

MINUTES

MONTANA HOUSE OF REPRESENTATIVES 54th LEGISLATURE - REGULAR SESSION

JOINT SUBCOMMITTEE ON HUMAN SERVICES & AGING

Call to Order: By CHAIRMAN JOHN COBB, on February 3, 1995, at
7:40 a.m.

ROLL CALL

Members Present:

Rep. John Cobb, Chairman (R)
Sen. Charles "Chuck" Swysgood, Vice Chairman (R)
Rep. Beverly Barnhart (D)
Sen. James H. "Jim" Burnett (R)
Rep. Betty Lou Kasten (R)
Sen. John "J.D." Lynch (D)

Members Excused: None

Members Absent: None

Staff Present: Lois Steinbeck, Legislative Fiscal Analyst
Connie Huckins, Office of Budget & Program
Planning
Ann Boden, Committee Secretary

Please Note: These are summary minutes. Testimony and
discussion are paraphrased and condensed.

Committee Business Summary:

Hearing: Department of Social and Rehabilitation
Services - Family Assistance Division
Executive Action: None

{Tape: 1; Side: A; Approx. Counter: 000; Comments: n/a.}

HEARING ON SRS FAMILY ASSISTANCE DIVISION

Mr. Jim Nolan, Department of Social and Rehabilitation Services (SRS), Family Assistance Division, Intergovernmental Human Services Bureau, described the programs they operate for low income persons. The Low Income Energy Assistance Program (LIEAP) is a totally federally funded effort. **EXHIBIT 1** About 70% of the people the program serves are at or below 100% of poverty. The Weatherization Program is primarily federally funded. **EXHIBIT 2** Montana will be the first state in the nation whereby the Montana power company will give the state a portion of the funds they use to weatherize homes for low income people. He reviewed the Commodity/Food Distribution Program, which has six components. **EXHIBIT 3** The Community Services Block Grant (CSBG)

Program has been in operation in Montana since 1981 and is aimed at providing local solutions to local poverty problems. **EXHIBIT 4** The Emergency Shelter Grant Program is actually two programs. One is funded by the Federal Department of Housing and Urban Development and the other by the Department of Health and Human Resources. **EXHIBIT 5** What federal assistance Montana does get in this area is distributed among 23 homeless shelters around the state to be used for operating expenses.

Ms. Penny Robbe, SRS Family Assistance Division, then spoke about the Jobs Program as well as the legislative audit findings regarding this program. **EXHIBIT 6** SRS has been working for some time to ensure that the Jobs Program is meeting statutory requirements. Part of the problem stems from the fact that the federal government was not clear at the onset of the program in 1990 regarding the state's reporting requirements. The Division underestimated the complexity of the requirements as well. The requirements have turned into "an onerous responsibility, to say the least." Significant progress has been made regarding capturing and verifying the data they receive, but the current system is not adequate; they propose to establish a new jobs reporting system. \$325,000 is in the present law budget to pay for this from the general fund. It will take about a year to develop the new system.

SEN. CHARLES SWYSGOOD related several issues raised by a constituent of his about the Jobs Program, which includes the dominant focus on employment as being the answer to welfare. Defining a person as being able-bodied and job-ready is very difficult. **SEN. SWYSGOOD** submitted that the ideas and concerns of the people using the money to provide the services of the programs were not being listened to. He said he would make available to the committee members a copy of a letter from **Jody Webster** regarding the issues.

REP. BEVERLY BARNHART commented about the JOBS Program stating it appears there is still no coordination between the JOBS paperwork and the "JTPA" paperwork. She expressed the opinion that there had never been enough funds to run the program properly, or enough time for the clients.

Ms. Robbe responded to **SEN. SWYSGOOD'S** comments. There is a "continuum of success" in the JOBS Program. **EXHIBIT 7** Input from the program operators has been received and will continue to be listened to. **Dr. Peter Blouke, Director of SRS**, said the Executive Office has been working over the past year and a half to establish the Human Resource Investment Council, which would bring together all of the employment and training programs under a single umbrella coordinating council and replace the current Job Training Coordinating Council.

Ms. Judy Smith, JOBS Program Operator for four counties in western Montana. Urged support of the JOBS Program. A lot of the issue in the JOBS Program is case management; performance-

based budgeting is a challenging concept, which they are working on. One of the dilemmas the operators have is how to judge their work results. If they only get points at the end for employment, this does not acknowledge all of the other steps in the process. To measure their success based on the assumption that the people they serve are employment-ready is unfair.

Ms. Smith related what participants in the program had to say about welfare reform. One concern is about child care and health insurance and another thing the participants would like to see is access to programs for everyone who is on Aid To Families With Dependent Children (AFDC). She stressed that the JOBS Program is driven by the counties' needs and resources. She stressed the importance of collaboration with the Office of Human Services. She stressed the need for a role for post-secondary education in the discussion. Particularly female single heads of household families can benefit from this.

Ms. Linda Currie, SRS Family Assistance Division, gave a brief background on the Montana Legal Services Contract. When SRS ran the General Relief Assistance (GRA) Program for the state-assumed counties, they worked with the Montana Legal Services to ensure that as many persons as possible were receiving assistance in getting Supplemental Security Income (SSI). When the General Assistance (GA) Program died it was decided not to leave the counties "high and dry" regarding the persons in the process of getting SSI. The contract with Montana Legal Services was to continue this process. Several counties have continued to use this process to recoup county indigent funds. The contract serves clients who were once GRA recipients as well as any indigent person. The total number of cases closed in 1994 were 182; 122 were successful in obtaining SSI. They recommend that the contract be restructured and services be concentrated only on AFDC recipients.

CHAIRMAN JOHN COBB asked **Mr. Roger LaVoie, Administrator of the Family Assistance Division**, about the number of mothers on AFDC who were qualified for SSI. **Ms. Currie** said after they amended the contract to include the AFDC clients, the number of cases went up, and said in the last year 52 cases have been served.

CHAIRMAN COBB wanted to know about the possibility of having children on SSI under the contract also. In response **Ms. Currie** said if the \$100,000 is designated to be used for AFDC recipients, it should be adequate for the department to measure how well they are doing.

Dr. Blouke said they had the flexibility in the Medicaid budget to move benefits to contracts if it is demonstrated to be cost-effective. The same thing could be done with the benefits in Program 1, to expand the Legal Services contract.

Ms. Lois Steinbeck, LFA, suggested the possibility of, when someone is determined to be SSI, the state is paid back for a

portion of AFDC benefits. This would mean that the federal government would then offset its own payments for AFDC with the general fund for AFDC. If the committee wanted to allow any kind of mechanism, it could be tied to the success of the program.

Ms. Shannon Parker, representing Missoula County, encouraged the committee to consider the food stamp population in the Legal Services contract. When GA was no longer funded, Missoula County set up a "basic needs assistance program" to serve folks previously on GRA and unable to find employment or disabled permanently. The program she administers serves people who are disabled and wanting to get on SSI. In 18 months 64 people have been placed on SSI from Missoula County; 90% of those people are served by Legal Services. When they receive their SSI, a portion of the back pay can be returned to the county or the state through the Legal Services contract. She said that excluding them will leave a large population of persons who are disabled in need of help. She rose in support of expanding the program to include food stamp/job search participants.

The committee then reviewed the Present Law Adjustments contained in the LFA budget book, p. B-39. **Mr. Bob Mullen, Family Assistance Division Fiscal Officer**, requested there be no adjustment for 4-A, commodities contracts, and that they be deleted.

Ms. Robbe addressed about the METS System adjustment. The METS System proposal is one where SRS and the Department of Labor would jointly begin a project to look at ways to tie employment and training information together. The METS System is designed to eventually encompass all state agencies and entities that have employment and training services available. **Ms. Steinbeck** said there is \$300,000 in the executive budget; the actual amount needed for the project would be \$652,000. **Dr. Blouke** said they would be reassessing the actual amount which would be needed. They may not do the proposal to the extent that is presently reflected. The match will not be 90:10 as was previously thought it would be.

Ms. Steinbeck said it was not clear whether the METS System users could all use the mini-computer being proposed for the project.

Ms. Robbe said one of the tasks the Family Assistance Division was faced with when the planning for welfare reform began was whether or not it was going to be necessary to hire additional FTE to implement it. Initial indications were that as many as 70 new FTE would be needed. They concluded that they needed to learn to work smarter with what they had; i.e., reengineering. **Ann** makes reference to a handout in her notes and you can hear something being passed out but I couldn't find any handout to correspond to what they're talking about..she called it the executive summary of the results of the reengineering study.

{Tape: 1; Side: B; Approx. Counter: 000; Comments: n/a.}

A twelve county staff participated in the reengineering study with the contractor. They talked about how county offices currently do business and generated suggestions for change. Some of the suggestions for change were to eliminate some functions, streamlining functions and contracting out some of the functions.

SEN. SWYSGOOD said he thought \$95,000 had been requested to purchase a semi for the commodities program and \$30,435 requested for computer equipment but didn't see those figures listed in the present law. **Ms. Steinbeck** said the budget for equipment was on page B-36 of the report. The base budget for equipment is \$119,000. The present law adjustment adds \$10,000 and new proposals add \$4,600. **SEN. SWYSGOOD** said on page B-40, item 6, it shows an increase of about \$50,000 over the base of budget expenditures. **Ms. Steinbeck** said that was a biennial figure, and stated that it is \$165,000 over the biennium.

REP. BARNHART asked if there would be a presentation on child care and day care. **CHAIRMAN COBB** replied yes.

CHAIRMAN COBB referred to item 7, Benefits, and asked what was meant by "county funding for present law adjustments is not in compliance with the law." **Ms. Steinbeck** said it is the new budget process that is being followed and the way the executive budget presented AFDC. In all other programs and benefits, the case load increase would be part of the present law adjustment which is the way it should be. That was an oversight in the AFDC program. AFDC caseload increases were included as a new proposal. In the present law, county funding for AFDC was too low and not in compliance with the statute. However, when the new proposal is added to the present law adjustment, county funding is increased sufficiently. **CHAIRMAN COBB** asked if the committee needed to fix the present law or wait for the new proposal. **Ms. Steinbeck** said if the committee were to reject the new proposal, it would need to fix the present law. The caseload proposal should be moved into present law.

{Tape: 1; Side: B; Approx. Counter: 11.7; Comments: n/a.}

Roger LaVoie, SRS, distributed a handout and gave an overview of the attachments depicting colored graphs of AFDC participants.

Attachment 1 - is a chart of the TEAMS system showing data from the beginning, January 1992, to December of 1994. The division is doing a study that breaks the AFDC population down showing whether the participants are first timers or have been on the program more than one time.

Attachment 2 - shows all cases that are open as of December 1994 and how long the participants have been in the program

Attachment 3 - depicts case activity of open and closed cases for first timers and those in the program more than one time.

Attachment 4 - shows the length of time when participants are on AFDC, leave and come back.

Attachment 5 - shows a percentage of all AFDC cases opened over a certain period time are families returning to AFDC.

Attachment 6 - is the number of closed cases of participants that have been on AFDC and never come back. **EXHIBIT 8**

{Tape: 1; Side: B; Approx. Counter: 41.9; Comments: n/a.}

WELFARE REFORM:

Penny Robbe, SRS, discussed the second part of **Mr. Lavoie's** handout on Families Achieving Independence in Montana (FAIM). **EXHIBIT 8** She said there are two basic changes being proposed for welfare reform: 1) changing the culture of the welfare office; and 2) restructuring the AFDC program. **Ms. Robbe** addressed the changing of the welfare office and stressed that welfare is a temporary solution to economic difficulties. She said if the AFDC participants are made aware when they first come in contact with the programs that the purpose of the program is to promote self-sufficiency. She said that one of the current deficiencies in the current welfare system is the complexity and duplication in the system which places a burden on the agency, staff, and those in need of the service. **Ms. Robbe** informed the committee that the agency has removed the marriage penalty or the deprivation requirement. She stressed that the need of the children should be the issue, and not if there are one or two parents living in the household. She addressed the Medicaid program and the entitlement if a person is an AFDC recipient. She said most people on AFDC would rather stay on it then leave due to the health coverage.

Ms. Robbe said to make work more rewarding than welfare, the agency is proposing to offer the basic Medicaid package to AFDC able bodied employable adults. There are no changes proposed in the Medicaid coverage for pregnant women, children, elderly, or disabled. The agency is offering a choice of either mandatory participation in the health maintenance organization (HMO), in the geographic areas where HMO is available, and the allowable services that would be paid are those provided by HMO, or the option of basic Medicaid benefit package which does not include, dental, eyeglasses, optometric, durable medical equipment, personal care attendance, and hearing aid audiology services. She stressed that the package closely simulates the health insurance enjoyed by most working people in Montana. She said the current welfare system is more attractive due to the health insurance coverage than those not in the system and not having any coverage. **Ms. Robbe** said one of the requirements of this program is that it cannot cost any more than the current program.

Ms. Robbe gave an overview of the second major change on restructuring the AFDC program. She said the FAIM program will

change the current AFDC program by separating it into three different programs which will meet specific needs: 1) JOBS supplement program; 2) Pathways program; and 3) the community service program.

JOBS Program:

Ms. Robbe said that the purpose of JOBS is to shift AFDC participants that are eligible to work or those that are at risk of becoming dependent on AFDC. She said that JOBS does not offer monthly cash assistance, but priority child support services. She stressed the need for early ongoing intervention and get child support dollars to the children. The agency will pay up to \$200 per month per child for child care benefits to allow working families to keep their jobs. She said the agency will allow a better way of determining eligibility by enhancing incentives, i.e., \$200 work expense disregard, and a 25% disregard on the remaining earned income to determine a person's eligibility. To standardize the department's policies, the agency will exclude things that should not be counted now, but are federally required, i.e., the earned income of children attending school, and the educational income from students. She said the agency is going to standardize the resource limit on all of their programs to \$3,000 per family in hopes it will encourage the participants to save money. The agency will exclude one vehicle if more than one, because it is critical in Montana to have transportation to find a job or to get back and forth from one. The agency will offer a one-time employment related payment to offset emergency situations which might cause a person to lose their job. She said that one of the optimistic changes in the JOBS supplement program, is if income increases to where a person loses eligibility for the program, the agency will also offer extended child care and extended medical assistance for 12 months to help stabilize the family. **Ms. Robbe** suggested one way to increase current income levels for low income working families is to give the family the information and assistance they need to apply for the earned income tax credit as part of their monthly pay check.

{Tape: 1; Side: B; Approx. Counter: 53.5; Comments: n/a.}

Pathways Program:

Ms. Robbe next discussed the Pathways program. She said it is a time limited program and is designed to provide families with employment training and educational opportunities to lead them to self-sufficiency. The program can only be received in conjunction with completion of a family investment agreement (FIA). The duration of the benefits for a family from this program is two years for single parents, and 18 months for a two parent household.

Community Services Program:

Ms. Robbe gave an overview of the third program called Community Services program. She said the program is designed for the people that have used their "time clock", or used up their Pathways benefits, but still need help. It requires able bodied employable adults to perform community service activities at least 20 hours per week in return for the continued adult benefit. She said the guidelines are broad enough so communities will be able to determine what activities will best suit the needs in their area. If the adult does not participate than only the needs of the children are paid. She said if there is a community service site that is not available, there will be no reduction in cash benefits to the clients.

{Tape: 2; Side: A; Approx. Counter: 0.4; Comments: Ms. Robbe is giving an overview of Families Achieving Assistance in Montana.}

Ms. Robbe discussed the three major funding sources for FAIM. She said when the department first came up with these ideas, they felt the federal government would negotiate with them in a rapid response and thought they would have the programs on line by October 1995, but that has not happened. She said the department does plan to start the programs in February of 1996, and hopefully take effect throughout the state within a year.

Ms. Robbe said in order to achieve the changes necessary to implement the welfare reform start up costs will be incurred. In order for the participants to spend additional time with their families and complete the FIA, monitor compliance and other activities, the agency will have to streamline the field offices or contract the services out or be eliminated. She stressed the training of the staff to inform first time clients what is expected of them. The FAIM welfare reform program is projected to be cost neutral by the end of the eight year period proposed demonstration. The program will save general fund dollars by the FY1999 biennium. She reiterated the three factors which will fund the welfare reform: 1) Medicaid - which will reduce services; 2) child support - through increased collections; and 3) AFDC caseload reductions.

{Tape: 2; Side: A; Approx. Counter: 24.7; Comments: n/a.}

FAIM Budget:

Ms. Robbe distributed a handout on the FAIM budget, and gave an overview of the cost effectiveness of the program in regard to cost for the state and the federal government. She said before the federal government makes any obligation they require that the state demonstrate whether the program is costing the federal government more or less money. She said Montana complied by identifying controlled counties they felt would be appropriate vs. non-controlled counties shown on handout. She demonstrated on the chart of the handout that the department is budgeted and

projected for 11,793 families, or 48.5% of poverty in FY96. **Ms. Robbe** said supportive services in the line of daycare will increase. She discussed the three new programs that will be offered through the welfare reform program and are listed in the handout. They are the JOBS supplement program, Pathways child care cases, and the Community Services program which doesn't go into effect until the third year because of the 18/24 month time frame of the Pathways program for adults. **EXHIBIT 9**

CHAIRMAN COBB asked **Ms. Robbe** how many people did she feel would be doing community work. **Ms. Robbe** said the department is estimating through the community services program that 15% of the AFDC population will be working once the program is fully implemented by 1998.

Ms. Robbe informed the committee that the department has included in their child care estimate and have budgeted to ensure the families will receive childcare assistance. She said the agency will contract with R & R agencies (resource and referral) to help the client find appropriate places for child care services.

Operational Costs:

Ms. Robbe addressed the operational costs of the program. She said the agency is not requesting any FTEs for the welfare reform program. She said the current work done by the eligibility workers will either be streamlined, contracted, changed, or eliminated. Federal approval to receive the welfare reform will require that the agency have a firm evaluation in place. The cost will be considerable and the department is contracting with the University of Montana to create the evaluation. The agency is trying to identify time saving processes for eligibility staff. **Ms. Robbe** said the operational cost is driven off of the cost for 70 FTE, training, equipment, and evaluations. She said instead of hiring the 70 FTE, the agency is looking at other ways and ideas of implementing the welfare reform correctly. She said the agency is looking at \$325,000 for the evaluation for FY96, and are looking at ways to improve staff training at \$150,000 for FY96. One of the issues that is being reviewed are the mistakes made by eligibility workers which is overpayment processing for eligibility and the time involved in correcting the error.

CHAIRMAN COBB asked **Ms. Robbe** how many of the FTEs will be funded by the savings. **Ms. Robbe** replied all of them.

{Tape: 2; Side: A; Approx. Counter: 42.7; Comments: Public Testimony presented by the public in opposition to the Welfare Reform Program.}

Lisa Morris, Moiese, Montana EXHIBIT 10

David Hemion, Montana Association of Churches EXHIBIT 11

Mary Alice Cook, Advocate for Montana Children, stated her opposition and supported the testimony of David Hemion. Doug Rans stated his opposition to the welfare Reform Program.

Judy Smith, Governor's Task Force, stated her support for the welfare reform program, and said the task force helped develop this proposal. She urged the committee to support the FAIM proposal because it makes more of an honest effort to help people get off of welfare.

{Tape: 2; Side: B; Approx. Counter: 00; Comments: Public Testimony for and against the new Welfare Reform Proposal.}

Bob Denton, NASW-member, Missoula, Montana, said he is a professor of sociology at U of M. He supports FAIM, and in his studies have found the need to change the culture of the welfare office. He urged the committee to support the funds for the education of the clientele. The program will not find new jobs, but education will make the clients better competitors.

Debbie Minor **EXHIBIT 12**

Coleen Miller **EXHIBIT 13**

Milissa Loucks **EXHIBIT 14**

{Tape: 2; Side: B; Approx. Counter: 24; Comments: n/a.}

Janice Lundeen, Polson, Montana, gave a synopsis of her life on welfare. She is going to the University of Montana at this time and cannot wait to make an income so she can pay taxes.

{Tape: 2; Side: 2; Approx. Counter: 31.0; Comments: Penny Robbe, SRS continuing with her discussion of operational costs of the proposed Welfare Reform program..}

Operational Costs:

Ms. Robbe gave a list of the requirements to bring the welfare reform program on-line. She discussed the technology that will be required for the program, and the equipment that will help determine if a client's bills have been used previously in the system and will cost approximately \$100,000. There will be cost for on-line manual development, video costs, and resource assessment determinations that are used when people are placed into a nursing home to determine the patients resources. She gave an overview of communication and networking technology, and how it will be used. She said the group of workers from the department and the field have identified 110,000 hours of potential savings from options that have been listed.

Ms. Robbe reviewed with the committee the last two pages of Exhibit 9, and the associated costs of the welfare program for FY 96 through FY 99.

{Tape: 2; Side: B; Approx. Counter: 49; Comments: n/a.}

Medicaid Services:

Ms. Robbe gave an overview of Medicaid Services, and referred to the last two pages of Exhibit 9. She said the clients would be given the option of choosing either private health insurance premiums or receive a package of reduced services. She said that personal savings will come from participation in HMO, or the above two options.

Public Testimony:

Kate Chelowa, Montana Women's Lobby and Human Services Foundation, urged the committee to fully fund the MOBS program. She said it is working in Montana. On behalf of the Human Services Foundation, she said they are concerned about how the proposal will be paid for.

Foster Child Care Reform:

Ms. Steinbeck said that the LFA budget analysis on page B-30 through B-33 has a summary that gives a more condensed version than what was addressed by the department in previous testimony. She reiterated previous discussion and addressed Page B-32 stating that the issues may be considered by the legislature. One of the issues is the implementation of the welfare reform will be delayed by three months than was proposed by the Executive Budget, and said this would impact administrative cost savings. But the staff training, and the change in the computer will not be delayed and will be incurred up front. The second issue is the concern of the cost neutrality implications. She said at the end of eight years, the length of the demonstration, the program must be cost neutral to the federal government. If it isn't the state will be liable for all of the costs that the federal government paid above and beyond what they felt they would have paid. She said the cost of the control group will be compared to the rest of the AFDC population. 20% of the AFDC population in the control group (referred to on the second page of Exhibit 9), are lower than the cost per recipient basis (she identified recipient as an FTE slot) than the experimental cost group, the state will be liable for the federal portion of Medicaid benefits, AFDC benefits, and food stamps.

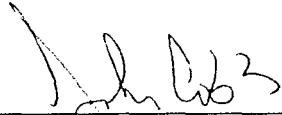
Becky Fleming-Siebenaler, Day Care Program Officer, DFS, distributed and read her handout. EXHIBIT 15

EXHIBITS 16, 17, and 18 were distributed during the testimony for informational purposes.


{Tape: 3; Side: 1; Approx. Counter: 00; Comments: Lois Steinbeck, LFA, is discussing issues that need to be addressed at end of the eight year demonstration.}

ADJOURNMENT

Adjournment: 11:55 a.m.



REP. JOHN COBB, Chairman



for CLAUDIA A. JOHNSON, Recording Secretary

JC/cj

EXHIBIT 1
DATE 2/3/95
HB _____

J.S. HUMAN SERVICES



EXH 1
2-3-95

LOW-INCOME ENERGY ASSISTANCE PROGRAM (LIEAP)

PURPOSE:

Attempts to help low-income households meet some of their home heating costs.

Anticipated caseload this year is 22,000 households. A similar caseload was served last year.

Three types of assistance are available:

- **Basic benefits determined by a series of matrices which factor household's income, fuel type, size and type of home and local climatic conditions. Average benefit this year is \$270.**
- **Supplemental benefits of up to \$150 for households below 100% of poverty which have paid at least 5% of their income toward heating costs and still owe. We anticipate approximately 3,800 to participate.**
- **Emergency assistance of up to \$250 to cover unforeseen events. We expect to serve approximately 350 such households.**

E.A. I
 2-3-95
 S.S. HUMAN
 SERVICES

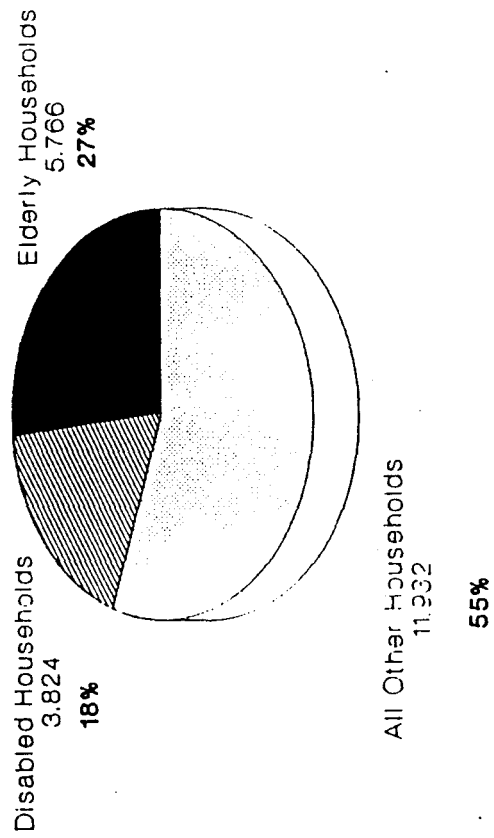
PROGRAM YEAR 1993-1994 YEAR END LIEAP STATISTICS

HOUSEHOLDS WITH INCOME:

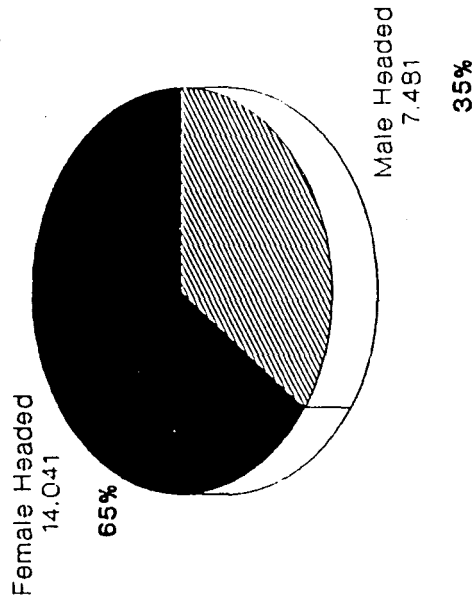
SIZE OF HOUSEHOLD	0% - 50% OF POVERTY	51% - 100% OF POVERTY	101% - 125% OF POVERTY	TOTAL	% OF TOTAL HOUSEHOLDS
1	814	4,991	2,017	7,822	36.55%
2	1,565	1,677	1,228	4,470	20.89%
3	1,655	1,318	610	3,583	16.74%
4	1,147	1,122	529	2,798	13.08%
5	611	690	316	1,617	7.56%
6	257	307	121	685	3.20%
7	91	115	36	242	1.13%
8	39	54	11	104	0.49%
9	14	20	5	39	0.18%
10	7	12	1	20	0.09%
11	9	3	1	13	0.06%
12	3	0	0	3	0.01%
13	2	1	0	3	0.01%
TOTAL	6,214	10,310	4,875	21,399	100.00%

% OF ALL
 HOUSEHOLDS 29.04% 48.18% 22.78% 100.00%

Low Income Energy Assistance Program
Households Served During PY 1993-1994



Low Income Energy Assistance Program
Households Served During PY 1993-1994



REPORT NBR. EAP05049.2
1994 FISCAL YEAR

STATE OF MONTANA
DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES
LOW INCOME ENERGY ASSISTANCE PROGRAM
STATEWIDE HOUSEHOLDS SERVED SUMMARIZED BY DISTRICT

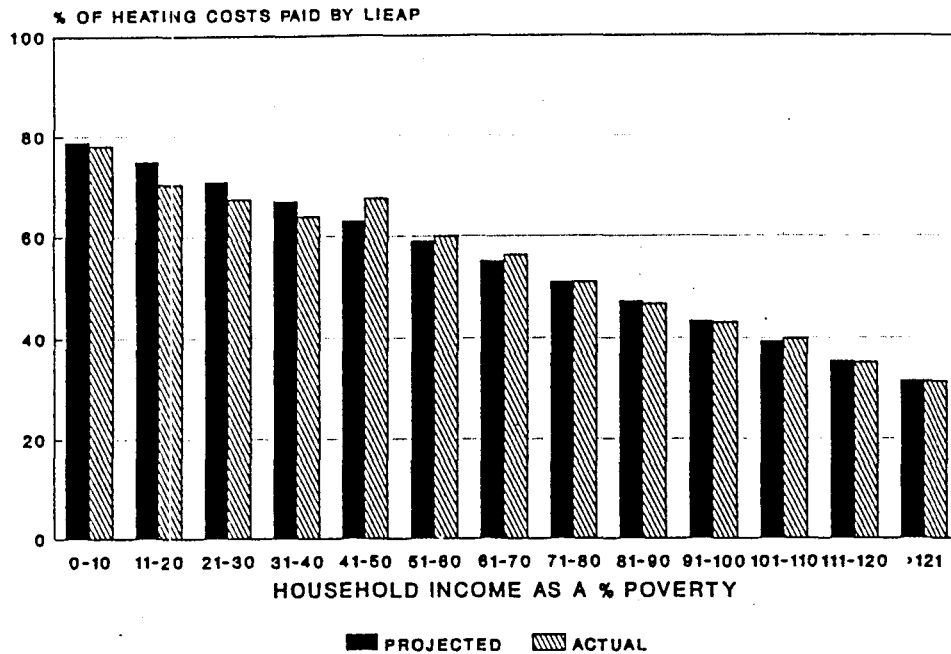
PAGE NBR..... 1
RUN TIME17:40
RUN DATE.... 12/29/94

DISTRICT	ELDERLY SERVED	HANDICAPPED SERVED	WORKING POOR	AFDC SERVED	FOODSTAMP SERVED
02	569	230	331	462	551
04	149	91	296	262	132
05	573	459	659	715	550
06	246	111	148	122	233
07	819	560	730	1,169	816
08	401	331	582	475	264
09	328	221	458	362	447
10	986	631	689	1,121	1,173
11	696	616	1,181	1,095	629
12	831	491	758	945	637
37	168	83	116	100	102

STATEWIDE TOTALS:	5,766	3,824	5,948	6,828	5,534

EX 1
2-3-95
J.S. HUMAN
SERVICES

**% AVG ANNUAL HEATING COSTS PAID BY LIEAP
BY PY93-94 INCOME GROUPINGS**



SRS WEATHERIZATION PROGRAM SUMMARY

The weatherization program provides cost effective energy conservation measures to low-income households.

Specific conservation measures are applied to dwellings if the value of projected energy cost savings exceeds all costs associated with their installation.

Measures most commonly performed include heating system tuneups, air infiltration reduction and attic, wall, and floor insulation.

A recent analysis indicated the program reduced natural gas heating costs by 25% and electric heating costs by 42%.

In the most recently completed program year, the program served 2,282 homes. 404 of those homes were occupied by senior citizens; 432 of them were occupied by disabled individuals; and 1,012 of the households contained children.

The program is operated statewide by ten nonprofit human resource development councils and 5 Indian tribes.

SRS utilizes 1.25 full-time equivalent employees to administer the program. The state's primary function is to ensure compliance with federal law and uniform cost effective service throughout Montana.

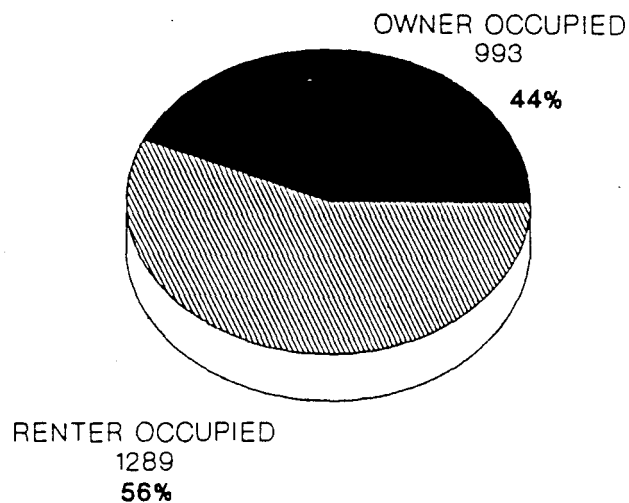
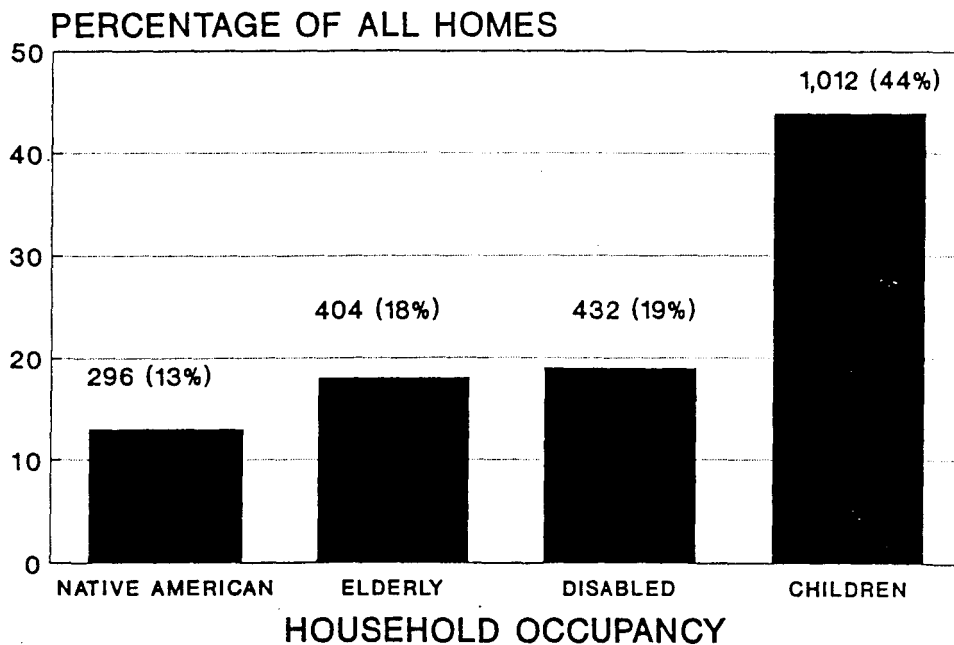
The program is currently funded by petroleum violation escrow monies and the U.S. Departments of Energy and Health and Human Services. As these funding sources continue to decline, SRS intends to use the recent Montana Power Company agreement as a model to attract participation in low-income weatherization from other utility companies.

EX 2

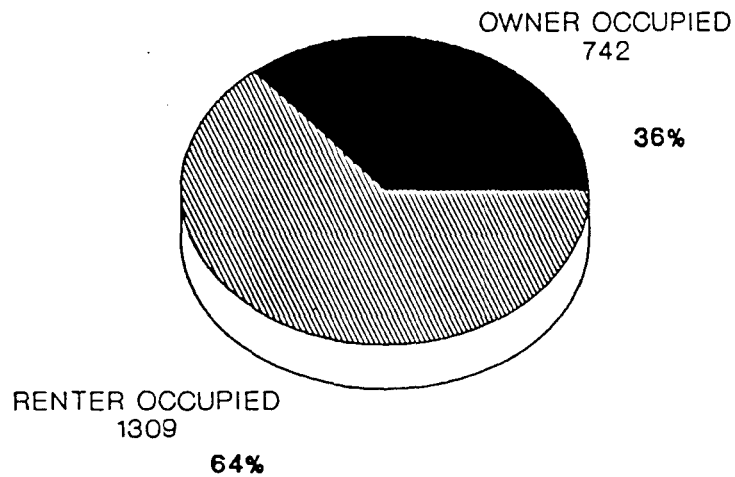
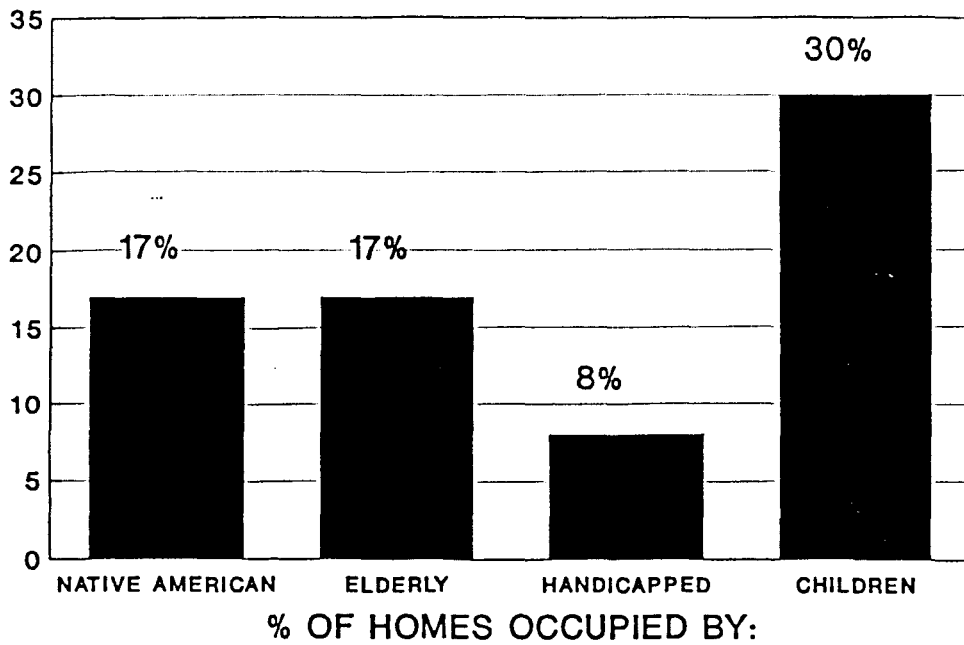
2-3-95

J.S. HUMAN
SERVICES

WEATHERIZATION ASSISTANCE PROGRAM HOMES WEATHERIZED DURING PY 1993-1994



WEATHERIZATION ASSISTANCE PROGRAM HOMES WEATHERIZED DURING PY 1992-1993



DISTRICT VI H.R.D.C.
SUITE 203 - CENTENNIAL PLAZA
300 FIRST AVENUE NORTH
LEWISTOWN, MT 59457

October 7, 1994

Heavenly Children,

They feed larvae like
bees - bees, hammer,
hered, leaves, tobacco;
spiny, bent, leaves -
up - parental and also
the adult - striped to
the N & degree!

I'm finally ready going
to the summit this and
-encasing ourselves thanks
to Mountain Pass and
the HRC Operations and
Care.

It recommends
Department State Day,
October and this year

their take well and
washed little time
waiting many things
right,

Please refer to
them and the case
then make a report
back they must
be ready to leave
the kind is an old
house like mine,

Well the men
there's always poor in
the night and cold.
To be made - and need
see my Ward home.

Trusting to hear from you,
Sincerely,

2-3-95
S.S. HUMAN
SERV

RECEIVED

DEC 16 1994

DISTRICT 6 HRDC

glenn, Ray, Arnyl and Rich

I just wanted to say
thank you for all the great work
you did on weatherizing my home.
There was a lot to do and you did
it very efficiently and put a lot
of thought into it. I appreciated that
you did it so quickly. In the
situation that I am in right now
it would have been impossible for
me to have had it done any other
way, and it needed to be done so
badly. I am truly thankful that
we have such a program in
Lewistown and there's such a good
crew that does it.

Sincerely,

DISTRICT VI H.R.D.C.
SUITE 203 - CENTENNIAL PLAZA
300 FIRST AVENUE NORTH
LEWISTOWN, MT 59457

EX 2
2-3-95
J.S. HUMAN
RECEIVED SERVICES

Hobson, June 21. 1993

JUN 22 1993

DISTRICT 6 HRDC

HRDC

District VI Human Resources Development Council
Suite 203 Centennial Plaza
300 First Ave.N.
Lewistown Mt.59457

To Whom it may concern:

I want to thank HRDC very much for the work of insulating my home. I am really pleased as I already can feel the difference it makes in having the floor of the Attic insulated. I do not have to run the Fan to cool my house down in those hot days and I am sure it will save on the electric bill and also on fuel bills come wintertime.

I also want to express thanks to the two workers, Mr.Loberg and Mr. Berg who were very pleasant to have around and who were very efficient and conscientious in their work.

Once again my thanks to the help I got from HRDC.

Sincerely

Hobson, Mont. 59452

DISTRICT VI H.R.D.C.
SUITE 203 - CENTENNIAL PLAZA
300 FIRST AVENUE NORTH
LEWISTOWN, MT 59457

Dear Gene & Bob,

I wish to take this opportunity
to thank you for weathering
you have done in my home, without
this I never would of been able to get
it done, or my income.

I have never met such consid-
erate gentlemen who would take the
time to explain my questions.

Your promptness and your
good work will be remembered for
a long time.

Thank you Gene & Bob for
work well done.

Thanks for
brightening up the day
In such a kind
and thoughtful way!

Keep up the good work
and your smiles was nice to
see.

Gene
Bob

EX 2
2-3-95
J.S. HUMAN
SERVICES

Dear Opportunities Inc. Weatherization Program,

I just wanted to take the time to say a big THANK YOU for all the time, effort, and work. All the work done on our trailer has made a big difference! Our trailer even holds heat now. It was something we could never have afforded to do on our own, and I think this program is vital to a lot of people like us. We were basically throwing our hard-earned money out the window on heating costs before this was done. I have noticed a remarkable change since the work was done. With the recent increase in electricity and gas rates, I think this was the smartest possible thing that could have been done. I very much appreciate all the hard work that everyone put into this job. I feel that this will save us a lot of money in our heating costs.

I just would like everyone to know what a good job was done by all. Everyone was very courteous and helpful and did their job in a timely manner. You have a good staff and crew working for you. I hope this program will continue as I feel it is a basic necessity for everyone! Thank you again for all your work.

Sincerely,

Great Falls, MT 59404

FOOD DISTRIBUTION

PROGRAM SUMMARY:

The Food Distribution section is responsible for the distribution of commodities through six different programs to eligible participants throughout the state in accordance with state law and applicable Federal regulations.

PROGRAM ELEMENTS:

Food Distribution on Indian Reservations (FDIR)

The FDIR Program provides USDA donated foods to needy households on all seven Indian reservations in Montana. This program offers processed food from all food groups (i.e., canned meats, canned vegetables, canned fruits, grains and cereals, powdered milk, etc.) . No fresh foods are available. Eligibility for this program is income based. Eligible households have the option of participating in this program or in the Food stamp Program but may not participate in both at the same time.

THE EMERGENCY FOOD ASSISTANCE PROGRAM (TEFAP)

TEFAP provides needy families with supplemental surplus commodities distributed nationwide by the USDA. This program consists primarily of price support products. Individuals who are currently participating in other subsidy programs such as WIC, Food Stamps, Medicaid, AFDC, FDIR, are unemployed, or

have incomes below 150% of poverty are eligible to receive TEFAP commodities. These agencies oversee 156 subsites which issue the food to eligible recipients. The most common subsites are senior centers. Other subsites include community centers, churches, food banks, private homes, stores, bars, a funeral home, and "tailgate" distributions.

NUTRITIONAL PROGRAM FOR THE ELDERLY (NPE):

This program orders, stores, and ships USDA commodities to aging sites statewide where the food is prepared for congregate feeding situations. Participating agencies are awarded an annual cash entitlement based on the number of meals served. The entitlement may be received in cash, be used to purchase commodities at the USDA value, or in a combination. Participants in this program are required to undergo no means testing for eligibility; the eligibility for congregate feeding under NPE is based exclusively on participants having reached their sixtieth birthday. There are 11 Area Agency on Aging services with approximately 93 subsites participating in this program.

CHARITABLE INSTITUTIONS PROGRAM (CI):

The Charitable Institutions Program provides price-support commodities (primarily grain and dairy products) to nonprofit tax exempt institutions. The currently participating in the program include: hospitals, nursing homes, state-operated institutions, DD group homes, Job Corps and detoxification centers,

aftercare group homes, and battered women and children centers. There are 156 institutions participating in this program.

SUMMER CAMPS FOR CHILDREN:

The Summer Camp Program provides price-support foods to nonprofit, tax-exempt organizations which operate summer camps for persons eighteen years of age or younger. There are 47 summer camps currently listed in this program.

SOUP KITCHEN/FOOD BANK:

Congress appropriated funding to provide for the purchase of products to be distributed primarily to agencies for the congregate feeding of needy and homeless individuals. Secondary purpose of the program was to use food products that were found to be in excess of the needs of soup kitchens to be distributed through the states food banks to provide assistance to needy families for home consumption. The program also allows this agency to facilitate for the Montana Food Bank Network.

Thunder ~~for~~ every thing

Shaw

my daughter & I would have
done without meals had it
not been for the help we
received from Sylvia through
your department.
Thank you so much -
Y^{rs}

Yours thought was
so very nice!!
Thank you!

Thank you for making
it possible for me to give
to all these people who really
need it and appreciate it.
God Bless you all.

Wishing you...

*a glowing
Christmas
and a New Year
filled with happiness*

(C, 93 years old)

Thank you for your generosity

12/2/20

Thank you Sylvia, we need more
 people like you. Honest +
 hard working. And thanks to
 the people you work for, providing
 you with the means to help.

Thank you for the much needed food
 & family

Thank you for the much needed
 food - it's been getting -

Engel's Candy, Ltd.

ONEAT ROCK, N. Y. 11021

75X7668
 MADE IN USA

O Tree of Wonder



EX
 2-3-4
 S.C.
 HUMAN
 SERVICE



EX 3

2-3-95

J.S. HUMAN
SERVICES

Dear Tina:

Sorry to be late in returning the records to you. We had to go out of town: therefore, could not get these back to you right away. We had a very good distribution and everyone was appreciative of the commodities they received. You really do a good job and if there is anything I can do to help, just let me know.

Sincerely,

JED

- 7 1994

DIST. XI HUMAN RES.

COMMUNITY SERVICES BLOCK GRANT (CSBG)

CSBG is intended to allow local communities the opportunity to design local solution and programs to poverty in their areas. By federal law, the state's Human Resource Development Councils are the recipients of CSBG core funding which enables them to exist as multi-purpose, community-based networks. They now contract with federal, state and local governments to deliver a number of services. Some examples include:

Family Planning

Energy Share

Section 8 Housing

Housing Development

Microbusiness Enterprises

Teen Parent Program

Weatherization

JOBS

Fuel Assistance

Older Workers Program

Food Stamp Outreach

VISTA

Senior Citizens Centers

Food Stamp Outreach

Meals on Wheels

Commodities

Foster Grandparents

Emergency Shelter

Retired Senior Volunteers

Emergency Food

Head Start

Conservation Corps

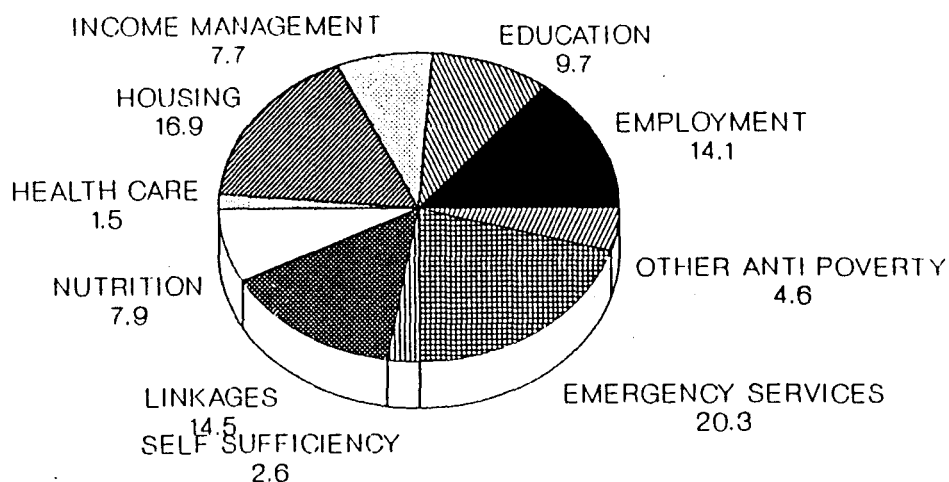
Drug Education/prevention

What differentiates the HRDCs and their use of CSBG funds from other providers is:

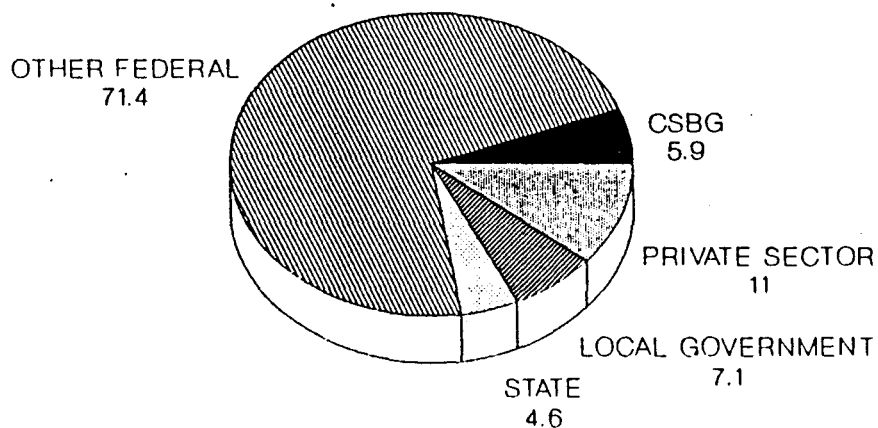
- **Their services are diverse, as are their clientele. As evidenced above, many different groups of Montanans receive help from HRDCs. Although the primary purpose of an HRDC is to alleviate poverty, they have evolved into human service and community development agencies.**
- **They are private, nonprofit corporations whose Boards of Directors are comprised of 1/3 public officials, 1/3 low-income representatives and 1/3 representing local business charitable or professional organizations.**
- **All serve areas congruent with the substate planning districts established by Executive Order. Statewide coverage is ensured.**

EX 4
2-3-95

CSBG EXPENDITURES IN MONTANA BY TYPE OF ANTI-POVERTY ACTIVITY



SOURCES OF FUNDING FOR HRDC PROVIDED COMMUNITY SERVICES IN MONTANA PROGRAM YEAR 1993



AS A % OF RESOURCES TOTALLING \$28,905,87

August 22, 1994

To Whom It May Concern:

HRDC has a program entitled "The Model Office". I began the program in January and finished April 16th. I began employment with WaterChef, a factory which manufactures water coolers, April 18th. 2 months later I was promoted to Production Clerk from the assembly line. 3 months later I received an additional promotion including inventory control of a specific cooler.

I know that without my education thru HRDC I would still be on the assembly line. The training I received at HRDC has made it possible to reach the position I have, and the potential for further advancement.

The personnel at HRDC was more than helpful in my training and the guidance they provided toward the finding of a job was excellent. I would strongly recommend this program to anyone who is in need of office training.

Sincerely,

SRS HOMELESS PROGRAM SUMMARY

- ▶ **The homeless program helps improve the quality of existing emergency shelters for the homeless located in Montana, helps to make available additional emergency shelters, helps meet the costs of operating existing shelters, provides essential services to homeless individuals and families so these persons have access to a safe and sanitary shelter and also supportive services and other kinds of assistance to improve their situations. The program also tries to restrict the increase of homelessness through preventative activities.**
- ▶ **The program is operated statewide by ten nonprofit Human Resource Development Councils.**
- ▶ **Funds can be used for: building renovation or conversion to homeless shelters; payments can be made for the maintenance, operation, rent, repair, security, fuel, equipment, insurance, utilities and furnishings for shelters; homeless prevention activities; and the provision of essential services.**
- ▶ **Services most commonly provided include: partial funding to community homeless shelters, domestic abuse shelters, youth homes, young**

women/men Christian associations, food banks, homeless prevention activities and providing essential services.

- ▶ **Other services provided include partial funding for case management, transitional housing, toll free telephone referral assistance for domestic abuse and homelessness situations, and referrals to other community agencies and services concerned with employment, health, drug abuse and education.**
- ▶ **Agencies participate in essential services activities by working with other state and community-based service organizations. These organizations include: food bank networks, homeless and domestic abuse shelters, housing authorities, landlord associations, basic needs networks, mental health associations, ministerial associations, church groups, labor unions, energy share, human services/welfare, concerned citizen groups, private sector and community service groups.**
- ▶ **Homeless prevention assistance is provided to any individual or family who has received notice of foreclosure, eviction, or termination of utility service because of a sudden loss of income and where there is a prospect that payments will resume within a reasonable amount of time.**

- ▶ **Approximately 12,541 individuals received preventative or essential services statewide during the 1993 - 1994 program year. The actual total number of individuals and families receiving assistance is difficult to accurately measure because of the sheer volume that receive assistance through homeless shelters, domestic abuse shelters, youth shelters, food banks or other agencies that receive funding from a number of different sources.**

January 25, 1995

To Whom It May Concern:

I wish to express my heartfelt gratitude to everyone responsible for creating and maintaining The Haven Women's Shelter, Havre, MT.

The Haven was my home from October 3 to November 1, 1994 and during that time my life changed completely. I had lived for 23½ years with a husband who verbally and mentally abused me nearly every day and was occasionally physically abusive as well. On October 3 he threatened my life and ordered me out of the house. I was brought to Havre by a Deputy Sheriff and became a client at The Haven.

What abused women need more than anything is a quiet and peaceful environment away from their abuser so they can think. When you live under another person's control, you learn to think and act as they require out of fear and dominance. The Haven was perfectly named - in that safe, secure house, women like me can begin to mentally process the insanity of the life they have been living.

While at The Haven I was enrolled in computer training and am now employed. I am separated from my husband and will never live with abuse again.

None of these amazing changes would have been possible without The Haven. Where would

2-3-95

Page 2

I have gone the night of October 3? The safety of The Haven and the support system that goes with it are directly responsible for my new life. "Thank you" is totally inadequate, but thank you anyway! I pray that The Haven will always be there for women like me.

Sincerely,

MEMORANDUM
Office of the Legislative Auditor
February 1, 1995

EXHIBIT Exh 16
DATE 2/3/95
HB _____
J.S. HUMAN SERVICE

TO: Scott Seacat
FROM: Mike Wingard/Angie Grove
RE: PWP\JOBS Audit Follow-up

INTRODUCTION

The following information outlines our audit follow-up findings for each recommendation included in the JOBS and PWP performance audit issued in March, 1993. Although the Department of Social and Rehabilitation Services indicated all audit recommendations have been addressed, overall we found limited management follow-up and incomplete implementation after initial department steps were taken. Administrative focus regarding the JOBS program appears to be reactionary and does not measure program effectiveness on an on-going basis. Management information is not regularly compiled to help make informed management decisions or assess the overall impact of JOBS operations.

The following outlines our initial audit recommendation, the department's response to the follow-up inquiry, and our determination of their implementation of the audit recommendations.

RECOMMENDATION #1

WE RECOMMEND THE LEGISLATURE RE-DEFINE PWP PROGRAM INTENT AS JOB SEARCH OR DISCONTINUE THE PROGRAM.

-PWP eliminated by House Bill 427 last legislative session

DETERMINATION: Department has implemented this program.

RECOMMENDATION #2

WE RECOMMEND SRS DEVELOP MANAGEMENT CONTROLS TO ENSURE MORE EFFECTIVE PROGRAM OPERATION.

Department Response

- measurable goals and objectives in place
- policy and procedures manual issued
- staff appraisals started
- organizational structure converted to self-sufficiency team

OLA Findings

- no management involvement to ensure management goals are achieved
- staff appraisal process still being developed
- policies and procedures have been established
- program organization still being defined

DETERMINATION: Although initial steps were taken, the department has not effectively implemented this audit recommendation. Consequently, the department goal of monitoring statutory performance standards has not been attained.

RECOMMENDATION #3

WE RECOMMEND THE DEPARTMENT:

- A. ASSESS THE VALIDITY OF PROGRAM INFORMATION TO ENSURE PROGRAM REQUIREMENTS ARE ACCURATELY MEASURED.
- B. IMPROVE METHODS FOR VERIFYING PROGRAM INFORMATION AND OUTCOMES.

Department Response

- major enhancements have been made to automated system
- edit/ error & management reports added
- data is compiled on statutory performance standards

OLA Findings

- comprehensive management information is still not available
- federal reporting requirements not being fully complied with
- limited verification of employment and program recidivism
- plans to develop a new JOBS system due to existing system deficiencies

DETERMINATION: The department in their August 23, 1994 letter indicated management information and other performance standards data would be compiled prior to the session. This information was still not available on December 30, 1994. Department has not effectively implemented this recommendation.

RECOMMENDATION #4

WE RECOMMEND THE DEPARTMENT DEVELOP A MANAGEMENT PLAN FOR THE JOBS PROGRAM THAT INCLUDES:

- A: STEPS NEEDED TO MEASURE STATUTORY PERFORMANCE STANDARDS.
- B. DEFINITIONS FOR MEASURABLE SHORT-TERM AND LONG-TERM PROGRAM OUTCOMES.

Department's Response

- measurable program goals have been developed
- performance standards measured prior to 1995 legislative session

OLA Findings

- department failed to incorporate a proactive management plan which requires an on-going assessment of JOBS success

DETERMINATION: A management plan has been developed but goals and performance standards have not been measured on an on-going basis. Department has not effectively implemented this recommendation.

CONCLUSION

Because the department is currently proposing various welfare program reforms, management controls are even more critical to assure smooth program transitions and efficient administration of new programs. If they are planning on using a program similar to JOBS, it does not appear the management structure and controls are in place to effectively manage current or new programs.

CLIMBING the STEPS UP to SELF-SUFFICIENCY

Continuum of Success

Where OBLIGATION meets OPPORTUNITY

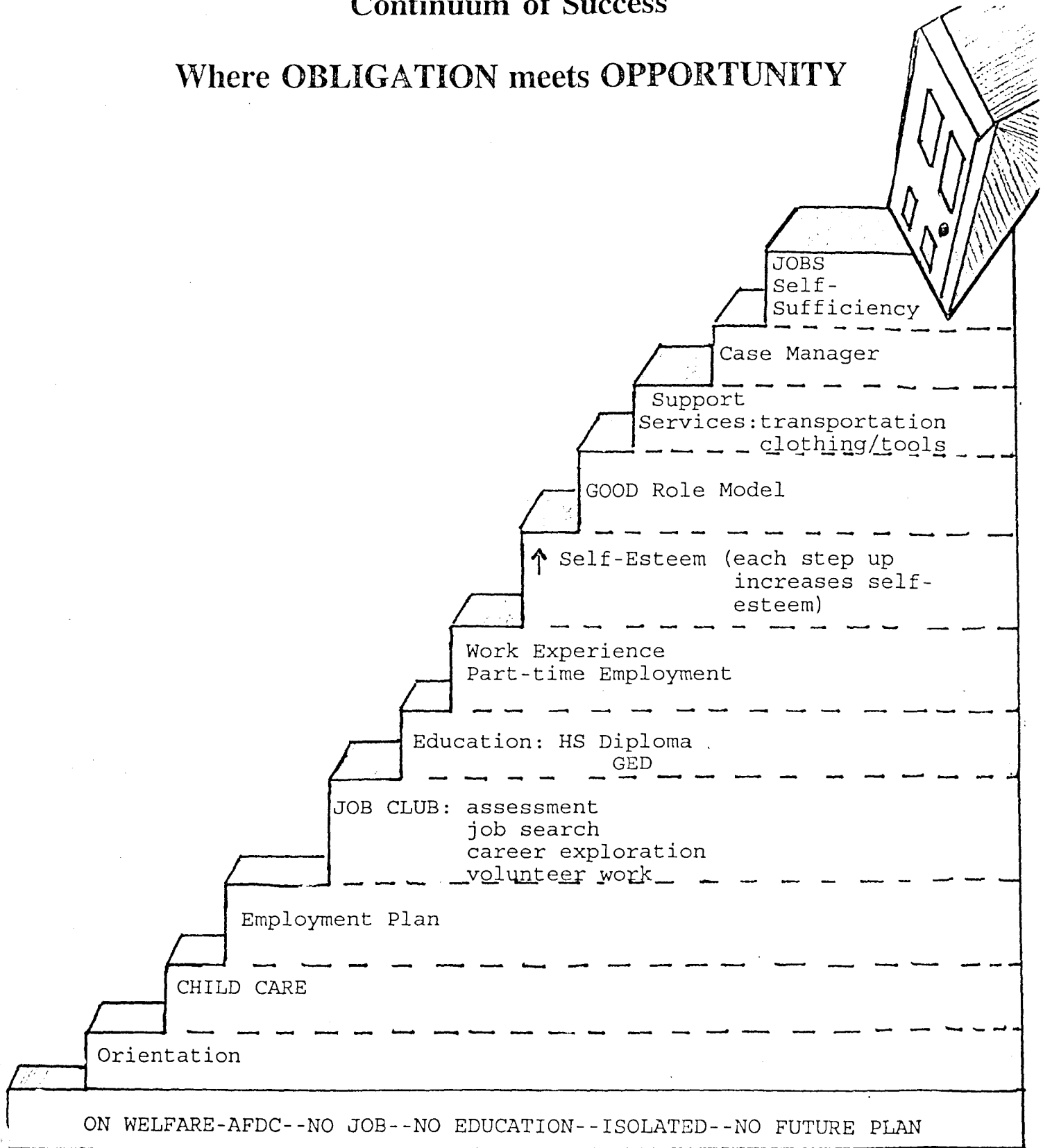
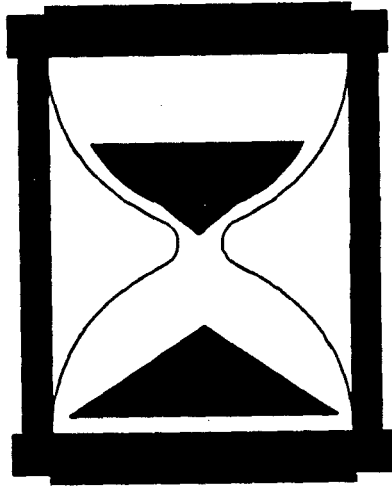


EXHIBIT 8
DATE 2/3/95
HB _____
J.S. HUMAN SERVICES

AFDC



LONGEVITY & RECIDIVISM

MONTANA'S AFDC POPULATION

INTRODUCTION

This report consists of an analysis of several graphs which begin to demonstrate the affects of recidivism and length of stay within our AFDC population. ¹

Some of the graphs include the concept of "First Timers" and Non-First-Timers." A First Timer is a case that has used AFDC services once and only once. A Non-First Timer is a case that has received AFDC for two or more stays, i.e., a repeat user.

OVERVIEW:

The number of families receiving AFDC has fluctuated moderately over the last three years. Caseloads have ranged from a high of 12,549 in March of 1994 to a low of 11,286 in August of 1992. This is a range of 1,263 cases (see Attachment 1).

1 Because of the development of The Economic Assistance Management System (TEAMS), we are able to acquire a realistic picture of how long families stay on welfare. The following unduplicated case information was taken from TEAMS, beginning January, 1992. This is the first month benefit issuance can be accurately tracked, because this was the first month all counties issued AFDC benefits from the system.

Welfare appears to have become a way of life for many recipients. Forty-five percent (45%) of all open cases in Decemer, 1994 had been open for 24 months or longer (see Attachment 2).

RECIDIVISM

Recidivism is the return to AFDC for repeated stays on public assistance. (Our Non-First Timers are the cases experiencing recidivism.)

Montana's recidivism rate for AFDC is 39%. When families leave AFDC after their first stay on assistance, 39% of them later return (see Attachment 3).

Of the recipients who return to AFDC, 52% return within one to three months of leaving the program (see Attachment 4).

Each month, on the average, 45% of all AFDC applications are approved for families who are *reapplying* for a second or subsequent stay on AFDC (see Attachment 5).

LENGTH OF STAY

In order to insure our programs are effectively designed, we need to know how

long most people stay on welfare. A snapshot of people on public assistance for any particular month does not tell the entire story. Consider this analogy from the House Ways and Means Committee:

There is a 13-bed hospital in which 12 beds are occupied for a whole year by 12 patients with chronic diseases. But the 13th bed is occupied by 52 patients, each of whom stay one week. The total number of patients in the year is 64, and most of those (52) stayed only one week – so 81 percent were short-term users. But on any given day, 12 of the 13 patients in the hospital, or 92 percent, were there for a long spell.

This analogy helps to understand the dynamics of Montana's AFDC population. It appears that most people utilize the AFDC program for a relatively short period of time, while a stable group is chronic and remain on the program for an extended period of time.

If we look at all AFDC cases that are presently closed, 68% of these closed cases left AFDC within one year (see Attachment 6). And 45% of all of the cases known to the system were on for only one stay and never returned (see Attachment 3).

A different distribution emerges when we look at the cases that are presently open. Forty-five percent (45%) of all open cases have been open for a stay of more than two years (see Attachment 2).

CONCLUSION

The challenge brought by this new information is to identify the dynamics at work resulting in AFDC recidivism and extended lengths of stay. And to then use this information as part of an ongoing transformation of the welfare system.

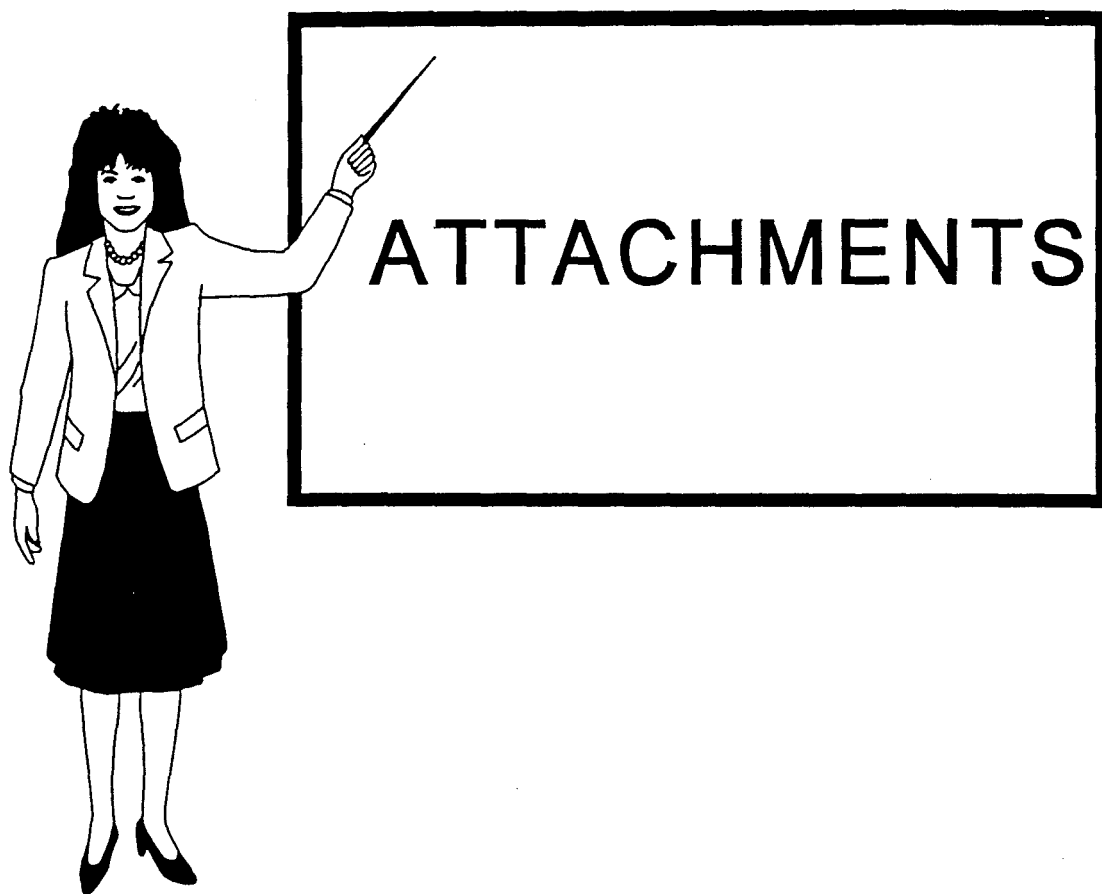
The time is ripe for welfare reform. There is widespread discontent that welfare does not work. This new recidivism and length of stay data demonstrates the current AFDC program is not meeting the goal of being a temporary, transitional program.

As we move into Montana's welfare reform proposal, Families Achieving Independence in Montana (FAIM), one of the measurements of success will be to show improvement in this data.

The FAIM project emphasizes responsibility and self-sufficiency, while offering tools to make these goals a reality. A pattern of life-long dependency on the welfare system serves no one. The changes we are proposing to Montana's welfare system will both aid and reward recipients to become self-sufficient as

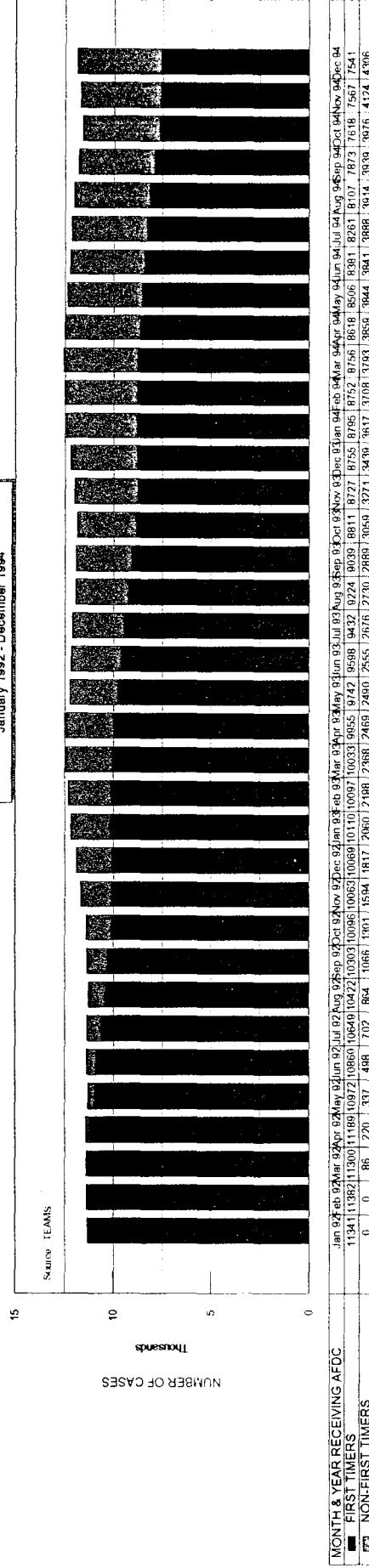
EX 8
2-3-95

soon as possible. The structure of FAIM stresses the values of work, responsibility, and family. This is a project that is strong, in both its fiscal and moral philosophy, and one that we believe will succeed.



TOTAL AFDC POPULATION

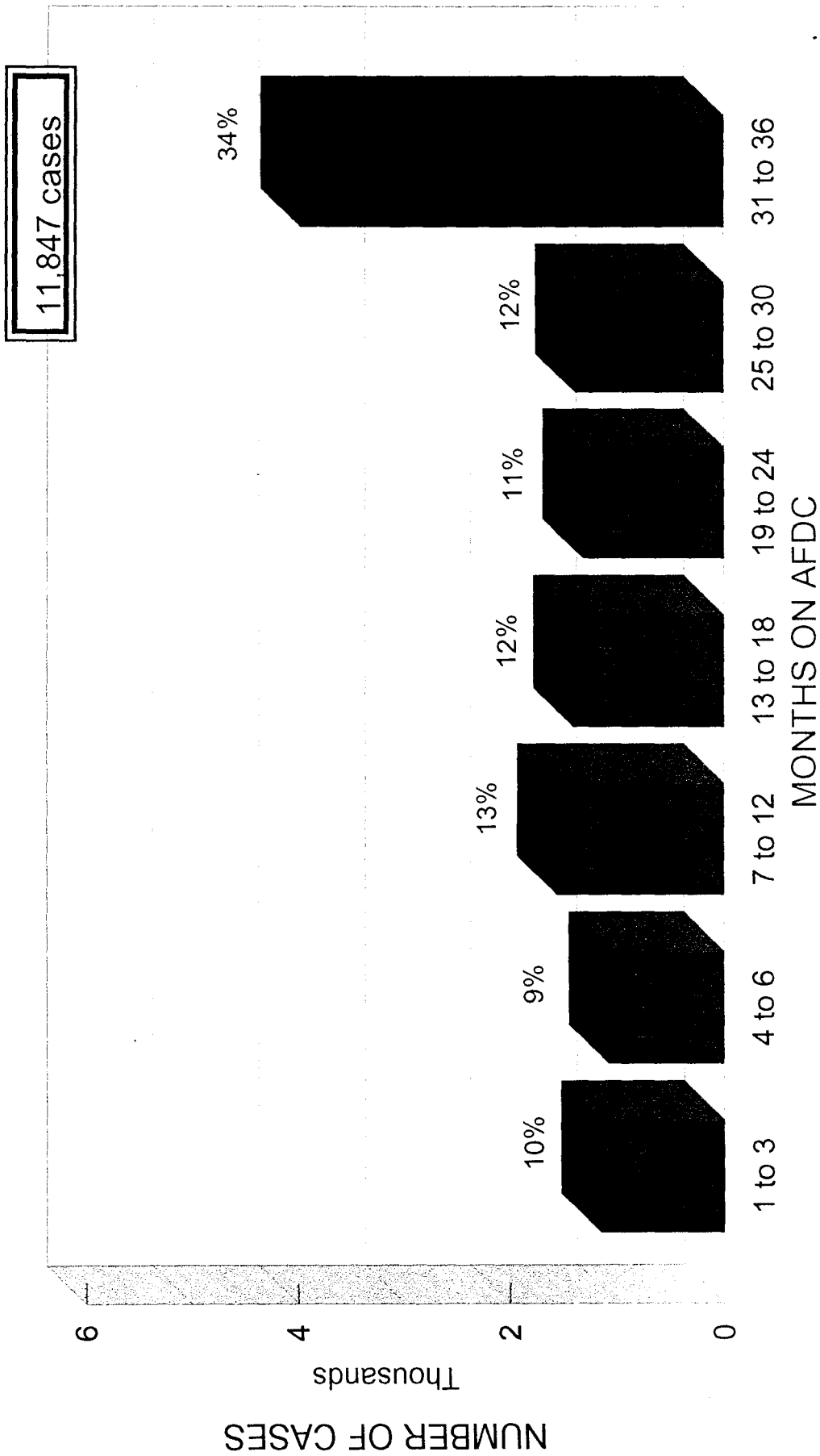
January 1992 - December 1994



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2-3-95

LENGTH OF STAY - OPEN CASES

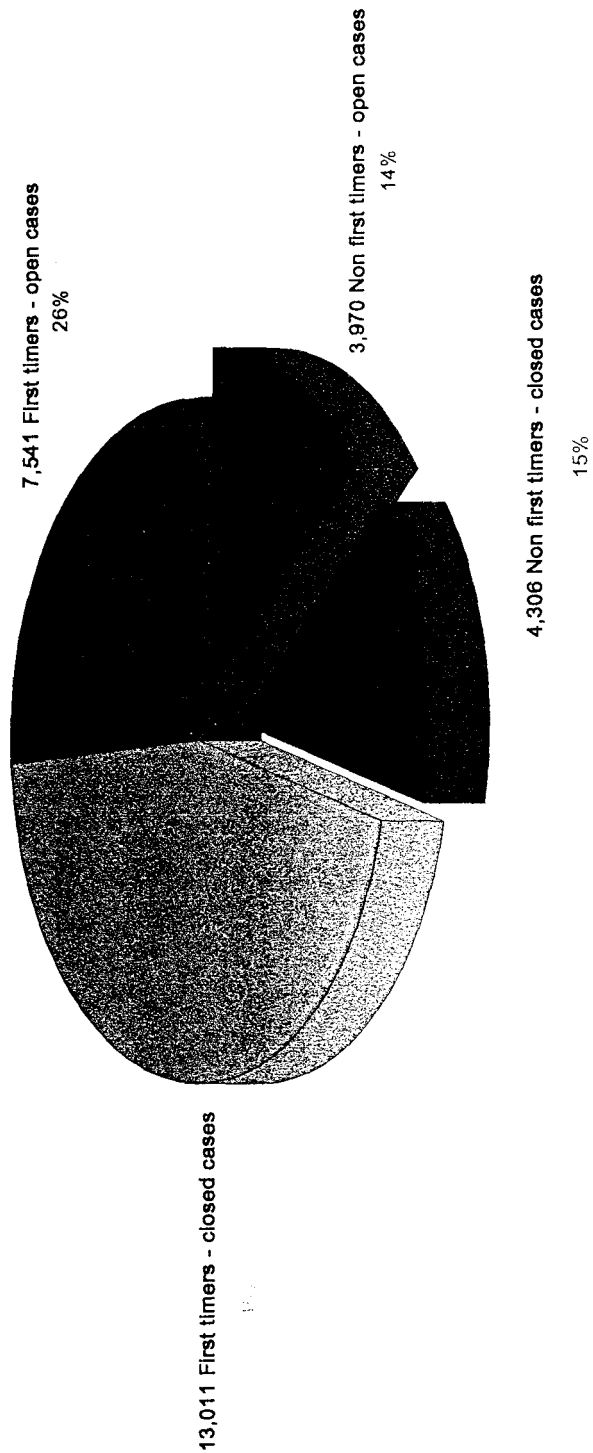
December 1994



Source: TEAMS

CASE ACTIVITY

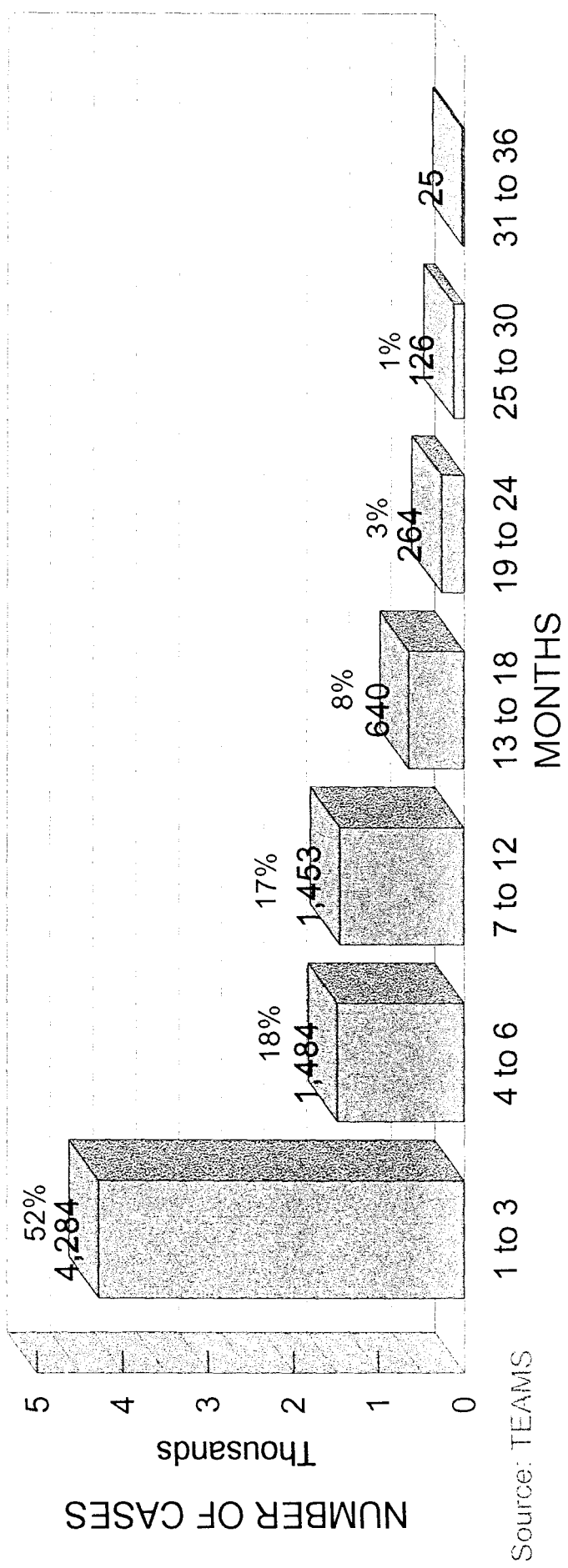
January 1992 - December 1994



Total cases: 28,828
Data source: TEAMS

**DURATION OF BREAK BETWEEN 1ST AND 2ND PERIODS ON AFDC
(OPEN & CLOSED CASES) December 1994**



8,276 cases

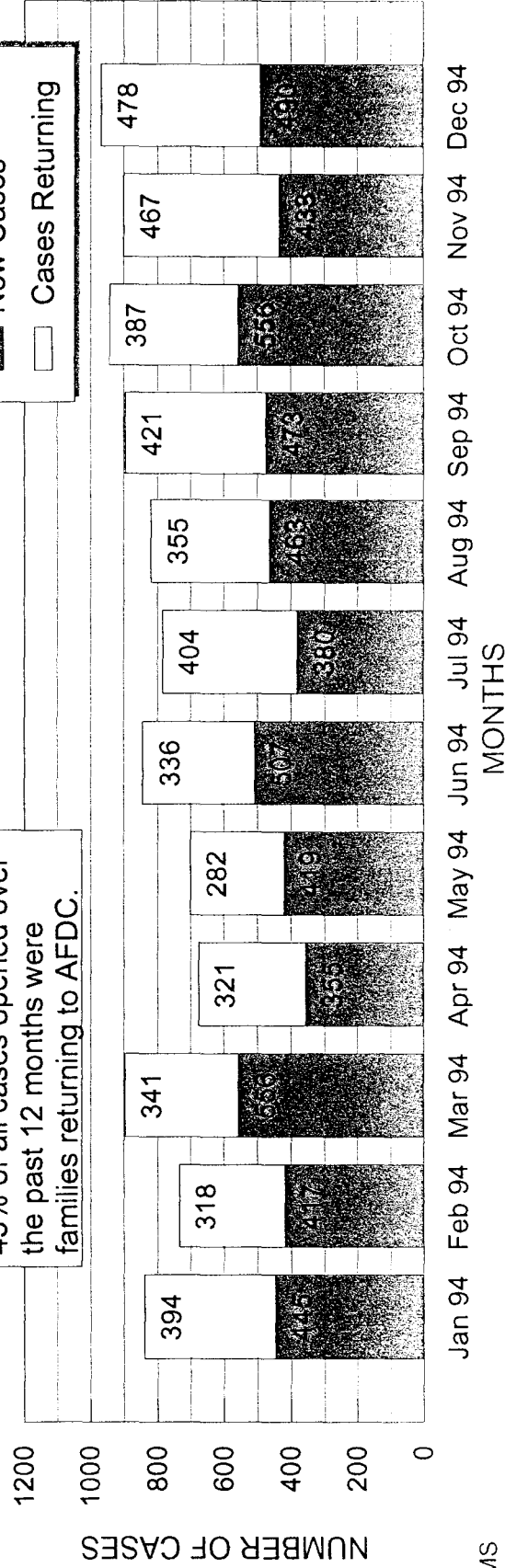


RECIDIVISM vs. OPENINGS (PREVIOUS 12 MONTHS)

December 1994

45% of all cases opened over the past 12 months were families returning to AFDC.

 New Cases
 Cases Returning

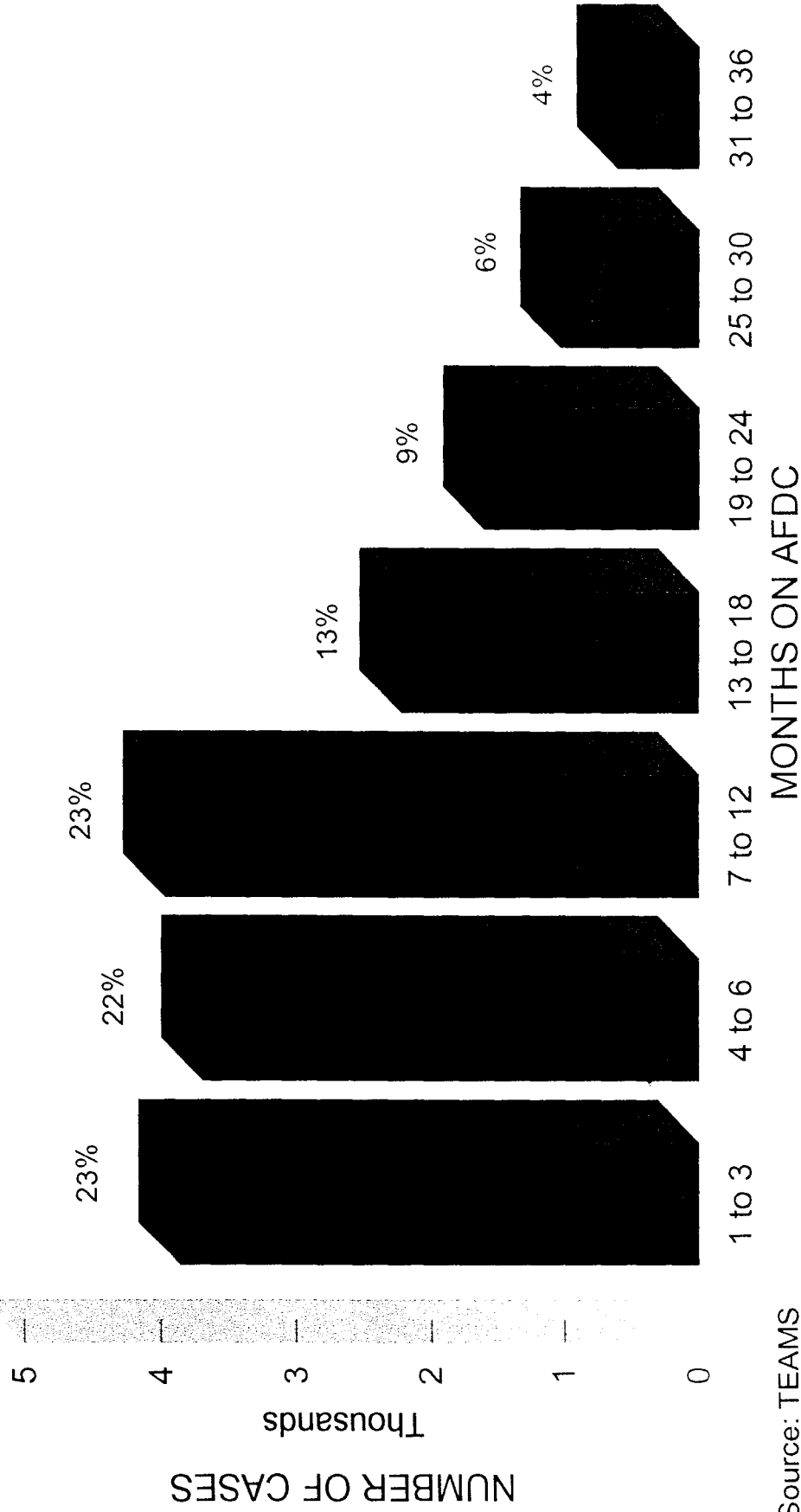


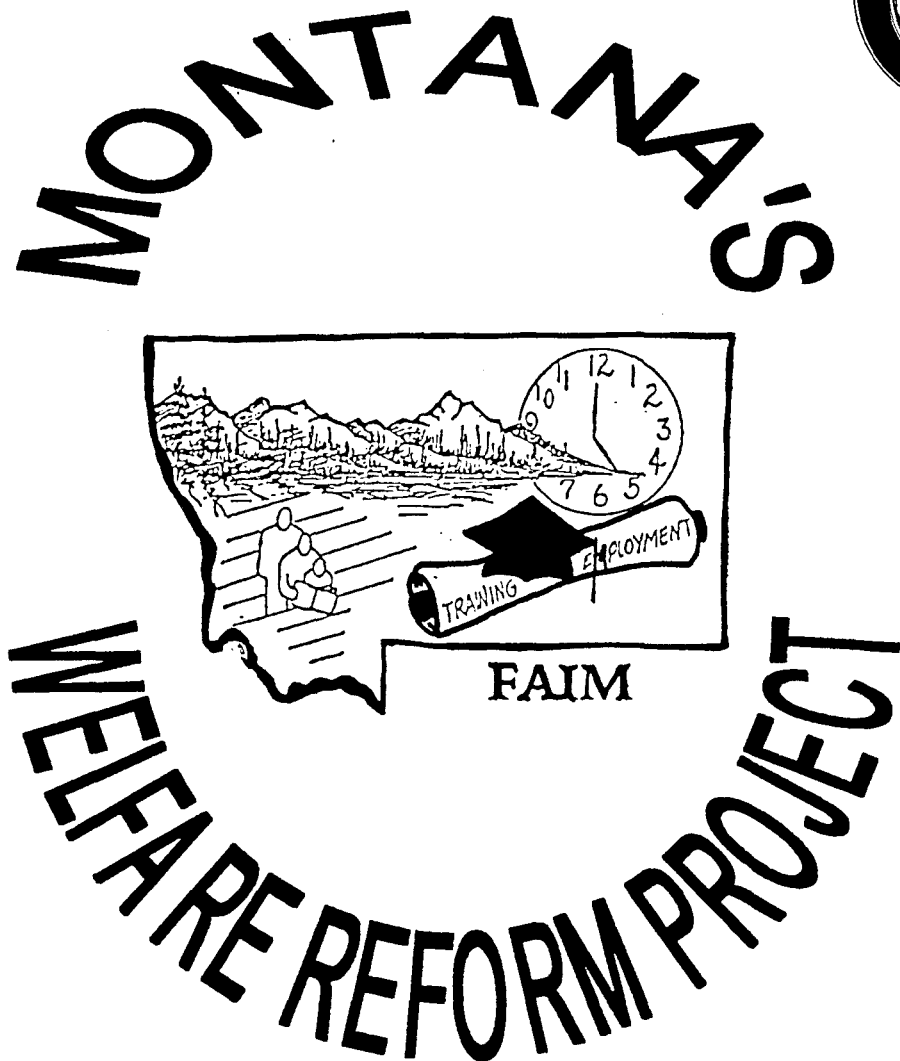
Source: TEAMS

LENGTH OF STAY - CLOSED CASES

December 1994

16,981 cases





Families Achieving Independence in Montana

The FAIM project promotes the values of work, responsibility, and family. The opportunity for self-sufficiency will be achieved through the vigorous pursuit of Child Support -- enforcement and collection, immediate employment, and other alternatives to public assistance.

**FAIM IS A PROJECT
OF
THE MONTANA DEPARTMENT
OF
SOCIAL & REHABILITATION SERVICES**

INTRODUCTION:

SRS will achieve a number of goals by reforming the welfare system as it exists today in Montana. Expected results include the strengthening of the values of family, work, and responsibility while also increasing clients' personal dignity on their way to achieving self-sufficiency.

Much hard work and research went into assembling our welfare reform package, which is the most extensive of any state's to date. In April 1994, Montana submitted a comprehensive proposal to redesign the Aid to Families with Dependent Children (AFDC) program in our state. Entitled "Families Achieving Independence in Montana" (FAIM), this waiver request asks permission from the federal government to change the focus of the AFDC program from a check-receiving program to one that focuses on achieving economic independence.

FAIM's design came from the recommendations of the Governor's Welfare Reform Advisory Council, which began deliberations in July, 1993. The Council was composed of and solicited testimony from Montanans in all walks of life. The Council examined welfare reform strategies of state and local governments around the country as well as reform happening on the national level.

An important feature of FAIM is a dramatic cultural change that would consistently reinforce (to staff, the public, and program participants) that welfare is only a

temporary solution to economic difficulties. Applicants for public assistance need to know, from the moment they first come in contact with these public programs, that the purpose of these services is to promote self-sufficiency...not simply to provide welfare benefits.

One of the most apparent deficiencies of the current welfare system is its complexity. This complexity places an intolerable burden on both agency staff and persons in need of service. Applicants for services and benefits must complete a bewildering blizzard of forms, each form requesting information that largely duplicates the information needed to complete still another form. Agency staff, guided by complex Federal policy that varies from program to program, are then placed in the unenviable position of processing this information to determine the applicant's eligibility for services and the appropriate level of benefits.

The FAIM project simplifies and consolidates the intake/eligibility processes for AFDC and Food Stamps. This will help create the time necessary to provide personalized services to participants.

One very important component of welfare the Council studied was Medicaid. Presently, AFDC recipients are entitled to full Medicaid coverage and often choose to stay on AFDC rather than enter the workforce and lose such an attractive health care package.

It became evident that Medicaid coverage exceeds what most working Montanans can expect to obtain. In an attempt to make work more rewarding than welfare, as well as maintain the federal government's "cost-neutrality" requirement, a Basic Medicaid package will now be offered to AFDC-related adults, (generally those considered employable and able-bodied). Please note there are no changes proposed under welfare reform in service coverage available for children, pregnant women, the elderly, or the disabled.

FAIM proposes to offer employable, able-bodied adults a choice among:

**** Mandatory participation in a Health Maintenance Organization (HMO) in the geographic areas where an HMO is available—allowable services are those which are provided by the HMO;***

**** Having Medicaid pay a portion of the premium payment of private insurance;***

**** A basic Medicaid benefit package which excludes dental, eyeglasses/optometric services, durable medical equipment, personal care attendants, and hearing aid/audiology services.***

There are a number of reasons why basic Medicaid coverage for employable, able-bodied adults is an important part of our welfare reform package:

- The HMO package of services and HMO participation more closely reflects what working people can expect to obtain.

- **Current Medicaid coverage exceeds what an individual could obtain at a reasonable cost. This design makes being "inside" the system more attractive than being "outside."**
- **Welfare reform focuses on the values of work, family, and responsibility. For those employable adults who need help in obtaining services not covered by Medicaid, Montana will not assume responsibility for them, but rather work with them as they create a plan for obtaining and paying for that service.**
- **Federal requirements state that this welfare reform package can't cost more than the current program does. It was necessary to find ways to pay for the changes involved in reform: more child care, standardized resource limits, enhanced employment and training opportunities, etc. It is believed that reducing Medicaid coverage for employable adults will help pay for some of the program enhancements while supporting the general philosophy of welfare reform and retaining "cost-neutrality."**

FAIM COMPONENTS:

FAIM will change the current AFDC program by transforming it into the following three programs: the Job Supplement Program, the Pathways Program, and the Community Services Program.

I. The first component, the Job Supplement Program (JSP), is intended to divert individuals who are AFDC-eligible and at risk of becoming dependent on public assistance (*Attachment 1*). Its elements include:

- Priority Child Support Enforcement Division (CSED) assistance
- Up to \$200 child care allowance per child (paid by voucher)
- \$200 work expense disregard
- 25% disregard on remaining income
- Exclusions from income: energy payments, earned income of dependent children attending school, educational income of students, legally binding child support payments to non-household members, gifts under \$50
- \$3000 resource limit
- Exclusion of one vehicle of unlimited value
- One-time employment related payment
- Offering adults in the program a choice among Basic Medicaid coverage, an HMO, or having Medicaid pay a portion of a private insurance premium
- Full Medicaid coverage for children and pregnant women
- Extended Medicaid coverage
- Extended child care assistance
- Referral to appropriate community resources

- Information about and assistance in applying for the Earned Income Tax Credit

II. The next component of FAIM is the Pathways Program, which is a time-limited program designed to provide families with employment, training and educational opportunities leading to permanent public assistance alternatives (*Attachment 2*).

Families who move into the Pathways FAIM component will, for a limited time, receive benefits in conjunction with completion of a Family Investment Agreement. The duration of Pathways is two years for single-parent households, or 18 months for two-parent households. It was generally agreed that two-parent households would not require as much time to find employment or other alternatives to public assistance (for example, child care duties could be shared during training and/or job hunting). Therefore, they are allowed a shorter stay in the Pathways program than a single-parent household. Participation requirements of the Family Investment Agreement are structured toward families availing themselves of employment and training opportunities.

However, Pathways time limits do not apply to children or certain adults (those with verifiable barriers such as a mental or physical disability, a child

under the age of one, or no access to child care).

- *(Please refer to Attachment 3 for a projection of Employment and Training Participation figures).*
- Priority CSED assistance
- Up to \$200 child care disregard per child
- \$200 work expense disregard
- 25% disregard on remaining income
- Exclusions from income: energy payments, earned income of dependent children attending school, educational income of students, legally binding child support payments to non-household members, gifts under \$50
- \$3000 resource limit
- Exclusion of one vehicle of unlimited value
- One-time employment related payment
- Offering adults in the program a choice among Basic Medicaid, an HMO, or having Medicaid pay a portion of a private insurance premium
- Full Medicaid coverage for children and pregnant women
- Extended Medicaid coverage
- Extended child care assistance
- Referral to appropriate community resources
- Information about and assistance with applying for the Earned

Income Tax Credit

- **Possibility of sanctions**

Adults will lose one month of AFDC financial assistance eligibility for the first non-compliance, three months for the second, six months for the third, and twelve months for the fourth and subsequent non-compliance. Although the needs of the non-complying individual are removed from the grant, his/her income and resources are considered in the eligibility determination. The time clock continues to run during the sanction period.

- **Family Investment Agreement (updated at least once every three months)**

(Please refer to Attachment 4 for a sample FIA).

The Family Investment Agreement (FIA) will be required as a condition of eligibility for financial assistance. The agreement will spell out the mutual obligations of the State and the Participant to take actions to enable families to become self-sufficient. The agreement will also spell out the time frames in which these activities should occur.

All Pathways recipients will receive a full description of available employment and training services when they complete and sign their

FIA's. The FIA's will be updated at least quarterly for Pathways recipients, and at least once every six months for CSP recipients. Family Investment Agreements will identify those clients needing a referral to JOBS and those appropriate for post-secondary activities.

In two-parent families, both adults must sign a FIA.

A teen parent or minor child age 16 or older included in his/her parents' grant and not attending school and who has not received a GED or high school diploma will be mandatory for JOBS activities through the requirements in his/her parents' FIA.

A teen parent or minor child age 16 or older included in his/her parents' grant and attending school is not mandatory for JOBS or any other activity. However, if at any time he/she drops out of school, he/she immediately becomes mandatory.

A custodial teen parent with or without a GED or high school diploma will be required to comply with FIA requirements. These activities may include GED completion or, if already attained, will include other employment and training activities.

All FIAs will:

- **require that a parent make available all information about other companies from which he/she can receive health insurance coverage;**
- **require that a parent (and the State) take specific actions to secure child support;**
- **require that children in the family receive immunizations and health screening per Medicaid schedules. The parent named in the FIA as the primary child care provider will have responsibility for assuring those services are accessed.**
- **be individually tailored to the client;**
- **indicate the consequences of failures to take required actions;**
- **make referral to appropriate employment and training resources; and**
- **provide information about the Earned Income Tax Credit.**

III. The third component of the FAIM project is the Community Services Program (CSP). It is designed for individuals who have fully used their Pathways benefits but have not yet achieved self-sufficiency or found alternatives to public assistance. CSP requires able-bodied, employable adults to perform community service activities (where available) in return for continued benefit receipt (Attachment 5).

- **Priority CSED assistance**
- **Up to \$200 child care disregard per child**
- **\$100 work expense disregard**
- **Exclusions from income: energy payments, earned income of dependent children attending school, educational income of students, legally binding child support payments to non-household members, gifts under \$50**
- **\$3000 resource limit**
- **Exclusion of one vehicle of unlimited value**
- **Offering adults in the program a choice among Basic Medicaid, an HMO, or having Medicaid pay a portion of a private insurance premium**
- **Full Medicaid coverage for children and pregnant women**
- **Extended Medicaid coverage**
- **Extended child care assistance**
- **Referral to appropriate community resources**

- **Information about and assistance in applying for the Earned Income Tax Credit**
- **Possibility of sanctions**
The sanctions which apply under the Pathways program apply in the Community Services Program as well.
- **Family Investment Agreement (updated at least once every six months)**
(Please refer to Attachment 4 for a sample FIA).

IV. The fourth aspect of the FAIM project addresses the issue of changing the culture of the welfare office. To begin, the duties of the "front-line" welfare worker will be dramatically changed. Instead of only working as an Eligibility Specialist, one of the FAIM Coordinator's primary functions will be to help families avoid coming on AFDC. If public assistance is necessary, the Coordinator will help them understand the temporary nature of the program. The Coordinator will also assist them in accessing the necessary services to enable them to leave the system as quickly as possible. The role will be more like that of a resource broker, as opposed to a social worker. The FAIM Coordinator will also emphasize more client responsibility so they can work as a team to help set and achieve goals for the future.

IMPLEMENTATION:

Implementation of FAIM was scheduled for October, 1995. However, due to the lengthy negotiation process with the federal government, implementation is now scheduled for February, 1996. Counties will be phased in gradually, until statewide implementation is achieved.

Several factors were examined when determining the order in which counties were scheduled for FAIM implementation. AFDC, Food Stamps, and Medicaid caseload size and distribution were primary factors in the decision-making process. Other criteria, such as county combinations, were also important. Proximity to our systems contractor (BDM), economic conditions of each county (i.e. unemployment), training schedules, and whether counties were state-assumed or non-assumed were also taken into consideration.

The implementation schedule is shown in Attachment 6.

FUNDING:

In order to achieve the changes necessary to implement welfare reform, start-up costs will be incurred. For eligibility workers to spend additional time with families to complete Family Investment Agreements and monitor compliance, as well as other activities, some current processes and functions have to be streamlined or contracted. Training of staff is also a critical element. However, the FAIM welfare reform program is not only projected to be cost-neutral to both state and federal

costs by the end of the demonstration (FY 2003), it will actually begin to save general fund dollars by FY 99.

There are three major factors which essentially fund all welfare reform: Medicaid, Child Support, and AFDC caseload reduction. Presently, AFDC recipients are entitled to full Medicaid coverage and often choose to stay on AFDC rather than enter the workforce and lose such an attractive health care package.

AFDC caseloads (involving cash payment to families in Pathways and Community Service) are expected to increase at the beginning of welfare reform, as the marriage penalty is being removed from the program. However, because of FAIM's design, caseload reductions are expected to occur beginning with FY 99.

OUTCOME-BASED EXPECTATIONS:

1. While AFDC caseloads will increase the first two years of project implementation (primarily due to the elimination of the deprivation requirement or marriage penalty as it is sometimes called), in the third year of the project, caseloads and consequently costs will begin to decline because:
 - a) the Job Supplement Program will become a positive alternative to cash assistance,
 - b) employment and training activities offered through the Pathways

Program will assist those participants in their movement toward economic self-sufficiency.

- c) as the conclusion of Pathways benefits approaches, clients may try unconventional means of achieving self-sufficiency. These may include: entering non-traditional job arenas, beginning self-employment enterprises, and/or relocating to a more economically inviting community.**

- 2. Child care caseloads will increase during the first two years of the project due to the requirement to complete Family Investment Agreement activities. Additionally the JOB Supplement Program provides child care assistance and greater usage of extended child care is anticipated.**
- 3. Households will go off AFDC sooner and stay off longer because:
 - a) all participating households will have activity requirements**
 - b) those becoming self-sufficient will begin to see alternatives to public assistance as more attractive. In addition, potentially AFDC eligible clients will see the benefits of the Job Supplement Program and choose it over AFDC.****
- 4. More AFDC participants will be working than ever before. With the FAIM program encouraging employment and the increased work incentives,**

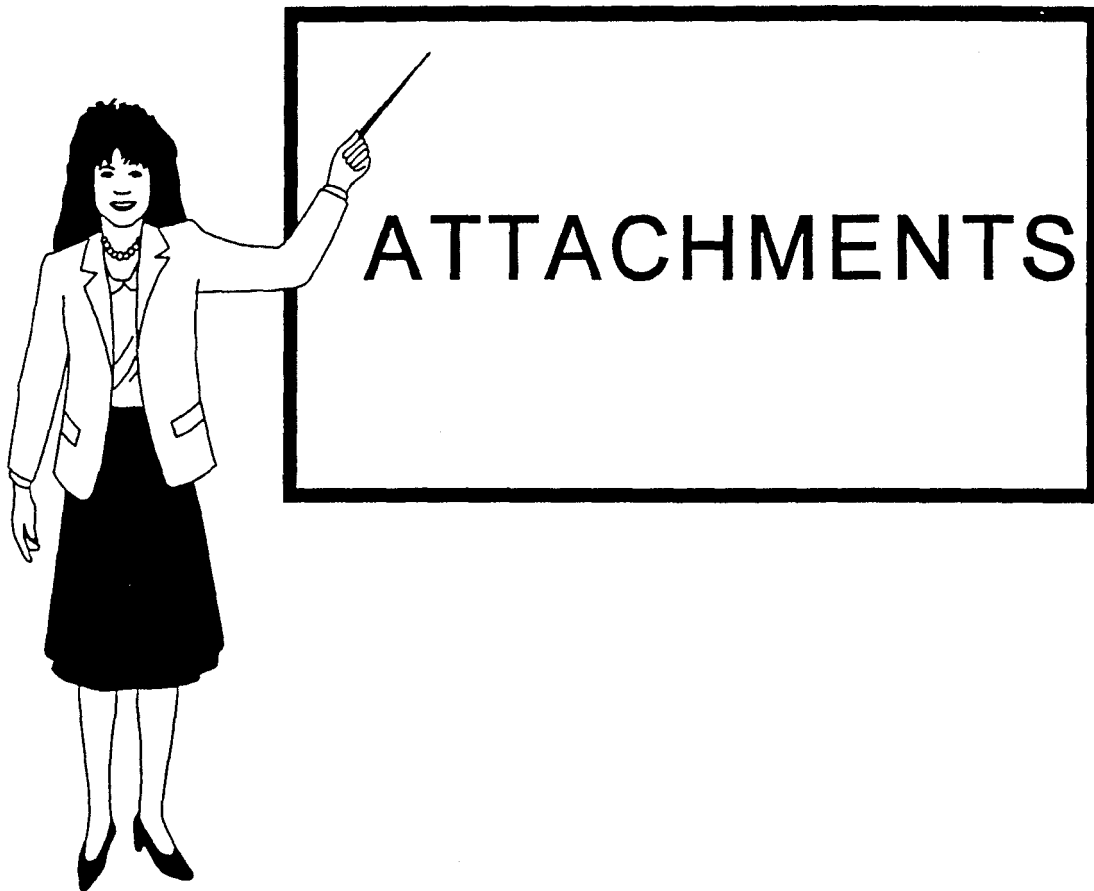
participants will be able to keep more of their earnings. Therefore, employment will look more attractive.

5. Child support collections will increase due to a greater concentration of effort on welfare reform cases. This greater effort will be made possible by a reduction in staff time spent on informational requests. Provision of general case information will instead be handled by privately contracted workers.
6. Average Medicaid costs per AFDC adult will decrease because of the elimination of some optional services.

CONCLUSION:

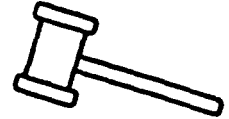
It is very important that Montana's proposal be evaluated in its totality as a strategic approach to welfare reform. Our goal is to get people into productive activities, and this means making employment more attractive than welfare. Our intent is not to be punitive, but to ensure the availability of essential supports for the transition participants from welfare into the mainstream of society.

(Please refer to Attachment 7 for a comparison of the FAIM Project to those of other states).



JOB SUPPLEMENT PROGRAM

- Intended to divert individuals from AFDC
- Priority Child Support Enforcement assistance
- Voucher Child Care
- Simplified, standardized eligibility requirements
- One-time, employment-related payment
- Basic Medicaid for adults
- Full Medicaid for children and pregnant women
- Extended Medicaid
- Extended Child Care
- Resource referral



PATHWAYS PROGRAM

- Time limited to 18 or 24 months



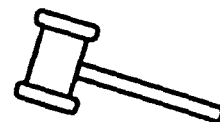
- Need "100% participation"



- Family Investment Agreement



- Priority Child Support Enforcement Assistance



- Simplified, standardized eligibility requirements

- One-time, employment-related payment



- Basic Medicaid for adults

- Full Medicaid for children and pregnant women



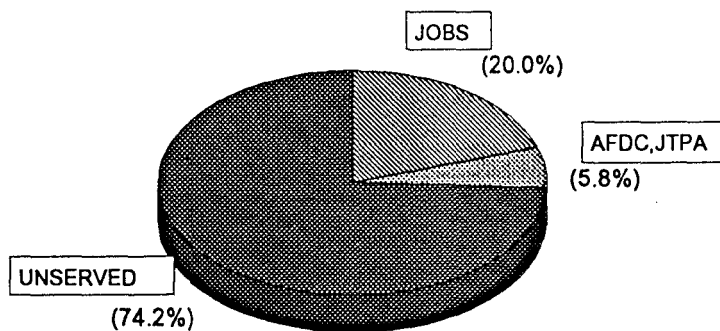
- Extended Medicaid

- Extended Child Care



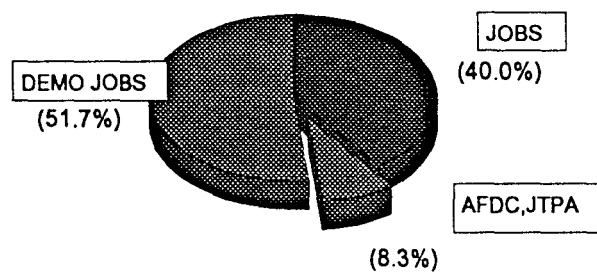
- Resource referral

PRESENT EMPLOYMENT & TRAINING PARTICIPATION



FAIM EMPLOYMENT & TRAINING PARTICIPATION

Projection



FAMILY INVESTMENT AGREEMENT

In order for the people whose names are signed below to work together toward economic independence for the Participant, certain conditions must be met.

The Participant agrees to do the following:

1. Provide the Child Support Enforcement Division (CSED) with all the information and papers they need to do their work. Benefits will not be issued until all preliminary paperwork is completed. The CSED will recommend the Participant's grant be reduced if the Participant fails at any later time to respond to a CSED request.
2. Provide all available information to the Department about other companies from which I can receive health insurance coverage.
3. Accept responsibility as required for assuring the children in my household receive health screenings and immunizations according to the EPSDT schedule. [Required ☐ not required ☐].
4. _____

5. _____

6. _____

The list will be updated (amended) at least every three months or more often as the need arises. If the Participant, without good reason, does not meet these requirements, her/his needs will be deducted from the grant. The amount of her/his family's assistance will be less for a certain period. That period will become longer each time the Participant does not comply. (One month minimum - first instance, three months minimum - second, six months minimum - third, twelve months minimum - fourth and any additional instances.)

When the Participant begins to search for alternatives to public assistance, time becomes very important. People who accept the benefits of the Pathways Program will, in return, work to find an alternative to receipt of public assistance. In the case of two-parent households, this must be done in 18 months; in the case of single-parent households, within 24 months. If some alternative to public assistance is not found during that time, benefits will continue. However, at that time the Participant must complete a new agreement and perform community services in return for those benefits.

To help the Participant find an alternative to receipt of public assistance, the Department of Social and Rehabilitation Services will provide Aid to Families with Dependent Children, Medicaid and Food Stamps and the following services:

1. Help the Participant identify steps toward an alternative to receipt of public assistance.
2. Explain the Child Support Enforcement program and, as needed, help the Participant provide information to the Child Support Enforcement Division.
3. Explain and, as needed, help the Participant apply for the Earned Income Tax Credit.
4. Explain and, as needed, help the Participant meet the health screening and immunization requirements of the EPSDT program.
5. Provide the Participant with information about available community resources and refer the Participant to those resources.
6. Meet with the Participant at least once every three months during her/his participation in the Pathways program to talk about alternatives to public assistance and continued steps to reach those alternatives.
7. _____

8. _____

The Department understands the importance of the information being provided by the Participant. For that reason, the information will be handled carefully and shared only with people who have a very important reason to know it.

From time to time, the Participant and the Department may disagree. If that happens, the Participant and the Department can try to settle their differences informally. Administrative and/or court remedies are available if informal discussions fail.

Participant Department (by FAIM Coordinator)

Date _____

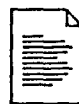
Date _____

COMMUNITY SERVICES PROGRAM

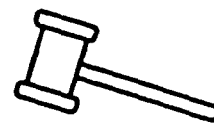
- Community service work required for adults



- Family Investment Agreement



- Priority Child Support Enforcement assistance



- Simplified, standardized eligibility requirements
*(Decreased earned income disregards
compared to JSP and Pathways)*

- Basic Medicaid for adults

- Full Medicaid for children and pregnant women



- Extended Medicaid

- Extended Child Care

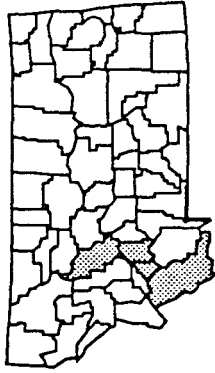


- Resource referral

FAIM IMPLEMENTATION SCHEDULE

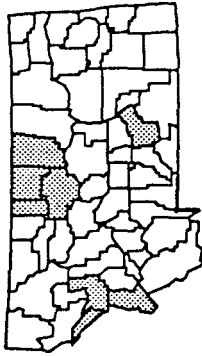
FEB 96

Lewis & Clark*
Silver Bow*
Beaverhead
Jefferson



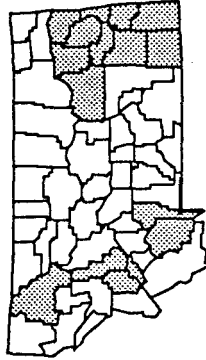
MAY 96

Yellowstone*
Hill*
Liberty
Chouteau
Blaine
Missoula*
Mineral
Ravalli



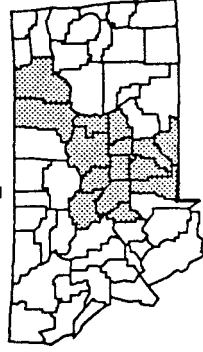
OCT 96

Flathead
Granite
Powell
Deer Lodge
Gallatin
Madison
Richland
McCone
Garfield
Prairie
Custer
Powder River
Carter
Fallon
Wibaux
Dawson



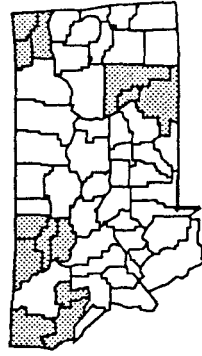
DEC 96

Cascade
Petroleum
Musselshell
Golden Valley
Carbon
Stillwater
Sweet Grass
Park
Meagher
Broadwater
Judith Basin
Fergus
Wheatland
Valley
Phillips



FEB 97

Lincoln
Sanders
Toole
Teton
Pondera
Big Horn
Lake
Glacier
Rosebud
Roosevelt
Treasure
Daniels
Sheridan



*Control counties

All others are Treatment counties

FAIM implementation is expected to begin February 1, 1996. However, initial implementation and subsequent implementation dates may be subject to change, especially when cost-neutrality issues and federal procedural contingencies are factored in.

The definition of a control site is that approximately 80% of the population will be in the experimental group (FAIM) and 20% will be in the control group (business as usual).

All other counties would be "treatment" counties. The definition of treatment is that 100% of the population are in the experimental (FAIM) group.

MONTANA'S WELFARE REFORM MOST AGGRESSIVE IN THE NATION

INITIATIVES	STATES					
	UTAH	SOUTH DAKOTA	MONTANA	MICHIGAN	NEW JERSEY	WISCONSIN
STATEWIDE		✓	✓		✓	
TIME LIMITED BENEFITS		✓	✓			✓
"REAL WORLD" MEDICAID FOR ADULTS			✓			
FAMILY CONTRACT/ AGREEMENT		✓	✓	✓	12	1
COMMUNITY SERVICE WORK REQUIRED	✓	✓	✓	10	1	2
HEALTH SCREENING/ IMMUNIZATION FOR CHILDREN			✓			3
AGGRESSIVE JOB SEARCH	✓	✓	✓	7	6	5
ONE VEHICLE ALLOWANCE	✓	✓	✓			
DIVERT FAMILIES FROM WELFARE	✓		✓			
MARRIAGE PENALTY REMOVED			✓	✓		✓
MORE AGGRESSIVE SANCTIONS	✓	✓	✓		✓	✓
RESOURCE LIMITS	✓	✓	✓	✓	✓	✓
LOCAL GOVERNMENT PARTNERSHIPS			✓			✓
DECREASE IN BUREAUCRATIC PROCESSING	✓		✓			
EMPLOYMENT INCENTIVES	✓	✓	✓	✓	✓	✓

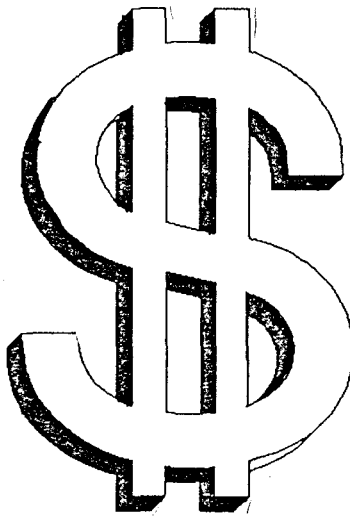
EXHIBIT 9

DATE 2/3/95

HB _____

J.S. HUMAN SERVICES

FAM

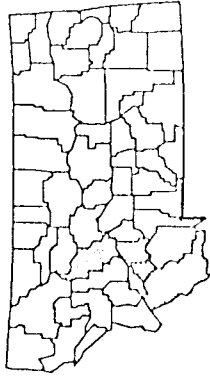


BUDGET

FAIM IMPLEMENTATION SCHEDULE

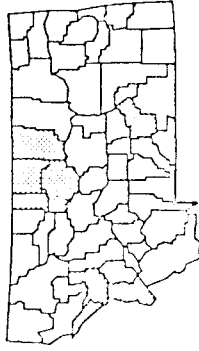
FEB 96

Lewis & Clark*
Silver Bow*
Beaverhead
Jefferson



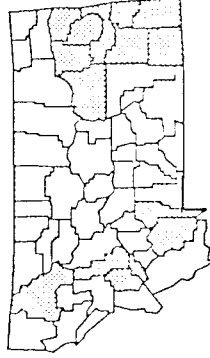
MAY 96

Yellowstone*
Hill*
Liberty
Chouteau
Blaine
Missoula*
Mineral
Ravalli



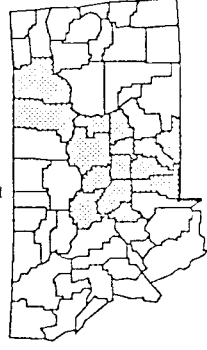
OCT 96

Flathead
Granite
Powell
Deer Lodge
Gallatin
Madison
Richland
McCone
Garfield
Prairie
Custer
Powder River
Carter
Fallon
Wibaux
Dawson



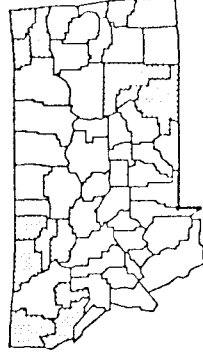
DEC 96

Cascade
Petroleum
Musselshell
Golden Valley
Carbon
Stillwater
Sweet Grass
Park
Meagher
Broadwater
Judith Basin
Fergus
Wheatland
Valley
Phillips



FEB 97

Lincoln
Sanders
Toole
Teton
Pondera
Big Horn
Lake
Glacier
Rosebud
Roosevelt
Treasure
Daniels
Sheridan



*Control counties

All others are Treatment counties

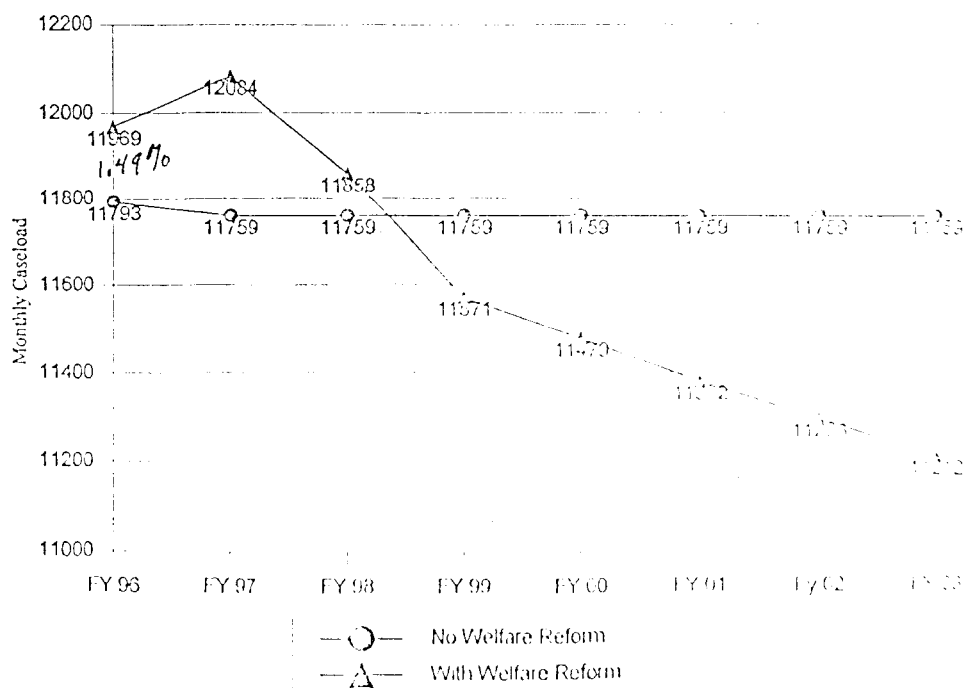
FAIM implementation is expected to begin February 1, 1996. However, initial implementation and subsequent implementation dates may be subject to change, especially when cost-neutrality issues and federal procedural contingencies are factored in.

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EX 9
2-3-95

Welfare Reform Caseload Comparison

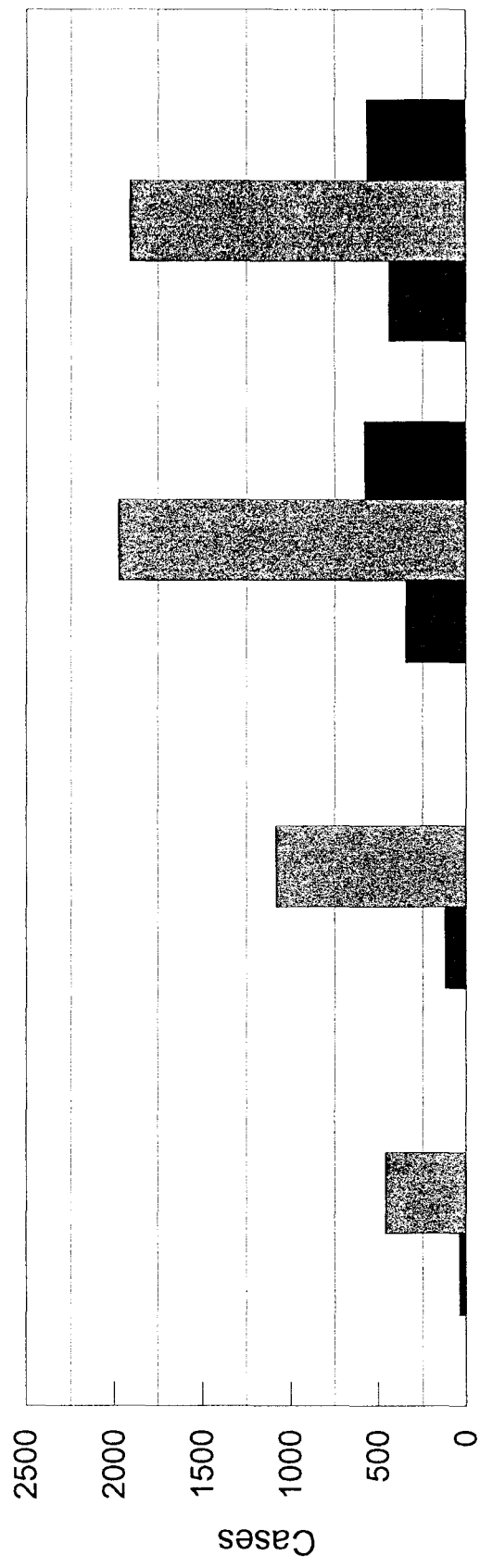


	FY96	FY97	FY98	FY99
Child Care Projections (FAIM)	11,969	12,084	11,858	11,571
JSP Child Care Cases	37	118	341	438
Pathways Child Care Cases	460	1,081	1,977	1,914
CSP Child Care Cases			578	564
Cost - JSP @200/mo	\$88,933	\$283,150	\$819,599	\$1,050,864
Cost - Pathways @ 70/mo	\$386,409	\$908,328	\$1,660,584	\$1,607,581
Cost - CSP @120/mo	\$0	\$0	\$832,405	\$812,256
Cost - R&R @ 16.57/yr	\$8,848	\$21,828	\$53,653	\$55,568
Total Child Care Costs	\$484,190	\$1,213,306	\$3,366,241	\$3,526,268

EX 9
2-3-95

Welfare Reform Child Care Increase

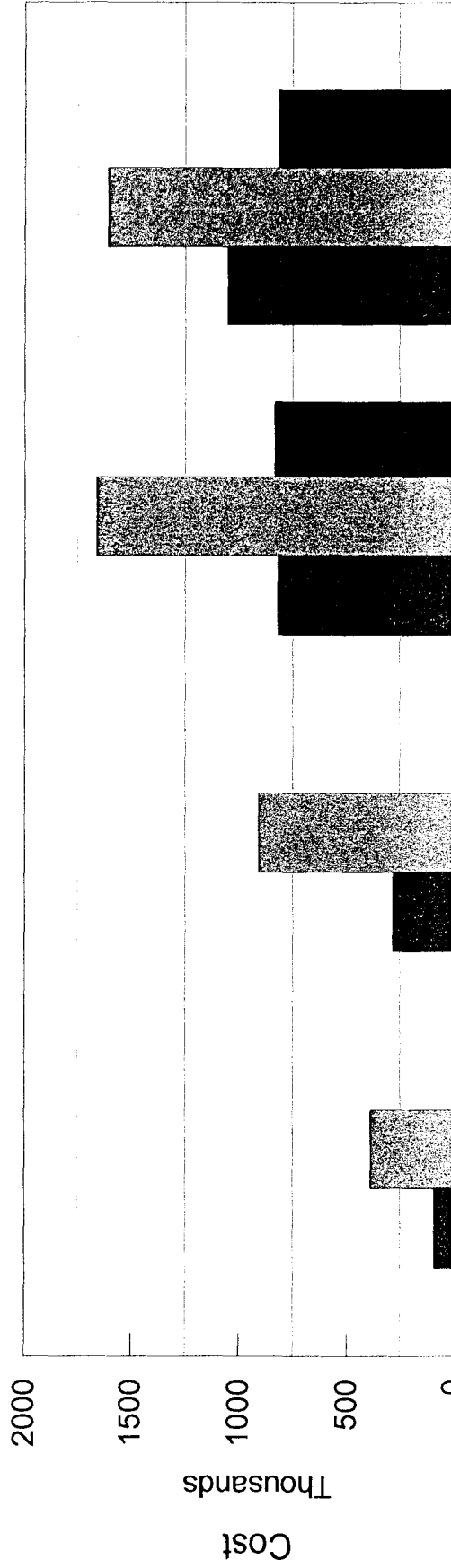
SFY96-SFY99



Child Care Program	FY96	FY97	FY98	FY99
JSP Child Care	37	118	341	438
Pathways	460	1,081	1,977	1,914
CSP Child Care			578	564

Welfare Reform Child Care Increase

SFY96-SFY99



Child Care Program	FY96	FY97	FY98	FY99
JSP Child Care	\$88,933	\$283,150	\$819,599	\$1,050,864
Pathways	\$386,409	\$908,328	\$1,660,584	\$1,607,581
CSP Child Care	\$0	\$0	\$832,405	\$812,256

Department of Social & Rehabilitation Services
Welfare Reform Summary -- 1997 Biennium
Executive Budget as of 11/29/94 (amended 1/17/95)

EX 9
2-3-95
02/02/95
08 32 AM

Program	Source	Function	FY96 General Fund Budget	FY96 State Spec Budget	FY96 Federal Fund Budget	Total FY96 Budget	FY97 General Fund Budget	FY97 State Spec Budget	FY97 Federal Fund Budget	Total FY97 Budget
Family Assistance:										
01	CV 92041	AFDC Caseload Increase	211,122	13,719	537,331	762,172	409,335	26,128	1,016,081	1,451,544
01	CV 92042	Child Care Increase	142,836	0	341,354	484,190	363,982	0	649,314	1,213,306
01	CV 92045	JOBS Benefits	0	235,119	604,593	839,712	0	235,119	604,593	839,712
01	CV 92046	Administrative Costs	306,866	80,000	386,866	773,732	724,675	12,500	737,175	1,474,350
01	CV 92100	Equipment	0	0	0	0	0	0	0	0
TOTAL PROGRAM:			660,824	328,838	1,870,144	2,659,606	1,498,002	273,747	3,207,163	4,978,612
Non-Assumed Counties:										
03	CV 92047	Conversion Training	0	6,663	6,683	13,366	0	23,632	23,632	47,664
TOTAL PROGRAM:			0	6,663	6,683	13,366	0	23,632	23,632	47,664
Assumed Counties:										
06	CV 92048	Conversion Training	11,545	0	11,546	23,091	53,461	0	53,461	106,922
TOTAL PROGRAM:			11,545	0	11,546	23,091	53,461	0	53,461	106,922
Sub-Total Family Assistance Division:										
Total Division:			672,369	335,521	1,888,373	2,696,263	1,551,463	297,579	3,264,456	5,133,498
Child Support Enforcement:										
05	CV 92053	Workload Increase	146,807	0	284,975	431,782	408,460	0	792,932	1,201,412
05	CV 92103	Equipment	38,093	0	73,945	112,038	29,056	0	56,402	85,458
TOTAL PROGRAM:			184,900	0	358,920	543,820	437,536	0	649,334	1,266,670
Sub-Total Child Support Enforcement:										
Total Division:			184,900	0	358,920	543,820	437,536	0	649,334	1,266,670
Medicaid Services:										
07	CV 92058	Primary Care Decrease (rev 1/95)	(163,924)	0	(377,794)	(541,718)	(749,420)	0	(1,655,065)	(2,417,485)
TOTAL PROGRAM:			(163,924)	0	(377,794)	(541,718)	(749,420)	0	(1,655,065)	(2,417,485)
Sub-Total Medicaid:										
Total Division:			(163,924)	0	(377,794)	(541,718)	(749,420)	0	(1,655,065)	(2,417,485)
Operations & Technology Division:										
09	CV 92071	TEAMS Computer Processing	18,416	15,068	33,464	66,968	59,317	48,532	107,650	215,699
09	CV 00920	TEAMS Contractor	90,000	0	90,000	180,000	62,700	0	62,700	185,400
09	CV 92073	TEAMS ISD Subscriptions	3,672	0	3,672	7,344	12,096	0	12,096	24,192
TOTAL PROGRAM:			112,088	15,068	127,156	254,312	164,113	48,532	212,646	425,291
Sub-Total Operations & Technology:										
Total Division:			112,088	15,068	127,156	254,312	164,113	48,532	212,646	425,291
Total Department:										
Total Welfare Reform Expenditures:			805,433	350,589	1,996,655	3,152,677	1,403,692	346,111	2,675,371	4,425,174
Estimated Revenues:										
Increased Child Support to General Fund (estimates as of January 12, 1995)			11,746	0	0	11,746	595,309	0	0	595,309
Net Impact to the General Fund:										
FY Expenditure Change:			\$793,657				\$808,353			

Department of Social & Rehabilitation Services
Welfare Reform Summary -- 1999 Biennium

02/02/95

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EX 9
2-3-95

Program	Source	Function	FY98 General Fund Budget	FY98 State Spec Budget	FY98 Federal Fund Budget	Total FY98 Budget	FY99 General Fund Budget	FY99 State Spec Budget	FY99 Federal Fund Budget	Total FY99 Budget
<u>Family Assistance:</u>										
01	CV 92041	AFDC Caseload Increase	127,160	8,117	315,645	450,922	(248,759)	(15,878)	(617,486)	(882,123)
01	CV 92042	Child Care Increase	1,009,872	0	2,356,369	3,366,241	1,057,880	0	2,468,388	3,526,268
01	CV 92045	JOBS Benefits	0	235,119	604,593	839,712	0	235,119	604,593	839,712
01	CV 92046	Administrative Costs	755,925	12,500	755,925	1,524,350	755,925	12,500	755,925	1,524,350
01	CV 92100	Equipment	0	0	0	0	0	0	0	0
TOTAL PROGRAM			1,892,957	255,736	4,032,532	6,181,225	1,565,046	231,741	3,211,420	5,008,207
<u>Sub-Total Family Assistance Division:</u>										
Total Division:			1,892,957	255,736	4,032,532	6,181,225	1,565,046	231,741	3,211,420	5,008,207
<u>Child Support Enforcement:</u>										
05	CV 92053	Workload Increase	408,480	0	792,932	1,201,412	408,480	0	792,932	1,201,412
TOTAL PROGRAM			408,480	0	792,932	1,201,412	408,480	0	792,932	1,201,412
<u>Sub-Total Child Support Enforcement:</u>										
Total Division:			408,480	0	792,932	1,201,412	408,480	0	792,932	1,201,412
<u>Medicaid Services:</u>										
07	CV 92058	Primary Care Decrease (rev 1/95)	(824,362)	0	(1,834,871)	(2,659,234)	(906,799)	0	(2,018,358)	(2,925,157)
TOTAL PROGRAM			(824,362)	0	(1,834,871)	(2,659,234)	(906,799)	0	(2,018,358)	(2,925,157)
<u>Sub-Total Medicaid:</u>										
Total Division:			(824,362)	0	(1,834,871)	(2,659,234)	(906,799)	0	(2,018,358)	(2,925,157)
<u>Total Department:</u>										
Total Welfare Reform Expenditures:			1,477,075	255,736	2,990,593	4,723,404	1,066,727	231,741	1,935,954	3,264,462
<u>Estimated Revenues:</u>										
Increased Child Support to General Fund (estimates as of January 12, 1995)			1,440,000				1,440,000			
<u>Net Impact to the General Fund:</u>										
FY Expenditure Change:			\$37,075				(\$373,273)			

Lisa Morris
10207 Wheatland Rd.
Moiese, Montana 59824
(406) 644-2403

February 2, 1995

To our Honorable Legislators;

I am testifying in favor of Welfare Reform.

I am speaking as a person who had spent about seven years dependent on welfare.

I don't use the word "dependent" loosely.

I knew how to get every free benefit available. I planned how and when to go get everything, from AFDC, to fuel assistance, free commodities, health care, and any other kind of give away.

I knew what I had to bring with me, and I knew what to say when I got there. I knew how to lie, in other words.

I was told by other welfare recipients, when I first entered the system that "the only way to get anything is to lie."

I soon learned to depend on it all. I felt somewhat thrilled about all of the things that I "didn't have to pay for."

The system, as it is now, encourages dependency. It is very easy to get what you want. And the lifestyle is easy. I remember my welfare days as days when I could go where I wanted, when I wanted, because I had no job to be responsible to.

I think about sitting outside in the warm sun, going for walks in the park, sleeping late and watching TV. Deciding at the last minute to go drop in on a friend was okay, too, because they weren't working either and would have time to spend with you.

There were of course the draw backs of not having as much money as you would like, but that is a drawback that everyone in the world experiences anyway.

Also, when I did go to work at one point, I was actually worse off. That is because the benefits of being on Welfare definitely outweigh the benefits of many jobs. I left the job after six weeks. My paycheck had been no different than my Welfare check plus foodstamps. And at least when I was on welfare, my days were open to do with what I would like.

My husband and I are business owners now. But that change required an intense turn around in our hearts and minds. We had to begin to find welfare repulsive, and hard work desirable, before we were ever going to leave the welfare system.

There was no government program that would, or could, ever do that for us.

Government programs CANNOT change people. They do nothing beyond enabling us to live in a manner that is destructive to not only ourselves, but everyone around us.

Although there are probably other people here testifying that I am an exception, and that most people that are on welfare are honest and truly need it, I believe they are wrong. I submit that the people that are honest, and truly need help, are the ones that are the exceptions.

Welfare reform will require a change of heart from within the recipients of welfare.

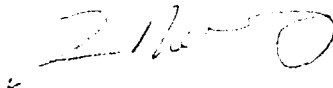
I realize that the government can do nothing about giving these people that change of heart.

But what the government can do is decide that it will not play the game anymore.

Putting the indigent into the hands of the church is NOT the stupid idea that so many people think it is.

I am here to testify that it was only through God and the church that my husband and I found that change of heart that we so desperately needed.

Thank you,



Lisa Morris

EXHIBIT 11

DATE 2/3/95

HB

J.S. HUMAN SERVICES

TESTIMONY OF DAVID HEMION
MONTANA ASSOCIATION OF CHURCHES
F.A.I.M. PROPOSAL/SB 209
FEBRUARY 3, 1995

THE MONTANA ASSOCIATION OF CHURCHES UPHOLDS THE DIGNITY OF ALL PEOPLE IN BEING SELF-SUFFICIENT TO THE MAXIMUM EXTENT OF THEIR ABILITIES AND OPPORTUNITIES AND WE UPHOLD THE VALUE OF STRENGTHENING FAMILIES. THE MEMBERS OF THE ASSOCIATION OF CHURCHES ALSO SEE DAILY THE UNMET NEEDS OF THOSE WHO HAVE FALLEN VICTIM TO POVERTY. AS CHRISTIANS WE HAVE THE DUTY TO RESPOND TO THOSE IN NEED, PERSONALLY, THROUGH ORGANIZED PRIVATE EFFORTS AND THROUGH OUR GOVERNMENT.

WHEN WE TURN TO OUR GOVERNMENT TO HELP THOSE IN POVERTY WITH FOOD, SHELTER AND THE BASIC CARES OF LIFE, WE KNOW WE ASK MUCH OF OUR NEIGHBORS AND OURSELVES, FOR WE ARE ALL THAT GOVERNMENT. WE KNOW ALSO THAT THE LONG-TERM COSTS, ECONOMIC AND SOCIAL, OF NOT MEETING THOSE NEEDS, IS MUCH GREATER, ESPECIALLY WHEN THOSE DEPRIVED OF THESE BASIC CONCERNS OF LIFE ARE CHILDREN.

THE STATE OF MONTANA HAS CONCLUDED THAT ITS CURRENT SYSTEM OF PUBLIC ASSISTANCE FOR POOR FAMILIES DOES NOT LEAD ALL RECIPIENTS OUT OF LIVES OF POVERTY. LET'S REMEMBER THAT FOR MANY, A.F.D.C. IS A SHORT-TERM EXPERIENCE, ONE THAT PROVIDES ASSISTANCE WHILE LIVES ARE BEING RE-BUILT FOLLOWING DIVORCE OR DEATH OF A SPOUSE OR SOME OTHER FAMILY TRAGEDY. FOR SOME, THIS TRANSITION TAKES ONLY A SHORT TIME, FOR OTHERS LONGER, FOR SOME, LONGER STILL. CIRCUMSTANCES AND SITUATIONS VARY. OUR EXPECTATIONS SHOULD ALSO VARY.

WE COMMEND THE DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES AND THE WELFARE REFORM ADVISORY COUNCIL FOR THIS EFFORT TO SEEK A BETTER WAY AND EARNESTLY HOPE THAT THE F.A.I.M. PROPOSAL WILL RESULT IN A SYSTEM THAT REMOVES BARRIERS TO SELF-SUFFICIENCY. WE MUST RAISE CAUTIONS, HOWEVER, AND REMIND THE LEGISLATURE THAT THIS IS AN EXPERIMENT. LIKE ANY EXPERIMENT, THIS PROPOSAL HAS ATTEMPTED TO CONTROL SOME OF THE VARIABLES.

WE CAN AND SHOULD INCREASE EFFORTS TO ASSURE CHILD SUPPORT PAYMENTS ARE MADE.

WE CAN AND SHOULD INCREASE EFFORTS TO ASSIST AFDC RECIPIENTS WHO ARE UNABLE TO BE EMPLOYED BECAUSE OF DISABILITY TO BECOME QUALIFIED FOR OTHER ASSISTANCE PROGRAMS, SUCH AS SSI AND SSDI.

WE CAN AND SHOULD CREATE AND FUND A CHILD CARE SYSTEM THAT HAS THE CAPACITY AND QUALITY TO ALLOW THOSE ON AFDC TO KNOW THEIR CHILDREN WILL BE WELL CARED FOR WHILE THEY ARE PREPARING FOR WORK AND UNTIL THEY EARN ENOUGH TO BE SELF-SUFFICIENT.

WE CAN AND SHOULD REMOVE DISINCENTIVES TO SEEKING WORK CREATED BY INCOME AND ASSET PENALTIES.

WE CAN AND SHOULD PROVIDE TRAINING AND EDUCATION OPPORTUNITIES TO ENHANCE JOB SKILLS OF THOSE ON AFDC.

AND WE CAN AND SHOULD RE-FOCUS THE ADMINISTRATION OF ASSISTANCE PROGRAMS BY SIMPLIFYING RULES AND SETTING PARTICIPANT SELF-SUFFICIENCY AS A GOAL.

LET'S ALSO CONSIDER WHAT CAN'T BE CONTROLLED IN THIS EXPERIMENT. THE MAJOR FACTOR WHICH LEADS FROM POVERTY TO SELF-SUFFICIENCY IS A JOB THAT PAYS ENOUGH AND HAS ENOUGH BENEFITS TO SUPPORT A FAMILY. INCREASINGLY, FULL-TIME EMPLOYMENT IN MONTANA DOES NOT MEAN THE SAME THING AS SELF-SUFFICIENCY. EMPLOYMENT GROWTH IN THE STATE HAS BEEN LARGELY IN LOW-PAYING JOBS WITH FEW BENEFITS.

THE F.A.I.M. PROPOSAL CAN UP THE ODDS THAT AFDC RECIPIENTS WILL BE EMPLOYED IN FAMILY-SUSTAINING JOBS, IF IT ALLOWS POST-SECONDARY EDUCATION TO COUNT AS COMMUNITY SERVICE, ASSURES THAT COMMUNITY SERVICE POSITIONS WILL PROVIDE SKILL-BUILDING EXPERIENCES AND INCLUDES STATE OF MONTANA HIRING PREFERENCES FOR F.A.I.M PARTICIPANTS.

IT MUST ALSO ASSURE THAT THE MEDICAL NEEDS OF THE WORKING POOR ARE MET. PEOPLE CAN'T BE EMPLOYABLE IF THEY ARE ILL. THE PROPOSAL TO REMOVE ESSENTIAL HEALTH SERVICES SUCH AS EYEGLASSES, HEARING AIDS AND DENTAL SERVICES SHOULD BE QUESTIONED CLOSELY BY THE LEGISLATURE AS TO THE EFFECT ON EMPLOYABILITY.

LASTLY, THE STATE MUST ASSURE THAT, REGARDLESS OF CIRCUMSTANCES, THE BURDEN OF POVERTY DOES NOT FALL ON CHILDREN. SANCTIONING PARENTS AND REMOVING THEIR BENEFITS WILL PUNISH THE ENTIRE FAMILY. GUARANTEES THAT BENEFITS WILL CONTINUE TO CHILDREN WON'T ASSURE THAT THEY WILL BE UNHARMED BY SANCTIONS.

Chairman, members of the Committee, in the history of America, Americans have suffered from unpredictable life events. Farmers had problems during the Dust Bowl. Businessmen lost much when the stock market fell and individuals endured the Depression. Americans were in need. The country created steps to assist it's people.

Like these people I never imagined I would ever suffer and be in need of assistance. My name is Debbie Miner. I have been on assistance for three years and am the mother of two.

Before my return to Montana I attempted to be self sufficient. I was a housewife, married to a military member, with two children. I saved up Christmas money, birthday money, collected aluminum cans, and sold old clothes. I used this money to take my first college class in Psychology.

I never planned to be on welfare. I thought my future held a life for me with my husband and a good retirement. But after eighteen years of marriage my husband walked out. My open door was closed.

I worked numerous jobs which paid \$4.00 an hour. It was not enough to be self sufficient. I struggled and scraped but it was not enough to get by. I could not afford to raise my children and go to school on the income I was earning. There were times I only got about three or four hours of sleep. I arrived back in Montana with my daughter and a suitcase with sparse clothing. We were homeless.

I applied for welfare after living a few weeks in the Mercy Home - a shelter for victims of domestic abuse. This place helped me to get back on my feet and was a refuge of relief for years of

endured abuse.

After applying for Welfare I've continued my education. I am a work-study student now, putting in 20 hrs a week at \$4.00 an hour. I also volunteer at New Directions - a mental health care facility three hours a week. I am also in the process of trying to gain field experience.

My goal is to adequately learn to help others. I want to continue my education and to become completely self-sufficient. I want to continue on and be licensed. I am in my senior year and still need more school and work experience.

Being on Welfare has been a daily struggle, but it has allowed for me to adequately care for my child, given us a home off the streets, and most importantly, provided us with a safe environment.

I am proud to say that I will be going off of Welfare very shortly. But I do feel that I still need assistance while I adjust to life without welfare. I have asked for child support and alimony as part of the divorce so I would not need to depend on government assistance to get by. I was finally granted \$273 a month in child support which makes me ineligible to receive AFDC. However, one-third of my income will go to housing. The cost for continuing my education increases (the average cost of a class is \$600.00). I was informed I will not have any medical or food stamps or help from the JOBS program I am going through.

I feel that with today's job market I still would need assistance to find employment. After I am employed I think that if I going to be truly self-sufficient I need help getting by and with basic costs that I simply can not afford. Necessities like help

with gas and car repairs: needed quality childcare to properly care for my daughter while I work. I also need medical insurance for myself if I need to initially take a job that does not provide it.

In conclusion I would like to say like others on welfare that we don't want to have the rug pulled out from under our feet. We need an adequate adjustment period, assistance to help ourselves to be self-sufficient. A job is not always the answer. We need real jobs with a livable wage that will allow us to adequately care for ourselves and our families. We need careers that blend with who we are. Careers where we can also be there for and with our children. With adequate care it helps our children's futures as well and their well being. It can also allow us to be more beneficial in society. Thank you for your support.

HELLO;

MY NAME IS COLEEN MILLER:

EXHIBIT

13

DATE

2/3/95

HB

S.S. HUMAN SERVICES

I AM 25 YEARS OLD AND LIVE IN GREAT FALLS. I HAVE BEEN ON AFDC FOR ALMOST 2 YEARS. I HAVE AN 18 MONTH OLD LITTLE BOY AND I AM ALSO A FULL-TIME STUDENT AT MAY TECHNICAL COLLEGE IN GREAT FALLS. BELIEVE ME, IT ISN'T AN EASY TASK. I AM NOT PROUD TO SAY THAT I AM ON WELFARE, BUT WITHOUT IT I WOULDN'T HAVE MADE IT TO WHERE I AM NOW. I HAVE BEEN TRYING TO GET THE STATE TO HELP ME PAY FOR CHILD CARE WHILE IN SCHOOL. I WAS TOLD I HAD TO BE ELIGIBLE FOR THE JOBS PROGRAM BEFORE I COULD GET STATE FUNDED CHILD CARE. I ASSUME I WASN'T ELIGIBLE, BECAUSE I NEVER HEARD ANYTHING MORE ABOUT THE PROGRAM.

I HAVE A LIMITED BUDGET THAT I LIVE BY EACH MONTH. THERE ARE TIMES WHEN MONEY IS SO TIGHT, I AM UNABLE TO MAKE MEDICAID CO-PAYMENTS.


MY MONTHLY BUDGET OF \$332.00 FROM AFDC AND \$50.00 FROM CHILD SUPPORT IS DISTRIBUTED AS FOLLOWS:

\$200.00/MONTH RENT, \$100.00/MONTH CHILD CARE, AND THE REST FOR TRANSPORTATION AND MISC. EXPENSES.

THIS ISN'T JUST HAPPENING TO ME. IT HAPPENS TO A LARGE NUMBER OF PEOPLE EVERY DAY. THERE MAY BE PEOPLE WHO ABUSE THE SYSTEM, BUT THERE ARE PEOPLE LIKE ME; WHO WANT TO MAKE A LIFE FOR OURSELVES AND OUR FAMILIES.

SURELY YOU CAN SEE HOW THE CURRENT SYSTEM IS TRAPPING MANY OF US. NEGLECTING TO SPEND A LITTLE MONEY ON STATE SUBSIDIZED CHILD CARE FOR THOSE OF US TRYING TO BREAK FREE FROM THE SYSTEM ONLY INSURES CONTINUED DEPENDENCY.

THANK YOU FOR LISTENING.


COLEEN MILLER

February 3, 1995

Mr. Chairman, members of the committee, good afternoon and thank you for allowing me time to share my ideas with you. My name is Milissa Loucks and I am a member of Project Uplift. As a low-income single parent on Aid to Families With Dependent Children (AFDC), I know how hard it is to try to become self-sufficient. I also understand why a time limit is being considered.

I know that sometimes unforeseeable circumstances arise in all of our lives. I feel that in considering who should be exempted from time-limited benefits, the Department overlooked some very critical circumstances.

First, I believe that there should be an exemption for recipients who are in a college or career training program, including those working towards a GED. The best way to increase one's self-esteem, sense of responsibility and chances for self-sufficiency is through education. Most occupations which can sustain a family take a four year degree or experience gained from a Vocational school. Without an exemption from time-limited benefits, many people would be unable to finish school, thereby failing to become self-sufficient.

Second, I also think that it is absolutely necessary to exempt people from time-limits if they are homeless or leaving an abusive situation. If a parent suddenly loses their shelter because of an eviction, raise in rent or because of domestic abuse, their main consideration is finding a home for their children and a safe place to sleep at night. These are situations which completely consumes one's life. The last thing on their mind is the impending loss of

their benefits.

One of the existing exemptions in the FAIM proposal is a verifiable physical or mental impairment. I am suggesting that included under this exemption should be alcohol and substance dependency if the person is in inpatient or intensive outpatient treatment.

Finally, I propose that you consider exempting a client for a certain amount of months if the state fails in its responsibility to the client under the Family Investment Agreement. Under this agreement, a great deal of responsibility is placed on the client. If the client fails to fulfill his or her requirements, he or she will be sanctioned. If this is going to be a true agreement, then there needs to be a similar guarantee that the state will fulfill its requirements under the agreement.

I would like to see a fair and successful welfare reform package passed in Montana. For this to happen it is necessary to listen to the ideas of people on assistance. I ask on my behalf as a single mother on AFDC and on the behalf of all the families in Project Uplift that I represent, that you seriously consider adding the additional exemptions to time-limited benefits that I have proposed.

DEPARTMENT OF FAMILY SERVICES

EXHIBIT 15

DATE 2/3/95

HB J.S. HUMAN SERVICES

(406) 444-5900
FAX (406) 444-5956



MARC RACICOT, GOVERNOR

STATE OF MONTANA

HANK HUDSON, DIRECTOR

PO BOX 8005
HELENA, MONTANA 59604-8005

February 3, 1995

TO: Human Services Appropriation Subcommittee Members
Lois Steinbeck, Legislative Fiscal Analyst

FR: Becky Fleming-Siebenaler
Day Care Program Officer, DFS Family and Community Support Services Unit
Program Management Division

RE: (1) The Critical Need for the Services of Child Care Resource and Referral (R&R)
Agencies in the State's Child Day Care Services Program

(2) Standards for Child Staff Ratio's

The Critical Need for the Services of CCR&R's:

The Child Care R&R agencies funded by DFS (and local private-sector funds as well) fulfill an essential role in DFS (and SRS') work of implementing and promoting state child care service programs directly related to the variety of pressing, unmet needs that Montana families have for day care services that are safe, accessible, affordable and that provide high-quality care and nurturing for those Montana families whose children need day care services. About 60% of Montana mothers work, requiring some type of child care for 35,400 children.

Child day care services -- including the crucially important services of the Child Care R&R's -- are an integral part of the DFS mission and service system, especially now that DFS has committed itself to a greater focus on community-based services that strengthen and support families. Children, as the Governor's Advisory Council on Child Care, say in their state day care plan are "Montana's treasure" and assuring quality day care is an essential part of honoring this treasure in deeds not just words.

Without continued funding for the important services of the Child Care R&R's, neither DFS nor SRS could perform the functions needed to meet the day care needs of Montana's citizens. According to recent figures -- a November, 1994 DFS Day Care Facilities Report -- there are only 21,108 spaces available in registered and licensed child care facilities in Montana at any one given time. At the same time there are approximately 59,000 children under 5 years of age in our state. About 60% of Montana mothers work, requiring some type of child care for 35,400 children.

The Montana Child Care Resource and Referral (R&R) Network consists of twelve (12) agencies state-wide serving multiple counties. The R&R programs provide a variety of support services to parents, child care providers and the communities. Those services include the following:

- Assisting parents in locating child care options in their community.
- Providing parents and others in their communities with information on state-funded payment assistance programs for child care and other early childhood programs and services.
- Assisting DFS, SRS and other agencies and organizations in the development and promotion of policy initiatives which expand and maintain the supply of quality child care.
- Processing all the monthly vouchers (approximately 2,000/month are submitted by providers serving state-paid children) for all DFS and SRS state-paid child day care programs. (Representatives of the R&R Network have assisted DFS and SRS in the development of MACCS, the Montana Automated Child Care System, a computer system that will, when operational this coming summer, greatly facilitate the payment of day care bills and assist parents and providers to quickly get linked with appropriate day care funding resources.)
- Doing eligibility determination and certification/approval (certifying that day care is to be provided by a given provider for certain children for a specified, approved period) for several state-operated day care service programs, including the Sliding Fee Scale Child Care Services funded by the Child Care Block Grant and the At-Risk Child Care Program.
- Managing the state-assisted child care for job training and employment programs.
- Educating parents and the community about how to identify day care providers who provide a safe, high-quality, stimulating environment of care and nurturing for children.
- Assisting with expanding the supply of child care services by recruiting new providers.
- Conducting orientation sessions (required) for new child care providers.
- Providing training and technical assistance for day care center staff and family home and day care group home care providers -- plus providing on-going training and technical assistance and (for some R&R's) conducting on-site training.
- Coordinating local training schedules for day care providers and providing support resource libraries for early childhood programs.
- Linking child care workers with professional provider organizations.
- Consulting with businesses to establish employer-supported child care services.
- Contracting with employers to provide resource and referral services to their employees.
- Referring parents and providers to other support services and information beyond day care.
- Offering parenting classes and public education on child care issues.

The pressing need for child care services in Montana and the R&Rs' role in helping to meet that need:

According to recent figures in a November, 1994 DFS Day Care Facilities Report there are only 21,108 spaces available in registered and licensed child care facilities in Montana at any one given time. At the same time there are approximately 59,000 children under 5 years of age in our state. About 60% of Montana mothers work, requiring some type of child care for 35,400 children. Therefore, nearly 41% of Montana's young children do not have access to regulated care. The Child Care R&R programs have made a difference in the availability of regulated child care in Montana through their extensive public awareness/community education work and through their work of recruiting new providers.

As stated above, R&R's are responsible for many other things besides recruitment of child care providers.

Training of day care providers -- essential for providing quality care that meets children's needs -- is one of the R&Rs' most important activities.

R&Rs conduct (DFS-required) orientation sessions for new child care providers, provide ongoing training and technical assistance and some R&R's conduct on-site training. A child care provider orientation is a five-to-eight hour workshop for new child care providers that offers an overview of meeting the needs of young children. The target audience is generally family and group home providers, however, components of an orientation also meet the requirements for child care center aides. Montana law requires that all family and group home providers attend an orientation -- these sessions are held in each Child Care R&R district at least once per year, but are generally held three to eight times per year.

In addition, R&Rs conduct skill-development workshops which focus on specific topics of interest are provided for the experienced child care worker. The content of the skill-development workshops are determined through assessing the needs of local child care providers. Some areas of focus include: pediatric first aid/CPR, meeting the needs of infants and toddlers, parent/provider communication and age-appropriate activities for children.

A great deal of training and education takes place over the phone lines at the Resource and Referral programs. Providers call the R&R's for a variety of information such as how to keep a toddler from biting; what do I do about a parent who is behind on payments; or where is a good place to buy finger paints. Referral counselors are the child care specialists in each community.

Some of the Resource and Referral programs now have training coordinators who provide on-site assistance to day care providers. The coordinators go into the child care setting and present specific training to staff. Sometimes they work along with the provider demonstrating developmentally-appropriate practices with children. On-site training allows the provider to have hands-on experience and to make obtaining additional education easier.

The Montana Child Care Resource and Referral programs are funded by administrative funds from the federal Child Care and Development Block Grant (CCDBG) and the federal At-Risk Child Care Program (ARCC). Additionally, \$20,199 from the federal Dependent Care Grant (no longer available after this year, FY95) goes to R&R's for orientation training and recruitment of day care providers for school-aged children.

R&R's offer parents, children and providers an indispensable "community connection." R&R's are able to identify and help meet the day care needs of their community and -- unlike state day care staff -- R&R's do not "police" day care facilities. This relationship enables R&R's to build trust and enables them to

develop and enhance the day care service delivery system that is so necessary for working parents and those who are trying to better themselves.

Quality child care can have a profound impact on the child's overall growth and development. Quality child care can make a crucial difference in the lives of children who are handicapped by academic, economic, physical and emotional disadvantages. Abused or neglected children can thrive and develop in the positive, nurturing environment of a quality child care program. The department strives to assure that Montana's children have access to quality child care by administering four child care programs: At-Risk Child Care, Child Care and Development Block Grant Day Care, Child Protective Services Day Care and Dependent Care Grant Day Care Services.

The R&R Network and its services is an integral part of the DFS effort to strengthen families and they are providing invaluable services to parents and care providers.

Standards for Child:Staff Ratio's:

During the SRS hearings on February 2, 1995, the question was asked, "Why are the ratio's of children to staff set at the level they are?" We responded that these ratio's are not arbitrarily set and that we use National Standards as our guide. There are many sources of National Standards applying to child day care settings, among those are: National Association for the Education of Young Children (NAEYC), Head Start, Children's Welfare League, Children's Defense League, American Academy of Pediatrics (AAP), American Public Health Association (APHA) just to name a few. Each of these organizations believes that child:staff ratio's for children in day care facilities should be smaller than that of children attending public school.

Day care facilities must provide a setting for nurturing and affection. Not only should these facilities protect a child from health hazards, they should also promote the achievement of his or her fullest potential in both physical and psychological health. Child:staff ratio's serve as a model for both the physical health and the psychological health of children.

For example, Infants (0-2 years) need a primary caregiving relationship to develop trust and the ability to make emotional attachments. Sufficient staff must also be able to evacuate infants from the building in case of a fire or other emergencies and to allow sufficient time to practice health and safety routines (e.g., handwashing and other hygiene practices). Caregivers must be recognized as performing a job for groups of children that parents of twins, triplets, or quadruplets would rarely be considered to handle alone. Caring for a group of three infants is the same as caring for infant triplets; four toddlers are equivalent to a set of quadruplets.

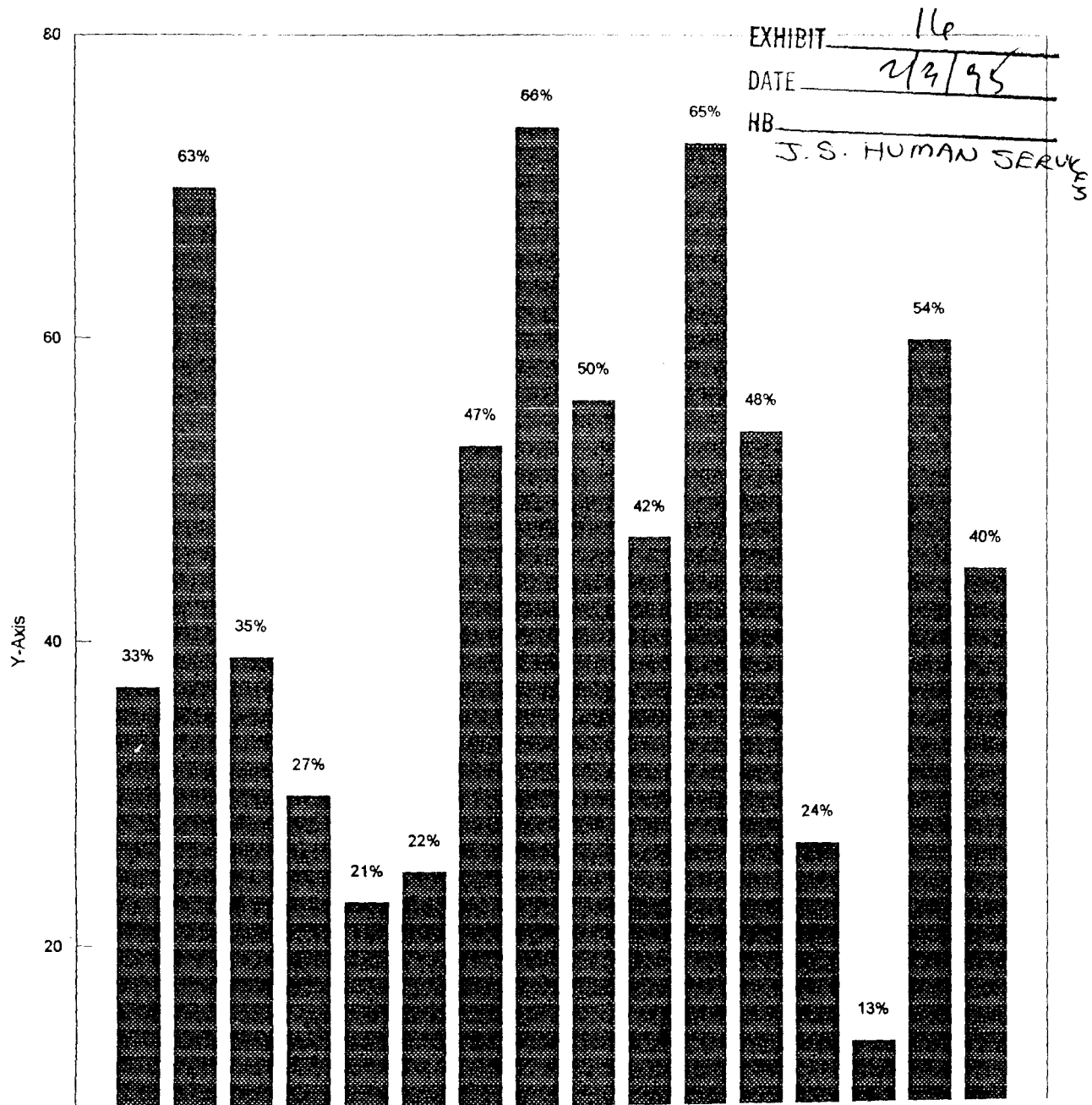
In April 1992, the Department of Family Services contracted with the Montana Child Care Association (MCCA) to conduct a study of the day care regulations. Realizing that many organizations, groups and Montana citizens are involved with day care--in its various forms--MCCA instituted 5 regional study groups. These committees represented 13 different early childhood organizations and groups. Of the many recommendations they made to the department about changes or additions to current day care licensing regulations, changing the child:staff ratio's was **not** among them. This group felt that to increase the number of children per staff member would--in terms of physical and mental health--be putting our smallest children in grave danger. They felt the need for smaller ratio's works to ensure safety and proper supervision.

The numbers of children to staff in a day care facility are smaller than schools because young children need more intense levels of supervision and attention in order to properly prepare them for entrance into school and mastery of life skills which prepare them for growing up.

DFS was also asked to supply information about other states' staff: child ratio. In accordance with this request, we have comprised the following information regarding ratio's on 10 states--including 3 western states. For most of these states, definitions for the various age groups are the same, however, Maryland, Wisconsin and Washington have separate ratio's for two year olds as compared to the others who combine two year olds with the Toddler group.

1. California: 1:4 infants (0 to 1yr), 1:4 for toddlers (1 to 3 year olds), 1:12 for preschooler (3 to 4 yrs)
 2. Colorado: 1:5 infants, 1:5 for toddlers, 1:10 for preschoolers (4-5)
 3. Connecticut: 1:4 infants, 1:4 toddlers, 1:10 for preschoolers.
 4. Hawaii: 1:4 infants, 1:3-6 toddlers, 1:8-16 preschoolers.
 5. Maryland: 1:3 infants, 1:3 toddlers (one to two yrs), 1:6 for two yrs olds, 1:10 preschoolers.
 6. Washington: 1:4 Infants, 1:7 Toddlers (one to two), 1:10 two yr olds, 1:10 Preschoolers.
 7. Massachusetts: 1:3 infants, 1:3-4 Toddlers, 1:10 preschoolers.
 8. Minnesota: 1:4 infants, 1:4-7 Toddlers, 1:10 preschoolers.
 9. Vermont: 1:4 infants, 1:4 Toddlers, 1:10 Preschoolers.
 10. Wisconsin: 1:4 Infants, 1:4 Toddlers (one to two yrs), 1:6-8 two yr olds, 1:10-13 Preschoolers.
- c: Shirley Brown, Administrator, DFS Program Management Division
Jack Ellery, Administrator, DFS Management Support Services Division
Doug Matthies, Chief Budget Officer, DFS
Hank Hudson, Director, DFS Frank Kromkowski, Lynda Hart

Reasons for Needing Assistance



~~EXH 100~~
EXHIBIT

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J.S. HUMAN SERVICES

REPORT OF FINDINGS AFDC POPULATION STUDY

Patrick B. Edgar, DPA
Northwest Community Consultants Inc.

Northwest Community Consultants Incorporated is a Montana-owned firm that provides a variety of services for the public sector throughout the northwest United States. The primary services offered include policy analysis, consensus building in state and local governments, and public management consulting. The principle owner, Dr. Patrick Edgar has had many years experience in the public sector and a Doctor of Public Administration degree from the University of Southern California. The other members of the organization are George Gupton, who also has extensive experience in the public sector and a Master of Public Administration degree and Mark Newby, a Montana businessman who runs the business affairs of the firm. Other employees are drawn from an extensive talent pool as needed for each project. Materials in this report are covered by U. S. copyright laws and may be used with the permission of the author.

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Executive Summary

This study has been directed at painting a clearer picture of the population in the state of Montana that are receiving or have received assistance under the Aid to Families with Dependent Children (AFDC) program. Northwest Community Consultants (NCC), under contract with the Department of Social and Rehabilitation Services (SRS), has conducted a combination telephone and mail-out survey of this population. This was supplemented with further research through the TEAMS data base, examination of similar studies in other states, and national data. This report also includes two additional discussions. The first is a summary of the general conditions being faced in the state of Montana relative to AFDC and the major issues that must be considered in any reform efforts. The second is a set of recommendations regarding implementation of any reform. These discussions are added since I consider it my responsibility as a policy analyst to complete the analysis and as a citizen to provide insights that are gained from a "third party" perspective. The second and third parts are in addition to the products agreed to in the contract with Social and Rehabilitation Services.

A total of 538 current and former AFDC recipients were interviewed over the telephone during the period of November 8-11, 1993. The interviews involved a series of forced-choice, Likert, and open-ended questions. The telephone interviews were supplemented with 198 mailed out questionnaires. To date, 62 responses have been received or nearly 31 percent, when the 17 incorrect addresses (no longer at the address, etc.) are eliminated. Thus, 600 responses are included in this study. This sample yields a ± 4 percentage confidence interval. The results of the survey present a picture of the AFDC population that offer insights into their condition and generally, their attitudes. A

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commitment made by NCC from the outset of this project was that confidentiality would be preserved at all times. This commitment has been honored. Consequently, some analysis, especially as it may relate to how particular populations responded to particular questions, cannot be conducted. The identifiers have been completely separated from the responses.

The respondents that indicated they were no longer receiving assistance, reported that the most important reason for them to leave the program is that they simply got tired of being on the program. This is rather important in considering policy. Recipients do not like being on the program. They also indicated that they were able to get off the program because they got a job with skills they already possessed. The barriers to getting off the program that the former recipients described varied but were mainly related to having the resources to provide for all the needs of caring for children from education to child care. Their open-ended responses reveal that the main need is for jobs that pay well enough.

The entire sample was asked the remaining questions in the interview. The respondents indicated that they had been on the program an average of 1.8 times. Thus, the concerns that people tended to go on and off the program are not borne out by the survey. When asked whether or not it is difficult to get off the program, the majority said that it was and that the lack of job opportunities and well-paying jobs were the primary reasons. Thus, the respondents are interested in working but need to make enough to provide for their families. The sample also reported that the first time they

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received benefits for their children was during their early adult years. This is one of the more important findings in this study. In the case of the state of Montana, the concern that the driving force behind the increase in AFDC clientele is the number of teen pregnancies does not appear to be true. The evidence suggests that the teen mothers are probably staying with their families or with others and not entering the AFDC system at that time. It is granted that many situations where the teen mothers are staying with others (friends, relatives) may be placing them at some risk. The larger problem is the number of single parent households created by a high divorce and/or abandonment rate along with a very high number of parents that were never married. Further, the respondents indicated that only 13 percent of them were second generation recipients.

When asked to describe life without AFDC the sample described a situation where they would have to turn to family or friends for help and seek a second job. While this indicates that they do have constructive values, there should be some concern for the children of these parents. If they were to take on additional work one has to wonder who would be taking care of the children. There is plenty of evidence that the prevalence of "latchkey kids" is already posing serious problems. Generally, this population is more likely to seek socially constructive alternatives than those that may be considered socially destructive.

The respondents have considerable appreciation for those that work in the welfare offices. They generally, rated the performance of these individuals with respect to service and courtesy rather well averaging around a 2.75 GPA. However, they rated the

offices rather poorly regarding how well they tried to move them toward self sufficiency, giving them only a 1.8 GPA. They felt that they were not really given much in the way of options to improve their own situation. When asked to specifically focus on job training programs in general, the respondents gave them a rather luke warm assessment with the exception of GED courses and Self Esteem courses. Only 21.5 percent of those that had been enrolled in job training programs stated that the program helped them to get a job. These results would indicate that much work needs to be done yet in the program before making them a requirement for all recipients.

Nearly 24 percent of the respondents were currently in school which should be expected. The respondents did describe some difficulties in staying in school and being on the program. Specifically, the need for some considerations that will reward successful pursuit of education were indicated. The level of education reported by the respondents supports the call for improvements for those pursuing education. This population has a significantly higher than normal non-completion rate for high school and college. The respondents also state that what they need more than anything is formal training in either a vocational-technical school or college. Thus, this population is interested in self improvement which is consistent with their value system described above.

The sample was asked about their decision to apply for benefits and the motivational factors that entered into that decision. First, they stated that they tried many of the traditional options of full time and part time employment and family

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assistance prior to applying. However, two-thirds of the respondents indicated that they had not sought assistance from the other parent. This brings out a very serious issue regarding the value of holding both parents responsible for children. This is an issue that should be addressed in a rather vigorous fashion since the failure to uphold the value of equal responsibility bodes very poorly for the future. The motivational levels of the respondents was measured in terms of what prompted them to apply and how that would fit with the motivation of anyone. The overall result indicated a slightly lower than average motivation level but a positively-rooted one nonetheless. All in all, the population is one that is much like the rest of us. The prevalence of single-parent households is the driving force behind increased recipients. Finally, the respondents were asked to describe what their lives would be without AFDC and offer suggestions for the improvement of the program. The descriptions of life without the program were generally that it would be a challenge and that they were mostly uncertain as to what they would have done. Many indicated that they would manage somehow, showing that they still believed in themselves to some extent. The suggested improvements were mostly related to allowing them some kind of transition to the world of work. In other words, the respondents asked that they not be so immediately sanctioned for getting a job. They offered suggestions that centered on including a process that could formulate decreasing levels of assistance in various forms over a period of time. Generally, they want an opportunity to "get on their feet" prior to being cut off.

The study indicates that there is plenty of room for reform but, even more importantly, much to build upon. The typical Montana recipient holds the values that one finds in the general population. They would rather work than not work. They recognize that they need to improve their skills in order to survive. The challenge for policy makers now is to formulate a program that will draw upon these values and not deprive the children of positive family experiences.

Part II of this report focuses on further definition of the situation of the AFDC population by examining the general conditions for recipients in the state of Montana. A brief review of the history of AFDC in the nation and in the state demonstrates that the program has been the fastest growing of all public assistance programs. It has also been the most controversial because of the growing numbers and because the population has not been viewed as particularly deserving from time to time. **Poverty in the state of Montana in general is cited as the primary predictor of participation in the AFDC program.** The condition of poverty in the state is increasing and the factors that contribute to its expansion such as shifts in employment, are persistent. This suggests that the underlying problem of poverty will continue in the future and must be a consideration for policy reform efforts.

Issues that need to be addressed in order to develop any meaningful reforms of the AFDC program are many. Education is a crucial area of need in any efforts to improve the AFDC clients' situation. The issues related to education include which efforts may stimulate an active response by the clients and whether or not it is

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reasonable to grant any kind of privilege regarding education to this population.

Generally, the conclusion is that education can be made more meaningful if the recipients are shown that it is through such measures that their lives will be improved. It is also suggested that education provided for any segment of the population benefits the entire society.

The issues of child care and health care bring with them the questions of quality of life and empowering individuals to be a part of the work force. The demand of child care is increasing in the entire population and the costs surrounding this service are sometimes hidden. The question of whether or not institutionalized child care brings with it undesired outcomes in the long run is one that should be addressed in any future efforts. Further, the means through which child care is provided should be assessed, perhaps being directed more at cooperative efforts. The health care challenge is one that is particularly problematic for this population. The reality is that the group most vulnerable to the harmful consequences of health care costs is the population that lies just above the poverty level. Thus, the movement of this population into self-sufficiency necessarily moves them right into the area of greatest danger unless accommodations are made. The most reasonable solution rests in comprehensive health care reform.

The discussion around employment programs for the AFDC population emphasizes the need for placement into decent-paying jobs. This need is typically underestimated in reform efforts. The acquisition of a job is not a solution in itself. In many of the cases, accepting a low-paying job only worsens the condition of the recipient

rather than improves it. The problems rest in the fact that most entry level jobs are minimum wage with no benefits. If the individual must incur the costs of survival, including child care, health care, and the additional expenses of working outside the home, the net amount of benefit is far less than if they remain on the program. The types of jobs needed are those that pay well above minimum wage. The other factor that comes into play is the need to elevate the self esteem of these individuals prior to and even after they enter or re-enter the work force. Unless these self esteem issues are addressed it is unlikely that they will be particularly effective employees or that they will allow themselves personal growth.

Finally, the more institutional issues are discussed. The need to "de-bureaucratize" is much more complex and more urgent than perhaps has been acknowledged to date. The myths surrounding bureaucracy need to be dispelled and the truth must be the basis of any reforms. Bureaucracy is an organizational form that evolved fully during the Industrial era. It requires rule enforcement and standard operating procedures in order to function. Bureaucracy's most important purposes are to displace human weaknesses with rationality and to preserve itself and not the accomplishment of outcomes. Thus, any efforts that have as a goal to move clients toward self-sufficiency (which is an outcome) will have to be accomplished within a non-bureaucratic environment. This will require the acceptance of risk-taking and the potential for error. Privatizing is not necessarily the answer unless the same willingness to allow risk-taking and entrepreneurial activities is exhibited. In order to overcome the

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immense problem of dependency in the AFDC population, the leadership must be willing to sacrifice some control over the process.

Recommendations are offered to improve the discussions of reform, especially as they relate to implementation. These recommendations are from the perspective of movement toward policy success -- assuming the policy centers on moving individuals from public assistance to self sufficiency.

Recommendation 1: move toward a case management model rather than a rule enforcement approach.

- a. Each case manager must be responsible for the client's entire range of benefits.
- b. Case managers must be evaluated and therefore rewarded or sanctioned based on movement of individuals from dependency to self sufficiency.
- c. The case manager and the client must enter into a contract where the expectations of both parties are clearly defined - including means for making adjustments should anything outside of the control of either party occur, and specified sanctions and rewards for particular outcomes.
- d. A weighting scale needs to be developed so that case managers are given greater credit for helping those most in need. This will go far to prevent "creaming".

Recommendation 2: shift the administration of the program from one based on the bureaucratic model to one based on public entrepreneurship.

- a. Allow regions and HRDCs to submit proposals regarding goals for their region and means for accomplishing their goals. Proposals are evaluated by a task force of public employees and citizens and a contract is awarded to the organization with the best proposal. (This will allow the public organizations to compete.)
- b. Based on the targets set by the successful bidder, require the state offices to engage in **contract monitoring only** not rule or procedure enforcement.
- c. Allow regions to use funds remaining at the end of the year as they see fit within the limits of the law.
- d. Include any innovative schemes for provision of services as means to accomplish the goal of self sufficiency. (e.g., co-production may include a strategy where clients in a given region forming a child care cooperative.)

Recommendation 3: Develop a more comprehensive job training program that integrates schools, vo-techs, community colleges, and the University System, as well as employers.

- a. Each entity will develop standards of satisfactory progress that will tie success to meaningful outcomes.
- b. Institutions will develop linkage programs so that clients are being trained for specific job opportunities identified by employers.

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- c. Case managers will be able to include financial aid in their data base.

Recommendation 4: Focus efforts on the reduction of poverty in the state of Montana.

- a. Integrate efforts with economic development strategies so that decent paying jobs are being developed.
- b. Encourage participation by local institutions in welfare reform so that the need to develop sustainable jobs is clearly understood.
- c. Emphasis should be placed on drawing from the creative resources of the members of the community, including the clients on AFDC.

The most important step that can be taken in welfare reform is to honestly pursue self-sufficiency as a final outcome. If we truly want to reduce not just the costs in terms of the budget, but in terms of the people, we must embark on programs that bring the best out in people. To continue a system that punishes productive behavior on the part of the clients, the public employee, and the educators will only make the problem worse. To believe that we can just sweep the problem under the rug by simply insisting that people fend for themselves without giving them the means to do so will only serve to increase failure. Compassion and public policy are not at odds with one another if we all focus our efforts on success.

I. Introduction and Executive Summary

Every OHS county office within the state has the latitude to perform the duties expected of them. As a result, every OHS county office has its own personality, priorities, and methods for accomplishing the same tasks. The focus of each OHS county office is determined by a number of factors, including: Client makeup (population composition for the county), experience of the office, volume of Clients (case load), and size of county. There are reasons why each OHS county office operates differently and it is not our intent to suggest that each office do business in the exact same manner. It is important to note, however, that one of the purposes of implementing the TEAMS system was to make workers more consistent across the state, yet the level of knowledge and skill varies greatly from person to person. All of the suggestions are to empower the County Offices of Human Services (OHS) Directors, Supervisors, Specialists and Assistants with a tool set and process suggestions that will enable them to do what is asked of them under Welfare Reform, which begins to take effect in October, 1995. The introduction of process changes and automated tools for performing certain tasks will have a positive affect in accomplishing the tasks of each OHS county office.

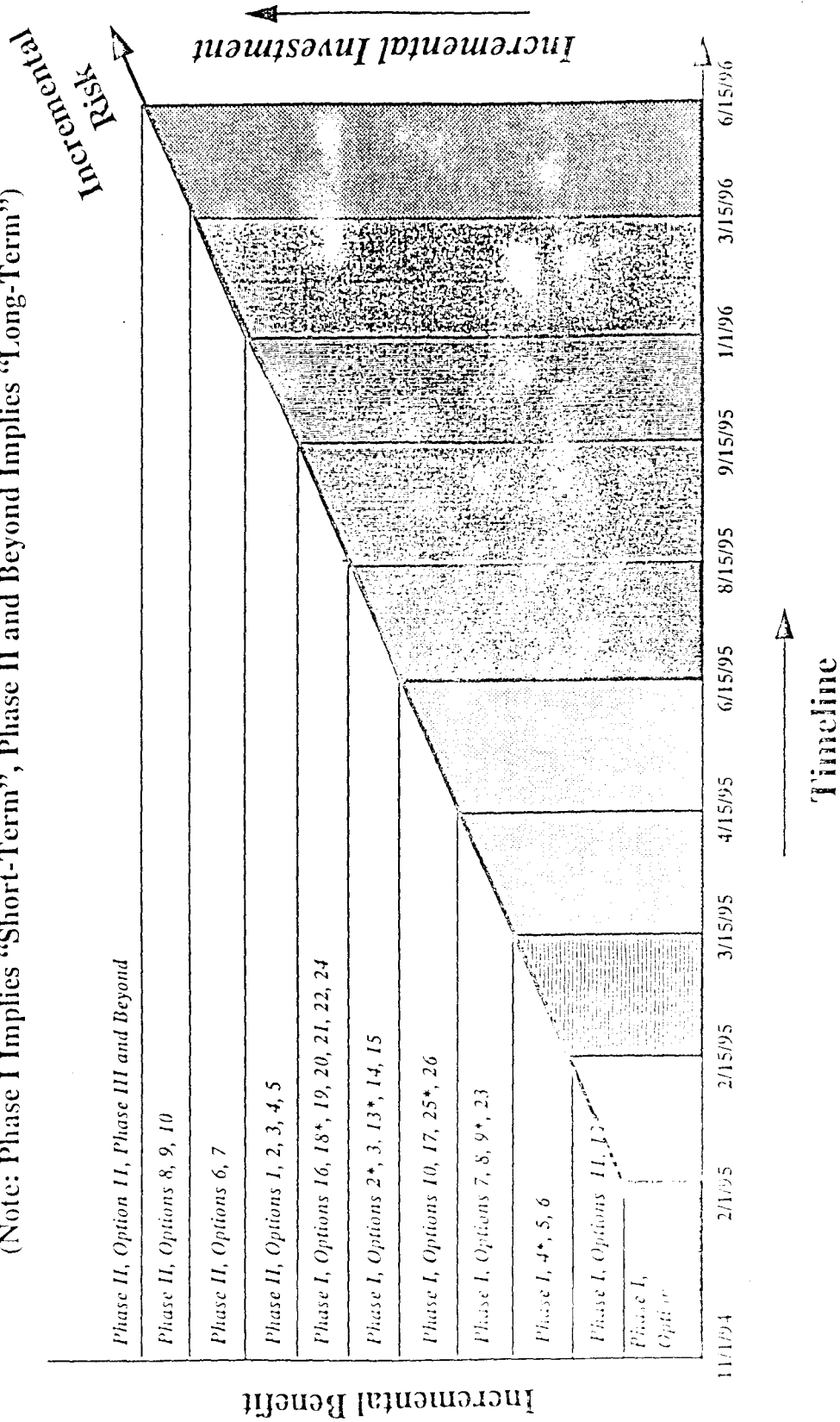
The current environment and tool set available to OHS county offices are a product of well-established processes within the state and federal system for welfare that has evolved over a long period of time. Because of Welfare Reform, OHS county offices are in need of process improvement to change their welfare processes. Changes in both process and technology must be considered at some point in the future, to support the level of activity and responsibility that will be laid upon the OHS county offices going forward. As a result, the tool set suggested for FAD and the OHS county offices may require a modified technology infrastructure at some point. Specifically, it is important for the State of Montana, Department of Social and Rehabilitation Services (SRS), Family Assistance Division (FAD) to consider gaining access to the Montana State Data Communication Network (DCN), as it is configured in the document from the Information Systems Division (ISD) in the Department of Administration entitled, *SummitNet 96-97*. While there is still work to be done in this area, the direction that is being taken with regard to networking is good.

This report is organized around two approaches: 1) Short-Term Recommendations to achieve immediate results, if possible, and 2) Long-Term Recommendations which provide a vision of the technology that can be used in the future to more fundamentally change the eligibility process.

As outlined in Exhibit 1, we have mapped the various recommendations against incremental benefit and time. As depicted, the various short term recommendations provide more immediate benefit and lower risk while the long-term recommendations provide greater benefit at a higher risk.

Recommendation Options: Benefits, Risks, & Investments Over Time

(Note: Phase I Implies "Short-Term", Phase II and Beyond Implies "Long-Term")



*Options 1, 2, 4, 9, 12, 13, 16, 25 for Phase I could potentially save 65,000 to 70,000 hours per year. Options 1-10 for Phase II could potentially save 67,000-130,000 hours per year.

SHORT-TERM RECOMMENDATION OPTIONS

The goal of the following short-term recommendations is to implement non-technology or low-technology process changes that could be considered "quick hitters." The "quick hitter" items are intended as a series of recommendations which may be relatively easy to implement based on our current knowledge. Some can stand alone, others are intended to be in support of others. Possible savings from these short-term recommendations could be in the range of 65,000 - 70,000 hours per year.

1. Remove the Budget Summary From All Client Notices.
2. Prospectively Budget All AFDC and Food Stamp Cases.
3. Replace the Monthly Report With a New Monthly Statement.
4. Try to use TEAMS in an Interactive Interviewing Mode to Reduce Time Per Intake Session.
5. Obtain Inquiry Access to Information From Other State Agencies and Departments
6. Combine the AFGT (AFDC Gross Test) screen and the AFNT (AFDC Net Test) screen on TEAMS as well as the WORA (Work Registration - AFDC) screen and the WOLF (Work Registration - Food Stamps) screen on TEAMS.
7. Revise the Current Application to More Closely Match the TEAMS Screen Flow.
8. Standardize the Client File Format Across County Offices.
9. Eliminate Hard Copies of Verification Documents That Are Not Necessary for On-going Reference.
10. For Counties That Perform Group Intake, a Standard, Statewide, Video Should be Developed.
11. Transfer the Responsibility of Scheduling Interviews to the Client.
12. Separate Expedited Food Stamps Cases From Other Cases.
13. Improve the Information Sharing Between TEAMS and SEARCHIS.
14. Consider Printing Notices Locally Using a Document Generation Facility Such as DocGen.

15. Automate the Resource Assessment for Nursing Home Cases and Incorporate it into TEAMS.
16. Implement Zip!Mail, or its Equivalent, For The OHS County Offices.
17. Implement Computer Based Training (CBT) for the OHS County Offices.
18. Consider Implementing Assist/GT for On-line Policy Documentation.
19. Consider Expanding Voice Mail For OHS County Offices Who Request It.
20. Implement Interview Scheduling Based on Calendaring Rather than Alphabetized Grouping.
21. Investigate Mechanisms For Accessing Data From Other State Agencies, Within the Parameters of Public Access Requirements.
22. Consider Following the Intake Interview Process as used by the Utah Department of Human Services.
23. Eliminate the Downtime on TEAMS for End of Month Processing.
24. Modify TEAMS or Develop new Subsystem to Perform Pre-Screening Processing to Prompt Specialists Regarding Eligibility.

LONG-TERM RECOMMENDATION OPTIONS

The long-term technology summaries outlined in this section are intended to allow each OHS worker to better access and utilize the information that is needed to perform their jobs effectively. For purposes of simplicity, the technology summaries fall into one of three distinct groups: 1) Infrastructure Enhancements, 2) Administration Enhancements, 3) Application Enhancements. The possible time savings from these long-term recommendations could be in the range of 67,000 to 130,000 hours per year.

1. Establish Network Infrastructure (Montana DCN/SUMMITNET)
2. Evaluate OHS County Office Hardware
3. Establish On-line Referral Information
4. Establish On-line Policy Documentation

5. Implement Imaging Technology for Applications and Client Documents
6. Implement Toll-Free Call In Number for Information and Client Data
7. Implement GUI Front-End to TEAMS
8. Re-deploy TEAMS in Distributed Environment
9. Target "Protected Time" for Elimination
10. Reduce Time Spent in Policy Research
11. Develop "Proof of Concept" Technology Prototype
12. Skills Upgrading
13. Create New Job Descriptions
14. Develop and Implement a Change Management Plan

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VISITORS REGISTERHuman Services & Aging - SUB-COMMITTEEDATE 2/3/95

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Bar Norton 2710 Mulberry Ln Missoula	NASW - member		
<u>Lucy Fox</u>	<u>Meic</u>		
<u>Lucy Fox</u>	<u>MT Assoc. of Churches</u>		
<u>Dee Ann Hartman</u>	<u>HRDC - R & R</u>		
<u>Morica Treter</u>	<u>D-T HRDC, BLGS.</u>		
<u>Mary Berg</u>	<u>JOB'S Shelter Box</u>		
<u>Cathy - Doe</u> 616 So. Ave E Missoula MT	NASW		
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" "

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