

Lassen
COUNTY NAME:

CalWORKs County Plan Addendum

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Prepared By:

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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

Melody Brawley
Printed Name

12/19/2006
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

During the course of developing this plan addendum, the county met with CWD staff and community partners to discuss its strengths, weaknesses, opportunities, and risks. As a result of these discussions, six general strategies were identified that the county believes will help it meet the goals of W&I Code Section 10540.

Strategy 1: Reenergize the campaign to promote self-sufficiency. With the passage of time and the reduction of funding and flexibility, the initial excitement generated by welfare reform in the late 1990s has dissipated. The focus of this strategy will be on reengaging all CWD staff and community partners in the process of promoting self-sufficiency with aided families at every opportunity.

Strategy 2: Expand or enhance existing education, training, and job retention programs. Though the county faces some limitations due to its large geographic area and its small population, there are some excellent resources already in place to provide education, training, and job retention services. The focus of this strategy will be to work with these resources to provide the opportunities that families need to secure and maintain meaningful employment.

Strategy 3: Examine and update internal CWD processes and systems where necessary. The focus of this strategy will be to develop a stronger continual quality improvement system that will ensure that the county's welfare-to-work processes and systems are meeting the needs of clients as well as meeting CWD, state, and federal requirements.

Strategy 4: Create new and expand or enhance existing treatment and prevention programs. Similar to Strategy 2, the focus of this strategy will be on working with the county's existing mental health, substance abuse, and domestic violence treatment programs to expand or enhance services to better meet the needs of families as well as developing new programs designed to help families overcome barriers to self-sufficiency.

Strategy 5: Improve collaboration, communication, and coordination with community partners. Because it is a small county, a certain level of collaboration has always existed between the CWD and its community partners. The focus of this strategy will be to increase collaboration, improve communications, and enhance coordination of services for the benefit of our mutual clients.

Strategy 6: Build stronger relationships with the business community. The focus of this strategy will be to market our programs and services to the business community in order to promote understanding of the CWD and the families it serves, and to work with our Workforce Investment Act (WIA) partners to develop more efficient links with businesses so that job-ready individuals may be moved more quickly from welfare to work.

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.

B.1. With the implementation of the requirements of SB 1104, the county modified several of its intake, orientation, and assessment processes to improve up-front engagement. Currently, the CWD conducts same-day intake appointments for CalWORKs applicants. At the intake appointment, volunteer applicants are scheduled to attend a welfare-to-work orientation session within two weeks. Those who fail to show for the initial orientation appointment are immediately rescheduled to attend another orientation session within two weeks. Following orientation, participants are scheduled to begin appraisal and job club or another more appropriate activity within two weeks. This process has improved internal controls and increased attendance at orientation, appraisal, and job club by approximately 50%. Job Club is typically completed and a welfare-to-work plan signed within 60 days of application for cash aid.

B.2. The county will begin placing more emphasis on the "Work Pays" campaign. New, county-specific materials are being developed for distribution to CalWORKs applicants and welfare-to-work participants. All staff will be trained to use these materials at every reasonable opportunity to encourage CalWORKs recipients to work.

B.3. In the past, the CWD contracted with the Mental Health Department for the services of an on-site mental health case manager who conducted parts of the orientation and assessment processes to

identify participants with mental health, substance abuse, and domestic violence barriers to self-sufficiency. Once identified, this individual facilitated and coordinated services for the affected participant and his or her family as needed. The position was eliminated when funds were cut. The possibility of additional funds to improve participation provides an opportunity to reinstate this very valuable position.

B.4. Substance abuse and mental health issues are significant barriers to success for welfare-to-work participants. There is an existing perinatal substance abuse treatment program for pregnant and parenting mothers and their children to which the CWD often refers women. This is a day treatment program that includes substance abuse and mental health treatment, domestic violence counseling, life skills training, and on-site care for participants' children. However, no such program exists for fathers who are also in need. In addition, occasionally participants are codependently living with significant others who have the substance abuse problem. These individuals need similar services and could benefit from the program as well. The county will explore with the substance abuse treatment provider the possibility of expanding services to address codependency and to include men.

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.

<u>Activity</u>	<u>Anticipated Effects</u>	<u>% Families Affected</u>
B.1.	Attendance at initial activities will improve by 50%	5%
B.1.	Noncompliant individuals will be identified within 60 days of approval of cash aid	3%
B.2.	Families will possess better knowledge of how work pays	23%
B.3.	Special service needs will be identified within 60 days of application	4%
B.3.	50% will enroll in and receive needed services	2%
B.4.	Parents will learn needed life management skills	4%
B4	55% will overcome substance abuse habits	1%

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.

Due to an overlap with other strategies and the small numbers of participants to be served by most individual strategies, the WPR impact has been combined with other strategies in Section H below.

C.i 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.

C.1. Many noncompliant participants cite outstanding fines, unreasonable child support obligations, or petty criminal records as reasons for not participating in work-readiness activities. The CWD will explore with the Court the possibility of offering expungement or reductions as an incentive for meeting specific welfare-to-work goals.

C.2. Family instability or crises are often cited as reasons for non- or partial participation. The CWDi will work with local resources such as the community college, homeless shelter, and other service providers to identify and expand available life skills classes. In addition to providing extra hours, these classes will teach participants the skills they need to stabilize their lives.

C.3. In the past, participants have cited lack of child care arrangements as a reason for nonparticipation in initial welfare-to-work activities. To address this cause, all nonexempt CalWORKs applicants who indicate they have need for child care will be directed as an up-front welfare-to-work activity to the local child care resource and referral agency, the county's contracted CalWORKs child care administrator, to meet with the child care worker and make arrangements for child care. This will ensure that child care is secured before participation is required.

C.4. Many of the county's participants live in isolated areas of the county, far from services and employment opportunities. The CWD will explore practical methods of bringing services and employment opportunities to the participants in their homes. These may include correspondence courses through local adult education providers or the community college; ancillary support for work-at-home opportunities; or in-home treatment services. If such methods prove to be too impractical or costly to implement, other options will be considered.

C.5. As cited above, the CWD will begin placing more emphasis on the "Work Pays" campaign. New, county-specific materials are being developed for distribution to CalWORKs applicants and welfare-to-work participants. All staff will be trained to use these materials at every reasonable opportunity to encourage CalWORKs clients to work.

C.6. To help participants address their fears about going to work and leaving welfare, case workers will be trained to recognize the stages of transition and to help participants understand and manage the change process. In addition, former welfare-to-work participants will be recruited from amongst CWD and community partner staff to speak at group meetings or perhaps to work with some participants one-on-one, describing their own experiences and how they overcame their own fears.

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).

<u>Activities</u>	<u>Anticipated Effect</u>	<u>% Families Affected</u>
C.1.I	Participation of noncompliant participants will increase	1%
C.2.I	Lives will be stabilized allowing increased participation	3%
C.3.I	Participation will increase	4%
C.4.I	Participation of isolated individuals will increase	1%
C.5.I	Families will possess better knowledge of how work pays	23%
C.6.I	Fears will be reduced, participation will increase	6%

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.

Due to an overlap with other strategies and the small numbers of participants to be served by most individual strategies, the WPR impact has been combined with other strategies in Section H below.

D.I 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.

D.1. Currently, the county employs social workers who conduct a home visit with each family facing sanction. During the home visit, the social workers explain the advantages of participation compared to nonparticipation, assess participant barriers, and offer services. They recently began to ask noncompliant participants what they feel they specifically need to secure their full participation in the welfare-to-work program. Sometimes those needs cannot be met, but to the extent possible, the social workers work with the case workers and community partners to ensure that the needs are met. These experiences served as the impetus to develop several of the strategies cited above, including mitigation of legal issues, life skills classes, the renewed emphasis on "Works Pays", etc.

D.2. The county currently offers faith-based services through a contract with a local community based organization. These services include the assignment of a mentor to each participant. Mentors provide

one-on-one encouragement, support, and positive reinforcement. They will also provide practical assistance such as reminder phone calls, transportation, etc. when necessary.

D.3. Since welfare reform, the CWD has sent congratulatory cards personally signed by staff to participants who became employed or completed an education or training program. This practice will be expanded at case worker discretion to include those who achieve a goal that has been set for them as a means of positively reinforcing our message.

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.

<u>Activities</u>	<u>Anticipated Effect</u>	<u>% Families Affected</u>
D.1.s	Noncompliant individuals will better understand program requirements 50% of formerly noncompliant individuals will participate	2% 1%
D.2.s	Participant life skills will improve, participation will increase	6%
D.3.s	Participant confidence will improve, participation will increase	10%

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percent by which sanction prevention will increase the county's federal WPR and State participation levels, by year, over three years (beginning with this year). The county also describes how it will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Due to an overlap with other strategies and the small numbers of participants to be served by most individual strategies, the WPR impact has been combined with other strategies in Section H below.

E.s 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.

E.1. The county's social workers have already begun conducting home visits with long-times sanctioned individuals and their families. Similar to the prevention practice described above, they explain the advantages of participation compared to nonparticipation, assess participant barriers, and offer services. They ask participants what they specifically need to secure their full participation in welfare-to-work activities and work with the case workers and community partners to ensure that those needs are met to the extent possible.

E.2. A characteristic survey of the county's long-time sanctioned population revealed a number of women living with employed unrelated adult males whose incomes were sufficient to support them so that a financial sanction had no impact on them or their children. For people who do not have barriers and willingly choose to be sanctioned, the county will implement the vendor payment option as as

negative incentive. The county plans to have this program developed and ready to implement in May, 2007. All individuals presently sanctioned more than 90 days will be given four months notice of the county's intent and provided with several opportunities to voluntarily reengage in welfare-to-work activities.

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.

<u>Activities</u>	<u>Anticipated Effect</u>	<u>% Families Affected</u>
E.1.	Noncompliant individuals will better understand program requirements 50% of formerly noncompliant individuals will participate	2% 1%
E.2.	Sanction numbers will decrease	3%

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which a reduction in its sanction rate will increase the county's federal WPR and its State work participation levels, by year, over three years (beginning with this year), and how the county will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

Due to an overlap with other strategies and the small numbers of participants to be served by most individual strategies, the WPR impact has been combined with other strategies in Section H below.

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

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):

F.1. Several years ago, the county worked with the local community college to design and offer expedited child care provider classes to CalWORKs recipients. The first class was highly successful and to this day 80% of the individuals who graduated from the course are still employed in the child care field. Subsequent classes were not as successful primarily because the participants were either not job-ready or because they could not pass Trustline requirements. Eventually, the course was dropped from the college's schedule due to the lack of qualified participants. There is still a great need for child care throughout the county. The CWD will survey CalWORKs recipients and if it is determined that there are now sufficient numbers of interested and qualified individuals to justify doing so, will work with the community college and the child care resource and referral agency to reinstitute this program. a

F.2. In addition to placing renewed emphasis on "Work Pays" with participants, the county will develop a plan to market "Work Pays" to community partners so that they are prepared to respond and able to demonstrate the advantages of working when the opportunity arises. a

F.3. CWD staff have found that working individuals are often afraid to have their cash aid discontinued and will sometimes decline additional hours of employment or even quit their jobs. Thea

county will develop a plan to help participants prepare for going off aid, explaining the benefits that continue after cash aid stops and providing a guide to resources for working parents.

F.4. The county will seek assistance from community partners to identify and access or develop internships, job shadowing, or on-the-job training opportunities for job-ready participants. Ideally, these will include customized opportunities for individuals with unique employment needs or preferences and will provide a direct response to the needs of local employers. These opportunities will be offered to participants as incentives for meeting participation requirements and completing assigned activities.

F.5. Internally, the county will experiment with specialized welfare-to-work caseloads. For example, cases with sanctioned individuals may be assigned to one caseworker, while cases with individuals enrolled in substance abuse treatment programs may be assigned to another. It is believed that specializing may allow case workers to attain a higher level of expertise and result in better services to participants and increased participation rates.

F.6. In the past, the county has employed multidisciplinary teams consisting of the participant, the case worker, and other service providers working with the participant, to develop a comprehensive collaborative welfare-to-work plan. As funding streams dried up, it became more difficult for community partners to take part in the process. The county will explore ways to reinstitute the multidisciplinary process while causing the least disruption to partner operations.

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

<u>Activities</u>	<u>Anticipated Effect</u>	<u>% Families Affected</u>
F.1.I	Interested participants will receive vocational training leading to employment Need for additional child care providers will be filled	one time only 15 participants 4%
F.2.	Community partners will be prepared to reinforce the message that work pays	1%
F.3.	Working participants will be better prepared for discontinuance of cash aid Discontinuances of cash aid due to increased earnings will increase	2% 2%
F.4.	Participants will be better prepared to work; participation and employment will increase	2%
F.5.I	CWD will be able to provide more specialized services, efficiency and participation will increase	50%
F.6.	Welfare-to-work plans will be more comprehensive; duplication of services will decrease; participation will increase	3%

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

Due to an overlap with other strategies and the small numbers of participants to be served by most individual strategies, the WPR impact has been combined with other strategies in Section H below.

G.i 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.

G.1. Alliance for Workforce Development (AFWD), the local Workforce Investment Act (WIA) contractor, operates the Lassen Career Network, the local employment and business services one-stop. The county shares in the cost of the space and multi-agency reception services. This arrangement has facilitated access to WIA services for welfare-to-work participants. In addition, the county recently contracted with AFWD's business services division for a "Job Match" program. When AFWD's business services receives a request for job applicants from a local employer, their program coordinator refers appropriate job-ready CalWORKs participants along with others from the regular applicant pool. If the CalWORKs participant is hired, the program coordinator follows up with both the employer and the participant to provide a variety of job retention services including mentoring, training, mediation, etc.

Lassen Career Network partner managers meet weekly to discuss issues and share information. The managers are currently considering a proposal to host monthly joint meetings of the one-stop partner line staff as well.

G.2. The Employment Development Department (EDD) is also housed at the Lassen Career Network. The county contracts with EDD for presentations at Job Club and one-on-one job search supervision for welfare-to-work participants. EDD staff also participates in one-stop partner meetings.

G.3. Lassen Community College operates the college CalWORKs program. Welfare-to-work participants in this program are placed in a work study site and enrolled in vocational training that supports their desired career. The college focuses on developing work study sites in the private or government sector instead of on campus and has been successful in converting these sites to permanent jobs for participants.

The CWD participates in a contract between Lassen County Family and Children Protective Services and the college in which the college provides Independent Living Skills (ILS) classes to children enrolled in the Independent Living Program (ILP). Children ages 16 and 17 who receive CalWORKs and who are referred by staff or a community partner are enrolled as voluntary welfare-to-work participants and then enrolled in the ILS classes at the college. Ancillary funds are used to provide for additional services similar to those provided to ILP children, such as tutoring, moving out kits, etc.

The program is designed to prepare participants for life as an adult, including life and job skills training and resource identification, and to prevent future dependency on public assistance.

Considered an “outstationed” partner of the Lassen Career Network, the college participates in weekly one-stop partner meetings as well as in the monthly Youth Transition Coalition meetings. The Youth Transition Coalition consists of representatives from local organizations that serve transition age youth, including Family and Children Protective Services/ILP, CalWORKs, Juvenile Probation, Lassen Community College, AFWD, and Lassen County Alcohol and Other Drugs.

G.4. The Lassen County Health and Social Services (HSS) Department consists of nine divisions including the CWD. By memoranda of understanding and contracts, the CWD works with the following divisions for the services indicated:

- e Alcohol and Other Drugs – PROMISES perinatal substance abuse treatment program for pregnant and parenting women and their children; other substance abuse treatment services for welfare-to-work participants or their family members by referral
- e Mental Health – Mental health services for welfare-to-work participants or their family members by referral; the CWD participates in the Children’s System of Care (CSOC) and coordinates welfare-to-work services for eligible parents of children enrolled in CSOCe
- e Public Health – Life skills training and case management services for CalLearn participants; assistance with immunization verification; limited health services for welfare-to-work participants by referral
- e Family and Children Protective Services – CWD social workers work closely with FCPS referring children in need of services and often providing 1st and 2nd level differential response services to families, monitoring their progress, and working with case workers to coordinate welfare-to-work services for the parentse

HSS management staff meet biweekly to discuss issues and share information. In addition, there are a variety of multidisciplinary treatment team meetings throughout the organization in which all levels of staff participate.

G.5. Lassen County Adult Education Program is the local provider of adult basic education and the high school diploma program. By memorandum of understanding, CWD staff refer to adult education CalWORKs participants who lack a high school diploma or demonstrate educational deficiencies. Whenever possible and appropriate, Adult Education staff participate in treatment team meetings.e

G.6. Crossroads Ministries is an interdenominational faith-based organization that provides meals, food and clothing items, shelter, and a variety of faith-based social services to indigent individuals and families. The county contracts with this organization for faith-based participant mentoring, life skills training, work experience, barrier elimination, and other individual welfare-to-work services as well as outreach to one of the county’s most isolated communities. Crossroads Ministries staff and volunteers participate in many of the multidisciplinary treatment meetings as well as a number of community collaborative meetings. Mentors work closely with CWD case workers and social workers to provide services to participants and to monitor participation.e

G.7. Lassen Family Services is the local domestic violence services provider and women’s shelter operator. By memorandum of understanding, CWD staff refer to them CalWORKs applicants and recipients who are in need of domestic violence services and/or shelter. When welfare-to-work participation is not waived or only partially waived due to the domestic violence issues, Lassen Family Services staff take part in the development of individual welfare-to-work plans to ensure that ongoinge

services are coordinated. In addition, the organization's staff attend a variety of community collaborative meetings.

G.8. There are presently three family resource centers in Lassen County: Big Valley Family Resource Center, located in Bieber, approximately 70 miles north of Susanville, the county seat; Fort Sagee Family Resource Center in Herlong, approximately 40 miles south of Susanville; and Westwoode Family Resource Center in Westwood, approximately 25 miles west of Susanville. By contracts and memoranda of understanding, the family resource centers provide a variety of services to CalWORKs recipients, such as application assistance, fax and phone access, information and referral, etc. In addition, CWD staff conduct application and other outreach services monthly at the family resource centers in Bieber and Herlong. Whenever possible, family resource center staff and volunteers participate in community collaborative and treatment team meetings. Other communication is accomplished by phone or email.

Note: Regional Occupational Program (ROP) services are offered by the Lassen County Office of Education. However, because class sizes are small and due to concerns about mixing children and adults, ROP classes are generally only available to high school age individuals.

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.

<u>Activities</u>	<u>Anticipated Effect</u>	<u>% Families Affected</u>
G.1.	Participant employment will increase Job retention will improve	1% 1%
G.2.	Participants are successful in securing employment	1%
G.3.	Participant employment has increased Job retention has improved Transition age youth will be prepared to live independently	3% 3% 1%
G.4.	Participants are better prepared to fully participate in welfare-to-work activities	15%
G.5.	Participants complete their high school education	1%
G.6.	Participants are better prepared to fully participate in welfare-to-work activities	5%
G.7.	Participants are provided much-needed services, kept safe, and prepared to make changes in their lives	2%
G.8.e	Participants are able to access services in outlying communities	7%

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.

Due to an overlap with other strategies and the small numbers of participants to be served by most individual strategies, the WPR impact has been combined with other strategies in Section H below.

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:

In addition to tracking its WPR, the county intends to monitor progress toward its goals by measuring the following:

- Information presently gathered in the process of preparing the WtW 30 (County TANF Work Participation Rate Monthly Report) including participation, nonparticipation, partial participation, exemptions, etc.
- Early engagement data including length of time between application for cash aid and entering first welfare-to-work activity and length of time between approval of cash aid and signed welfare-to-work plan
- Data from the WtW 25 (CalWORKs Welfare-to-Work Monthly Activity Report, All Other Families) and WtW 25A (CalWORKs Welfare-to-Work Monthly Activity Report, Two-Parent Families), including sanction rates, employment rates, and attendance rates at orientation, appraisal, and job club
- Numbers of individuals going to work, continuing to work, their earnings, and discontinuances of cash aid due to increased earnings
- Numbers of individuals entering and completing substance abuse and mental health treatment services

Projected impact on county's federal WPR:

The county anticipates gradual continuous improvement over the next three years.

2006/2007

- Because of the late start and the numbers of participants deemed exempt by state standards and required to participate under federal rules, the county only expects to improve from its current WPR of 34% to 36%.

2007/2008

- a With the advantage of the previous year's experience and anticipated changes in the CalWORKsa program, the county expects to improve from a 36% WPR to 40%.a

2008/2009

- a The county anticipates improving its WPR from 40% to 44%.

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	\$744,903	\$480,908	
WTW Employment Services	\$555,683	\$930,580	<ul style="list-style-type: none"> • Restore on-site mental healtha case manager positiona • Develop on-the-job training,a job shadow, and internshipa programsa • Job Match programa • Expand substance abusea treatment servicesa
CalWORKs Child Care Cal-Learn	\$293,137	\$287,541	Same as above (CalLearn participants will access thesea same services)
	\$4,164	\$17,800	
CalWORKs Funded Mental Health Services	\$109,578	\$109,234	
CalWORKs Funded Substance Abuse Services	\$110,635	\$109,415	
Other			
Other			