COUNTY NAME:

Alameda County Social Services Agency

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
Chet P. Hewitt	Chet P. Hewitt	1/08/2007

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

To address the goals of (1) reducing child poverty; (2) reducing dependence of needy parents on government benefits; (3) reducing out-of-wedlock births; and, (4) encouraging the formation and maintenance of two-parent families, while taking into consideration the renewed focus on work participation requirements of the Deficit Reduction Act of 2005, Alameda County's primary strategy will center on the establishment of a separate employment department.

Over the past decade evidence has emerged that strongly connects the ability of cash assistance programs to promote self sufficiency to their ability to organize and deliver well-coordinated, high quality, and accessible employment and supportive service programs. These services, formerly characterized as ancillary, are now viewed as being central to program success. The program blueprint emerging in the Alameda County Social Services Agency (ACSSA), takes seriously these new lessons and led to an effort to re-engage key stakeholder groups in discussions focused on re-engineering our current system into one that is more navigable and responsive to the needs of participants and workers. At the center of ACSSA's blueprint for achieving this vision is the development of a highly integrated eligibility/employment system capable of delivering work first employment-focused services that take into account and respond to challenges many long-term participants face; The key strategy is the creation of a separate, highly-integrated, employment service department that will work closely with eligibility services. As a consequence of recent federal regulatory changes, the emerging program will focus heavily on newly articulated allowable activity and monitoring and documentation requirements by strengthening staff's ability to connect across functional areas.

While the details of the new model are still being determined, Alameda County believes that the separate department will strengthen the Agency's ability to promote self sufficiency and make progress towards meeting work participation rates, without compromising its core mission of delivering services and benefits to the County's poor and working poor residents. We will continue to provide targeted services for special populations, including individuals facing challenges with domestic violence. These individuals will continue to be offered referrals for legal, counseling, and case management services provided by ACSSA Social Worker staff and through contracted providers. Since the inception of welfare reform, Alameda County has committed itself to supporting low-income families. A basic philosophy underlies many of the specific programs involved in this commitment: ACSSA programs are designed to provide pathways out of poverty, not simply to reduce caseloads.

Alameda County recognizes that many CalWORKs recipients are among the most vulnerable members of society. Conditions, attitudes, and the quality of many services have created or fostered low self-esteem,

subsistence and survival behaviors, dependency needs, and a distrust of government agencies. Yet within these conditions significant strengths can also be found, including unique and valuable skills and abilities that can be used as building blocks for a more prosperous future.

To continue the process of change, Alameda County will strengthen its collaborative work with community residents, advocacy groups, nonprofits, and educational institutions, to not only play a significant role in shaping local policy, but also to link together to effectively address the multitude of barriers that impact welfare recipients. Efforts will focus on eradicating the root causes of poverty, and reducing the number of families living in poverty, by building a more coherent network of linked providers with a common mission of helping families attain financial independence. Accordingly, we will work more closely with Community Colleges, the Workforce Investment Board, and One Stop Career Centers in an effort to develop more extensive support systems for low-income individuals and families. We will also explore the use of "Peer Advocates", an effort to organize successful/former participants to serve as role models for applicants and participants. Additionally, we continue to ensure adequate and equal access to services for our monolingual and limited English proficient participants who are from diverse cultural backgrounds.

Accordingly, Alameda County's re-engineering efforts will include the following activities:

1. Convene an advisory committee to organize and deliver the experience, knowledge and ideas of participants and providers to ACSSA in order to identify both the conditions of welfare dependence, and the strategies necessary to effectively ameliorate those conditions;

2. Implement the methods and strategies employed to engage and enroll CalWORKs families in appropriate activities by engaging applicants (on a voluntary basis) and participants earlier in the eligibility process;

3. Create connections between individual public, nonprofit and private CalWORKs providers to form a collaborative and mutually accountable service delivery network in order to maximize the effectiveness of available resources;

4. Promote a work first model that directs participants to employment that provides a living wage, and when that is not achieved, to endeavor to connect them to an employment track that has the potential to lead to increased earnings over time;

5. Develop partnerships between employers, education and nonprofit training providers to expand the availability of certified training opportunities;

6. Partner with a diverse group of community and education partners to continue our systemic approach to building family economic self-sufficiency by preparing CalWORKs adults for careers;

7. Determine the feasibility of developing One-Stop satellite operations in each of ACSSA Self Sufficiency Centers; and,

8. Inform low-income wage earners of financial opportunities, such as Individual Development Accounts, financial literacy trainings, as well as maintaining our commitment to operating volunteer staff tax preparation sites in each of ACSSA's Self Sufficiency Centers.

2) Participation Improvement

Please describe what immediate and long-range actions the county will take to improve the federal work participation rate (WPR) among CalWORKs applicants and recipients. At a minimum, describe how the county will address increased participation in the areas listed below. When responding, provide a detailed description

of the policy or strategy in each program area, the anticipated outcome that will result in program improvements, the percentage of families affected, and how success will be determined. Please note that if a county is already using a particular strategy that is successful, a description of that strategy is sufficient.

B. Providing up-front engagement activities

Since the inception of GAIN and WTW programs, (ACSSA) has served recipients only in a combined orientation and appraisal process. In light of early engagement requirements and TANF Reauthorization we are restructuring our upfront engagement activities. ACSSA strategies include engaging applicants on a voluntary basis in the orientation/appraisal processes, and expanding job club and assessment services for approved participants.

Upfront Orientation - New/Expansion

The upfront orientation will include both applicants and recipients. The initial phase will consist of providing applicants with an overview of the Welfare to Work (WTW) program while the appraisal will be completed once aid is approved. Once additional staff is in place, the second phase will be implemented and provide both the orientation and appraisal for potentially eligible applicants during the application process on a voluntary basis.

Applicants will be able to participate in the orientation and appraisal on a voluntary basis and applicants who do not attend will be scheduled for orientation after aid is approved.

Other strategies within this new process include:

- Expand orientation sessions including language specific sessions for Limited English Proficiency (LEP) clients.
- Exploring the use of incentives, e.g., gift cards, for potentially eligible applicants who attend and complete the orientation and appraisal activities in their entirety.
- Providing client with checklist of all future appointments and activities.
- Exploring extending office hours at each Self-Sufficiency Center on certain days of the week.

Job Club – Revised Policy/Strategy

The job club activity will be modified to include five (5) days of soft skills training followed by three (3) weeks of supervised job search activities that will be provided in partnership with Alameda County One-Stop Centers.

We will explore implementing an open entry/open exit component to the job club activity and will pilot this concept at one of our Self-Sufficiency Centers. If determined successful the open entry/open exit component will be expanded to all Self-Sufficiency Centers.

Expand incentives for participants who successfully complete job club and meet participation requirements.

Assessment – Revised Policy/Strategy

The assessment process will include three phases. The first phase will consist of administering preliminary assessment testing, which will take place during orientation. The second and third phases will consist of individual appointments for in depth review of job skills, education and career assessment, and development and signing of the WTW Plan. These phases of the assessment process will be finalized after job club or through an assessment appointment for individuals not required to attend job club.

Staffing

To the extent funding is available, ACSSA is planning to hire additional Employment Counselors to support these new and / or expanded activities. All of these services will be linked together and managed/facilitated by a unit comprised of case managers, job club and assessment staff. This unit of workers, functioning as an "Employment Intake Unit," will monitor client participation in early engagement activities, authorize supportive

services, initiate non-compliance and maintain cases until the WTW plan is complete. Upon completion of the WTW Plan, cases will be assigned to an ongoing Employment Counselor for continuing case management.

Anticipated Effects

By restructuring upfront engagement activities we expect to 1) increase our ability to identify and address barriers to early engagement and 2) strengthen the delivery of our "employment first" message during the eligibility intake process; We expect these changes will enhance the screening process and reduce the time lapse in processing referrals between eligibility and employment, and result in improved show rates in early engagement activities. In addition, we plan to centralize early engagement participants to allow for intensive monitoring until WTW Plans are completed, eliminate breaks between activities, and restructure program component scheduling to create more flexible access to required activities.

These improvements will result in more timely completion of WTW plans, increased engagement in the WTW program, and lower noncompliance and sanctions.

It is anticipated that 100% of families involved in these upfront engagement activities will have a positive impact of these strategies.

Determination of Success

In determining the success of strategies qualitatively, we will convene a series of regularly scheduled meetings that will include feedback and input from community providers and all levels of staff. We will explore administering surveys to participants at various intervals of their participation. Quantitatively we will measure the following: increase in the number of participants who complete orientation, job club and assessment activities; decrease in the number of participants without any assigned WTW activity; increase in the number of participants with a signed WTW Plan within 90 day timeframe. The method of measurement will be done by reviewing data available in CalWIN, case review process and data compiled manually on a monthly basis.

C. Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities

Staffing/Case Management

To the extent funding is available, Alameda County will hire additional Employment staff in order to reduce caseloads for improved case management. By lowering the caseloads, Employment Counselors will be able to more closely monitor the participation rates/compliance within their assigned caseload.

Community Service – Revised Policy/Strategy

To address issues around partial participation, ACSSA will fully utilize existing Community Service / Work Experience components and develop more sites throughout the county. In addition, some community service slots will be structured with a drop-in component that will enable individuals to participate in this activity when hours of employment or other activities have decreased below required participation hours. This component will also serve as "bridging activity" or "filler" for countable work activity when participants are between activities.

Additionally, we will increase the number of Community Service / Work Experience sites for Limited English Proficient (LEP) and non-English speaking participants to increase participation.

A formal policy will be implemented allowing participants to develop their own Community Service slots that meet new definitions and honor their own personal interest.

Job Development – Expand Policy /Strategy

ACSSA has a One Stop Center co-located at the Hayward (Eden) and North Oakland Self-Sufficiency Centers (SSC) and is anticipating securing space and setting up a One Stop Center at our Eastmont SSC. Through this partnership we will continue to collaborate with the One Stops regarding targeted services for CalWORKs job seekers and to increase participant referrals and utilization of their services. To enhance concurrent enrollment, Job Developers from the One Stops will also work with individuals that are participating in other activities, e.g., Community Service, Work Experience, Vocational Training, etc., for job placement and services.

A specialized component will be included for LEP participants to improve job placement for this population.

Expand job development activity or individuals with criminal backgrounds.

Expungement – Existing Policy/Strategy
The county will extend its contract for expungement services for individuals with criminal records to eliminate this barrier where possible.

Employer Linked Project – Revise Policy/Strategy
The Employer Linked is a current WTW activity that consists of short-term training programs offered by our contracted providers that have contracts or MOUs with employers. Participants who complete the training program successfully can be placed in jobs earning at least $9.00 an hour with up to 35 hours per week. We will review, expand and modify this activity to ensure that elements of this activity are in line with definitions of a countable activity and work with Employer Linked contractors to fully utilize training and placement opportunities available in our employer network.

Streamlined Referral Process for Supportive Services – Existing Policy/Strategy
ACSSA, in partnership with the Alameda County Behavioral Health Care Services Agency, has established new contracts with Mental Health providers to ensure a streamlined referral process to provide quick connection to community-based providers who understand the goal is, to the extent possible, prepare participants to become job ready. This approach will be expanded to include Alcohol and Other Drug (AOD) services.

Anticipated Effects
These strategies will improve tracking, monitoring and engagement of individuals who have no participation or less than full-time participation, increase viable opportunities for concurrent enrollment or enrollment in countable activities, and provide easier and quicker access for supportive services.

It is anticipated that one or more of these strategies will positively impact 100% of participating families.

Determination of Success
In determining the success of strategies qualitatively, we will convene a series of regularly scheduled meetings that will include feedback and input from community providers and all levels of staff. We will explore administering surveys to participants at various intervals of their participation. Quantitatively we will measure the following: increase in the number of participants placed in Community Services/Work Experience activities; increase in the number of self initiated Community Service slots; increase in the number of participants placed in employment; increase in the number of individuals enrolled in concurrent activities; and increase in the number of enrollments in the Employer Link and the number of job placements.

D. Providing activities to encourage participation and to prevent families from going into sanction status

Streamlined Non-compliance Process – Existing Policy/Strategy
A current practice we will continue utilizing is in order to encourage participation and prevent sanctions is a streamlined process for non-compliance. When non-compliant participants are scheduled for a "cause determination" appointment, they are concurrently scheduled with appropriate notification for the activity appointment that was initially missed. This practice is employed with certain activities such as Orientation, Job Club and Assessment (CASAS testing portion only), which are scheduled and facilitated as group activities.

For example, if a participant attends an orientation/good cause appointment, then the non-compliance issue is resolved when the participant completes the activity. If the participant fails to attend, the case is moved forward in the non-compliance/sanction process according to the regulations.

Client Outreach – Revised Policy/Strategy
We will expand reminder phone calls to participants before the start of an activity. This outreach will be expanded to participants in all activities and divisions.

To effectively deal with challenges concerning invalid or expired phone contact information, ACSSA will explore implementing a process to verify and update phone information whenever participants make contact or call into ACSSA.

A future goal is to automate this phone outreach that will include recorded appointment reminders and contact information at ACSSA so clients can report or request information.

Team Case Management – New Policy/Strategy
For participants with severe barriers, we will explore implementing a new practice involving co-case management with all staff working with these identified participants. The team of staff may include Employment, Behavioral Health staff and other community providers. They will collaborate regarding barriers and participation requirements/limits while working together to develop an appropriate WTW Plan.

Anticipated Effects
It is anticipated that these strategies will increase opportunities for participants to be in program compliance, improve communication between the participant and the ACSSA, and provide intense case management to prevent sanctions.

The culmination of these strategies will have a positive impact on 100% of families in encouraging participation and sanction prevention.

Determination of Success
In determining the success of strategies qualitatively, we will convene a series of regularly scheduled meetings that will include feedback and input from community providers and all levels of staff. We will explore administering surveys to participants at various intervals of their participation. Quantitatively we will measure the increase number of participants engaged in activities. The method of measurement will be done by reviewing data available in CalWIN, case review process and data compiled manually on a monthly basis.

E. Reengaging noncompliant or sanctioned individuals

Reengaging Sanctioned Individuals – Expanded Policy/Strategy

To address the needs of our sanctioned population we will expand our sanction outreach pilot implemented in 2006. This outreach project consists of Program Integrity Investigators and / or Social Worker staff, who conduct home visits to sanctioned clients. Program Integrity's role is primarily to determine if there has been non-reported changes that impact eligibility, e.g., participant no longer residing at address, no eligible child currently resides in home or the participant is employed. Program Integrity's findings are reported to Eligibility, Employment and Social Worker staff for follow-up and appropriate actions.

If eligibility exists for the sanctioned household, then the Social Worker makes a home visit. The Social Worker determines if there are any barriers to participation and makes the appropriate referrals for mental health, substance abuse, and / or domestic violence services. Additionally, the Social Worker provides information to the participant about curing his or her sanction, and ensures participant re-engagement in collaboration with the Employment Counselor.

New component: Participants identified with severe barriers will be team case managed by the Employment Counselor and Social Worker or contracted ACSSA agent for up to three months. The goal is stabilization of participation in the WTW program. Additional strategies that will be implemented concerning sanctioned individuals are:

- Special quarterly mailings in all threshold languages sent to sanctioned individuals informing them that their sanction can be cured and whom to contact.
- Improved communication methods between Eligibility and Employment staff.
- Strengthen follow-up mechanisms among staff when information is reported by the Program Integrity Department and Social Worker staff.

Reengaging Non-Compliant Individuals – New Policy/Strategy

For the non-compliant population we will implement a new non-compliance unit or set up a contract with an ACSSA agent that will be responsible for conducting outreach to individuals placed in non-compliance. The outreach will consist of contacting individuals by phone and /or home visit to determine barriers to participation and/or "good cause" at the onset of the non-compliance action. Once contact is made with the individual, the required actions will be taken by staff to ensure re-engagement into the WTW program to prevent sanctions.

Anticipated Effects

These strategies will help to identify, address and/or remove barriers in an effort to re-engage participants, provide increased contact through home visits, improve communication methods between SSA and sanctioned clients through phone contacts and special mailings, and increase opportunities for individuals to cure sanctions.

We anticipate that one or more of these strategies will have a 10% positive impact on families who are sanctioned or who are at risk of being sanctioned.

Determination of Success

In determining the success of strategies qualitatively, we will convene a series of regularly scheduled meetings that will include feedback and input from community providers and all levels of staff. We will explore administering surveys to participants at various intervals of their participation. Quantitatively we will measure the following: increase in the number of sanctions cured and how sanction was cured; duration of sanctions; decrease in the number of participants place in sanction status; and increased engagement and in what type of activities.

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

Training - New Policy/Strategy
Ongoing and refresher training for Employment staff will be conducted with an emphasis on case management, identifying barriers, how to work with "the hard to serve," CalWIN, motivational skills, substance abuse, domestic abuse and mental health identification and referrals, etc. Both Eligibility and Employment staff will receive training regarding the Work Participation Rate and its significance, as well as how the TANF reauthorization changes impact their respective roles.

Improved Communication – New Policy/Strategy
Work Participation Rate Campaigns will be established to provide updates regarding TANF/CalWORKs performance, changes in fed/state/county policy, and celebrate staff whose caseloads achieve or exceed the participation rate.

Unsupervised Study Time – Existing Policy/Strategy
Currently, as a part of our County Plan a specific number of hours are allowed per week for homework, study, research and reading where such activities are a requisite part of a course of study. These hours were included in WTW plans as part of the total hours of required work participation and consisted of unsupervised (homework) study time. Over the next six months we will work with Community Colleges and other education and training entities to shift from unsupervised study time to supervised study time.

Reports – New Policy/Strategy
WPR reports will be developed to reflect engagement levels of participants in core and non-core activities for the department, which can also be drilled down to the unit and worker levels.

Safety Net Cases – New Policy/Strategy
To address the safety net population we will explore how to accurately document activities of participants who have timed-out and are working and/or engaged in countable work activities.

Anticipated Effects
Improved training and communication concerning the WPR will result in an overall improvement in staff performance.

We anticipate that one or more of these strategies will have a positive impact on all families.

Determination of Success
In order to determine success of strategies qualitatively, we will convene a series of regularly scheduled meetings that will include feedback and input from community providers and all levels of staff. We will explore administering surveys to participants at various intervals of their participation. Quantitatively, we will measure the increase in the number of participants engaged in activities.

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.

Local Community Colleges, Universities, Adult Schools and Regional Occupational Centers

The ACSSA has long-standing and close working relationships with local community colleges, universities, adult schools and regional occupational centers (ROPs) and plans to continue those collaborations. The ACSSA's CalWORKs Employment Program Specialist and Employment Managers have served as the primary liaisons with the above entities and regularly participate in meetings conducted by those groups.

Among the meetings the CalWORKs Employment Program Specialist attends is a monthly community college CalWORKs coordinators' meeting. The meeting brings together community college representatives from all over Alameda County to address CalWORKs-related and other issues, and to share success stories. A recent meeting of the group also provided a forum for exchanging ideas to help Alameda County decide how it can most effectively meet the challenges posed by the DRA.

Local Adult Education Schools have also demonstrated a commitment to helping CalWORKs participants and to supporting the mission of the CalWORKs Program. To further enhance this partnership, the ACSSA has been invited to participate in a monthly meeting attended by administrators representing 17 Alameda County Adult Education Schools.

Local Workforce Investment Board

The Alameda County Social Services Agency Director sits on both the Oakland Workforce Investment Board (WIB) and the Alameda County Workforce Investment Board. In so doing, he is in the position to both understand and influence the decisions of each of those boards in relationship to serving CalWORKs job seekers. ACSSA staff participates in the Alameda County WIB Youth Policy Council, and ACSSA operates one of the six One Stop Career Centers funded by the Alameda County WIB.

The One-Stop Career Centers funded by the Alameda County WIB have Memoranda of Understanding (MOU) with ACSSA in order to deliver employment services. Those MOU speak to the availability of job search resources at the One Stop centers. They can be modified as needed in light of CalWORKs requirements and/or changes in the availability of resources. The Eden One Stop Career Center, sponsored by ACSSA along with the State Employment Development Department (EDD), has specific activities targeted to CalWORKs job seekers, including resume writing services and stress management workshops.

The Oakland One Stop Career Center, funded by the Oakland WIB, was awarded an ACSSA contract to operate a satellite in the SSA North Oakland Self Sufficiency Center to provide employment services on-site. The Center, which opened in November 2006, initiates the first step in strategic integration and creates a new level of collaboration between ACSSA and Workforce Investment Act programs. The satellite center will offer services in multiple phases. The first phase included assigning/hiring a coordinator to staff the project, configure the physical space, purchase job search materials, and provide basic employment workshops. The second phase will include resume writing workshops, and additional job developers who will work closely with CalWORKs job seekers who use the Center. Additionally, the satellite center is closely linked with the main Oakland One Stop Career Center located approximately eight blocks from the ACSSA Center. Workshops and employment services will be structured to ensure that CalWORKs job seekers are integrated into the broader infrastructure of employment services available to the general public.

Methods of communication between ACSSA and the One Stop Career Centers will include meetings with structured agendas and notes; use of existing electronic reporting systems where appropriate, including SMARTware; and use of agreed upon referral and documentation forms to be developed as needed. Information on WIA funded resources to share will be disseminated through electronic calendars, web-based information, and EastBay Works Communications. Information on ACSSA needs and requirements, as well as resources, will be disseminated through the ACSSA Program Planning and Support Unit. ACSSA may exercise the option of purchasing additional services from any of the One Stop Career Centers, all of which are capable of accepting and accounting for use of public funds. Planning for implementation of additional collaboration among the One Stop Career Centers and ACSSA Employment Services is on-going. The relationships that will continue this work will include: 1) Community College CalWORKs/CARE Coordinators and the One Stop Site Managers; 2) One Stop Career Center Partnership Meetings; and 3) EastBay WORKs resources for staff training and technical assistance regarding workforce matters and job development.

Anticipated Effects

The collaboration with the community colleges will lead to increased work-study and community service sites, job development and placement on some campuses and vocational and training programs that meet federal and state definitions. Additionally, community colleges have committed to working more closely with students in reinforcing participation requirements, and ensuring students meet goals outlined in their WTW plans. These combined efforts will result in increased job skills for this population while engaged in educational activities, as well as increase the work participation rate.

Ongoing collaboration with the One Stop Career Centers will lead to improved access for employment resources and services, resulting in job placement of CalWORKs participants.

Determination of Success

In determining the success of strategies qualitatively, we will convene a series of regularly scheduled meetings that will include feedback and input from community providers and all levels of staff. We will explore administering surveys to participants at various intervals of their participation. Qualitatively, we will measure the following: increase in the number of participants placed in work-study and Community Service slots through the community colleges; increase in the number of individuals placed in employment and at what wage; and increase in the number of individuals who complete training programs and move toward self-sufficiency.

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

As a result of the Deficit Reduction Act, Alameda County established Employment Services workgroups beginning in July 2006. The workgroups are comprised of senior and mid-level managers, line staff, supervisors and labor representatives from various departments including Information Systems, CalWORKs and Employment Services. The workgroups will continue to meet on a monthly basis to review, revise or develop additional strategies as needed to ensure program goals are being achieved.

Additionally, several community meetings comprised of advocates, community providers, and clients have been established and will continue to meet at least quarterly. These meetings will serve as a forum to share information concerning program improvements and to obtain recommendations or community input that will be considered by ACSSA.

Measures of quarterly progress:

An evaluation plan has been developed for the cumulative polices and strategies that identify program goals, performance indicators and how data will be extracted from CalWIN and/or tracked manually. Main program goals include improved show rate for orientation, job club and assessment activities, reduced sanction rate, decreased duration in sanction status, increased job placement and wages; and increased enrollment in supportive services. Monthly, we will track outcomes based in the WTW 25, WTW25A and WTW 30 reports.

Projected impact on county's federal WPR:

Alameda County has set a goal to increase the WPR by 5 – 7% each year over the next three years.

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	$17,111,000	$18,373,552	
WTW Employment Services	$23,023,913	$24,402,102	Additional Employment Counselors will be hired to support the new upfront orientation process and other activities designed to increase participation. Caseloads will be reduced allowing progress to be monitored more closely. Community Service sites will also be expanded.
CalWORKs Child Care	$23,408,871	$27,528,860	Child Care will be expanded to include reimbursements for applicants participating in the orientation and appraisal process. A portion of the appropriation budgeted in the County's Child Care budget will be redirected to fund the additional employment activities mentioned above.
Cal-Learn	$435,598	$555,362	
CalWORKs Funded Mental Health Services	$2,999,301	$2,667,704	
CalWORKs Funded Substance Abuse Services	$1,168,987	$1,500,584	
Other			
Other			