

HOW ARE COUNTIES IMPLEMENTING CalWORKs?

INTRODUCTION

In 1996, the President signed the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) into law, fundamentally restructuring the nation's safety net for low income families with children. The PRWORA gave states broad authority to restructure welfare programs within the confines of strict time-limits and work participation requirements.¹ California, in turn, established the California Work Opportunity and Responsibility to Kids (CalWORKs) program in 1997 to conform the state's welfare system to the new federal law.

As compared to the state's previous Aid to Families with Dependent Children (AFDC) program, CalWORKs gives counties a significant amount of control over the design and direction of local welfare-to-work programs.² AB 1542 requires counties to submit a plan to the state for certification. County plans are required to describe welfare-to-work and supportive services that will be offered, the number of hours recipients will be required to participate in welfare-to-work activities, job creation strategies, and efforts made to collaborate with public and private agencies during planning and implementation of welfare reform. Under the new, decentralized structure, county CalWORKs provides the framework for the set of programs and services designed to move families off assistance and toward self-sufficiency.

WHICH ACTIVITIES ARE ANALYZED?

In order to shed light on the new system, the California Budget Project (CBP) examined all 58 county CalWORKs plans. This analysis represents the first step of an ongoing monitoring of the implementation of welfare reform at the local level. At the outset, it is important to note that county plans provide a framework, but generally do not contain detailed program descriptions. However, the plans do illuminate the overall direction counties are choosing to take, given their new discretionary authority.

In this brief, CBP focuses on the welfare-to-work transition, looking specifically at the following:

¹ For additional information on the federal welfare law, see the California Budget Project's, *What Will Federal Welfare Reform Mean for California?* (January 1997). For additional information on the state welfare reform law, see the California Budget Project's *Welfare Reform (AB 1542) and State Budget Enacted/Federal Budget Makes Changes to TANF* (August 14, 1997) and *Welfare Reform Moves To The Counties: Timeline And Checklist* (September 1997).

² AB 1542 (Chapter 270, Statutes of 1997) established the CalWORKs program.

- Number of work participation hours required for a participant to remain eligible for assistance;
- Criteria selected by the county to determine an applicant's eligibility for diversion services and the maximum diversion payment allowed;
- Work activities offered in addition to those specified by the state and work activities not offered of those specified by the state;
- Length of time a participant with an infant is exempt from welfare-to-work activities;
- Job retention services provided to recipients who obtain employment;
- Partnerships formed with religious entities for various services and assistance;
- Job creation plans; and
- Plans for establishing community service programs.

CBP reviewed plans as approved by the Board of Supervisors of each county. Counties then submitted the plans to the State Department of Social Services for certification. The Department recently completed certifying every county plan. Any changes required by the state as a condition of certification are not reflected in this analysis.

WHAT ARE COUNTIES DOING?

Work Participation Requirements. Prior to July 1, 1998, 28 counties require CalWORKs recipients to participate in work activities for the state-required minimum of 20 hours per week. Thirty counties exceed the minimum state work participation rates. Nine counties require at least 26 hours and one county requires 30 hours of work participation per week. 19 counties require the maximum of 32 or up to 32 hours of work participation as soon as the county CalWORKs program goes into effect. Counties such as Lake specify that up to 32 hours of participation is required to the extent welfare-to-work activities or jobs are available. Other counties do not indicate how the required number of work participation hours for each individual will be determined. Other counties have indicated that they may increase the work participation requirements up to 32 hours if welfare-to-work activities and support services are available.

San Mateo is the only county which requires 40 hours of work participation per week. A state waiver granted to San Mateo on July 22, 1997 gives the county special permission to operate the Shared Undertaking to Change the Community to Enable Self-Sufficiency (SUCCESS) program from July 1, 1997 through July 31, 2000. SUCCESS was developed by the county as a demonstration project under the prior Aid to Families with Dependent Children (AFDC) program. Because the waiver was obtained under previously existing federal and state rules, the county is not subject to many of the new federal and state welfare provisions.

Diversion Program. Diversion services may be used to provide assistance to families confronting one-time or short-term crises in order to prevent the family from going onto welfare. Only ten counties described criteria they will use to determine if an applicant is eligible for a lump sum diversion service or payment. The criteria are generally based on an applicant's employment history and likelihood of maintaining or obtaining full-time employment. Imperial, Madera, Plumas, and Orange Counties plan to provide diversion payments equal to a maximum of 3 months of aid. Mendocino and Contra Costa Counties will provide up to \$2,000 in vouchers and vendor payments and Los Angeles County will provide assistance equal to a maximum of 6 months of aid.

Welfare-to-Work Activities. Twenty-two counties offer all of the welfare-to-work activities specified in the new state welfare law. In the remaining counties, the most commonly excluded services include

subsidized public and private sector employment, grant-based on-the-job training, supported work, and transitional employment. Alameda and San Francisco Counties add study time associated with approved education activities as an activity that counts toward a recipient's work participation requirement. Other counties count parenting instruction and life skills classes as welfare-to-work activities for the purposes of calculating whether a recipient meets the work participation requirements.

In addition, many counties list participation in substance abuse, mental health, and domestic violence services as additional welfare-to-work activities. Although each county must make these services available to all recipients who need them in order to obtain unsubsidized employment, state law does not clearly indicate whether participation in such services automatically counts toward work participation requirements. State law does stipulate, however, that recipients cannot participate in substance abuse treatment programs for more than six months without concurrently participating in a work activity. Furthermore, victims of abuse may obtain a waiver, excusing them from participation in CalWORKs activities if participating would be detrimental to or unfairly penalize that individual or his/her family. Therefore, this brief does not consider these services as optional activities.

Infant Exemption. State law provides an exemption from the work participation requirements for the parent of a child under the age of six months, with an option for counties to limit the exemption to three months or extend the exemption to 12 months. Over one-third of counties are reducing, on a case-by-case basis, the exemption period from six months to three months for a primary caretaker of an infant. Approximately two-thirds of the counties (some of which are also reducing the exemption period to three months on a case-by-case basis) are extending, on a case-by-case basis, the exemption period to 12 months. Ten counties offer exemptions to all recipients who are the primary caretakers of an infant 12 months or younger. Two counties provide only a three-month exemption to recipients with an infant, while eight counties maintain the standard six-month exemption period recommended by the state.

Job Retention Services. State law requires counties to provide one year of case management and job retention services, but allows counties to tailor the package of services available. All counties plan to provide some type of job retention service, such as case management, to recipients transitioning off aid due to employment. Many counties are providing supportive services as well.

Partnerships With Religious Organizations. Many counties are contracting with religious organizations to provide services to CalWORKs recipients. Under welfare reform, some counties plan to contract employment services, community service jobs, childcare, and mentoring. Several counties did not specify whether or not they plan to utilize services of faith-based organizations.

Job Creation. State law requires counties to address job creation as part of their CalWORKs plan. Most counties state that their job creation plans are still under development as they complete the application process for California Job Creation Investment Fund grants. The Fund, created in AB 1542, provides funds for local job creation efforts that secure private, unsubsidized employment for CalWORKs participants. Generally, counties plan to analyze local labor market conditions, collaborate with public and private organizations, and provide business incentives to employers.

Community Service Implementation. State law requires counties to offer a community service option to individuals who actively seek, but fail to find, work by the time they reach their 18 or 24-month limit. Since CalWORKs recipients will not begin to reach time limits for another 18 to 24-months, most counties stated that they intend to file an addendum to their plan at a later date, describing plans for implementing community service in greater detail. Several counties expect to continue and expand existing work experience sites utilized under the GAIN program. Alameda, San Diego, and San

Francisco counties plan to offer wage-based community service, a work activity for which CalWORKs benefits, otherwise received in the form of an aid payment, are diverted and paid as wages.

ISSUES TO CONSIDER

As noted above, county plans provide a framework, rather than a detailed description of programs and services. Portions of many county plans are vague and require further explanation. The level of detail varied significantly from county to county. Additional research highlights the difficulty of implementing changes of the magnitude of those mandated by welfare reform over a very short time horizon. For example, some counties indicate that participants will be required to work up to 32 hours per week, but in response to follow-up calls, departments stated that they will require a *minimum* of 32 hours of work participation. This type of discrepancy is not uncommon.

Some plans state that parents of an infant will be given an exemption for participating in welfare-to-work activities on a case-by-case basis when an infant is six months or younger without indicating whether the standard 6-month exemption period is being maintained, reduced or extended and by how much. Also, some counties' list of welfare-to-work activities does not include all of the options detailed in AB 1542, yet a plan may not specify that the activities omitted will not be provided. Broad definitions of listed activities in the plan could be read to encompass many of those activities not directly mentioned. Taking these issues into consideration, the information on the following pages attempts, to the greatest extent possible, to accurately reflect what was actually written in the plans submitted to each County Board of Supervisors.

Under welfare reform, California has not one, but 58 separate welfare systems. Monitoring the implementation, successes, and failures of a diverse array of approaches poses an important new challenge for those concerned with the well-being of California's low income families and children.

The California Budget Project (CBP) is a nonpartisan, nonprofit organization whose goal is to promote a better understanding of state fiscal issues in order to promote a healthy public sector based on a fair and equitable tax system. Support for this Budget Brief was provided by grants from the California Endowment and the Rosenberg Foundation. General support for the California Budget Project is provided by foundation grants, individual donations, and subscriptions.

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| COUNTY | WORK PARTICIPATION REQUIREMENT ¹ | DIVISION ELIGIBILITY CRITERIA ² | WELFARE TO WORK ACTIVITIES ADDED/DELETED ³ | INFANT EXEMPTION ⁴ | JOB RETENTION SERVICES ⁵ | PARTNERSHIP WITH RELIGIOUS ORGANIZATIONS | JOB CREATION ⁶ | COMMUNITY SERVICE PLANS ⁷ |
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| Alameda | 20 | Likelihood of avoiding further assistance. | Added - Study time associated with approved education activities. | 6 to 12 months based on: parent's or child's needs, availability of child care, the best interest of the child, and the desire of the parent to remain at home. | Job club, job search, labor market information, job announcements, resume updates, career counseling, crisis resolution, mediation with employers, and social and support services. | The County will contract with Catholic Charities for workforce & resource development, targeted assistance, and refugee employment social services. Other faith-based organizations may provide child care, post employment services, and counseling. | Gather information on the region's job needs, identify job entry channels, and target business attraction, retention, and development through Job Creation Task Force, which includes public and private nonprofit organizations. | Positions will be paid, unpaid, and grant-based. A survey was conducted to determine the willingness of organizations to provide community service positions. The city of Fremont is developing a pilot project to link community service with unsubsidized employment after an internship period. |
| Alpine | 20 | No details given. | Deleted: Job skills training and education related to employment, supported work, and transitional employment. | 3 to 12 months based on: availability of child care, labor market conditions, and the best interest of the child. | Case management, job retention skills, budgeting and money management, and mentoring. | The faith community will be utilized for community service projects. | Currently being developed. | Currently being developed. |
| Amador | 20 | Employment history, likelihood of employment, housing stability, adequate child care, transportation needs, and other work-related expenses. | None. | 12 months. | Post-employment interview with employee and money and time management training. | None specified. | Currently being developed. | Continue collaboration with public and nonprofit organizations, which have been utilized for work experience activities through GAIN. |

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| Butte | Up to 32 | No details given. | Deleted: Subsidized private and public sector employment. | 3 to 12 months based on: availability of child care and special needs of the family | Employment counseling, resolution of barriers to continued employment, and contacts with employers. | North Valley Catholic Social Services will provide domestic violence services. | Revitalization of the Economic Development Corporation and oversight of the county's contract for job creation through the collaboration of public and private nonprofit agencies and business leaders. | Project development with the County Public Works department and municipalities. |
| Calaveras | 26 | No details given. | Deleted: Subsidized private and public sector employment, grant-based on-the-job training, and supported work. | 12 months if no infant care is available. | Car maintenance, employer liaison, and employment counseling for up to 6 months. | None specified. | Awarded grant for business assistance and microenterprise activities. | Project development may be a collaboration between the county and the nonprofit sector. |
| Colusa | 26 | No details given. | Added: Parenting instruction classes. | 6 months. For next 2 months, (until child reaches 8 months of age) 3 to 10 hours of parenting instruction will be required as part of a parent's weekly welfare-to-work participation. | A customized job retention plan to address times of crisis from child care difficulties to relationship difficulties. | None specified. | Currently being developed. | Develop work sites at Valley West Convalescent Hospital, with the Literacy Council, with the County's Public Works Department, and the County's Building and Planning Department's Maintenance Division. |

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| Contra Costa | 26 | Up to \$2,000 based on: employment history, likelihood of full-time employment, likelihood of self-sufficiency, housing stability, and child care arrangements. | Deleted: Subsidized public and private sector employment, grant-based on-the-job training, and transitional employment. | 6 to 12 months based on: availability of child care. | Case management, support services, and skill and career enhancement. | St. Vincent DePaul will provide services in One Stop Career Centers. | Establish regional alliances and linkages with employers, expand existing job opportunities, analyze labor market information, and develop One Stop Career Centers. | Initial community service offerings will be based on GAIN pre-employment preparation positions with community-based and public/nonprofit agencies. |
| Del Norte | 26 and up to 32 if activities and support services are available. | No details given. | Added: Parenting workshops and life skills instruction. Deleted: Grant-based on-the-job training. | Up to 12 months based on: availability of child care and jobs. | Limited case management and counseling. | The faith community will provide support groups and one-on-one role-model mentoring. | Identify needs, research and develop training projects, and encourage economic growth. | Currently exploring the use of greenhouse construction on tribal lands for training recipients. Includes additional placements with public and private nonprofit agencies. |
| El Dorado | 20 | Employment history, likelihood of employment, need for assistance with housing or work-related expenses, housing stability, and child care arrangements. | None. | 6 to 12 months based on: availability of infant care, transportation, and welfare-to-work activities; domestic violence; mental health or substance abuse issues, and other factors. | Job training, case management and mentoring services for up to 12 months. Ancillary and transportation services will be provided only if funding is available. | The faith-based community participates in JOB ONE and will be solicited for community service sites. | Currently working with local businesses and lending institutions to establish jobs. | Use and expand existing work sites used for General Assistance recipients and sites available through the Sheriff Department for inmates, develop new sites with primary and elementary schools and city, state, and federal agencies, continue participation in Chambers of Commerce to identify work projects, and continue AmeriCorps as a community service resource. |

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| Fresno | 32 | No details given. | Deleted: Subsidized public sector employment. | 3 to 12 months based on: availability of infant care. | Peer group support, job hotlines, budgeting training, crisis management, job progression assistance, and staff follow-up for 6 months. | The faith community will participate in the Welfare Reform Task Force and will assist in providing jobs, mentors, tutors, and other services. | Currently being developed. | Utilize existing partnerships and increase efforts in developing new resources. |
| Glenn | 20 | No details given. | Considering: Revolving loan program and grant diversion as subsidized employment. | 6 months (or up to 9 months if recipient is willing to attend parenting or self-sufficiency classes). | Case management and supportive services for up to 12 months and access to ongoing training. | None specified. | Employer visitation program to increase awareness, and employment activities, and encourage "cottage" businesses through microenterprise. | Currently being developed. |
| Humboldt | 32 | No details given. | Added: Accelerated learning, apprenticeship, distance learning, literacy, open-entry/exit classes, and short-term programs. | 6 to 12 months based on: availability of appropriate child care, jobs, and welfare-to-work activities; whether parent is breast-feeding; and special needs of the infant. | Job search, job hotlines, career advancement counseling, budgeting assistance, problem-solving, and peer support groups for up to 12 months. | None specified. | Currently being developed. | Develop placements in collaboration with local public and nonprofit agencies, local education agencies, organized labor, recipients of aid, and government and community-based organizations providing job training and economic development. Outreach has begun. |

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| Imperial | 20 | Up to 3 months of aid based on: eligibility based on employment and welfare history, employment prospects, purpose of assistance, housing and child care stability, and prior use of diversion. | Deleted: Grant-based on-the-job-training, transitional employment, and subsidized public and private sector employment. | 3 to 12 months. | Services will be provided on a case by case basis. | The faith community will help identify resources for CalWORKs recipients. | Ensure relevant job training and education, assist business expansion, obtain labor market information, target growth industry clusters, expand technical assistance to employers, provide permit streamlining services, develop one-stop centers, support microenterprise activities, establish neighborhood development corporations, and match seed capital funds with private capital. | Currently being developed. |
| Inyo | 26 | No details given. | None. | 6 to 12 months based on: availability of child care, transportation, and health status of the child. | Counseling, coaching, and tangible support for up to 12 months. | Northern and Southern Ministerial Association will be invited to participate in welfare reform activities. | Currently being developed. | Contract with the local community action agency for the provision of work sites. |

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| Kern | 32 | No details given. | Added: Mentoring services, housing authority self-sufficiency program, and life skills services. | 3 to 12 months based on: availability of child care and transportation, and the health of the child. | Services will be offered. | Various Catholic, Baptist, Muslim, Lutheran, and Christian organizations will provide child care and safety net support services and will help identify jobs. | Economic analysis, identification of emerging business clusters, and close interaction with the business sector and Bakersfield College Small Business Development Center. | Currently being developed. |
| Kings | 20 | No details given. | None. | 6 to 12 months based on: availability of child care and special needs of the child. | Employment counseling, resolution to barriers of continued employment, and contacts with employers. | None specified. | Promotion of tax and training incentives and provision a workforce that has the necessary "soft" skills. | Contacted public works agencies in the county to provide work site assignments, including road work and projects to improve local parks and business areas. |
| Lake | Up to 32 hours to the extent welfare-to-work activities are available. | No details given. | Deleted: Grant-based on-the-job-training, supported work, transitional employment, and subsidized public and private sector employment in the future. Will explore the provision of these activities in the future. | 12 months: participants will be encouraged to participate in welfare-to-work activities if infant care is available. | The County intends to be flexible in meeting the support and motivational needs of transitioning recipients given available funding and resources. | Partnerships with local Ministerial Associations will be sought. | Improve infrastructure, conduct a labor market survey, market available business and employee training programs, and provide micro-enterprise activities. | A community service work group will identify current and potential work sites, identify target population, determine entities responsible for project development, and develop activities meaningful to community and participant. Includes placements in public and private nonprofit sectors. |

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| Lassen | 32 | No details given. | Deleted: Grant-based on-the-job-training, supported work, & transitional employment. | Up to 12 months based on: availability of appropriate child care and employment, parental efforts to obtain employment, and special needs of the child. | Support services and Lassen Career Network Services, which include job coaching, resume update services, workshops, employment counseling, ancillary funds, basic life skills, and mentoring. | The Ministerial Association provided input into the county CalWORKs plan. | Industrial and commercial permitting assistance, sponsor business development educational programs, analysis of tourism lodging employment, create avenues of small business financing, employer/employee training and placement services, and marketing county as a filming industry destination. | Currently being developed. |
| Los Angeles | 32 | Up to 6 months of cash assistance for work-related and other expenses. | Deleted: Subsidized private and public sector employment, grant-based on-the-job training, community services, supported work, and transitional employment. | 12 months: participants will be encouraged to participate in welfare-to-work activities. | Case management, skills and career enhancement, life skills instruction, and mentoring for up to 12 months. | Faith-based organizations are members of the Vice President's Coalition to Sustain Success and assist with employment retention and life skills development. | Currently being developed. | Currently being developed. |

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| Madera | 20 up to 32 if welfare-to-work activities are available. | Up to 3 months of aid based on: likelihood of employment within 2 months and needs that cannot be met with existing resources. | Added: self-initiated programs and child and family development classes. | 3 to 12 months. A parent may select to attend child and family development classes as a work activity. | Support services and specialized case managers for problem solving, crisis management, and advanced life skills assistance for up to 12 months. | Madera Rescue Mission will provide community work experience programs. | Identify job opportunities, types of job training and education needed, supportive and post-employment service needs of employers and recipients, and corrective actions to address barriers identified by the employer community. | County has 275 training positions in place and will contact department heads and community leaders to inform them of unmet community needs that can be met through community service. |
| Marin | 20-26 | No details given. | Deleted: Grant-based on-the-job training. Added: Mentorship & internship programs. | A blanket exemption of 12 months, which will gradually be lowered to 6 months on a case by case basis as infant care slots become available. | Case management and mentoring for up to 12 months. | Jewish Family and Children's Services and Catholic Charities are Employment Connection members. Catholic Charities is also a Coordinated Youth Services Council member. | Currently being developed. | Includes placements in private, nonprofit, and government agencies. Work sites with the County Department of Parks, Open Space, and Cultural Services are currently being discussed. |
| Mariposa | 20 | No details given. | None. | 3 to 12 months based on: availability of infant care, transportation, and jobs, and recipient job readiness. | Job retention, rapid re-employment, budgeting, problem-solving, crisis management, and skills counseling for up to 12 months. | None specified. | Currently being developed. | Enhance and expand the Department of Human Services' success in making community service placements. |
| Mendocino | 30 | Up to \$2,000 in voucher and vendor payments. | Deleted: grant-based on-the-job training. | 3 to 12 months based on: availability of child care, commute time, and special needs of the child. | Job search, job counseling, open entry classes for problem solving, and mentoring if funds are available. A one-to-one mentor will be provided for 6 months. | None specified. | Currently being developed. | Currently being developed. |

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| Merced | 20 | No details given. | Added: Mentoring and life skills services | 6 to 12 months based on: availability of adequate and safe infant care and willingness to participate in a parenting program. | Case management for problem solving, crisis management, advanced life skills assistance, and supportive services for up to 12 months. | Catholic Charities will provide various training and support services. | Marketing county's growth potential and available labor pool and secure employment and training agreements with local businesses through tax and training incentives. | Contract with county and city public works and parks departments and other public nonprofit agencies. |
| Modoc | 20 | No details given. | Added: Life skills instruction and parenting skills workshops. | Up to 12 months based on: availability of child care. | Case management for up to 6 months and transportation services for up to 30 days. | Religious organizations are represented in the Modoc CalWORKs Committee. | Currently being developed. | Develop placements in collaboration with local entities for projects, such as community pride, flood relief/disaster restoration, and public lands maintenance and preservation. |
| Mono | 26 | No details given. | Deleted: Work-study Added: Child development/parenting classes and life skills training. | 3 to 12 months based on: availability of infant care. Exemptions may require parenting, child development, or life skills classes. | Case management services for up to 6 months and transportation services for up to 30 days. | Mono County Ministerial Association was included when designing a service delivery system. | Contract with the IMACA, a local community-based organization, to assist in job development and creation. | County will identify unmet community needs in public and private nonprofit sectors and target populations that might benefit the most from community service jobs. |

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| Monterey | 26 | No details given. | None. | 3 to 12 months based on: availability of infant care, labor market conditions, special needs of the child or family, and other factors. | Subsidized mental health and substance abuse services, employment services offered at One-Stop Career and "ACE" centers, including job search, job retention workshops, skill-building activities, and information about educational and training opportunities. | None specified. | Build viable businesses, provide trained workforce, address business climate and infrastructure issues, and build on partnerships with the private sector. | Explore the feasibility of a centralized clearinghouse for volunteer jobs and a standardized contract with agencies offering work. |
| Napa | 20 | No details given. | Added: Mentoring services, housing authority self-sufficiency program, and life skills services. | 4 to 12 months based on: availability of child care, local labor market conditions, and special needs of the child. | Case management, vocational counseling, linkage to higher wage jobs, mentoring programs, 24-hour job crisis hotline, and others for up to 12 months. Transportation and ancillary needs will also be addressed. | Faith-based organizations will provide child care services. Catholic Charities will provide mental health services. | Conduct an industry cluster analysis, create a supportive economic environment in terms of skills, employment, and service needs; financing; export potential; and infrastructure requirements. | Contract with the Volunteer Center of Napa County to match recipients with community service assignments available through private nonprofit organizations. Placements will also be developed with local government agencies. |
| Nevada | Up to 32 | No details given. | None. | 6 to 12 months based on: availability of infant care, transportation, employment, and training, physical disabilities of the child, and other factors. | Follow-up services and assistance with problem solving and making arrangements for stable child care and transportation. | None specified. | Currently being developed. | Currently being developed. |

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| Orange | 32 | Up to 3 months of aid based on: employment and welfare history, likelihood of full time employment, housing and child care stability, use of previous diversion payment, and need for housing or work-related expenses. | Deleted: Community service. | 3 to 12 months based on: availability of appropriate infant care, transportation and jobs, commute time, number of child care providers, and child's needs. | Counseling, supportive services, life skills development, career enhancement, job search, peer support, and mentoring for up to 12 months. | The faith-based community will provide job placement, job development, and job retention assistance. | Currently being developed. | Currently being developed. |
| Placer | 20 | No details given. | Deleted: Supported work, transitional employment, and grant-based on-the-job training. | 12 months. | Case management and job search, readiness, and placement services for 12 months. Support and other services may be offered for up to 6 months. | The faith-based community will provide job placement services. | Expand specialized training and education services to meet the needs of electronics firms, provide tax credits to employers, and adapt to the seasonal nature of tourist trade jobs in the region. | Will continue to use public and nonprofit sites currently used for work experience and PREP activities under the GAIN program. |
| Plumas | 26 | Up to 3 months of aid. | Deleted: Grant-based on-the-job training, | 12 months. | Post employment follow-up and Employment and Training Center services. | The faith-based community will provide assistance in developing a support structure to maintain employment. | Attract business enterprise and promote training and support for job creation. | Work site opportunities include maintenance of public lands and roadways, education and literacy, clerical support, mentoring, and child care. |

HOW ARE COUNTIES IMPLEMENTING CalWORKs?

| COUNTY | WORK PARTICIPATION REQUIREMENT ¹ | DIVISION ELIGIBILITY CRITERIA ² | WELFARE TO WORK ACTIVITIES ADDED/DELETED ³ | INFANT EXEMPTION ⁴ | JOB RETENTION SERVICES ⁵ | PARTNERSHIP WITH RELIGIOUS ORGANIZATIONS | JOB CREATION ⁶ | COMMUNITY SERVICE PLANS ⁷ |
|-------------------|---|--|---|---|--|---|--|--|
| Riverside | 32 | No details given. | Deleted: Subsidized public sector employment, grant-based on-the-job training, transitional employment, and community service. | 6 to 12 months based on: medical complications of the child or unavailability of child care. | Services geared toward job retention and career advancement. | None specified. | Market enterprise zones to businesses worldwide and collaborate with the Workforce Development Center, which provides services to employers. | Currently being developed. |
| Sacramento | Up to 32 | No details given. | None. | 6 to 12 months based on: availability of infant care, transportation, and welfare-to-work activities, domestic violence, mental health and substance abuse issues, and other factors. | Counseling, on-going placement support, resume and interview preparation, skill enhancement, and assistance with transportation for up to 12 months. | The faith-based community will be included in local service collaboration through the Sacramento Association of Community-Based Organizations and Sacramento Valley Organizing Committee, which includes over 300 churches. | Coordinate job development and placement services, provide customized training, create employer incentives, expand One-Stop career centers, support entrepreneurship, and conduct labor market analysis. | Link community services with unsubsidized employment and concentrate on client and site recruitment. Includes placements with community-based organizations and government agencies. |
| San Benito | 20 | No details given. | Deleted: Subsidized private sector employment, grant-based on-the-job training, and supported work. | 6 months per phone conversation. | Employment counselors to assist with job applications and resume preparation. | None specified. | Currently being developed. | Will contact state and federal offices to develop slots and is considering the establishment of a nonprofit corporation to develop and provide community service positions. |

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| San Bernardino | 20 and may require 26 hours prior to July 1, 1998. | No details given. | Deleted: Grant-based on-the-job training, supported work, and transitional employment. | 6 to 12 months based on: availability of infant care, special needs of the child, and a parent's "good cause" reason for not accepting available child care. | Meetings with an Employment Services Specialist at work site for first 2 weeks of employment and monthly meetings thereafter for up to 12 months. Transportation assistance may also be provided. | None specified. | Offer employers incentives to locate in the county and provide specialized training. | Identify unmet community needs and develop site locations in public and nonprofit sectors. |
| San Diego | Up to 32 | No details given. | None. | 3 months, unless appropriate child care is not available. | Skill enhancement, problem-solving training, and mentorship. | Faith-based organizations will provide mentoring, basic needs, emergency transportation, job support, and support for child well-being. | Implement quality-of-life growth management, invest in infrastructure, diversification, "home-grown" business, education and training, create a strategic cooperative approach, and promote wage subsidies and tax credits. | Build on experience with workfare and PREP programs and pursue a demonstration project to provide wage-based community service. |

HOW ARE COUNTIES IMPLEMENTING CalWORKs?

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| San Francisco | 20 | No details given. | Added: Study time associated with approved education activities. | Up to 12 months. Parents will be encouraged to work. | Resources of the Workforce Development System, including access to labor market information; employment and supportive services; and career centers. | Catholic Charities, Episcopal Community Services Skills Ctr, Jewish Vocational Services, Third Baptist Church, and others from the Interfaith Council will provide workforce preparation, placement, retention services, and give sermons advocating employer involvement. | Identify and maximize job creation opportunities in public and private sectors, provide priority access for TANF recipients, ensure TANF recipients are prepared for the jobs created, and track TANF recipients' success. | The county will conduct a needs assessment, pursue two pilot 50-person wage-based community service programs, and evaluate the pilot programs to determine whether to fully implement a wage-based model. |
| San Joaquin | 20 (or up to 32 if there is a work site need and participant agrees. | No details given. | Deleted: Grant-based on-the-job training, supported work, and transitional employment. | 3 to 12 months based on: availability of child care, transportation, jobs; and other factors. | Supportive services, job counseling, and referrals for up to 12 months. | None specified. | Currently being developed. | Develop sites to match the geographical location of CalWORKs participants and that are accessible by public transportation. |
| San Luis Obispo | 20 | No details given. | Deleted: Grant-based on-the-job training. | 6 to 12 months based on: availability of infant care, transportation, and jobs; child's needs; and other factors. | Life skills development, peer support, mentoring, career skills enhancement, and additional support services for up to 12 months. | None specified. | Create 1,000 new jobs within existing county businesses in the next three years and recruit new businesses. | Currently being developed. |
| San Mateo | 40 | No details given. | Deleted: Subsidized private sector employment. | 12 months per phone conversation. | Short-term, low-interest loans through the Family Loan Program. Other services are being developed. | None specified. | Work First strategy focuses on job advancement, not job creation. The county currently has more jobs than people to fill them. | Currently being developed. |

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| Santa Barbara | 32 | No details given. | Deleted: Grant-based on-the-job training and community service. | Up to 12 months based on: availability of appropriate child care, transportation, and jobs; commute time; number of child care provider choices, and child's needs. | Assistance with skills development, conflict resolution, problem solving, life skills, and supportive and ancillary services for up to 12 months. | The faith-based community will provide homeless shelters and food bank programs. | Considering tax credits/ incentives for employers, increased capital for small businesses, and funding for new entrepreneurial businesses. | County conducted survey of 143 public and private nonprofit organizations to obtain information on desired employee criteria. |
| Santa Clara | 20 | No details given. | Deleted: Subsidized private and public sector employment, grant-based on-the-job training, supported work, and transitional employment. | 6 to 12 months based on: availability of licensed and exempt child care and special needs of the family. | Monthly follow-up services and assistance with job applications, resume preparation, and job search for up to 12 months. | The Council of Churches of Santa Clara and the Cathedral of Faith currently provide job preparation, English classes, mentoring, food distribution, and referrals. | Build on partnerships with the private sector and commit companies to hire employees from the Valley. | Currently being developed. |
| Santa Cruz | 20 | No details given. | Deleted: Subsidized private and public sector employment, grant-based on-the-job training, supported work, and transitional employment, and community service. | 12 months. | Labor market information, job referrals, skills testing, skills upgrades, career assessment, and support services. Case management and counseling may be provided for up to 12 months. | None specified. | Currently being developed. | Currently being developed. |
| Shasta | 20 and may require up to 26 hours prior to July 1, 1998. | No details given. | None. | 3 months. Extensions may be granted if accessible child care is not available. | Case management, resume update services, job coaching, workshops, support services, career counseling, mentoring, and supportive services. | The faith-based community will provide mentoring services, meeting space, and referrals. | Currently being developed. | Currently being developed. |

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|-----------------|---|--|---|--|--|---|--|---|
| Sierra | 20 | No details given. | Deleted: Work study, education directly related to employment, grant-based on-the-job training, supported work, and transitional employment. | 6 months. Participants will be reviewed on a case by case basis for the availability of child care and special needs of the child. | Case management, transportation; payment for car repair, registration, and smog certification expenses; budgeting instruction; counseling; and assistance with job-related clothing, tools, and other equipment for up to 12 months. | None specified. | Hire an employment development specialist, create jobs in the child care field, have staff attend workshops, match employer needs with skills of the recipient, provide information on employer tax credits, and have regular on-site contacts with employers. | Assignments will be coordinated with employers and organizations who indicated interest on the Employer Survey completed in November 1997. |
| Siskiyou | 20 | No details given. | Deleted: Grant-based on-the-job training, education directly related to employment, supported work, and transitional employment. | 12 months. | Holistic case management, support services, and job retention services for up to 6 months. | None specified. | Currently being developed. | The community service team members will make presentations to community organizations to establish site locations. |
| Solano | 26 | No details given. | Deleted: Subsidized public and private sector employment and grant-based on-the-job training. | 6 months. The medical condition of the parent or dependent, availability of child care and transportation, parent education/training level, and labor market conditions will be considered when determining the length of time parents are exempt. | Skills-building workshops, counseling, and other services for up to 12 months. | Church of Ascension, Episcopal Community Services, and Grace Episcopal Church are members of the Welfare Reform Steering Committee. | Currently being developed. | Will collaborate with the service provider community to develop activities and will consider partnerships with private/public agencies to provide training, support, and follow-up. |

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|-------------------|---|--|---|--|---|--|---|---|
| Sonoma | 32 | No details given. | None. | 6 to 12 months based on: availability of licensed and exempt infant care and special needs of the family. | Case management, vocational counseling, training, mentoring, support groups, and assistance with employee/employer relationships. | None specified. | Determine potential new jobs in collaboration with business, government, education, and community sectors. Currently being developed. | Will develop community service jobs in remote areas, utilize and expand General Assistance work sites, and identify unmet community needs. |
| Stanislaus | 32 | No details given. | Deleted: Subsidized private and public sector employment, grant-based on-the-job training, and transitional employment. Added: Child and family development classes. | 6 months. A parent of a 6 to 12 month-old child may select to attend child and family development classes as a work activity. | Case management for up to 12 months, budgeting, problem-solving services, peer support groups, and mentoring. | The Business, Agency, Church Partnership and Collaboration will provide goods, services, and resources for families in need. | Establish relationships with local and out-of-county employers, identify local needs and employment opportunities, and provide job search and interview consultation. | Placements may include disaster restoration projects, graffiti abatement, public lands preservation, community pride projects, safety enhancement, literacy and education, teen mentoring, and expansion of existing programs that benefit the community. |
| Sutter | 32 | No details given. | Deleted: Work experience, and education directly related to employment. | 3 to 12 months based on: availability of adequate child care, mental health issues, the health of the child, or other issues that prohibit the parent from CalWORKs participation. | Job retention services will be offered. | None specified. | Yuba-Sutter published an economic profile to inform industries of benefits of locating in the region. The region is also designated an Enterprise Zone which offers tax and other incentives. | Sites are being sought with Sutter County, City of Yuba City, Yuba-Sutter Fairgrounds, City of Live Oak, Town of Sutter, Levee Districts, and local charitable organizations. |

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|-----------------|---|--|---|--|--|---|--|---|
| Tehema | 20 | No details given. | Deleted: grant-based on-the-job-training, supported work, & transitional employment. | 6 to 12 months based on: availability of infant care, labor market conditions, special needs of the child, and parent's good cause for not accepting available child care. | Transportation and case management for 90 days and payment for ancillary services (i.e. uniforms, work shoes, union dues, etc.) for 30 days. | The faith-based community will be involved in the Job Creation Investment Fund Program. | Currently being developed. | Conducted a survey to identify community service sites and may contract with a service provider to manage project development, provide case management, and develop additional sites. |
| Trinity | 32 | No details given. | Deleted: Grant-based on-the-job training and transitional employment | 6 months unless infant care is not available. | Currently planning job retention services. Will provide supportive services on a case-by-case basis. | The Ministerial Association will be involved in the planning process to identify jobs. | Train recipients as child care workers and bus drivers. | The county has several job sites already in place due to the GAIN program and court-ordered community service and general assistance programs. |
| Tulare | 20 or up to 32 if needed to meet the individual's welfare-to-work plan requirement. | No details given. | None. | 6 to 12 months based on: availability of infant care and transportation, a parent's job history, and other factors. | Cash assistance; problem-solving and crisis management assistance, advanced life skills; job information; and peer group support. | The faith-based community is a potential partner. Specific roles are being developed. | Currently being developed. | Develop community service sites to match the geographical concentrations of CalWORKs recipients when possible. |
| Tuolumne | 20 | No details given. | Deleted: Subsidized private and public sector employment, grant-based on-the-job training, and supported work. Added: Alternative work experience for two-parent families. | Good cause determinations will be made on a case by case basis for families with children age 13 weeks to 10 years based on availability of adequate child care. The participant will be required to actively seek child care during the exemption period. | Transitional support services and case management for up to 3 months. | Interfaith Ministries will provide a job referral bank. | Implement an automated listing of statewide jobs which link employers to job seekers, market One-Stop Career Centers to employers, and establish business incubators which provide offices, work stations, and clerical support for a small monthly fee. | Participants may be assigned to work crews supervised by the Probation Department. Other projects are being development. |

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|---------|---|--|--|---|---|--|---|---|
| Ventura | Up to 32 | No details given. | Deleted: Grant-based on-the-job training, supported work, transitional employment, and subsidized public sector employment. | 6 to 12 months based on: availability of appropriate infant care. | Job retention and support services will be offered for up to 12 months. | None specified. | Currently being developed. | Utilize existing work experience sites developed for the GAIN program and develop additional work sites with employers, school districts, county service departments, nonprofit organizations, and cities. |
| Yolo | 20 | No details given. | Deleted: Supported work, and transitional employment. | 6 months unless there is no available child care, the parent or child has special needs or physician's orders, or there are other relevant factors. | Support services for up to 90 days. Job retention assistance is currently being considered. | Contract with United Christian Centers to provide remedial education, GED preparation, or Adult Basic Education. | Member of the Sacramento Commerce and Trade Organization which is recruiting electronic technology firms and other businesses to the greater Sacramento area. | Utilize work sites under the Alternate Work Experience component of training and support services. |
| Yuba | 32 | No details given. | Deleted: Grant-based on-the-job training, supported work, and transitional employment. Added: Consumer education and Life Skills Workshops. | 3 to 12 months based on: availability of child care, the health of the child, mental health issues, and other factors. | Support services and job retention workshops for up to 6 months. | None specified. | Currently being developed. | Utilize existing sites from the GAIN program. Other potential sites include Yuba County, City of Marysville, City of Wheatland, foothill communities, local schools, levee districts, and other charitable organizations. |

HOW ARE COUNTIES IMPLEMENTING CalWORKs?

¹ Minimum number of hours a single-parent family is required to participate in welfare-to-work activities. California state law requires a minimum of 20 hours per week beginning January 1, 1998, 26 hours beginning July 1, 1998, and 32 hours beginning July 1, 1999.

² All counties must inform applicants of the availability of lump sum diversion services to resolve circumstances that require the family to apply for assistance.

³ Welfare-to-Work services are limited to 24 months for current recipients and 18 months (with a possible 6-month extension) for new recipients. Activities allowed by state law include but are not limited to: unsubsidized employment, subsidized private and public sector employment, work experience, on-the-job training, grant-based on-the-job training, vocational education, community service, job search and job readiness assistance, job skills training directly related to employment, education directly related to employment, adult basic education, work study, self-employment, supported work, and transitional employment. Only activities offered before recipients reach the 18/24 month time limit or obtain employment are counted in this section of the chart.

⁴ CalWORKs recipients who have the primary responsibility for a child six months of age or under may be exempt from work participation. The exemption period may be reduced to three months or extended to 12 months based on criteria developed by the county.

⁵ Counties may choose to provide job retention services for up to 12 months of employment to the extent they are not provided from other sources and are needed for the individual to retain employment.

⁶ Counties are applying for Job Creation Investment Funds, created by AB1542 of 1997. Applicants must form a Job Creation Task Force to oversee development and/or implementation of the plan, ensure collaboration with affected local partners, and designate a lead local Economic Development Organization to coordinate the Job Creation Task Force. Completed job creation plans must be submitted by June 30, 1998.

⁷ All counties must provide community service activities to recipients who have reached the 18/24-month time limit for wtw activities, for whom there is no job available, and who have not reached the 60-month federal and state time limit for cash assistance.

Source of state requirements: AB 1542, Chapter 270: Statutes of 1997.