

**COUNTY NAME:**  
**Solano County**

**CalWORKs County Plan Addendum**

**Date Submitted to California Department of Social Services:**

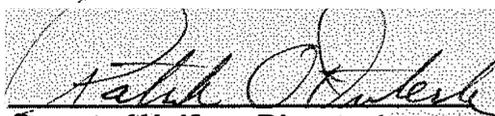
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**I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.**



**C**nty Welfare Director's  
**Signature**

**Patrick O. Duterte**  
**Printed Name**

**Dec 22, 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

Solano County will continue to assist CalWORKs families in their transition from public assistance programs to work as one way to reduce child poverty and dependence on government benefits. Solano County will provide job-readiness services, job placement opportunities, and services to build skills for job progression. The County offers job club, supervised job search, and job retention workshops to reinforce strengths, build confidence, review family budgeting techniques, cope with stress, improve health and nutrition, and parenting skills; all designed to promote healthy families in our community.

To the extent funding is available and covers the costs of doing business, including staffing and client services, Solano County will continue to provide counseling and treatment for CalWORKs families with mental health, substance abuse, and/or domestic abuse services needs and make every effort to avoid unanticipated outcomes that negatively affect a child's well-being. Solano County has a behavioral health team assigned to specifically serve CalWORKs families with short-term treatment, and refer to appropriate providers to meet intensive behavioral health needs. The County has also established contracts for Outreach Services; Domestic Abuse Services; and special transportation programs for a car adoption program, and a guaranteed ride to work or home program. The County continues to provide Responsible Fatherhood Program services, while funding is available.

Solano County has conducted presentations for staff and community forums to highlight significant details contained in TANF Reauthorization, and continues to participate in labor management workgroups on resulting process changes. The County will continue to assess staff development needs and offer training to enhance skills, promote quality customer service, provide optimal case management services, as well as strategies to meet state and federal participation requirements.

## 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.

Beginning in September 2006, management has specifically allocated time for focused WTW case management. This primarily includes case review, enrolling individuals in WTW activities, making appropriate referrals, updating participation hours, issuing supportive services, etc.

As a proactive measure, WTW Orientation statistics are gathered and provided weekly to the management team. The WTW Orientation report reflects the number of individuals scheduled for WTW Orientation, and the number of people who attend WTW Orientation. The report also includes the number of people completing WTW Orientation and subsequently scheduled to attend Job Club, and the number of people who go to job club. This information is used to track enrollment information, work toward improving show-rates, and WPRs.

In mid-November 2006, Solano County launched a Quality Assurance/Secondary Review (Measurement of Excellence) Program to evaluate various case data. The Quality Assurance (QA) team randomly selects cases for unit supervisors to conduct full case reviews. The QA team and Program Specialists and/or other designated staff then conduct a second tier review on selected cases, and QA will conduct reviews on additional randomly selected cases. The results will be used to identify trends, areas of strength, areas that need targeted and focused reviews and potential training needs, all of which will improve WPRs and reduce error rates. This review process will also define goals and acceptable performance standards.

Additionally, Solano County is planning to modify the CalWORKs business model from "blended" work functions, where one worker does intake, continuing eligibility, and WTW, to more specialized functions. Currently, CalWORKs workers take applications, determine eligibility, and provide all aspects of case management and Welfare to Work (WTW) services until the case is discontinued. Significant elements for this change include developing the detailed business process model and training and assigning staff to specialized work functions. These changes are expected to enhance staffs' ability to focus on one specialized function and therefore improve accuracy rates, quality customer services, and increase WTW engagement to improve work participation rates (WPR).

While the details of the new business model are still being determined, we anticipate that once the above changes are in place, staff responsible for WTW will be notified when a case is granted cash aid so contact with the recipient is made to discuss and plan immediate enrollment in WTW activities to meet regulatory requirements, including Universal Engagement. Assigned staff will be responsible for maintaining all aspects of employment services needs, including child care (referrals and appointments), and supportive services.

Solano County will continue to review, develop, and refine reporting mechanisms and ways to validate accuracy of casework and statistics to meet the new WPR quarterly reporting requirements. These management reporting review efforts began in early December 2006.

To the extent funding is available and covers the costs of doing business, the County will continue to evaluate business processes to identify strengths and training needs, minimize potential gaps in delivery of services, collaborate with community partners, and adjust processes to continue efforts to improve services that ultimately result in higher participation rates among the work eligible population. Examples include coordinating

efforts with WIB to provide services for the timed-out adults, and identifying specific methods to assist former recipients reapplying for cash aid because of lost jobs and/or income to decrease recidivism rates for those who are off cash aid less than 12 months. The County will seek to involve line staff and community partners in process improvement efforts.

**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.

How many families will be affected monthly?

The average number of newly granted CalWORKs cases is approximately 300 monthly. After the training and implementation period of the new business model (allowing approximately 90-days post-implementation for the transition), we anticipate that the majority of the non-exempt WTW recipients will be enrolled in approved activities within 30 days of granting cash aid benefits. We predict that the balance of the clientele may be exempt or need alternative services and referrals to address and cope with barriers, such as learning disability evaluations, behavioral health services, special needs child care, etc. The assigned case manager will continue to assist, monitor, and record progress of barrier elimination. When known barriers are alleviated, WTW-related activities, services, and case management are provided to assist the person toward self-reliance.

Solano County has met WPRs under previous regulatory requirements. However, the County anticipates a decline in the WPR based on changes included in the Deficit Reduction Act of 2005. The County will establish a baseline using data for the first quarter of the fiscal year (October 2006 – January 2007) after the state provides instructions on calculating the new WPR. Although we do not yet know our baseline WPR, we plan to improve our newly established baseline WPRs by approximately 2-5% of the work eligible population annually over the next three years. Once final reporting requirements are received, the County will establish mechanisms to track our progress.

With the implementation of specialized functions, and, at a minimum, stable funding that keeps pace with the costs of doing business, we can anticipate an improved work participation rate of approximately 2-3% of the work eligible population. The County's goal is to maintain the previous FFY WPR, with a goal of increasing the overall WPR by at least 2% of the work eligible population each subsequent fiscal year.

**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.

Although the County cannot assess the impact of some elements until the final WPR instructions are received, we will use the following success measurements, making applicable adjustments to meet any new reporting requirements.

Success will be determined through State reports, such as the WTW 25/25A and WTW 30 to measure WPRs.

Recent implementation of the QA/Secondary Review Program is expected to improve WPR and accuracy rates. The review process begins with a random selection of cases assigned for supervisory review, with a secondary review completed by a QA Team to validate and record outcomes. This information can then be used to identify strengths and best practices, and target specific work functions for improvement.

In early December 2006, the County began meetings to review current reports, and develop additional reporting mechanisms to meet the new WPR quarterly reporting requirements. Future projects can target methods to identify services needed to reduce recidivism specifically stemming from job loss.

### **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.

Pending development and implementation of business model changes, management took action to specifically allocate time for focused WTW case management. This primarily includes case review, enrolling individuals in WTW activities, making appropriate referrals, updating participation hours, issuing supportive services, etc.

The current policy of referring individuals not meeting participation requirements for workshops and assessment will continue. When a person is underemployed, staff refer and schedule the person to a contracted job-readiness provider to attend a variety of job-readiness and soft skills workshops. While the person participates in these job-readiness services, the individual will automatically access assessment services to develop the Employment Development Plan (EDP), which will ensure appropriate activities are assigned to meet participation requirements and enhance employability. Current guidelines include that activities be assigned in the EDP for the individual to attend during any known breaks in activities, such as a school break. EDP's also include language to direct the participant to attend specified activities, with supportive services identified, and to contact the assigned worker (and the assessment counselor) should there be a reduction in participation hours, pending modification of the EDP. Additionally, when developed and implemented, the specialized work function assignments may allow additional time for assigned staff to review CalWIN reports that identify participants apparently not meeting WPRs, and take action to engage the individual immediately.

**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).

When focused assignments are in place, assuming, at a minimum, stable funding that keeps pace with the costs of doing business, the County anticipates an increase in immediately scheduling appropriate WTW activities to meet regulatory requirements for newly granted CalWORKs cases. The business model changes are expected to allow time for staff to improve monitoring and recording WTW participation, including bridging activities to cover known breaks in activities. The creation of specific work functions will also enable staff to focus on re-engaging participants with minimal time lost.

The number of families will vary, of course. However, based on recent data, this may have a positive effect on an average of approximately 350 work eligible families, each month over the course of about five months, initially. The 350 families include approximately 100 individuals monthly not fully meeting hourly requirements, added to about 250 newly granted individuals monthly that are not exempt or in need of alternate services, e.g., learning disability evaluation, behavioral health services, etc.

After the transitional training/implementation period, we anticipate that the number of individuals not fully meeting hourly requirements will be reduced since staff can commit more time toward monitoring activity participation.

**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.

Success will be determined by improved WPRs reflected on the WTW 30, and other reports such as the WTW 25/25A. Another measurement of success will be a greater number of cash aid terminations due to increased earnings, and a potential increase in Job Retention services cases, and a decrease in the recidivism rates. Successes can also be established via trends and improvements identified in the QA/Secondary Review Program outcomes, other system reports, and new measurement tools that will be developed soon to measure WPRs quarterly.

At this time, the County is unable to identify the effect of specific changes and is including cumulative impact in Section H below.

#### **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, child care problems, etc.) and will work with individuals to develop strategies to maintain participation.

Another element of the high-level new business model design includes specific staff to address non-compliance statuses. The new process is expected to allow contact with the recipient within a shorter timeframe. We anticipate the greatest improvement will be noted for situations when the person does not attend orientation, job club and/or supervised job search. Other situations will take additional collaboration with community partners and/or contracted providers. A review of streamlining information sharing between Solano County and the local community colleges is underway. Contracts for services, such as job-readiness, Outreach, and the Community Service Program provide for communication of non-compliance events with Solano County staff within two to ten days.

In the event H&SS staff is unable to contact the non-participating recipient, a referral for contracted Outreach services, including home visits when necessary, is made to make additional contact attempts, with the ultimate goal of identifying and resolving any barriers to participation. Outreach staff provides this information to county

staff for appropriate action to assist with barrier resolution toward activity reengagement. County staff initiates all non-compliance actions, if necessary.

The County will soon begin workgroups to develop the details of the new business model, one goal of which is improving WPRs. Workgroups will also consider additional methods to better advise and remind recipients of available programs and supportive services. One method might be creating various flyers that can be mailed to a targeted group, such as sanctioned individuals; or flyers that can be mailed to all CalWORKs families, for instance to remind recipients of the programs and supportive services available.

In addition, during the recent public forum presentations, a suggestion from attendees included Community Based Organization (CBO) and County staff partnering to conduct home visits in an effort to identify and resolve barriers to participation to avoid negative actions, including financial sanction. The County will explore this option in the future, if funding is available.

**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.

Solano County anticipates positive effects of assigning specialized staff to address non-compliant events and prevent sanctions. Specialized staff can contact the non-participating recipient sooner, identify barriers to participation, and work one-on-one with the recipient to resolve matters interfering with participation. This might include additional transportation supportive services and/or referrals for other appropriate services such as special needs child care, learning disability evaluation, behavioral health counseling, etc. These services and staffing changes assume, at a minimum, stable funding that keeps pace with the costs of doing business.

In the event staff cannot make contact with the recipient, referrals for contracted Outreach services can be expedited, again with a focus of identifying and resolving participation barriers, preventing financial sanctions, and re-engaging the recipient in approved activities with little loss of time.

Solano County currently (Sept 2006 WTW 25/25A report) has approximately 200 individuals in the non-compliance process. Although this number may increase when the future business model is in place, we anticipate that resolving the non-compliance status will be addressed in a timelier manner to meet all program requirements, and prompt re-engagement will take place to prevent loss of time or receipt of services.

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

With the development and implementation of specialized work functions that will allow for greater follow-through after non-compliance events, the County anticipates a slight increase from our current very low level of sanctions may occur. However, the County also anticipates most non-compliance statuses will be resolved in less time.

The number of resolved non-compliance events (no grant reduction) is one measurement of success, along with statistics recorded on the WTW 30 and WTW 25/25A reports. Additional data may be recorded in contracted Outreach services statistics to reflect an increase in recipients successfully managing barriers and moving back to compliant participation. The QA/Secondary Review Program will also assist in identifying and measuring successes in this area.

The County is unable to identify the effect of specific changes at this time and is including cumulative impact in Section H below.

### **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.

Solano County's current policy can continue to be used, and a higher success rate is expected when specialized staff assignments are in place. When an individual is at risk of grant reduction due to noncompliance with WTW program requirements, the assigned staff follows good cause determination and noncompliance procedures. In addition, when contact is not made, staff makes a referral to a contracted provider for Outreach Services. The Outreach provider makes multiple attempts at contacting the individual, including a home visit when other methods are not successful. Once contact is made, the Outreach Services staff works with the individual to identify barriers to successful participation and then makes contact with County staff for assistance in providing additional services and/or referrals.

Options will be considered that include time exclusively used by specialized staff to review system reports to identify individuals in noncompliance status and at risk of grant reduction. Review of reports early in the month may result in expediting an early resolution of the negative participation status, and therefore early re-engagement in approved activities.

Another anticipated result of specialized assignments includes staff being more available/accessible to promptly assist the family to resolve supportive service needs, or make referrals for additional appropriate services such as assessment, learning disability evaluation, behavioral health matters, etc.

**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.

A higher success rate of resolving non-compliances is expected when specialized staff assignments are implemented. Solano County currently (Sept 2006 WTW 25/25A report) has approximately 200 individuals in the non-compliance process, and 24 individuals in sanction status.

**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 Statework 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.

The County's sanction rate is low, so our goal is to prevent an increase in the number of sanctions as other changes are made to increase our WPR. Success will be determined by the number of resolved non-

compliance events (no grant reduction), and re-engagement in activities with minimal time lapse. Additional data may be recorded in Outreach statistics that also prevent grant reduction by assisting families to resolve barriers through additional services and/or referrals, etc. The QA/Secondary Review Program will also assist in identifying successes.

At this time, the County is unable to identify the effect of specific changes and is including the expected cumulative impact in Section H below.

### **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):**

Solano County continues collaborative efforts to increase WPR via additional work study hours for participants attending local community colleges. Napa Valley College has applied for additional state funding for work study, and Solano Community College is currently developing their application.

Coordinated efforts are in process to conduct periodic and secondary reviews of Employment Development Plans (EDP) completed by the CalWORKs Assessment Counselors. Specific training sessions will also include information pertinent to the assessment process for staff and counselors to accurately record assessment data in CalWIN.

Workgroups will be asked to explore the ideas and costs of creating flyers to mail to targeted groups, such as sanctioned individuals or individuals needing additional activity hours, or flyers that can be mailed to all CalWORKs families that promote available supportive services and program activities.

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

Increased WPR for some students is expected if the local community colleges receive additional state funding. In addition, the increase of work study hours may assist some individuals in avoiding potential challenges with transportation and/or child care. The Annual Plans for the two local community colleges indicate approximately 311 CalWORKs students are currently enrolled in classes. The exact number of additional work study hours potentially available for our CalWORKs families is unknown at this time, but coordination with the colleges to receive estimates is in progress.

Periodic and secondary reviews of EDPs can ensure consistency in assessment practices for activity assignments, specifying end dates, inclusion of bridging activities during known activity gaps and/or when some unforeseen change takes place, etc. This process will also identify strengths and successes, as well as the need for clarification or training. Accurate data entry in CalWIN will have a positive impact on WPRs.

Assessment Counselors complete approximately 40-50 assessments per month. We anticipate this number will increase with the implementation of specialized work functions and as additional re-engagement efforts progress. Consistency and accuracy will have a positive effect on all individuals, and be reflected in increased WPRs.

Solano County anticipates positive effects associated with mailing flyers to 100% of targeted groups, such as sanctioned individuals, or individuals needing additional activity hours, as well as flyers promoting available supportive services and program activities.

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

Success will be determined by statistics for work study, assessment, other activities, and supportive services recorded on the WTW 25/25A reports, as well as WPRs recorded on the WTW 30 reports. QA/Secondary Review Program results can also be a measure of improvement and success, as well as positive feedback from clients and staff.

**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.

One of the local community colleges sponsors a quarterly meeting that brings together community college staff (CalWORKs Student Coordinator, EOPS, Work Study), contracted services for CalWORKs participants (Community Service Program, WIB, Outreach), and County H&SS staff (line staff, SIP case manager, assessment counselors, Responsible Fathers Program staff, transportation, SSI Advocacy, child care coordinator, and program specialists). These meetings provide an opportunity to work together to provide quality services for clientele, as well as collaboration to meet participation rates. Attendees also network and share information to ensure non-duplication of services and efforts.

The Solano WIB and H&SS recently established a contract for WIB to provide job-readiness services for CalWORKs participants. These services include job club, supervised job search, and a variety of workshops. In preparation for the increased WPRs, the scope of work was expanded to provide services four (4) times per month in the two main Fairfield and Vallejo locations, and three (3) times per month in the Vacaville location. An additional benefit of contracting with the local WIB is the strong connection to local employers and extra job prospects, which enhance placement opportunities, and therefore WPRs. Solano County WIB sponsors two Career Fairs annually. The most recent event was last October, with over 90 employers participating and more than 1000 members of the community in attendance, including CalWORKs job seekers. Additionally, new collaborative efforts are slated to discuss activities for timed-out adults. Meetings with WIB are held at least twice each month. Additionally, the County WTW Program Specialist and Assessment Counselors are active partners within the local One Stop Career Center network, which provides further opportunities for collaboration, networking, and information sharing with other community and governmental agencies engaged in workforce development activities.

Solano County H&SS continues to work collaboratively with ROP and the local adult schools to coordinate efforts for student participants to receive necessary ancillary and supportive services to successfully attend classes, and meet hourly requirements. ROP curriculum includes two all-day workshops. The first workshop is at the beginning of classes to introduce soft skills, such as attendance, priorities, and time and task management. The second workshop is at the end of the classes to present job-readiness information, such as resume development and successful job search techniques. Additionally, one of the local adult schools is piloting a Bridge Program designed to help participants select and prepare for success in a career-training program. The adult schools will all continue to assist CalWORKs recipients meet participation requirements, and use CalWORKs funds for educational activities designed to increase self-sufficiency, job training, and

work, all of which is expected to improve the County's WPR. Meetings with ROP and the local adult school are scheduled every other month.

Solano County H&SS maintains a contract with Benicia Community Action Council (BCAC) to provide Outreach Services for non-compliant recipients to assist in identifying and resolving barriers to WTW participation. BCAC staff will make attempts, including home visits, to contact referred recipients. Once the person is contacted, BCAC staff work with the person to develop steps to manage or eliminate barriers and resolve the non-compliance status, and then to become ready to participate in WTW activities and eventually move to self-supporting employment. BCAC provides H&SS staff pertinent information regarding any identified barriers and/or other circumstances regarding the family's needs so H&SS staff can take appropriate action to assist in resolving the non-compliance and successfully reengaging in WTW activities. BCAC also oversees a vehicle donation and car "adoption" project.

Solano County H&SS also contracts with Goodwill Industries of the Greater East Bay, Inc., to provide Community Service Program (CSP) activities for CalWORKs participants. Goodwill staff place and monitor progress of individuals assigned to CSP activities. The CSP contract services also include worksite development, and job placement directly related to career goals in the participant's EDP. When applicable, Goodwill coordinates for CSP participants to attend job-readiness services and/or workshops, provided via WIB contract. Goodwill also facilitates the use of a computer-learning lab to assist CalWORKs participants to gain or enhance technical skills and potentially increase employability for the participant to obtain and retain a job, and progress to self-supporting wages for the family.

The County will continue to pursue collaborative efforts to the extent that stable funding that keeps pace with the costs of doing business is available.

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

Approximately 311 CalWORKs students are enrolled in classes in the two local community colleges. We anticipate the work study hours for students will increase, contributing to an increased WPR. Additional work study hours will make it easier for some students to meet participation requirements, while building marketable skills, and increase earnings.

The contract with WIB for the job-readiness services includes the following requirements: 70% of WTW participants who complete job-readiness services will obtain employment, and 60% of the WTW participants who obtained employment through these contracted services will retain employment for 30 days. Also, 65% of WTW participants who secure employment through these contracted services who retain employment for six (6) months will continue to be employed for one (1) year; and 65% of the WTW participants attending workshops designed for underemployed recipients will remain employed or obtain better employment. As with most new contracts, it takes a while to implement full-scope services so some outcomes may be lower this year. Improvement is also expected in referring recipients quicker when specialized job functions are in place.

Additional collaborative efforts with the local WIB are ongoing. A recent example includes Solano County H&SS providing a Letter of Support for a pending grant for partners to invest in a hospitality and tourism project for low-income job seekers. The project offers entry-level training and job placement, with career advancement opportunities. Local labor market data shows a projected growing trend of about 10-25% over the next few years in this career field. The project plans include serving up to 40 CalWORKs participants. The expected outcomes are approximately 88% placement, and a retention rate of approximately 85%. Job categories and wages cover a wide range, with career advancement that will lead the majority of the participants toward a stable career field and self-supporting income level.

Approximately 65 participants are enrolled in ROP and adult school courses. The adult school classes will assist clientele in building basic skills, as well as other professional skills that will lead to employment. ROP is currently offering about ten short-term classes that build skills, and are supported by the local labor market, with a wide annual salary range. ROP also provides a pre-employment and resume workshop, and works closely with community employers to enhance job placement opportunities.

The Outreach Services contract with Benicia Community Action Council includes escalating benchmarks to achieve through the contract period, and requires that at least 40% of the CalWORKs recipients referred to BCAC will successfully comply with WTW participation requirements.

The Community Service Program contract with Goodwill requires 25% of the CalWORKs recipients referred being placed in unsubsidized employment, and increasing CSP worksites by 5% during the contract year.

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

Increases in work study hours are anticipated, as well as an increase in the number of families exiting cash aid due to increased earnings, although new baseline information is being established for new contractors. We predict that past ROP levels will continue, which includes an overall placement rate of approximately 75% for the students successfully completing ROP curriculum. We also anticipate that CalWORKs recipients completing adult school classes will be better prepared to enter job-readiness activities or become employed at the required hourly rates, with some recipients needing additional and concurrent services before fully meeting employment goals. Data is not currently available exclusively for the CalWORKs participants in ROP and adult school programs.

Successes will be measured via State reports and internal tracking methods, such as information resulting from QA/Secondary Review Program elements. Successes can also be measured by contract outcomes, i.e., job placement rates for people completing job-readiness services or CSP activities, and the number of individuals receiving Outreach Services that become compliant and subsequently attend WTW activities.

### **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:**

Currently, State Reports, such as the WTW 30 and WTW 25/WTW 25A are used to measure overall WPRs and progress. Other internal methods include data compiled weekly that reflects the number of people scheduled for WTW Orientation, the number of people who attend WTW Orientation, and the number of people subsequently scheduled and attending Job Club activities. In addition, logs are kept to record and track the newly granted cash aid cases and identify non-exempt recipients for enrollment in the appropriate WTW activity within 30 days of granting cash aid benefits. In early December 2006, the County began meetings to review and modify current reports to provide more useful program data. Once final instructions are received, the County will develop additional reporting mechanisms to meet the new WPR quarterly report requirements. The development and implementation of the new business model, which includes specialized job functions, may also consist of developing and refining tracking and reporting methods.

All WPR elements will be measured by State reports, internal control logs, QA/Secondary Review Program data, as well as methods developed in the future as part of the new business model plan.

**Increase Orientation participation:** Goal is to increase WTW Orientation show-rates by 2-5% of the work eligible population each FFY, after establishing a baseline using data for the first quarter of the fiscal year (October 2006 – January 2007).

Once baseline data is established and the new business model is developed and implemented, assuming funds are available, the County will also pursue additional goals that include methods to increase activity engagement within 30 days of granting cash aid, and decreasing the non-compliance status time for individuals by resolving barriers and initiating activity re-engagement. The County will also take steps to identify specific needs and trends to develop methods to decrease recidivism and assist former recipients reapplying for cash aid. Solano County will continue to review, collaborate, and modify processes that will improve WPRs and provide quality services to clientele.

### **Projected impact on county's federal WPR:**

The County will establish a baseline using the first quarter data for FFY 06-07. When final reporting instructions are received from the state, the County will develop mechanisms needed to meet program and reporting requirements. Improvement of the overall WPR is also dependent on development and implementation of the new business model, program funding levels increasing or at a minimum, stable funding that keeps pace with the costs of doing business, and the vacancy rate for CalWORKs staff remaining under 8%.

Solano County's goal is to increase the federal work participation rate by:

FFY 06-07: An overall increase of approximately 2-3% of the work eligible population by the end of the FFY.

FFY 07-08: Maintaining FFY 06-07 rates, with a goal of increasing the overall WPR for the FFY by 2-3% of the work eligible population.

FFY 08-09: Maintaining FFY 07-08 rates, with a goal of increasing the overall WPR by 2-3% of the work eligible population.

## **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.

<b>Program Component</b>	<b>Fiscal Year 2005-06 Actual Expenditures</b>	<b>Fiscal Year 2006-07 Budgeted Amount</b>	<b>Description of how additional funding provided in Fiscal Year 2006-07 will be used</b>
CalWORKs Eligibility Administration	10,110,581	10,110,581	
WTW Employment Services	5,056,726	6,750,153	Cost of living wage increase and vacant positions filled, increase child care costs.
CalWORKs Child Care	4,840,294	4,840,294	
Cal-Learn	163,403	179,743	<u>Cost of living wage increase</u>
CalWORKs Funded Mental Health Services	166,482	172,475	<u>Cost of living wage increase</u>
CalWORKs Funded Substance Abuse Services	796,957	825,647	<u>Cost of living wage increase</u>
Other (Fed Kin-Gap Eligibility Other)	3,063	3,173	<u>Cost of living wage increase</u>