better monitor WTW participation and encourage full participation in planned activities, WTW participants are required to submit a Monthly Activity Report as a method of "self-verifying" weekly attendance in assigned work activities. A new and improved, user-friendly report is currently being piloted, and will be implemented fully by the end of FY 2006/2007. The new Monthly Activity Report includes a list of approvable activities and a weekly calendar for reporting of scheduled and actual hours. Preliminary results show improved reporting of activities and accuracy of hours. The enhanced format better compliments the WTW2 and helps participants to more fully understand their Plan and organize their time.

3. Staff Performance Incentives (Current strategy and proposed expansion)

To encourage and reward staff for increased performance and work participation rates, a range of meaningful recognition incentives is being developed by managers, supervisors and line staff. Monthly awards will be presented at unit and team meetings, and criteria will be rotated to allow for participation by all units. Examples of possible award criteria are: 1) Employment rate; 2) Federal WPR; 3) Percent of CalWORKs cases with earned income 3 months after going off aid; 4) Percent of Monthly Activity Reports submitted; 5) Percent off aid due to employment income; 6) Rate of placement in full-time employment; 7) Highest average wage; 8) Most referrals to WEX and/or Community Service; and 9) Percent of plans completed within 90/150-day time limit. Additional funding will be needed to fully implement staff performance incentives.

4. CalWIN Training (Current strategy and proposed expansion)

WTW case managers complete a three-day WTW CalWIN workshop that focuses on increasing the WPR through efficient and accurate use of the program, particularly within the Employment Services subsystem. (This is an expansion of the CalWIN training already provided, and was introduced in September 2006.) The workshop provides hands-on experience in CalWIN case maintenance (registration, appraisal, assessment, plans, activities, etc.), the importance of quality assurance protocols and the opportunity for data clean up, and a thorough review of work participation requirements.

5. Outcome and Program Evaluation Data (Proposed new strategy)

In order to improve HRA's ability to evaluate whether program improvements are successful, it is essential that we be able to create automated engagement reports in the CalWIN system. The expertise needed to accomplish this is not available with current county staff or resources. Other counties have successfully contracted with vendors to prepare pilot engagement reports and CareerWorks is proposing to build on this work to prepare engagement reports and other data necessary to measure outcomes. While this data enhancement will assist us in meeting state and federal reporting requirements, the main purpose of the enhanced data and outcome information will be as a tool to improve outcomes and performance by participants, WTW case managers as well as the county as a whole.

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

All of the initiatives described in this section are intended to improve the tracking of client participation and the reliability of data used to determine the County's federal WPR. In addition, these efforts will assist HRA to resolve data challenges that have arisen as a result of the recent information systems conversion to CalWIN, and support staff in their efforts to more effectively manage their cases.

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

Success in the initiatives described in this section will be determined by success in the overall goals described in Section H. Additionally, successful implementation of enhanced tracking and reporting mechanisms will allow HRA to successfully implement the three-year evaluation plan needed to assess the effectiveness of new and ongoing programs.

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).

1. General Collaboration Strategy

As established in Santa Cruz County's 1998 CalWORKs County Plan, HRA continues to take a systemic approach to improve family economic self-sufficiency and work participation through collaboration and partnerships with community-based organizations, child welfare, mental health and substance abuse providers, education partners and the Workforce Investment Board. On November 15, 2006, HRA and the Human Services Commission jointly sponsored a CalWORKs/TANF community meeting. In attendance were key education, workforce and service partners joining together to engage in discussion focused on creative strategies to meet the critical challenges under TANF Reauthorization. Community input from this meeting has been incorporated into the initiatives included in this Plan addendum.

Santa Cruz County has long held a vision of providing human services through a well functioning and truly integrated Systems of Care approach—one that transforms community landscapes from fragmented, traditional “turf” programs to communities and agencies truly working together to achieve the best outcomes for children and families who have fallen between the cracks for too long. A number of local initiatives benefiting CalWORKs families have implemented this vision in innovative ways, providing the contingency of services needed to address the complex issues of moving families from welfare to self-sufficiency.

The CareerWorks Division of HRA, responsible for oversight and delivery of the WTW program for CalWORKs recipients, is uniquely positioned in the community to address workforce development issues involved with helping participants meet participation rates. CareerWorks and the local Employment Development Department work as lead partners in the one-stop career center system in Santa Cruz County, which has created strong relationships with the local Workforce Investment Board as well as the adult education partners and other partners operating programs through the career centers.

Collaborations with these workforce development-focused partners will play an increasingly important role in meeting WPR through the initiatives discussed throughout this plan addendum and summarized below. The continued success of our partnerships is dependent on our key partners' funding resources and ability to adjust their services to meet WPR requirements and associated outcomes. All of the collaborations and projects described below are current strategies.

2. Workforce Santa Cruz County Career Centers (WFSCCCC)

The CareerWorks Division of HRA and the local Employment Development Department (EDD) are the lead partners in the one-stop career center system in Santa Cruz County, a system working to provide comprehensive employment related services in North and South Santa Cruz County. The Career Centers in Capitola and Watsonville offer critical job search, employment readiness and career advancement programs to CalWORKs recipients in both threshold languages, English and Spanish, in addition to providing business-focused services to local employers. Career Center operations management staff, including WTW Program Managers, meet monthly and “All Staff” meetings, including WFSCCCC partners from the Department of Rehabilitation, Adult Education, CET and NCOA, are also held monthly. Additionally, Career Centers put out a monthly newsletter to WFSCCCC partners and other community agencies, outlining highlights from job fairs, new Career Center programs, and dates for “All Staff” meetings. These system improvements are dependent on continued funding and resources from WFSCCCC partners.

3. Santa Cruz County Workforce Investment Board (WIB)

The Santa Cruz County Workforce Investment Board (WIB) is the leader of Workforce Santa Cruz County (WFSCC), a fully integrated workforce development system that maximizes human and business capital by promoting a well-trained workforce for Santa Cruz County employers, ensuring individual economic security and community vitality. WFSCC is committed to customer satisfaction and standards of performance in meeting the needs of job seekers (including CalWORKs participants), incumbent workers and local business alike.

Over the past five years, the WIB has increasingly integrated the services offered by all partnering agencies within the WFSCC system to create a seamless model of comprehensive services offered at three strategically located centers throughout the county. Working closely with HRA, EDD and other WFSCC partners such as Cabrillo College and Adult Education, the WIB has been working on business-focused planning and the development of services to business as a means to identify high-growth, career-oriented work-opportunities for low-income families, including CalWORKs families. For example, the WIB directed research and analysis that led to the development of new vocational training curricula in

high-growth sectors mentioned in Section C. Finally, the WIB is looking to respond to current workforce development needs and challenges created by TANF Reauthorization by targeting specific populations such as developing specialized youth employment programs.

4. Shoreline Workforce Development Services

Shoreline Workforce Development Services provides the Job Search Workshops (JSW) in English and Spanish for Santa Cruz County CalWORKs clients at the WFSCC Career Centers. The four-week JSW provides 20 to 32 hours of supervised job search activities leading to employment for approximately 40% of all mandatory CalWORKs participants. Of those attending JSW, close to 80% are meeting work participation requirements. Shoreline communicates workshop attendance daily to the CalWORKs staff. As an important function of conducting the workshops Shoreline also provides CalWORKs staff a comprehensive evaluation on each workshop participant at conclusion of the four weeks. The evaluation works as an assessment tool to assist in the development of WTW plans by enhancing assessment data for each participant. Shoreline's JSW performance is monitored quarterly, and takes into account enrollments, completers, job placements and customer satisfaction. Contingent upon additional funding HRA will be working with Shoreline to evaluate the feasibility of expanding workshop capacity so that participants can engage in JSW with a minimum of wait time.

In addition, Shoreline also delivers the work experience (WEX) program described in Section C and, provides CalWORKs staff with participant verification of hours worked each month. Shoreline's performance is evaluated quarterly based on how quickly participants are placed with worksites, how many participants meet their monthly participation goals and number of participants that transition to employment post community service assignment. As mentioned in Section C, discussions are planned with Shoreline to modify their scope of duties to provide short-term placements for participants between activities, in addition to the current placements, which are planned for a six-month period. In order to implement a full range of work experience placements the County will need additional funding and resources.

5. Cabrillo College

Under contract with HRA, the Fast Track to Work (FTTW) program at Cabrillo College provides a "one-stop" system of support for WTW students attending short-term training programs leading to careers that pay living wages, and prepares participants to enter the workforce, earn a vocational certificate and advance in their careers. In addition to providing short-term vocational programs as part of regular course offerings, FTTW and Cabrillo College collaborated with the County to offer special accelerated projects in the health care field (i.e., X-Ray Technician and LVN). To increase participation and provide valuable work experience, HRA also collaborated with FTTW to expand the work-study program, as described in Section C, and provide a job developer for WTW participants attending college programs. HRA staff attends monthly FTTW Steering Committee meetings and participates in the College's Occupational Advisory Board meetings. Operational coordination meetings are held as needed.

6. Santa Cruz County Adult Education Programs

As described in Section C HRA will continue to work with our local Adult Education providers, including the Santa Cruz County Office of Education Regional Occupation Program, to offer more job readiness classes that are open entry/open exit that can be utilized by CalWORKs participants in order to meet participation requirements. This will provide more opportunities for participants to be engaged in "fill-in" activities between sessions or to meet hourly requirements. We will also continue to refer CalWORKs participants to the Receptionist Internship program currently offered by Watsonville/Aptos Adult Education and develop other similar programs that provide training in occupations that are in demand in

our local area. Additional short-term vocational education opportunities will be developed if funding is available.

7. Other Community Partners

In addition to community partners already discussed in Santa Cruz County's original CalWORKs Plan and this Plan addendum, several community-based agencies support HRA's efforts to provide essential services to the WTW population. HRA contracts with the agencies below for enhanced services designed to eliminate barriers to participation and economic self-sufficiency. Each contractor is assigned a CalWORKs liaison, who is responsible for communicating with the contractor, CalWORKs staff and management. Contractors submit service level reports monthly or quarterly and attend quarterly contractor meetings to report on outcomes, and strategize customer service improvement.

Community Action Board: CAB provides emergency payments for car repair, car insurance, rent assistance, security deposits, tools and equipment for employment and business start-up, etc. They also provide consumer assistance services including helping participants with money management issues. These services have experienced an increase in demand since implementation of SB1104 changes, and it is anticipated that funding will need to increase in the coming year as more participants move into employment-related activities.

Child Development Resource Center (CDRC): CDRC provides specialized bilingual childcare information and referral services for CalWORKs WTW participants. CDRC staff is available on-site at Career Centers. They also provide fingerprinting services for CalWORKs child care providers.

Families in Transition (FIT) Housing Scholarships: This program provides rental subsidies for WTW participants successfully participating in their WTW plans but struggling to maintain stable housing. Rental assistance covers roughly 3-9 months of training (paying up to 70% of costs), job search at 50% and if necessary for 2 months after starting job at 25%. HRA's contract with FIT has increased substantially to accommodate the tightened focus on employment activities for WTW participants.

Volunteer Center Literacy Program: This program offers one-to-one tutoring, work-related literacy classes, and small group instruction designed to help ESL learners. A modest contract expansion is needed, contingent upon increased funding, to prepare monolingual Spanish-speaking participants to engage in work-related activities.

Walnut Avenue Women's Center and Women's Crisis Support: This program provides domestic abuse services including crisis intervention services, temporary restraining orders, advocacy services related to housing, legal, financial, parenting, and other issues linked to domestic abuse. Group and individual counseling services for both parents and their children are also provided.

Watsonville Law Center: The Law Center provides legal services for WTW participants when such barriers impact efforts to secure employment or meet participation requirements. Issues addressed include driver's license suspensions, outstanding traffic violations and warrants, record expungements, DMV holds on licenses and registration, worker's compensation, debt collection, bankruptcy, custody issues and child support. Contingent on available funding, HRA will be negotiating a reconfiguration of the delivery of services to accommodate increased demand.

Santa Cruz County Community Credit Union and Earned Income Tax Credit: HRA collaborates closely with the Santa Cruz Community Credit Union in promotion of the Earned Income Tax Credit campaign to low-income families of Santa Cruz County.

8. Supporting Father Involvement Project (PAPAS)

HRA has been awarded funding to participate in a six year Supporting Father Involvement (SFI) research study sponsored by the California Department of Social Services Office of Child Abuse Prevention. The research project provides a unique opportunity for select CalWORKs families to participate in important research examining the benefits of father involvement in families. The study is conducted through Papás, a division of Santa Cruz Community Counseling Center.

The research examines the father's involvement in the family and the corresponding benefit to the child and family relationship. There are family and father groups participating in a 16-week curriculum designed to facilitate family growth and increase the father's family involvement. Initial data shows encouraging results as families report an increase in the father's involvement in daily care of the child, a decrease in parental stress, a positive effect on coping skills, increased satisfaction with the parental relationship, and a reported increase in family income when compared to the control groups.

9. First 5 Santa Cruz County Integrated Children's Services Program (SCC ICSP)

One of HRA's partners, First 5, has been leading efforts to integrate services among county agencies and nonprofit service providers, including five family resource centers in different regions of the county, for the past several years. In November 2005, a group of 13 public and private agencies formally established SCC ICSP, enabling member agencies to act as a multi-disciplinary team to plan and provide services together for children and their families. One of SCC ICSP's major accomplishments has been the development and implementation of a common protocol and single Release Form allowing partners to be able to communicate about shared clients.

SCC ICSP members meet regularly through Brown Bag Lunches and Customer Service Trainings to build a common level of knowledge across agencies, strengthen relationships among staff, and develop a common framework. Among other priorities, SCC ICSP agencies have identified a need and agreed to work towards a process for integrating services that will result in more holistic assessments of children's and families' needs, more effective referrals, easier access to services, increased utilization of services and less duplication and/or contradiction of services.

10. CalWORKs/Child Welfare Crossover Services

The HRA division of CareerWorks and Family and Children's Services (FCS) has actively participated in the exciting CalWORKs/Child Welfare Partnership Project known as Linkages. Inspired by the "twin philosophy" of the nationally recognized program in El Paso County, Colorado that sees Child Welfare Services as an anti-poverty program and TANF as a primary prevention program, Linkages strives to increase knowledge about best practices to integrate child welfare and public assistance programs in California in order to better serve families and improve outcomes.

From the Linkages project, Santa Cruz County received support to develop an implementation plan for the Policy Foundations, Practice Protocols and Administration of our "crossover" cases—CalWORKs WTW families with an open or assessed out child welfare case, or one under investigation. Crossover and "mini" Crossover meetings are held regularly between FCS and CareerWorks case managers to coordinate service plans and maximize the effectiveness of services provided to families coming into contact with both arms of the agency.

What are the anticipated effects and percentage of families affected monthly

The anticipated effects of specific collaborative initiatives have been discussed in previous sections.

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

Collaborations and contracts with partners, if providing a specific service only for CalWORKs participants, have established contractual obligations that outline goals and services provided to participants as well as reporting requirements to document goal attainment. Agencies not in a contractual agreement have a memorandum of understanding with HRA that defines the level of cooperation and service deliverables exchanged between organizations. As the State defines its CalWORKs verification processes and procedures, Santa Cruz County contracts and agreements will be modified to reflect compliance with verification plans that are appropriate for contractor performance in meeting outcomes related to increasing the county's WPR.

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

Attachment 2: "Logic Model for Welfare-to-Work Program Improvement Initiatives" outlines the logic behind the cumulative effect of Santa Cruz County's proposed CalWORKs program improvement initiatives in its efforts to increase the federal WPR and achieve successful CalWORKs program and family outcomes. While all efforts strive to improve long-term family outcomes, progress is measured by specific program and short-term family outcomes impacted by one or more of the proposed programs or strategies. All program improvement activities and their related outcomes, are contingent upon continued or increased inputs, including staff resources and funding.

HRA has a three-year evaluation plan development strategy that includes the establishment of baseline data for performance indicators in year one (following the issuance of final federal and state regulations for calculating the County WPR), the definition and refinement of specific performance objectives tied to the proposed program and family outcomes in year two, and the qualitative and quantitative measurement of success of initiatives beginning in year three. Additionally, HRA has developed evaluation plans for specific programs and initiatives, such as Early Engagement, as well as an overall plan for assessing the cumulative effect of all initiatives on our proposed outcomes.

Measures of quarterly progress:

HRA will utilize available data sources such as monthly WPR (E2Lite) reports, the WTW25 and WTW25A reports, and other local CalWORKs reports to track and measure progress towards the benchmarks indicating success. WTW analysts will prepare quarterly reports to communicate evaluation results to line staff, management, administration, contractors and partners, the Board of Supervisors and the State upon request. Additionally, a local WTW Steering Committee will evaluate the results to determine if additional program refinements are needed.

Projected impact on county's federal WPR:

The goal is to increase the WPR of the mandatory WTW caseload by 3-9% over the three-year period of the plan. The County anticipates achieving the low-end of the projected increase through current

strategies described in this plan and subject to the availability of funding at current levels, including funding for increases in the cost of doing business. With additional funding to implement new programs and strategies described in this plan, along with our partners' ability to maintain adequate funding and adjust their services to meet new work participation requirements, the County would anticipate reaching the higher end of the proposed increase. The County will determine the WPR baseline based on the first quarter that the new law is applicable (October-December 2006).

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	3, 286, 308	3,493,638	The increase in funding is due to the costs of negotiated employee salary increases and rising insurance costs.
WTW Employment Services	5,801,384	5,941,527	The increase in funding will provide additional staffing for early engagement and sanction activities
CalWORKs Child Care	4,171,133	4,700,266	This increase will be used to cover the anticipated costs due to the rise in the WPR, and a higher cost per child resulting from the Regional Market Rate increases that took effect 10/1/06. <i>(Note: Includes pending FY06/07 Child Care Reserve request.)</i>
Cal-Learn	340,067	359,920	The increase in funding is due to the costs of negotiated employee salary increases and rising insurance costs.
CalWORKs Funded Mental Health Services	314,408	320,961	Anticipate expending full allocation.
CalWORKs Funded Substance Abuse Services	261,868	258,980	Anticipate expending full allocation.
Other	N/A	N/A	N/A
Other	N/A	N/A	N/A

**Santa Cruz County 2007 CalWORKs Plan Addendum: Attachment 2
Logic Model for Welfare-to-Work Program Improvement Initiatives**

