

# DEPARTMENT OF SOCIAL SERVICES

JEFF JUE, DIRECTOR

P.O. Box 42, Modesto, CA 95353-0042  
FAX (209) 558-2558



January 29, 1998

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

ATTN: Diane Just

This letter is in response to your request for clarification on specific sections of the StanWORKs plan. Our response and clarification for these sections are on the attached list.

Please call me at (209)558-3254 if you have any questions regarding this information and/or need additional clarification.

We look forward to the certification of the StanWORKs plan.

Lydia Toledo  
Program Manager

Attachment

**STANISLAUS COUNTY  
STANWORKS PLAN: CLARIFICATIONS  
JANUARY 29, 1998**

Section	Page	Clarification
1.5.5	1,28,31	Stanislaus County acknowledges <b>applicant</b> cannot be required to receive appraisal or orientation to the Welfare-to-Work program, or conduct job search as stated in <i>CalWORKs section 62</i> . Applicants will, however, be <b>encouraged</b> to listen to Welfare-to-Work expectations and to immediately conduct job search to take advantage of all opportunities towards self-sufficiency and responsibility to family.
5.1.1.2	25	Concurrent enrollment in a work activity is required to satisfy work participation requirements up to 32-35 hours. ( <i>Refer to Stanislaus County Policy Issue 2, page 2.</i> )
5.4	27	Supported work, or <b>transitional employment</b> , ( <i>as defined in CalWORKs section 80</i> ) is <b>included</b> as a Welfare-to-Work activity in the StanWORKs plan. Grant-based-on-the-job training, which means <b>subsidized</b> public or private sector employment, ( <i>as defined in CalWORKs section 80</i> ) will <b>not</b> be provided due to administrative burden as stated in the StanWORKs plan.
5.5.3	29	The recipient of lump-sum diversion who reapplies for aid within the time period covered by the lump-sum shall have the <b>option</b> to have: the diversion payment <b>recouped</b> from their grant, over a county determined period of time; <i>or</i> , the period of time, that corresponds to the months of aid that would have been received, <b>count</b> toward their 60-month <b>time</b> limit. ( <i>Refer to Stanislaus County Policy Issue 1, page 1.</i> ) The County also recognizes that a lump-sum diversion payment is <b>not a loan</b> .
8.1	38	Allow a recipient with primary responsibility to care for a child less than six months of age to be exempt from work participation requirements. For <b>additional children</b> born to an individual who has used the infant exemption, a <b>12-week exemption</b> would apply, <i>as stated in Stanislaus County Policy Issue 3, page 3.</i>
8.2.1	39	Stage I child care services, managed by DSS, begins when the recipient enters job club/search, <b>other work activities (employment)</b> , or when child care is needed for the recipient to complete the Welfare-to-Work <b>plan</b> .
8.2.2	39	Stage II child care services will be <b>managed by DSS</b> , an Alternative Payment Program provider.
10.2	45	Recipients will be <b>encouraged</b> to attend counseling sessions and seek restraining orders against the abusers in conjunction with their Welfare-to-Work activities. The <b>criteria</b> used for the purpose of determining good cause to waive Welfare-to-Work activity participation requirements for victims of domestic violence will be the determination of recipient being in <b>immediate, imminent danger</b> and/or housed in a <b>protective shelter</b> . Waivers will be on a case-by-case basis.

**NOTE:** On Page 6, Section 2.1.1, CVOC also provides ABE and GED.

#### XXIV. Grievance Procedures

At any time a participant in the GAIN program believes that any program requirement or assignment is in violation of the contract or is inconsistent with the program, Stanislaus County Department of Social Services shall inform the individual of his right to request a state hearing or to file a formal grievance, except that the formal grievance procedure shall not be used if a participant is dissatisfied with the results of an assessment made in accordance with 42-773 (Development of an Employment Plan) or 42-774.2 (Participation in Contract Amendments).

- A. State Hearings: All procedures as set forth in SDSS MPP Division 22 shall be followed.
- B. Formal Grievance as established by section 5302 of the Unemployment Insurance Code shall be followed as specified in 42-781 for cause determinations and formal conciliation.
- C. Formal Grievance procedures as established by the County Board of Supervisors for grievance proceedings in conjunction with complaints and appeals is in place as follows:

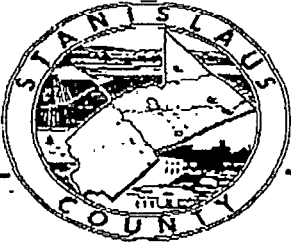
Any person who is dissatisfied with Stanislaus County Department of Social Services action because they believe the program requirement or assignment is in violation of

their contract or is inconsistent with the programs has a right to have such action reviewed under the following procedures:

1. The claimant must file a request for hearing with the county's Department of Social Services either in writing or verbally, stating his/her complaint, within 30 days of the date the action was taken. This request must be specific as to what county action the claimant is dissatisfied with.
2. The County Department shall acknowledge receipt of the request and set a date for the hearing within 30 days of the date of such request, or within 30 days of receiving satisfactory clarification of the issues if they are not clearly stated in the original request. No hearing will be scheduled until the county determines the issues to be resolved are clearly identified.
3. The Director shall designate an independent, impartial hearing officer for all grievance proceedings.
4. The claimant shall have the right to be represented by an attorney or other representative.
5. The claimant and/or the designated representative shall have the right to a written statement from the county in advance of the hearing setting forth the

facts and basis of the county's position. In addition they shall have access to relevant documents and information in advance of the hearing.

6. During the hearing the claimant shall have the right to present evidence and question witnesses.
7. A tape recording or other verbatim record of the hearing shall be maintained and provided to the participant upon request.
8. The participant shall receive 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. This decision shall be rendered within 30 days of the date the hearing is held.

**DEPARTMENT OF SOCIAL SERVICES**

JEFF JUE, DIRECTOR

P.O. Box 42, Modesto, CA 95353-0042  
FAX (209) 558-2558

January 8, 1998

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

Mr. Howard,

Enclosed is the Stanislaus County Board of Supervisors StanWORKs approval action notice dated December 16, 1997, and the policy issues (Attachment 2).

StanWORKs, the county's welfare-to-work plan was mailed under separate cover to you on January 7, 1998. The approval notice and policy issues are to be included with the plan.

Please call me at (209)558-3254 if you have any questions regarding this information.

*Lydia Toledo*  
Lydia Toledo  
Program Manager I

Enclosures

...many challenges before us, both known and unknown, we have created an infrastructure that brings together the best available resources to address the

(1)

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
ACTION AGENDA SUMMARY**

DEPT: SOCIAL SERVICESBOARD AGENDA # B-12Urgent        Routine XAGENDA DATE DECEMBER 16, 1997CEO Concurs with Recommendation YES X NO         
(Information Attached)4/5 Vote Required YES        NO X

SUBJECT:

APPROVAL OF THE StanWORKs PLAN FOR STANISLAUS COUNTY.

STAFF  
RECOMMEN-  
DATIONS:

1. APPROVE THE FY 1997/98 StanWORKs PLAN FOR SUBMISSION TO THE STATE DEPARTMENT OF SOCIAL SERVICES AS REQUIRED BY AB 1542.
2. AUTHORIZE AND DIRECT THE AUDITOR-CONTROLLER TO MAKE THE NECESSARY APPROPRIATIONS AND ESTIMATED REVENUE ADJUSTMENTS AS PER THE ATTACHED DEPARTMENTAL FINANCIAL TRANSACTIONS FORM.

FISCAL  
IMPACT:

The Department of Social Services' federal/state allocation for the CalWORKS Program is \$18,659,689 for FY 97/98. These funds are for benefit administration, program integrity, staff development/retraining, welfare-to-work activities, and Cal-Learn for FY 97/98, and child care for July through December 1997. The county's share of cost for this program is a maintenance of effort (MOE) of approximately \$1,251,298. This MOE is based on FY 96/97 expenditure levels and has already been included in the DSS approved budget for Index 501015. There is no other impact to the County General Fund at this time. In addition, \$494,604 has been allocated for mental health/substance abuse treatment. These federal/state funds will augment the Index 501015 Budget this fiscal year with no additional county share requirement.

## BOARD ACTION

No. 97-1010

On motion of Supervisor Blom, Seconded by Supervisor Paul,  
and approved by the following vote.Ayes: Supervisors: Paul, Simon, Blom, Caruso, and Chairman MayfieldNoes: Supervisors: noneExcused or Absent: Supervisors: noneAbstaining: Supervisor: none1) X Approved as recommended2)        Denied3)        Approved as amended

Motion:

210 11 01010

210 11

ATTEST: REAGAN M. WILSON, Clerk By: Deputy Clerk

File No.

(2)

APPROVAL OF THE DEPARTMENT OF SOCIAL SERVICES StanWORKs PLAN  
PAGE 2

DISCUSSION: **BACKGROUND**

**HIGHLIGHTS OF FEDERAL LAW**

On August 22, 1996, President Clinton signed into law, the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), ending sixty years of Federal entitlements for our nation's poor through Aid to Families with Dependant Children (AFDC). The new law repealed the AFDC and Job Opportunity and Basic Skills (JOBS) programs and established a new Temporary Aid to Needy Families (TANF) program. The legislation is intended to control the growth of costs in welfare programs and give states greater flexibility in operating programs. TANF was designed to reduce dependency on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families.

The legislation block grants funds to states to provide time-limited benefits to families. The statute eliminates AFDC as a federal entitlement and repeals most federally prescribed eligibility requirements. Other key provisions include: stringent work requirements; sanctions to recipients who refuse to work and to states that fail to meet work participation rates; prohibitions of aid to convicted drug and fleeing felons; state matching fund requirements (Maintenance of Effort); and extensive data collection and reporting.

**HIGHLIGHTS OF STATE LAW**

California's Welfare Reform plan, the California Work Opportunity and Responsibility to Kids Act (CalWORKs), was signed into law (AB 1542) by Governor Wilson in August 1997. Under AB 1542, counties as the designated providers, are given wider discretion in the design of their local CalWORKs program. It is the intent of the law that each county design welfare-to-work services that are consistent with local needs and integrated with other local programs. Along with the added discretionary authority, counties will be held accountable for their performance. Counties will not only share in the cost of any sanctions applied by the federal government for non-performance, but will also be entitled to share in any savings that accrue.

AB 1542 adds many new program requirements, which are highlighted below.

- Limits new applicants to 18 cumulative months of benefits and current recipients to 24 cumulative months of benefits.



APPROVAL OF THE DEPARTMENT OF SOCIAL SERVICES StanWORKs PLAN  
PAGE 3

- Requires all school age children to attend school and receive all age-appropriate immunizations.
- Authorizes counties to provide job readiness, diversion, job retention, child care and other related support services.
- Provides funding for mental health and substance treatment services to clients where these conditions are barriers to employment and job retention.
- Changes the deprivation requirements for two-parent families, and grant structure and asset limits for all families.
- Expands penalties for welfare fraud.
- Imposes new expectations and timelines for work participation activities.
- Consolidates all child care programs into a single three-stage system of services.
- Protects the health, safety, and well-being of children with the creation of "safety net" services, whereby assistance may be provided to eligible children after the time limit expires for parents/caretakers.

In addition there are many areas where counties are given authority to decide certain policy issues. These issues and the recommended policy positions are presented as an attachment to this document. (Attachment 2).

## COUNTY PLANNING PROCESS

By January 10, 1998, every county is required to submit a plan outlining the range of welfare-to-work services that will be provided to TANF recipients. Key components of the county's program must be described in the plan. The county plan must also include a description of the collaborative strategies that have been developed to coordinate resources that will be used to provide and expand program services.

The law requires a planning process that includes broad community input, reflects local conditions, and the needs of the welfare population. It is the intent that counties make every effort not to duplicate the planning processes that have already occurred, but rather build upon existing local plans, maximizing on collaborative approaches to employment services, economic development, and family and children's services.

A countywide Welfare Reform Steering Committee was convened under the auspices of the Chief Executive Office bringing together the leadership of major

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PAGE 4

stakeholders. Its purpose was to coordinate the many tasks required in AB 1542, as well as oversee the development of the local plan which has come to be called StanWORKs.

A variety of methods were undertaken to seek input into the development of the local plan, beginning with the Welfare Reform Summit hosted by the Board of Supervisors in December 1996. Numerous public presentations (60) regarding welfare reform were presented by staff from the Department of Social Services.

Representatives from the Department, other agencies, and the community at large including TANF recipients, collaborated in the design of the new welfare-to-work program using a committee structure which oversaw the efforts of focus groups, public meetings, and advisory groups. The draft of the StanWORKs program has been circulated for the past two months and public input sought in the development of the final version.

## StanWORKs PLAN

### GUIDING PRINCIPLES

From the onset, plan development and design was guided by the principles of personal, parental and family responsibility. It is also recognized that in developing a service model designed to move families towards self-sufficiency, we must assure that the health and well being of children and the maintenance of stable families is preserved and enhanced.

Specific program components have been shaped by the employment paradigm and associated work ethics and employer expectations. Participants will be afforded maximum supportive services but shall be expected to work, learn or serve the community in some capacity.

### KEY PROGRAM COMPONENTS

Many recipients face a vast array of personal and social barriers that could affect their ability to find or sustain employment. For these families, their ability to succeed may depend on obtaining assistance to overcome or cope with learning disabilities, chemical dependency, physical or mental disabilities, physical/sexual/domestic violence abuse to name a few. A system of case management, with a strength-based family focus, will serve as the foundation of the service delivery system.

APPROVAL OF THE DEPARTMENT OF SOCIAL SERVICES StanWORKs PLAN  
PAGE 5

**Key Program Elements Include:**

■ **Work First**

A full range of employment options, including part-time, full-time, entry level, subsidized, and unsubsidized job placements, will serve as the foundation of the "Work First" strategy. Individuals will be expected to take advantage of all opportunities as the first step towards self-sufficiency and responsibility to family.

■ **Concurrent Education/Training and Lifelong Learning**

The plan promotes a personal development strategy in an effort to move families towards economic self-sufficiency. This will provide employers with a qualified, trained workforce and help recipients move up the job ladder. Services are available through partnerships with Department of Employment and Training, Adult Education, Community College and other job training agencies.

■ **Mental Health, Substance Abuse and Domestic Violence Service**

These services will be provided through partnerships with Department of Mental Health and The Haven, a local domestic violence services agency.

■ **Regional Multi-Service Centers**

The plan proposes the development of regional centers using community based collaboratives to serve as a "safety net" multi-service center for children and families.

■ **Fraud Prevention and Detection**

Program integrity and the elimination of fraud will continue to be an integral part of new program operations. In collaboration with the District Attorney's office and other law enforcement agencies, added emphasis will be placed on early fraud detection, home visits, computer matches, and stiffer penalties.

**SERVICES SYSTEM**

■ **Diversion**

At the initial point of application, individuals will receive direct referrals to job readiness or job training services. Diversion could also include one time cash assistance in lieu of formal enrollment.

■ **Appraisal and Job Readiness**

Recipients will follow a statutorily prescribed sequence of activities once they are enrolled in the welfare-to-work program, beginning with an appraisal of education, job skills, work history, etc. After the appraisal, recipients will be provided job readiness assistance, which will include classroom instruction in how to prepare for job search and actual job search itself.

APPROVAL OF THE DEPARTMENT OF SOCIAL SERVICES StanWORKs PLAN  
PAGE 6

■ **Family Action Plan**

Individuals who are unsuccessful in finding a job will receive an assessment and enter into a written Family Action Plan, which outlines the work, education, and other support activities they will be required to participate in. This will be required within the first 30 days. There will be assigned activities up to 32/35 hours a week which may include: community service, work experience, work study, basic education/skills training, ESL, vocational training, credential/certificated programs, on-the-job training, and mental health/substance abuse/domestic violence services and treatment.

■ **Employment Support**

Child care and transportation assistance will also be provided while the client is engaged in an assigned welfare-to-work activity.

■ **Job Retention**

The first year is critical to sustained successful employment. Employment retention services will be available for up to one year to individuals who are employed and leaving the StanWORKs rolls. Retention services may include transitional child care and medical assistance, crisis intervention, academic counseling, career planning, and other forms of special assistance.

## OUTCOMES

There are new federal and state data collection and performance outcome requirements. While the formulas and indicators are being developed, local performance goals have been developed for StanWORKs components such as diversion, job placements, and caseload reductions.

The impact of Welfare Reform on children and families is unknown. Careful monitoring and evaluation will be required to assure that children are not harmed or adversely impacted by the new policies.

## SUMMARY

The StanWORKs Plan should be considered a "Work in Progress." It articulates principles for plan development, strategic directions and local policy. It serves as a compass in what is uncharted waters. There are still many operational details in development. However there is recognition by California Department of Social Services that changes can be submitted and the plan amended.

This plan was developed with broad based community input and support. Collaboration and cooperation was an integral part of the process, and was exceptional by any measure. Communication, growing trust, and new relationships were important by-products of the process. While there are still many challenges before us, both known and unknown, we have created an infrastructure that brings together the best available resources to address the

APPROVAL OF THE DEPARTMENT OF SOCIAL SERVICES StanWORKs PLAN  
PAGE 7

many issues facing families and children. This spirit of cooperation will be critical as we move to implementation, as we are all too aware of the consequences of failure.

POLICY  
ISSUE:

The Department recommends that the Board approve the StanWORKs Plan (Attachment 1) as submitted and required by AB 1542. Approval of this plan supports the Board's priority of community service delivery, efficient government operations and multi-jurisdictional cooperation.

STAFFING  
IMPACT:

Welfare Reform has changed the focus of welfare from long term dependency to employment and transitional assistance. The reforms compel us to develop a new service delivery model which is designed to move families toward self-sufficiency. The roles and responsibilities of case workers will change. We are in the process of developing a new job classification system that will be consistent with the goals of welfare reform and changing roles of line workers. While these changes may necessitate job classification revisions, there will be no increase in the number of positions currently allocated to our department. A comprehensive staff development effort is also under way to prepare employees for the changes that will take place within our StanWORKs program.

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## ATTACHMENT 2

### 1. Lump Sum Diversion

#### The Law:

When the county determines that an applicant is CalWORKs eligible, they will then consider whether the applicant would benefit from lump sum diversion assistance. The county makes this determination at its sole discretion, considering whether the applicant could avoid extended assistance by the issuance of a lump sum diversion payment. The applicant may decline participation in the diversion program and, instead, receive regular cash assistance.

The county is authorized to determine the maximum payment amount for the diversion program, whether to pay the applicant or the provider for the diversion services, and to develop the criteria that must be used to determine whether a diversion payment is justified.

#### Recommendation:

- Limit diversion payment maximum to the equivalent of three months of aid.
- Lump Sum Diversion would be in the form of vendor payments, where possible.
- Utilize the following criteria in the determination process:
  1. The applicant's employment history.
  2. The applicant's history of welfare dependency.
  3. The likelihood of the applicant obtaining immediate or maintaining current full-time employment.
  4. The applicant's need for cash assistance to pay for housing, substantial and unforeseen expenses or work-related expenses.
  5. Housing stability.
  6. The adequacy of the applicant's child care arrangements, if applicable.
  7. No welfare fraud conviction or Intentional Program Violation (IPV) sanction.
  8. Evaluate use of any prior diversion payment for successful outcomes.
  9. All costs must be justified.

#### Justification:

- Fiscal benefit when cases are diverted from extended cash assistance.

## ATTACHMENT 2

## PAGE 2

- Set criteria will ensure consistency in determining who receives diversion payments and in which types of situations.
- Where possible, vendor payments will be used to ensure program integrity.
- Program integrity will be protected by evaluating previous issuances and excluding those with previous Welfare Fraud sanctions.
- Example: Maximum aid for a family of 3 = \$ 538  
Times 3 months  $\times 3 = \$1614$  = Maximum diversion payment

## 2. Hours of Participation in Welfare-to-Work Activities

### The Law:

CalWORKs requires aided, employable adults to participate in Welfare-to-Work activities for a certain number of hours per week. Counties have the option of requiring all individual recipients to participate in Welfare-to-Work activities more than the minimum number of hours specified, up to 32 hours per week effective 1/1/98. Unless otherwise exempt, adults in a one-parent assistance unit must participate at a minimum of:

20 hours per week - Effective 1-1-98

26 hours per week - Effective 7-1-98

32 hours per week - Effective 7-1-99

Unless otherwise exempt, an unemployed parent in a two-parent household shall participate in at least 35 hours of Welfare-to-Work activities per week. Both parents may contribute to the 35 hours, with one parent contributing at least 20 hours.

### Recommendation:

- Require single parents to participate 32 hours per week.
- Require a primary wage earner in a two-parent household to participate in 35 hours per week. The second parent is required to participate 20 hours per week.

### Justification:

- This is consistent with the effort to promote work and self-sufficiency as soon as possible.
- Provides the maximum service available to more rapidly increase participants' job skills and employability during the time-limited aid period.

## ATTACHMENT 2

## PAGE 3

- This enhances the ability to meet the required work participation rates and avoid fiscal penalties.
- Consistent with expectations and demands of the working poor in the community.
- The maximum requirement is the greatest barrier to participation in the underground economy and potential welfare fraud.
- In two parent households, both parents will be required to participate in Welfare-to-Work activities in order to increase the employment options for the family.
- Requiring maximum participation in two parent families ensures that Federal participation requirements for work participation are met.

### 3. Infant Exemption from Welfare-to-Work Activities

#### The Law:

A recipient with the primary responsibility to care for a child up to 12 weeks of age or extended up to 12 months of age may be exempt from work participation requirements, as determined by the county.

#### Recommendation:

- Allow a recipient with primary responsibility to care for a child less than six months of age to be exempt from work participation requirements. For additional children born to an individual who has used the infant exemption, a 12-week exemption would apply.

#### Justification:

- Because of time limits, the county must consider the importance of job preparedness at the earliest possible time. As part of the Welfare-to-Work activities, families will have the opportunity to combine work with parenting/child development classes that will assist in the challenges of being the working parent of a young child.
- Volunteers would be encouraged to participate at any time.
- No family would be forced into work participation when infant child care is not available.



ATTACHMENT 2  
PAGE 4**4. 18/24 Month Time Limit Extensions****The Law:**

A parent or caretaker relative shall not be eligible to receive aid for a cumulative period of more than 18 months (for applicants) or 24 months (for current recipients) unless the county has certified it that there is no job currently available for the recipient and the recipient participates in community service activities.

Counties may extend the 18 month limitation for up to six months if the extension is likely to result in unsubsidized employment or if local unemployment rates or other conditions in the local economy are such that employment is not available.

**Recommendation:**

- If the extension is likely to lead to employment and participant has cooperated with their Welfare-to-Work plan with no job available, the six-month extension would be granted. This extension would be considered on a case-by-case basis.

**Justification:**

- This provision will not be encountered until a participant has been working toward their Welfare-to-Work goals for 18 months.
- Participants who have not found employment within the 18 month period may encounter difficulties due to the competition of Stanislaus County's large labor pool and high unemployment rate.
- Extensions will only be allowed if the participant has made satisfactory progress on their Welfare-to-Work plan.

**5. Community Service****The Law:**

Community service is a work activity performed in the public and private nonprofit sector that provides participants with job skills that can lead to unsubsidized employment. Community service is mandated after a participant has received aid for 18 months (for applicants) or 24 months (for current recipients). Counties have the option of providing community service as a Welfare-to-Work activity prior to the 18/24 months.

ATTACHMENT 2  
PAGE 5**Recommendation:**

- To provide community service work opportunities for participants immediately as part of their Welfare-to-Work activities.

**Justification:**

- Community service work will provide an opportunity for participants to improve job skills while gaining a connection to the workforce immediately.
- As participants are applying for unsubsidized jobs, their community service work will provide supervised work experience for prospective employers to consider as they look for a potential employee with proven job skills.

**6. Retention Services****The Law:**

There are no mandated retention activities. A county may, at its option, provide case management and other services to either a recipient of aid or a former recipient of aid who has received aid within the previous 12 months. Job retention services may be provided for up to 12 months after the first day of employment.

**Recommendation:**

- Provide retention services.

**Justification:**

- Experiences from other states that implemented Welfare-to-Work programs early reveal that clients encounter severe problems retaining employment and often have sporadic work episodes the first year.
- Consistent with the goals of obtaining and maintaining employment.
- These services will facilitate long term employment by assisting with the transition off of aid, job retention, reemployment and career advancement.
- There are fiscal incentives to counties for recipients exiting CalWORKs due to employment that has lasted a minimum of six months.

ATTACHMENT 2  
PAGE 6

## 7. Aid After 60-Month Time Limits

**The Law:**

When the adults are removed from the assistance unit due to time limits, aid may be provided in the form of cash or voucher/vendor payments, at the option of the county.

**Recommendation:**

- To provide aid in the form of voucher/vendor payments.
- Contract these services.

**Justification:**

- This will help to assure that the children's basic needs are met.

## 8. Providing Child Care Funds for Child Over Age Ten (10)

**The Law:**

To the extent that funds are available, paid child care shall be available to a participant with a dependent child in the assistant unit who needs paid child care for a child ages 11 or 12.

**Recommendation:**

- To provide paid child care for children age 11 or 12.

**Justification:**

- Sufficient funding is available.
- This will ease the burden of participants who need child care for children ages 11 or 12 as they participate in Welfare-to-Work activities and obtain jobs.
- This will be consistent with stages II & III and will help to provide a seamless child care system.

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## **SECTION 1**

### **EXECUTIVE SUMMARY**

On August 22, 1996, the President signed into law the Personal Responsibility and Work Opportunity Reconciliation Act. The new act introduced Temporary Assistance to Needy Families (TANF) 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 applicants/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. The Stanislaus County (StanWORKs) plan is a system designed to deliver comprehensive, integrated, and effective services to participants. StanWORKs will promote employment, ensure the provision of needed services, and provide a consistent message of self-reliance to participants. Collaborative efforts with other agencies and organizations within the county are supported to eliminate duplication of services.

A major challenge for Stanislaus County is the struggle with double digit unemployment. The job market is indicative of a depressed economy with limited job opportunities and a large labor pool. Since May 1995, nine business closures resulted in 1,073 lost jobs. Though the impact of this depressed labor market has been significant, the Employment Service (formerly GAIN) program has shown dramatic increases in job placement performance in recent years. In FY 96/97 the County ranked number one in the State in terms of AFDC savings and GAIN expenditures. 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.

StanWORKs applicants will firmly establish their employment goal during up-front orientation 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 orientation, employment workshops, job readiness screening and job search activities within ten days of their application. Home visits will be done and applicants with disability claims will be assessed for employability.

With the new time limits of TANF, the immediacy of employment is crucial. Community-based work activities will be provided immediately to help participants to develop and/or improve employment skills while gaining a connection to the workforce. Each participant will create a family 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 in achieving the goals of their family plan.

Once participants successfully obtain full-time employment and cash is discontinued, aid they will be eligible for job retention and re-employment services. Concurrent education and lifelong education will be encouraged for greater family self-sufficiency and continued progress up the economic ladder.

The development of StanWORKs was a collaborative effort between many community agencies, organizations, nonprofit groups, TANF recipients, Social Service staff, and other interested individuals. The Welfare-to-Work Program has been presented and discussed during community forum presentations conducted throughout the county. Community members have been encouraged to give comments and provide input throughout the development of this plan. All comments and input were considered and reviewed by the Stanislaus County Welfare Reform Steering Committee and the Welfare Reform Policy and Planning Committee for approval and inclusion in the StanWORKs plan (See Attachment B).

## 1.1 DEPARTMENT MISSION

In service to the community, the Department's mission is to protect children and adults who are at risk, provide temporary economic assistance, preserve families, promote personal responsibility, job readiness and self-sufficiency.

## 1.2 STATUTORY GOAL

To achieve the goals of Public Law 104-193 which include reducing dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reducing out-of-wedlock births; encouraging the formation and maintenance of two-parent families.

## 1.3 PROGRAM OBJECTIVES

- 1.3.1 Create a partnership among government agencies, educational institutions, training providers, economic development organizations, community-based organizations, business, and labor in the local Welfare-to-Work initiative.
- 1.3.2 Reduce the number of families dependent on public assistance by providing a wide range of training and education opportunities; opportunities which allow participants to obtain unsubsidized employment that will lead to self-sufficiency and independence. Continue participation in program activities until public assistance ceases.
- 1.3.3 Increase employment and income among families receiving public assistance by encouraging full-time, part-time, or entry level jobs which facilitate the acquisition of good work habits and job skills. It is expected that part-time or entry level jobs will lead to full-time employment and increased average wage levels.
- 1.3.4 Increase the rate of participation in "countable" work activities.
- 1.3.5 Collaborate with Stanislaus County District Attorney-Family Support Division (DAFSD) to increase support from non-custodial parents.
- 1.3.6 Partnership with schools and other agencies in developing programs which reduce teen pregnancy.

- 1.3.7 Take a holistic approach in assessing the needs of the families in becoming self-sufficient by imposing a reciprocal obligation on individuals receiving public assistance.
- 1.3.8 Administer the programs according to sound management principles and recognized fiscal standards to achieve short term savings and long-term cost effectiveness.
- 1.3.9 Develop and promote front-end diversion services to reduce reliance on government benefits, and to prevent applicants from becoming long-term recipients.
- 1.3.10 Reduce incidents of repeated applications for public assistance and move participants toward self-sufficiency by utilizing employment retention and re-employment services, including a variety of counseling, crisis intervention, transportation, child care, additional job training, and other services.
- 1.3.11 Emphasize "Work First" and lifelong education as a path to self-sufficiency.
- 1.3.12 Establish individualized case management as the core of the service delivery system.
- 1.3.13 Eliminate duplication by making full use of existing community training and educational resources.
- 1.3.14 Shift the role of public assistance from an Income Maintenance driven program to a Self-Sufficiency/Work Oriented and Outcome driven program.

#### 1.4 EXPECTED PARTICIPANT RESPONSIBILITIES

- 1.4.1 Both parents are responsible for contributing to the support, development, and well-being of their children.
- 1.4.2 Government assistance should be available only as a supplement to other earned income, not as the primary income source.



- 1.4.3 An employment-based Welfare-to-Work approach provides support to indigent dependent children with the expectation that adult family members will begin their work toward self-sufficiency immediately.
- 1.4.4 Lifelong learning should be encouraged to ensure parents make steady progress toward self-sufficiency and can adapt to future changes in the work environment.

**SECTION 2**  
Reference Plan Guidelines (a)

**COLLABORATION WITH OTHER PUBLIC AND PRIVATE  
AGENCIES FOR TRAINING AND SUPPORTIVE SERVICES**

**2.1 COLLABORATION WITH OTHER AGENCIES**

The Department is currently collaborating with many public and private agencies in providing employment, education, training, and supportive services for participants. Under StanWORKs, collaborative efforts are being accelerated to best serve our customers. Education and training services will be monitored to assure that individuals are prepared to begin gainful employment at the earliest possible date.

**2.1.1 Basic Literacy**

Participants who are assessed as needing basic literacy education can access these services through Adult Basic Education (ABE), General Education Development (GED), and English as a Second Language (ESL) classes. Listed below are available resources for these services in Stanislaus County.

Resource	ABE	GED	ESL
The Bridge			X
Central Valley Opportunity Center (CVOC)			X
Ceres Adult School	X	X	X
Department of Employment & Training	X	X	
Elliott Alternate Education Center	X	X	X

Resource	ABE	GED	ESL
Hughson Adult School	X	X	X
Modesto City Schools	X	X	X
Yosemite Community College District East Campus	X	X	
Yosemite Community College District West Campus	X	X	X
Newman Adult School	X	X	X
Oakdale Adult School	X	X	X
Patterson High School	X	X	X
Police Activities League - Patterson Housing Authority	X	X	X
Riverbank High School			X
Turlock Adult School	X	X	X
Turlock High School	X	X	X

## 2.1.2 Vocational Training

Vocational Training is a short-term program (12 months or less) for participants who lack skills to obtain or maintain employment. This training is a route to a job, not an alternative to getting a job.

Those who enter training must have specific employment goals so that the training is a means to the end. Participants assessed as needing services will be referred by the case manager to approved vocational training programs.

The Job Training Partnership Act (JTPA) offers grants and financial assistance for contracted training services. Through these programs, participants can obtain specialty and advanced training in various trades. Participating vendors include:

<b>Adrian's Beauty College</b>	Cosmetology
<b>The Advanced Learning Tree</b>	Medical Transcription
<b>Andon College of Modesto</b>	Medical Assistance/Medical Office specialist
<b>Area Truck Driving School</b>	Tractor/Trailer Operation/Federal Transportation Regulations
<b>Cal Trade Welding Schools</b>	Combination Welding, Heliarc/MIG Specialties
<b>California Career College of Manteca</b>	Mortgage Banking Mortgage Finance Real Estate Principles Property/Hotel/Hospitality Management Travel/Tourism
<b>California College of Orthopaedic Technologists</b>	Orthopaedic and Surgical Technology
<b>California Human Development Corporation/Center for Employment Training (CET) - Stockton</b>	Vocational Training in Business/Industry being trained for includes Reading, Math

<b>Central Valley Opportunity Center</b>	Vocational Training, OJT, Remedial Education in Welding, Auto Servicing and Repair, Lithography/Computer Graphics, Culinary
<b>Chapman University</b>	Liberal Arts, Business, Economics, Communications
<b>Community Business School</b>	Finance, Investments, Annuities
<b>Computer Career Training, Sonora</b>	Technical Computer Skills
<b>Computer Tutor</b>	Clerical, Computer, Accounting
<b>Construction Craft Training Center</b>	Industrial Electrical, Hazardous Waste, Heating/Air Conditioning Service Technician
<b>Contractor's State License School</b>	Construction Management
<b>Galen College</b>	Allied Health and Secretarial
<b>Golden &amp; Sons Unibody and Refinishing School</b>	Automotive Body, Painting, Repair
<b>Golden State Truck School</b>	Preparation for DMV Class A License Exam
<b>Hartsog Trade School</b>	Refrigeration, Heat/Air
<b>Hospitality Management Training Institute</b>	Hospitality Industry
<b>Humphrey's College</b>	Degrees/Certificates in Business, Liberal Arts, Law

<b>Ike's Refrigeration &amp; Appliance</b>	Refrigeration and Appliance Troubleshooting, Diagnosing and Repair
<b>Jo'anna's Laboratory Skills Training Program</b>	Certification in Special Medical/Laboratory Skills
<b>Jane Riddle Institute of Electrology</b>	Preparation for State Licensing in Electrology
<b>Merced College</b>	Post-Secondary Education in Various Disciplines
<b>National Training Institute</b>	Electronic Equipment Repair, Computer Service, Professional Sales
<b>New Horizons Computer Learning Center</b>	Computer Training
<b>Pacific Dataware, Inc.</b>	Network Technical Training, Advanced Operating Systems
<b>San Francisco College of Mortuary Science</b>	Funeral Directorship and Embalming
<b>Sequoia Institute</b>	Automotive and Climate Control/Refrigeration
<b>Sierra Academy of Aeronautics</b>	Aviation/FAA Regulations
<b>Valley Commercial College</b>	Career, Personal and Social Skills for Business, Industry
<b>Western Career College</b>	Associate Degree/Certificate in Health Care

**Western Pacific Truck School  
(Nordic, Inc.)**

Operation of  
Trucks/Trailers,  
Federal Transportation  
Regulations

**Worldwide Educational Services**

Accounting, Clerical,  
Business Management,  
Customer Service

**Yosemite Community College  
(Modesto Junior College)**

Associate Degree,  
Certification in  
Various Disciplines

Vocational education is also offered to participants through the  
**Modesto City Schools** Regional Occupational Program (ROP)  
including:

- Building and Construction
- Business
- Computers
- Consumer/Home Economics
- Health Services
- Industrial Technology
- Merchandising
- Retail
- Small Engine/Motorcycle Repair

### 2.1.3

#### Post Secondary Education

Associate Degrees and Certificates in various disciplines can be  
obtained through the **Yosemite Community College District  
(YCCD)** as follows:

- Agriculture and Environmental Sciences
- Allied Health
- Arts, Humanities, & Communications
- Behavioral & Social Sciences
- Business
- Family & Consumer Sciences/Technical Education
- Literature and Language Arts
- Physical, Recreation & Health Education
- Public Safety Training
- Science, Math, and Engineering

Secondary education is also available through California State University, Stanislaus (CSUS). Participants interested in obtaining secondary degrees must do so concurrently with mandatory work requirements.

## 2.2 CONTRACTED SERVICES

DSS contracts with several agencies for Welfare-to-Work program services.

### 2.2.1 Department of Employment and Training (DET)

DET is the local Service Delivery Area agency (SDA) responsible for the administration of the Job Training Partnership Act (JTPA). DSS contracts with DET to provide Orientation, Assessment, Job Club/Job Search, and Work Experience to StanWORKs participants. In FY 96/97 1912 AFDC recipients received JTPA-funded education and training services through this department either as a referral or as a self-initiated enrollment into the program.

### 2.2.2 Yosemite Community College District (YCCD)

YCCD provides a full range of educational services to StanWORKs participants, including Adult Basic Education (ABE), English as a Second Language (ESL) instruction, General Education Development (GED), and Job Club services. In addition, 1,700+ recipients are enrolled in a wide range of degree and certificate programs at the college.

DSS recently entered into a contract with YCCD to develop and provide a new food service/hospitality training program for StanWORKs recipients. This innovative project involves a partnership between DSS, YCCD, and the local Restaurant Association. DSS also contracts with YCCD for work experience services.

DSS plans to contract with YCCD to provide on-site education services for staff needing to upgrade their skills to better serve participants under the new service delivery system.

### 2.2.3 Employment Development Department (EDD)



DSS contracts with EDD to provide on-site work registration and job referral services for participants enrolled in the StanWORKs program.

#### 2.2.4 Mental Health Department

DSS will contract with the Mental Health Department for employment assistance services. Services will be provided to participants who have one or more of the following issues: drug and/or alcohol abuse, mental and/or emotional disabilities that may limit or impair their ability to make the transition from welfare to work or to retain employment over a long period. These services will include evaluation, treatment, counseling, and other appropriate services.

The Mental Health Department will also provide training to DSS staff on assessing the need for mental health and substance abuse services.

#### 2.2.5 DSS will contract with Haven, the local women's shelter, to assist with the development of standards, procedures, and protocols for victims of domestic abuse and to provide training to DSS staff on assessing the need for domestic violence services. DSS, in collaboration with YCCD and the Haven, was awarded a \$75,000 grant to provide domestic violence training for staff.

#### 2.2.6 Various Performance-based Contracts

DSS may contract with up to five (5) providers for Welfare-to-Work services. The contracts will be performance based, up to a maximum of \$100,000 each, and providers will be paid up to 70% of the fixed unit price for job training upon placement. Progress payments will be made on the remaining 30% upon evidence of job retention of 30, 90 and 180 days.

### 2.3 OTHER COLLABORATIONS (Public/Private Agencies)

#### 2.3.1 One Stop Centers

One Stop Centers are a partnership between the Department of Employment and Training (DET), Employment Development Department (EDD), the Department of Aging and Veterans,

Department of Rehabilitation, YCCD, and other community based organizations.

The One-Stop system strives for consistency and commonality in the delivery of services, including intake, eligibility, case management, and other operational factors. The goal is to provide a network that will enable all residents of the county access to information that will lead to and sustain self-sufficiency.

### 2.3.2 Collaborative Community Centers

A network of community-based collaboratives are being developed to make services more accessible to families living in outlying communities. A range of Welfare-to-Work services will be available at the community centers. Potential sites include, but are not limited to, Hughson Eastside Community Center, Turlock, Oakdale, Patterson Westside Community Alliance, and Airport District.

### 2.3.3 Stanislaus Networks Center

The Stanislaus Network Center is an on-site career resource center where individuals can obtain access to computers for resume preparation and Internet job search. The EDD SHARE program is also available. The partnership for this center includes DET, DSS, and EDD.

### 2.3.4 Stanislaus Area Association of Governments (SAAG)

The Stanislaus Area Association of Governments (SAAG) is a joint power agency created through a formal agreement signed by each of the local government members. SAAG is a forum where local governments come together to solve regional problems, particularly those concerning transportation. SAAG is governed by the local Transportation Policy Board comprised of elected officials from the County of Stanislaus and the cities of Ceres, Hughson, Modesto, Newman, Oakdale, Patterson, Riverbank, Turlock, and Waterford. Assisting the voting members are advisory representatives from Caltrans and the San Joaquin Valley Unified Air Pollution Control District.

SAAG prepares its regional plans and policies through a grassroots planning process. This reflects the fundamental belief that community ideas and solutions are the most effective means to

solve the region's problems. Community involvement in the planning process comes from public participation in workshops, hearings, and SAAG's Citizen's Advisory Committee.

As the state-designated Regional Transportation Planning Agency and the federally-designated Metropolitan Planning Organization, SAAG is responsible for a variety of activities. SAAG develops and prepares long-range transportation plans, short-range improvement programs, and special studies.

SAAG's role in regional transportation planning activities includes setting priorities and allocating federal and state funds for projects. These include improvements to local streets and roads, state highways, transit services, and bicycle and pedestrian facilities.

The Social Services Transportation Advisory Committee advises SAAG regarding transit issues of concern to the elderly, persons with disabilities, and those who are economically or transportation disadvantaged. The committee participates in the annual unmet transit needs determination process and identifies any other major transit issues.

#### 2.3.5 Job Developers Association (JDA)

JDA is a collaborative effort with local job developers, including representatives from Modesto Junior College, Lawson Professional Counseling, Employment Development Department (EDD), Department of Employment and Training (DET), California Vocational Opportunity Center (CVOC), Housing Authority, Modesto City Schools, and Andon College, to bring industry information and job openings to an open forum.

#### 2.3.6 Family Preservation and Support Program (FPSP)

FPSP is a collaboration between DSS, other agencies, and nonprofit organizations. The goal of the FPSP is to enhance services, make them available to families at the local community level, and empower families to avail themselves of the services through neighborhood-based activities. The expected outcomes are that more children will enter school ready to learn, fewer children per capita will be removed from their families, more community-based services will be available to strengthen families, and school-linked services will be enhanced to work with volunteer

and self-help support systems involving families. These coordinated efforts are monitored regularly to share successes and barriers, to measure progress, and to develop methods for gathering and analyzing valuable data.

Agencies and non-profit groups who make up the FPSP include but are not limited to: DSS, community-based service providers, local school districts, Healthy Start sites, Sierra Foundation collaboratives and other county departments.

#### 2.3.7 Welfare Reform Task Force

The Welfare Reform Task Force is comprised of representatives from a variety of organizations, including, DSS, DET, Chief Executive Office (CEO), Probation, Social Security, CSUS, DAFSD, Health Services Agency, and other interested individuals. The task force meets monthly to share information regarding implementation of welfare reform and to keep all members apprised of various changes affecting their programs and the community.

#### 2.3.8 Stanislaus Child Care Planning Council

The Stanislaus Child Care Planning Council is being formed and will be comprised of consumers, child care providers, and public agency and community representatives. The Council will be responsible for conducting an assessment of child care needs in the county no less than once every 5 years. The Council's task will be to encourage public input in the development of priorities, and to prepare a comprehensive county-wide child care plan designed to mobilize public and private resources to address identified needs.

2.3.8.1 Conduct a periodic review of child care programs funded by CDE and CDSS to determine if identified priorities are being met.

2.3.8.2 Collaborate with subsidized and non-subsidized child care providers, DSS, human service agencies, job training programs, employers, integrated child and family service council, parent organizations, and other interested parties to foster partnerships designed to meet local child care needs.

- 2.3.8.3      Review and comment on proposals submitted by CDE.
- 2.3.9      Stanislaus County Office of Education (SCOE)
- 2.3.9.1      DSS will collaborate with the Office of Education for Child Care Resource and Referral services.
- 2.3.9.2      DSS and SCOE will collaborate in the provision of child care services to families receiving or transitioning from TANF. To ensure that families move seamlessly from stage I to stages II and III, a consolidated waiting list was started on October 20, 1997, and will be maintained by SCOE. Plans will be developed to standardize procedures so participants can expect to receive the same treatment and services at both agencies.
- 2.3.10      'Strategic Directions'
- 'Strategic Directions' was a study undertaken by California State University, Stanislaus (CSUS) and Stanislaus County Economic Development Department Corporation (SCEDCO) to explore county wide trends, challenges, and industry-targeting opportunities. By monitoring the trends, addressing the challenges, and skillfully pursuing the available opportunities, public policy makers and economic development officials in Stanislaus County will be in a position to strategically chart future directions.
- 2.3.11      California State University, Stanislaus (CSUS) Project
- CSUS is in the process of conducting a study of unemployment in Stanislaus County. The study will be completed by Spring 1998. Underemployment, underground employment, and length of employment will be addressed through interviews with business, providers, and unemployed TANF recipients.
- 2.3.12      Business, Agency, Church Partnership And Collaboration - (BAC-PAC) Project
- The BAC-PAC project is a community outreach for providing goods, services, and resources for families in need. BAC-PAC coordinates donated goods and helps to connect existing community charities with agencies that provide assistance to needy

families. The collaboration between DSS, BAC-PAC, and other community agencies will provide alternatives for families as they seek to locate community resources which may prevent them from the need to use time-limited TANF benefits.

#### 2.3.13 Program Development Team

The Program Development Team represents a cross-section of DSS staff from eligibility and employment services (formerly GAIN) who are responsible for redesigning the Welfare-to-Work delivery system through the process of researching, planning, developing, monitoring, and evaluating various human services programs. The team works in close collaboration with a variety of focus groups that represent inter-agency, intra-agency, public-at-large, and non-profit groups. These focus groups include: service delivery, community service, child care, staff development, job classification, and safety net issues. The goal of the team is to facilitate transition and implementation of programs developed.

### 2.4 REFUGEE EMPLOYMENT SERVICES PLAN

Welfare-to-Work activities will be coordinated with the County Refugee Services Plan.

**SECTION 3**  
Reference Plan Guidelines (b)

**PARTNERSHIPS WITH THE PRIVATE SECTOR**

**3.1 PARTNERSHIPS WITH THE PRIVATE SECTOR**

- 3.1.1 DSS actively pursues collaborations with the private sector. The department recently collaborated with an employer to recruit and hire for out-of-state jobs. Staff assisted the employer by contacting the appropriate agencies in the county, advertising the position within the Department, and assisting in the recruitment process. DSS will continue to assist employers with recruitment.
- 3.1.2 The Culinary Institute is a collaboration between the DSS, YCCD, and the Restaurant Association. A curriculum was developed to train recipients in the food and hospitality industry. The Institute consists of 37 weeks of training broken down into three phases. The first phase consists of general core competency classes, lectures, and demonstrations. During the second phase, participants will be placed in an unpaid internship position at a local restaurant while attending additional training classes. In the final phase, participants will receive advance training in an area of the individual's choice and demonstrated aptitude. The unpaid internship position may develop into a paid position depending on the participant's success. Class size will be approximately twenty-five to thirty participants.
- 3.1.3 The Stanislaus County Economic Development Corporation (SCEDCO) is a public-private partnership whose mission is to facilitate regional economic development by focusing on the attraction, creation, and retention of jobs in Stanislaus County. Complementary and cooperative economic development efforts among local governments, the business community, and other organizations are promoted.
- 3.1.4 The StanWORKs Advisory Committee was recently formed to replace the former GAIN Advisory Committee. The Committee consists of representatives from DSS, DET, Mental Health, Health Services Agency, Probation, Housing Authority, Salvation Army, Haven (women's shelter), Modesto City Schools, Ceres Adult

School, Turlock Adult School, Oakdale Adult School, Yosemite Community College District, private business, and other community- based organizations.

The Committee's objectives include:

- Assist DSS to provide the best possible employment services
- Improve coordination for employment, education, and training services throughout the community
- Provide input on reviews, plans, and DSS operations
- Inform public regarding DSS services

3.1.5

The Chief Executive Office has been making contacts within the business community to raise awareness regarding the effects of Welfare Reform on its citizenry and the economy. Contacts include, but are not limited to:

- Pacific Southwest Container (PSC), a cardboard container producer who supplies Apple, Hewlett-Packard, and E & J Gallo Winery, among others. PSC has recurring entry-level openings with pay exceeding existing entry level wages and benefits.
- Tenney A. Norquist, Incorporated, a private business which employs sheet metal workers, air conditioning and heating service workers, office and sales persons. Starting wage exceeds minimum wage and can increase substantially with training.
- County Bank, Sue Martin, Loan Officer, has offered her services as a resource person to assist participants in improving their skills to become new entrepreneurs or self-employed.
- Modesto and Turlock Chambers of Commerce
- Butterball, Foster Farms, and Nulaid are poultry-related industries who hire unskilled laborers.
- Airport Neighbors United, located in the Airport District, is considering redevelopment of the Yosemite Boulevard area. Project partners include Orville Wright Elementary School,



City of Modesto, Sierra Health Foundation, Healthy Start, United Way and others.

- The Multi-Cultural Health Coalition with help from the Sierra Health Foundation has established a link with the West Modesto/King Kennedy Neighborhood Collaborative.
- Healthy Start sites at Robertson Road School, Hanshaw Middle School, Mark Twain Junior High, Orville Wright Elementary School, and in Grayson, Empire and Ceres.
- United Samaritans and the Community of Hughson, who are collaborating in the building of a Community Center where StanWORKs participants can be served.
- The Oak Valley Family Support Network with help from the Sierra Foundation, has established a children/family center in downtown Oakdale. Partners include City of Oakdale, Oak Valley Hospital District, Department of Mental Health and others.
- John Evans of Evans Communication in Turlock, who hires sales people.
- The towns of Keyes and Salida which are developing housing and retail areas.
- CSUS and Dr. Ken Entin, who are conducting studies on employment within the community.
- Stanislaus County Sheriff's Office, which has plans for decentralizing and opening up offices in Riverbank, Patterson, and Newman. DSS may be able to offer services from those locations.
- Ceres Partnership for Healthy Children has been established with help from the Sierra Health Foundation.
- The Westside Community Alliance serving Newman, Patterson, Grayson and Westley has established a Westside Community Resource Center with help from Sierra Health Foundation.

**SECTION 4**  
Reference Plan Guidelines (c)

**IDENTIFICATION OF LOCAL LABOR MARKET NEEDS**

**4.1 GENERAL**

Job opportunities are expected to increase through the remainder of 1997. The biggest gains are expected to come in construction, manufacturing, transportation, wholesale and retail trade, finance and real estate, education and the service industry. ("Outlook for the California Economy" by Center for the Continuing Study of the California Economy)

In a recent job market survey by Manpower Inc., 40% of the firms surveyed forecasted hiring increases this fall; 3% predicted staff cutbacks; 44% anticipated no change in their workforce; and 13% percent weren't sure.

**4.2 UNEMPLOYMENT**

The unemployment rate in Stanislaus County, while declining, continues to remain high compared to state and national averages. Unemployment peaked in February at 15.8%. Stanislaus County's jobless rate was 12.3% in July and averaged 13.6% for FY 96/97.

**4.3 LABOR MARKET INFORMATION**

A variety of resources are used to research and obtain labor market information, including: Employment Development Department (EDD), Department of Employment and Training (DET), Stanislaus County Economic Development Department Corporation (SCEDCO), Chamber of Commerce, Eureka (a California career information system), California Occupational Guide (COG), Occupational Outlook Handbook (OOH), newspapers, telephone surveys, and magazines such as "Career World" and "OOH Quarterly". Occupations with expected growth include:

Salespersons  
Cashiers  
Truckdrivers  
Postal Mail Carriers  
Waiters and Waitresses  
Clerks--General Office, Stock, Counter and Rental, Reception  
Nurses--Registered, Licensed Vocational

Instructional Aides  
Meat, Poultry, Fish Cutters--Hand  
Traffic, Shipping, Receiving Clerks  
Combined Food Preparation and Service  
Cooks--Restaurant and Fast Food  
Nurse Aides, Orderlies, Attendants  
Hairdressers, Hairstylists  
Industrial Truck, Tractor Operators  
Teachers  
Janitors, Cleaners  
Maintenance Repairers, General Utility  
Automotive Mechanics  
Paper Goods Machine Setters, Set-Up Operators  
Guards and Watch Guards  
Hand Packers and Packagers  
Systems Analysts  
Accountants and Auditors  
Supervisors/Managers-- First-Line, General

#### 4.4 JOB GROWTH

A July 1997 Release from the Labor Market Information Division of the Fresno EDD showed total wage and salary employment in Stanislaus County increased by 3,600 jobs from June 1996 to June 1997. Non-farm employment added 3,900 jobs over the June 1996 level. The service-producing sector increased by 2,300 jobs, while the goods-producing sector added 1,600 jobs. The largest employment gains were in manufacturing (1,600 jobs); services (800 jobs); trade (600 jobs); transportation and public utilities (400 jobs); government (400 jobs); and finance, insurance, and real estate (100 jobs). Construction remained stable. Total farm employment decreased by 300 jobs. Farm production gained 100 jobs, while farm employment lost 400 jobs in farm services.

#### 4.5 EMPLOYMENT STRATEGIES

The County recognizes that job opportunities within the county are limited for a large number of families facing time limits. The county also recognizes that there are many areas in the country where the demand for labor far exceeds the supply. Employers in these regions are looking outside their immediate area and recruiting out-of-state.

In August 1997, DSS partnered with a major employer with production facilities throughout the mid-west. With assistance from DSS and EDD, the employer hosted a week-long recruitment in Modesto for one of its plants in Illinois. This

first effort to link individuals with available jobs out-of-state resulted in 25 job offers.

DSS will draw on this experience by working with major employers in other parts of the country. This initiative serves to expand options available to individuals who have few job skills and are facing time limits. Recipients are not required to accept jobs out-of-state.