KINGS COUNTY
HUMAN SERVICES AGENCY
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WILLIAM H. GUNDACKER, DIRECTOR

January 22, 1998

Diana Just, Regional Manager
CalWORKs Program
California Department of Social Services
744 "P" Street, MS 17-08
Sacramento, California 95814

Subject: Response to State Comments to Kings County's CalWORKs Plan

Dear Ms. Just,

Per your call of January 14, 1998, the following items were cited for clarification and/or correction by your office in the process of the certification of Kings County's CalWORKs (KingsWORKs) Plan. A copy of this correspondence will be forwarded to our county's Board of Supervisors for their information and comment.

1. **Page 3, item 3, referencing "mandatory" diversion services.** Concern was expressed that all applicants were subject to mandatory diversion services.

   Response: Only those applicants that would benefit from diversion will be offered these services.

2. **Page 5, item (1), fraud referrals for persons sanctioned.** Concern was expressed that we might be making referrals with no regulatory basis.

   Response: The county's concern was to detect unreported income or other persons in the home. Referrals will be made in accordance with Division 20 regulations.

3. **Page 5, Goal Four, second sentence, direct contact with employers.** Concern expressed that we would be contacting employers without client consent, breaching confidentiality and jeopardizing continued employment.

   Response: All requirements for confidentiality will be maintained, including obtaining client consent prior to contacting employers in these situations.

4. **Pages 10 and 22, transportation allowance.** The County must follow the existing regulations, paying for mileage at county employee reimbursement rates.

   Response: Changes to these pages are included with this response. The County is making this change in order to meet certification timelines of the plan. However, we are interested in any

future regulation review which would promote a more flexible and effective approach to transportation reimbursement.

5. **Page 11, item 7, phrase with "when so indicated by their inability..." .** Exception taken with the word "inability". The recommendation was to change this reference to the word "behaviors".

   Response: It was always our intent to utilize behaviors to help us in our determinations of ability to participate. The change will be made to the plan.

6. **Page 13, 14, Partnerships.** The plan requires connections to the faith community as an indication of added "partnerships" in the County.

   Response: These connections have already been made and are being strengthened. We will add a phrase to this area in reference to this concern.

7. **Page 24, Domestic Violence, the term "exemption" is used in several places.** The correct term is "waiver". Also, in the last sentence of this section's first paragraph, the plan indicate that a client may "self-identify" domestic violence as a problem.

   Response: The county will correct references to the term "exemption" to that of "waiver". Also, it has always been our intent that clients may self-identify this problem.

An additional item requiring clarification is the County's intention to utilize its established and approved GAIN grievance procedure as required in the AB1542 legislation. This procedure was inadvertantly excluded from the plan's format and has already been provided to your office as a part of the GAIN plan's approval.

Please find attached amended pages of the plan with the recommended changes made. Should you have any questions regarding this correspondence please call me at (209) 582-3241, extension 2270.

Very truly yours,

John Semas, Senior Program Manager
Kings County Human Services Agency

cc: Kings County Board of Supervisors

Attachments

cwp-resp

X. FORMAL GRIEVANCE PROCEDURE

The County, under direction of the Board of Supervisors, has set up Grievance procedures as required by MPP Section 42-787.3 for participants of the GAIN program to grieve actions taken by the County in the administration of this program.

Exceptions to the availability of the Grievance process shall be:

1. The participant may not grieve the requirement to sign a basic contract.

2. The participant may not grieve the results of the vocational assessment.

3. The participant may not grieve the outcome of a State hearing. (MPP Section 42-787.5)

The County shall explain to participants the right to a grievance review at:

1. The initial registration and during annual reinvestigation of eligibility.

2. Each time the Basic Contract is amended.

A. DEFINITIONS

1. Grievance - a complaint filed by a participant or participant's representative indicating dissatisfaction with a County GAIN action.

2. Grievance Review Board shall be designated by the County Director.

The Grievance Review Board shall be a person or persons that are:

a. Not involved in the action grieved,

b. Not directly in the chain of command of any of the

persons in the action grieved, with the exception of the Deputy Director and the Director.

c. Have knowledge in the field and be capable of an objective review of the action grieved,

d. For Kings County, the staff member charged with the Review Board shall be the Department Appeals Officer or such other person(s) as designated by the Director.

3. Participant's Representative - any individual so desingated by the participant to represent him/her in the Grievance Review. The Representative should be a responsible adult having sufficient knowledge of the situation so as to adequately provide representation for the participant.

4. Review - a review of the complaint by the Grievance Review Board with all parties to the grievance, and their representatives, present.

B. PROCEDURES FOR REQUESTING A GRIEVANCE REVIEW

1. A request for review must be filed within ten (10) calendar days of the action grieved.

2. All grievances must be made in writing, filed with the County and signed by the participant.

a. The grievance request must be completed by the participant or his/her representative and received by the Department by the tenth calendar day of the action grieved.

b. The Department shall provide assistance in preparation of the grievance request if the participant requests or needs such assistance.

c. The Department shall provide a copy of the filed request

to the participant and acknowledge its receipt in writing within five (5) working days of its receipt, scheduling the review.

3. The Grievance Review shall be conducted no sooner than ten (10) working days and no later than 20 working days of the receipt of the request for review.

C. THE GRIEVANCE REVIEW HEARING

1. All reviews shall be conducted by the designated Review Board and whenever feasible, in a non-adversary atmosphere.

2. All parties and representatives shall be permitted to review all evidence introduced by parties to the review.

3. The parties, their representatives and witnesses, while testifying, shall be the only authorized persons present at the Review. The Review Board shall exclude all unauthorized persons from the Review unless all parties, including the Review Board, agree to their presence.

4. All testimony shall be given under oath or affirmation.

5. Testimony shall be recorded by audio tape recorder or any other acceptable means capable of accurate reproduction or transcription. The record of the testimony shall be retained by the Department for one year of the date of the decision.

6. All documents and physical evidence which are accepted as evidence at the Review shall be retained as part of the Review Record.

7. If any additional evidence or witnesses are necessary for the proper determination of this issue grieved, the Review Board may continue the Review for a period not to exceed ten (10)

working days.

D. REVIEW BOARD DECISION

1. Within ten (10) working days after the review hearing has been completed, the Review Board shall render a recommended decision in writing, to the Director. The Director shall either accept this decision or issue a written decision on his/her own.

2. The decision shall be based only upon the evidence, both written and oral, presented at the hearing.

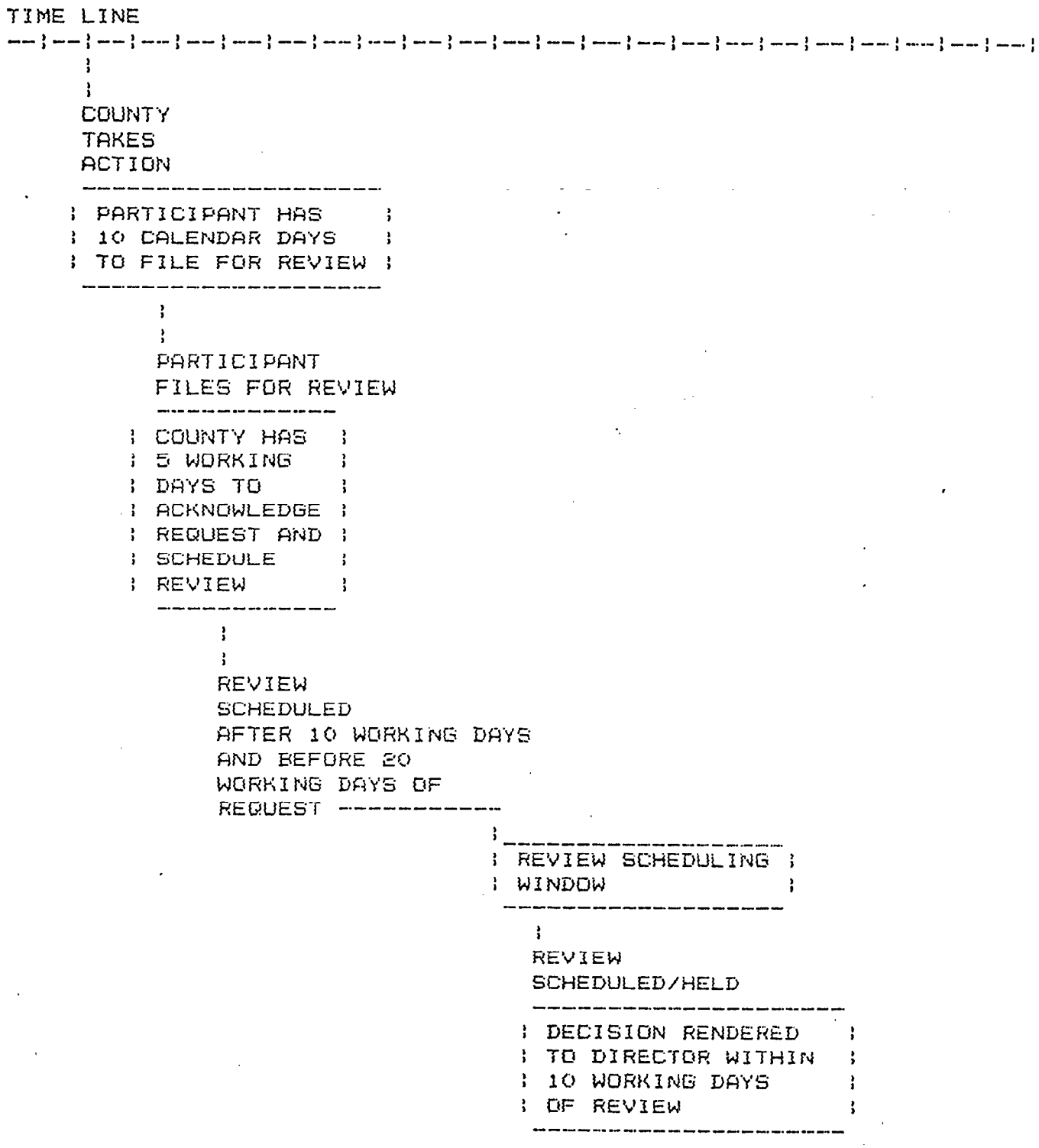
3. The Director's decision shall contain a summary of the facts, the issues involved, the basis for the decision, an order setting forth the decision and an explanation of the grievants further appeal rights.

4. A copy of the Director's written decision shall be issued to each party of the review and their representatives.

See Chart X-1 for a detail of the flow in the grievance process.

CHART X-1

GRIEVANCE REVIEW FLOW CHART



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WILLIAM H. GUNDACKER, DIRECTOR

December 23, 1997

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

Dear Mr. Howard

Please find enclosed a copy of Kings County's CalWORKs Plan. Renamed "KingsWORKs" for Kings County, the Agency will implement the Welfare to Work provisions of the plan on February 1, 1998. The required notice to our existing recipient population is being issued with the January 1, 1998, welfare warrants.

We look forward to the challenges of these reforms and anticipate a successful implementation and operation of KingsWORKs. Should you have any questions regarding the plan or its implementation, please call John Semas, Senior Program Manager, at (209) 582-3241, extension 2270.

Very truly yours,

John Semas for
William H. Gundacker, Director
Kings County Human Services Agency

cwpl-ltr

KINGS COUNTY

KingsWORKs Plan

(CalWORKs)

December 16, 1997

William H. Gundacker, Director
John Semas, Senior Program Manager

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.

97-8cwpl

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EXECUTIVE SUMMARY

The Kings County Human Services Agency developed its plan to provide all required CalWORKS services as required by the Welfare to Work Act of 1997, AB 1542. The Agency determined several goals and objectives to a successful operation of CalWORKs. The goals and objectives have been determined with consideration for the needs of the local indigent population and the labor market. A full range of employment, training, education, supportive and counseling services is planned to meet these needs. These services and their development include the following:

1. A detail of the collaborations required for successful implementation and ongoing operation of CalWORKs;
2. A review of available services to insure that existing services are utilized when available, cost effective and appropriate, and obtaining input from the public on the development of this plan;
3. A description of our connections to the local private sector, including businesses, business associations, the faith community, labor councils in the interest of finding jobs for CalWORKS participants;
4. A review of our local labor market and its needs;
5. A detailed listing of welfare to work activities to be offered in Kings County;
6. Linkages for our participants to local substance abuse and mental health providers, as needed, both during their time on aid and after time limits have been reached;
7. A detail of supportive services to be provided to facilitate successful transitions from dependency to work, including child care and transportation, and specifically, how child

care services will be provided in each stage; a plan for implementing community services; and,

8. A plan for working with victims of domestic violence and how the County will retrain staff to identify and work with these victims, as well as retraining on the changing culture of welfare programs from benefit maintenance to employment, with emphasis on participation requirements of welfare to work legislation.

The County has determined that its major goals for CalWORKs development and successful operation are as follows:

GOAL ONE: BUILDING AND SETTING THE SELF-SUFFICIENCY CULTURE

As has been its practice with the County's very successful GAIN program, the County plans to emphasize employment early in the applicant's entry into public assistance. This will include job services provided prior to the determination of eligibility, with a full range of linking services to employers and job services available to applicants for CalWORKS. As a part of this upfront activity, once eligibility to aid has been determined, the county will provide mandatory diversion services, linking the applicant to employment as the main focus of this alternative to program benefit services. Those failing to obtain employment in this upfront job service component shall be referred to normal program flows, within the sequence provided by statute. Participants entering the sequence of services will be encouraged to enter employment, to be self-reliant and to understand how these activities can improve the financial well being of their family on both a short and long term basis.

This goal is the task of the intake CalWORKs eligibility worker, linking with employment services staff, in facilitating the changing culture for both the County's employees and the potential

eligible County residents, and will be transmitted through posters, brochures, flyers and other message materials in lobbies and interview areas, inspirational posters, computer screen saver messages referencing the values of employment, voice mail greetings, and interactive interview contacts with applicants.

GOAL TWO: LINKING RECIPIENTS TO A JOB

The County's second major goal will be to provide linkage to the private employment community through contract with a private employment agency specializing in short term placements for direct employment placement on a performance based contract. The contract agency will provide job placement services for clients failing to meet their employment goals, with financial incentives for job placement and retention. This differs from our previous approach in GAIN of providing services to participants who were hardest to serve until it was no longer cost effective in many instances to continue services beyond work experience components. By contracting job placement services to a private agency, the County believes it will see an increase in employment entries with this difficult to serve population and, with the added flexibility of a grant-based OJT component, the County plans to reach its participation goals.

GOAL THREE: MOVING BEYOND ASSISTANCE

The County's third major goal will be a proactive approach to the application of financial sanctions with an expectation of full participation in the program and a larger number of participants benefiting from reform philosophy. With the implementation of financial penalties as a consequence of non-compliance, and time limits for aid as a final incentive for active participation, participants will face their responsibilities to provide positive role models for their children and realities of durational assistance on an expedited basis. Participants failing to follow program flow or meet participation

requirements shall be subject to program penalties, as prescribed by statute. Additionally, the County plans to:

1. Refer any person sanctioned from aid for a potential fraud;
2. Refer any person subject for sanction for review by specially designated and trained employment services staff for appropriate action, including a home visit to determine the reasons for non-compliance, an explanation of the impacts of this action, especially on their children, and;
3. A referral to protective services for suspected abuse or neglected children and/or parenting services when intervention is needed.

GOAL FOUR: JOB RETENTION AND CREATION

To assist clients in transitioning off aid, the County plans to offer job retention services and counseling as needed. Staff, through the use of direct contacts with participants and employers, will evaluate work behaviors, attendance and productivity. If problems are noted, staff will work with the client and employer to resolve issues and ensure employment continues. In an effort to transition families off aid, the county has taken steps to enhance existing job creation activities through linkages with our County's economic development agency. The Agency has hired a staff person who will assist in marketing Kings County's welfare population as a ready workforce to potential employers on a regional, state and national basis.

GOAL FIVE: MEASURING PERFORMANCE OUTCOMES

The Agency plans to design its services to meet the performance outcomes required by legislation and to receive the maximum in federal funding. The Agency will meet its statutory requirements to enroll all nonexempt families in welfare to work activities by the prescribed dates. To

meet the needs for adequate data collection, in addition to fiscal time control instruments (quarterly time studies), the Agency will utilize the existing automated welfare (SAWS) and employment services (GEMS) control systems to collect data and control participant activities with the objective of transitioning recipients off of aid. The controls, once instituted or modified, will assist the County in meeting its budgetary controls necessary for continued operation, and will be utilized to modify program emphasis when it is noted that participation requirements are not being met. The Agency will work with all applicable state agencies and private service providers to insure the data collection systems are in place.

In an effort to promote local identification for the CalWORKs program, the Agency has renamed the program to **KingsWORKs**. This "personalization" of the program is intended to promote local ownership and recognition for the anticipated success of the program. Any reference to CalWORKs in this document, when referencing local activities, is changed to KingsWORKs.

The Agency has met with the tribal leaders of the Santa Rosa Rancheria, the County's local Native American Tribe, to discuss its options with regards to operation of TANF programs. The options, self operation of TANF services, or county operation of KingsWORKs, or a combination of services by each entity, has been offered. The tribe has opted to have the County continue to provide eligibility services and is evaluating whether to continue with the employment services provided by the California Indian Manpower Consortium.

A. COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES

The Agency began planning for local KingsWORKs implementation in the fall of 1996, with the passage of federal legislation. The Agency began notifying public and private agencies of possible changes in the services it provides. A public speakers bureau of knowledgeable staff was organized to speak at meetings, forums and special informational sessions with political entities. Included in this list of contacts were meetings with the faith community, county department heads, law enforcement, chamber's of commerce, cities, the Private Industry Council, the Kings County Job Training and Partnership Act service provider, service clubs, community based organizations, the county's child care resource and referral agency, State prisons, Lemoore Naval Air Station, the local transit authorities, local farm bureau, community colleges, adult schools, local rehabilitation services, mental health and substance abuse service providers. Agencies which will be involved in provision of services are as follows:

1. Job Services:

The Agency plans to provide the majority of its job services utilizing existing staff, providing initial assessments for employment, job clubs, supervised job search workshops, job search services, and direct placement with public and private employers. Additionally, the Agency will continue its link with the State of California's Employment Development Department for information on local demand occupations and to utilize automated job match information. The Agency will also seek to serve the hardest to place participants in employment through service agreements with agencies skilled at placement and retention of individuals in short term employment. Private temporary employment agencies, such as Manpower Temporary Services and JRU, will be contracted to provide job placement, with financial

incentives for job retention. When necessary, participants experiencing problems in their assignments will have their case "staffed" with Agency and other professional staff in the interest of finding solutions to the existing barriers and other problems inhibiting successful transitions to self sufficiency.

2. Training:

The Agency's employment services staff will link participants who, through assessment, have indicated a need for training to the County's Job Training and Partnership Act provider, the Kings County Job Training Office for linkage with training sites, schools and community colleges for training in the participants interest area, based on local labor market needs, the prospect of successful completion and rapid transition to employment. Local providers of training services include Proteus Inc., College of the Sequoias, West Hills Community College, Hanford Adult School, Lemoore High School, Avenal High School, Corcoran High School and the Kings Regional Occupation Program as well as private schools and on-the-job training services provided by some employers.

3. Education:

The Agency, through referral to local education providers, will continue to provide basic education and ESL programs to participants with identified needs, but with employment services as the primary focus of services. Participants will be encouraged or required (based on their required hours of participation) to be concurrently enrolled in education with their other work activities. Schools will also provide Vocational ESL classes for non-english speaking participants which should quickly move this population into employment. Those schools

providing education services include Hanford Adult School, Lemoore High School, Avenal High School, Corcoran High School, West Hills College and College of the Sequoias.

4. Child Care Services:

The Agency will provide its services as stated in Section G of this Plan. The Agency will participate in the development and ongoing oversight of local child care services by its membership in the County's Child Care Planning Council.

a. Stage 1 Services:

During the first six months of welfare-to-work services or until the participant's situation stabilizes, payment will be made directly to unlicensed care providers, while requiring that Health and Safety Self-Certification and Trustline procedures be followed. For stage 1 care provided by licensed care providers, the Agency will utilize the Kings Community Action's Resource and Referral Agency for payment services.

b. Stage 2 Services:

For participants whose work activities have become stable or who are transitioning off aid, the Agency will contract with the Kings Community Action Organization's Resource and Referral Agency to provide payment of licensed and unlicensed care. The Agency has opted not to become an alternate payment (AP) provider for "stage 2" care.

c. Stage 3 Services:

These services will be provided to participants when funded space available for those who receive diversion in-lieu of assistance, or have income not more than 75% of the state median income. The Agency will link participants to this service by contract with either the

Kings Community Action Organization's Resource and Referral Agency or other CDE funded child care provider.

5. Transportation:

The Agency will continue to link participants in welfare-to-work activities to available transportation services, when such linkage is conducive to hours of participation. When funding is available for expanding transportation services, the Agency will negotiate with local transit authorities for this expansion. The Agency will provide for transportation for participants driving their own vehicles on a reimbursement basis, utilizing existing regulations for reimbursement of transportation for County employees.

Those providers of transportation services in Kings County who will be utilized for linkage to KingsWORKs activities are as follows:

Kings Area Rural Transit (KART)

Corcoran Dial a Ride

Amtrak

Any new or existing transit services developed or adapted to serve KingsWORKS participants.

This linkage will include collaborations with city and county councils and/or their representative transit authority staff.

6. Mental Health:

The Agency established a collaborative agreement with the Kings County Mental Health Department and the Kingsview Corporation for mental health services to participants claiming barriers to their participation for mental health reasons, as detailed in Section E of this plan. The

agreement shall specify that participants referred shall be required to participate in a treatment program to meet their welfare-to-work participation requirements. When services are not available with this provider, the Agency may contract for these services. Staff will receive training on assessing barriers from participating due to mental health issues. When appropriate, staffings with employment services staff and mental health providers will be conducted to establish both treatment and plans for participation in work activities.

7. Substance Abuse Treatment Services:

The Agency will provide referral of participants claiming to have barriers to participation due to their substance abuse, or when so indicated by their behaviors and assessed by proper service authorities. The participant will be required to seek treatment when so assessed by the County's referral agency, the Kings Alcohol and Drug Education and Counseling Center (ADECC), and Kings County Alcohol and Substance Abuse Programs as detailed in Section E of this plan. As an adjunct to this plan, the Agency's Family Preservation/Support Board and ADECC has provided training to Agency Staff and local community based organizations on substance abuse in November 1997.

8. Domestic Violence Services:

The Agency will train its staff on identifying and referring participants who claim or indicate barriers to participation due to domestic violence. The Agency will refer such participants to several agencies who currently provide services for victims of domestic violence, as provided in Section I, page 24 of this plan. These agencies are the Kings County Mental Health Services, Kings Community Action Organization, and Kings County Victims Assistance

Program. Referrals will also be made to the Agency's Child Protective and Adult Protective Services staff for appropriate action.

9. Refugee Employment Services:

As required by the plan format, the County hereby announces it does not have a Refugee Employment Services Plan. The County does not have a significant refugee population.

B. PARTNERSHIPS WITH PRIVATE SECTOR TO IDENTIFY JOBS:

The Kings County Human Services Agency maintains a connection to the private sector throughout its GAIN operation and has recently strengthened this bond through the formation of several work groups interested in linking our participants to jobs. These work groups include the Business Advisory Team, which consists of employers in the county who have volunteered to provide advice and guidance in the placement and retention of KingsWORKs participants in jobs. Another group formed to place participants in jobs is that of the Kings County Job Developers Association. Providing a means of networking the job developers of several public agencies, this group is instrumental in linking itself with the Chamber's of Commerce and other business groups in the interest of providing a direct connection between our participants and jobs in the private sector. Another group contacted by the county to assist in providing connections employment in the County is that of the faith community. The Agency has established a dialogue with ministerial societies in each community in the interest of developing connections to employment, mentoring services and building of networking skills for the hard-to-serve participants.

Another linkage to jobs in the private sector is the Agency's participation in the Private Industry Council. The County Human Services Agency Director is a member of that board and provides guidance on training, job placement, expansion of the local job market and other networking that is beneficial for the connection between our participants and the private sector.

Further, in the interest of improving the local job market for our participants, the Agency recently created a new position, Employment Development Specialist (EDS). The EDS is charged with

Supervisors and will expand its connection to local cities in the interest of improving funding for economic development for the County as a whole.

C. LOCAL LABOR MARKET NEEDS:

The Agency has utilized several tools developed for measuring the labor market and demographics of our county. These include:

1. Projections and Planning Information Study, developed by EDD for the identification of labor demands of the area;
2. The "Economic Advancement Survey, developed by College of the Sequoias, a local community college, in partnership with the Job Training Office, and;
3. Information from publications provided by the State of California's Bureau of Statistics and State Department of Social Services to both the County's Planning Department for demographic purposes and County Welfare Agencies for planning purposes.
4. Job Training Office Market Survey of 20 Occupations within Kings County

The agency also has several data collection tools at its disposal for the purpose of measuring participant demographics. These are the myriad of CDSS reports generated by the county's Statewide Automated Welfare System (SAWS), and the GAIN31, a quarterly report of GAIN registrant demographics generated by the GAIN Employment Management System (GEMS). These demographic tools will continue to be utilized to measure overall participant readiness for employment, training and education needs, and family issues that may provide barriers for successful placement and retention in employment.

One of the new tools available to the Agency in locating jobs for County participants is that of the Internet. The Agency has been provided this linkage and began utilizing the job search potentials of this World Wide Web to link our participants to jobs. We will continue to utilize and expand the uses of the internet in the operation of KingsWORKs.

D. WELFARE TO WORK ACTIVITIES:

The County plans to offer a full range of welfare to work components or activities, which will be designed to utilize existing services when appropriate, and develop or enhance components or activities when they do not exist or require improvement. The County certifies that it will not require job search and work experience of participants to the exclusion of a range of activities to be offered to recipients. A list of these activities is detailed below, with a check indicating those activities the County is electing to operate. It should be noted that an employment assessment will be conducted as a part of the KingsWORKs intake process which will be utilized to identify the "welfare-to-work" activity best suited to the participant in meeting their goal for self-sufficiency.

- ☒ Unsubsidized employment
- ☒ Subsidized private sector employment
- ☒ Subsidized public sector employment
- ☒ Work Experience
- ☒ On the Job Training
- ☒ Grant-based OJT
- ☒ Vocational Education and Training
- ☒ Education related to employment
- ☒ Adult Basic Education (BE, GED, ESL)
- ☒ Work Study
- ☒ Self Employment
- ☒ Community Service
- ☒ Job Search and Job Readiness Assistance
- ☒ Job Skills related to employment
- ☒ Supported Work
- ☒ Transitional Employment
- ☒ Mental Health and Substance Abuse Services tied to welfare to work activities
- ☒ Domestic Violence Services

E. SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES:

The Agency has formed a collaboration with the County Mental Health Department, County Alcohol and Substance Abuse Programs, Kingsview Corporation and its Substance Abuse branch, Alcohol and Drug Education and Counseling Center (ADECC), in the interest of developing a comprehensive service plan to link participants who have been determined to have problems in these areas. The Agency plans to utilize existing services, and where services do not exist, develop services through the local provider or by contract with private providers, as needed.

1. Substance Abuse Plan:

The Agency has collaborated with the local substance abuse treatment coordinating agency, ADECC, and the County's Alcohol and Drug Programs to insure that services to KingsWORKs participants will be as effective as possible, linking treatment to welfare to work activities whenever feasible. The Agency certifies that the County's plan will provide evaluation, case management, substance abuse treatment, employment counseling, and provision of community service jobs. The Agency will conduct an initial assessment of each potential participant to determine any barriers or exemptions from participation. Any participant which indicates they have a substance abuse problem shall be referred to ADECC for evaluation and other services, as deemed necessary by the service provider, in concert with, or as a requirement of, their welfare to work activity. ADECC will meet with the employment services worker to assist in the establishment of a treatment and/or participation plan.

2. Mental Health Services Plan:

The Agency has met with, and formed a collaboration with the local mental health service agency and will utilize existing services whenever they are available, and when services required cannot be provided by this agency, will contract with private providers for these services, as needed. The

Agency certifies that the County's plan will provide assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.

Agency eligibility and employment services staff will initially assess all participants for potential barriers to participation in welfare to work activities. Those participants indicating a barrier to services due to a mental health problem shall be referred to mental health for assessment. Agency staff will utilize a formal referral process which requires mental health treatment as a condition of participation in their welfare to work activity. The treatment may be offered as the sole activity or be provided in concert with the participant's assigned KingsWORKs activity.

F. MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS:

The Agency recognizes that many participants may continue to require mental health services after the expiration of their time limit on assistance. The Agency plans to advise the mental health service provider of changes in eligibility and to insure that clients in need of service continues to have access to these services through ongoing medical assistance, as available, and provided these services are covered as a reimbursable cost to MediCal or the County Medical Services Program. The Agency currently outstations an Eligibility Worker at Mental Health for direct linkage to MediCal services. This worker will facilitate ongoing communication between the two organizations.

G. CHILD CARE AND TRANSPORTATION SERVICES:

1. Child Care:

The County has reinforced its linkages with the County Superintendent of Schools, to establish policies on the provision of child care to participants who are entering Stages 2 and 3 of the new child care provision plan of KingsWORKs. This has been facilitated by both the Human Services Agency and the Superintendent's participation in the County's Child Care Planning Council and Steering Committee.

The Agency will provide all child care services in Stage 1, the first 6 months of care, and has opted to contract with the County's CDE Alternate Payment Provider for the stage 2 of child care. The County will also provide stage 3 of child care through the utilization of the county's resource and referral agency, the Kings County Community Action Organization. The County has maintained its connections to the Resource and Referral Agency (R&R) in its provision of GAIN, CalLearn, Trustline and Health and Safety certification services. The R&R Agency is located in the County Government Center campus, within 200 yards of both the Agency's Employment Services (GAIN) Office and the Main Office.

The Agency will insure that services are provided in a "seamless" manner, with communication to the providers of care, KCAO, and ongoing participation in County Child Care Planning Council. This will guarantee that participants transitioning through each avenue of self-sufficiency are not inconvenienced in any manner, or that their employment plan is not jeopardized by the lack of child care. Referral and communication systems are already in place

to facilitate this "seamless" approach to the different stages of child care through collaborations with KCAO's Resource and Referral Agency with the Agency's GAIN, Transitional Child Care, Supplemental Child Care and CalLearn Programs.

Also, the Agency is working to develop more child care providers through an outreach survey of all current recipients of assistance. The survey was mailed in September 1997, and as of this date, 84 surveys were returned indicating interest. The returned surveys will be reviewed for potential development of child care providers, with particular emphasis on licensure, training, developing infant care slots, after-hours care, Trustline and Health and Safety self-certification processes. Further, the Agency has recognized the County's need for expanding the types of care available, especially for care provided in non-traditional settings or locations, such as work sites, and for increased hours of care available for participants working in jobs with alternate hours. The Agency will seek to expand child care into areas that service agriculture-related employment, which will further expand the types of jobs available to participants. The expansion of hours will improve our participant's abilities to seek and obtain employment in many jobs that are not traditional "8 to 5".

The Agency will review the child care needs of each participant in need of care for linkage to appropriate caregivers. Also, participants with a child under 6 months of age will be reviewed, on a case-by-case basis, for the availability of care and any special needs of the child as an integral part of initial assessment for welfare-to-work services. If this child has any needs that can not be met by existing child care services, that parent will be exempted for up to 12

months. Any parent who subsequently has an additional child under 6 months of age will be exempted from the program for only 12 weeks, as provided by statute. After the exemption has expired, the Agency will meet with the parent to assess the availability of care and needs of the family. In each situation, the care required by the child will be matched to the welfare to work activities of the parent to insure that adequate, reliable, safe and affordable care is available.

2. Transportation:

The Agency will provide transportation services as prescribed by existing GAIN service plans, utilizing local transit authorities, Kings Area Rural Transit (KART), Corcoran Dial-a-Ride and AMTRAK (for Corcoran participants needing services in Hanford. The Agency will also work to develop new sources of transportation when necessary. The Agency's GAIN staff already participate in the County's Transportation Advisory Panel for the purposes of expanding or maintaining transit services for participants.

When appropriate, direct payment for transportation costs to participants driving private vehicles will be provided. The Agency will utilize existing regulations matching County employee reimbursement, for payment to participant's transportation costs.

H. COMMUNITY SERVICE PLAN:

The County plans to operate a community service plan for participants that reached their 18/24 month time limit on aid, and may offer this component to other participants to assist them in meeting their participation rates. The Agency has been in contact with several public works agencies in the county and plans to provide participants with work site assignments performing functions that cannot be funded by local services at this time, but are in dire need of attendance to retain acceptable levels of public services. These projects include, but is not limited to, roads work through the County's Public Works Department and projects to improve local parks and business areas.

The Agency plans to facilitate the community services component of KingsWORKs by providing an on-site supervisor who will be responsible for insuring the participant is cooperating with the program requirements and that all safety and work performance concerns of these agencies are met. The Agency has already made contacts with public service agencies in the interest of promoting this component.

I. WORKING WITH VICTIMS OF DOMESTIC VIOLENCE:

The County has, as a part of its strategic planning efforts and in linking with the County's Victims of Violent Crimes Services, established a protocol for the development of a Domestic Violence Services Plan for the current year. The plan calls for connections to existing service providers, i.e., Human Services Agency's Social Services Division, Mental Health, Kings Community Action Organization's Shelter for Victims of Domestic Violence, appropriate law enforcement, and the Kings County Victims of Violent Crimes branch of the County Probation Department. Where there is a need for services, as indicated by a case situation, which is not provided by existing service agencies, and funds are available, the Agency will seek to develop additional services to meet these needs through contracts with private or other public services providers, especially utilizing the advice of Agency Social Services staff who are aware of services available to the community and utilizing said services in protective service plans.

The agency will provide training to its KingsWORKs staff who may be the first county worker to identify and/or provide initial services to victims of domestic violence. Training is being developed and arranged with the County's Mental Health staff, and other sources as available, by the Agency's staff development personnel.

The KingsWORKs staff will utilize existing GAIN deferral criteria for providing waivers from participation in welfare-to-work activities. Verification of domestic violence through use of police reports or direct referral to treatment will be used to place alleged victims in waiver status. The Agency believes it is extremely important for the healing processes that the victim be involved in either

counseling or other treatment to deal with the issues for the parent and the child's well-being. Whenever possible, the family will be offered welfare to work services as a part of their rehabilitation and treatment. In each instance when the participant declares domestic violence as a reason for not participating in KingsWORKs welfare-to-work activities, the situation will be controlled in the automated eligibility system by an Eligibility Worker to insure the alleged victim is reviewed periodically for re-entry into the sequence of work activities.

J. PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES:

The Agency has identified several objectives in the course of its KingsWORKs plan development, and has developed several means to measure outcomes. These objectives and tracking methodologies are as follows:

Objective #1. Providing Job Placement and Preparation Services as an integral part of its diversion services. The objective will be to insure applicants for KingsWORKs services are provided linkages to jobs as an alternative to public assistance. Further, when short term, definite and purposeful assistance could be provided that would divert the applicant from assistance direct to work, then that objective would be met as well. This diversion could include the relocation of the applicant to an area where jobs are plentiful and the applicant has expressed interest in relocation.

Measuring outcomes of this objective will be obtained in the review of existing SAWS generated statistical reports which will show that applicants are being denied or withdrawing their applications for employment reasons. Also, since applicants will be entered in to the GEMS data collection system for employment entry, these statistics should reflect increased employment entries for the KingsWORKs program.

Objective #2: Contracting for job placement and retention services with a private employment agency. The county plans to refer those clients that have completed assigned job services and/or training/education services of KingsWORKs and remain unemployed, especially those that are approaching or have reached their time limits for receiving assistance. Our objective will be to see that these "hardest-to-place" participants are actually placed in unsubsidized or subsidized employment, with incentives for the contracting agency to work with employers and the participants to see that employment is retained for measurable periods, to be determined in the contract.

The outcomes will be measured in numbers of persons entering employment and retaining employment from existing GEMS data collection methods. Staff will also control retention in employment through sources that conduct surveys on a monthly basis to determine job retention, such as the State EDD Office and local Job Training Office. Communication between the private employment agency will be maintained by employment services staff, and when appropriate, those agencies providing subsidized employment funding.

Objective #3: A proactive approach to financial sanctions, through vendorization of assistance payments, employment services staff follow-up on families and their children's needs, and fraud referrals to detect the potential for unreported sources of income. In addition to the Agency's existing early fraud detection system and ongoing efforts to prevent fraud, the Agency intends to take a proactive approach to sanctions by the application of vendorized grant payments for the families needs, as is currently done for sanctions in the County's GAIN program. Vendorized payments will commence after the first sanction has run for 3 months without curing the sanction. The inability of the family to have direct control of their finances may act as a deterrent to noncompliance. Further, once a family has entered sanction, the case will be referred for intensive employment counseling services, where a home visit will be conducted to review for unmet needs of the children and the potential need for intervention by child protective or parenting services, as appropriate. Finally, all persons sanctioned will be referred to the Agency's fraud detection staff for the potential of unreported income. The individual's unwillingness to participate may be an indication that all income is not being reported.

Outcomes for this objective will be measured in decreased sanctions, increased participation rates, and better detection of unreported income. Further, these outcomes should result in the detection of those situations where participants are not cooperating because they are already working.

Objective #4: Improved job market for KingsWORKs participants by attraction of employers to the county. The Agency has identified by review of its AFDC caseloads that approximately 4000 individuals must find employment over the next 24 months, or risk the time limits of the program. In the interest of expanding the local labor market, the Agency has hired an Employment Development Specialist who will work with the county's economic development agency to attract businesses on a regional, statewide and national level to Kings County, by marketing our labor market and other benefits to relocate to Kings County.

Outcomes for this objective will be measured by the increase in jobs created as a result of businesses relocating to the area and increased job placements for our participants.

K. PUBLIC INPUT TO THE COUNTY PLAN:

At the passage of the federal legislation, Temporary Assistance for Needy Families (TANF), in August 1996, the Agency has established a public speaker's bureau, which has made numerous speaking engagements informing the public at all levels of the potential impacts of welfare reform. This has continued with the passage of the state's legislation, KingsWORKs. The Agency provided information on these changes in the form of a pamphlet, which was mailed to all of its AFDC and food stamp population. Informational presentations and forums were made to local chamber's of commerce, the county farm bureau, county administrative staff, the Board of Supervisors, county department heads, law enforcement, mental health and substance abuse services providers, the faith community, service clubs, community service organizations, county department of education, adult schools, community colleges, and other groups. Public input and concerns were noted as a part of the plan's development. Further, the plan was provided in draft form to the many collaborative agencies for their comment and changes prior to the plan's final submission to the Board of Supervisors for their certification and routing of the plan to the State Department of Social Services.

L. SOURCE AND EXPENDITURE OF FUNDS:

See ATTACHMENT 1

M. ASSISTING FAMILIES TRANSITIONING OFF AID:

The County will work with families that transition from aid for both entering employment and for time limit reasons. The services offered families will include:

1. Linking with child care services for families discontinued from aid for employment.

2. Ongoing job retention services by both contracted services providers and County employment services staff. These services will include employment counseling, exploration and resolution of barriers to continued employment, contacts with employers and decreasing linkage to an employment services worker to facilitate the self-sufficiency required by state and federal legislation. Training is planned for January and February 1998, on job retention, through contract with Larry Robbin and Associates.

3. Provision of Community Services for families with adult caretakers discontinued from aid for exceeding time limits for assistance.

N. JOB CREATION:

As described in Section J above, Objective #4, the Agency identified the need for approximately 4000 new jobs with the changes anticipated from KingsWORKs time limits. The local economy currently creates about 400 new jobs annually. This places the County in the difficult dilemma of not having sufficient employment to support the actions of the legislated reforms. In anticipation of this need, the Agency has hired an Employment Development Specialist to work with the County's economic development agency, Crown Development, to market our local labor market to businesses interested in relocation on a regional, statewide and national level, through trade shows, networking conferences and the development of marketing materials necessary to showcase the attractive nature of the County's labor pool. This position, under the direct supervision of the county welfare director, will work closely with Crown Development to best connect our participants to jobs as they are created.

The Agency will work closely with Crown to insure ongoing job creation activities are supported by the employment services staff by encouraging employers to expand their firms and hire additional employees, preferably KingsWORKs participants, through the promotion of tax and training incentives, and the provision of a work force that has the requisite "soft" skills necessary for good work performance. Further, the Agency will work closely with Crown to secure funds through the Job Creation Investment Fund Program, insuring that sufficient funding is available to continue job creation activities begun under KingsWORKs. Staff has already attended workshops provided by the State of California Trade and Commerce Agency, for technical assistance in obtaining grant funds for job creation activities.

O. OTHER ELEMENTS

The Agency reserves the option to submit a pilot proposal at a later time in the form of an addendum to the county's plan.

P. COMPLIANCE WITH THE REQUIREMENTS OF KingsWORKs:

The County intends to meet the requirements for single parent families to be enrolled in welfare-to-work activities for a minimum of 20 hours per week, beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999. The option to meet the 32 hours per week at an earlier date is reserved for a county addendum to this plan.

The County plans to meet the federal participation requirements for adults in two-parent families to meet the 35 hours of participation, as soon as administratively possible.

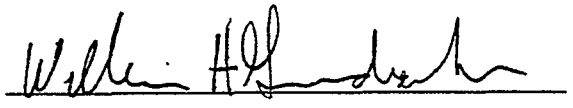
Q. INTERACTION WITH AMERICAN INDIAN TRIBES:

The Agency has met with the tribal leaders of the Santa Rosa Rancheria, the county's Native American tribe, to discuss its options with regards to the operation of a TANF program. The options, self operation of TANF eligibility and employment services, the county operation of KingsWORKs, or a combination of services by each entity, has been offered. The tribe has opted to utilize the County's KingsWORKs program to provide eligibility services and is currently evaluating its employment services options with California Indian Manpower Consortium (CIMC). Should the tribe opt to accept the County's employment services, staff would be allocated to provide entry into KingsWORKs services, and to expand services on a periodic outstationing basis to the Rancheria.

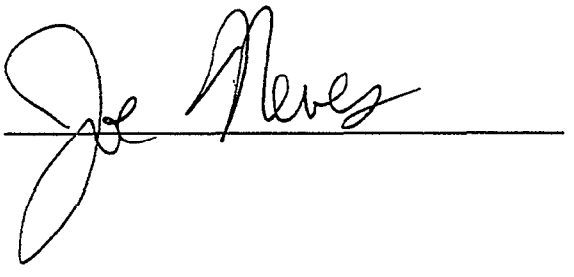
CERTIFICATION:

This plan has been developed in accordance with the appropriate federal, state and county laws and regulations. The terms of this plan, including all certifications within this plan, and all applicable laws and regulations will be followed during the implementation and execution of this plan.

County Human Services Agency,
Signature:



Chair, Board of Supervisors,
Signature:



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County Plan Budget
1997/98 State Fiscal Year

Section 1

	Total	FCS	State General Fund	County Funds*	Other**
Food Stamp Administration (For County MOE Purpose	$2,195,446	$1,097,723	$768,406	$329,317	

* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W & I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

** If other sources of funding are being made available for an activity, please identify on a separate page.

County Plan Budget
1997/98 State Fiscal Year
Section 2

Note: The following categories are for information purposes only and are not an indicator of specific categories

	Total	TANF/State General Fund	CCDBG	Title XIX	County Funds *	Other
TOTAL CalWORKs Admin & Services Items (a) thru (D)	5,693,610 00	-0-	-0-	-0-	677,984 00	-0-
(A) TOTAL CalWORKs Single Item Allocation Items (1) thru (7)	4,159,423.00	-0-	-0-	-0-	-0-	-0-
(1) Benefit Administration	1,133,363 00	1,133,363.00	-0-	-0-	-0-	-0-
(2) Program Integrity (Fraud)	278,272.00	278,272.00	-0-	-0-	-0-	-0-
(3) Staff Development/Retraining	121,398.00 18,319.00	121,398 00 18,319.00	-0-	-0-	-0-	-0-
(4) Welfare-to-Work Activities	1,963,210 00	1,963,210 00	-0-	-0-	-0-	-0-
(5) Cal Learn	285,749 00	285,749 00	-0-	-0-	-0-	-0-
(6) Child Care - 1st half of 1997/98	359,112.00	186,104.00	173,008.00	-0-	-0-	-0-
(7) Other Activities***	-0-	-0-	-0-	-0-	-0-	-0-
(B) Child Care - 2nd half of 1997/98	690,277.00	690,277.00	-0	-0-	-0-	-0-
(C) Mental Health Treatment	89,690 00	44,845.00	-0-	44,845.00	-0-	-0-
(D) Substance Abuse Treatment	22,422.00 53,814.00	22,422.00 53,814 00	-0-	-0-	-0-	-0-

When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W & I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program equals or exceeds the amount expended for corresponding activities in 1996/97.

* If other sources of funding are being made available for an activity, please identify on a separate page.

** Please Identify "other activities" on a separate page.