

JAN 12 1998

CALWORKS PLAN MEMO 1/12/98

To: Diane Just, CaWORKS Regional Advisor for Madera County
Phone (916) 657-1881 FAX (916) 654-1295

Questions and clarifications requested by the State Analysts and legal staff who reviewed the Madera County *CaWORKS Plan*. Please contact me if you need further clarification.

Pam Hansen, Madera County CaWORKS Plan Coordinator
Phone (209) 676-7841 FAX(209) 675-7603

situations, the victim will probably be able to participate in treatment along with their Welfare-to-Work activity. (See also answer to #1 on prior page.)

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7. Clarify what criteria will be used to determine which single parents may participate up to 32 hours per week.

A case-by-case analysis will be completed. The Case Manager will determine that a Welfare-to-Work activity is available to enhance the participant's ability to become employed, and that child care, transportation, and any other barriers have been addressed.

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8. Wanted to know if we consulted both Indian Tribes in our county, in addition to talking to CIMC.

I contacted both the Northfork Mono Rancheria (Dolores Roberts), and the Picayune Rancheria (Carolyn Hoover). They agreed they would provide employment services as available, but they are not prepared to provide TANF at this time.

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9. Clarify Budget section 2 (A)(2) \$122.00.

This has been corrected, and a new budget is attached to this letter.

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10. Insert last bullet in item 8, on page 60, as a bullet on the Diversion Agreement form, and clarify that recoupment does not have to occur within the diversion period.

The Diversion Agreement form will be revised to include this bullet, and all procedures will be revised to indicate that recoupment need not occur within the diversion period.

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11. Add to *Client's responsibilities* section, all of those items found in *W&I Code Section 11477 b(2)(B,C,D)*, and section 82-800.

We will revise the Procedure and cite the W&I Code and EAS Manual in the Policy and Procedure rather than list all of the items.

XI. GRIEVANCE PROCEDURES FOR GREATER AVENUES FOR INDEPENDENCE (GAIN) PROGRAM

Section 11320.65 of the Welfare and Institutions Code and EAS Regulations 42-720.34 and 42-787, makes provision for the review of complaints by participants in the Greater Avenues for Independence (GAIN) Program related to any program requirement or assignment considered by the participant to be in violation of his/her contract with the Madera County Welfare Department or inconsistent with the provisions of the GAIN Act of 1985.

I. Definitions

- A. Grievance - A complaint or expression of dissatisfaction about requirements of the GAIN Program or assignment to one or more of the GAIN Program components as required by the participants contract with the Madera County Welfare Department.
- B. Participant - A person who is registered for and participating in the GAIN Program. This person may be either an applicant or recipient of AFDC.
- C. Review Officer - The County Counsel's Office will assign an attorney to conduct the Grievance Reviews and to render the written decisions.
- D. Parties to the Grievance Review - GAIN participant requesting the review and a representative of the Madera County Welfare Department responsible for the action complained of.
- E. The Representative - An individual, including an attorney-at-law, relative, friend, or other person authorized by the complainant or by the Welfare Department to act for and represent a party to the review in any and all aspects of the hearing.

II. Restrictions

No review under this review procedure shall be granted for the following issues:

- A. The development of an employment plan, including an assessment of the needs and skills of the participant.
- B. The amendment of the basic contract between the participant and the MCWD.

III. Procedures for Requesting Review

- A. Any request for review shall be filed in the form of a written statement signed by the complainant.
 - 1. A Grievance Review Request, shall be completed by the participant. When completed, it shall be sent to the address provided on the form.
 - 2. The Welfare Department shall assist in preparation of the complaint if such assistance is requested or needed by the complainant.
 - 3. The Welfare Department shall provide a copy of the grievance procedure to complainants.
- B. The request for review shall set forth the facts which the complainant believes provide a basis for reversal of the Department's action(s).
- C. A request must be filed within ten (10) calendar days after the action complained of.

IV. Right to Grievance Review

The Department shall explain the right to a grievance review to participants as follows:

- A. During the orientation/registration interview.
- B. Each time the Basic Contract between the participant and the Department undergoes an amendment.

V. Scheduling and Notification of the Review

- A. Scheduling - The review shall be held within thirty (30) calendar days from the date the written request for review is received by the Department.
- B. Notification - Written notice of the date, time, and place for the review shall be mailed so as to be received by all parties not less than five (5) calendar days prior to the hearing.
- C. County Position Statement - A written statement of the facts and basis of the County's position will be available two (2) calendar days in advance of the hearing date.

VI. Conducting the Review

- A. All reviews shall be conducted by the designated review officer and insofar as feasible, in a nonadversary atmosphere.
- B. All parties and representatives shall be permitted to examine all evidence to be introduced by parties to the review in advance of the hearing.
- C. The parties and their representatives, and witnesses, while testifying, shall be the only authorized persons present at the review. The review officer shall exclude unauthorized persons from the review unless all parties, including the review officer, agree to their presence.

- D. All testimony shall be given under oath or affirmation and all parties shall have right to question all witnesses.
- E. Testimony shall be recorded by audio tape recorder or other means capable of reproduction or transcription. The record of the review shall be retained for one (1) year from the date of the decision.
- F. All documents and physical evidence which are accepted as evidence at the review shall be retained as part of the review record.
- G. If additional evidence or witnesses are necessary for the proper determination of the issue, the review officer may continue the review for a period not to exceed ten (10) calendar days.

VII. Review Decision

- A. Within thirty (30) calendar days after the review hearing has been completed, the review officer shall render a written decision.
- B. The decision shall be based only upon the evidence, both written and oral, presented at the hearing.
- C. The review officer's decision shall contain a summary statement of facts, the issues involved, findings, the basis for the decision, an order setting forth the decision and an explanation of the complainants further appeal rights.
- D. A copy of the review officer's written decision shall be sent to:
 - 1. Each party to the review.
 - 2. The authorized representative of each party to the review.

MADERA COUNTY

DEPARTMENT OF PUBLIC WELFARE

LEE RHYNE, Director
SUSAN ARTEAGA, Deputy Director

• P.O. BOX 569
• MADERA, CA 93639
• (209) 675-7841
• FAX (209) 675-7603

December 19, 1997

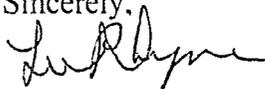
Welfare to Work Division
California Department of Social Services
744 P Street, MS 9-701
Sacramento, CA 95814

TO THE ATTENTION OF CURTIS HOWARD:

Enclosed you will find Madera County's CalWORKS Plan. The plan is the culmination of collaboration with 50 different agencies' community representatives during over 120 meetings. In addition, over 50 staff from the Madera County Department of Public Welfare worked on a total of 22 CalWORKS Teams, in order to accomplish this task. The final Madera County CalWORKS Plan was approved by the Madera County Board of Supervisors on December 16, 1997.

Madera County plans to begin implementing the CalWORKS Program effective January 1, 1998. Any questions you may have regarding the Plan or planning process should be directed to Ms. Pam Hansen, CalWORKS Plan Coordinator, at 675-7841.

Sincerely,



LEE RHYNE, DIRECTOR

enc.

LR/jb
(CIWDSSL)

BEFORE
THE BOARD OF SUPERVISORS
OF THE COUNTY OF MADERA
STATE OF CALIFORNIA

In the Matter of)
MADERA COUNTY)
WELFARE DEPARTMENT)

Resolution No. 97-306
A RESOLUTION ADOPTING
MADERA COUNTY CALWORKS PLAN

WHEREAS, the California Legislature approved Assembly Bill 1542,
implementing welfare reform; and

WHEREBY, the California Department of Social Services instructed all
County Welfare Agencies to collaboratively develop and publish their
individual County Plans on how to implement Assembly Bill 1542; and

WHEREAS, the Madera County Department of Public Welfare
collaboratively developed its CalWORKs Plan; and

WHEREAS, the Madera County CalWORKs Plan has now been
submitted to and reviewed by the Board of Supervisors.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of
the County of Madera does hereby approve the County's CalWORKs Plan
and authorizes and directs the Chairperson of the Board of Supervisors and
the Director of Public Welfare to execute the Madera County CalWORKs
Plan and to transmit the Plan to the State Department of Social Services as
required by law.

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The foregoing Resolution was adopted this 16th day of December

1997, by the following vote:

Supervisor Logoluso voted:

Y

Supervisor Ginsburg voted:

Y

Supervisor Hanhart McIntyre voted:

Y

Supervisor Silva voted:

Y

Supervisor Baker voted:

Y

Eric Hanhart McIntyre
Chairperson, Board of Supervisors

ATTEST:
Wanda Swell
Clerk, Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By Joseph Clark

MADERA COUNTY

CalWORKS
Plan

Date Submitted
12/16/97

Prepared by:
Lee Rhyne, Director

Madera County
Department of Public Welfare

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

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EXECUTIVE SUMMARY

MADERA COUNTY DEPARTMENT OF PUBLIC WELFARE MISSION STATEMENT

The staff of the Madera County Department of Public Welfare are dedicated to treating all persons equally and fairly with consideration and respect; providing all eligible persons with timely benefits and services in an efficient, professional manner; and assisting the public with information and referrals for other public or private services as available to support self sufficiency in Madera County.

(1) Madera County major program goals and objectives for CalWORKs

Madera County will provide self-sufficiency focused services under the CalWORKs regulations in a proactive and flexible manner. We will provide the widest range of services possible through collaboration with both public and private agencies, businesses, the faith community, and individuals. We will also provide follow-up services to insure former clients are able to retain the self-sufficiency they achieve through these services.

Each participant will be given the opportunity to achieve realistically established goals as follows:

- Decreased dependence on welfare
- Increased personal responsibility
- Attainment of self-sufficiency

(2) Major program elements which will contribute to those goals and objectives

- A) Collaboration and partnerships with education institutions, health service agencies, legal services, mental health and substance abuse treatment providers, private agencies, public commissions and consortiums, employment agencies, private employers, other county agencies, and all interested county residents to insure existing services are used efficiently with minimal replication of services and maximum results from expenditures
- B) Training and up-grading skills of staff members to insure they are capable of providing services effectively

- C) Provision of case-management and supportive services to assist clients in removing barriers to self sufficiency
- D) Provision of the widest range of *Welfare-to-Work* activities possible to meet each client's and families individual needs
- E) Provision of client specific diversion services to assist clients in maintaining self sufficiency and avoiding becoming welfare recipients
- F) Increasing child support payments and the personal responsibility of both parents in providing for the needs of their children
- G) Improve the health and education of our children by monitoring and encouraging their immunization and school attendance
- H) Expansion of existing businesses and development of new businesses in order to create new jobs
- I) Upholding time-limits
- J) Provision of a wide range of transition and follow-up services through both the welfare department and other public, private, and faith-community service providers
- K) Development of a safety net to insure that all eligible individuals and families are availed of the services they need in order to achieve and retain self sufficiency

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

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. [References: Education Code Section 10200 and WIC Section 10531(a)]

Madera County has convened a group of education and training service providers to discuss and improve existing programs and to develop new programs as training needs are identified either through client assessment or through the jobs identified as available through the local labor market survey. In addition to staff from the Madera County Department of Public Welfare, the group is comprised of representatives from the following service providers:

- Central Valley Opportunity Center
- Chowchilla Adult School
- Chowchilla School District
- Employment Development Department
- Enterprise School
- Fresno County Office of Education
- Gould School
- Healthy Start
- Madera Adult School
- Madera City Housing Authority
- Madera County Office of Education
- Madera County Superintendent of Schools
- Madera County Transportation Commission
- Madera Unified School District
- Merced College
- Merced County Office of Education
- Minarets School District
- Nurturing Parenting Program
- Private Industry Council
- State Center Community College
- Vocational Rehabilitation Services
- Yosemite Adult School

The Education and Training Team has agreed that it must continue to meet on an ongoing basis in order to update and maintain the education and training programs and to assist CalWORKS participants in their transition from welfare to work. The team will focus on developing education and training service programs to meet the needs identified in the local labor market survey and by the Job Creation Taskforce. The programs will be designed to be completed within the CalWORKS time limits.

Supportive services such as child care and transportation will be provided to all eligible participants. Child care and transportation are more fully described in section (g) of this plan. Ancillary costs, such as books, tuition, clothing, equipment, tools, etc., will be paid to the vendor, training provider, or through direct payment to the client after receiving documentation of actual costs.

A matrix of the education and training programs currently available to CalWORKS Participants in Madera County is located in attachment # 10, on page 93.

The [References: Education Code Section 10200 and WIC Section 10531(a)]

Does your county have a Refugee Employment Services Plan?

Yes NO

(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

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 recipients. [Reference: WIC Section 10531 (b)]

Madera County Department of Public Welfare has convened an Economic Development Team to develop a plan for improving existing partnerships and developing new partnerships with the private sector, including employers, employer associations, and the faith community. The group consists of representatives from the following agencies:

- California Rural Legal Assistance, Inc.
- Central Valley Opportunity Center
- Community members
- Darin Camarena Health Centers
- Economic Development Commission
- Employment Development Department
- Latino Network
- Madera City Housing Authority
- Madera Rescue Mission
- Oakhurst Community Development Commission
- Private Industry Council
- Self-Help Enterprises
- Private Community Members

The group has identified the need for a county-wide task force, the "Madera County Job Creation Task Force", to address issues directly impacting potential employers. In addition the following items have been identified for consideration in the improvement of existing partnerships and development of new partnerships to expand businesses and create or secure new businesses, and ultimately create new jobs, within the community:

-Microenterprises

-Non-traditional jobs for women

-Transportation

-Mentors, coaches, case

management

-Job retention follow up

- Job Creation Investment fund*
- County sub-contracts to mandate a % of those hired are CalWORKS clients: roads, construction, maintenance, etc.*
- Accessing union apprenticeship programs*
- Diversion to areas where jobs exist*
- Life skills training*
- Work experience*
- Enterprise zone credits*
- Reorientation of employers regarding their responsibility in the success of CalWORKS*

Suggested membership for *Madera County Job Creation Task Force* includes all representatives on the existing CalWORKS Economic Development Team as well as the groups listed below:

- Central California Women's Facility*
- Department of Education*
- Farming Community*
- Greater Madera County Industrial Association*
- Madera Adult School*
- Private Employers*
- State Center Community College*
- Temporary Employment Agencies*

The purpose of the *Madera County Job Creation Task Force* is to accomplish the following:

- ⇒ Identify job opportunities in Madera County for welfare recipients
- ⇒ Identify and recommend the types of job training and education programs needed by potential employers
- ⇒ Identify and recommend the types of supportive services and post-employment services needed by both employers and recipients to insure job placement and retention
- ⇒ Identify and recommend corrective actions to address the concerns and barriers the employer community identifies in hiring welfare recipients

(c) LOCAL LABOR MARKET NEEDS

*Briefly describe other means the county will use to identify local labor market needs.
[Reference: WIC Section 10531 (c)]*

Labor Market Needs

Madera County's labor market needs assessment was completed by using the *Employment Development Department 1995 Annual Projections and Planning Information for Fresno and Madera Counties* was used. This publication not only combines the two Counties to present an accurate picture of the transient employee population, but also provides the specific Madera County statistics to determine our unemployment rates and the types of jobs available within Madera County. *The Madera County Occupational Outlook Report for 1996*, prepared by the Madera County Office of Education, the Private Industry Council, and the California Cooperative Occupational Information System was also used in compiling the information included in this section.

As of January, 1995, there were 109,500 people residing in Madera County, including 6,800 in Chowchilla and 35,000 in the city of Madera, the two incorporated cities in the County. There was a 4% percent increase in the total Madera County population from 1994 to 1995.

The annual average unemployment rate for Madera County, and a comparison to the rates in the State of California, and the United States, are shown below:

<i>YEAR</i>	<i>MADERA</i>	<i>CA</i>	<i>US</i>
<i>1997*</i>	<i>14.8%</i>	<i>6.5%</i>	<i>5.1%</i>
<i>1996</i>	<i>14.5%</i>	<i>7.2%</i>	<i>5.4%</i>
<i>1995</i>	<i>15.1%</i>	<i>7.8%</i>	<i>5.6%</i>
<i>1994</i>	<i>14.9%</i>	<i>8.6%</i>	<i>6.1%</i>
<i>1993</i>	<i>15.3%</i>	<i>9.2%</i>	<i>6.8%</i>
<i>1992</i>	<i>15.7%</i>	<i>9.1%</i>	<i>7.4%</i>
<i>1991</i>	<i>13.6%</i>	<i>7.5%</i>	<i>6.7%</i>
<i>1990</i>	<i>11.6%</i>	<i>5.6%</i>	<i>5.5%</i>

** County figures are best estimates of monthly averages per EDD figures*

In July 1997, the non-seasonally adjusted unemployment rate for Madera County was 14%. Madera County has remained consistently higher than other California Counties, ranking the fourth highest in unemployment in July 1997. This presents us with a continuing challenge, as we strive to help our participants achieve self sufficiency. Our unemployment rate is highly impacted by seasonal agricultural employment further effecting the manufacturing, retail trade, and service fields. The unemployment peaks in the winter months, usually beginning in October.

As in most communities, services is the leading occupation in Madera County. However, with over 32 different crops in Madera County, agriculture also plays a major role in the economy, creating both farming related employment as well as jobs in food processing, transportation, wholesale trade, and both farm and food machinery production. Employment is currently based on services (28.4%), agriculture and forestry (16.4%), retail trade (14.9%), manufacturing (12.8%), and construction (7.5%).

The following is a list of entry-level occupations in Madera County in which there is substantial employment:

- Agricultural workers
- Cannery workers
- Cashiers
- Combined food preparation and service
- Cooks - restaurants
- General office clerks
- Hand packers and packagers
- Instructional aides
- Maintenance repairer, general utility
- Nurses aides
- Salespersons - retail
- Waiters and waitresses

The Madera County Economic Development Commission (MCEDC) Work Program goal for FY 1996-1997 included the creation of 1350 new jobs. 450 Jobs to be created by the development of 4 new industries, and 300 quality type jobs to be developed with pay rates exceeding the minimum wage. In addition, the MCEDC is partnering with the Northfork Community Development Council to create new jobs in the mountain area.

(d) WELFARE-TO-WORK ACTIVITIES

[Reference: WIC Section 11322.7(a)] Pursuant to WIC Section 11322.7(b) Activities allowed by state law include, but are not limited to, those listed below. Madera County will provide all of them as available from local providers or providers within the reach of our clients. [Reference: WIC Section 10531 (d) and WIC Section 11322.6]

Madera County will offer the full range of allowable services to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment.

- | | |
|--|--|
| <input checked="" type="checkbox"/> Unsubsidized employment | <input checked="" type="checkbox"/> Work Study |
| <input checked="" type="checkbox"/> Subsidized private sector employment | <input checked="" type="checkbox"/> Self-employment |
| <input checked="" type="checkbox"/> Subsidized public sector employment | <input checked="" type="checkbox"/> Community (Work Experience) 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 |
| <input checked="" type="checkbox"/> Grant-based on-the-job training | <input checked="" type="checkbox"/> Supported work |
| <input checked="" type="checkbox"/> Vocational education and training | <input checked="" type="checkbox"/> Transitional employment |
| <input checked="" type="checkbox"/> Education directly related to employment | <input checked="" type="checkbox"/> Other: |
| <input checked="" type="checkbox"/> Adult basic education (includes basic education, GED, and ESL) | <input checked="" type="checkbox"/> Substance Abuse/Mental Health Treatment |
| | <input checked="" type="checkbox"/> Domestic Violence Counseling |
| | <input checked="" type="checkbox"/> Self-Initiated Programs |

After aid has been granted, recipients who are not exempt will be required to participate in welfare-to-work activities in the sequence as required in the *States CalWorks Implementation Guidelines*.

Program Information for applicants and recipients

At the time an individual applies for aid or at the time a recipient's eligibility for aid is determined, the CWD will provide the individual, in writing and orally as necessary, the following information:

- ◆ **General description** of the education, employment, and training opportunities and supportive services available, including diversion for applicants and transitional benefits when eligibility ceases.
- ◆ Description of the **exemptions** from required participation and the consequences of a refusal to participate in program components, if not exempt. This will include information regarding target groups, and federal or state employer tax credit information.
- ◆ **Orientation and Appraisal** -Recipients are required to participate in these two activities. applicants may participate with their consent. 11320.1(a) The appraisal must include supplying information regarding available training opportunities and supportive services. It must also include the recipient's employment history and skills, need for supportive services, and any other information helpful in assigning welfare-to-work activities appropriately. 11325.2
- ◆ **Job Club and Job Search** - All CalWORKS participants will receive classroom instruction in the development of life skills, problem-solving skills, anger management, interview skills, resume and application completion, phone-bank etiquette, positive work habits, appropriate dress for the work site, work-appropriate interpersonal relationships, (see also section M. "Job Search and Job Readiness Assistance")
- ◆ **Assessment** - All CalWORKs participants referred for assessment must work with their Case Manager and the Assessment Agency to develop and agree on a welfare-to-work plan. The assessment must include the following:
 - ⇒ Participant's work history and an inventory of employment skills, knowledge, and abilities
 - ⇒ Participant's educational history and present educational competency level
 - ⇒ The participant's needs, including the need for supportive services, in order to obtain the greatest benefit from the employment and training services offered under CalWORKs.

- ⇒ An evaluation of the chances for employment given the current skills of the participant and the local labor market conditions
- ⇒ Local labor market information
- ⇒ Physical limitations or mental conditions that limit the participant's ability for employment or participation in welfare-to-work activities
- ⇒ Identification of available resources to complete the welfare-to-work plan. 11325.4

If the participant and assessor are unable to reach agreement on the welfare-to-work plan, the participant will be referred by the county for an unbiased, independent assessment by an impartial third party. The third-party assessor must have no financial or other interest in the result of the assessment.

- ***Welfare-to-Work Plan*** - All individuals who are required or volunteer to participate in welfare-to-work activities will enter into a written welfare-to-work plan with the County Welfare Department after assessment. The welfare-to-work plan will include the following:
 - ⇒ A general description of the program, including available program components and supportive services
 - ⇒ A general description of the rights, duties, and responsibilities of program participants, including a list of the exemptions from the required participation, the consequences of refusal to participate, and the criteria for attainment of self sufficiency
 - ⇒ A description of supportive services that are to be provided
 - ⇒ A description of the grace period of 30 days from the beginning of an initial education or training activity in which to request a change
 - ⇒ A description of the 3-day grace period in which to evaluate and request changes to the terms of the welfare-to-work plan
 - ⇒ School attendance requirements, including the identification of any participation required of the parent by the school to ensure that child's attendance. 11253.5(b) Such participation will count toward the hours of participation for the client.

Entry into Welfare-to-Work Activities

Participation in activities assigned under the welfare-to-work plan may be sequential or concurrent.

- A. *Unsubsidized employment* - profitable self employment or employment with a public or private employer where participant is paid a wage that is not subsidized.
- B. *Subsidized private sector employment* - employment in the private sector where participant's wages are subsidized or partially subsidized by federal, state or county funds.
- C. *Subsidized public sector employment* - employment in the public sector where participant's wages are subsidized or partially subsidized by federal, state or county funds.
- D. *Work experience* - Public or private sector work that must help provide basic job skills, enhance existing job skills in a position related to the participant/s experience, or provide a needed community service that will lead to employment. Unpaid work experience will be limited to 12 months, unless the CWD and the participant agree to extend this period by an amendment to the welfare-to-work plan. The CWD must review the work experience assignment as appropriate and make revisions as necessary to ensure that the work experience assignment continues to be consistent with the participant's plan and effective in preparing the participant to attain employment.
- E. *On-the-job training* - Unsubsidized training that takes place in the actual work setting.
- F. *Grant-based on-the-job training* - Public or private sector employment or OJT in which the recipient's cash grant, or a portion thereof, or the aid grant savings resulting from employment, is diverted to the employer as a wage subsidy to partially or wholly offset the payment of wages to the participant. Grant-based OJT must include community service positions
- G. *Vocational education and training* - Education and training courses geared toward a specific job identified in the local labor market survey
- H. *Education directly related to employment* - Education which will compliment the participants current education and skills, and that is directly related to a job identified as available in the local labor market survey or a job guaranteed to the participant by an employer.

- I. *Adult basic education (includes basic education, GED, and ESL)* - Basic reading and mathematical skills education geared toward entry level employment and attaining a high school diploma or equivalency.
- J. *Work study* - College workstudy linked to a job identified as available in the local labor market survey.
- K. *Self-employment* - Training in which persons participating under CalWORKs receive training in business development and self-employment.
- L. *Community (Work Experience) Service* - See Community (Work Experience) Service Plan beginning in section (h).
- M. *Job search and job readiness assistance* -
 Recipients will participate in job search activities. Applicants may participate at their consent subject to the availability of services. 11320.1(a)
 Upon completion of appraisal, all participants will be required to conduct job search, except in cases where it will interfere with unsubsidized employment, an approved self-initiated program (SIP), or where the individual is required to participate in Cal-Learn or is 19 years old and has not yet earned a diploma or equivalency certificate.
- N. *Job skills training directly related to employment* - Skills training geared toward a specific job identified as available through the local labor market survey.
- O. *Supported work* - Grant-based on-the-job training in which the recipient's cash grant, or a portion thereof, is diverted to an intermediary service provider, to partially or wholly offset the payment of wages to the participant.
- P. *Transitional employment* - Grant-based on-the-job experience in which the recipient's cash grant savings from employment is diverted to an intermediary service provider to partially or wholly offset the payment of wages to the participant.

Q. Other :

- 1) Substance Abuse/Mental Health - see section (C) on next page*
- 2) Victims of Domestic Violence - see section (I) of this plan*
- 3) Self Initiated Program (SIP) - Any student who, at the time of the initial enrollment into a welfare-to-work activity, is enrolled in any undergraduate degree or certificate program that leads to employment may continue in that program. 11325.23(a). A program will be determined to lead to employment if it is on the list of programs that the County Welfare Department and local education agencies or providers agree lead to employment. Exceptions must be documented.*

A flow chart of the Welfare-to-Work Activities is located in Attachment # 9. on page 91.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

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 participation through Title XX 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 and addendum to the county CalWORKs plan indicating the provider when determined. [Reference: WIC Section 11325.8]

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. [Reference: WIC Section 11325.8]

Madera County convened a CalWORKs Team to develop procedures for the assessment, diagnosis, and treatment of both substance abuse and mental and emotional disabilities. The team was comprised of representatives from the following groups:

Madera County Department of Mental Health

Kingsview -

- ◆ Mental Health and Alcohol and Drug Treatment Program
- ◆ Madera Counseling Center
- ◆ Oakhurst Counseling Services
- ◆ Yosemite Women's Center
- ◆ Chowchilla Counseling
- ◆ Work Experience Center

Vocational Rehabilitation Center

Comprehensive Counseling Services

Family Service Center (Project Smart)

New Millennium Treatment Services

Plan for Substance Abuse Treatment Services

Madera County, through collaboration with the Administrator of Mental Health and Drug and Alcohol Programs, and their contract providers, will provide substance abuse assessment, counseling, and intervention services to CalWORKs participants. These services will assist participants in eliminating barriers to employment. Through sharing of resources, the county will ensure that, whenever possible, services will qualify for federal reimbursement.

Madera County's Substance Treatment Services will include the following:

1. Evaluation
2. Dual Diagnosis
3. Treatment and Aftercare Programs
4. Employment assessment and employment counseling
5. Provision of community service jobs
6. Supportive services
7. Transitional services
8. *Cause Determination* - must be made by the MCDPW Case Manager in consultation with the County Mental Health Department

Plan for Mental Health Services

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. [Reference WIC Section 11.325.7]

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

Plan for Mental Health Services

If there is a concern that a mental disability exists that will impair the ability of a recipient to obtain employment, he or she will be referred for assessing. (11325.5) Madera County, through collaboration with the Departments of Public Welfare and the Mental Health Department, will provide the services necessary for the participant to attain self sufficiency.

The Mental Health Department will complete the diagnostic, counseling and intervention services for CalWORKs participants. These services will assist participants in eliminating barriers to employment. The goal of these services is to provide participants with the necessary treatment of mental or emotional disabilities that may limit or impair their ability to become self sufficient.

The Department of Public Welfare, CalWORKS Case Manager, will develop an individual welfare-to-work plan for each participant identified as having mental or emotional disorders based on the diagnosis and evaluation conducted by the Mental Health Department. The welfare-to-work plan will include appropriate employment accommodations or limitations, supportive services, and treatment requirements. Any prior diagnosis, evaluation, or assessment provided by the participant will be considered in the development of the individual welfare-to-work plan.

Madera County's Mental Health Treatment Services will include the following:

1. *Assessment* for the purpose of identifying the level of the participant's mental health needs and the appropriate level of treatment and rehabilitation for the participant
2. *Case management* as determined appropriate and necessary by the county

3. *Treatment and rehabilitation* services will include counseling, as necessary to overcome mental health barriers to employment and mental health barriers to retaining employment, in coordination with an individual's welfare-to-work plan.
4. In cases with a *secondary diagnosis* of substance abuse, the welfare-to-work plan must also address substance abuse treatment needs
5. Assessment of whether severe mental disabilities may qualify participant for *SSI* benefits
6. *Cause Determination* - must be made in consultation with the county mental health department

Through sharing of resources and the appropriate use of Managed Care, the county will ensure that, whenever possible, services will qualify for federal reimbursement.

(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS

Briefly describe the extent to which and the manner in which the county will make mental health services available to recipients who have exceeded the 18 or 24 month time limit. [References: WIC Section 10531 (f) and WIC Section 11454]

Madera County, through collaboration with the Departments of Public Welfare and the Mental Health Department and its contract agencies, will provide both mental health and substance abuse diagnosis, counseling and intervention to former CalWORKs participants. These services will assist participants in retaining employment. The goal of these services is to provide participants with the necessary treatment of mental or emotional disabilities, as well as substance abuse problems, that may limit or impair their ability to remain self sufficient.

Through sharing of resources, and the use of Managed Care, the county will ensure that whenever possible services will qualify for federal reimbursement.

(g) CHILD CARE AND TRANSPORTATION SERVICES

Child Care

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 weeks and, at county discretion, can be increase 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.

Madera County Child Care Services

Child care has been identified as one of the three main barriers to employment of our CalWORKs participants. Over 35% of the public assistance applicants/recipients responding to the *Employment Barriers Survey* identified child care as a barrier. The county convened a team consisting of representatives from the following agencies:

- Alternative Child Care
- Madera City Housing Authority
- Madera County Department of Public Health
- Madera County Office of Education
- Madera Unified School District
- Professional Association for Childhood Education
- Resource and Referral (Madera County Action Committee)

This group was convened to address the barriers to employment and determine how the three stages of child care would be accomplished in Madera County.

The county will ensure parents in need of child care services have immediate access to the Child Care Resource and Referral Agency through the Madera County Action Committee. Information will be made available to applicants and recipients to help them make an informed decision about selecting a provider. Locating and selecting stable child care is one of the primary steps to

attaining self sufficiency. In addition to establishing reliable child care, participants will be advised to have a back-up child-care plan in place.

Child Development Classes Participation

When a parent has the primary responsibility for providing care to a child twelve weeks to one year of age, the parent may select, as a work activity, to attend child and family development classes (nurturing parent classes). The parent who is placed in this work activity will attend classes in life skills, communication, conflict resolution, social skills, relationship and parenting/child development classes. Parent and child will both attend, as the curriculum will include many parent/child activities. This transitional activity will assist families with the challenge of being the working parent of a young child.

Exemptions from *Welfare-to-Work* Activities Based on Care of a Child Under Six Months

When a parent or other relative who has primary responsibility for personally providing care to a child six months of age or under, they will be exempt from welfare-to-work participation. This period may be reduced or increased, on a case-by-case basis, to the first twelve weeks or the first twelve months after the birth or adoption of the child. 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 twelve weeks. This period may be extended, on a case-by-case basis, to six months, based on the Madera County Department of Public Welfare's criteria.

- A good cause determination for non-participation may be based on the lack of available child care subject to a three-month review. In a two-parent family eligible for aid due to unemployment, the exemption applies to only one parent.
- A good cause determination for non-participation may be based on the lack of availability of transportation - if the recipient is not able to safely transport the infant to and from child care.
- A good cause determination for non-participation may be based on the lack of availability of jobs - if the current job market will provide employment for the parent, there may be no exemption

Exception: These exemptions do not apply to the 100 teen parents currently required to participate in the Cal-Learn Program.

Child Care Services for CalWORKS Recipients

Effective January 1, 1998, there will be a three-tiered system for CalWORKS applicants and recipients needing child care services. Families receiving aid or transitioning off of aid will be served in Stage I and/or Stage II. These families will be incorporated into the existing child care system during Stage III.

The first priority for subsidized child care services is for neglected or abused children who are recipients of Child Protective Services or recipients who are at risk, as established by a written referral from a legal, medical, or social services agency. The second priority is for families who are income eligible regardless of the number of parents in the home. Families with the lowest gross monthly income in relation to family size are served first.

MCDPW is required to move families from Stage I to Stage II. Alternative Payment Programs (APPs) are required to move families from Stage II to Stage III as slots and funding are available. APPs contract with the California Department of Education (CDE) for child care services under Stage II and Stage III. The plan is to track and cooperatively transition between stages to ensure that families move seamlessly and quickly and that there is no break in child care services.

Stage I This stage, managed by the Madera County Department of Public Welfare, begins when the recipient enters jobclub/search or when child care is needed for a recipient to complete the Welfare-to-Work Plan. The recipient may be served in this stage for a maximum of six months. The six-month time limit may be extended if the county determines that the recipient's situation is too unstable to be shifted to Stage II, or if no funds are available to provide child care services in Stage II

Stage II This stage begins when the recipient's work or training schedule stabilizes. Families may be served in Stage II no longer than 2 years after they are no longer eligible for CalWORKs. Stage II will be administered by the local Alternative Payment Program (APP).

Stage III When funded space is available, recipients will move from Stage II to Stage III. Stage III is administered by the Department of Education local Resource and Referral Agency.

Reimbursement - The CalWORKS Case Manager or Eligibility Worker will assess the need for child care services and refer the recipient to Resource and Referral for assistance in locating a child care provider. Providers will be reimbursed at their usual rate up to 1.5 standard deviations of the market rate. All reimbursements will be made directly to the provider of child care services.

Child Care Overpayments

The MCDPW will take the steps necessary to collect overpayments from child care providers or recipients following current policies and procedures.

:
:

Transportation

Briefly describe how transportation services will be provided. [Reference: WIC Section 10531(g)]

Madera County was very disappointed that CalWORKs did not include funding for enhancement of public transportation in counties where there is no fixed route bus system and/or no bus system to serve clients who work evening or overnight shifts. Transportation was identified as the most frequent barrier to employment by 35% of the respondents to *Employment Barrier Survey* completed in October 1997.

Since public transportation is minimal in Madera County, we will make efficient use of transportation funds by giving priority to transit alternatives, such as. subsidies, vouchers, van pools, and any other viable options that will promote welfare-to-work purposes.

CalWORKS participants will be encouraged to explore transportation alternatives and to identify back-up arrangements. Participants without their own vehicle will be required to access public transportation when available. If public transportation is not available, alternative means will need to be used, such as car pooling. Applicants and recipients will be reimbursed for all necessary and reasonable transportation costs as related to their Welfare-to-Work activities.

Reimbursement guidelines include:

- Mileage - paid when there is no public transportation available or if mileage costs are less than public transportation
- Public Transportation - paid at the current ticket rate unless not cost effective
- Gas Voucher - available for local gas stations in emergency situations

The Case Manager will assess the need for transportation and authorize public transportation tickets, a voucher, or authorize reimbursement for mileage expenses.

MCDPW staff represent the department on both the **Madera Advocates for Transportation Committee** and the **Social Service Transportation Advisory Commission**. A fixed-route bus system is scheduled for implementation in 1998. The two groups will continue to collaborate on the expansion of public transportation in Madera County based on rider and service area needs. A support letter from the **Madera Advocates for Transportation** is attached to this plan.

(h) COMMUNITY (WORK EXPERIENCE) SERVICE PLAN

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. [References: WIC Section 11322.6 and WIC Section 11322.9]

Lack of work experience was identified as a major barrier for 21% of the respondents to the applicant/recipient employment survey conducted in October 1997 (see attachment # 8, on page 83). In October of 1997, the Madera County Public Welfare Department formed a collaborative Community Work Experience Team, consisting of representatives from the Central Valley Opportunity Center, Employment Development Department, Private Industry Council, and City of Madera Housing Authority, to review and make recommendations regarding the Community Work Experience component of CalWORKS. This team will continue to meet to explore other unmet community needs.

Currently, Madera county has 275 training positions in place. We realize that this will not meet our needs upon achieving the 18-24 month time limits. As a result, the Community Work Experience Team will contact County Department Heads and other community leaders to make them aware that unmet community needs can be met through this program and to solicit sponsorship of the identified projects.

Criteria for Community Work Experience Activities

- Must be performed in the public and private nonprofit sector
- Must provide participants with job skills that can lead to unsubsidized employment
- Must comply with the anti-displacement provisions contained in the law

Community work experience assignments will be coordinated by local public and non-profit agencies and the County Department of Public Welfare. Sponsors (employers) will monitor attendance, participation, and progress. Madera County will provide these community work experience activities for participants with little or no experience or job skills. These activities will offer participants the opportunity to develop basic work behavior skills and/or enhance existing job skills, while gaining a connection to the workforce. The county will develop appropriate placements in projects that will support the betterment of the community.

Community Work Experience placements will fulfill unmet community needs identified as follows:

1. Expansion of existing programs that serve and benefit the community as a whole
2. Flood relief/disaster restoration projects
3. Graffiti abatement
4. Public lands preservation/maintenance
5. Community-pride projects
6. Community safety enhancement projects
7. Community educational/literacy projects
8. Mentoring

Community Work Experience Target Population

Madera County will provide community work experience activities for:

1. Individuals who have not completed 18 or 24-month time limit period and are not employed in unsubsidized employment sufficient to meet the minimum hours of participation required by law; and
2. Individuals who have completed the 18 or 24-month time limit period and who cannot find unsubsidized employment sufficient to meet the minimum hours of participation required by law, and for whom the county certifies that no job is currently available to fulfill the minimum hours, if they continue to meet the financial eligibility criteria for CalWORKs aid.

CalWORKS Work Experience Case Managers will provide intensive employment services to insure the community work experience activities will be temporary or transitional in nature. Whenever possible, the work experience will be directly linked toward the participant's employment goal. Other placements, although not necessarily specific to the participant's employment goal, will prepare participants for entry into the labor force.

(I) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE

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. [Reference: WIC Section 10531(i)]

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. [Reference: WIC Section 11495.15] 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.

Madera County will develop training for all CalWORKS staff to enable them to respond to issues of domestic violence, to recognize signs of victimization, and to make appropriate referrals.

A CalWORKS Team consisting of representatives from the following groups was convened to address domestic violence issues:

California Highway Patrol
Madera Adult School
Madera Counseling Center
Madera County Mental Health Department
Madera County Public Health Agency
Victim Services
Yosemite Women's Center
Madera Drug and Alcohol Program

This group is currently identifying training needs for staff who will be responsible for identifying victims of domestic violence, developing a procedure for a referral to appropriate services, and designing a monitoring process for compliance with services to victims who are exempted from participation in welfare-to-work activities.

Training for all eligibility, social services and public contact staff will address:

The Dynamics of Abuse
Relationships Between Domestic Violence and Welfare

Cultural Issues and Domestic Violence

How to Identify Abuse Survivors

Safety Issues for Victims

Referral to Services

CalWORKS Requirements for Victims of Abuse

Advanced training will be provided to CalWORKS, Adult Services and Child Welfare staff in the areas of crisis intervention.

All applicants and recipients of public assistance will be provided with information specific to the issue of domestic violence verbally and in written format at the Rights and Responsibilities workshop, at the Welfare-to-Work Orientation workshop, and individually during the conciliation process.

All applicants or recipients who identify as a victim of domestic violence will receive a confidential referral to Victim Services for services, and will be assessed for possible exemption from participation in Welfare-to-Work activities, to ensure that they are not placed at further risk nor unfairly penalized by the CalWORKS requirements and procedures and, to enable a victim to escape the abuser and to obtain unsubsidized employment while moving towards self-sufficiency.

Applicants and recipients who are determined exempt from participation in a Welfare to Work activity will have a Welfare to Work plan developed that includes requirements to participate with Victim Services' intervention activities that may include mental health counseling, substance abuse counseling, seeking restraining orders and participating in other activities that will promote their safety and eventual transition from Welfare to Work.

Recipient compliance with service agencies will be monitored by the CalWORKS case manager. Routine contact with recipients and collateral contacts with service providers will be made by CalWORKS staff to ensure that services included in the recipient's Welfare-to-Work plan are

available and are being accessed. Non-participation with their Welfare to Work plan will result in initiation of the conciliation process.

The California Department of Social Services (CDSS) is to convene a task force to develop protocols for the counties to use. The task force will define abuse and develop procedures to waive program requirements for past/present victims of domestic violence. It is expected that these protocols will be in place by 1/1/99.

AB 1542 defines "abuse" as battering or subjecting a victim to extreme cruelty by the following:

- (1) physical acts that resulted in or threatened to result in physical injury
- (2) sexual abuse
- (3) sexual activity involving a child in the home
- (4) being forced to participate in nonconsensual sexual acts or activities
- (5) threats of, or attempts at, physical or sexual abuse
- (6) mental abuse
- (7) neglect or deprivation of medical care
- (8) stalking

Evidence of domestic abuse may include the following

- (1) police
- (2) government
- (3) court records or files
- (4) domestic violence program
- (5) legal
- (6) medical
- (7) professional
- (8) other individuals with knowledge of circumstances
- (9) sworn statement by victim unless there is an independent reasonable basis to find the recipient not credible

(j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES

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. [Reference: WIC Section 10542]

The following items have been identified by the CalWORKS Performance Monitoring Team comprised of MCDPW staff, other agencies, and the public, as appropriate outcomes to be measured in order to determine the effectiveness of CalWORKS. The first column identifies the outcome to be measured. The second column explains the data that can be used to measure the outcome. The last column shows current methods of gathering the data. The CalWORKS Performance Monitoring Team is currently involved in efforts to develop methods of data collection for those items which currently have no method of collection.

Outcome to be measured	Data to be collected	Method of collection
I. RATES OF MOVEMENT TO EMPLOYMENT		
Total number of persons on welfare compared to persons with earnings	Total number of persons on welfare Total number of persons with earnings	Movement report - CA 237 Earned income report - MRAFEI
Establish average number of months to move from welfare to employment	Number of months persons are on welfare	application category requests entered in current month report - MRFDO9
Increase activity to identify number of cases discontinued due to CA 7	To establish number of persons discontinued due to employment	AFDC-FAMILY GROUP and UNEMPLOYED - discontinuance report ABCD 253
Increase in earnings of families on welfare	Number of households with earnings of families on welfare	AFDC/FS cases with earned income/or dependent care disregards report MRAFIE
Increase in the number of persons going off of welfare due to earnings	Number of persons going off of aid due to earnings	AFDC-FAMILY GROUP and UNEMPLOYED - discontinuance report ABCD 253
Job retention rates	Number of persons returning to welfare after employed; length of time between applications	No current method
How much employment was unsubsidized for each year on aid	Number of persons with/without subsidized employment (employer does/does not receive incentive)	No current method
Increase work participation rates	Number of persons participating the required hours in a "qualified	No current method

	work activity"	
Promote individual responsibility to participate in work related activities	Number of participants receiving sanctions	No current method
II. RATES OF CHILD SUPPORT PAYMENT AND COLLECTION		
Number of non-custodial parents paying child support	Number of non-custodial parents paying child support: amount of child support collected	CS 800
Increased collections from non-custodial parents	Number of new non-custodial parents paying child support	CS 800 - Manual comparison between case counts from one month to the next month
III. CHILD WELL-BEING		
Entries into Foster Care	Number of children added to Foster Care	CA 237 DC
Reduced number of pregnancies of at risk individuals	Number of individuals at risk	Check with Health and Mental Health Departments. Define "at risk".
Increased school attendance of children on welfare	Children on welfare Number of dates present in/absent from school	No current method
Increased parents responsibility for children's school attendance	Number of parents sanctioned for children's absence from school	No current method
Reduced child poverty	Number of children living in poverty	AFDC - Form CA 237 FG/U
Reduced Child Abuse	Number of child abuse reports	No current method
IV. CHANGES IN DEMAND FOR GENERAL ASSISTANCE		
Reduced requests for/receipt of General Assistance	Number of persons/families applying for and receiving General Assistance	AFDC - Form CA 237 FG/U
V. SUPPLY, DEMAND, UTILIZATION OF SUPPORT SERVICES BY CalWorks RECIPIENTS		
Child-care demand	Number of families/children receiving child-care services	Vendor payments
Child-care providers	Number of child-care providers	No current method
Transportation demand	Number of participants requesting transportation assistance	Vendor payments
Increase in public transportation	Number of vehicles/expanded	No current method

	routes (miles)	
Mental Health Services	Number of referrals served	No current method
Substance Abuse Treatment	Number of referrals served	No current method
VI. DOMESTIC VIOLENCE		
Number of families affected by domestic violence	Number of cases reported	No current method

(k) PUBLIC INPUT TO THE COUNTY PLAN

Briefly describe the means the county used to obtain broad public input in the development of the CalWORKs plan. [Reference: WIC Section 10531(k)]

Madera County Department of Public Welfare has convened a total of twenty-two (22) Teams to proactively and collaboratively address the potential changes under welfare reform legislation. The Teams are assigned to following areas of Welfare Reform:

- Appeals and Grievances
- Budget, Vendor, Voucher and Overpayments
- Child Care
- Child Support
- Community Services Program
- Diversion Program
- Domestic Violence
- Economic Development and Job Creation
- Education, Training and School Attendance
- General Assistance Program
- Job Specifications of CWD Staff
- Legal Issues
- Mental Health and Substance Abuse
- Native Americans
- Performance Monitoring
- Public Health and Immunization
- School Attendance
- Statewide Automated Welfare System (SAWS) and Income Maintenance
- Teen Parents
- Transition off of aid/ Safety Net
- Transportation
- Welfare-to-Work Activities

In addition to staff of the CWD, representatives from the following agencies/groups are included on these Teams:

California Indian Manpower Consortium
California Latino Civil Rights Network
California Rural Legal Services
Central Valley Opportunity Center
Child-care Resource and Referral Agency
Chowchilla Adult School
Chowchilla Unified School District
City Police Department (Madera and Chowchilla)
Coalition of Justice
Community Develop Commission, Northfork
Comprehensive Counseling Services
County Counsel
County District Attorney's Office
County Office of Education
County Sheriff's Office
Darin C. Camarena Health Center
Department of Mental Health
Economic Development Commission, Madera
Employment Development Department
Enterprise School District
Family Support Division
Fresno County Office of Education
Gould School
Healthy Start
Hispanic Chamber of Commerce
Housing Authority
Interagency Group
Kingsview Hospital
Local County Employee Union Representatives
Madera Adult School
Madera Counseling Center
Madera County Action Committee
Madera County Advocates for Transportation
Madera County Office of Education
Madera County Superintendent of Schools
Merced College
Merced County Office of Education
Minarets School
Nurturing Parent Program
Oakhurst, Northfork, and Chowchilla Health Clinics
Private Industry Council

Probation Department
Public Health Department
Social Services Transportation Advisory Council
State Center Community College
State Department of Corrections Parole Office
Statewide Automated Welfare System Representatives
Vocational Rehabilitation
Yosemite Women's Center

In addition, the CWD to convened a series of four (+) public meetings to solicit both verbal and written testimony from all interested residents of Madera County, as follows to:

MADERA

Monday, November 10, 1997, 6:30 PM, at the Public Welfare Department at 720 E. Yosemite Ave., in Madera

Monday, November 17, 1997, 3:30 PM, at the Library, Blanche Galloway Room, 121 North G Street, in Madera

CHOWCHILLA

Tuesday, November 18, 1997, 3:30 PM. at the Chowchilla Library, 621 W. Robertson Blvd., in Chowchilla

OAKHURST

Wednesday, November 19, 1997, 3:30 PM, at the Private Industry Council Office at 41969 Highway 41, in Oakhurst

These hearings were preceded by formal announcements in the following newspapers:

- Business Journal
- Chowchilla News
- Fresno Bee
- Madera County Independent
- Madera Tribune
- Sierra Star

Flyers in both English and Spanish were sent to the following agencies to post in their public areas:

- Adolescent Family Life Program
- California Rural Legal Assistance

- Cash-N-Dash
- Chowchilla Chamber of Commerce
- Chowchilla Hospital
- Darin Camarena Health Center
- Hispanic Chamber of Commerce
- Housing Authority
- Kings River Community College
- Madera Adult School
- Madera Community Hospital
- Madera Counseling Center
- Madera County Department of Public Welfare
- Madera County Family Support Division
- Madera County Mental Health Department
- Madera County Public Health Department
- Madera Rescue Mission
- Oakhurst Chamber of Commerce
- Planned Parenthood
- Private Industry Council
- Social Security Office
- State Center Community College
- Victim Services
- Women`s Health Center
- Yosemite Unified School District

In addition, announcements of the meetings were mailed to our mailing list consisting of over 120 local agencies and concerned parties.

Copies of the draft plan for Madera County CalWORKS were made available for review at the Public Meetings. Interpreters were available for non-English speaking members of the community.

The following items of concern were identified in the Community Meetings:

- ⇒ The need to create more job opportunities
- ⇒ The need for training/entrepreneurial child care and transportation models
- ⇒ Mentoring for teens and adults
- ⇒ Involvement of the faith community

- ⇒ Relocation of clients to areas with low unemployment
- ⇒ Emphasizing CalWorks requirements and time limits in the applicant/recipient's Rights and Responsibilities sessions and informing notices
- ⇒ Need for education on healthy life styles, physical fitness, hair and cosmetiques, and attire, for improving self esteem and for better presentation at job interviews
- ⇒ Need for school-to-work programs for teens
- ⇒ Community Work Experience at the Rescue Mission
- ⇒ Communication about Enterprise Zone Vouching
- ⇒ Collaborating with local employers, other counties, PIC, JTPA, and EDC
- ⇒ Increased home visits and going into the client's neighborhoods to communicate the importance of getting a job due to the time limits
- ⇒ Marketing strategies

The specific input details from each of the separate Community Meetings is located in attachment # 7, on page 73.

In addition, an *Employment Barriers Survey* was conducted at the Madera County Department of Public Welfare, during the last week of October, 1997. A total of 333 public assistance applicants/recipients completed the survey documents: 220 English Speakers, and 113 Spanish Speakers. The results of the *Employment Barriers Survey* are located in attachment # 8, on page 83.

(I) SOURCE AND EXPENDITURES OF FUNDS

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. [Reference: WIC Section 10531(l)]

See attachment # 4, page 57.

(m) ASSISTING FAMILIES TRANSITIONING OFF AID

Please describe how the county will work with families transitioning off aid. The description should include (1) assistance for those individual who transition off aid due to time limits, and (2) those who leave aid due to employment. [Reference: WIC Section 10531(m)]

A CalWORKS Team has also been convened by the CWD to develop procedures to provide follow-up services to those clients who attain self-sufficiency and leave the welfare roles. The Team consists of representatives from the following:

- MCDPW staff from Administration, Eligibility, Children's Services, and Employment Services
- Employment Development Department
- Public Assistance Recipients

Madera County is dedicated to ensuring a successful transition of all CalWORKS participants from Welfare to Self Sufficiency. The transition may be the result of either employment or due to the time limits. Services will be geared toward both types of transitions.

Transition Due to Employment and Diversion

Employed participants, and those who are diverted from CalWORKS cash assistance, will receive transitional support services from specialized case managers. These support services are intended to increase self-sufficiency, and to insure the retention and upgrading of each individual's employment. The support services will include assistance in problem-solving, crisis management, and advanced life skills.

A *Resource Center* will be available to families transitioning from cash aid to provide job information and peer support.

Transition Due to Time Limits

These transitions may be due to exceeding the 18- to 24-month time limit and refusal to accept employment or failure to comply with regulatory requirements. In addition, the transitions may be the result of receiving the maximum 60-month of cash aid assistance.

These participants will also be offered the services available through the *Resource Center*. No cash assistance will be available to these participants until all of their children reach the age of 18, at which time they may apply for General Assistance.

Resource Center Services

Services accessible through the *Resource Center* will include the following:

- *Aid in pursuing Jobs Tax Credit and Earned Income Tax Credit*
- *Anger management groups*
- *Basis skills instruction*
- *Career exploration and development*
- *Child care*
- *Community-based support from family, friends, organizations, churches, etc.*
- *Domestic Violence Counseling*
- *Employer advocacy*
- *Household finance management*
- *Job search*
- *Job retention*
- *Mental Health Counseling*
- *Other impairment skills instruction*
- *Other necessary services to obtain and retain employment and self sufficiency*
- *Parenting classes*
- *Supportive peer groups and individual counseling* - intended to develop positive work habits and attitudes, work stamina necessary for competitive employment, work-appropriate interpersonal relationships, and the ability to perform the quantity and quality of work necessary for competitive employment.
- *Transitional Medi-cal and Food Stamps assistance*
- *Vocational Counseling*

- *Work-site based support from supervisors and co-workers*

Transition services will be available after the parent's grant is discontinued on a quarterly tiered basis. The full range of services will be available during the first three months off of aid. Thereafter, the rate of services will gradually decrease on a quarterly basis until the year is completed. Child care is available for two years after CalWORKS ends, subject to availability of funds.