

COUNTY NAME:

Madera

CalWORKs County Plan Addendum

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This Plan Addendum is submitted to COSS prior to the County Board of Supervisors briefing. That briefing has been scheduled for February 6, 2007.

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



County Welfare Directors
Signature

Hubert (Hub) Walsh

Printed Name

February 6, 2007

Briefing Date

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

1) County Goals

After reviewing the county's existing CalWORKs County Plan, please provide a general description of how the county will meet the goals defined in Welfare and Institutions (W&I) Code Section 10540, while taking into consideration the work participation requirements of the federal Deficit Reduction Act of 2005.

The goals of W&I Code Section 10540 are the following:

- 1) Reduce child poverty in the State;
- 2) Reduce dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families;
- 3) Meet the requirements of federal law while avoiding unanticipated outcomes that negatively affect child well-being, the demand for county general assistance, or the number of families affected by domestic violence.

A. General description of how the county will meet the goals of W&I Code 10540

Madera County plans to meet the above goals of W&I Code 10540 through the provision of activities and resources to our CalWORKs participants. Our staff and partners will continue to focus on early engagement opportunities in support of a work-first philosophy. Our WtW activity flow has been modified to integrate a comprehensive array of services to participants. Through prompt placements in employment and constructive Welfare-to-Work (WtW) activities for those needing more supports, including counseling services, we plan to increase our work participation rate (WPR) while simultaneously affecting positive changes in the lives of the families we serve.

Efforts have been made to educate our staff and partners on the implications of the Deficit Reduction Act of 2005 (ORA). Specifically we have sought to learn how partner agencies' services can best be braided with ours to meet both the needs of participants and the WPR benchmarks. Enhanced communication between staff, contractors, and participants remains critical in moving individuals from welfare to work.

The inclusion of new populations in the WPR denominator requires increased support from community partners. Providing services to reengage sanctioned and timed-out participants poses a significant challenge locally. With that in mind, we have melded workflow activities to meet the WPR requirements wherever possible, while also referencing State regulations to offer services which most appropriately meet the needs and employment goals of individual participants. We emphasize the need for adequate funding to support these and future endeavors to achieve the WPR improvements we desire.

Achieving WPR relies heavily upon resources available locally and from systems including One-Stop Career Centers, community colleges, community-based organizations (CBO), adult schools, and other service providers. Moreover, it requires sufficiently stable and timely allocations from State and Federal funding streams. Madera County DSS has forged partnerships to pair and leverage resources to maximize our CalWORKs allocations.

Improvements in the WPR imbedded in this legislation require the continued commitment and responsiveness of our community partners to achieve both short and long-term outcomes. As such,

data collection tools have been developed with, and implemented by, our contractors in order to capture aggregate and disaggregate data necessary to monitor both WPR for individual participants and program activities. This data allows us the opportunity to further refine and expand program activities.

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

Madera County will continue its current up front engagement activities. Our strategies blend a work-first philosophy with a process that addresses barriers and affords opportunities during the initial CalWORKs application process. This multi-pronged approach has proven successful in addressing needs at the time of application and beyond. The full range of supportive services is offered to all participants in up front activities. The target populations for up front services include CalWORKs applicants and recipients returning to regular WtW activities after a period of exemption.

Our first strategy is current policy. At the time of application, CalWORKs applicants are referred to the WtW Orientation on a voluntary basis. Those volunteering to attend are then scheduled for a one-on-one Appraisal with a WtW case manager. At outstations, Orientation and Appraisal (OA) are conducted on the same day. our main Madera office, Appraisal is conducted within three (3) Working days of Orientation.;Because the Orientation is scheduled upon application, participants often complete OA and proceeding WtW activities while their CalWORKs applications are in the 45- day processing period.

The second strategy is also. current policy which moves CalWORKs applicants, on a voluntary basis, into appropriate WtW activities following OA. During the Appraisal interview the case manager confers with CalWORKs applicants who volunteer to participate to determine the next activity in the WtW program. CalWORKs applicants who present as being *job ready* are referred to Up Front Supervised Job Search. Job readiness factors include participants having: original employment documents (Social Security card and picture ID), a childcare provider(s), reliable transportation, good health, a sufficiently-stable home life, and a recent connection to the labor market. Prior to the activity participants are contacted by telephone as reminders of the appointment. If telephone contact cannot be made, the contracted CBO attempts a home. visit. During the activity participants are referred to our local WIA provider with the expectation that WIA services will be offered to qualifying participants. Connecting participants to WIA services early on improves their chances of benefiting from such services throughout the WtW flow.

A third strategy is a revised approach in serving CalWORKs applicants on a voluntary basis. Prior to July 2006, CalWORKs applicants were eligible to participate in a limited number of WtW activities,

including job search and domestic violence services. CalWORKs applicants who present at Appraisal as *not job ready* are now referred to appropriate activities to address issues immediately. This could include, but is not limited to, a referral, for SSI-advocacy, domestic violence counseling, housing assistance, and State Department of Rehabilitation services. Connecting applicants to partner agencies during up front activities allows issues to be addressed during the CalWORKs application period. This assists participants to meet WPR at the front end of services. We also expect that, over the long-term, it will reduce the number of non-compliant events.

Self-Initiated Program (SIP) is a fourth strategy that continues to be an important part of our up front services, CalWORKs recipients identified at QA as being enrolled in vocational training programs are offered the full range of supportive services to maintain attendance. As permitted by the intensity and schedule of the training program, the SIP case manager explores the possibility of marrying WtW activities which complement coursework and enhance employability to the vocational training program. In particular, the case manager seeks to find relevant work experience opportunities, paid or unpaid, in the employment field of the vocational training program.

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

We expect these strategies to continue to be successful. Based on current participation rates we expect approximately eighty-five percent (85%) of CalWORKs applicants will voluntarily complete QA.

The majority of applicants voluntarily flow into job search shortly after CalWORKs applications are submitted. Contractual performance measures include a twenty-five percent (25%) unsubsidized placement rate of enrollees. Current performance exceeds that goal. Applicants who voluntarily participate in up front activities have both contributed to and benefited from Madera County's currently-low unemployment rate.

By utilizing the above strategies, we expect sixty percent (60%) of eligible applicants to be engaged in WtW activities that meet WPR in the approval month. We also expect that addressing barriers during the CalWORKs application period will reduce the number of sanctions as participants address issues prior to flowing into post-Plan activities.

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

For percentages on the impact specific strategies will have on our County WPR please see TABLE 1 in Section H below.

C. Achieving full engagement by individuals who are required to participate, and who are partially 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).

Madera County DSS has developed strategies to move participants from partial to full participation. These encompass a renewed focus on staff development and the piloting of bridging activities. The goals of these strategies are to encourage staff and participants to make our visions their own and to give every participant the opportunity to meet WPR each month.

The first strategy we instituted involved training and reenergizing staff. We began having more regular WtW all-staff meetings to educate staff on the ramifications of the DRA. These meetings have borne workgroups which address issues in this Addendum and other areas of concern in our service delivery system. Many of the programmatic changes elaborated here were first formulated by staff in small workgroups. This remains a fluid process which continues to evolve as strategies are implemented and analyzed.

A second strategy focuses on our WtW flow. We are constructing new WtW activities designed to provide participants the opportunity to meet the WPR challenge. These include offering open-enrollment, bridging activities for participants transitioning between WtW activities or breaks in school calendars. The first new activity that we will offer is a community service work crew. The purpose of this activity is to (1) build soft skills, (2) provide job exploration opportunities, (3) provide bridging hours, and (4) meet community needs that might otherwise go unmet. Participants will be able to join the work crew quickly after meeting with the referring case manager. The goal is to reduce any delay between referral and start date. The second new activity is a more comprehensive job search workshop. The purpose of this activity is to assist participants who need further instruction in order to find unsubsidized employment (MPP 42-711.534). This workshop will incorporate a broader range of curricula than traditional job search activities, including life skills, money management, decision-making, goal-setting, nutrition/wellness, and others.

A third strategy involves improving our partnership with the local community college to expand participation options on campus. In 2006 we finalized a contract with the State Center Community College District (SCCCD). The college CalWORKs coordinator ensures that our participants maintain satisfactory progress in college classes by offering a range of tailored student services. We are also working with the college ensure that our participants have the opportunity to meet full participation in two other ways. First, we intend to take full advantage of increased State funding for potential work-study jobs. Second, we are working to offer more short-term vocational training courses. Madera Center offers a TANF Child Development Careers Program designed for our participants. In addition, the campus recently began offering certificated short-term office skills courses. These courses do not run on the traditional semester calendar, but rather are six-week courses which start/end during the semester. Classes supplement core activities with in-demand courses which prepare participants for entry-level office work.

A fourth strategy is a new policy that allows participants in college and/or vocational training programs to count non-credit study hours, as allowed per MPP 42-716.262. As of October 1, 2006, we allow non-credit study hours to be counted on the ratio of two non-credit study hours for each hour of class time. Although we expect this to negatively affect our federal WPR, we anticipate it will result in a higher graduation rate, higher entry wages for graduates, increased long-term earning potential, and a higher rate of permanent self-sufficiency. We also believe it will contribute to improved outcomes as described in ACL 06-42, specifically Measures 1 (employment rate of CalWORKs cases) and 3 (percentage of leavers with earned income).

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

These strategies are planned to assist us and our partners improve the quality and quantity of our services. In the past, there was often lag time between referral and start date in various WtW activities. Many of our participants were, therefore, not afforded the opportunity to meet participation. The practices and policies described above seek to address this weakness of our service model.

Offering a job search activity which DSS WtW staff conducts has advantages for clients. First, we expect this will strengthen relationships between case managers and participants. This is absolutely critical in establishing our staff as a resource in moving participants from welfare to work. Second, having an experienced case manager facilitate workshops reduces the need to refer participants back to the DSS case manager for questions about the WtW program, including those regarding supportive services. Participants, therefore, can have their questions answered immediately. Third, it will also allow DSS facilitators to capture participation data in Citrix thereby giving referring case managers instant access to that information.

Of those participants not meeting WPR in a typical month, approximately twenty-five percent (25%) partially participate in federally-recognized WtW activities. We expect the strategies above to move a third of this population into full participation that meets WPR

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

For percentages on the impact specific strategies will have on our WPR, please see TABLE 1 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).

Madera County DSS will focus on this area through incremental efforts to improve service delivery options, increasing program capacity, and engaging staff in our redesign process. Many of these strategies overlap with those discussed above in Sections B and C. We expect those strategies, though targeted to address more specific issues, to indirectly reduce the number of sanctions. We also believe the strategies are interrelated and mutually-reinforcing, each creating and benefiting from the momentum of others.

The first strategy is a current policy which requires case managers to respond to any instance of non-compliance within five (5) working days. They do this first by attempting to reach the participant by telephone. If this is unsuccessful, a cause determination appointment letter is sent to the non-compliant participant.

A second strategy is also current policy. Upon a no good cause finding after an instance of non-participation, the first step of the compliance plan, if appropriate, is a referral to our contracted mental health/AOD partner for a screening. Attendance at the screening is mandatory for non-compliant participants; acceptance of services at the time of screening is not. We believe this is a good policy for a number of reasons. First, it provides a forum for participants to speak openly about the hidden barriers to participation—those which participants are either reluctant to share or which participants themselves may not be wholly aware. Second, participants are often times more willing to disclose mental health and/or AOD issues to certified professionals in a clinical setting. Disclosing to qualified counselors is a safer option for participants. Third, it results in an early engagement in treatment, thereby preventing instances of non-compliance and sanctions throughout the continuum of WtW services.

A third strategy is another current policy. If a participant fails to attend a good cause appointment, the case manager attempts a telephone contact to establish cause, as required by MPP 42-721.25. An additional County requirement mandates one further step to determine cause and prevent sanctions: If telephone contact cannot be made, the case manager must attempt a home visit to establish cause prior to imposing sanction. Case managers must do this within the 20-day cause determination period.

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

We expect these strategies will benefit participants in a number of ways. First, non-compliant participants are afforded increased attention from case managers. This attention manifests in stronger worker-client relationships and establishes the case manager as a resource, advocate, and service provider. Doing home visits prior to sanctions sends the message that staff is committed to helping participants overcome barriers. Second, these strategies portend immediate attention and possible consequences for non-compliant participants. Third, participants benefit from these strategies by participating in services which will move them from welfare to work while concomitantly avoiding the financial penalty of a WtW sanction.

Our strategies to prevent sanctions are currently policies that have been in place for some time. We hope to couple with other approaches to affect a modest reduction in the number of sanctions. Currently, less than two percent (2%) of our caseload is sanctioned in a given month.

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

for percentages on the impact specific strategies will have on our WPR, please see TABLE 1 in Section H below.

E. Reengaging noncompliant or sanctioned individuals

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy).

Madera County DSS has taken steps to reengage non-compliant and sanctioned participants. New strategies have been incorporated in our program redesign. The first strategy involved reorganizing our two types of case managers—Employment Training Workers (ETW) and Social Workers (SW). We believe social worker staff has the most appropriate skill sets to serve our hard-to-serve participants. Sanctioned participants, by definition, appear to be a segment of that population. We therefore designated the responsibility to reengage sanctioned participants to our social worker staff.

A second strategy was to design a preliminary activity to reengage sanctioned participants. After notifying sanctioned participants of the end of durational sanctions, social workers began inviting them to a special Orientation. Participants who attend and agree to comply sign curing plans and are referred to appropriate WtW activities. We have only recently begun this process and initial responses have not been as robust as we had anticipated.

For those who do not attend the Sanctioned Orientation, a social worker attempts a same-day telephone contact. If telephone contact cannot be made, the social worker attempts a home visit within five (5) working days. Upon contact, social workers complete a traditional type of WtW assessment.

A third strategy to reengage sanctioned participants involves enlisting the cooperation of eligibility staff. When the WtW social worker is unable to make contact with the sanctioned participant by telephone, appointment letter, or home visit, the eligibility worker will invite the social worker to the participant's annual redetermination appointment. The redetermination appointment will then become a three-way conversation with each DSS staff addressing issues related to self-sufficiency.

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

We anticipate these strategies will be greeted with mixed responses from participants. It is our hope that more active engagement will prompt improvements in participation and outcomes. For those participants earnestly struggling, we hope these strategies will deliver targeted services to overcome barriers. For the segment that, for whatever reason, is indifferent to our services, these strategies will afford opportunities to review and assess circumstances in a more thorough way.

We anticipate that intensive case management services will result in the reduction in the number of sanctioned participants. As discussed in Section H below, however, we do not expect this to equate to a net increase in our WPR.

Madera County DSS currently has approximately 280 sanctioned participants. Our hope is to reengage twenty-five percent (25%) of this population within eight months.

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

For percentages on the impact specific strategies will have on our WPR, please see TABLE 1 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):

Madera County DSS has implemented other strategies to assist participants in finding unsubsidized employment as well as meet WPR. Our first strategy was to address staffing issues. We hired additional staff to help us address workload issues related to increased engagement. This was essential considering the increased workload prompted by the ORA and requires a stable funding source be maintained in order to serve our populations. In the manners we propose. We have bifurcated case manager duties and assigned hard-to-serve participants to social workers. In addition to sanctioned participants, we consider the following hard-to-serve:

- Exempt participants
- Participants linked to Child Welfare Services
- Participants engaged in mental health, AOD, and/or DV services
- Participants with learning disabilities

A second strategy is a current policy that case managers review caseloads monthly to insure participants are engaged as designated. When participation is reported, case managers are under an established deadline to respond in cases where participation is in question. This means that

participants can expect to be contacted, either by telephone or home visit, to address challenges and formulate plans for participation.

A third strategy involves a more comprehensive review and analysis of caseload data. Our County's WPR has traditionally been determined using a Sample of selected cases. There are some concerns with this approach. Using the Sample we reported a WPR well below the fifty percent (50%) mandate for All Cases, but well above the State's adjusted WPR thresholds during the PRWORA era. The change of baseline year, as proscribed in the DRA, requires that we re-exam this reporting methodology. We plan to analyze our WPR based on both the Sample and Universe of all WtW cases. We plan to use the Universe to determine the confidence interval of the Sample and then make decisions as to the (1) cost effectiveness of tracking the Universe and (2) the appropriate methodology to report the WtW30.

A fourth strategy addresses the timeliness of contracts. Our WPR usually dips in the summer. We believe this is because there is often confusion surrounding the transition between SFYs. Contracts in limbo decrease participation options and regaining momentum after contracts are finalized takes time. We plan to make this a seamless transition this year by ensuring contracts are finalized and staff is trained well before the beginning of the new SFY. However, uncertainty associated with State budgeting and available resources has the potential to deny this strategy.

A fifth strategy expands on a current policy concerning the verification of hours in unsubsidized employment activities. Our current policy is to require participants to submit an employment calendar documenting hours each month. Often these calendars are received late or not-at-all; in which case, the case manager is required to contact the participant by either telephone or home visit. If attempted contacts are unfruitful, we expand this policy by adopting the State's policy of applying the 4.33 calculation to the monthly hours reported on the QR7 and projecting this for a minimum of three months. If hours are not reported on the QR7, pay stub will be reviewed to determine monthly hours and projected for a minimum of three months. Self-employment income is verified in the same way and measured using the State calculation: net income divided by Federal minimum wage.

A sixth strategy is a new policy which addresses the question of on-line courses. We agree with the State that, in some situations, online courses are appropriate vocational training activities. Madera County therefore adopts State policy--we count hours in on-line courses only when those hours can be monitored. We expect this strategy to be particularly effective for those participants isolated by remoteness and lack transportation.

A seventh strategy we recently implemented is designed to get feedback from the participants we serve. We ask participants in WtW activities to complete an anonymous survey evaluating the effectiveness of the activity and how their case manager can help them become self-sufficient. We use these surveys to analyze our services and as training tools for staff and partners.

An eighth strategy we plan to implement beginning with our October 2006 WPR is to post each case manager's WPR rate in our DSS staff Offices. We learned of this strategy from other counties who explained that it made a significant impact on their WPRs. By recognizing the performance of our case managers we hope to replicate their experiences in Madera County.

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

Participants benefit from these strategies in a number of ways. First, hard-to-serve participants are served by staff with the skill sets most suited to address their needs. Second, ensuring a seamless

transition between SFYs prohibits WtW activities from being artificially interrupted. Third, allowing on-line courses provides another alternative for participants to meet WPR and gain productive skills and certifications. Fourth, anonymous surveys provide participants a forum to express opinions concerning the quality of services, thereby giving them a *voice* in the WtW program.

Approximately twenty-two percent (22%) of our caseload is exempt. Of this population, three percent (3%) have been medically exempt for over one year. The goal of the assigned social worker is to assist this group in assessing and navigating the SSI process. We anticipate that a number will qualify and/or benefit from services of partner agencies.

Ten percent (10%) of our participants are engaged in vocational training activities. We expect an additional two percent (2%) of participants will enter qualifying on-line training activities in the current SFY. A slight decline in the percentage of non-compliant and sanctioned participants will follow.

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

For percentages on the impact specific strategies will have on our WPR, please see TABLE 1 in Section H below.

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).

Madera County DSS began formulating strategies to improve our service delivery model to meet the participation requirements of TANF Reauthorization shortly after receiving the DRA in draft form. Our initial approach was to meet with community partners-both contracted and non-contracted, to inform and coordinate services for mutual participants. This process continues to be a vital part of our service delivery adjustments and the desire to meet the federal WPR requirement.

We meet with contractors monthly to review performance and explore possible program improvements. Contractors report both aggregate and disaggregate outcomes in written form at these monthly meetings. These are reviewed against our internal data systems. We discuss performance vis-a-vis proscribed outcome goals. Issues and ideas are discussed. As permitted contractually, adjustments are identified and made to improve outcome measures.

Increased information sharing is also being encouraged at the line-level. Upon written consent, Madera County DSS case managers share WtW Plans, resumes, master applications, and other documents with partner agencies to expedite services and improve outcomes. This flow of information is reciprocal, as DSS case managers receive much documented information on participants being served jointly by partner agencies. Throughout the month contractors provide

third-party verification of hours for individual participants. Case managers use these time sheets to document Federal and State participation and pay supportive services.

A major partner is the Workforce Development Office (WDO). We contract with them to provide specific WtW services (vocational assessments, work experience, on-the-job training, and job readiness) and refer participants for non-contracted WIA services. We hold monthly management-level meetings with WDO to review performance and address problems in the service delivery system. We are also working on new strategies to increase communication between line-staff of our respective agencies. One such strategy is to acquire access to WDO's computerized case management database. This will save time and reduce workloads for case managers, as it will provide instant access to participation information that currently takes time and effort to capture and deliver. Another strategy we plan to pilot is a "contractors' faire". This event will permit contractors' staffs to better understand the role of their respective agencies in our WtW flow of services and encourage communication between the various contractors.

Madera County DSS contracts with the Central Valley Occupational Center (CVOC) for up front job search and vocational training. We hold monthly meetings with CVOC similar to those just previously mentioned. CVOC provides daily supervision and third-party verification of hours according to the State standard.

As mentioned in Section C of this Addendum, we recently completed a contract With the State Center Community College District We plan to have regular meetings to monitor progress and explore the possibility of expanding the number of short-term training programs at the college. To this end, we are willing to partner resources.

We contract with the Chawanakee Unified School District to provide up front job search and on-the-job training services for our participants in Eastern Madera County. We meet monthly to review performance and problem-solve.

California State University, Fresno (CSUF) is our contracted LO evaluator. As it is a fee-for-service contract, we do not meet monthly with them to review performance. Instead, we invite CSUF staff to present at our WtW All Staff meetings a few times per year. These presentations provide a forum for dialog.

We contract with the Madera County Health Department to administer the County's Cal-Learn program. The Health Department reports participation data to DSS on a monthly basis. This data is then used to document WPR for sampled Cal-Learn participants.

The Madera Access Point (MAP) is our mental health, AOD, and domestic violence program. This program is operated by a MOU between DSS and Madera County Behavioral Health. Domestic violence services are provided by Madera County Victims' Services Center. Madera County DSS has two staff--one WtW case manager and one Eligibility Worker, co-located in the treatment facility. DSS staff attends weekly case staffings with mental health clinicians, AOD counselors, and DV advocates to ensure that participants are progressing in their activities, and when applicable, are meeting federal WPR.

Madera County serves WtW participants engaged in child welfare services through the Linkages program. These participants benefit from the expertise of both WtW and CWS staff. Case plans are developed that meet the goals of each program without unduly burdening participants. Finding and maintaining employment is a common goal which is reinforced by DSS staff.

We partner with a number of local agencies with whom we do not currently have contractual relationships, but whom serve our participants in qualifying WtW activities in the same manner as the community at-large. These organizations include, but are not limited to:

- Madera Adult School
- Chowchilla Adult School
- Yosemite Adult School
- Employment Development Department
- California Department of Rehabilitation
- Ready, Set, Go! (youth employment)
- Central Valley Regional Center
- New Hope

We meet with non-contracted community agencies to determine where overlap exists and coordinate services to serve mutual interests. We are exploring ways to coordinate with those agencies whose mission involves serving our participants in ways not directly associated with WtW activities. For example, the local Housing Authority serves WtW participants. Although Madera County DSS and the Housing Authority share a common overarching goal helping participants become self-sufficient, our services are at times centrifugal to the mission of the other. We meet with the Housing Authority to discuss ways in which services can be channeled to meet each agency's particular missions while simultaneously reinforcing the goal of self-sufficiency.

We are building stronger relationships with non-contracted CBOs to provide services which hitherto have been underutilized by our participants. For example, we are exploring the possibility of using WtW ancillary funds to pay a local medical facility to remove tattoos. We expect these services will increase the employability of those who believe their tattoos are impediments to gainful employment. We also informally partner with local faith-based organizations. Populations served in these voluntary programs include ex-felons and those seeking to escape the gang lifestyle.

ROP programs in Madera County are designed for in-school youth and as such, do not generally serve CalWORKs populations.

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

Increased collaboration with partner agencies benefits participants in a number of ways. First, it streamlines services, especially at the front-end. Involving partners in up front activities allows participants to build a network of agencies that can eventually lead them to self-sufficiency. Second, information sharing between agencies ensures WtW activities are planned in a coherent fashion that coincides with the goals of the individual participant. Third, increasing the flow of information gives both Madera County DSS and partner agencies staffs better tools to serve participants. Fourth, integrating data sharing systems allows participants to be credited with participation instantly.

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

For percentages on the impact specific strategies will have on our WPR, please see TABLE 1 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:

Madera County uses both State and internal data management tools to measure progress. Automation is delivered via ISAWS. This system interfaces with our WtW computerized database-- Citrix. Our WPR, hitherto reported via the ISAWS/Citrix-populated WtW30, is the central measure of the success of our combined strategies. The individual strategies are tracked using a combination of system-generated (ad-hoc) reports and internal databases. A quarterly *Executive Summary* which delineates trends and performance is written and delivered to the Director, and later shared with staff.

We eagerly await the roll out of the State's new web-based WPR reporting tool. We hope. this tool has the capacity to capture all of the different WPR variables, thereby allowing us to focus on internal controls that measure the effectiveness of individual strategies.

Projected Impact on county's federal WPR:

TABLE 1 projects the impact individual strategies will have on Madera County's WPR. We anticipate these projections, however, will be tempered by changes in the definition of a *work eligible individual*, and the fact that State law has yet to be amended to mitigate the effects of the revised federal definition. The DRA polls populations, such as sanctioned and CalWORKs timed-out participants, into the WPR equation that were hitherto excluded. These and other populations (exempt participants) are not required to participate by State law. As yet these populations have not been moved out of the WPR equation. If/when State law is amended to do so, we would expect an immediate and significant increase in our County's WPR. Past data indicates that had only the exempt population been excluded from our monthly Samples, we would have reported significantly higher WPRs. Though we have scant participation data on the activities of many of these recently- included WPR populations, we expect a large percentage to fall short of participation requirements. We therefore anticipate the inclusion of these populations may partially, if not wholly, offset the WPR increases derived from the strategies in this Addendum, as enumerated in TABLE 1. As stated earlier, the implementation and affect of the proposed strategies in this Addendum are contingent upon sufficient funding allocations.

Madera County averaged a thirty-four percent (34%) federal WPR in the first quarter of SFY 06-07. Our strategies have been designed to achieve a forty-six percent (46%) WPR in FFY 07. However, an offset due to populations not required to participate by State law will reduce our WPR to twenty-four percent (24%) in FFY 07. Carrying this baseline forward, we expect our WPR to incrementally rise to twenty-eight percent (28%) by FFY 09.

TABLE I. MADERA COUNTY PROGRAM IMPROVEMENTS (IMPACT ON WPR)

Addendum Item Number	Strategy	Policy Type	Effect on Federal WPR (FFY)		
			2007	2008	2009
2B	Up Front Engagement				
	OA at the time of CalWORKs application	current	--	--	--
	Up front job search	current	--	--	--
	Offering all WtW services to applicants	revised	--	--	--
	SIP	revised	--	--	--
2C	Partial to Full Participation				
	Reenergizing staff	new	+1%	--	--
	In-house, bridging activities	new	+1%	--	--
	Increased participation options at local college	new	+1%	+1%	+1%
	Non-credit study time	new	-3%	-3%	-3%
2D	Preventing Sanctions				
	5-day turn around for non-compliance event	current	--	--	--
	Mental health/AOD screening	current	--	--	--
	Home visit during conciliation period	current	--	--	--
2E	Re-engaging Sanctioned Individuals				
	Staff reorganization	new	+2%	--	--
	Sanctioned Orientation	new	+1%	+1%	+1%
	Redetermination appointment with EW	new	+1%	--	--
2F	Other Activities				
	Hiring additional staff	new	+2%	--	--
	100% monthly participation review	current	--	--	--
	Sample vs Universe reporting methodology	new	--	--	--
	Timeliness of contracts	revised	+1%	--	--
	QR7 unsubsidized employment hours	new	+1%	--	--
	On-line courses	new	+1%	+1%	+1%
	Participant surveys	new	--	--	--
	Posting case managers' WPRs	new	+2%	--	--
2G	Partnering with Local Agencies				
	Improved communication with contractors	current	--	--	--
	Partnering with non-contracted community agencies	expand	+1%	--	--
	Totals				
	WPR Baseline Average		34%	46%	46%
	Projected WPR resulting for addendum strategies		46%	46%	46%
	Off-set for those not required by State law to participate, including Safety Net, Exempts, Good Cause				
	Madera County WPR		24%	26%	28%

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	\$2,000,658	\$1,998,935	<ul style="list-style-type: none"> • Decreased funding • Maintain services at current levels
WTW Employment Services	\$3,080,331	\$3,073,075	<ul style="list-style-type: none"> • Decreased funding • Maintain services at current levels • Explore opportunities to leverage allocation by matching funds on joint projects with local partners
CalWORKs Child Care	\$994,891	\$994,891	<ul style="list-style-type: none"> • Maintain services at current levels
Cal-Learn	\$167,960	\$195,125	<ul style="list-style-type: none"> • Increase staff • Increase the provision of services • Offer wide range of WtW services to willing Cal-Learn participants
CalWORKs Funded Mental Health Services	\$295,945	\$365,634	<ul style="list-style-type: none"> • Enhanced mental health services • Increased tandem home visits • Assessments of non-compliant participants • Supported work activities
CalWORKs Funded Substance Abuse Services	\$235,955	\$260,543	<ul style="list-style-type: none"> • Enhanced AOD services • Increased tandem home visits • Assessments of non-compliant participants • Supported work activities
Other			
Other			