

February 2, 1998

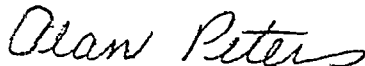
Curtis Howard, Welfare to Work Division  
California Department of Social Services  
744 P Street, MS 9-701  
Sacramento, CA 95814

Mr. Howard:

Attached is the letter of clarification requested by Diane Just relating to Fresno County's CalWORKs Plan. Please note that a copy of our Client Grievance Procedure has also been included.

If you have any additional questions or comments, please contact Janet Rickert, Acting Assistant Director of Employment and Temporary Assistance, at 209.453.6408.

Sincerely,



ALAN PETERS, Acting Director  
Fresno County Department of Social Services

AP:JS:js

Attachments

# CLARIFICATIONS TO THE COUNTY OF FRESNO'S CalWORKs Plan - December 16, 1997

*\*Italics indicate revised language*

## CONTRACTED SERVICES

### Page 9 - Proteus, Inc. Rapid Employment Placement Services (REPS)

Proteus provides up-front placement services to new applicants/participants. *While recognizing that an applicant cannot be required to participate in welfare-to-work activities until assistance has been granted, participants will be offered and/or referred to voluntary REPS within a week of their application in line with Fresno County's commitment to move clients to self-sufficiency as quickly as possible. REPS includes...*

## CHILD CARE AND TRANSPORTATION SERVICES

### Page 28 - Criteria for Exemption

According to CalWORKs, a six-month "Infant Exemption" may be granted. *Fresno County will comply with this provision of CalWORKs. In addition, extensions may be granted on a case-by-case basis up to and until the youngest child reaches twelve months of age, contingent upon the availability of infant care. Further, participation in welfare-to-work activities may begin prior to the end of the six-month exemption period (but no earlier than the child reaching twelve weeks of age) if, on a case-by-case basis, an assessment determines that suitable child care is available and the participant is able to begin such activities.*

*As noted, a parent will not...*

### Page 29 - Transportation

*...DSS will determine the manner in which participants are reimbursed for transportation costs on a case-by-case basis. Generally, participants who choose to use a private vehicle when an assessment has determined that public transportation is available, accessible and appropriate to their circumstances, will be reimbursed at a flat rate equal to the cost of public transportation in their service area (e.g., City of Fresno, City of Sanger). In cases where participants must use their own vehicles due to local public transit being unavailable (e.g., graveyard shift), inaccessible, or when requiring its use would be unreasonable (e.g., time and distance to a childcare provider), they will be reimbursed at the prevailing mileage rate...the County's Fleet Services Department. Under all circumstances, the transportation services component will be operated in full compliance with the guidelines published in ACL 97-72.*

## **ASSISTING FAMILIES TRANSITIONING OFF AID**

### Page 37 - Transitions Due to Time Limits

Welfare-to-Work Time Limits - In this case, *the recipient has received welfare-to-work services for the maximum duration provided for by law and has...*

## **OTHER ELEMENTS**

### Page 41 - Diversion, Assessment and Eligibility Determination

*In acknowledgment that diversion services are required by the CalWORKs legislation, a Diversion Component will be developed and implemented. Generally, after an eligibility determination has been completed, all participants found eligible will be assessed to determine their suitability and appropriateness for receiving the services that will be included in the Diversion Component. Participants will have the right to decline diversion and remain eligible for cash assistance.*

ITEM 13 - GOOD CAUSE, CONCILIATION,  
GRIEVANCE AND SANCTION PROCEDURES

(Replaces Item Dated 01/31/94)  
Manual Reference: 42-781 & 42-786

I. DEFINITIONS

- A. **Mandatory Participant:** A participant who does not meet exemption criteria. Includes participants who are deferred.
- B. **Voluntary Participant:** An exempt individual who volunteers to participate in the GAIN Program.
- C. **Cause Determination:** A participant who has not met GAIN program requirements has the right to explain why. The Department of Social Services (DSS) will decide if there was a good reason. When the client has a good reason for not participating, the GAIN Case Manager (GCM) will work with them to make changes so they can participate. When they have a good reason for not participating, and there is nothing that can be done to help them begin participating they will not have to participate and can be deferred or exempted from participation.
- D. **Conciliation:** When a determination is made that good cause did not exist, the GCM and the client enter into conciliation. Conciliation is a 20 calendar day period in which the GCM and the client can come to agreement for program participation. It allows the client to present an alternative conciliation plan to the original county proposed plan.
- E. **Conciliation Plan:** The written plan agreed to and signed by the GCM and the client. The Plan is limited to one of the following:
  - 1. Attending orientation or appraisal activities;
  - 2. Signing the participant contract(s);
  - 3. Participating in a program activity. The plan for participation is completed when the activity is completed or for a period of two consecutive calendar weeks, whichever is shorter;
  - 4. Accepting a job offer or job referral; and
  - 5. Participating as necessary to remedy termination of employment or reduction of earnings.
- F. **Financial Sanctions - Cash Aid Lowered:** A penalty will be applied to a mandatory participant in the following situation: The participant fails to meet program requirements without a good reason for a first, second or subsequent time and conciliation does not succeed.

- G. - State Hearing: A hearing conducted by State Department of Social Services as an alternative to the formal grievance procedures listed below.
- H. Grievance Procedures: The participant in the GAIN Program who is dissatisfied with any action taken by the DSS, or any agency under subcontract with the DSS for the delivery of services available under GAIN regulations, shall have access to a formal grievance proceeding either under section 5302 of the Unemployment Insurance Code or as established by the County Board of Supervisors.
- I. GAIN Case Manager: The GAIN case manager may be a job specialist.

## II. INTRODUCTION

Under the GAIN Program, the DSS shall determine if good cause exists for non-participation and will attempt to resolve any problems. If the DSS determines there is no good cause, the conciliation process will be conducted.

Whenever a participant believes that any program requirement or assignment is in violation of the contract or is inconsistent with the program, the GCM shall inform them of the rights to request a State hearing or to file a formal grievance based on the procedures established in Section 5302 of the Unemployment Insurance Code, or to file a formal grievance based on the procedures established by the County Board of Supervisors. The formal grievance process is not available to the participant who is dissatisfied with the results of an assessment made in accordance with EAS 42-773.

## III. NON-COMPLIANCE WITH GAIN PROGRAM REQUIREMENTS:

No cause determination is required when a participant attends within the education or training provider's standard for absences or tardies. When the provider does not have a standard, no cause determination is required for a participant who is absent or tardy up to ten percent of the monthly hours required.

To safeguard a participant's rights in the GAIN program, a determination of cause shall be made when a participant:

- A. Fails or refuses to enter into a general agreement or activity agreement;
- B. Fails or refuses to participate in a program component that has been agreed to in the activity agreement;
- C. Fails or refuses to accept a suitable job offer or job referral;
- D. Terminates Employment;
- E. Has a reduction in earnings.

IV. GAIN CASE MANAGER'S RESPONSIBILITY FOR CAUSE DETERMINATIONS:

- A. Make determination of cause for all program components.
- B. Send GAIN 43, GAIN Notice of Participation Problem, for all program components. The GCM shall make reasonable efforts to send this notice at least six working days prior to the scheduled interview. The interview for determination of cause shall be scheduled to occur within ten working days of the discovery of the refusal or failure. Enter Code 900 on WGOG screen with date GAIN 43 is mailed and expected end date ten working days in the future;
- C. Send the applicable determination of cause once the determination has been completed.
  - 1. When good cause is determined, the GCM shall send the GAIN 48, GAIN Notice of Good Cause Determination. See Section XIII of this PPG for good cause criteria.
  - 2. When no good cause is determined, the GCM shall send the GAIN 44, GAIN Notice of No Good Cause Determination and Conciliation Appointment. (Conciliation begins the date the GAIN 44 is mailed.) Enter disposition code of 74 on the 900 Line, open a 901 Line, allow 20 calendar days from date 44 is mailed.

NOTE: When a GAIN 44 is sent and the AFDC case is a U-parent deprivation, a GAIN 39, Notice to Other Parent, must be sent to the second parent.

V. RESCHEDULING

- A. The cause determination shall be made within fifteen (15) working days from the date of discovery of participation problem or refusal to cooperate unless delayed by extenuating circumstances.

If the client contacts the DSS prior to or within one working day following the scheduled cause determination interview to request rescheduling, the interview shall be rescheduled. This rescheduled interview shall take place within five (5) working days of the initially scheduled appointment, unless delayed by extenuating circumstances.

- B. If the individual does not keep the appointment for the determination and has not contacted the department, the cause determination shall be made from available information. This may include information contained in the Eligibility case record.

VI. CAUSE DETERMINATION INTERVIEWS

Cause determinations may be made in person or by phone after the GAIN 43 is sent. The responsible GCM will determine if the client had a good reason for not complying based on the good cause criteria. NOTE: The GCM must also review for possible exemptions and deferrals.

VII. GOOD CAUSE EXISTS

When the GCM determines that good cause exists for participant's failure or refusal to meet the program requirements, the GCM shall:

- A. Issue GAIN 48, GAIN Notice of Good Cause Determination, to the participant;
- B. Determine if the problem which caused non-compliance has been resolved and document all relevant facts;
- C. Identify and authorize supportive services which will enable client's participation in a program component;
- D. Determine with the individual if participation in another component would be more appropriate, pursuant to component participation criteria, and refer as necessary;
- E. Amend the participant's activity agreement as necessary;
- F. Arrange entry/re-entry into the appropriate component;
- G. Update the GAIN on line system;
- H. Defer the client as appropriate; and/or
- I. Recommend exemption to the eligibility worker as appropriate.

VIII. NO GOOD CAUSE-CONCILIATION

- A. When the worker determines that good cause does not exist for the participant's failure or refusal to meet program requirements, the worker shall conduct conciliation, as follows:
  1. The GCM shall schedule an appointment, using GAIN 44, at which the GCM and the participant shall attempt to reach agreement on the program participation. The notice shall be issued within five working days of the cause determination, unless delayed by extenuating circumstances. NOTE: the 20 day conciliation period begins on the date the GCM issues the notice informing the individual of the conciliation appointment.
  2. The appointment for conciliation may be held immediately following the cause determination interview if both of the following conditions are met:

- a.. Both the participant and the GCM agree to this arrangement;  
and
  - b. The notice (GAIN 44) is issued BEFORE the conciliation discussion begins.
3. A GAIN 39 must be sent to the second parent when the AFDC case is based upon unemployed parent deprivation.
- B. During the conciliation the participant has the opportunity to present an alternate participation plan.
- C. The worker will develop a proposed formal conciliation plan based on the original conciliation plan and/or the participant's counter-proposal. Conciliation is to encourage compliance with GAIN requirements and to resolve the problem(s) which had resulted in the non-compliance. Participant rights and responsibilities shall be re-emphasized.
- D. Complete form ES 23, Cause Determination and Conciliation Plan, indicating the proposed conciliation plan time frames. The conciliation plan shall specify that the individual must complete the agreed upon activity, which is limited to one of the following:
1. Attending orientation or appraisal activities;
  2. Signing the participant contract(s);
  3. Participating in a program component(s) as previously agreed to in the written conciliation plan; (NOTE: A conciliation plan may require participation until the component is completed or for a period of two consecutive calendar weeks, whichever is shorter. Completion of the conciliation does not have to occur within the 20 day calendar conciliation period.)
  4. Accepting a job offer or job referral which is consistent with the employment plan; or
  5. Participating as necessary to remedy termination of employment or reduction of earnings.
- E. Update on-line GAIN system by entering the 901 code with the appropriate plan completion date. Completion of the agreed upon plan is independent of the 20 day conciliation period.
- F. The participant shall be permitted, upon written request, to terminate the formal conciliation process sooner than the 20th day when they believe that conciliation will not resolve the dispute.  
NOTE: GCM will utilize the GAIN 54, Agreement to Terminate GAIN Conciliation Sooner Than 20 Days, for this purpose.



- G. - The participant shall be allowed, upon written request, to request an extension of the conciliation period for 10 calendar days, when the individual has made a reasonable effort to conciliate and the GCM believes that additional time is necessary. (GAIN 55)
- H. The GCM or GAIN participant may request a staffing with a social worker as part of the conciliation process to assist in disputes and address any barrier to participation.
- I. If conciliation is not successful, the GCM will recommend appropriate sanction action based on the instance of non-compliance. See section XIII.
- J. When a client has entered into a conciliation plan, and subsequently fails or refuses to comply with the plan the GCM shall make a reasonable attempt to contact the client to determine if good cause existed for the failure or refusal.

Reasonable attempt can include:

- a. Completed phone attempt, (Reaching the client by phone.) or
- b. In the event the GCM is unable to reach the client by phone, the GCM will mail the client a 2143A (appointment letter) giving an opportunity to come in and explain the refusal or failure.

#### IX. SOCIAL WORKER RESPONSIBILITY

GAIN social work staff will assist the GCM in the determination of cause and development of the conciliation plan as appropriate to the case staffing. This may include a home call and home assessment as necessary.

#### X. STATE HEARING AND FORMAL GRIEVANCE

When a participants believe that any program requirement or assignment is in violation of the contract or is inconsistent with the program, they may choose one of four options, depending on the situation that is being protested and whether or not they are participating. See GAIN Guidebook, State Publication 168.

#### XI. PARTICIPANT REQUESTS

##### A. State Hearing

The participant may request a State (FAIR) Hearing in accordance with PPG 40-8-1. NOTE: A state hearing cannot be filed during an independent third party assessment. A state hearing may be filed once the assessment has been completed.

B. - Formal Grievance Section 5302 of Unemployment Insurance Code

1. The worker indicates client's request in the case record and continues with the formal conciliation process.
2. The procedures established for a formal grievance by the Unemployment Insurance Code are the same as those required for a cause determination and formal conciliation as specified in EAS Manual Section 42-781. These procedures shall not exceed thirty (30) days.

C. Formal Grievance as Established by the Board of Supervisors

1. Request For Grievance

- a. Any applicant/registrant in the GAIN Program may request a hearing before the Social Services Relations Officer. An applicant/registrant shall have thirty (30) days from the date of that action or proposed action during which they may file a grievance request.
- b. Requests for hearings to be conducted by the Social Services Relations Officer for applicants/registrants in the GAIN Program may be verbal or written. If a verbal request for hearing is made, either in person or by telephone, and the individual refuses or is incapable of putting the request in writing, the person to whom the request is made shall put the elements of the complaint in writing and forward the request to the Social Services Relations Officer.

2. Grievance Scheduling

The Social Services Relations Officer, upon receipt of the request for grievance procedures, shall schedule a hearing within fifteen (15) days and provide the client with two copies of the written notice of the scheduled grievance hearing.

3. Administrative Review

- a. Once the grievance hearing is scheduled, the Social Services Relations Officer shall refer the grievance to the program manager (PM) in charge of the division where the grievance originated. The PM has five (5) days to review the grievance and attempt final mediation.
- b. If the PM mediates a solution to the grievance, which is acceptable to both the client and the DSS, the results of this mediation shall be returned to the Social Services Relations Officer for participant notification of the decision.

- c. If the grievance cannot be resolved by the PM, the grievance and written documentation of the PM's attempt to mediate a solution shall be returned to the Social Services Relations Officer ten (10) days prior to the date of the grievance hearing.
- d. The Social Services Relations Officer shall review PM's documentation and make final and binding decisions.

4. Formal Grievance Procedure Components

Formal grievance procedures established by Fresno County provide the aggrieved party with the following:

- a. The right to a prompt hearing before an independent, impartial hearing officer;
- b. The right to present evidence and question witnesses;
- c. The right to a written statement from the county, in advance of the hearing, setting forth the facts and basis of the county's position;
- d. The right to a written decision within 15 days of findings of facts and conclusions of law and informing the participant of his/her right to appeal the decision through the state hearing procedure;
- e. The right to be represented by an attorney or other representative;
- f. The right to have access to all relevant documents and information in advance of the hearing; and
- g. The right to a tape recorded or other verbatim record of the hearing.

D. Independent Assessment

This process can be used if the participant does not agree with the results of the assessment. SDSS has contracted with an outside agency to review the assessment and do another assessment if necessary. The results of this independent assessment will be used to set up the client's employment plan. The GCM is responsible for scheduling the third party assessment.

XII. SANCTIONS AND PENALTIES

Under the GAIN Program, if a participant fails to comply with program requirements without good cause and conciliation fails to achieve compliance, the eligibility worker (EW) shall apply a Financial Sanction for the appropriate time period.

A. - Mandatory Registrants:

Financial sanctions shall be applied when the mandatory participant fails or refuses to meet program requirements without good cause.

1. The mandatory participant fails or refuses to meet program requirements without good cause for the first, second or subsequent time, and conciliation has failed;
  - a. The first financial sanction period shall continue until the participant agrees to participate by signing an activity agreement, or by participating in the required activity in which they previously refused to participate.
  - b. The second financial sanction period shall be imposed for three (3) months or until the participant agrees to participate by signing an activity agreement, or by participating in the required activity in which they previously refused to participate, whichever is longer.
  - c. The third or subsequent financial sanction period shall be imposed for six (6) months or until the participant agrees to participate by signing an activity agreement, or by participating in the required activity in which they previously refused to participate, whichever is longer.
  - d. U-Parent Sanctions: Only the parent and their spouse, if spouse is not participating, are removed from the grant; the sanction period is based on the instance of non-compliance. If spouse or second parent meets exemption or deferral criteria other than a caretaker of child under three (3) or caring for another person in the home, the spouse shall not be required to participate.

During conciliation and prior to imposition of sanctions in a U-parent case, the worker must notify the spouse of their ability to participate, using GAIN 39 notice. The spouse can choose to participate at anytime including after the imposition of the sanction.

- e. When a sanction period has continued for three (3) or six (6) months, the EW shall notify the individual in writing within ten (10) working days of their option to end the sanction by beginning or resuming participation. The EW uses GAIN 40, Reminder to End Sanction.
- f. When the spouse or second parent chooses to participate and subsequently fails to comply, the cause determination and conciliation procedures SHALL apply.

- 2. GAIN Case Managers' Financial Sanction Responsibilities:

- a. Close 901 using code 71.
- b. Determine from case record if sanction recommendation is for first instance or subsequent instances.
- c. Narrate recommendation for appropriate sanction and have it reviewed by SSPS.
- d. Send WE37 to HRDS and HRDO for refugee cases, HJ1M and HJ1O for all others as well as copies to case carrying EW and that worker's SSPS. WE37 must contain recommendation for sanction and be very specific about what client failed to do.
- e. When GCM receives copy of sanction NOA sent by EW, change GAIN case to 6A-S aid type and enter L-line to show instance and start date of sanction.
- f. Hold GAIN case for 30 days after sanction starts. If no response from client, close case and send to Archives.
- g. When client contacts GCM prior to start date of 1st instance sanction, GCM will see client, explain procedure and sign any necessary contracts for participation and schedule client for the appropriate activity, prior to the date of sanction whenever possible. If the schedule is available only after the date of the sanction, client must reapply for AFDC before attending GAIN activity.
- h. When client has complied either by attending activity (such as GAIN Orientation) or by signing activity agreement (such as Job Club), the GCM will notify the EW within one working day via WE37.

3. Eligibility Worker's Financial Sanction Responsibilities:

- a. Take appropriate Discontinuance action - Code the comments line on BDLM Household screen with the beginning and the ending month of sanction, i.e. 1st Inst. GAIN Sanc. 11/92-1/93.
- b. When notice is received indicating the participant has complied prior to the date of discontinuance, restore aid to the registrant and/or spouse.

4. Discontinuance Criteria:

To initiate the sanction period, aid shall be discontinued to the individual and/or spouse at the end of the cycle, following ten (10) day Notice of Action, if the individual who failed or refused to participate is:

- a. A caretaker relative, other than the principal earner. Only his/her aid shall be discontinued and aid shall be continued to the remainder of the family, or
- b. The principal earner. Aid shall be discontinued to both the participant and spouse whose sole basis of deprivation is the unemployment of that parent, except when the spouse has agreed to actively participate in GAIN. Except as provided in XII.A.1.d. above.

5. Discontinuance Notification:

The EW shall provide timely notice of an individual's/assistance unit's discontinuance with a copy to the GCM, and:

- a. If the recipient appeals the sanction through the state hearing process in a timely manner, impose no sanction until the hearing decision is reached.
- b. If the DSS action is sustained, discontinue aid effective at the end of the payment cycle in which the state hearing decision is received.
- c. If unable to discontinue aid at the end of such cycle, aid shall be discontinued at the end of the following payment cycle.

6. Restoration of Aid:

The EW shall restore aid:

- a. Upon expiration of the sanction period when the individual applies for aid, registers with GAIN as required, has complied as indicated above and is otherwise eligible; or

NOTE: The add person application must be taken prior to referring the client to GAIN Services.

- (1) The EW notifies employment linking services via a WE37 to BECØ indicating that the client has applied for aid and GCM action is required.
  - (2) The GCM will send notification via the WE37 message system when client has complied. The EW may not restore aid until notified that the participant is in compliance.
- b. If the sanction is rescinded as a result of the outcome of a State hearing or either of the formal grievance procedures as per EAS Manual Section 42-787; or
  - c. If the spouse in the U-parent case agrees to actively participate in GAIN.

B. - Voluntary Registrants:

If a volunteer participant engages in actions which would result in financial sanction actions for a mandatory participant, the individual shall be precluded from participating in the program for a six-cycle period.

XIII. GOOD CAUSE CRITERIA

Good cause for a refusal or failure to enter into a activity agreement as required, to participate in a program component agreed to in the activity agreement, or to accept a job offer or referral may be found for any of the following reasons:

- A. The assignment, job referral, or job does not meet appropriate work and training criteria as specified in EAS Manual Section 42-783.
- B. The participant is temporarily ill or incapacitated.
- C. The participant is required to appear in court or is temporarily incarcerated.
- D. The participant is experiencing a family crisis or change of individual or family circumstances such as:
  1. Death of a spouse, parent, or child.
  2. Illness of a spouse, parent, or child which requires the participant's immediate attention.
  3. The lack of adequate shelter.
- E. Inclement weather or other act of nature prevents travel to the activity.
- F. A breakdown in transportation arrangements occurs with no ready access to alternate transportation.
- G. Lack of supportive service(s) not specifically mentioned in the contract, if needed to allow the individual to meet program requirements.
- H. The individual refuses to accept major medical services even if the refusal precludes participation in the program.
- I. Required licensed or exempt child care is not reasonably available during the individual's hours of training or employment, including commuting time.
  1. "Reasonably available" child care includes having at least two choices of child care arrangements which do not require either of the following:

- a. Adding more than one-half hour, one way, to the participant's commuting time.
- b. The child must be transferred to a different school.
2. The choices of day care shall meet either licensing requirements or the criteria specified in EAS Manual Section 42-750.31.
- J. A breakdown or interruption of child care arrangements occurs.
- K. Suitable special needs child care is not reasonably available for children with disabilities, chronic illness, or other special needs.
- L. An individual is engaged in employment or training that is consistent with the employability objectives of the program and prior notification and approval from the DSS has been received.
- M. The assignment or job would require an individual who meets the criteria specified in section 42-772.6 to participate or work more than 20 hours per week.
- N. Any of the deferral or exemption criteria.
- O. At the discretion of the DSS, any substantial and compelling reasons other than those specified in this section.

XIV. DEFERRALS:

All of the following registrants shall be deferred from mandatory participation until the GCM or EW determines the situation precluding participation no longer exists:

- A. A person who is so seriously dependent upon alcohol or drugs that work or training is precluded.
- B. A person who is having an emotional or mental problem that precludes participation.
- C. A person who has no legal right to work in the United States.
- D. A person who is in good standing in a union that controls referrals and hiring.
- E. A person who is working 30 or more hours per week.
- F. A person who at the discretion of the EW or GCM, any substantial and compelling reason other than those specified in this section. (Document fully).
- G. A person during the first three months of pregnancy.



- H. - A person who is temporarily laid off from a job but with a definite call-back date.
- I. A person who is a 16 or 17 year old custodial parent who is not currently in school and who does not possess a high school diploma, only when any of the following apply:
  - 1. Supportive services that are needed by the individual are not available.
  - 2. Intensive case management services are not needed by the individual and are not available.
  - 3. The individual has a special need that directly affects his/her ability to attend school or be successful in earning a high school diploma or equivalent and that need cannot be met.
- J. An individual who, at the time of the initial appraisal, is enrolled on a full-time basis in a program leading to a degree or certificate.
- K. An individual, who at the time of the initial appraisal, is attending an education or training program that is not approvable as a GAIN activity or does not meet the requirements of Section 42-761.4(a) may be deferred in order to permit completion of the program semester, quarter or increment of not more than six months. This deferral shall apply only when the condition of the deferral in section 42-764.4(a) cannot be met and the individual wishes to complete a current term of education for training before participating in GAIN.

Note: A determination of deferral shall be reviewed no more than every 12 months.

County of



Department of Social Services

Alan Peters  
Acting Director

January 7, 1998

Curtis Howard, Welfare to Work Division  
California Department of Social Services  
744 P Street, MS 9-701  
Sacramento, CA 95814

Dear Mr. Howard:

The enclosed plan represents Fresno County's proposed CalWORKs Plan. The attached County Plan was approved by the Fresno County Board of Supervisors on December 16, 1997. The Board agenda item and Resolution are also attached. It is anticipated that the County will submit a plan addendum in the next few months that will discuss the County's Community Service plan and other plan provisions as they are further developed. If you have any questions or comments regarding the plan, they may be referred to Janet Rickert, Acting Assistant Director of Employment & Temporary Assistance at (209) 453-6408.

A summary of the CALWork Agricultural & Labor Summit that was held on December 5, 1997 has also been enclosed for your information.

Sincerely,

  
Alan Peters, Acting Director

WPD10610

DATE: December 16, 1997  
TO: Board of Supervisors  
FROM: Alan Peters, Acting Director of Social Services *Alan Peters*  
SUBJECT: Adopt Resolution Approving Fresno County CalWORKs Plan *By: Alan Peters*

RECOMMENDED ACTION

Adopt and authorize the Chairman to sign Fresno County's CalWORKs Plan and a resolution certifying the inclusion of state-required components in the plan to be submitted to the California Department of Social Services.

FISCAL IMPACT

Fresno County has been notified that it will receive a single allocation of approximately \$36 million for FY 1997-98 from the TANF Block Grant to replace the funds previously received from state and federal funding sources to administer the AFDC, GAIN, Cal-Learn, and child care programs. This allocation reflects an increase of approximately \$4 million more than FY 1996-97 which was nearly \$32 million for the same programs. Fresno County must maintain an established FY 1997-98 Maintenance of Effort (MOE), which is estimated at \$4.3 million to administer costs associated with receiving these funds. It is projected that Fresno County DSS will, in FY 1997-98, expend its MOE and has budgeted sufficient funds to cover the costs of the TANF Block Grant programs. Once the MOE is attained, any unspent Federal and State funds can be carried over for up to two years.

A budget estimate for the CalWORKs activities for the remainder of FY 1997-98 is included in the CalWORKs Plan as Attachments "A" and "B".

ADMINISTRATIVE OFFICE REVIEW *Steve D. Roddy*  
BOARD ACTION: DATE December 16, 1997 APPROVED AS RECOMMENDED  OTHER  Page 1 of 3



UNANIMOUS \_\_\_\_\_ ARAMBULA Aye KOLIGIAN Aye LEVY Aye OKEN Aye PERCH No  
FC-17 (1/89) REV. 11/96

## DISCUSSION

California's implementing legislation pursuant to the federal Personal Responsibility and Work Opportunities Reconciliation Act of 1996 was signed into law by Governor Pete Wilson on August 11, 1997. This legislation, entitled the California Work Opportunities and Responsibilities to Kids (CalWORKs), requires counties to design and present an operation plan to the California Department of Social Services no later than January 10, 1998.

On October 21, your Board authorized the Department of Social Services (DSS) to develop Fresno County's CalWORKs Plan, including those options approved by your Board regarding welfare-to-work activities, diversion payments, and safety net services. The November, 1997 draft of the Fresno County CalWORKs Plan, which was presented to your Board on November 18, 1997, included those options, as well as descriptions of the implementation plan for the other state-required program components.

Fourteen community meetings were held throughout the county in the past several weeks to obtain public input on the plan. Over 200 persons attended these meetings, while other citizens submitted written testimony. A Briefing report was submitted to your Board on December 10, 1997 with copies of the written testimony.

In order to be accepted by the State, the final plan must certify that:

- ◆ the CalWORKs activities will coordinate with the Fresno County Refugee Services Plan;
- ◆ the County's substance abuse treatment services will include at least the following: evaluation, case management, substance abuse treatment, and employment counseling, and the provision of community service jobs; and
- ◆ the County will provide at least the following services to CalWORKs participants: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.

A summary of the major concerns and comments voiced in the public hearings is included in Attachment "1." Many of the public comments were in clear disagreement with your Board's decision to require thirty-two (32) hours of participation in a work

Agenda Item: CalWORKs Plan  
December 16, 1997  
Page 3

activity and a twelve (12) week infant exemption. Other public concerns have been anticipated and addressed in the County Plan, especially in the areas of child care, transportation, job creation, and job development. The plan outlines a beginning approach to addressing these complex issues that will require the continued efforts of both public and private sectors. Upon your Board's approval, the County Plan and the resolution formally adopting its contents, will be submitted to the State by the January 10, 1998 deadline.

Attachment

## SUMMARY OF PUBLIC COMMENTS

### Child Care Issues

- The County must develop additional data related to child care requirements, and provide a plan for integrating existing data bases.
- The three-month exemption for the parent providing care after the birth of a child is not appropriate since there is such a shortage of infant care countywide, and because the cost is significantly higher than care for pre-school or school-age children. The County would be better off by utilizing its limited child care budget for older children and increasing the exemption to twelve-months.
- The County must not force families to use substandard, license-exempt child care simply to meet its welfare to work quotas.

### Participant Rights

- The County must ensure that all applicants and recipients are aware of their rights and options in the program, including work activities and support services. An ombudsman should be provided to respond to questions or complaints.

### Work Activities

- Decrease the work activity participation requirement from 32 hours to 20 hours.
- First priority should be given to developing case plans with one full-time job per adult, rather than two or more part-time jobs.
- Employers participating in on-the-job training, or subsidized employment activities should be monitored to ensure they hire those participants who have completed their subsidized programs successfully, instead of terminating them and hiring additional subsidized participants and follow-up monitoring to ensure job retention.
- The widest possible array of welfare-to-work activities should be offered, to maximize the likelihood of long-term self reliance of participants.

- When a participant is in a Community Service component, the County should negotiate liability and worker's compensation issues with the sponsoring (placement) agency so that the participant is insured.

#### Community Planning

- Expected performance outcomes should be developed as an integral part of the CalWORKs Plan.
- The County should enter into agreements with local private employers and government agencies to hire CalWORKs recipients.
- The County should develop a Poverty Reduction Plan.

#### Jobs

- Train CalWORKs participants to provide child care.
- Welfare to work components should be monitored carefully so that paid employees are not displaced.
- The County should increase its economic development efforts to ensure a sufficient number of jobs for CalWORKs participants.

#### Transportation

- Public transportation should be expanded in terms of hours and routes available.

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BEFORE THE BOARD OF SUPERVISORS  
OF THE  
COUNTY OF FRESNO, STATE OF CALIFORNIA

IN THE MATTER OF CERTIFYING THE INCLUSION )  
OF STATE-REQUIRED COMPONENTS IN ) A RESOLUTION  
FRESNO COUNTY'S CALWORKS PLAN )

WHEREAS, the California Work Opportunities and Responsibility to Kids (CalWORKs) legislation (Assembly Bill 1542) was passed by the California State Legislature and signed into law on August 11, 1997; and

WHEREAS, this legislation requires that each county develop its own plan to implement the CalWORKs program within the county in accordance with the appropriate federal, state, and county laws and regulations; and

WHEREAS, certain components of the CalWORKs legislation are required to be addressed in each county's plan.

NOW, THEREFORE, BE IT RESOLVED, that the Fresno County Board of Supervisors approves the content of the Fresno County CalWORKs Plan.

BE IT FURTHER RESOLVED, that the CalWORKs Plan activities will be coordinated with Fresno County's Refugee Services Plan.

BE IT FURTHER RESOLVED, that the Substance Abuse Treatment Services Plan will include evaluation, case management, substance abuse treatment, employment counseling, and community service jobs at a minimum.

BE IT FURTHER RESOLVED, that CalWORKs services will include assessment, case management, treatment and rehabilitation services, identification of substance abuse and domestic violence issues, and a process for identifying individuals with severe mental disabilities.



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THE FOREGOING was passed and adopted by the following vote of the Board of Supervisors of the County of Fresno this 16th day of December, 1997, to-wit:

AYES: Supervisors Koligian, Levy, Arambula, Oken

NOES: Supervisor Perch

ABSENT: None

  
\_\_\_\_\_  
CHAIRMAN, Board of Supervisors

ATTEST:  
SHARI GREENWOOD, Clerk  
Board of Supervisors

By   
\_\_\_\_\_  
Deputy

File #14153

Agenda #9

Resolution #97-692

# **COUNTY OF FRESNO**

## **CalWORKs Plan**

Prepared by:  
Fresno County Department of Social  
Services

December 16, 1997

This plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by The Welfare to Work Act of 1997, AB 1542.

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Certification

County Budget Plan 1997-98 State Fiscal Year

Section 1	Attachment "A"
Section 2	Attachment "B"

## EXECUTIVE SUMMARY

The County of Fresno has begun the process of strengthening community partnerships and collaborative efforts to develop and implement Fresno County's CalWORKs program. The goal of this program is to improve the lives of county residents through a system of temporary economic assistance, prevention and intervention services to reduce the incidence of abuse and neglect of at-risk individuals, and promote the personal responsibility and self sufficiency of individuals. The CalWORKs Program objectives are to:

- Establish and sustain partnerships between government agencies, schools, businesses, and other local resources to design and subsequently improve local CalWORKs program.
- Reduce the number of dependent families by providing a wide array of welfare-to-work activities and guidance to allow participants to obtain unsubsidized employment leading to self sufficiency.
- Encourage employment and work experience by increasing the number of job placements and earning capabilities for families receiving public assistance.
- Eliminate duplication of administrative costs by utilizing existing training, education, and support services offered by local agencies and organizations.

These objectives will be achieved by using a system of welfare-to-work activities to return participants to a work environment, utilize partnerships with local individuals and employers to create and identify available jobs, and comprehensive support services to ensure successful participation.

Fresno County intends to make available to participants all welfare-to-work activities which are approved by the State of California to satisfy the 32-hour per week requirement for work activity. The Department of Social Services (DSS) is currently developing those activities which are not operational, so that they are available when Fresno County's CalWORKs plan is certified by the State.

Fresno County DSS has historically recognized the benefit of partnerships with other public and private agencies to achieve similar goals. This practice will continue, especially in the areas of education, training, job search and job placement, agricultural and other seasonal labor, and refugee issues.

The success of the CalWORKs program hinges on the availability of a support service network which will allow the participant to accept and retain employment. These support services, such as child care and transportation, must be developed to provide the participant with sufficient alternatives to establish an effective employment plan for the best chance of success.

**(a) COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES**

**COLLABORATION WITH OTHER AGENCIES**

Fresno County is currently collaborating with several public and private agencies to provide employment training and support services to participants. Through the county's CalWORKs program, increased collaborative efforts will assist participants in their transition from welfare to work. Training and education services will be utilized that prepare participants for gainful employment in a particular field, within program time limits. Training and education services will be monitored for participant attendance, progress, completion and job placement outcomes.

**ADULT BASIC LITERACY**

Participants that require basic education services will access these services through Adult Basic Education (ABE), General Education Development (GED), and English-as-a-Second-Language (ESL) classes. The following chart provides the names of basic educational providers and the classes available in Fresno County.

PROVIDER	ABE	GED	ESL
Central Adult School	X	X	X
Clovis Adult Education	X	X	X
Washington Union High School	X	X	
Fresno Adult School	X	X	X
Golden Plains Alternative Education	X	X	X
Kings Canyon Adult Education	X	X	X
Kings River Community College			X
Sanger Adult Education	X	X	X
Firebaugh Adult School	X	X	X
Kerman Adult School	X	X	X
Fresno City Community College	X		X
West Hills Community College	X	X	X

## VOCATIONAL TRAINING

Vocational Training is a short-term activity for participants who lack skills to obtain employment. In addition to self-initiating participants who are participating in short-term training programs, the county will utilize Job Training Partnership Act (JTPA) funded training. JTPA offers financial assistance for contracted employment training services.

Local participating vendors include:

### Advanced Computer Training School

Automated Office Skills Clerk	Medical Billing Clerk
Business Office Skills	Microcomputer/Manual Accounting
Computer Business Clerk	

### Advanced Truck Driving School

Truck Driving

### California Technical Education Fresno, Inc.

Account Clerk	Auto Mechanic
Clerk Typist	Data Entry
Janitorial & Custodial	Retail Sales Clerk
Small Engine Repair	

### Central Adult School

Beginning Computer	Computer Applications
Computer Repair Tech	Computers in Ag
Health Occupations	Information Technology
Network & Systems Admin	Office Computer
Spreadsheet Applications	Typist
Welding and Fabrication	Word Processing

Pre-Apprenticeship: Generic to all trades (Carpentry, Iron Workers, Electrician, Plumbing)

### Clovis Adult Education

Administrative Support	Bookkeeper
Computer Operator	Cosmetology
Data Entry	Custodial/Building Maintenance

Clovis Adult Education (continued)

Desktop Publishing	Medical Assistant (front office)
Medical Assistant (back office)	Food Services
Floral Occupations	Housekeeping Maintenance
Starting Your Own Business	Retail Sales/Sales Clerk
Licensed Vocational Nurse	Typist/Word Processing
Medical Billing	Nurse Assistant/Home Health Aide

Community Trade & Technical Institute

Cardiovascular Technician	Computer/Digital Repair Tech
Electrical Medical Billing Tech	Office Automation
Pharmacy Technician	Phlebotomy Technician

Fresno Adult School

Bookkeeping/Accounting Clerk	Clerk Typist/General Office
Computer Operator	Custodial/Janitor
Data Entry Clerk	Home Health Aide
Medical Assistant	Medical Records
Medical Secretary	Medical Transcriber
Nursing Assist./Home Health Aide	Sales Clerk/Retail Sales Merchandising
Security Guard/Officer	Typist

Fresno City College

Business Account Clerk	Business Office Assistant
Child Development Associate Teacher	

Fresno City College Training Institute

Classes vary based on employer needs

FCC Vocational Training Center

Automotive Collision Repair	Brakes, Suspension & Steering
Computerized Accounting	Ethics & Work Values
General Office Techniques	Industrial Services & Warehouse
Maintenance Mechanic	Office Assistant
Success Strategies for Employment	Tune Up/Engine Performance
Workplace Safety Training for Non-English Speakers	



Eresno Institute of Technology

Computerized Accounting  
Computerized Office Admin.  
Hospitality Management

Computer/Electronic Technician  
Health Insurance Specialist  
Personal Computer Specialist

Lyle's College of Beauty

Cosmetology      Manicuring

MTMA Schools, Inc.

Hotel/Motel, Apartment, Mobile home & RV Park Manager

Microcomputer Education Center

Accounting Clerk  
Computerized Accounting Clerk  
Medical Clerk  
Microcomputer Operator  
Office Automation Technician  
Word Processor

Automated Office Specialist  
Introduction to Microcomputers  
Medical Office Clerk  
Microsoft Windows  
Spreadsheet Applications

National Training Institute

Computer Service Technician

Electronic Equipment Repair

Quality College

Admin. Medical Office Assistant  
General Secretary/Word Processor  
Horticulture & Grounds Keeping  
Massage Therapy Technician  
Physical Therapy Aide

Building Custodian  
Health Unit Coord/Ward Clerk  
Home Health Aide with CNA  
Pharmacy Technician  
Truck Driving - English & Spanish

Rehabilitation Opportunities & Develop.

Basic Industrial Education

Safety First Training Academy

Security Officer

San Joaquin Valley College, Inc.

Business Administration  
Corrections - Admin. of Justice  
Electronics Technology  
Loss Prevention Officer  
Network & Systems Administration  
Refrigeration Air Cond. Tech.

Clinical & Admin. Medical Assisting  
Dental Assisting  
Health Care Administration  
Medical - Legal Transcription  
Office Administration  
Veterinary Assistant

Sierra Valley Business College

Administrative Assistant  
Office Administration

Medical Office Administration

Truck Driving Academy

Truck Driver Training

Valley Software Education Center

Computerized Accounting Clerk  
Medical Office Assistant/Clerk  
Office Automation Technician

Computer Technician  
Microcomputer Bookkeeper

West Hills Community College

Heavy Equipment Operator

Truck Driving

Western Pacific Truck School

Truck Driver

**POST SECONDARY EDUCATION**

Participants may pursue specialized educational certificates and post secondary degrees within allowable program limits that will provide a marketable skill. Associate Degrees and Certificates in various disciplines may be obtained from the following institutions:

State Center Community College

Accounting  
Business General Office  
Data Entry Operator

Account Clerk  
Business Info. Processing  
Decision Science

Business Administration  
Business Office Occup.  
Fashion Marketing

State Center Community College (continued)

Information Systems	Insurance	Management
Marketing	Paralegal	Purchasing
Real Estate	Transportation	Dental Hygiene
Health Education	Health Info. Technician	Medical Assistant
Nursing, Registered	Nursing, Vocational	Physical Education
Radiologic Technology	Recreation	Recreation Leader
Respirator Care	Art	Dance
English	Film	Foreign Languages
Humanities	Journalism	Linguistics
Music	Philosophy	Speech
Theatre Arts	Astronomy	Biology
Botany	Chemistry	Computer Science
Engineering	Environmental Studies	Geography, Physical
Geology	Mathematics	Physical Science
Physics	Zoology	Alcoholism Counseling
African-American Studies	American Indian Studies	Anthropology
Asian-American Studies	Chicano-Latino Studies	Child Development
Criminology	Cultural Studies	Economics
Dietetic Service Supervision	Education	Educational Aide
Family Day Care	Fashion Merchandising	Food & Nutrition
Food Services Management	Foster Care	Geography
History	Home Economics	Human Services
Liberal Arts	Political Science	Psychology
Sociology	Women's Studies	Apprenticeship Training
Administration of Justice	Air Conditioning	Architecture
Automotive Technology	Cabinetmaking Technology	Construction
Drafting	Electronic Technology	Fire Science
Environmental Technology	Industrial Education	Photography
Library Technology	Manufacturing Technology	Plumbing
Police Academy	Printing Technology	Welding Technology
Water Utility Service	Vocational Training Center	

West Hills Community College District

Administration of Justice	Agriculture Business
Agriculture Mechanics Technician	Animal Science
Art	Biology
Business	Business Administration
Chemistry	Computer Information Systems
Crop Science	Early Childhood Education
Educational Assistant	Engineering
Equine Science	Geography
Geology	Health Science

## West Hills Community College District

Humanities - Philosophy  
Mathematics  
Performing Arts  
Physics  
Social Science

Liberal Arts  
Office Management & Technologies  
Physical Education  
Psychology  
Trade, Technology and Industry

Secondary Education is also available through California State University, Fresno (CSUF) and is limited by the program time restrictions.

### **CONTRACTED SERVICES**

Currently, Fresno County has seven contracts with five outside agencies for CalWORKs program services, all of which terminate June 30, 1998. Prior to that time, the county will evaluate the continued need for these services and determine the need for any additional CalWORKs contracted services.

#### Fresno County Office of Education (FCOE)

FCOE provides educational management services for the Adult Basic Literacy services. This involves securing direct educational services from local education agencies throughout the county for the Adult Basic Education (ABE), General Education Development (GED) and English-as-a-Second Language (ESL) classes. There were **3,293** participants referred for basic educational services in FY 1996/97. FCOE also administers 8% of the 50% JTPA funds which are utilized totally to serve CalWORKs participants.

#### State Center Community College/Fresno City College (FCC)

FCC provides academic counseling, employment counseling, and job placement services for participants attending FCC classes. Several specialized classes are offered for CalWORKs student/participants only. Enrollment in two of the classes, Study Skills and Career Planning, is mandatory for program participants. Job Club Workshops are conducted for student/participants as they complete their educational programs. Job development and placement services are also provided for participants attending the FCC short-term vocational training classes. Additional specialized services are provided for refugee participants through this agreement, including job referral and placement services and pre-employment preparation workshops for Southeast Asian women.

Approximately **450** participants received FCC services in FY 1996/97. There were 50 participants that graduated with a two-year degree, 35 that earned a certificate of achievement or completion, and **103** became employed.

#### Employment Development Department (EDD)

The county contracts with EDD for on-site employment services. This includes EDD registration, employment counseling, job referrals, and job tax credit certification for participants. There were **1,307** participants that received EDD services in FY 1996/97, with **551** of them becoming employed.

#### California State University, Fresno (CSUF) Specialized Assessment Services

CSUF provides specialized assessment services to participants with limited English speaking ability. There were **256** participants assessed by CSUF in FY 1996/97. CSUF assessment services were expanded this fiscal year to identify and evaluate participants having learning disabilities, developmental challenges, mental illness and post traumatic stress disorders. Another new service is counseling and job placement for a limited number of participants through the CSUF Rehabilitation Counseling Program.

#### Proteus, Inc. Job Club Services

Fresno County contracts with Proteus, Inc., a private non-profit agency, for a portion of the Job Club Workshop services required for participants. In the current agreement, Proteus will provide a minimum of sixty (60) three-week Job Club sessions, with a maximum of twenty-five (25) participants per session. There were **1,021** participants that received Proteus Job Club services in FY 1996/97, with **428** of them becoming employed.

#### Proteus, Inc. Rapid Employment Placement Services (REPS)

Proteus provides up-front placement services to new applicant/participants. Within a week of their cash application, the participant is referred to Proteus for job placement services. REPS includes pre-employment services covering motivation, occupational assessments, personal and financial assessments, interests evaluations, goal setting and job search skills. REPS is limited to 30 days and, once employed, participants receive follow-up retention services. In FY 1996/97, **948** participants received REPS services, with **402** of them becoming employed.

## Proteus, Inc. Coalinga Employment Services

Fresno County also contracts with Proteus to provide employment services, including case management to program registrants residing in the rural areas of Coalinga and Huron. This agreement includes the full-range of program services (orientation, job club/job search, assessment, basic education, work experience, education and training). There were **462** participants that received program services through this agreement in FY 1996/97, with **101** of them becoming employed.

## OTHER COLLABORATIONS

### One Stop Centers

Fresno County's One Stop Centers, called "FresnoWorks", represent a newly formed partnership among nine separate agencies: CSUF University Business Center, State Center Community College District's (SCCCD) - Fresno City College and Training Institute, Employment Development Department, Department of Social Services, Proteus, Inc., Fresno County Economic Opportunities Commission, Fresno Unified School District's Adult Education, Department of Rehabilitation, and the Fresno Private Industry Council. The FresnoWorks governance board is unique in that it reflects an equitable representation, decision making, and accountability among all the partners, a first in our county. Comprehensive and integrated job, education, and training services are focused on both employers and job seekers. The FresnoWorks One Stop Centers, one urban and four rural, are located throughout Fresno County, and are all designed to provide a variety of welfare-to-work activities for participants.

### Community College Collaborations

In March 1997, the Department of Social Services jointly formed a Welfare-to-Work Task Force with the State Center Community College District, representing Fresno City College (FCC), Kings River Community College, FCC Vocational Training Center, and the FCC Training Institute. The West Hills Community College District, Fresno County Office of Education, and the Fresno Private Industry Council are now also a part of this Task Force. This group has focused on ways to address the need for more short-term vocational skills training. Other areas addressed have been employer-based training, child care, and transportation needs. This collaborative effort will continue throughout the planning and implementation of the CalWORKs program.

## Ag Labor Network

Fresno County's Department of Social Services has joined with other valley county welfare departments and the Ag Labor Network to address the seasonal labor issues as they relate to welfare and immigration reform. The Ag Labor Network consist of representatives from the Fresno County Farm Bureau Association, Nisei Farmers League, California Grape and Tree Fruit League, Sun-Maid Growers of California, and the Raisin Bargaining Association. An informational summit on California Agricultural Labor and Welfare-to-Work was held in Fresno on December 5, 1997. The goal of the Summit was to raise the communities' awareness of the issues and to begin local activity to resolve the problems. The result of the Summit was the commitment of the group to participate in ongoing subcommittees to address the issues and possible solutions. The next Summit will be scheduled in June 1998 to develop the action plan.

## Job Training Partnerships

Fresno County is collaborating with several local agencies to provide short-term vocational skills training for targeted groups of participants. Other than the cost of staff time required to coordinate these activities, there are no program costs involved. These programs include:

1. Jefferson Project Advancement Institute -Training for basic entry- level jobs in hospital occupations.
2. Economic Opportunities Commissions's -Training in (1) AmeriCorps Project Design, development and installation of playground structures; (2) Development and operation of youth recreation programs; and, (3) Youth tutoring.
3. Fresno Housing Authority -HUD certified training in Lead & Asbestos Abatement

## Community Employment Service Collaborations

The Department of Social Services is a partner in several employment-focused community collaboratives. Staff provide a variety of employment services on-site to participants at various schools, apartment complexes and community centers. Services range from Job Club Workshops, supervised job search, employment counseling, supportive services, case management, and job referral and placement services. It is anticipated that additional collaboratives will be formed during the coming year. Currently, employment services are provided by the following organizations:

1. National Farm Workers Service Centers  
Casa Velasco Apartments Empowerment Center
2. Burroughs Resource Center Healthy Start Project
3. Fresno Housing Authority's Family Education Centers
4. Fresno, Clovis and Kerman Adult School's  
Pre-Employment Preparation Classes

Cal WORKs staff are involved with a number of other employment focused collaboratives in the community, each of which targets some of the participants' special needs. These collaboratives include:

1. Building Employment Services Team/Fresno Area Network - A coalition of consumers/family members, employers, educators, and service providers that work towards increasing the quality of life for persons with mental illness through employment.
2. Job Options - A Mental Health Department program that offers job services and job training to persons diagnosed with mental illness.
3. Mayor's Committee for Persons with Disabilities - A coalition of community agencies and employers meeting to address the employment needs of the disabled.
4. State Center Tech Prep Consortium - A local partnership system designed provide career preparation and workforce development opportunities for area students.
5. Adult & Community Education Strategic Plan Committee - Focus is on meeting the overall adult educational needs in the community.

#### Welfare Reform Steering Committee

The Welfare Reform Steering Committee, formed in October 1996, represents a cross-section of staff from eligibility and employment services who are responsible for oversight of the activities needed to implement welfare reform in Fresno County, including the coordination of services with other state and county departments. The purpose of this committee is to share information, eliminate duplication of efforts and ensure a cohesive system of service delivery.



## County Consortium

Fresno County is meeting on a regular basis with ten other counties including: Kern, Kings, Madera, Mariposa, Merced, San Joaquin, San Luis Obispo, Santa Barbara, Stanislaus, and Tulare to discuss the county planning process and chart the options for the various counties.

### **REFUGEE EMPLOYMENT SERVICES PLAN**

Fresno County has a Refugee Employment Services Plan funded through the Targeted Assistance and Refugee Employment Social Services allocations. This plan includes a variety of employment-focused services for the time-eligible refugees, all of which have been coordinated with the activities and components of the CalWORKs plan.

Contracted Services:      Job Club and Job Search Services  
                                    Voluntary Employment Resettlement Services  
                                    Innovative Employment Services  
                                    Business Development Services  
                                    English Language Training & Employment Services  
                                    Employment Services

DSS Provided Services:    Work Experience Placement Services  
                                    Orientation and Case Management Services  
                                    Supportive Services

Currently, there are 3,117 refugees registered for employment services. Additionally, there are approximately 5,500 refugee adults who are receiving cash assistance of which 1,000 are time-eligible refugees.

## **(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS**

Fresno County Department of Social Services has been collaborating with a number of agencies/organizations in the private sector in order to work together on identifying jobs, addressing economic development and job creation issues. The following briefly outlines activities associated with these collaborative efforts:

**Welfare Reform Task Force (WRTF)** In October, 1996, the Fresno County Board of Supervisors charged the County Administrative Officer to create a Welfare Reform Task Force (WRTF) for the purpose of identifying potential impacts resulting from welfare reform implementation in our community. This Task Force created four focus groups to study conditions in the community and consider the potential effect of the changes occurring as a result of welfare reform legislation. These four focus groups were: Government and Legislative Issues; Needed Services; Special Populations; and Economic Issues. The recommendation of the Economic focus group included business development, incentives for hiring public assistance recipients, and continued community efforts to create the need for and maintain an area competitive for employment opportunities.

The WRTF membership included representatives from employer associations, faith community organizations, school districts, vocational training centers, non-profit organizations, large community employers, as well as a host of federal, state, county, and local government entities. This task force has recommended and promoted continued community input and involvement with other collaboratives working on economic development issues, job creation, and the identification of jobs in Fresno County.

**Workforce Development Board** - In November, 1997, the Workforce Development Board (a redesign of the Fresno Private Industry Council Board of Directors) was created to develop a stronger and more supportive connection with the private business sector. The Board's intent, among others, was to: (1) provide for a regional comprehensive system of planning and administration to promote efficient and effective use of regional work force development and other employment and training resources; (2) foster a partnership between the public and private sector for the purpose of providing services which are responsive to employer needs and which support economic development; and (3) strengthen the linkages between training and education, and job creation and economic development necessary to enable individuals to secure and retain employment.

The Board consists of twenty-seven members, the majority of which represent the private sector. Also included are members representing labor, community-based organizations, education, representatives from Fresno City and County, and elected officials from both the city and county.

## **Rapid Response Funds - Fresno Private Industry Council (FPIC) Request for Proposal (RFP)**

The Fresno Private Industry Council will be allocating funds to the successful bidder in order to expand FPIC's Rapid Response Assistance Project designed to avert layoffs and business closures. Some of the services that may be available through Rapid Response may include the following:

- Business visitation program and collection of employer information, which may also include database development and maintenance;
- JTPA information dissemination to businesses and agencies;
- Layoff aversion activities;
- Establishment of Labor Management Committees;
- Coordination of programs between One-Stop centers (FresnoWorks) and other community agencies offering similar services;
- Development of partnerships with other agencies such as the Chamber of Commerce, Redevelopment Agency and the Economic Development Corporation to avert the possibility of layoffs;
- Creation and response to employer surveys that request information concerning employee skills sets, downsizing, expansions, needed assistance and customized training;
- Acting as the single point of contact for the business community to allow employers access to the services or expertise they need to maintain or expand their business; and;
- Collect and disseminate up-to-date labor market information.

This project requires a close working relationship with FresnoWorks (the One Stop), the Chamber of Commerce, the Fresno Economic Development Corporation, the Redevelopment Agency, the City and County of Fresno, the Futures Institute and JTPA providers, among others.

### **Partnership with Economic Development Corporation (EDC)**

Fresno County is involved in a partnership with EDC for the purpose of addressing the community's economic development challenges. Recently, the EDC and Fresno County entered into a three year agreement to promote and market the resources of Fresno County, in which the county allocated \$750,000, with a required dollar-for-dollar incentive match from the private sector. The purpose of this allocation was to develop a comprehensive marketing plan for Fresno County and to recruit, locate and expand new and existing businesses in Fresno proper as well as the smaller surrounding communities. Successful implementation of this agreement requires the combined commitment of resources from both the public and private sectors.

### **Ag Labor Network**

Fresno County's Department of Social Services has joined with other valley county welfare departments and the Ag Labor Network to provide a forum for the exchange of information, sharing of concerns about the recent changes in immigration policy and an anticipated shortage of skilled agricultural labor, which threaten both the local and state economies.

The implementation of welfare reform offers opportunities that may address the labor shortage problem, as well as provide gainful employment for a segment of the community seeking jobs. The Ag Labor Network consists of representatives from the Fresno County Farm Bureau, Nisei Farmers League, Sun-Maid Growers of California, Raisin Bargaining Association, and the California Grape & Tree Fruit League. An informational Summit on California Agricultural Labor and Welfare-to-Work issues was held in Fresno on December 5, 1997. The Summit was well attended with more than 300 persons participating at the event. The goal of the Summit was to begin developing a comprehensive action plan to link agriculture to an available and viable labor force in this county. The Summit was successful in establishing a linkage between the agricultural community and the government sector. As a result of the Summit, subcommittees have been formed and will be meeting on a regular basis and reporting to the next general assembly meeting to be held in June 1998.

### **Faith-Based Community Collaboratives**

Representatives from many faith-based organizations joined together with the Department of Social Services in order to remain informed about welfare reform and work with the County to identify the needs of public assistance recipients. Local churches, temples, synagogues and other members of the faith-based community have agreed to develop ways to provide jobs, mentors, tutors or other needed services as CalWORKs develops. The collaborative worked to educate the community and the legislators on the needs of the elderly and disabled immigrants, (including refugees) and continues to work to establish community gardens as a method to address the food needs of individuals and families ineligible for the Food Stamp Program.

## **Employer Collaborative and Recruitment Efforts**

The Fresno County's CalWORKs Program has provided, and will continue to provide, for both local and non-local, small and large employers, the availability of a total recruitment, screening, testing, interviewing and hiring base of operations. The CalWORKs Program has provided several large local employers, as well as out-of-state employers wishing to hire in Fresno, an opportunity to use the CalWORKs building for interviewing prospective employees on public assistance. The CalWORKs Staff has provided technical assistance in screening of appropriate applicants from its customer base, contacting potential interviewees, preparing customers for interviews, resume preparation, testing administration, assistance with interviewing, and follow-up job retention services. On several occasions, CalWORKs staff assisted companies fill up to 60 positions, which involved the recruitment coordination and interviewing of over 400 customers.

CalWORKs staff of job developers actively participate in various job fairs to network with employers regarding job openings and to obtain information on the current needs of the employer community. Locally, New Age Metal Finishing, a small business, has been continually training and hiring Fresno County welfare recipients through referrals from CalWORKs staff. New Age Metal Finishing was recently nationally recognized by President Clinton in Washington, D.C., and was presented an award for promoting the President's Welfare-to- Work Program in this community. Other businesses in the valley have followed the lead of this small business, having seen first hand the benefits of working with Fresno County CalWORKs participants.