GLENN 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. (1-4-07)

County Welfare Director's Signature	Printed Name	Briefing Date
	Kim W. Gaghagen	1/4/07

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:

As stated in the Glenn County CalWORKs plan, the Glenn County HRA will reduce client dependency by increasing opportunities for self-sufficiency through employment, education, and job training activities. The goals of W&IC 10540 will be met by providing a full complement of allowable services to CalWORKs applicants/recipients. Included in those services are:

(1) an annual HRA sponsored youth event (known as "Reality U.S.A.") which provides a day-long forum in which teens from CalWORKs families (and teens enrolled in the county's Cal-Learn Program) are exposed to the financial and practical considerations of becoming a parent, raising children and are provided strategies for poverty avoidance;

(2) children living in poverty, or at risk of poverty are further aided by the Glenn County HRA through its Community Action Division, which concurrently serves those same children and families with Emergency Services offerings, including access to Family Resource Centers, Homeless Services, Emergency Food Banks, as well as Employment Services, Energy Assistance Programs, and Housing Rehabilitation services. Children in foster care (statistically at very high risk of poverty, particularly upon emancipation) are comprehensively served through the county's Independent Living Skills (ILP) Program, in addition to receiving priority enrollment status for the county's Youth Employment Services (YES) Program;

(3) coordination between Child Welfare Services (CWS) and the CalWORKs Program, through the use of a cross-trained Social Worker who specializes in the joint case-planning process, aids in ensuring that children and families are served congruously while the causes of familial poverty are simultaneously being addressed and ameliorated. The key component sustaining all of the above activities is the close coordination between the programs, the coordination of staff, and the leadership of those programs.

Dependence on governmental benefits is reduced through the emphasis upon job preparation and work; Glenn County HRA combines WIA-funded OneStop services with the CalWORKs Program, forming a single Unit known as Employment Services. CalWORKs recipients are simultaneously offered and provided WIA employment

services as they progress to WTW Plan development and implementation. The use of an Integrated Case Worker model allows for the WTW Orientation and Appraisal to be provided at the same time as intake, further reinforcing the "work-first" approach while eliminating the need for clients to have to return again for a later, subsequent appointment. Early intervention services are provided to CalWORKs families at the Family Resource Centers (FRCs) where comprehensive parenting workshops (including father involvement, among others), family support networks, and family crisis case-management occurs, as well as in the two-week Job Club component (known as "STEP") within the life skills curricula.

The requirements of federal law will be met while insuring the well-being of children through prompt and comprehensive service delivery and benefit issuance as outlined above, as well as joint case-planning between Child Welfare Services and CalWORKs Program staff, and the Community Action Division's services delivered through the FRCs. Families are also served through a variety of county wide multi-disciplinary teams Demand for county general assistance is diminished by comprehensive screening services which seek to move families to other programs that support self-sufficiency. Families affected by domestic violence are served through a contractual DV provider, Catalyst, which incorporates prevention and early intervention services into the STEP curricula, as well as counseling and related safety services. Domestic violence waivers are granted, when appropriate.

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.

Glenn County will continue to promote its current policy of up-front engagement through (1) immediate referral of all applicants to the OneStop Employment Resource Centers for WIA funded programs, which are conveniently located in the reception areas of both offices of the county welfare department, as well as (2) incorporation of the WTW orientation and appraisal into the intake appointment, which (on average) occurs within five working days of the date of application. Glenn County's experience reveals that approximately 98% of all families voluntarily complete the combined intake and WTW Orientation and Appraisal (O&A) appointment at the same time, with only 2% deferring the WTW O&A to a later time. Glenn County's experience reveals approximately 80% of all families who complete the combined Intake/Orientation & Appraisal appointment report for the Job Club component when it is next scheduled; approximately 20% do not report, thus ushering in the pre-sanction policies later described in Section D of this Addendum.

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.

Glenn County's current up-front engagement policies (described above) effect the entire WTW caseload (all families), each month, as the model is universally applied to new entrants into CalWORKs as well as ongoing enrollees who access WIA services. For new entrants, after the combined Intake/Orientation & Appraisal appointment, recipients attend the two-week STEP course, followed by one week of Job Search, during which time they are also scheduled for Assessment. Comprehensive WTW Plans are then developed within the next 30 days. Glenn County estimates approximately 75% of the WTW caseload follows the sequential path described above, with approximately 25% not following that path, due to (a) federal and State allowed exemptions, (b) immediate non-compliance (e.g. failure to show for the next scheduled Job Club session), or (c) early entry into unsubsidized employment during the process. It is the intent of Glenn County to reduce the instances of non compliance by 5% over the next fiscal year, through early intervention efforts as later described in Section D of this Addendum.

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 the current implementation of these early engagement policies, already in practice within Glenn County, and the overlap of these policies with other strategies, the total expected WPR impact is later summed and articulated in Section H below. These early engagement efforts also aid in better identifying barriers to employment, due to agency wide training and engagement services from multiple program staff who also assist recipients. These comprehensive "wrap-around" services, which precede Assessment, provide occasion for real-life workforce diagnosis and self-exploration on the part of the job seeking recipient. Exemption identification is enhanced through these efforts as well; having the WTW Orientation & Appraisal as part and parcel of the Intake appointment allows recipients to disclose very early in the process (and begin the procedure for obtaining subsequent verifications) that which regulations require to establish exempt status. It is believed that this early identification of exemptions will add another 2% improvement, per year, to the WPR calculation methodology.
Sanction reduction efforts (also currently in practice) are expected to increase the county's federal WPR and its State participation levels by approximately 3% each year, over the next three years, culminating in a summed 9% increase by State Fiscal Year 2008-2009.

State Fiscal Year 2006 - 2007	3% increase in WPR and State Participation
State Fiscal Year 2007 - 2008	3% increase in WPR and State Participation
State Fiscal Year 2008 - 2009	3% increase in WPR and State Participation

Three Year Increase based on Sanction Reduction Efforts alone: 9%

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.

Glenn County's current policy approach (which will continue to be revised and expanded in the future) is to utilize work experience (WEX) as the primary avenue through which CalWORKs participants meet either the 32 or 35 hour-per-week requirement(s), including those in between activities and those needing supplemental hours. Both the WIA and the CalWORKs programs (combined into the single

Employment Services Unit) have this component available to them as an allowable activity. An MOU is already in place and executed between the Social Services and Community Action Divisions of the HRA, which provides staffing for the express purpose of establishing and maintaining a robust WEX Program throughout the County. In many cases, Adult School coursework (offered through the County Office of Education) which is pertinent to the academic remediation or job-skill needs of the individual participant, is utilized to achieve full engagement, by adding hours of allowable education activities into the WTW Plans of those participants who are not engaged in WEX a full 32 or 35 hours per week. This approach is also one which will be revised and/or expanded in the future.

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).

Glenn County's WEX and Adult School policies (described above) benefits recipients by providing them with meaningful exposure to the real-life world of work, offers opportunity for participants to showcase to the worksite(s) their skills and potentially lay the groundwork for later subsequent direct-hire (if an unsubsidized job opportunity presents itself at that worksite) and provides basic remediation and/or skills-based training which enhances the participants overall employability. Glenn County estimates that approximately 20% of the current WTW caseload is either not participating (NP) and/or not fully participating (NFP).

The anticipated effects are as follows:

	Current Percent	Expected to Meet Federal WPR	Expected to Meet State Participation Requirements
NP	9%	3% per year over next 3 years	3% per year over the next 3 years
NFP	11%	10% within the first year	10% within the first year

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 the current implementation of these partial-to-full engagement policies already in progress within Glenn County, and the overlap of these policies with other strategies, the total expected WPR impact is summed and articulated 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.

The county will continue to promote its current policy of encouraging participation and preventing families from going into sanction status through persistent client contact that is primarily conducted by the CalWORKs case managers, followed up by the CalWORKs Social Worker. Glenn County staffs a Social Worker position, specific to the CalWORKs Program, for this purpose, in addition to coordinating joint-cases which are CWS and CalWORKs involved. This is a current strategy that was developed as a proactive method to be used in addition to the county policy for reengaging noncompliant or sanctioned individuals from the CalWORKs case managers. For purposes of common identification, such individuals are referred to as "pre-sanction" clients.

When persistent telephone calls, letters, NOAs, and home visits by the CalWORKs case managers have failed to reach the non-compliant recipients, these pre-sanction cases are subsequently referred to the CalWORKs Social Worker. The Social Worker accesses additional information through use of the WTW computer system and joint staffing sessions with the referring case manager and/or WTW supervisor, to mutually discuss probable reasons for early incident(s) of non-compliance and strategies to address those reasons.

After receipt and research of a pre-sanction referral, the CalWORKs Social Worker attempts to re-establish contact with the client, first by letter, then by telephone, and then through home visitation, depending upon the circumstances. The purpose of this contact is to arrange a face-to-face meeting between the client, the CalWORKs case manager, and the CalWORKs Social Worker in order to encourage full client participation or to discuss a plan to prevent the sanction. Typically, the Social Worker will meet with the individual at the individual's home, as more pertinent information is often gathered in this environment.

At the face-to-face meeting (which includes the CalWORKs case manager), the Social Worker leads discussion regarding the circumstances surrounding the individual's situation. A three-way conversation is encouraged which provides the individual with the opportunity to describe his/her situation fully while allowing the Social Worker an opportunity to discuss advantages of greater participation and/or preventing sanction, in conjunction with the CalWORKs case manager.

The Social Worker is attentive to any information provided or perceived which may be hindering the individual's participation and will offer additional assistance in resolving or removing such barriers. This could be as complicated as initiating efforts to resolve a

substance abuse issue, domestic violence issue, or as simple as assisting the individual in following through on a procedural matter required by his/her case manager.

If the individual is not ready to commit to appropriate action, the Social Worker will continue to work towards resolving the problems with the cooperation of the individual. A pre-sanction referral to the CalWORKs Social Worker remains an ongoing responsibility until a solution is found. This level of additional intensive service allows the CalWORKs case manager to focus on the remainder of their on-going caseload while the CalWORKs Social Worker follows up with these individuals.

Additionally, the CalWORKs Social Worker acts as primary liaison when families are simultaneously receiving services from CWS and CalWORKs, and aids both programs and case managers with coordination of their respective plans. Whenever possible, joint case plans are developed to minimize the confusion, and to maximize the success of the family. If and when non-compliance, or pre-sanction, incidents begin to manifest themselves, the CalWORKs Social Worker provides the same level of service previously described, to minimize the possibility of full-blown sanction.

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.

This additional, intensive outreach program is of benefit to recipients because it offers further assistance and an additional perspective, separate and distinct from one's case manager, to mediate, help resolve problems, and remove barriers. The Social Worker (predicated upon their unique training and experience) often can and does build greater relationships and trust with individuals and is therefore able to identify needs and concerns that might not otherwise come to the attention of a case manager. The Social Worker uses his knowledge of available resources and procedures to help individuals make practical steps towards fulfilling participation requirements. It is estimated that approximately 90% of families who are in this pre-sanction status are seen by the Social Worker within the month of referral. Overall sanction rate reduction attributed to this strategy is expected to be approximately 10% annually.

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.

Glenn County has recently initiated this enhanced approach towards sanction avoidance. This approach will be monitored closely for percentile of improvement in sanction avoidance and, if the strategies articulated prove successful, it is expected that the CalWORKs Social Worker will coach and train the CalWORKs case managers in some of the more successful strategies. The ultimate goal will be to have the CalWORKs case mangers assume the same responsibilities presently being carried by

the Social Worker, allowing him to dedicate more time and energy to those activities described in Section E of this Addendum. The expected percent of increase in the county's federal WPR and State participation levels due to these sanction prevention efforts is outlined in the table provided previously in Section B.

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.

The county will continue to revise and/or expand its approach to reengagement of sanctioned individuals through an incremental program of client contact that is primarily conducted by the CalWORKs Social Worker. This is a current strategy and is considered to be the highest priority of all tasks that the CalWORKs Social Worker is presently asked to perform.

Every individual in sanction is referred to the CalWORKs Social Worker by their respective CalWORKs case managers. The Social Worker accesses sanction information through use of the WtW computer system and additional staffing sessions with the referring case manager and/or WtW supervisor. Upon receipt and research of a sanction referral, the CalWORKs Social Worker implements the following steps, as necessary: letter, phone call, face-to-face meeting, and follow-up with the sanctioned individual.

The letter from the CalWORKs Social Worker is designed to capture the immediate attention of the sanctioned individual. In brief, it states that the individual has been referred to the Social Worker due to his/her sanction status and that the CalWORKs Social Worker will be telephoning soon to set up a time to discuss the matter further. The letter also states that the Social Worker will make an unannounced home visit if contact cannot be made by telephone. Included in the letter are the telephone numbers of both the Social Worker as well as the individual's case manager, should the individual wish to make contact immediately.

The Social Worker follows up with a telephone call approximately one week following the mailing of the letter. The purpose of this contact is to arrange a face-to-face meeting in order to discuss a plan to cure the sanction. If the individual indicates that s/he wishes to begin curing the sanction immediately, this meeting is usually arranged at the Social Services office. Otherwise, the Social Worker will arrange to meet the individual at his/her residence. Should the Social Worker be unable to reach the individual by telephone, an unannounced home visit is attempted.

At the face-to-face meeting, the Social Worker and client discuss the circumstances surrounding the individual's sanction. A two-way conversation is encouraged which provides the individual with the opportunity to describe his/her situation fully while allowing the Social Worker an opportunity to discuss advantages of curing the sanction.

The Social Worker is attentive to any information provided or perceived which may be hindering the individual from curing the sanction. The Social Worker is also attentive to any indications that the individual's case could possibly be moved from sanction to exemption status. The goal of the meeting is to arrive at least an initial agreement to work towards resolving the situation.

In the event that the individual indicates that s/he is willing to cure his/her sanction, the Social Worker will contact his/her case manager (immediately, if possible) and assist in scheduling a meeting for this purpose. If the individual is not be ready to commit to this action and the Social Worker does not see any possibilities for pursuing exemption status at this time, the Social Worker will continue to work towards curing of the sanction with the cooperation of the individual. A sanction referral to the CalWORKs Social Worker remains an ongoing responsibility until the sanction is cured.

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.

The goal of the county is to reduce its sanction rate by 10% annually. Of this 10%, it is estimated that half of that number will be brought out of sanction by clearer identification of barriers and the provision of more intensive services in order to cure the sanction. The remaining half will be have their sanction status changed through the more precise identification of factors which qualify them to meet a WtW exemption.

The CalWORKs Social Worker fulfills an integral role in both identifying barriers and assisting in overcoming the same. This is a natural outgrowth of the face-to-face meetings with sanctioned individuals described previously. The CalWORKs Social Worker provides any and all assistance required to achieve the desired outcome; this includes assisting the sanctioned individual with making phone calls, arranging and attending necessary appointments, completing required forms, etc.

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 the most recent implementation of these sanction re-engagement and pre-sanction policies in progress within Glenn County, and the overlap of these policies with all of the other strategies articulated in this Plan, the total expected WPR impact is summed and articulated 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)

In addition to Glenn County's previously described policies and approaches (up-front early engagement, partial-to-full engagement, sanction prevention, and sanction re-engagement), Glenn County HRA continues to work with a variety of community partners to insure that there are sufficient support services and work opportunities in the community to encourage participation. One example of these partnerships is one in which the local transit organization is contracted to provide transportation to CalWORKs participants who fall outside of the scope of the regular transit route. The HRA continues to work with our local Mental Health and Substance Abuse Counseling service provider on the issue of federal WPR and past practices for suggesting good cause for not participating, as well as exemption processes. While guaranteeing the protection of the integrity of both of these approaches, and ensuring recipients receive full and comprehensive services, we have also agreed to focus on the concept of "returning to work as soon as possible" in an effort to keep participants engaged in the world of work while fully preserving and honoring those instances where exemption criteria and good cause criteria apply.

In addition to the above, the HRA continues to reinforce an agency-wide work-first approach with its CalWORKs recipients, including all other incidents where the client is being co-case managed, or simultaneously receiving services, either through in-house HRA programs (such as CWS and CalWORKs), or with partner agencies, such as Mental Health and Substance Abuse mentioned above.

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

Given that this approach (with Mental Health and Substance Abuse) is relatively new, and the results have not yet had the opportunity to be analyzed, it is difficult to articulate anticipated effects, beyond the conviction that recipients are best served on the pathway towards self-sufficiency by remaining connected to the world of work as much as is possible and any absences (when necessary) are limited in their duration and frequency, without sacrificing the integrity of those services provided while away from the workforce. It is believed that the percentage of families affected monthly could rise as high as 10% of the WTW caseload.

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

Pre- and Post- analysis will be conducted with this particular caseload, once the practice has had time to develop and be implemented, to determine degree of success, with the participant's health and welfare being the paramount consideration. If this minor modification to practice yields no positive results or participants are not better served by it, Glenn County can return to the previous model of service delivery for Mental Health and Substance Abuse exemptions and good causes for not participating.

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.

Glenn County collaborates with local agencies in the following ways:

- Local Workforce Investment Board – Glenn County representatives from private industry, the Board of Supervisors, and public agencies are members of the local WIB (North Central Counties Consortium). As such, their input and decision-making are crucial to the collaboration between the county's CalWORKs program and the provision of WIA services within the county. Additionally, there is a more informal "Glenn County WIB" that consists of the appointed Glenn County WIB members, local WIA administrators, and economic development partners. The NCCC WIB regularly conducts regional occupational industry analysis as well as collate Labor Market Information from EDD to rank and prioritize industry training needs. These efforts provide the justification for both Business Services provision and job-seeker training opportunities. These opportunities then provide the platform for Glenn County CalWORKs recipients to be trained (when and where appropriate) for placement in industries where there is demand and/or direct-hire opportunities. Information is shared at monthly WIB meetings; contracts for services are negotiated annually between the administrative entity (North Central Counties Consortium) and the Glenn County HRA for WIA services within the county. The integration of both CalWORKs and WIA services (and staffing) occurs within the Employment Services Unit of the HRA.

- Butte-Glenn Community College District - Glenn County CalWORKs program representatives participate in the local community college's quarterly CalWORKs meetings. Recent negotiations at those meetings have led to the piloting of a short-term industry-demand vocational training course being offered (for the first time) in the Glenn County Butte College Center (an extension of the community college physically located within Glenn County). Glenn County CalWORKs recipients were part of the first graduating class for that course. Additionally, Glenn County CalWORKs program representatives recently participated in the Butte-Glenn Community College Plan for additional work-study funding. That Plan was approved and additional work study placement opportunities are now available to Glenn County CalWORKs recipients. Negotiations are on-going

between the two entities for work-study opportunity development within the boundaries of Glenn County. Information is shared at quarterly meetings.

- EDD – the HRA's Employment Services Unit (combining the CalWORKs Program with the WIA Program) staffs and operates two OneStop Employment Centers within the county. Although there is no EDD office physically present within the County, an EDD representative does serve one day a week, at one of the OneStop Centers, through an MOU developed between the HRA and EDD. CalWORKs recipients, when appropriate, utilize EDD services when that representative is available and present in the OneStop. Outside of services provided directly by that representative, Employment Services staff assist job-seekers in the OneStop through the faxing of UI applications and registering with EDD CalJobs system, via computers located in the OneStop Centers.

- Glenn County Adult Education and ROP Programs – Glenn County CalWORKs program representatives regularly attend meetings and share information with the Glenn County Office of Education, which sponsors the Adult Education, Literacy, and ROP programs in Glenn County. The HRA CalWORKs program specifically contracts with Adult Education for the provision of literacy services, academic remediation, ESL, and short-term skills coursework for CalWORKs recipients, as earlier identified in Section C, on an annual basis. ROP coursework is available to the CalWORKs population and, when and where appropriate, recipients are enrolled in those courses.

- Economic Development Agencies – Glenn County's WIA staff and CalWORKs Program representatives regularly participate in multiple economic development forums and agencies operating within the jurisdiction of Glenn County, including the county Planning & Public Works Department, Tri-Counties Economic Development Agency, Orland Economic Development Group, and CSU Chico's Center for Economic Development. The Community Action Division of the HRA annually contracts with private consultants for enhanced economic development and micro enterprise efforts within the County. Glenn County CalWORKs recipients are the beneficiaries of many of these efforts, as job opportunities are created when local businesses expand their enterprises, particularly when those efforts include mandatory TIG hiring requirements as part of CDBG or EDBG funding packages.

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.

The combined anticipated effects of all the above collaborative efforts are that Glenn County's CalWORKs recipients have many more industry-specific vocational training opportunities available to them, more work-study opportunities available to them, more

job opportunities available to them, and more academic or skills remediation courses available to them than would otherwise be present. The existence of these enhanced opportunities will lead to an increase in the federal WPR. The percentage of CalWORKs families affected each month by one or more of these service offerings is approximately 20%.

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 the current implementation of these collaborative strategies already in progress within Glenn County, and the overlap of these policies with other strategies, the total expected WPR impact is summed and articulated 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:

Glenn County plans to measure, on a quarterly basis, the progress of each of the articulated policies/strategies mentioned in this Plan through the capture of accurate monthly data. With the exception of the up-front early engagement strategies already in place, the partial-to-full engagement approach, the sanction avoidance approach (described as "pre-sanction'), and the sanction re-engagement approach will be tracked utilizing pre-and post- measures, as well as on-going incremental measures. In addition to the WTW 30 report and the WTW 25 report, all three (3) of the State's CalWORKs Pay-for-Performance (P4P) Measures have been set up in spreadsheets so that longitudinal tracking/graphing can be generated, tracked, and adjustments made. Current spreadsheets and graphs for the three P4P criteria are generated and shared within the HRA, via posting to the Agency's Intranet, as well as posting on Agency bulletin boards. Incentives have been set for staff to achieve overall P4P benchmarks and celebratory points and events have already occurred and this practice will continue. Monthly data for all the above will be rolled up into Quarterly Reports and shared agency wide, utilizing the same venues already described.

Projected impact on county's federal WPR:

Total cumulative effect on the county's federal WPR is expected to be at least 10% per year for each of the next three years:

State Fiscal Year 2006 - 2007	10% increase in WPR
State Fiscal Year 2007 - 2008	10% increase in WPR
State Fiscal Year 2008 - 2009	10% increase in WPR

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	**1,101,183**	**841,142**	
WTW Employment Services	**1,604,910**	**1,898,210**	
CalWORKs Child Care	**325,613**	**318,434**	
Cal-Learn	**21,312**	**54,531**	
CalWORKs Funded Mental Health and Substance Abuse Services	**172,367**	**159,095**	

Single allocation funding has been used, and will continue to be used, to fund activities that support the engagement of families in work activities as described in the narrative above.