

BUTTE COUNTY

Department of Employment & Social Services

CalWORKs County Plan Addendum

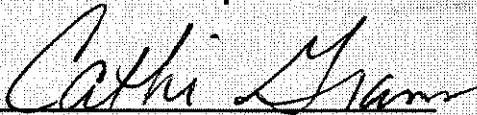
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I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.



County Welfare Director's
Signature



Printed Name



Briefing Date

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

1) County Goals

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 10540

The Butte County Department of Employment and Social Services (DESS) has reviewed its existing CalWORKs County Plan. The goals of W & I Code 10540 are embedded in the services provided by DESS and are also shared by a broad range of agencies and organizations that serve as a collaborative network targeted to address: poverty, job preparation and work, family and child well-being, out of wedlock births, Domestic Violence, Public and Behavioral Health concerns, and reducing dependence on government benefits. DESS recognizes that our outcomes and the support provided through our partner services are contingent upon available/adequate funding.

In addition to our on-going services, DESS will do the following to meet the goals of W & I Code 10540:

1. Ensure that every applicant for aid is informed of the availability of lump sum Diversion services and other available community resources to resolve the circumstances that required the family to apply for assistance.
2. Enhance DESS capacity at the families' application for aid to quickly identify and resolve barriers to employment and engage volunteer applicants in seeking immediate employment.
3. Enhance DESS capacity at all levels of the organization to assist applicants and participants' understanding of program rules, requirements and opportunities, and to continually reinforce the pathway to self-sufficiency through work.
4. Maximize the coordination of resources and services provided through the twelve partner agencies of the Butte Community Employment Centers (One-Stops) through regular front-line operational meetings and regular executive/management level oversight meetings.
5. Enhance partnerships with Economic development agencies, Chambers of Commerce, and provide direct business services to businesses that create jobs.
6. Collaborate with Education and Training providers to enhance working parents' ability to acquire additional skills while maintaining their current employment.
7. Provide intensive case monitoring to ensure parent accountability and to link families with timely mental health, substance abuse, domestic violence, public health, child care, transportation and other work support services.
8. Enhance services to aid in preventing and curing CalWORKs sanctions.
9. Ensure timely communication and coordination of CalWORKs services through the provisions of AB 429 with the Child Welfare system.
10. Ensure timely and thorough communication and coordination with the Department of Child Support Services.
11. Where appropriate, promote the formation and maintenance of two-parent families to enhance the potential of increased earning to families.
12. Increase marketing, information, and assistance to eligible families regarding the Earned Income Tax Credit (EITC).

13. Strengthen partnerships with organizations providing pregnancy education, prevention and intervention services to teens and teen parents. Strengthen the coordination of employment services provided to Cal-Learn parents.

2) Participation Improvement

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)

Current policy/strategy that will continue to be promoted and expanded:

The following are offered to applicants on a voluntary basis:

1. Up-front Family Meet and Greet to assess needs.
2. Immediate connection to a Job Search Services (JSS) worker
3. Early introduction (applicants and recipients) to up front JSS.

New policy/strategy:

1. Immediate connection to intensive case management for clients with barriers to employment.
2. Orientation available to applicants, and provided to recipients, within one week of their CalWORKs eligibility intake interview. Applicants may attend on a voluntary basis.

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

Current policy/strategy that will continue to be promoted and expanded:

1. The DESS will meet with applicants at the point they, "come through the front door," to discuss what change in their family situation brought them into the local office for services. The DESS will work with applicants and assist them in determining if a diversion payment, referral to a community based organization(s) or an application for assistance would best meet their needs. This immediate needs assessment allows us to quickly address the families' needs and potentially alleviate the need for ongoing TANF assistance. This will not, in any way, interfere with the individuals' right to apply for aid.
2. The appraisal process begins at the time of a CalWORKs applicant's intake interview. At that time, a determination is made as to the appropriateness and ability of a client to participate in an up-front JSS activity. Clients for whom JSS is determined to be a valid first activity are immediately introduced to a specialized JSS worker. The JSS worker will review the rights and responsibilities of the client as a CalWORKs applicant or recipient and introduce them to the many services available in our One-Stops. This early introduction to the CalWORKs Welfare-to-Work (WTW) program provides applicants with a better understanding of the program, its requirements, and available options allowing them to make informed choices. Additionally, the early engagement provides a smooth transition into Assessment and an appropriate WTW Plan.
3. If the client agrees to participate as a volunteer they will immediately begin testing the labor market through job search with the help of a JSS worker. If the client decides they do not want to participate as a volunteer they will not be assigned to JSS until their case has been granted. The DESS has used this approach for approximately one year with great success. The majority of applicants not only choose to participate as a volunteer, but many are successful in finding employment prior to Job Club.

New policy/strategy:

1. Clients determined to have barriers so severe they would not be able to participate in JSS are assigned to a case manager immediately following their intake appointment. If the client agrees, the case manager will immediately begin to assist them in resolving their employment barriers prior to their becoming a recipient. This early engagement will allow us to meet client's needs in a timely fashion and better prepare them for participation in the CalWORKs program.
2. A weekly CalWORKs Orientation class will be provided. New applicants may volunteer to attend within one week of their intake appointment, or for recipients, within one week of approval of their CalWORKs application. The goal of Orientation is to increase the applicants/recipients understanding of both the benefits and requirements of the CalWORKs program, thereby increasing the likelihood of their success.

The above policies/strategies will affect 100% of families applying for CalWORKs cash aid.

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

Current policy/strategy that will continue to be promoted and expanded:

1. Statistics will be compiled monthly and evaluated to determine if the current practice is effective in meeting clients' initial needs through either an increase in diversions or referral to other community based resources.
2. Statistics will be compiled to monitor the number of clients seen in early engagement compared to the number of clients following through with WTW participation.
3. Data reports will be collected to determine
 - a. The number of volunteers deciding to participate in upfront JSS and their success early on.
 - b. The number of recipients who follow through with upfront JSS and their success early on.

New policy/strategy:

1. Reports will be collected to determine the number of clients receiving upfront intensive case management that continue to participate successfully in the WTW program.
2. Statistics will be compiled to monitor the number of applicants and recipients referred to Orientation compared to the numbers that follow through with participation.

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).

To achieve full engagement by individuals who are required to participate, early engagement and barrier identification are key elements. Strength-based case management strategies and community resource referrals are utilized to mitigate barriers to participation. Ongoing needs assessments are necessary to coordinate appropriate case plans.

Current policy/strategy that will continue to be promoted and expanded:

1. The promotion and utilization of concurrent activities with mental health services, substance abuse services and domestic violence services

2. Intensive case management, including home visits as appropriate, to encourage satisfactory progress in assigned activities and reduce instances of noncompliance
3. Specialized Sanction Recovery Workers assigned to initiate outreach to sanctioned individuals
4. Home visits prior to the imposition of sanctions
5. Continued collaboration with the community college to access their work study program
6. Utilization of Work Experience (WEX) placements for short duration, limited hours and/or open entry/exit
7. Continued collaboration with the local Private Industry Council (PIC) for WEX placements which are geographically appropriate for client needs
8. Continued provision of an existing Regional Occupational Program (ROP) activity that provides for those who need more intensive assistance to become job-ready including work experience placements that often lead to jobs
9. Immediate informing and client access to transportation, childcare and ancillary supportive services

New policy/strategy:

1. Specialized workers assigned to monitor exemption durations, providing for immediate re-engagement in activities upon exemption expiration.
2. Encouraging client initiated Community Service placements.
3. Scheduling of next WTW activity prior to completion of current activity; assist clients with planning ahead.

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

Current policy/strategy that will continue to be promoted and expanded:

1. Promoting concurrent activities and intensive case management with home visits will increase client participation by the focused engagement and support it can provide.
2. The anticipated effect of the Sanction Recovery Workers will be the increased re-engagement rate of those in WTW sanction.
3. Home visits during the compliance process will decrease the incidence of sanctions.
4. Continuing and expanding the number of work experience placements through the college work study, PIC and ROP activities will increase the number of countable hours which will increase the County's work participation rate (WPR).
5. Increasing more immediate access to transportation, childcare and ancillary supportive services will increase participant ability to engage in their WTW Plan more effectively.

New policy/strategy:

1. By assigning workers to monitor exemption timelines, we will increase clients' ability to re-engage more quickly and work towards self-sufficiency.
2. Allowing client initiated community service placements will increase client interest in their future and thereby enhance self-sufficiency.
3. Focusing on scheduling the next activity before the current one is completed will assist clients with an understanding of planning for the future and decrease the gaps in time that had previously occurred.

It is anticipated that the above policies/strategies will affect 100% of CalWORKs WTW families monthly.

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

Collection of monthly data will provide a look at a variety of information. Some of the information gathered will reveal what is preventing clients from participating. The expectation is to identify barriers that would lend themselves to the development of new policies or changes in strategies that would increase the engagement and compliance of clients, thereby increasing work participation rates.

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).

Current policy/strategy that will continue to be promoted and expanded:

Methods utilized to encourage participation and to prevent families from going into sanction status include specific program policies as well as early engagement and barrier identification and mitigation strategies.

Early engagement and barrier identification and mitigation strategies include, but are not limited to:

1. A "Meet and Greet" by Employment Services staff for applicants on the same day as the intake interview (this is a voluntary activity for CalWORKs applicants)
2. Early barrier identification and mitigation strategies utilizing program services and community resources
3. The use of situational assessments to determine level of employability

In order to prevent families from going into sanction status, the following program safeguards are in place:

1. Home visits prior to the imposition of sanctions
2. Mandatory supervisor consultation prior to imposition of sanctions
3. Immediate informing and client access to transportation, ancillary and child care supportive services
4. Intensive case management accomplished by reducing caseload size
5. Work Experience placements flexibly designed and available to accommodate a wide range of skill level and geographical areas

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

The anticipated effect of the above policies and strategies will be to mitigate barriers to employment and to prevent WTW sanctions, thereby increasing work participation rates.

It is anticipated that the above policies/strategies will affect 100% of CalWORKs WTW families monthly.

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

The WTW 25/25A will be used to track and compare monthly sanction rates, while internal data reports will capture non-compliance resolution information (good cause established or successful completion of a written compliance plan).

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).

It is the policy of the DESS to take all necessary steps to reengage noncompliant WTW participants and those individuals in WTW sanctions. This includes following all State mandated compliance procedures outlined in MPP Section 42-721 as well as All County Letter Nos. 03-59 and 04-47.

Current policy/strategy that will continue to be promoted and expanded:

1. The DESS requires that every effort will be taken to insure that each noncompliant individual be contacted by phone or face-to-face during the compliance process. This would include a home visit, if necessary, to reengage the individual in the WTW program.
2. Co-location of CalWORKs Eligibility, CalWORKs WTW and Child Welfare Services helps in facilitating wrap-around services where mutual cases are involved. Information sharing is essential to prevent overlapping program requirements and reporting changes that will affect multiple programs. Strategies are in place and will be enhanced to insure efficient and effective communication between programs. This multidisciplinary approach to service delivery will mitigate instances of noncompliance and help reengage sanctioned individuals.

In a recent review of systems (ISAWS and WTW) data reports specific to WPR calculation, the DESS became aware of a significant number of inconsistencies that could have an adverse affect on the County's WPR. The result of this review will be a targeted and sequential "data scrubbing" with the goal of making the systems congruous. One outcome of this endeavor will be to rectify erroneous sanction and noncompliance data.

New Policies/Strategies

The DESS follows all procedures outlined in the "Stopping (Curing) Sanctions" section of All County Letter No. 03-59 to reengage sanctioned individuals in the WTW program.

The DESS has initiated a Sanction Recovery Project in an effort to reengage those individuals currently in a WTW sanction and, in so doing, increase our work participation rate. One Employment Case Manager (ECM) in each office (Chico and Oroville) has been designated as a Sanction Recovery Worker. Duties of the Sanction Recovery Worker will include:

1. Conduct a thorough review of the sanctioned individual's WTW case file to gain contextual information before making contact.
2. Staff findings with a supervisor.
3. Initiate contact with the sanctioned individual through written correspondence, telephone and/or home visit. The goal of written correspondence and telephone contact is to arrange a face-to-face meeting with the individual.
4. When contact is made, 1) discuss the benefits of resolving the sanction and participating in the WTW program, 2) discuss the reason for the sanction and options to cure, 3) identify and help mitigate any barriers to participation, and 4) ascertain the individual's need for supportive and other services.
5. Complete the cure sanction process with those individuals who decide to cooperate with WTW requirements.

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

Monthly sanction rates have ranged between 17% and 20% during FY 2005-06. The Department's goal is to reduce the monthly sanction rate to 10% over the next three years through the use of sanction prevention strategies such as face-to-face contacts, needs assessment and barrier resolution. Additionally, the total number of WTW sanctions will be reduced by 3% in the current year and an additional 10% over the following two-year period.

How will success be determined?

Progress toward reducing the monthly sanction rate will be tracked on the CalWORKs Welfare-to-Work Monthly Activity Reports (WTW 25/25a). Progress on reducing the total number of sanctions will be tracked on internal systems data reports. Comparing reports will determine the percentage and direction of change over time. Monthly Caseload Activity Reports will track noncompliant individuals who have been successfully reengaged in the program, as well as the number of individuals who have successfully cured WTW sanctions. This information will be entered on a spreadsheet and tracked over time.

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):

The DESS will continue our effective collaborations with our local community college, local Regional Occupational Program (ROP), Private Industry Council (PIC), and local school districts. Each of these agencies provide one or more activities that meet federal participation requirements and provide participants with skills to help them achieve long-term self-sufficiency.

Current policy/strategy that will continue to be promoted and expanded:

1. The DESS will continue to work collaboratively with the local community college to provide Job Search Services (JSS), Vocational English as a Second Language (VESL) classes, and expansion of ButteWORKs work study placements for CalWORKs WTW participants.
2. The DESS Business Services Team works closely with the business community to identify and serve employer needs. Available job openings are immediately communicated to ECMs to search caseloads for qualified, unemployed WTW participants who are subsequently referred for the positions.
3. The DESS strategic plan will look at ways to creatively expand employee recognition of those who meet or exceed established goals.
4. The DESS is updating the Employment home page of our intranet to include WPR, Statistics, and vital job information. The DESS Intranet is a comprehensive and dynamic site from which to quickly disseminate information to all areas of the department. It is a valuable tool available to all DESS staff providing quick access to program information, forms, and links to a multitude of job-related web sites.

New policy/strategy:

1. DESS ECMs will refer each WTW participant to the Resource Center at the One-Stops to work with Resource Specialists toward an effective and successful job search. Participants will receive help with
 - a. Completing employment applications,

- b. Interview skills,
 - c. Labor market research,
 - d. The use of employment assessment software such as Discover and Eureka,
 - e. Enrollment with the Employment Development Department's CalJobs program, and
 - f. Obtaining a DMV printout for employment.
2. Each ECM will act as a job developer for those clients who are remote with no means of transportation, seeking to find a community service assignment within walking distance of the participants' home.
 3. The DESS strategic plan will be looking at extended hours to serve businesses and participants.

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

Current policy/strategy that will continue to be promoted and expanded:

1. The availability of additional ButteWORKs sites and an increase in participant referrals to JSS and VESL activities will help improve the WPR.
2. Efforts of the Business Services Team will increase the number of jobs available to WTW participants.
3. At least one anticipated effect of expanding employee recognition is to instill in all DESS employees a sense of ownership in the goal of increasing the WPR.
4. The DESS has been diligent about communicating information regarding the Deficit Reduction Act of 2005 (DRA) and WPR to CalWORKs staff. Therefore, they will be working from a strong base of understanding as to what is needed to increase WPR.

New policy/strategy:

1. Partnering with a Resource Specialist will increase the effectiveness of the WTW participant's job search.
2. Participants who are remote with no transportation could potentially be granted good cause for failing to participate in the WTW Program. This has an adverse affect on the County's WPR. Empowering ECMs to develop community service sites will help engage remote CalWORKs recipients in a countable WTW activity. The effect would be an improved WPR.
3. Extended hours of operation would increase service availability to both employers and WTW participants. The result would be more job and customer service opportunities.

It is anticipated that the above policies/strategies will affect 100% of CalWORKs WTW families monthly.

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

Data will be collected on a variety of reports which will be monitored on a regular basis. Comparative analysis will be conducted with previous data to ascertain significant changes in the following:

1. WPR per caseload, unit and department,
2. Rate of WTW participants obtaining employment,
3. Rate of WTW participants transitioning off aid due to increased earnings, and
4. Attendance rate in countable WTW activities.

The DESS will remain flexible in its response to the data, adjusting policies and strategies as needed to increase the County's WPR.

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).

Current policy/strategy that will continue to be promoted and expanded:

- **Collaboration with agencies to provide services for employers and employment seekers**
 1. The DESS is a partner in the **Butte County Community Employment Centers** which offers an array of services to the unemployed, making the connection between employers who have jobs and individuals who are seeking jobs. The Centers provide
 - a. An abundance of labor market and vocational research tools;
 - b. A computer bank available to job seekers with direct access to EDD's CalJobs site, as well as a multitude of internet based employment search engines;
 - c. Employment Resource Specialists who work one-on-one with job seekers to develop résumés, help with employment interview skills, assist with labor market research, facilitate certified typing and 10-key testing, do appropriate job referrals from current job listings, etc.
 2. The DESS collaborates with the local **Private Industry Council** to provide a Business Services Team. Services include, but are not limited to:
 - a. Employee recruitment
 - b. Business startup
 - c. Business expansion
 - d. Employee training
 - e. Human resource support
 - f. Business information exchange
 - g. Closure/layoff assistance
 3. The DESS contracts with **Butte Community College** to facilitate a three-week Job Skills Workshop at the Butte Community Employment Centers for CalWORKs applicants/recipients.
- **Collaboration with agencies to provide education and training services**
 1. The DESS collaborates with **Chico Unified School District, Oroville Union High School District, Paradise Unified School District and Thermalito Union School District** to provide
 - a. Adult Basic Education
 - b. Vocational Education
 - c. English as a Second Language classes
 - d. Adult High School Diploma programs
 - e. GED Preparation and Testing
 2. The DESS collaborates with **Butte Community College, California State University – Chico** and the **Butte County Regional Occupational Program** to
 - a. Support Self-Initiated Programs
 - b. Provide Vocational Training
 - c. Provide Job Skills Training Directly Related to Employment
 3. The DESS contracts with **Butte Community College** to provide
 - a. Vocational English as a Second Language (VESL) classes for CalWORKs WTW participants and
 - b. VESL classes for Hmong refugees.

4. The DESS contracts with **Butte County Regional Occupational Program** to provide a Career Discoveries program for CalWORKs WTW participants which combines classroom training with practical work experience. This is a tiered program that serves the entire spectrum of participants from "hard to serve" to "job ready".
5. The DESS contracts with the local **Private Industry Council** to provide Work Experience activities for CalWORKs WTW participants.

- **Collaboration with agencies to provide health services**

1. The DESS partners with the **Butte County Public Health Department (DPH)** for the provision of prophylactic health services for CalWORKs WTW participants. DPH is a partner in the Butte Community Employment Centers.
2. The DESS and **Butte County Behavioral Health Department (DBH)** have agreed to a Memorandum of Understanding (MOU) for the provision of Alcohol and Other Drug (AOD), Mental Health, and Domestic Abuse Treatment Services for CalWORKs WTW participants. The MOU provides for
 - a. Assessment and Treatment for referred participants. Treatment modalities include, but are not limited to, individual, group and family therapy, and residential treatment.
 - b. Case Management services for participants receiving treatment. Case management is coordinated between DBH and the appropriate DESS staff, with case managers working together.
 - c. Interface With Other Service Organizations and Agencies – DBH works with Community Based Organizations to determine current county resources and, when appropriate, contracts with agencies to provide specific services for WTW participants with mental health, AOD and/or domestic abuse issues.
 - d. Case Plan – DBH collaborates with the DESS Employment Case Manager in developing the CalWORKs WTW Plan in conjunction with a participant's treatment plan, focusing on mental health, AOD and/or domestic abuse factors that might hinder employment or participation in other WTW activities.
 - e. Tracking Data and Statistical Information – DBH and DESS have developed a system for tracking data and statistical information relevant to WTW participation.
3. The DESS contracts with **Enloe Medical Center's Touchstone Program** for the provision of supportive services to WTW participants who participate in their program. Touchstone Perinatal Program provides substance abuse treatment services to clients who may have pregnancy, primary responsibility to care for a young infant and/or domestic violence as additional barriers to employment.
4. The DESS collaborates with multiple community agencies which include but not limited to **Far Northern Regional Center, California Department of Rehabilitation, Northern Valley Catholic Social Services, Chico Recovery Center, Skyway House, Tri-County Treatment Center, Feather River Tribal Health Inc., Parent Education Network, Youth for Change, Catalyst Domestic Violence Services** and **Butte County Victim Witness Program** for the provision of a variety of services geared to mitigating barriers to employment.

DESS Employment Case Managers (ECM) conduct initial and ongoing assessment of each CalWORKs WTW participant to ascertain the existence of any barriers to employment or reasons for exemption from WTW participation. When the ECM determines that a barrier to participation exists, the ECM shall refer the participant to an appropriate service provider(s) to help mitigate the issue(s). If the obstacles are related to Substance Abuse, Mental Health, and/or Domestic Abuse, the ECM shall decide that services to address these barriers to employment be added as sole or concurrent activities in the participants WTW Plan. If these services are incorporated in the WTW Plan, the service provider will provide the ECM with evidence of the participant's progress and verification attendance on no more than a monthly basis.

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

- 1. Collaboration with agencies to provide services for employers and employment seekers**
As WTW participants take advantage of the wide array of Job Search Services available in the Butte County Community Employment Centers, the probability of their becoming employed will increase proportionately. The activities of the Business Services Team will continue to attract an increasing number of local employers to utilize the services of the Community Employment Centers which means the augmentation of available jobs for unemployed or underemployed WTW participants. The continuation and enhancement of these services will raise the employment rate among WTW participants resulting in an increase in the county's work participation rate overall.
- 2. Collaboration with agencies to provide education and training services**
In collaboration with partner agencies, the DESS seeks to develop more short-term job skills training and vocation education courses directly related to the needs of the local labor market. This will allow ECMs to engage more clients in meaningful training activities and increase the probability of employment of those who attend. The result of this endeavor will be escalation in the number of participants in countable WTW activities, a greater probability of those participants obtaining employment and an increase in the county's work participation rate.
- 3. Collaboration with agencies to provide health services**
Many CalWORKs WTW participants experience health-related obstacles that prevent or minimize their ability to participate in employment or work-related activities. The purpose of the collaboration between the DESS and these agencies is to mitigate identified barriers to employment or establish verification of reason for exemption from the WTW program. The goal of the collaboration is to enable participants to increase their rate of participation in work activities and ultimately to obtain employment. Accomplishing this goal will have a positive impact on the county's work participation rate.

It is anticipated that the above policies/strategies will affect 100% of CalWORKs WTW families monthly.

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

Data is currently collected, monitored and responded to on no more than a monthly basis. In addition, the DESS has met and continues to meet with our partner agencies to educate them on the mandates of TANF Reauthorization and the necessity of specific data reporting requirements necessary to track the attendance and satisfactory progress of WTW participants referred for services. Our collaboration includes the development of practical data reporting tools that will effectively capture the success of the services being provided.

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

DESS has developed the following strategies to measure the progress and success of our Work Participation Rates by:

1. A reconciliation of our current computer systems to ensure accurate and meaningful data is being used to capture the WPR for point-in-time and longitudinally.
2. A review of all cases to find its individual WPR and the best practices used for those already meeting the WPR.
3. Monitor the status of each case monthly and track its progress over time.
4. Provide reports to the staff that assist them in data reconciliation and to show an analysis of program participation as it relates to our WPR.
5. Maintain cumulative statistics on the sanction cures, preventive sanction, entry in unsubsidized employment, and work participation rate.
6. Compile and monitor statistics for orientation/group orientation.

After the implementation of our strategies, our average work participation rate is expected to increase.

Strategy impact would be to:

1. Engage non-compliant and sanctioned cases sooner
2. Encourage participation and prevent sanctions
3. Improve communication about program obligations and availability of supportive services

The current, expanded and new strategies and policies identified in this document focus on individuals who are mandated to participate within the framework of the state CalWORKs program. In the current structure, the focus group will include only mandatory and sanctioned participants. It is Butte County's goal to increase its WPR to 40% by September 2007, 45% by September 2008, and 50% by September 2009, assuming funding is adequate to sustain strategies focused on program improvement.

The DESS understands that the federal structure includes two additional groups of individuals: those who are timed-out (safety net) and those who are sanctioned. However, neither of these two groups is required to participate in the State CalWORKs program. Therefore, Butte County will work with the State and other stakeholders to develop other funding mechanisms and program designs to offset the impact of the inclusion of these populations in the federal WPR calculation.

4) Funding

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	4,319,928	4,313,170	<p>Our focus for the 2006-07 Fiscal Year will be to employ an Intensive Case Management approach to assure that all possible participants are engaged in countable activities. We will focus our financial resources on activities and services that maximize our WPR. We will be making a concerted effort to identify and correct any gaps in our program flow which have allowed participants to linger in non-countable activities. We will continue to strengthen our relationships with partner programs and agencies in order to maximize the options we have for placing participants in countable activities.</p> <p>It must be noted that Butte County faces the arduous task of meeting the new federal participation requirements with diminishing resources. There are two key circumstances that account for the reduction in available CalWORKs funds:</p> <ol style="list-style-type: none"> 1. The cost of doing business (CODB) increases steadily from year to year. This is a reality that affects not only the DESS, but also the agencies we contract with to provide needed services for our CalWORKs clients. However, Butte County has not received a CODB increase in the CalWORKs Single Allocation since 2001. 2. Butte County recently completed a countywide compensation study. What this means to the DESS is a significant increase in CalWORKs employee salaries over three years beginning in October 2005. There are no additional funds provided for this ballooning expense. It must be budgeted out of the CalWORKs Single Allocation.
WTW Employment Services	8,901,561	9,213,774	
CalWORKs Child Care	1,909,707	1,964,090	
Cal-Learn	540,437	304,857	
CalWORKs Funded Mental Health Services	758,204	591,503	
CalWORKs Funded Substance Abuse Services	280,432	309,450	
Other – CalWORKs MOE	665,242	631,864	