

MONTEREY COUNTY



DEPARTMENT OF SOCIAL SERVICES

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Marie A. Glavin, Director
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Carmen Domingo, Assistant Director

February 3, 1998

Glen H. Brooks, Jr.
California Department of Social Services
Regional Advisors
744 P Street MS 14-44
Sacramento, California 95814

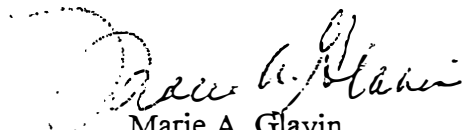
Re: CalWORKs County Plan

Dear Mr. Brooks:

Enclosed is the Monterey County Department of Social Services response to your "Monterey County Plan Concerns" dated January 26, 1998.

Thank you for your support and assistance throughout this process. If you need further information, please do not hesitate to contact Susan West (408-755-4718) or me.

Sincerely,


Marie A. Glavin
Director

enclosures

Monterey County CalWORKs Plan Clarifications

1. **(Clarification needed – P.5) The plan states that “applicants will complete an orientation, employment workshops, job readiness screening and job search activities.” Other references including Appendix B-1 also reference applicant participation. Since applicants cannot be required to participate in work activities, please clarify.**

Please change the last sentence of paragraph 3, page 5 (Executive Summary) to read as follows:

“Applicants will complete an orientation. In addition, applicants will be referred to employment workshops, job readiness screening and job search activities.”

Monterey County expects to refer applicants to a CalWORKs orientation within days of their application. In order to avoid delays, we plan to schedule them for the next available CalWORKs Employment Services workshop at the close of orientation. Because the eligibility determination process proceeds concurrently with the orientation process, we anticipate that most applicants will have their eligibility determined by the time their scheduled Employment Services workshop begins. Any applicant whose eligibility has not yet been determined, or whose application has been denied, will not be required to participate in work activities.

We have also made a notation on the CalWORKs flow chart, Appendix B-1 that applicants will be encouraged, but not required, to attend a CalWORKs orientation. During A & B orientations, leaders will provide extensive information about welfare-to-work and facilitate exercises exploring planning for the future, applicant skills and experience, and the advantage of work. This information will be helpful to applicants in determining whether they wish to proceed with a CalWORKs application, as well as preparing them for Employment Services activities. Attending a CalWORKs orientation will not, however, be an eligibility requirement as long as the applicant attends a Rights and Responsibilities session (C orientation).

An amended flow chart is attached.

2. **(Clarification needed- P. 29) The plan states that one of the criteria for determining extensions to the standard exemption for infant care is “State regulation regarding unemployment for single and two parent families.” We are not sure what regulation is being referenced here. Please provide clarification.**

We will delete the fifth bullet on p. 29 that contains the above language.

3. (Clarification needed) AB 1542, section 11327.8(a) requires that a Board approved grievance procedure be specified in each county plan. Please provide the grievance procedure the County will use.

AB 1542, section 11327.8(a) states that, “. . . whenever a participant believes that any program requirement or assignment in this program is in violation of his or her welfare-to-work plan or is inconsistent with this article, the participant may request a state hearing pursuant to Chapter 7 (commencing with Section 10950) of Part 2 or utilize a formal grievance procedure to be established by the county board of supervisors and specified in each county plan.”

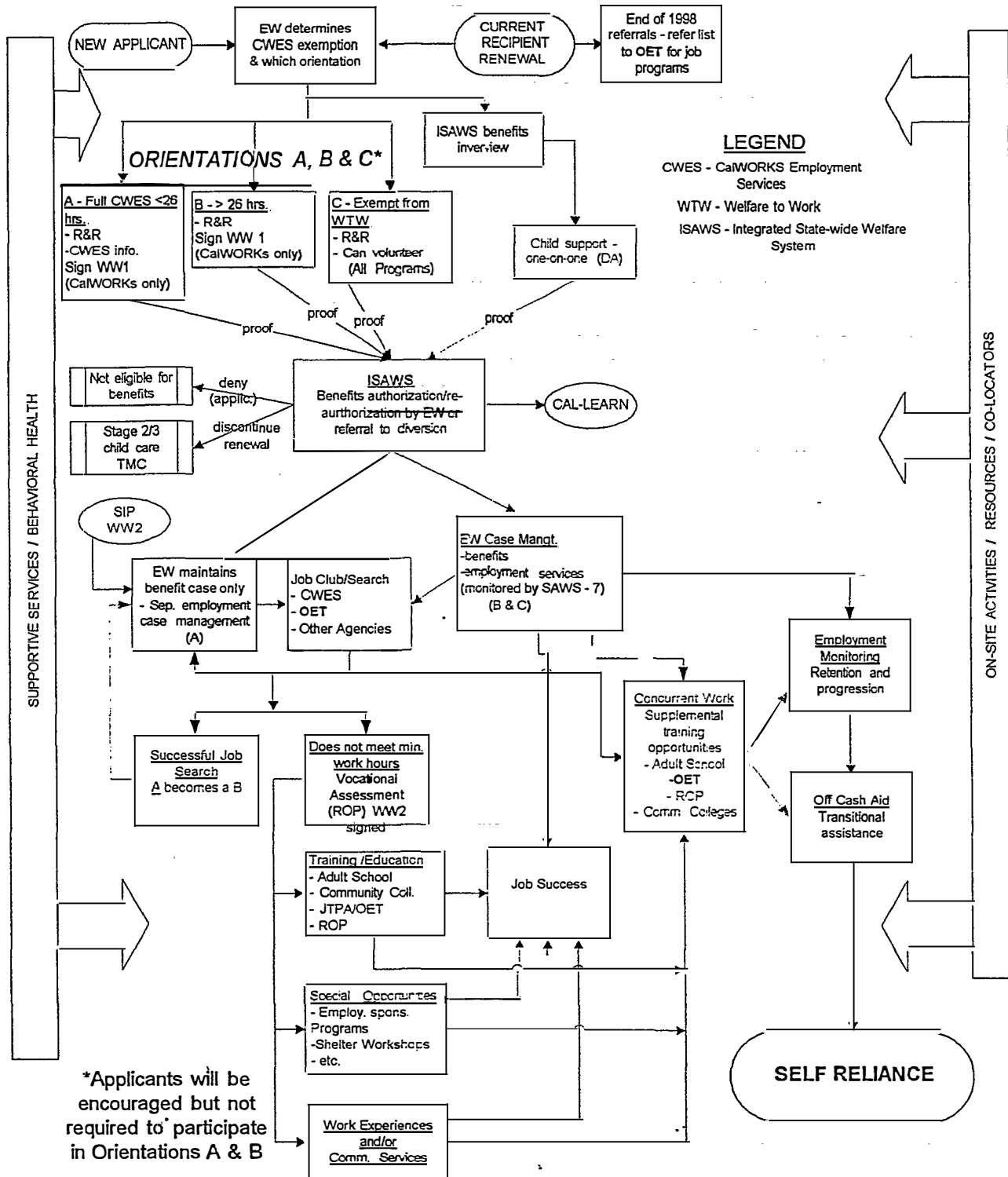
Monterey County will use the State Hearing process described in Chapter 7 (commencing with Section 10950) of Part 2.

The Monterey County Board of Supervisors has adopted Personnel Resolution No. 80-339, effective 7/26/91, which outlines a grievance procedure for county employees who feel that the County has adversely affected them by an action or failure of action. Employees are also covered by the Merit System’s Local Agency Personnel Standards (LAPS) grievance procedures and procedures outlined in Memoranda of Understanding with bargaining units.

Since CalWORKs participants are not employees, they are not automatically covered by these grievance procedures. The County could consider affording CalWORKs participants grievance rights under the County grievance resolution. We, however, recommend against this and support use of the well-established State Hearing process for disputes regarding welfare-to-work plans and assigned work activities.

PROPOSED CalWORKs IMPLEMENTATION FLOWCHART

January 6, 1998/Rev. 2/3/98



Monterey County
Department of Social Services
Income Maintenance
Welfare Reform

Date: February 6, 1998

To: Glen H. Brooks, Jr., Regional Advisor

From: Susan West

Subject: Monterey County CalWORKs Plan Clarification

3. (Clarification needed) AB 1542, section 11327.8(a) requires that a Board approved grievance procedure be specified in each county plan. Please provide the grievance procedure the County will use.

The Board of Supervisors adopted the GAIN Program Plan in February 1987. In the plan, the grievance procedure was outlined. Attached to this memo is a copy of the submitted Monterey County GAIN Plan Section XII, "Grievance Procedure." In addition, attached is a copy of the Program Directive NO. 89-51 which outlines to staff the GAIN Program Participant Grievance Procedure.

In summary, CalWORKs participants may request a state hearing pursuant to Chapter 7 (commencing with Section 10950) of Part 2 or utilize the formal grievance procedure established by our county board of supervisors.

SW:lat

GAIN

Greater Avenues For Independence

PROGRAM PLAN

Fiscal Year 1987-88

COUNTY OF MONTEREY
Department Of Social Services
Dardell McFarlin, Director

XII. Grievance Procedure

A. Right to GAIN Grievance

1. A GAIN Program Participant shall have the right to file a grievance on any action taken by the Monterey County Department of Social Services (MCDSS) or any agency under contract with the MCDSS for the delivery of GAIN services that he/she believes violates:
 - a. The GAIN Program Participant contract he/she agreed to with the MCDSS: and or
 - b. The GAIN Program regulations found in the State Department of Social Services Manual of Policies and Procedures Division 42, Chapter 42-700.
2. There is no right to a formal GAIN grievance hearing if the grievant has requested a State hearing.
3. Participants shall not be permitted to use grievance procedures when a participant is dissatisfied with the results of an independent assessment, to appeal the outcome of a State hearing, or to appeal the requirement of signing a GAIN contract.

B. Grievance Procedure

1. A grievance, must be filed in the following manner and subject to the following procedures:
 - a. First, to the worker's supervisor, and, if the grievant is dissatisfied with the decision of such unit supervisor, he or she may then appeal to the Department's second level supervisor. Each of such grievances shall be oral and informal, and the respective decision of such review person shall be rendered as promptly as possible but no later than 5 working days from receipt of the grievance.
 - (1) The grievance with the worker's supervisor must be filed within 30 days after the date of the action which the grievant is dissatisfied.
 - b. Second, if the grievant is dissatisfied with the decision of the Department's second level supervisor, he or she may file a formal grievance, in writing to the County Director of Social Services, within 15 days after the decision of said supervisor. Said Director or his/her designee shall hold a hearing thereon within 10 days after the filing of such grievance, and shall promptly notify the grievant of the time and place thereof. A written position statement will be made available to the grievant two working days prior to the hearing. Within 10 days after the conclusion of such hearing, the Director shall prepare written findings of fact and conclusions of law, which shall constitute his/her decision on such grievance. A copy of such decision shall promptly be mailed or otherwise delivered to the grievant.

2. The grievant shall have the following rights during the formal grievance hearing with the Director or his/her designee.
 - a. Have the right to present evidence and question witnesses.
 - b. Have the right to a written decision making findings of facts and conclusions of law and informing the participant of his/her right to appeal the decision through the State hearing procedure.
 - c. Have the right to be represented by an attorney or other representative.
 - d. Have the right to have access to all relevant documents and information in advance of the hearing.
 - e. Have the right to a tape recorded or other verbatim record of the hearing.

C. Right to Appeal GAIN Grievance Decision

A GAIN participant may request a State hearing at any stage of the GAIN grievance procedure including after the formal grievance decision.

1. When a participant is dissatisfied with the results of an independent assessment;
2. To appeal the outcome of a State Hearing;
3. To appeal the requirement of signing a GAIN contract.

III. TIME LIMITS

The time limits set forth in this directive shall be observed and may only be waived or extended by mutual agreement of the parties confirmed in writing.

IV. GRIEVANCE PROCEDURE

A. Step 1 - Informal Discussion with the GAIN Worker's Supervisor

1. The participant shall first discuss the grievance informally with the GAIN Worker's Supervisor within thirty (30) calendar days of the action with which the grievant is dissatisfied.

Every reasonable effort shall be made to resolve the grievance at this level.

2. Within ten (10) working days of the informal discussion between the participant and the supervisor, the supervisor shall:
 - a. verbally render his/her response to the participant;
 - b. If the grievance does not appear to be resolved, give the Participant Grievance Form (See Attachment A), to the participant, or mail as appropriate;
 - c. prepare a report for the case file to document the pertinent facts of the discussion that includes:
 - 1) A description of the issue being grieved;
 - 2) Date(s) the issue occurred;

- 3) Date of the supervisor's discussion of the issue with the participant;
- 4) A description of the Supervisor's decision outlining the reasons behind the decision;
- 5) A statement that indicates whether there was apparent resolution of the grievance.

B. Step 2 - Written Grievance to the GAIN Program Manager.

1. In the event the participant believes the grievance has not been satisfactorily resolved, s/he shall submit the grievance in writing to the GAIN Program Manager on the GAIN Grievance Form (See Attachment A), within ten (10) working days of the receipt of the GAIN Supervisor's verbal response.
2. The written grievance shall say what happened and what the participant wants.
3. Within ten (10) working days of the receipt of the grievance, the GAIN Program Manager shall meet with the participant to discuss the issues.
4. Within ten (10) working days following the grievance meeting, above, the GAIN Program Manager shall mail his/her written decision to the participant.
5. If no meeting was held, the GAIN Program Manager shall mail his/her written decision to the participant within fifteen (15) working days of the receipt of the written grievance.
6. The GAIN Program Manager's written response shall include a full description of his/her decision, outlining the reasons behind the decision.

In addition, the written response shall include a statement that informs the participant that should s/he be dissatisfied with the decision s/he may submit the grievance in writing to the Director of Social Services within ten (10) working days of receipt of the GAIN Program Manager's written response.

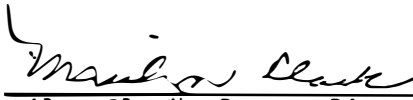
C. Step 3 - Written Grievance to the Director of Social Services

1. If the grievant is dissatisfied with the decision of the GAIN Program Manager, s/he may submit the grievance, in writing, to the County Director of Social Services, within ten (10) working days from receipt of the GAIN Program Manager's written response.
2. The Director or his/her designee shall hold a hearing with the participant within ten (10) working days of receipt of said written grievance, and shall promptly notify the grievant of the time and place thereof.
3. The Director or his/her designee shall make a written position statement available to the grievant two working days prior to the hearing.
4. The grievant shall have the following rights during the formal grievance hearing with the Director or his/her designee:
 - a. the right to present evidence and question witnesses;
 - b. the right to a written decision making findings of facts and conclusions of law and informing the participant of his/her right to appeal the decision through the State hearing process;
 - c. the right to be represented by an attorney or other representative;
 - d. the right to have access to all relevant documents and information in advance of the hearing;
 - e. the right to a tape recorded or other verbatim record of the hearing;
5. Within fifteen (15) working days after the conclusion of such hearing, the Director shall prepare written findings of fact and conclusions of law, which shall constitute his/her decision on the grievance. A copy of such decision shall promptly be mailed to the grievant.

V. STATE HEARING

A GAIN participant may request a State Hearing at any stage of the GAIN grievance procedure including after the Director's decision.

If a GAIN participant files for a State Hearing at any time during the grievance process prior to the rendering of a decision by the Director, it is considered to effectively conclude the grievance.


Marilyn Clark, Deputy Director
Income Maintenance



ATTACHMENT A

MONTEREY COUNTY DEPARTMENT OF SOCIAL SERVICES
GAIN PROGRAM

Participant Grievance Form

INSTRUCTIONS:

If you do not like what your GAIN Worker's Supervisor tells you, you should complete this form and bring it to the GAIN Program Manager at 1000 S. Main Street, Suite 107, Salinas, 93901, or mail it to the GAIN Program Manager at 1000 S. Main Street, Suite 208, Salinas, 93901. Someone will get back to you within ten (10) working days.

I. WHAT HAPPENED? (Please include dates).

II. WHAT IS YOUR PROPOSED SOLUTION?

GAIN Participant's Signature

DATE

GAIN 176
5/89

MONTEREY COUNTY

DEPARTMENT OF SOCIAL SERVICES

1000 South Main Street, Suite 209-A
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Marie A. Glavin, Director
Marilyn Clark, Assistant Director
Carmen Domingo, Assistant Director

January 7, 1998

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

Dear Mr. Howard:

Enclosed please find the Monterey County CalWORKs Plan submitted pursuant to Section 10531 of the Welfare and Institutions Code. The Plan was approved by the Monterey County Board of Supervisors on Tuesday, January 6, 1998, and is signed by the Chairman of the Board of Supervisors and myself.

Should you require additional information you may contact my office at (408) 755-4400.

I look forward to certification of the Plan by the California Department of Social Services and to working with the Department and your Division during implementation of Welfare to Work.

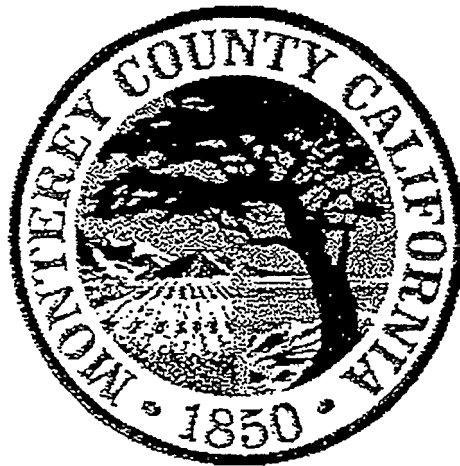
Sincerely,

Marie A. Glavin
Director

enclosure

MONTEREY COUNTY

CalWORKs



January 6, 1998

Marie A. Glavin, Director

Prepared by: Monterey County Department of Social Services
In Collaboration With:

The Monterey County Administrative Office
Monterey County District Attorney
Monterey County Free Libraries
Monterey County Health Department
Monterey County Information Systems
Monterey County Office for Employment Training
Monterey County Probation Department
Natividad Medical Center

This plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by The Welfare to Work Act of 1997, AB1542

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EXECUTIVE SUMMARY

Briefly describe the CalWORKs program of Monterey County. Include:

- 1. A listing of the major program goals and objectives; and*
- 2. A brief description of the major program elements which contribute to those goals and objectives.*

PROGRAM GOALS AND OBJECTIVES

The following are the major goals with accompanying objectives for the CalWORKs program of the County of Monterey, which is entitled the Monterey County CalWORKs Plan:

The County of Monterey will implement a coordinated, collaborative effort to:

- Reduce poverty and promote self-reliance, the County will initiate genuine collaborative partnerships and multi-disciplinary integration of a wide range of public and private agencies, institutions, businesses and community residents.
- Affect long-term systemic change, governmental and non-governmental sectors will share responsibility for the process of welfare reform implementation, as well as share accountability for outcomes.
- Create ongoing systemic change, the County will make a long-term commitment to mobilize and engage local and regional resources to facilitate the successful participation of adult participants in the labor market.
- Provide an array of community-based support services, the County will create linkages through existing systems such as Healthy Start sites, religious organizations, schools, neighborhoods, libraries, other community-based organizations and businesses.

The County of Monterey will significantly increase its job creation, job training and job retention activities in order to move families from dependency to employment and self-sufficiency.

- To assure economic security, resources will be committed to create a diversified, vibrant economy that generates employment opportunities for Monterey County residents.

- To support a diverse employment base, a range of industries will be developed.
- To create work successes a match between existing skills of those entering the workforce and the jobs that are created will be sought.
- To effect a successful welfare-to-work plan the County will pursue small business development and self-employment strategies, as well as strategies involving major industries.
- To preserve the economic security of local residents, efforts will be made to assure that the job market absorbs the increased demand for employment opportunities without displacing current workers.
- To maintain a strong economy and to diversify and expand the labor market, efforts will be made to attract businesses to the area, to assist in the expansion of existing businesses and to promote the creation of new businesses.
- To meet the demands of an aggressive job creation process, it will be necessary to augment resources for business development and to create incentives for individual businesses to provide training for workers and on-the-job support programs.
- To meet the employment needs of seasonal workers, regional strategies specific to this population will be developed.
- To assure that transportation is not a barrier to employment, efforts will be made to attract businesses in areas where participants reside, or which are easily accessible with existing public transportation. Creative solutions to enhance public transportation for employed participants will be sought.

The County of Monterey will create a network of coordinated, collaborative, high quality community and governmental services to support families moving toward self-sufficiency.

- To assist individuals in their transition to employment, the County will promote support services that improve retention of employment, career advancement and self-sufficiency.
- To help people move from poverty to self-sufficiency, the County will engage the community to work together to build effective programs, including but not limited to: child care, transportation, information and referral to sources of safe and affordable housing, health services, substance abuse treatment, domestic violence intervention, education and vocational training, employment services, job retention assistance and case management.

Monterey County Board of Supervisors

The Honorable Dave Potter, Chair, District 5

The Honorable Simon Salinas, District 1

The Honorable Judy Pennycook, District 2

The Honorable Tom Perkins, District 3

The Honorable Edith Johnsen, District 4

- To address the health and safety needs of persons who are no longer eligible for State and federally funded services, the County will encourage the development of a safety net for at-risk individuals.
- To increase the income and security of children and their custodial parents, the County will promote cooperation among agencies. This will be of assistance in establishing paternity, establishing and enforcing child support orders, and considering special programs to increase the employment of non-custodial parents.
- To address the needs of those engaged in the transition of welfare-to-work and to provide a safety net for those families who cannot be served within the public social services system, agencies will be encouraged to seek new resources and consider new priorities.
- To streamline and expedite access to essential services, staff from various programs will be co-located and some services and operations will be restructured.
- To ensure the development of healthy children, families and individuals, efforts will be made to assure support services are readily accessible, and programs are designed that focus on family preservation, and well being.
- To facilitate the effectiveness of all of the welfare-to-work initiatives, agencies and programs may be renamed and, where appropriate, facilities will be redesigned, hours of operation may be changed, and staff development will be provided.

The County of Monterey shall design, implement and evaluate welfare reform initiatives following specific guiding principles.

- The development of an effective planning strategy to implement welfare reform shall be built on the experience of those who have received or are currently receiving public assistance.
- The development of family self-sufficiency plans shall be culturally sensitive and available in multiple languages as needed.
- Job search, job development and job retention services shall be accessible to all individuals seeking assistance in the transition to work.
- Planning and implementation efforts for welfare reform shall be flexible, dynamic and readily available to the population they are intended to serve.

- Outcome measures shall be developed, monitored and evaluated on an ongoing basis, and used throughout the system to evaluate program effectiveness.
- A data collection system will be designed to gather and analyze data on a consistent basis, and will be tied to established outcome measures.

BACKGROUND

On August 22, 1996, the President signed into law, the Personal Responsibility and Work Opportunity Reconciliation Act. The new Act introduced the Temporary Assistance to Needy Families (TANF) program, with time-limited benefits and expanded work requirements. To carry out the federal Welfare Reform Law, the Legislature passed, and the Governor signed into law, the California Work Opportunity and Responsibility to Kids (CalWORKs) program. This program replaces Aid to Families with Dependent Children (AFDC) and Greater Avenues for Independence (GAIN).

Under the provisions of the new State law, each county must develop a welfare-to-work plan that outlines various programs and activities that lead participants to self-sufficiency. It is the intent of the Legislature that each county design programs that are appropriate to the needs of their individual populations.

To meet the critical needs of program participants, and to avoid funding sanctions, we will work collaboratively with public and private partners, to move from a model of individual programs with discrete missions to an integrated service delivery system with common goals.

MAJOR PROGRAM ELEMENTS

The County of Monterey's focus is to develop:

- Employment services, including job creation, job search, job training, community service opportunities and job retention;
- Programs which address barriers to employment and self-sufficient in the time limits set forth in the federal and State welfare reform laws;
- Interdepartmental coordination to achieve positive social and financial outcomes for families;
- Collaboration among public and private sectors to support families in transition; and
- Local safety net programs that are integrated with existing programs and services.

The Monterey County CalWORKs Plan is a system designed to deliver comprehensive, integrated, and effective services to participants. Monterey CalWORKs will promote employment, ensure the provision of needed services, and provide a consistent message of self-reliance. Collaborative efforts with other agencies and organizations within the County will be supported to eliminate duplication of services.

A major challenge for Monterey County is the reality of high unemployment. The job market is indicative of a cyclical economy with limited job opportunities and a large labor pool. Though the impact of this depressed labor market has been significant the CalWORKs Employment Service (formerly GAIN) program has shown increases in job placement performance in recent years. The County will build on its past success to increase employability and employment of participants by emphasizing up-front employment assistance and continuing private sector collaborations and creative job development strategies.

Monterey CalWORKs applicants will firmly establish their employment goal during up-front orientations, and "work first" will be stressed. Applicants will be assisted in identifying their strengths, employment history, income and available resources. In addition, issues surrounding child care, transportation, physical and mental health, substance abuse and domestic violence will be addressed to help evaluate family needs. Applicants will complete an orientation, employment workshops, job readiness screening and job search activities.

With the new time limits of TANF, the immediacy of employment is crucial. Each participant will create a welfare-to-work plan, which will outline the avenues they will take toward self-sufficiency. Work activities with concurrent education, job search and supplemental activities will help participants achieve the goals of their family plan.

Participants will be eligible for job retention and re-employment services. Lifelong education will be encouraged for greater family self-sufficiency and continued progress up the economic ladder.

The development of the Monterey County CalWORKs Plan was a collaborative effort between many community agencies, organizations, nonprofit groups, TANF participants, Social Services staff and other interested individuals. The Welfare-to-Work Program has been presented and discussed during community presentations conducted throughout the County. Community members have been encouraged to give comments throughout the development of this Plan. All comments and input were considered and reviewed by the Monterey County Interdepartmental Task Force on Welfare Reform and the various welfare reform committees for inclusion in the Monterey County CalWORKs Plan.

CONCLUSION

This Monterey County CalWORKs Plan officially chronicles the efforts over the past year to implement welfare reform. Recognizing a number of challenging expectations that exist within the federal legislation, the implementation of welfare reform will not be without difficulties. In addition to the careful design and implementation of local program initiatives, efforts must ensure federal, State, and local communities make the investments necessary to help public assistance participants gain and retain employment at wage levels that promote self-sufficiency. For children, elderly, and disabled who may never be able to fully participate in the workforce, or adequately provide for themselves, the existing safety net must be enhanced.

One cannot underestimate the enormous burden welfare reform will place on limited local resources, nor the profound human and financial consequences which can result if our efforts are not successful. Implementation of the law requires extensive restructuring of service delivery and a significant shift in the way families are evaluated and assisted. Success will require effective communication strategies, creativity, flexibility and strong leadership. Monterey County's ultimate success in reforming welfare will be dependent on a full commitment from all facets of the community. The County, and its public and private partners must change how they work together so that family outcomes of economic self-sufficiency and social stability may be achieved.

(a) COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES
TO PROVIDE TRAINING AND SUPPORTIVE SERVICES
[Education Code Section 10200 and WIC Section 10531(a)]

Briefly describe how the county will work with other public and private agencies to provide necessary training and support services. This section should include, at a minimum, a list of the necessary training and support services and the public and/or private agencies which will provide those services.

Does your county have a Refugee Employment Services Plan?

☐ YES ☒ NO

In July 1997, the County of Monterey Board of Supervisors adopted strategy recommendations for welfare reform which included a commitment to "... create a network of coordinated, collaborative, high quality community and governmental services to support families moving toward self-sufficiency." (Monterey County Response to Welfare Reform). Work activities and supportive services would be designed to: 1) assist individual program participants in their transition to employment; 2) promote employment retention and career advancement; and 3) develop skills and resources needed by families to achieve and sustain self-sufficiency.

To carry out this mandate a County of Monterey Interdepartmental Task Force on Welfare Reform was formed. The membership of the Task Force is listed on the cover of this Plan. Work groups formed by the Task Force have led the effort to integrate and focus public and private resources around this mission. Under the auspices of the Interdepartmental Task Force, the Department of Social Services (DSS) and the Office for Employment Training (OET), [which coordinates the work of the Private Industry Council (PIC) and programs supported by Job Training Partnership Act (JTPA) funding], took the lead in convening a working group to plan a unified strategy for education and training. This Education and Training Task Force has developed the elements that follow:

Short and Long Range Plans for Accessing Employment, Education, Training and Support Services

The County of Monterey's long range strategy is for CalWORKs participants to access a full range of employment and training services, and many support services, through One-Stop Career Centers. The PIC has been awarded a \$75,000 planning grant to design a local system. A consortium of more than one hundred individuals is participating in the planning process. Two full service centers are being planned, one in Salinas and the other on the Monterey Peninsula, with potential mini-centers at several other sites. It is anticipated that these centers will feature a single application and a

seamless, integrated intake process that will allow applicants to learn about education and training programs, job leads, and other employment services offered by a variety of State and local agencies. The One-Stop consortium will apply to the California Employment Development Department (EDD) for a \$ 1 Million implementation grant and a \$250,000 grant for technology and infrastructure in March 1998. The funding source is an award from the United States Department of Labor to California for development of a statewide One-Stop Career Center System. The Salinas One-Stop Center is expected to begin operations this year. [See Section (b) for additional information about One-Stop Centers.]

Until the One-Stop Career Centers are operational, Monterey County will integrate access to training programs and services through existing sites. Determination of eligibility for the financial assistance portion of CalWORKs will continue to be offered at Department of Social Services offices in Salinas, King City and Seaside. The Employment Development Department (EDD) and OET will integrate their outreach and some direct services (for example, EDD-staffed computer terminals for on-line job search) into these sites, while also maintaining their existing offices. Eventually employment and training agencies will consolidate their services at the One-Stop Centers.

Employment and Training Workers at DSS offices will continue to refer CalWORKs participants to off-site training and supportive services, while also seeking innovative ways to link programs at DSS sites. As an example, the Salinas Adult School recently completed a series of English as a Second Language (ESL) classes which were fully integrated with the curriculum of DSS Employment Services workshops and offered at the Salinas DSS office.

Training and Education

There are both short and long term strategies for designing an effective education and training system that will prepare CalWORKs participants for emerging professions that have income growth potential. The Education and Training Task Force composed of representatives of DSS, JTPA, EDD, community colleges, adult schools, Regional Occupational Programs (ROP) and other service providers has met on a regular basis since April 1997 to address education and training issues. This group, through a designee of the County Superintendent of Schools, is responsible for writing the Instructional and Job Training Plan for CalWORKs that must be submitted to the Department of Education by March 31, 1998 (Ed Code Section 10200). The Plan will provide a blueprint for how training providers will collaborate and utilize resources efficiently to match training with local job demand and employment opportunities.

The Department of Social Services has approved the curriculum development applications submitted by Monterey Peninsula College and Hartnell College to the

Chancellor's Office of the California Community Colleges and will continue to work with the community colleges individually and as members of the Education and Training Task Force. In addition, the adult schools and ROP programs are collaborating on their application for funding to serve CalWORKs program participants.

The OET Director and a DSS representative have met with public and private educational institutions which offer a Bachelor's degree in Monterey County and the University of California Santa Cruz Extension to provide information on welfare reform and their possible role in education and training of CalWORKs participants.

Long Term Education and Training Plan

Long term, integrated strategies to be developed during 1998 will assure that education and training programs meet the needs of CalWORKs participants. These include, but are not limited to:

- Development of an annual process to jointly analyze employment trends and emerging occupations and to adjust training and education resources and referrals to respond to new information;
- Development of a process to periodically evaluate placement rates, job retention rates, and wages of CalWORKs participants who have completed various education and training programs;
- Identification of career paths and career ladders that can be accessed by CalWORKs participants via short-term training and work experience, and that have a potential to provide a self-sufficiency wage after several years of experience and career growth;
- Identification of education and training opportunities that will help participants to enter and move through these identified career paths;
- Creation of a collaborative process to review grant applications and new initiatives related to training and education of CalWORKs participants; and
- Development of specialized strategies and curricula to meet the needs of significant sub-groups among the CalWORKs population. The sub-groups will include seasonally employed, monolingual Spanish agricultural workers whose annual income is not sufficient to meet family needs during "lay off" months.

It is anticipated that the group of agencies and departments represented in the Education and Training Task Force will form an ongoing planning and policy body that, at least annually, will assess economic trends; examine the effectiveness of existing

education and training programs; and make recommendations for additions, deletions and changes in course offerings and curricula.

Short Term Education and Training Plan

During the initial months of implementation of CalWORKs, Monterey County will refer CalWORKs participants to existing education and training programs that have experience serving economically disadvantaged students, and that receive State and federal funding to serve CalWORKs program participants. Providers and programs appropriate for CalWORKs participants are listed at Appendix A-1. Providers were asked to list only short term training programs and courses that students can attend part-time in conjunction with approved work activities. A matrix of these offerings will be provided to DSS Employment and Training Workers, so that they may search for appropriate classes as they develop individual welfare-to-work plans with CalWORKs participants.

Local education and training providers are also furnishing the Department of Social Services with a list of programs they believe will lead to employment, pursuant to Welfare and Institutions Code section 11325.23 (a) (3). DSS and the providers will agree to the first list by January 31, 1998, as specified by law. This list will be used to guide welfare-to-work plans and will be used as the basis for approval of self-initiated education and training programs.

Necessary Training and Support Services

As long range education and training planning continues, it is anticipated that both training and support services will evolve to more effectively match the needs of CalWORKs participants. During the first year of implementation the program is built upon existing, successful service delivery systems. Initial training and support services required by CalWORKs will be provided as follows:

Appraisal, Job Readiness Services, and Up-front Job Search

This phase will be provided by DSS in cooperation with OET. DSS will continue to utilize the Curtis Model of OPTIONS and Action Center for Employment (ACE) workshops for most unemployed CalWORKs participants. [See Appendix A-13 for a description of the Curtis Model.]

Vocational Assessment During or at the End of Job Search

Vocational assessment will be provided by Mission Trails ROP under contract to DSS. Assessments will also be provided by OET for those applicants who are referred directly to JTPA programs for training and case management.

Vocational Education and Training; Education Directly Related to Employment; Adult Basic Education; Job Skills Directly Related to Employment; Work Experience; Internships; and Work Study

These services will be provided by a variety of entities, described in the above sections and also listed at Appendix A-1.

Mental Health and Substance Abuse Services

A continuum of public and community-based services will be available through the Monterey County Health Department, Behavioral Health Division. [For more information see Section (e) of this Plan.]

Child Care

DSS will administer Stage 1 funding of child care services. Children's Services International, a private not-for-profit agency, will administer Stages 2 and 3 funding. Some of the training providers, such as community colleges and JTPA will provide child care or subsidies for CalWORKs participants who are enrolled in their programs. [For more information see Section (g) of this Plan.]

Transportation and Ancillary Payments

DSS will determine eligibility and issue payments for CalWORKs participants who qualify for these supportive services.

(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS
[WIC Section 10531(b)]

Describe the County's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKs program participants.

It is the goal of Monterey County to utilize existing and new structures to engage the business community in public/private partnerships related to job development, job training and support of families transitioning to self-sufficiency. Monterey County has developed partnerships with the private sector through the GAIN and JTPA programs which have provided for placements of welfare participants.

To achieve the goal of moving participants to self-sufficiency, we are developing new relationships as the number of participants needing jobs increases. The County is currently working with a number of local businesses to help identify jobs and support services for CalWORKs participants. Increased efforts will include outreach to all cities, Chambers of Commerce, United Way Agencies, and business association and clubs.

The County will continue to develop and expand existing collaborative partnerships with public and private sector employers, and integrate business needs with training opportunities. Jobs will be developed through a variety of sources. In order to coordinate the jobs with the CalWORKs participants, the County has initiated a new intake process that is described in Appendix B-1.

The DSS and Office of Employment Training (OET) will assess the participants to determine if they are job ready or need skills training or basic education. Those that are job ready or are eligible for on-the-job training will be referred to the appropriate agency or department.

Job leads will be coming into the system through the County, cities, business and community service organizations. Requests for job applicants will flow to a centralized system to ensure that the appropriate persons are being referred to job opportunities, and that the needs of the businesses are being addressed efficiently and in a timely manner.

The DSS, OET, and Employment Development Department (EDD) are working on the implementation of One-Stop Career Centers for employment and training services. The goal is to develop a fully integrated system accessible to all participants in need of employment services. The comprehensive system will include DSS, OET, EDD and other invited participants. Information from various agencies will be available on a computer network. The Private Industry Council (PIC) has been awarded a \$75,000 grant application to assist in planning One-Stop Career Centers in Monterey County. A

One-Stop Center is scheduled to be completed within the next year in Salinas. A similar center is being planned for the Monterey Peninsula, as well as mini centers at several other sites.

The Monterey County Office for Employment Training (OET), in collaboration with DSS, has integrated its Title IIA Job Training Partnership Act (JTPA) sub-contracted services so that CalWORKs participants can receive vocational training and placement services. It is anticipated that 35% of those served by these programs will be CalWORKs recipients. The programs will contract to achieve a job placement rate of 70%. Average wage at placement is expected to exceed \$7.00 per hour.

Over the past few years, the faith community has been working with Monterey County to enhance the County's safety net. A successful interfaith homeless shelter program utilizing church facilities was developed jointly by DSS, Peninsula Outreach, and the Salinas and Monterey area faith communities. Monterey County will again seek assistance from the Ministerial Association and other faith organizations to coordinate how they can respond to the needs of individuals who are not able to participate in CalWORKs or who are no longer eligible for temporary assistance services. The County will also incorporate the faith and public community in the County's efforts around job identification in the first quarter of 1998. Members of the faith community have participated in recent welfare reform forums held in King City and Seaside and also in the Welfare Reform Summit for nonprofit agencies held in November 1997.

County staff are reviewing current relationships and partnerships with businesses and community organizations to determine the potential for future and expanded opportunities for job creation and placement. A database of existing partnerships is being developed to avoid duplication and coordination of future business relationships. DSS will work directly with business to identify current and future job needs and to assure that CalWORKs participants are placed in a percentage of jobs identified.

DSS is a member of the PIC and will continue to coordinate input and collaboration from the Council. The Council has representation from private businesses, local labor, education, and public interest groups. The PIC is committed to successful business linkages between the employer community and a service delivery system that meets the goals of welfare reform.

(c) LOCAL LABOR MARKET NEEDS
[WIC Section 10531(c)]

Briefly describe other means the county will use to identify local labor market needs.

According to information provided by EDD, the Monterey County labor force averaged 179,300 in 1996. Employment averaged 159,500 with unemployment of 19,800. The average unemployment rate of 11% was the lowest since the closure of Fort Ord was announced in 1991. In 1996, the labor force grew by 3,200 jobs or 1.8%, from the 1995 average. The Monterey County labor force has expanded over 20% since 1983.

In the period between 1992 and 1996, the industrial sectors with the largest percentage growth were the manufacture of miscellaneous durable goods, 38%; business services, 22%; and transportation, 22%. The processing of food products has also seen a turn around in employment, with growth in the 15% range. The manufacture of industrial machinery declined by almost 30% and employed fewer people in 1996, than in 1986. The federal government was the fastest-shrinking employment sector during 1992-1996. State and local governments have stepped in to create new public sector employment opportunities, primarily because of the new California State University Monterey Bay campus and UC Santa Cruz Technology Center. Both facilities are located on the former Fort Ord. The Department of Corrections has also added a new facility (Salinas Valley State Prison) near Soledad that has contributed to the growth in State government employment.

The following criteria have been utilized to determine the growth of occupations in demand: 1) the occupation has a substantial employment base in the County; 2) the number of projected job openings in the County is substantial; 3) the occupation appears to have present and future growth; 4) there is a potential for earning capacity; 5) the training time, if any, required for the occupation is one year or less; and 6) the occupation can lead to a living wage.

Of the top 40 occupations with the most job openings in Monterey County (1993-2001), fifteen of the occupations relate to basic skills/educational levels of most CalWORKs participants. These include: Cashiers, Retail Sales Persons, Waiter/Waitresses, Janitors/Cleaners, General Office Clerks, Receptionists/Information Clerks, Guards and Watch Guards, Food Preparation Workers, Maintenance Repairers/Utility Workers, Truck Drivers (Light), Shipping and Receiving Clerks, Instructional Aides, Electrical Equipment Assemblers, Bookkeeping/Accounting Clerks, and Stock Clerks. Wages for these occupations range from \$5.15/hour to 19.75/hour, with a median wage range of \$6.90 to \$9.00 per hour. Most of these jobs require a minimum of a high school diploma or equivalent. For some, there is JTPA-approved training available in the County that is within the 12-month vocational preparation time limit for CalWORKs participants.

Among the top 40 occupations in Monterey County which offer possibilities to mid-level CalWORKs participants are: a) Data Processing Equipment Repairers - 580 new jobs (45.3% increase); b) Home Health Care Workers - 200 new jobs (35.7% increase); c) Adjustment Clerks - 830 new jobs (31.6% increase; and d) Artists and Related Workers - 250 new jobs (27.8% increase). Other demand occupations for mid-level workers identified by the Monterey Private Industry Council for 1996-1997 include: Electrocardiograph Technician, Machine Tool Operator, Certified Nursing Aide, Pharmacy Technician, and Massage Therapist (emerging occupation). All of these areas have a vocational preparation time frame which varies from three months to one year.

Wholesale and retail trades are expected to have the largest growth in terms of absolute numbers with 6,000 jobs projected. Growth in retail trade is expected to account for 5,200 of the gain. This figure represents 32% of total job growth for the County and is the fastest growing of all the major groups. Employment expansion in eating and drinking establishments alone will account for one-half of the gain in retail trade. Job growth in other retail groups will be found mainly in apparel and accessory stores, furniture, general merchandise, and building materials. Retail employment fluctuates greatly according to the season, rising for holiday shopping as well as the summer when tourism is at its height. In addition, a much higher proportion of jobs in retail trade are part-time compared to most other industries. Wholesale trade is expected to add 800 new jobs in this period.

The trade division will grow to 34,800 jobs by the year 2000 and the services division will add almost as many jobs growing to 33,500 jobs. Projected growth in the services represents over 33% of the County's total projected growth through the year 2000. Just as eating and drinking establishments will add jobs as tourism expands, so will amusement and recreation facilities, hotels and motels. The major groups with the greatest growth are hotels and other lodging (1,100); followed by business services (800); and health services (600). Other rapidly growing groups include social service organizations, engineering, accounting, education, personnel, auto, and other miscellaneous services. These will account for the rest of the job growth in this division.

Despite the closing of Fort Ord, government is expected to grow in total employment through the year 2000. The only significant long-term loss is in federal government, with the loss of 1,400 jobs stemming from the Department of Defense cutbacks at Fort Ord. Local education payrolls on the Monterey Peninsula declined in the short term as dependent school age children left the area but will recover with anticipated population gains. Overall, government job payrolls are projected to increase by 2,200. The increases will be due in a large part to the California State University at Monterey Bay campus (which opened in the fall of 1995 and is continuing to expand), and the new Salinas Valley State Prison near Soledad (which opened in 1996).

Employment in manufacturing is expected to increase by 1,800 jobs by the year 2000 with 60% of it coming from durable goods. The original forecast was for modest nondurable manufacturing and food processing. Since the forecast was prepared, the City of Soledad has become home to a new Dole plant. The jobs that were created when that facility opened will help offset job losses in other non-durable goods manufacturing areas such as printing and publishing.

In the finance, insurance, and real estate industry division, 800 of the 1,300 new jobs will come from finance. Growth in the construction division has been modest (adding 400 jobs), some in the ongoing rehabilitation of Fort Ord buildings for the new CSU campus, the new shopping center in Sand City and development in Salinas. The only industry group to experience a decline will be transportation and public utilities. Though the transportation group is expected to add 300 jobs, communication and public utilities are expected to lose 400 jobs as technology advances and fiscal constraints cause layoffs statewide.

Additionally, the apprenticed trades present opportunities in non-traditional occupations for women that include Machinist, Sprinkler Fitter, Cement Mason, Plumber, Welder, Sheet Metal Fabricator, Construction Worker, and Electrician. Entry level wages for the above trade occupations range from \$7.00/hour to \$18.00/hour. The median wage in the County for these jobs is \$11.58 per hour. JTPA offers on-the-job training in these areas with vocational preparation time from over six months up to and including one year.

This labor market analysis was based on information available from the following resources:

- California State EDD Labor Market Information Division, 1997 JTPA/Monterey PIC approved List of Demand Occupations, FY 1996-97.
- JTPA/Monterey PIC approved list of Demand Occupations FY 1997-98 to be developed and published by December of 1997.
- Results from surveys to employers that have traditionally hired GAIN participants.

(d) WELFARE-TO-WORK ACTIVITIES
[WIC Section 10531(g) and WIC Section 11322.6]

Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. [Reference: WIC Section 11322.7(a)] Pursuant to WIC Section 11322.7(b) "No plan shall require job search and work experience of participants to the exclusion of a range of activities to be offered to participants." Activities allowed by state law include, but are not limited to, those listed below. Please indicate which of the following activities will be provided and identify any allowable activities that will not be provided.

- | | |
|--|---|
| <input checked="" type="checkbox"/> Unsubsidized employment | <input checked="" type="checkbox"/> Work study |
| <input checked="" type="checkbox"/> Subsidized private sector employment | * Self-employment |
| <input checked="" type="checkbox"/> Subsidized public sector employment | * Community service |
| <input checked="" type="checkbox"/> Work experience | <input checked="" type="checkbox"/> Job search and job readiness assistance |
| <input checked="" type="checkbox"/> On-the-job training | <input checked="" type="checkbox"/> Job skills training directly related to
employment |
| * Grant-based on-the-job training | * Supported work |
| <input checked="" type="checkbox"/> Vocational education and training | * Transitional employment |
| <input checked="" type="checkbox"/> Education directly related to
employment | <input type="checkbox"/> Other (list) |
| <input checked="" type="checkbox"/> Adult basic education(includes basic
education, GED, and ESL) | |

* In development stages, see next pages.

The following welfare-to-work activities are under development and are expected to become available during 1998 and 1999:

Transitional and Supported Employment Services

- 1) The Monterey County Department of Social Services (DSS) and the Monterey County Health Department have entered into a Memorandum of Understanding (Appendix D-1) to provide a community-based continuum of substance abuse and mental health services, including transitional employment services and supported employment.

The Health Department and DSS will develop new services and provide capacity in existing programs for CalWORKs participants receiving mental health and substance abuse services who require specialized employment and job retention services. Preliminary discussions have been held with a community-based organization currently providing supported employment services to individuals diagnosed with serious mental illness. Discussions will continue to determine the appropriateness or adaptability of their programs to selected CalWORKs participants.

- 2) Monterey County DSS and the Santa Cruz County Human Services Agency have applied for a \$1.1 M Employment Readiness Demonstration Project (ERDP) grant. The proposed vendor is Goodwill Industries of Santa Cruz, Monterey and San Luis Obispo Counties, Inc. The program will offer supported employment services for CalWORKs participants in the Pajaro/Las Lomas area of Monterey County and the adjacent Watsonville area of Santa Cruz County.
- 3) Monterey County DSS and the local office of the California Department of Rehabilitation have submitted a concept paper to the Department of Rehabilitation regarding the provision of services to Monterey County CalWORKs participants who are also eligible for rehabilitation services. Job skills training directly related to employment, supported work, and transitional employment are desirable components of a continuum of services to be offered to these individuals. The provision of these services will be addressed as a Memorandum of Understanding is developed.

Community Service

A comprehensive Community Service Plan pursuant to WIC 11322.9 is under development and will be submitted as an addendum to this Plan.

Until a community service plan is implemented, welfare-to-work participants who will benefit from unsubsidized work experience (as defined in VI.A.1.d of All County Letter 97-72) will be served through existing work experience contracts between the County of Monterey and governmental or not-for-profit agencies. These agreements provide up to 12 months of supervised work experience for public assistance recipients.

Grant-Based On-The-Job Training

Opportunities for grant-based on-the-job training will be assessed by staff in conjunction with the business community. Pilot projects may be developed in collaboration with local industries.

Self-employment

In conjunction with the Monterey County Office of Intergovernmental Affairs and the Monterey County Office for Employment Training, DSS will assess the feasibility of offering a training component that addresses business development and self-employment. Until programs targeted to welfare-to-work enrollees are developed, CalWORKs participants who are interested in micro-enterprise business development and other small business assistance will be referred to existing community resources. These include:

- Cabrillo College Small Business Development Center
- Gavilan College Small Business Development Center
- El Pajaro Community Development Corporation
- Economic Development Corporation of Monterey County
- California Coastal Small Business Development Center

(e) MENTAL HEALTH AND SUBSTANCE ABUSE TREATMENT SERVICES
[WIC Section 11325.7 and 11325.8]

Briefly describe how the welfare department and the county department of mental health will collaborate and utilize new funds available to provide effective mental health services. Counties should maximize federal financial participation to the extent possible in the provision of mental health services.

☒ *Certify that the county will provide at least the following services: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities..*

Please describe any additional services the county will provide.

Mental Health Services

Staff Training

The Departments of Social Services and Health are working conjointly to develop a training program for all DSS staff. This training will be offered to those employees working with participants who have a behavioral health disorder which affects their employability. Monterey County staff are working with the University of California at Santa Cruz to develop a training curriculum that will teach skills in identifying significant mental health or addictive disorders and how to approach participants in a manner that will facilitate a referral for assessment and treatment. Training will consist of an introductory curriculum for all staff and advanced training courses to ensure key staff have higher level interviewing and assessment skills.

Recipient Orientation

Monterey County will have as part of its general CalWORKs orientation a specific program dealing with behavioral health disorders. In particular, the program will provide information regarding the availability of mental health services and how to obtain such services.

Assessment Services

To provide assessment or evaluation services, the Health Department's Behavioral Health Division (HDBHD) will conduct an Employment Assistance Program (EAP). The EAP will feature HDBHD staff who will work on-site with the DSS. The EAP staff will evaluate CalWORKs participants regarding any existing mental disability and the extent to which such a condition may affect an individual's employability. The staff will determine whether the individual is capable of employment or, when necessary, what adapted working conditions may be required to enable the individual to be employed.

Mental health conditions that affect a participant's employability will be referred to a mental health managed care network provider. The evaluation will include a clinical assessment, and a review of diagnoses, assessments and or evaluations that the recipient may have previously received.

The EAP will furnish the DSS with an evaluation of the client's current mental health status and a treatment plan for mental health services if deemed necessary. The evaluation will also include what, if any, employment accommodations, restrictions or supportive services may be required. The EAP evaluation will be incorporated into the recipient's individual welfare-to-work plan.

Case Management Services

The Employment Assistance Program will initiate referrals into the existing County mental health managed care provider network for any participant who requires mental health services. The DSS will provide case management services for all CalWORKs participants and will coordinate with the EAP staff to ensure appropriate mental health services are provided. The DSS staff will also relay any concerns regarding the participant's job performance or job accommodations which may need to be included in any ongoing treatment plan.

Treatment and Rehabilitation Services

The Employment Assistance Program will refer CalWORKs participants into the existing mental health provider network. The provider network includes contract providers in each of the County's four distinct geographic areas: Monterey Peninsula, Salinas, South County and North County. The provider network includes bilingual staff who are capable of providing services to non-English speaking participants.

The focus of treatment for CalWORKs participants will be on overcoming mental health issues that are related to employment. Treatment services will be brief and issue focused in nature. If there is a secondary substance abuse disorder, referral will be made to an appropriate recovery program.

Data Collection

The Health Department will track and report annually the number of CalWORKs participants that receive mental health services. Data elements will include, the number of participants served; the types of services received; the units of service utilized and the cost of those services. The cost of the services provided will be compared to the amount of funds received for this purpose on an ongoing basis.

Financing

The Department of Social Services and the Health Department have developed a Memorandum of Understanding that identifies the behavioral health services that are to be purchased and the specific responsibility of each agency. Funds for mental health service identified in the California Welfare Reform Plan and budget will be transferred from the Department of Social Services to the Health Department for this purpose. The departments have had successful experiences in maximizing Title XIX federal funding and will exercise every opportunity to do so with this program.

Plan for Substance Abuse Services

Briefly describe how the welfare department and the county alcohol and drug program will collaborate and utilize new funds available to ensure the effective delivery of substance abuse services. These funds should be used to maximize federal financial participation through Title XIX of the federal Social Security Act. If the county has determined who will provide substance abuse treatment services, please indicate the providers in the plan. If that decision has not been made, please provide CDSS an addendum to the county CalWORKs plan indicating the provider when determined.

☒ *Certify that 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.*

Describe any additional services the county will provide.

Staff Training

The Departments of Social Services and Health are working conjointly to develop a training program for all Department of Social Services staff who will be involved in the CalWORKs program regarding the identification and engagement of participants who have a substance abuse disorder which impacts their employability. Monterey County staff is working with the University of California at Santa Cruz to develop a training curriculum that will teach line staff skills in identifying addictive disorders and how to approach participants in a manner that will facilitate a referral for assessment and treatment. Training will consist of an introductory curriculum for all staff and advanced training courses to ensure key staff have higher level interviewing and assessment skills.

Recipient Orientation

Monterey County is working to develop as part of its general CalWORKs orientation a specific program dealing with behavioral health disorders. In particular, the program

will provide information regarding substance abuse disorders and the fact that recovery services are available. The special orientation program will “market” recovery services to CalWORKs participants in hopes that they will avail themselves of these services early in the CalWORKs process.

Assessment Services

To provide assessment or evaluation services, it is proposed that the Health Department’s Behavioral Health Division (HDBHD) develop an Employment Assistance Program (EAP). The EAP program will feature HDBHD staff who will work on-site with DSS. The Employment Assistance Program staff will evaluate CalWORKs participants regarding any substance abuse disorder and the extent to which such a condition may impact an individual's employability. The staff will determine whether the individual is capable of employment or, when necessary, what adapted working conditions may be required. Substance abuse conditions that do affect employability will be referred to a managed care network provider. The evaluation will include a clinical assessment, and review of prior diagnoses, assessments or evaluations.

The EAP will furnish DSS with an evaluation of the client’s current addiction status, and a substance abuse treatment plan, if deemed necessary and appropriate, to impact an individual’s employability. The evaluation will also include what, if any, employment accommodations, restrictions or supportive services may be required. The EAP evaluation will be incorporated into the recipient’s individual welfare-to-work plan.

Case Management Services

The EAP will make initial referrals into the existing County’s substance abuse provider network for any participants who require substance abuse services. The DSS will provide case management services for all CalWORKs participants and coordinate with EAP staff to ensure those appropriate substance abuse services are provided.

Concurrent Participation in Work Activities

It is anticipated that the majority of CalWORKs participants will be treated on an outpatient basis and will therefore be able to participate in at least a part-time work activity. Only those CalWORKs participants who are deemed to need residential or an intensive day treatment program will be exempted, on a temporary basis, from participating in work activities. No recipient may participate in a substance abuse treatment program for longer than six months without concurrently participating in a work activity as determined by the County and the recipient in consultation with the EAP staff and the treatment provider.

Non-Compliance

If a CalWORKs recipient fails to comply with the substance abuse treatment program, the particular substance abuse provider will share this information with the EAP staff who will, in turn, inform the DSS case manager of the client's non-compliance. Conversely, if a CalWORKs recipient is participating in a recovery program but is otherwise out of compliance with his/her welfare-to-work plan, the DSS case manager will consult with the EAP to determine whether such non-compliance is attributable to the client's substance abuse disorder.

The DSS case manager will meet the CalWORKs recipient to evaluate the situation and to take appropriate action regarding the continuation of benefits or meeting work requirements. If the CalWORKs participants indicate that they are amenable to treatment, they will be referred for a second time for recovery services. In accordance with the new welfare reform regulations Monterey County will afford CalWORKs recipient two opportunities to receive substance abuse services under this program.

Supported Employment Services

For those CalWORKs participants who have a long history of substance abuse coupled with minimal job experience or work skills, the Department of Social Services intends to contract with a behavioral health supported employment program to provide work activities for these high risk participants. Participants with a substantial addictive disorder coupled with long dependency upon the welfare system will be identified as candidates for this program. It is felt that individuals with a prolonged substance abuse disorder are, even after recovery, prone to relapse and that a transitional supported employment service will be necessary as a first step in order to assist them to maintain their recovery while entering into a work environment.

Supported Housing

The Monterey County Department of Social Services has worked with the Health Department and the Monterey County Housing Authority to develop a "Recovery Village" which will furnish supported housing for women who have graduated from recovery programs. It is Monterey County's contention that clients who complete recovery programs are at high risk of relapsing if they are forced, because of lack of adequate housing, to return to neighborhoods or living situations that do not support their recovery.

Monterey County is developing fifty-six units of transitional supported housing which are located on the decommissioned military base of Fort Ord. It is our belief that we can provide a quality living environment that supports women's recovery while affording them a safe and satisfactory place to live with their children. Child care

services are being developed at a nearby child care facility which is already in operation. Monterey County will provide ongoing recovery services in the form of on-site recovery groups that will be held in the evenings and on weekends. In addition, other wrap-around services are also being considered in order to provide a high level of assistance to these high risk families.

Data Collection

The Health Department will track and report annually the number of CalWORKs participants that receive substance abuse services. Data elements will include the number of participants involved, the types of services received, the units of service utilized, and the cost of those services. The cost of the services provided will be compared to the amount of funds received for this purpose on an annual basis.

Financing

The Department of Social Services and the Health Department have developed a Memorandum of Understanding that identifies the behavioral health services that are to be purchased and the specific responsibility of each agency. Funds for substance abuse services identified in the California Welfare Reform Plan and budget will be transferred from the Department of Social Services to the Health Department for this purpose.

The Memorandum of Understanding between the Departments of Health and Social Services is attached for reference.

(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS
[WIC Section 10531(f) and WIC Section 11454]

Briefly describe the extent to which and the manner in which the county will make mental health services available to participants who have exceeded the 18 or 24 month time limit.

Those CalWORKs participants who have exceeded the 18 and 24 month time limit and continue to be Medi-Cal eligible will be able to access services through the County's Mental Health Managed Care Plan. They must meet the medical necessity criteria established by the State Department of Mental Health. CalWORKs participants who have exceeded the time limit and are not eligible for Medi-Cal will receive services if they meet the Health Department's target population definition.

(g) CHILD CARE AND TRANSPORTATION SERVICES
[WIC Section 10531]

Please briefly describe how child care services will be provided to CalWORKs participants. This should include a description of how the county will provide child care for families transitioning from county funded providers to non-county funded providers of child care services. It should also indicate what criteria the county will use to determine, on a case-by-case basis, when parents who have primary responsibility for providing care to a child six months of age or younger, may be exempt from welfare-to-work participation. The exemption period must be at least twelve week and, at county discretion, can be increased to one year for the first child. The exemption period for subsequent children is twelve weeks, but may be increased to six months. Briefly describe the criteria the county will use to determine the period of time a parent or other relative will be exempt considering the availability of infant child care, local labor market conditions, and any other factors used by the county. Additionally, briefly describe how the county will ensure parents needing child care services can access the Resource and Referral Agency.

Effective January 1, 1998 there will be a three-tiered child care system for CalWORKs participants in Monterey County. This will be a coordinated and collaborative system among the following:

- Monterey County Child Care Resource and Referral Program (R&R)
- Department of Social Services (Administrator for Stage 1)
- Children's Services International (the Alternative Payment Program [APP] Provider, and Administrator for Stage 2 and 3 services)
- Monterey County Child Care Planning Council
- Various service and child care providers throughout the County

The Local Child Care Planning Council will recommend to the Board of Supervisors and Superintendent of the Monterey County Office of Education, the appropriate Council reconfiguration to meet AB 1542 Planning Council requirements. The Council has provided insights into the creation of the Monterey County CalWORKs Plan.

It is the intent of the stakeholders that the child care services plan be implemented in a manner that is respectful and supportive of both parents and children, creating an environment which invites participation, fosters achievement, and is "customer friendly".

It is intended that each office will have an inviting and appropriate space for parents and young children to use while waiting or participating in transactions with the Department. Thus, the Department of Social Services will redesign the lobbies of the District offices. Local child care professionals have offered to assist in the designing of an area appropriate for children. Also, Early Childhood Education students and interns

from local colleges will be recruited to supervise the children's areas. The lobby will include telephonic communication with the Resource and Referral agency, information on how to obtain quality child care services and resources, childhood and consumer education videos, and other appropriate brochures and flyers that support healthy families.

Seamless Service

Monterey County DSS will work closely with the Resource & Referral Agency, and Children's Services International (Stage 2 and 3 provider) to provide seamless services which meet participants needs. Stages 1, 2 and 3 are listed below.

Stage 1

Stage 1 will be administered by the Monterey County DSS and begins when a participant enters job search or when child care is needed for a participant to complete his/her welfare-to-work contract. Stage 1 child care services will be received until the family is "stabilized," and funds are available for stages 2 and 3.

Stage 2

Stage 2 will be administered by the local APP provider, Children's Services International. This stage begins when the participants meet the definition of "stable" and when funds are available. When a child enters Stage 2, his/her name will be placed on the Stage 3 waiting list and moved to Stage 3 as funds become available.

Stage 3

Stage 3 child care services will be provided by Children's Services International, the local APP provider.

Priorities

The following categories of individuals will have priority for Stage 2 and/or Stage 3 funding:

- Former Transitional Child Care (TCC) families;
- Former earned income families who lose eligibility for a cash grant because of the new CalWORKs grant structure effective January 1, 1998;
- Families who receive diversion payments;
- Recipients who were previously eligible for the child care earned income disregard and the SCC program will instead be eligible to receive child care services under the new CalWORKs child care system.

A family that meets State and federal eligibility guidelines will receive child care services according to present CalWORKs guidelines and any future revised guidelines. Child care services will be provided to children 10 years and younger, and if funds are available, to children 11-12 years of age.

Definitions

Exemption Based on Care of A Child

Pursuant to State law a parent or other relative who has primary responsibility for providing care to a child is exempt from welfare-to-work participation for six months following that child's birth or adoption. The period of exemption may be reduced to twelve weeks or increased up to twelve months, on a case-by-case basis. An individual may be exempt only once on this basis.

Upon the birth or adoption of any subsequent children, an individual who has previously received this exemption shall be exempt for a period of 12 weeks only. This period may be extended, on a case by case basis, up to six months.

In a two-parent family eligible for aid due to unemployment, this exemption applies to only one of the two parents.

The standard exemption for care of a child in the Monterey County CalWORKs plan shall be six months, the first time the exemption is claimed, and twelve weeks following the birth or adoption of any subsequent children. Parents may request an extension of this standard exemption. Approval of such extensions shall be based on assessment of the following and shall require the signature of an Eligibility or Employment and Training Supervisor:

- Availability of child care;
- Local labor market conditions;
- Medical or other special needs of the infant or mother as verified by a legal, medical, or social services entity;
- Need to provide in-home care for a family member incapable of self-care;
- State regulation regarding unemployment for single and two parent families; and
- Other reasons which DSS may deem to constitute a compelling need.

If a parent chooses to return to work or to participate in welfare-to-work activities sooner than the standard exemption periods described above child care payments will be provided within funding availability.

Stable

A family is considered stable under the following conditions:

- Family is able to meet employment and/or training schedule needs;
- Previously identified barriers to family progress are being satisfactorily addressed;
- Employment and training attendance and child care use patterns are consistent; and
- Family demonstrates the ability to access and use appropriate child care resources.

Careful assessment of all these indicators are necessary to assure success for long term employment. As sufficient funding becomes available for all stages, the definition of "stable" will be reviewed to see if it is realistic for families who are Monterey County CalWORKs participants. If necessary, the definition will be refined.

Payment System

DSS is in the process of redesigning the child care payment system to meet CalWORKs guidelines. It is anticipated that the new provider payment system will be phased in during the next six months and be completed by June 30, 1998.

Upon full implementation of the payment system, all reimbursements will be sent directly to providers. Maximum payment will be up to 1.5 of the standard deviations of the market rate.

Our preliminary review of the child care allocation indicates a significant shortfall of child care funding. Efforts to seek alternative funding opportunities will be aggressive, and strong advocacy will be a priority to ensure that adequate child care funds become available.

Transportation Services

Monterey County is approximately 100 miles long and 35 miles wide with a population of 364,500 as of January 1, 1998. The two major urban areas are Salinas, the County seat, and the Monterey Peninsula located 20 miles to the west. Salinas Valley cities of Gonzales, Soledad, Greenfield and King City, are located south of Salinas along a fifty mile corridor. Additionally, there are smaller areas that are a part of the unincorporated area of Monterey County such as Moss Landing, Castroville, Prunedale, Big Sur, San Ardo, San Lucas, Bradley, Fort Hunter Liggett and the mountain areas.

Monterey County faces many of the same transportation issues that similar counties face throughout the State. The Monterey-Salinas Transit (MST) system serves the Monterey Peninsula and Salinas areas and the corridor that connects them. Public transportation is very limited and does not connect with other services in the rural areas. In 1993, Fort Ord closed and the California State University at Monterey Bay

came into existence. This created an increased transportation need since Monterey County and the local cities are responsible for the roads within the former Fort Ord. The closure also created a change in employment industries within the County.

Tourism is now one of the three largest industries in the County. Each weekend there are major events drawing people to the area to enjoy and participate in the scenic beauty and events. This creates additional demands on the transportation infrastructure and public transportation systems. In addition, due to the high cost of housing, many people drive to work each day putting further pressure on the roads and public transportation system.

The transportation dilemma creates a challenge for persons desiring to work in other locales. The same can be said of those seeking employment in occupations and industries different from those available in the area where they live.

Perceived issues for CalWORKs participants are:

- Unavailability of transportation between South County cities and the rural areas to the larger semi-urban areas;
- Minimal public transportation service to the largest employers;
- Lack of a car for many participants;
- Expensive taxi service;
- Unreliability of transportation from friends and relatives.

CalWORKs participants will have to overcome the significant barriers of child care and transportation in order to become fully employed. It is within this context that DSS has been collaborating with the Transportation Agency for Monterey County (TAMC) and MST to discuss innovative solutions for areas that have no or minimal transportation service readily available.

TAMC is the countywide transportation planning agency with representation from a variety of agencies including the Board of Supervisors, the cities of Monterey County, the Association of Monterey Bay Governments (AMBAG), CalTrans, and MST. TAMC is charged with developing short and long range (7-20 years) transportation plans and policies; studying needs; exploring funding opportunities and prioritizing projects; and informing local jurisdictions when traffic congestion rises above acceptable levels.

In the 1997 Overall Economic Development Report for Monterey County states:

“Constraints on the County’s transportation systems rank as a high priority for review. Existing fiscal demands for local road maintenance, rehabilitation and transit operations are staggering. The lack of adequate transportation related funds from state and federal sources has already created a tremendous funding

shortfall for all ... facets of public transportation: construction, and maintenance of roads and operating public transportation system.”

Every two years TAMC develops and updates the Congestion Management Program (CMS). One of the issues addressed is the promotion of alternative transportation methods to manage travel demand and trip reduction.

Transportation alternatives include ridesharing, bike riding and Greyhound. TAMC and the County are encouraging these alternatives as well as home-based occupations to limit the need for transportation. Other types of small private transportation options available in the County are RIDES, Kids Cab, local taxis, friends and relatives.

DSS met with TAMC to discuss unmet transportation needs on October 3, 1997. A presentation was made to the Board of Supervisors regarding the unmet needs for South County at the transportation public hearing on October 21, 1997. The Department plans to advocate in underserved areas of the County for increased use of Local Transportation Fund (LTF) monies for public transit.

The DSS approach to transportation includes continuing collaboration and coordination with local agencies and servers. CalWORKs participants are also reimbursed monthly for reasonable transportation costs for job search and Job Search Workshop activities.

The transportation services and procedures available to CalWORKs participants will be presented and discussed in detail at the Job Search Orientation. Access to local services will be reviewed and schedules passed out. The importance of a back-up plan and transportation alternatives will be arranged and reviewed by staff so that transportation does not become a hindrance to the job search activity, nor to subsequent work commutes. Participants who are enrolled in CalWORKs activities will be reimbursed for all necessary and reasonable job related transportation costs. Currently the County reimburses participants seeking employment for mileage or bus tickets for approved activities on a monthly basis. A voucher system is in place and can be used if necessary.

DSS will continue to meet with transportation companies and countywide agencies to assess and address projected needs. Efforts will also be made to seek additional funds to meet the demands as necessary.

(h) COMMUNITY SERVICE PLAN
[WIC Section 11322.6 and 11322.9]

Briefly describe the county's plan for providing community service activities. This should include a description of the process the county will follow to determine where community services assignments will be located, and the agencies/entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum.

Community service activities will be made available to CalWORKs participants who have reached their 18/24 month time limits and are not employed in unsubsidized employment or if community service is part of their welfare-to-work plan. Initially the Monterey County DSS will administer the CalWORKs Community Service Program. The purpose of the program will be to assist participants in the development of appropriate work habits and attitudes as well as to upgrade existing skills and/or develop new skills.

The Department will assign participants to local governmental agencies and nonprofit organizations. Project participants will be required to work a minimum number of hours per week as required by federal and State law. Participation in such work projects will not result in the displacement of a regular employee.

The CalWORKs case manager will provide an orientation that will include:

- An overview of the Community Service Program requirements;
- A description of the participant's role and responsibilities in the Community Service Program;
- Information on the types of work projects available and the County's expectations concerning work project participation;
- Information on requirements for job search and for work registration with the Employment Development Department; and
- Job tips (for example: work literacy issues - appropriate dress, manner, follow-up if sick) as appropriate depending upon individual needs.

The Department will work with community and governmental agencies that have operated successful volunteer programs to ensure coordination and sharing of "best practices". In addition, the County is exploring the feasibility of a centralized clearinghouse for volunteer jobs and a standardized contract with agencies offering work. Other issues to be addressed include policies, procedures and staffing of the function, public agency recruitment, job development, and effective collaboration and trouble-shooting with participating agencies. The County's Community Service Plan will continue to be enhanced over the next several months and specific details will be submitted as an addendum.

(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE
[WIC Sections 10531(i) and 11495.15]

Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKs recipients who are victims of domestic violence.

Until regulations are adopted by California Department of Social Services in consultation with the Taskforce on Domestic Violence established by the Welfare-to-Work Act of 1997, the county may utilize other standards, procedures, and protocols for determining good cause to waive program requirements for victims of Domestic Violence, for example, those now used in the GAIN program. Please describe the criteria that will be used by your county for this purpose and what approach the county would take to deal with recipients who are identified in this way.

Training

A curriculum is being developed to provide basic training on domestic violence to all workers in employment and training roles. The materials for training will be taken from information available from existing domestic violence providers and service agencies. The County has a Domestic Violence Coordinating Council (DVCC) that has been meeting since August 1996. The DVCC has been meeting recently to assist the DSS to identify existing standards, procedures, and protocols currently available, as well as create options for service delivery of domestic violence services to CalWORKs participants. Additionally, training process and curriculum for staff working with CalWORKs participants has been addressed. The mandatory training will focus on the dynamics of domestic violence to understand the effects on the adult, victim and the family system; the cycle of violence, the economic cost of violence and its application to and influences on relationships with participants. Additionally, participants will gain insights to the perspectives of family members affected by domestic violence, and the obstacles a victim may encounter while attempting to separate from the abuser and attain self-sufficiency through employment. A suggested Domestic Violence Subject Outline for this training is in Appendix I-1.

Training for Department of Social Services Staff

There will be a minimum of eight hours of training for all DSS staff involved in intake and assessment of applicants for the CalWORKs program. DSS will use the suggested Domestic Violence Subject Outline and other materials for this purpose. There are an estimated 500 employees who will need the training. It will be directed specifically to employment technicians, eligibility workers, and other employment and training staff.

The training period will be broken down from basic to more advanced training modules if needed to assure that everyone gets the appropriate level of training for their position. The current plan is to include two half-day sessions as well as a follow-up

training directed specifically to employment technicians, eligibility workers, and other employment and training staff. This follow-up training will be presented by a DSS manager who will explain the new procedures for dealing specifically with CalWORKs participants as well as the new protocol used in identifying and referring participants who are victims.

This training will include provisions giving the County of Monterey flexibility in waiving or deferring those program requirements that are not precluded from such waiver or deferment by the State. Effective January 1, 1998, program eligibility requirements regarding deprivation, income and assets shall not be waived. Pending the outcome of proposed federal legislation, both the time limits and work participation requirements shall not be waived at this time.

The training will be presented on an ongoing basis as of January-February 1998 and will continue until all staff have been trained.

There will be a need for ongoing or recurrent training once the initial training has been provided. A determination will be made on how often the training will be provided for new employees and for updating training for employees who move into levels of responsibility requiring more advanced knowledge (perhaps as a refresher course on domestic violence). A decision will be made shortly on whether this training will be accomplished by DSS trainers or by outside contractors.

Criteria and Approach for Working with Victims Domestic Violence

Monterey County will address the needs of participants who have been in the past or are currently victims of domestic violence under the CalWORKs program. This will be accomplished by building on the current employment program, formerly known as GAIN, and working cooperatively with the DVCC. It is the intent of Monterey County to ensure that the implementation of the CalWORKs program will not result in domestic violence.

In consideration of the above, DSS intends that the victims of domestic violence participate in CalWORKs activities to the full extent of their abilities. Participants who are in immediate, imminent danger will be referred to appropriate support services to ensure a safety plan is in place. Whenever feasible, DSS will provide on-site services to individuals living in a protective shelter.

Currently, the program known as CalWORKs Employment Services has policies concerning domestic violence. They rely on self identification by the participant that there is domestic violence in the family (noted/deferred as a family crisis), or that a medical condition is connected to domestic violence (noted/deferred with a physician's letter as a medical limitation), or that the client is entering a shelter due to domestic

violence (deferred as homeless). In some of these cases the participants are referred to a shelter if appropriate, and to voluntary domestic violence counseling resources. Additionally, victims are given priority wait list status upon referral.

Monterey County will use these policies and establish a written protocol in conjunction with the Domestic Violence Coordinating Council and the CalWORKs legislation. This protocol will go into effect as of January 1998 and will be in effect until January 1, 1999 or until the State protocol is established. Monterey County's protocol for addressing the needs of CalWORKs participants who are victims of domestic violence will be reviewed and revised as needed once the State protocol is released.

The following is the list of criteria/elements that will be incorporated into the Monterey County protocol:

1. Self-identification, rather than routine screening, will be utilized.
2. Evidence of abuse can be presented at any time.
3. DSS will not contact the perpetrator of abuse to verify whether abuse occurred.
4. Victims will be notified about waivers, referrals, limitations to confidentiality and immigration options under the Violence Against Women Act.
5. Notification shall be in writing and verbally in a language the applicant understands.
6. Information about the victim or children involved, shall be maintained in strict confidence and only used by DSS for referral or to determine eligibility for waivers.
7. Work and educational plans will be tailored to meet the specific needs of domestic violence survivors.
8. Existence of domestic violence will not be used to keep abuse victims from access to employment services.
9. DSS will maintain a comprehensive and current referral list of various supportive services.
10. Participants shall be notified in writing and verbally about the following: availability of waivers; referrals for supportive services; confidentiality protections/limitations/protocols; rights of non-permanent residents married to US citizens; benefits to US citizens or qualified immigrant children and other

persons applying for residency or having batterers filing immigration petitions for them; and the existence of exceptions to the deeming requirements for immigrants who are victims of abuse.

11. Procedures will be developed to ensure the confidentiality of any information pertaining to any participant for assistance who claims to be a past or present victim of abuse, and their dependents, whether provided by the victim or a third party.
12. Procedures are in place to ensure the confidentiality of any information pertaining to any participant for assistance who claims to be a past or present victim of abuse, and their dependents, whether the victim or a third party provides the information. The DSS has a standard confidentiality directive, Confidentiality of Information (No. 95-02), that provides guidance to staff relative to the issue of confidentiality and governs the subject area adequately. Accordingly, all information regarding a victim's case that is determined or considered to be confidential under the current laws and regulations, will be so designated and treated by DSS and other staff.

Service Delivery Process

Effective domestic violence services will start from the CalWORKs participant orientation and continue throughout the case management process. During the orientation, domestic violence will be defined for the participant. Participants will be told that this issue will need to be addressed by their case manager so that the case plan will reflect realistic, attainable goals and will not place the participant in danger. Additionally, participants will be encouraged to disclose domestic violence issues to the Eligibility Worker. As part of the application packet, a written questionnaire will be used also to collect empirical data on domestic violence in Monterey County. When the participant has the first intake appointment, the Eligibility Worker will review this information with the participant verbally.

Once the Eligibility Worker has identified that past or present domestic violence is an issue for the participant, the participant will be referred for assessment. Two pilot options will be implemented concurrently for the assessment phase of services.

Option 1 - The first option is based on use of specialized social workers that have the advanced training in domestic violence issues. This social worker may be co-located at the Employment and Training office, or may be available from a contract agency that provides social workers and specialized case management for victims of domestic violence. The specialized social worker will be responsible for assessment and referral. A written assessment will be returned to the Eligibility Worker who will then create a

case plan. Participants will continue to move towards self-sufficiency as they are able to participate in education, vocational training and /or employment.

Training on domestic violence for all DSS personnel, who will be involved from intake to assessment, will be provided to enhance skills.

Option 2 - The second option will follow the same basic process as in Option 1 but will utilize a team of specialized professionals who will meet and jointly make assessments and recommendations for a participant. This would be done on a regularly scheduled basis, i.e., bi-weekly. The team could be comprised of the following types of professionals or agency representatives:

- Agency Social Worker
- District Attorney's Office
- Psychologist or licensed Marriage, Family and Child Counselor (MFCC) with background in dealing with survivors of domestic violence
- Provider agency for survivors of domestic violence
- Other professionals with relevant experience

(j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES
[WIC Section 10542]

Please indicate whether there were any local program outcome objectives identified during the CalWORKs plan development process and how the county proposes to track those outcomes. If the county develops alternative outcomes for the CalWORKs program during future collaborative efforts, please submit information on those measures as an addendum to the CalWORKs plan.

Monterey County Department of Social Services is in the process of designing child care outcomes and indicators in collaboration with local child care agencies and professionals. It is anticipated that this evaluation will utilize the California Matrix Model, a ladder and scale model for measuring outcomes already in use in many Monterey County community-based agencies. The overall outcomes for children, families, and the child care service delivery system will be defined with indicators that can easily measure progress in child/family/system categories such as Family Relations, Infant/Pre-school Age Development, Health and Safety, and Service Delivery System. It is intended that many of the indicators will complement and be used in conjunction with other child development programs. The indicators will provide a tool for department staff training, parent education, a compass for evaluating achievement of desired outcomes, and a common language for child care providers in the community.

It is the intent of the CalWORKs program to achieve specific desired outcomes, namely:

- Reduce child poverty;
- Reduce dependency of needy parents on government benefits by promoting job preparation, work, and marriage;
- Reduce out-of-wedlock births;
- Encourage formation and maintenance of two-parent families.

It is also the intent of the law to determine the collateral impact of welfare reform by measuring positive or negative outcomes that effect child well-being, the demand for county general assistance, or the number of families affected by domestic violence.

Fiscal incentives, in terms of bonuses and sanctions, are available to those counties meeting the desired performance outcomes. Using the outcomes delineated in the federal legislation, work participation rates are as follows: .

ALL FAMILIES		
CA Minimum Weekly Hours of Participation	Effective Date based on Federal Fiscal Year 10/1 through 9/30	Federal Requirements for Percentage and Weekly Hours of Participation
20	Time of enrollment Through September 30, 1997	FFY 1997 - 25% @ 20 hrs. FFY 1998 - 30% @ 20 hrs.
26	October 1, 1997 Through September 30, 1998	FFY 1998 - 30% @ 20 hrs. FFY 1999 - 35% @ 25 hrs.
32	October 1, 1998 And forward	FFY 1999-35% @ 25 hrs. FFY 2000 - 40% @ 30 hrs. FFY 2001 - 45% @ 30 hrs. FFY 2002 and forward - 50% @ 30 hrs.

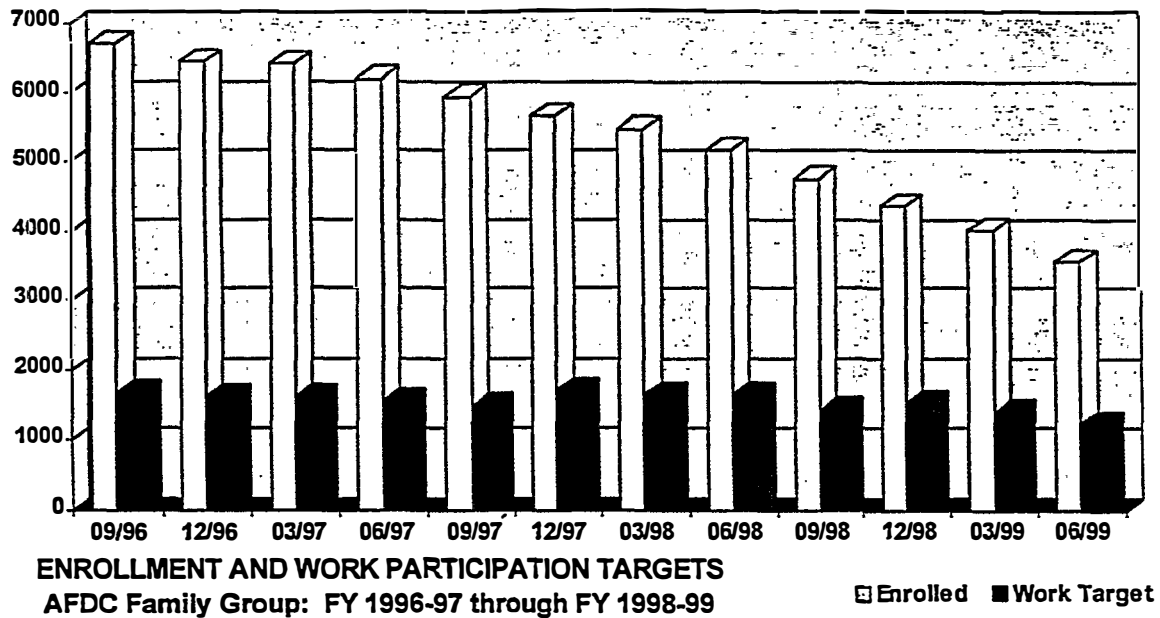
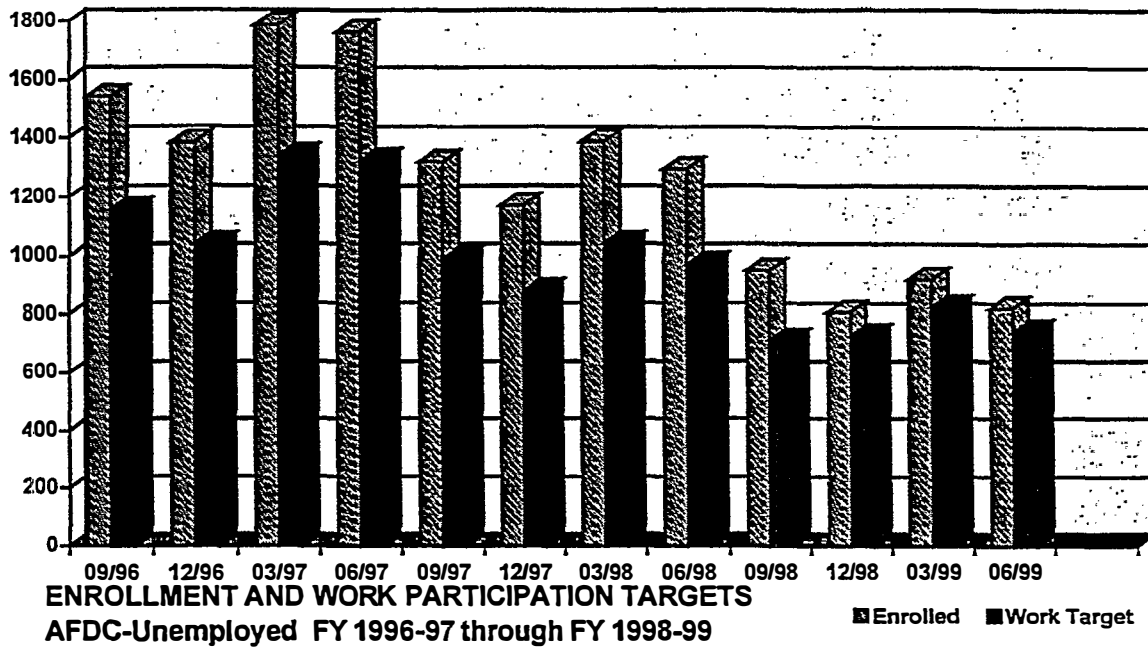
TWO-PARENT FAMILIES		
CA Minimum Weekly Hours of Participation	Effective Date based on Federal Fiscal Year 10/1 through 9/30	Federal Requirements for Percentage and Weekly Hours of Participation
35 (combines, as long as one parent meets the federal minimum number of hours)	Time of enrollment forward	FFY 1997 - 75% @ 35 hrs. FFY 1998 - 75% @ 35 hrs. FFY 1999 and forward: 90% @ 35 hrs.

After FFY 2002, the work participation rate for all families remains 50% and the rate for two-parent families remains 90%. California work participation requirements apply to the State fiscal year which runs from July 1 through June 30. California minimum weekly work participation requirements are: for single parents, at least 20 hours weekly as of 1/1/98; 26 hours weekly as of 7/1/98; and 32 hours weekly as of 7/1/99. Two-parent families are required to participate in 35 hours per week of work participation activities, though both parents may contribute to meet the required number of hours.

As participants move into employment and work activities, caseloads are anticipated to decrease. At the same time, work participation requirements will increase as described

in the table above. Applying forecasting methods used to project AFDC rates, the following graphs offer an overview of the actual number of CalWORKs participants anticipated to be enrolled in the CalWORKs program, as well as the required percentages of enrollees who must be involved in work activities in order to meet the required performance outcomes.

**Three-Year Projections of CalWORKs Implementation
Enrollment and Federal Work Participation Requirements
FY 1996-97 through FY 1998-99**



In addition to the work participation requirements, the County will also participate in developing outcome measures as they relate to the effects on child well-being, the demand for county general assistance, and the number of families affected by domestic violence. The County will collaborate with the California Department of Social Services and work with the local planning body to develop outcome measures for these areas. Sample outcomes, with suggested indicators and data sources, are listed below:

Welfare-to-Work

Outcome: increase rate of movement to employment

Indicators: Number of CalWORKs participants obtaining employment
Data Source: DSS data runs

Outcome: increase earnings of CalWORKs participants

Indicators: Average hourly wage of CalWORKs participants at 6 months, 12 months and 18 months
Data Source: DSS data runs

Outcome: increase the number of CalWORKs participants who leave the program

Indicators: Number of cases closed due to employment, earnings
Data Source: DSS data runs

Outcome: increase job retention rates among CalWORKs participants

Indicators: Average number of months employed by single employers
Data Source: DSS data runs

Child Support Payment and Collection

Outcome: increase active cases in child support cases among CalWORKs participants

Indicators: Family Support Division caseload reports
Data Source: Family Support Division

Outcome: increase collection in child support cases among CalWORKs participants

Indicators: Amount of money collected by Family Support Division
Number of cases leaving CalWORKs with increased support payments
Data Sources: Family Support Division
DSS data runs

Child Well-Being

Outcome: decrease, or do not increase, the number of entries into foster care

Indicators: Foster care caseload reports

Data Source: DSS data runs (CMS)

Outcome: decrease, or do not increase, the rate of births to teen mothers

Indicators: Childbirth data

Data Source: Vital Statistics - Health Dept.

Outcome: increase school achievement

Indicators: School attendance

School test performances in high-risk areas

Data Source: School attendance records

School test results

Outcome: decrease child poverty

Indicators: Rate of children living below poverty level

Rate of children living below 200% of poverty level

Data source: US Census data

School reports

Outcome: decrease child abuse reports

Indicators: Number of child abuse reports

Rate of child abuse reports per 1,000

Ratio of foster care placement to number of child abuse reports

Data source: DSS reports (Child Welfare Services/Case Management System)

Change in Demand for General Assistance

Outcome: decrease the demand for General Assistance (GA)

Indicators: Number of CalWORKs participants applying for GA

Number of GA participants

Data source: DSS reports

Supply, Demand, and Utilization of Support Services

Outcome: increase supply and utilization of child care

Indicators: Number of new child care providers

Number of CalWORKs participants utilizing child care

Amount of dollars spent on subsidized child care

Number of employed families leaving with subsidized child care

Data source: DSS child care data

Outcome: decrease unemployment due to lack of transportation

Indicators: Number of CalWORKs participants with own transportation
Number of CalWORKs participants using public transportation

Data sources: DSS data runs
DSS transportation vouchers, bus ticket reports

Outcome: decrease the number of CalWORKs participants with mental health problems who are unable to obtain and maintain employment

Indicators: Number of CalWORKs participants identified by CalWORKs workers and referred for mental health assessment
Number of CalWORKs participants assessed and referred to treatment by Behavioral Health
Number of CalWORKs participants with mental health problems who obtain employment
Number of CalWORKs participants with mental health problems who maintain employment

Data Sources: Behavioral Health summary reports
CalWORKs reports
Behavioral Health Employee Assistance Program (EAP) reports

Outcome: decrease the number of participants with substance abuse problems who are unable to obtain and maintain employment

Indicators: Number of CalWORKs participants identified by CalWORKs workers as having substance abuse problem
Number of CalWORKs participants assessed and referred to treatment by Behavioral Health
Number of CalWORKs participants with substance abuse problems who obtain employment
Number of CalWORKs participants with substance abuse problems who maintain employment

Outcome: increase the identification of families suffering from domestic violence

Indicators: Number of people identified by CalWORKs workers as having domestic violence problems
Number of people referred for domestic violence services
Number of people referred but not served by domestic violence services

Data Sources: Internal assessment and referral protocols

In order to track the efficacy of welfare reform implementation, a report card format may be utilized to report the above outcomes and indicators on a semi-annual basis.

(k) PUBLIC INPUT TO THE COUNTY PLAN
[WIC Section 10531 (k)]

Briefly describe the means the county used to obtain broad public input in the development of the CalWORKs plan.

Beginning with the passage of the Federal Personal Responsibility and Work Opportunity Reconciliation Act (P.L. 104-193) Monterey County has systematically sought broad public comment for the design of its welfare reform strategies. The Department of Social Services (DSS) sponsored three community forums attended by approximately 250 persons in October and November 1996 to open community dialogue on welfare reform. Members of community advisory councils were invited and were active participants in two strategy and policy workshops held with DSS management in December 1996 and February 1997.

During the period of time between passage of the federal legislation and the State CalWORKs legislation (A.B. 1542), DSS and other County departments worked in a variety of formats to present information and to receive public suggestions about the implementation of a new approach to working with families to encourage economic and social self-reliance. Each event or series of meetings was designed to present up-to-date information to those in attendance as well as provide a forum that encouraged questions, candid sharing of concerns and an opportunity to make recommendations.

Among these early information and outreach sessions were:

Three public hearings conducted by the Community Action Agency for Monterey County during April, May and June 1997 in three different geographic areas of the County--and a focus group with public assistance participants;

A tri-county welfare reform roundtable sponsored by Congressman Sam Farr on April 18, 1997;

A Linkages conference sponsored by the County Office for Employment Training (OET) in April 1997 which featured a keynote speaker from the Wisconsin Works model of welfare reform;

A July 26, 1997 welfare reform information day at Hartnell College in Salinas featuring local Assembly members and representatives of public agencies to which all Monterey County public assistance participants were invited; and

An all-day workshop on welfare reform for public health nurses and community non-profit agencies on June 27, 1997.

Department of Social Services (DSS) Strategies To Integrate Public Comments Into Welfare Reform Planning

DSS created a Policy and Oversight committee that included public members to review departmental recommendations as they were developed. This group included the administrative management of the Department of Social Services, three public members (Chairs of the County Older Americans Advisory Council, Social Services Commission and Community Services Commission) and two representatives of organized labor. Each DSS planning team also included members of the public who volunteered to develop policy and implementation strategies in the areas of: Organizational Change, GAIN/TANF Integration, Public Relations and Support Services.

These planning teams and the Policy and Oversight Committee developed and reviewed a series of recommendations which were presented to the Board of Supervisors in July 1997 as part of the public document *Monterey County's Response to Welfare Reform*.

CalWORKs Planning

With the passage of State legislation creating the CalWORKs Program, Monterey County stepped up its efforts to provide information and solicit recommendations from the public regarding development of a local plan to serve CalWORKs Program participants in our communities. There have been four distinct strategies to encourage public comments and seek the ideas of public assistance participants. These are:

- Public presentation of CalWORKs principles and information about the individuals who will participate in welfare-to-work activities. Each presentation included a question and answer session and an opportunity to record the suggestions and concerns of those attending;
- Focus groups of current and past participants of Aid to Families with Dependent Children (AFDC) to find out what worked in their quest for self-sufficiency, problems they experienced with the system, significant services gaps and their recommendations for the future;
- Large scale forums targeted at specific public sectors or geographic areas; and
- Continuing work groups and committees which are designing portions of the CalWORKs delivery system.

The complete list of public presentations by the Director of Social Services and others are listed at Appendix K-1. Focus groups have included former participants, current GAIN Employment Services participants, and residents of public housing. Major forums have included a daylong workshop for nonprofit agencies and a regional forum in southern Monterey County.

(I) SOURCE AND EXPENDITURES OF FUNDS
[WIC Section 10531(I)]

Provide a budget specifying your county's estimated expenditures and source of funds for the CalWORKs program on the forms provided (attachment 2). Your budget should meet the requirement of WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 1996/97 fiscal year.

Background

There are some significant changes affecting the budget process that will impact what the sources and expenditures will be for the CalWORKs Program for Monterey County. The legislation repealed the AFDC and GAIN programs and various child care programs, such as NET and Supplemental Child Care. They were replaced with either the CalWORKs or Child Care Program. The combining of the AFDC and GAIN programs into one program (CalWORKs) and funding with a single allocation is another significant change. However, this change will provide flexibility to Monterey County to use these funds for its own unique program.

In addition, there were other new items incorporated in this legislation. They are:

- Public assistance and food stamp funding has been separated from AFDC
- The old predetermined percentage share of the non-federal share in AFDC has been eliminated
- Previous Maintenance of Effort (MOE) in GAIN has been eliminated
- MOE has now been established for CalWORKs

Estimated Expenditures and Sources of Funds

The allocations are the maximum funds that the State will provide and the MOE is the minimum that the County must expend to operate the CalWORKs program. The MOE is only an estimate at this point, with the actual requirement is expected shortly. The following expenditure estimates are based on the following: