

**Welfare-to-Work Activities**

**General Description**

**Job search and job readiness assistance** - programs which specifically focus on the development of: job seeking skills, such as resumes, interviewing, application procedures, locating job openings and contacting employers to identify job opportunities; job readiness preparation such as requirements for employment, attendance and timeliness, appropriate attire, skills assessment and development, work history, career exploration, and skills designed to enhance an individual's capacity to move toward self-sufficiency.

**Pre-employment services:** Activities which address basic employment skills such as attendance, being on-time, dependability, appropriate attire, basic language skills, etc. are part of the job readiness assistance component and will be part of most welfare-to-work activities, at least as a review if not inclusive of a more pro-active learning activity. Consequently, the recipient's time spent in developing these pre-employment skills will be counted as part of the weekly participation hours. In addition, the County will seek expanded and/or additional pre-employment services that will address the conditions and psycho/social issues that public assistance recipients, especially long-term recipients, will face in transitioning into the CalWORKs program. All pre-employment services will be integrated into other, appropriate welfare-to-work activities such that the hours of participation will be counted within the recipient's required time.

**Job skills training directly related to employment** - programs which provide education and training, primarily in a classroom and/or lab setting, in the skills necessary to complete work in specific occupational areas for which there is a current demand in the local labor market. The skills training curriculum must be delivered through an educational institution or an accredited training program.

**Supported Work** - is a form of grant-based on-the-job training in which the recipient's cash grant, or a portion thereof, or the aid grant savings from employment, is diverted to an intermediary service provider, to partially or wholly offset the payment of wages to the participant.

**Adult basic education (includes basic education, GED and ESL)** - academically-based programs which provide literacy, language and basic-education skills development directed towards a high school diploma, a GED, English language proficiency, improved basic literacy and/or work-related reading, math, writing and communication skills. Classes may be provided by educational institutions, such as Adult schools, ROPs, Community Colleges, etc. or by non-profit community-based organizations.

**NOTE:** Alameda County will include a specific number of hours per week for homework, study, research and reading where such activities are a requisite part of the course of study. These hours will be detailed in the CalWORKs individual welfare-to-work plan and will be included as part of the total hours of required work activity participation. The need and appropriateness of these hours of educational activity was strongly supported by the community, recipients and educational institutions during the public review process of the county's CalWORKs plan.

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**General Description**

**Transitional employment** - is a form of grant-based on-the-job training in which the recipient's cash grant, or a portion thereof, or the aid grant savings from employment, is diverted to an intermediary service provider, to partially or wholly offset the payment of wages to the participant.

**Diversion program** - is the availability of a lump sum diversion service to resolve the circumstances that require the family to apply for assistance. When an applicant is determined to be eligible for assistance (under CalWORKs) the county will assess whether or not the applicant would benefit from the lump sum diversion service prior to the family's approval for aid and in lieu-of the receipt of cash aid. The county's determination shall consider whether the applicant is likely to be able to avoid the need for extended assistance beyond the diversion period if the family was provided one-time assistance. Assistance may include, but is not limited to: relocation assistance to accept employment; housing or rent payments to maintain or access employment; purchase of tools, equipment or special clothing necessary for an employment position; transportation costs; and license / licensing fees.

**Drug & Alcohol Abuse and Mental Health Services & Treatment** - will be provided through the Behavioral Care Department of the Alameda County Health Care Services Agency (HCSA). Staff who are experienced in behavioral care will be part of the reception process at each CalWORKs intake site and will screen referrals for expanded behavioral care services. Referrals to appropriate providers in the behavioral care network will be made and managed by Behavioral Care in cooperation with the SSA.

**Post-Employment Services** - services and activities to assist a participant to retain employment, to search for better employment opportunities, and/or to pursue career advancement to ensure long-term self-sufficiency. Services will also be available to assist employers in the retention of employees who are current or former CalWORKs recipients. Activities will include, but are not limited to: job club and job search services; labor market information; job announcements; resume and job application updates; career counseling; personal and family counseling; problem and crisis resolution; intervention and mediation with employers; and, information and referrals to community, social and support services.

**Domestic Violence Services & Treatment** - will be developed in accordance with the programmatic information presented in Section (I) of this CalWORKs Plan. Participation in a treatment and/or services activity will be counted within the work activities hours required for continued receipt of CalWORKs aid.

**(e) Substance abuse and mental health treatment services**

**Plan for Substance Abuse Services** Briefly describe how the welfare department and the county alcohol and drug program will collaborate and utilize new funds available to ensure the effective delivery of substance abuse services. These funds should be used to maximize federal financial participation through Title XIX of the federal Social Security Act. If the county has determined who will provide substance abuse treatment, please indicate the providers in the plan. If that decision has not been made, provide CDSS an addendum to the CalWORKs plan indicating the provider when determined.

- [ X ] Alameda County certifies that the county's substance abuse treatment services will include at least the following: evaluation; case management; substance abuse treatment; employment counseling; and, the provision of community service jobs.**

**Describe any additional services the county will provide.**

The Social Services Agency and the Health Care Services Agency, Department of Behavioral Care, will collaborate and mutually agree on a system of care to meet the substance abuse treatment needs of CalWORKs adults and children, some of whom are not served in the current care system. Input from community providers will be solicited on the this system of care. Funds will be used to maximize federal financial participation through Title XIX of the Federal Social Security Act.

The system of care will include:

- evaluation and assessment located at the Social Services Agency's Self Sufficiency Centers, including identification of coexisting mental health problems;
- case management;
- crisis intervention;
- substance abuse treatment by a licensed or certified program, including integrated treatment of coexisting mental health problems; and,
- evaluation of program performance outcomes and client satisfaction.

In addition, based on client evaluation, assessment and treatment plan, welfare to work plans will be developed and community service jobs will be provided by the Social Services Agency or its agent. For the first referral, individuals may participate in substance abuse treatment for up to six months without concurrent participation in other allowable work activities. At the end of the six months exemption, participation in work activities is required. Participation in Drug/Alcohol Treatment will counted as an allowable work activity and may be supplemented with other appropriate work activities as required.

The Social Services Agency and the Department of Behavioral Care will collaborate regarding the contracting of funds for substance abuse treatment to community service providers, who have experience addressing the needs of the CalWORKs population. This has not yet been determined. Once providers are determined, the Social Services Agency will provide CDSS an addendum to this plan specifying the providers. Different providers may provide different elements of the service delivery design.

The County has purchased the Alcohol & Other Drug Initiative training package from the Sacramento County Department of Health and Human Services. This training and technical assistance package provides critical information regarding addiction, relapse and recovery to public agency employees, community and neighborhood-based organizations. A pilot study and a plan for implementation of the training will be completed by April 1998, with wider distribution to follow through the balance of 1998.

**Plan for Mental Health Services** Briefly describe how the welfare department and the county department of mental health will collaborate and utilize new funds available to provide effective mental health services. Counties should maximize federal financial participation to the extent possible in the provision of mental health services.

[ X ] Alameda County certifies that the county will provide at least the following services: assessment; case management; treatment and rehabilitation services; identification of substance abuse problems; and, a process for identifying individuals with severe mental disabilities.

**Describe any additional services the county will provide.**

The Social Services Agency and the Health Care Services Agency, Department of Behavioral Care, will collaborate and mutually agree on a system of care to meet the mental health treatment needs of CalWORKs adults and children, some of whom are not served in the current County care system. Input from community providers will be solicited on the this system of care. Funds will be used to maximize federal financial participation through Title XIX of the Federal Social Security Act.

The system of care will include:

- evaluation and assessment located at the Social Services Agency's Self Sufficiency Centers, including identification of coexisting substance abuse problems;
- case management;
- crisis intervention;
- treatment and rehabilitation services, including integrated treatment of coexisting substance abuse problems;
- a process for identifying individuals with severe mental disabilities and referral for appropriate treatment; and,
- evaluation of program performance outcomes and client satisfaction.

Additionally, the Social Services Agency will provide ~~screening~~, appraisal and assessment, follow up services for the severely disabled, advocacy services, and referrals as needed. Based on client evaluation, assessment and treatment plan, welfare to work plans will be developed by the Social Services Agency or its agent.

The Social Services Agency and the Department of Behavioral Care will collaborate regarding the contracting of funds for mental health services to community service providers, who have experience in addressing the needs of the CalWORKs population. This has not yet been determined. Once providers are determined, the Social Services Agency will provide CDSS an addendum to this Plan indicating the providers. Different providers may provide different elements of the service delivery design.

**(f) Mental health services available after time limits**

*Briefly describe the extent to which, and the manner in which, the county will make mental health services available to recipients who have exceeded the 18 or 24 month time limit.*

Adult recipients who have exceeded the 18 or 24 month time limit will continue to be eligible for appropriate mental health services offered by the County Behavioral Care Department, Health Care Services Agency provided they remain Medi-Cal eligible.

(g) Child care and transportation services

**Child Care**

*Please describe how child care services will be provided to CalWORKs participants. This should include a description of how the county will provide child care for families transitioning from county funded providers to non-county funded providers of child care services. Additionally, briefly describe how the county will ensure parents needing child care services can access the Resource and Referral Agency(ies).*

**Stage 1 Child Care:**

*"The county welfare department shall manage the first stage during which a family shall receive a child care subsidy for any legal care chosen by the parent. The first stage begins upon the entry of a person into the program."*

The County is building on the child care system used by the GAIN program since 1988. In GAIN, the County contracted with Child Care Links and 4 Cs for the majority of child care services. The Social Services Agency (SSA) handled payments for in-home child care and the Cal-Learn program.

The County will sole source contract with ~~one or more~~ **Child Care Links and 4C's of Alameda County**, Resource and Referral Agencies (R&Rs), to provide Stage 1 child care. By having ~~one or more~~ **two R&Rs** provide the Stage 1 child care program, parents who need child care services will have immediate access to the most current data on the availability of child care in the county. The terms and conditions of the contract will require: collaborations with cities, community colleges, school districts, faith groups and Parks and Recreation Departments; expansion of child care capacities; and, provisions for sick child and after hours child care in the county.

The current automated system will accommodate child care referrals to the R&Rs and, if necessary, could also be used for data tracking and collection.

**Stage 2 Child Care:**

*"The second stage begins when the county determines that the recipient's work or approved work activity is stable or when a recipient is transitioning off of aid and child care is available through a local stage two program."*

Alameda County did not request approval to be a Stage 2 Alternative Payment (AP) provider. Stage 2 child care services will be provided by the AP agencies in Alameda County. Stage 2 will serve families who as of December 31, 1997 are receiving Supplemental Child Care (SCC), or have income disregards budgeted to their AFDC/TANF grants, and/or are in a GAIN stabilized training or work situation. If there are insufficient funds in Stage 3 child care, families receiving Transitional Child Care (TCC) may also be included in Stage 2.

**Stage 3 Child Care:**

*"The third stage begins when a funded space is available for CalWORKs recipients, persons who received a lump-sum diversion payment, and former CalWORKs participants who are regularly employed at a wage that does not exceed 75 percent of the state median income."*

In Alameda County, stage three child care will be provided by three Child Care Resource and referral Agencies : BANANAS; 4C's of Alameda County; and Child Care Links.

### Community Planning

Existing procedures for ensuring participant access to the R&R Agencies are being reviewed and will be enhanced. Currently, the first employment services appointment letters include the phone number of the local R&R. The R&Rs attend the first day of most GAIN Job Clubs and child care services are explained at that time. Co-location of the R&Rs within the Self-Sufficiency program sites is being considered. The County meets regularly with the R&Rs to resolve problems and ensure a service delivery system that addresses both the clients' and the providers' needs. These meetings will continue and will include discussions of how to seamlessly transfer from Stage 1 to Stage 2 and from Stage 2 to Stage 3 child care. Because of the County's multi-agency AP structure, continuity of services for families will be developed through the Access to Subsidized Child Care (ASCC) system.

The county wide 90-Day "Communities That Work!" Project, addressed the broad range of issues and concerns regarding child care needs and access for those on public assistance. The research, planning and discussion efforts of this planning included business leaders, the county's R&R Agencies and AP Providers, child care advocates, public assistance recipients, local elected officials and county staff.

Within the 90-Day period of mid-June to mid-September, the community's efforts produced the following deliverables:

- Identification of 780 additional child care slots;
- Creative ways to make current subsidized child care go further;
- Expansion of child care services at community colleges, school districts, faith groups, and parks and recreation departments; and,
- Strategies to raise funds from non-government sources.

The County will support the efforts of the Alameda County Child Care Planning Council to pilot a centralized waiting list for subsidized child care in the county. The benefits of this system include that it would be a single waiting list that serves families in an orderly manner and would provide for a simple application process for obtaining subsidized child care to replace the fragmented application process.

Under the contract with the local R&Rs for Stage 1 child care, there will be access to the current status of available child care slots in Alameda County. The R&Rs will review usage of different types of child care slots and work with the child care providers to develop new slots and/or to negotiate with existing providers to develop or offer child care for different age groups when necessary. The County and CalWORKs recipients will be in continuous contact with the R&Rs to determine the availability of suitable child care slots for each age group.

*Indicate what criteria the county will use to determine, on a case-by-case basis, when parents who have primary responsibility for providing care to a child six months of age or younger, may be exempt from welfare-to-work participation. The exemption period must be at least twelve weeks and, at county discretion, can be increased to one year for the first child. The exemption period for subsequent children is twelve weeks, but may be increased to six months.*

The criteria the county will use to determine an increase to the exemption period are the following:

- special needs of the parent;
- special needs of the child;
- the availability of child care;
- the best interests of the child; or
- the desire of the parent to remain at home or to obtain employment.

If the parent has special needs, a medical verification from a doctor that the parent is unable to work, which includes the length of time the condition is expected to last and a prognosis for recovery, must be provided. An exemption review will be scheduled based on the doctor's statement of expected duration.

If the child has special needs, a medical verification from a doctor of the child's special needs, length of time the condition is expected to last and a prognosis for recovery, must be provided. An exemption review will be scheduled based on the doctor's statement of expected duration.

If the parent cannot find child care, the exemption will be extended on a month-by-month basis until an appropriate child care provider is located. The County and R&Rs will work closely with the parent to help find child care.

If the best interests of the child are the parents primary concern, a sworn statement from the parent regarding the situation determining the best interests of the child will be provided.

Where the parent desires to remain at home with the child for the extended exemption period the county will ensure that the impacts and consequences of the parent's choice are clearly understood by the parent.

#### FACTS ABOUT INFANT CHILD CARE IN ALAMEDA COUNTY

In Alameda County, as in most areas of the Bay Area, the demand for infant child care currently outstrips the available infant child care slots. That is, 40% of all calls to R&R agencies are for children ages 0 - 2 years. Only 5% of the total number of spaces in child care centers are designed for those children, with the vacancy rate for these slots consistently close to zero.

In the northern portion of the county, where the majority of aid recipients reside, the situation is worse, with 52% of all calls being for children 0 - 2 years of age.

Indications are that the future demand for infant child care will outstrip the new money that will be available. There are 1,189 subsidized child care slots in Alameda County for children ages 0 - 3 years. However, there are 10,171 children on aid in Alameda County who are ages 0 - 3 years, producing a deficit of 8,982 slots for that age range. The cost of making-up this deficit is estimated to be \$71million by the child care system and providers in Alameda County. The county's CalWORKs plan identifies the availability of \$5.9million for the first six months of 1998.

Child care for infants, ages 0 - 2 years, is 45% more expensive than child care for children ages 2 - 5 years. Providing 11 infant child care slots utilizes the same dollars as it takes to provide 16 slots for older children.



## Transportation

*Briefly describe how transportation services will be provided.*

The existing GAIN Information System will continue to pay transportation-related supportive services. The system accommodates the issuance of bus passes, bus tickets/tokens, and direct payments to participants when private vehicles are used.

The County's 90-Day "Communities That Work!" Project included a focus on transportation that has opened the communication and information flow from the transportation authorities and agencies to the Self-Sufficiency Program. Beginning in August 1997 staff from various transit operators and Bay Area Commuters, Inc. began participation in the orientations provided in the Self-Sufficiency Program to new applicants and current recipients. This effort has provided materials, maps and instructions on the most cost-effective and efficient means to use public transportation and to schedule travel time when using public transportation. The Metropolitan Transit Commission (MTC) has reached agreement with the County for the implementation of a computerized trip planning system, known as TranStar, to be installed on a demonstration basis in county welfare offices.

It is anticipated that most participants in Welfare-to-Work activities will use one or more of the County's several public transportation systems. Alameda County will work with the transportation infrastructure, BART, A/C Transit, LAVTA, Rides for Bay Area Commuters and city-based paratransit programs to develop strategies to assist people in evaluating transportation alternatives. The County will help to ensure access to transportation both through availability and affordability and will design pilot projects to explore expansion of available resources. Where appropriate, transportation will be addressed in arrangements with other organizations. Examples include: a proposal to the Alameda County Transportation Authority that CalWORKs participants entering the workforce be included in the populations eligible for subsidized transit fares; and, a project proposal to have community based organizations (CBOs) operate van-pools for commuters to and from areas with limited transportation accessibility.

**(h) Community Service Plan**

*Briefly describe the county's plan for providing community service activities. This should include a description of the process the county will follow to determine where community service assignments will be located, and the agencies / entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum.*

The Social Services Agency has developed positive working relationships with a large number of public and non-profit agencies, and community-based organizations through the operation of the GAIN Program's Pre-Employment Preparation (PREP) component during the past ten years. A pool of high quality placements, developed over time, ensures that the PREP experience develops skills that can be taken effectively into the local labor market. This foundation will be used to create additional community service opportunities through the cooperation and collaboration of the community-based and faith-based organizations, public, non-profit and governmental agencies and the Social Services Agency.

The Partner Program Network, a coalition of non-profit organizations serving the residents and businesses in the Oakland Enterprise Zone, has initiated a survey to determine the willingness and capacity of many organizations in Oakland and Alameda County to provide community service positions. The City of Fremont is developing a pilot project proposal to provide community service experience that is linked to unsubsidized employment after an internship period. The Social Services Agency has met with the Alameda County Office of Education to develop community service activities at school sites throughout the county. These assignments will be designed to lead to employment in landscaping, clerical or office work, child care, education, or building maintenance.

The County will continue its development of the Community Service program in collaboration with private sector employers, local education agencies, organized labor, recipients of public assistance, community-based and faith-based organizations and local government agencies to identify the following:

- Unmet community needs that could be met through community service activities;
- The target population to be served with community service activities;
- The entities responsible for project development, fiscal administration and case management;
- The terms of community service activities that, to the extent feasible, shall be temporary and transitional, not permanent;
- Supportive services, including job search, education and training, which shall be provided to participants in community service activities;
- How to ensure the provision of child care to participants in community services activities;
- How mental health services needed by participants will be made available during participation in a community service job; and
- The location assignment of community service positions to meet the needs of the community.

To accomplish this, the Social Services Agency will establish a Community Liaison position, within the Department of Workforce & Resources Development (WRD), to link the community collaboration efforts with the county's CalWORKs program. This Liaison will, in cooperation with the community, develop and implement procedures that will:

- afford both the worker (CalWORKs recipient) and the Community Service position provider reasonable and responsible choices in the selection of employment and employee;
- define the conditions of employment for Community Service positions, in conformance with State issued requirements and in consideration of local input;
- ensure that the county is working with the Central Labor Council, as well as Union and bargaining unit representatives, to ensure that the expansion of the Community Service program will be in compliance with the non-displacement requirements of the CalWORKs legislation; and,
- development of community service positions which include education and community college credit, and a system for job and work skills certification appropriate to the work accomplished by participants in specific community service positions

An addendum to the county's CalWORKs Plan, for this Section (h), will be developed by the community collaboration efforts described in the preceding paragraphs. This addendum will define the procedures and implementation efforts developed by the county, the community collaboration and labor in establishing an effective Community Service program in Alameda County.

(i) Working with victims of domestic violence

*Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKs recipients who are victims of domestic violence.*

Domestic violence awareness training will be provided to all county staff who will be working with CalWORKs recipients. The basic training module will include the indicators, impacts and dangers that domestic violence presents. County workers who will be responsible for working with and/or case managing a CalWORKs client who is a victim of domestic violence will receive additional training to more effectively meet the special needs of such recipients.

Currently, there are several resources within Alameda County to assist with this training. The Family Court Service and the District Attorney's Office both employ Domestic Violence Specialists who can present a historical, legal and a research perspective on this issue. The Alameda County Domestic Violence Council has a number of clinicians who can present the human cost of family violence. A Domestic Violence module for all new employees and existing staff in the Social Services Agency's Economic Services and Children and Family Services departments will be implemented utilizing the above resources. The actual training will be provided through the Social Services Agency Staff Development Department in conjunction with community agencies specializing in the field of domestic violence.

*Until regulations are adopted the county may utilize other standards, procedures, and protocols (for example, those now used in the GAIN Program) for determining good cause to waive program requirements for victims of domestic violence. Please describe the criteria that will be used by the county for this purpose, and what approach the county would take to deal with recipients who are identified in this way.*

Good cause determinations to waive program participation requirements for victims of domestic violence will be granted following the submission of one or more of the following documents:

- doctor or hospital record that treatment for a domestic violence related injury has been received;
- police records verifying that the police had been notified, called-in, or complaints filed related to domestic violence;
- verification that a stay at a shelter was the result of domestic violence;
- evidence that individual and/or family counseling for domestic violence was received;
- evidence that threats of domestic violence have occurred; and/or,
- applicant/recipient's sworn statement that domestic violence has occurred.

Clients without documentation may be granted good cause for non-cooperation through discussions with an on-site social worker. Services or complaints must have been received or made within the last twelve months. A person who was a victim of domestic violence that occurred more than twelve months prior, and is still unable to work will be referred to mental health services. A review of the exemption waiver will be conducted at three month intervals.

Victims of domestic violence will be referred for counseling and other appropriate services as needed. Recipients may request a return to participation, on a limited or full-participation basis, at any time during the exemption waiver period.

The County will develop a domestic violence treatment welfare-to-work activity, in which victims of domestic violence will be required to participate. These activities, to address the needs of victims of domestic violence, will be identified and/or developed with input from the Commission on the Status of Women, the Alameda County Domestic Violence Council and the Community. These activities will be designed to provide treatment, build self-esteem and provide other activities to assist in the transition to full participation in the welfare-to-work activities of the county's CalWORKs program.

**The criteria the county will use to determine whether or not a victim of domestic violence should have a program requirement waived are the following:**

- **the best interests and the safety of the family;**
- **the desire of the parent to obtain counseling or employment or a combination of the two.**

**(j) Performance outcomes to meet locally established objectives**

*Please indicate whether there were any local program outcome objectives identified during the CalWORKs plan development process and how the county proposes to track those outcomes. If the county develops alternative outcomes for the CalWORKs program during future collaborative efforts, please submit information on those measures as an addendum to the CalWORKs plan.*

Alameda County will comply with the State mandated performance outcomes and will cooperate, as required, with the State in the development of a system to measure the following performance outcomes (as specified in AB 1542 - Section 10541 / CalWORKs legislation):

1. Success of welfare-to-work, including
  - a. the rate of movement to employment
  - b. earnings for CalWORKs recipients
  - c. earnings for those who have left the CalWORKs program
  - d. job retention rates
  - e. extent to which recipients have obtained unsubsidized employment in each year on aid
2. Rates of child support payment and collection
3. Child well-being, including
  - a. entries into foster care
  - b. number of at-risk births
  - c. rates of school achievement
  - d. child poverty
  - e. child abuse reports
4. Changes in the demand for General Assistance
5. Supply, demand and utilization of support services by CalWORKs recipients including
  - a. child care
  - b. transportation
  - c. mental health services
  - d. substance abuse treatment
6. Number of identified families affected by domestic violence

In addition to meeting the state-mandated outcomes for the CalWORKs program, as stated above, Alameda County is evaluating additional performance outcomes and the development of appropriate evaluation criteria and requisite tracking mechanisms. Longitudinal tracking will be explored. Some outcomes under consideration are the following:

7. Number of placements of those who have:
  - a. received AFDC more than 5 years (long-term recipients)
  - b. been on AFDC/TANF less than 5 years
  - c. used diversion payments to get or maintain employment
8. Number discontinued due to employment lasting at least six months
9. Increased earnings due to employment
10. Increased number of cases with earned income
11. Reduction in grant levels resulting from recipient earnings
12. Diversion from the program for six months plus the number of months equivalent to the diversion payment

13. Savings generated by Diversion
14. Number and type of barriers to employment
15. Education benchmarks
  - d. attending literacy programs
  - e. completing GED/high school diploma
  - f. attending college
16. Community changes
  - a. crime
  - b. hunger
  - c. homelessness
  - d. poverty
17. Type of work obtained including the movement of women into "non-traditional" jobs.

**(k) Public input to the County Plan**

*Briefly describe the means the county used to obtain broad public input in the development of the CalWORKs plan.*

Alameda County implemented a community-based welfare reform planning process in January 1996 by convening over one hundred community representatives to form the Welfare Reform Design Team. The Self-Sufficiency Program model and the flow of activities and services, as presented in this CalWORKs County Plan, were developed and refined through eighteen months of planning activities by the Welfare Reform Design Team and the County.

The community-based Design Team held nine meetings between January 1996 and June 1997. In addition, eight special-focus committees were formed from the Design Team. Each committee met from five to ten times over this period and all increased the participation of the community in the welfare reform planning process by adding new members.

In May 1997 a 90-Day "Communities That Work!" Project issued a challenge to the community to use their cooperation and collaboration to address three specific aspects of welfare-to-work activities in the context of the county's new welfare system, and in response to the CalWORKs legislation. The three areas, child care, transportation, and job creation, are all key elements of the County's CalWORKs Plan and the plan in these areas reflects the community's input during the 90-Day Project.

In 1986, a GAIN Advisory Council was established by the SSA to assist in the planning, implementation and oversight of GAIN welfare-to-work activities. The legislative termination of the GAIN program on December 31, 1997 ends the program justification for the GAIN Advisory Council.

The Welfare Reform Design Team, the 90-Day Project Team and the GAIN Advisory Council met in October 1997 to review and comment on the CalWORKs County Plan document.

In addition, the Alameda County CalWORKs Plan document has been open for review and comment through the following public input avenues:

- 10/20/97 Draft plan presented to the Social Services Committee - Board of Supervisors
- 10/21/97 Copies mailed to Welfare Reform Design Team, 90-Day Project Team and the GAIN Advisory Council. Copies placed in public libraries, with directions for providing comments to the County
- 10/27/97 Draft plan presented to Welfare Reform Design Team
- 10/28/97 to 11/7/97 Community forums and town hall meetings held at several locations in Alameda County to present the County CalWORKs Plan for review and comment
- 11/24/97 Final review of plan presented to the Community Forum
- 12/1/97 Final Draft presented to the Social Services Committee - Board of Supervisors
- 12/9/97 Plan presented to the County Board of Supervisors for approval



The active partnership between the County and the community will continue. An advisory board has been recommended by the Welfare Reform Design Team and the GAIN Advisory Council. There is a clear need for coordination and communication of welfare reform activities countywide. The SSA proposes to replace the Teams and Council with a CalWORKs planning/coordination body consisting of representatives from key stakeholder groups relevant to the delivery of welfare-to-work services. The SSA will work with the Alameda County Board of Supervisors and County Administrator to develop and implement this proposal. The SSA will also continue to sponsor Community Forums for welfare reform dialogue and information sharing.

**SECTION I**

**Food Stamp Administration for FY 1997/98**

Final 97/98 Budget	New Funds	Total	Food & Consumer Svcs	State General Fund	County Funds*	Other Funds*
\$22,513,476	\$0	\$22,513,475	\$11,149,302	\$7,954,921	\$3,409,252	\$0

**SECTION II**

**Total CalWORKs Case Management, Services & Administration Budget for FY 1997/98**

	Final 97/98 Budget	New Funds	Total	TANF/State General Fund	CCDBG	Title XIX	County Funds*	Atc. & Drug Block Grant
<b>(A) Total CalWORKs Single Allocation</b>	<b>\$36,564,654</b>	<b>\$2,305,260</b>	<b>\$38,869,914</b>	<b>\$35,207,123</b>	<b>\$2,905,889</b>	<b>\$0</b>	<b>\$756,902</b>	<b>\$0</b>
(1) Benefit Determination - mandated	\$17,251,637	(\$29,290)	\$17,222,347	\$18,465,445	\$0	\$0	\$756,902	\$0
(2) Program Integrity (Fraud)	\$2,925,534	\$0	\$2,925,534	\$2,925,534	\$0	\$0	\$0	\$0
(3) Staff Development/Retraining	\$172,432	\$619,650	\$792,082	\$792,002	\$0	\$0	\$0	\$0
(4) Welfare to Work Activities	\$11,022,137	\$1,714,900	\$12,737,038					
(4a) SSA Based Welfare to Work Activities/Case Management	\$8,939,779	\$0	\$8,939,774	\$8,939,774	\$0	\$0	\$0	\$0
(4b) Community Based Welfare to Work	\$1,007,564	\$1,310,100	\$2,317,664	\$2,317,664	\$0	\$0	\$0	\$0
(4c) Employability Assessments	\$204,800	\$204,800	\$409,600	\$409,600	\$0	\$0	\$0	\$0
(4d) Transportation	\$620,000	\$150,000	\$770,000	\$770,000	\$0	\$0	\$0	\$0
(4e) Employment Related Goods for Clients	\$250,000	\$50,000	\$300,000	\$300,000	\$0	\$0	\$0	\$0
(5) CalLearn	\$2,287,025	\$0	\$2,287,025					
(5a) SSA Based Case Management	\$335,025	\$0	\$335,025	\$335,025	\$0	\$0	\$0	\$0
(5b) Community Based Case Management	\$1,608,000	\$0	\$1,608,000	\$1,608,000	\$0	\$0	\$0	\$0
(5c) Transportation	\$224,000	\$0	\$224,000	\$224,000	\$0	\$0	\$0	\$0
(5d) Education and Employment Related Goods for Clients	\$120,000	\$0	\$120,000	\$120,000	\$0	\$0	\$0	\$0
(6) Child Care 1st half of FY 97/98	\$2,905,889	\$0	\$2,905,889	\$0	\$2,905,889	\$0	\$0	\$0
<b>(B) Child Care 2nd half of FY 97/98 (Stage 1)</b>	<b>\$0</b>	<b>\$5,981,228</b>	<b>\$5,981,228</b>	<b>\$0</b>	<b>\$5,981,228</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>(C) Mental Health &amp; Substance Abuse Treatment</b>	<b>\$0</b>	<b>\$1,655,613</b>	<b>\$1,655,613</b>	<b>\$871,375</b>	<b>\$0</b>	<b>\$784,238</b>	<b>\$0</b>	<b>\$0</b>
(1) Mental Health Treatment	\$0	\$762,548	\$762,548	\$396,070	\$0	\$366,470	\$0	\$0
(2) Substance Abuse Treatment	\$0	\$903,064	\$903,064	\$475,297	\$0	\$427,767	\$0	\$0
<b>(D) Alcohol and Drug Programs - Behavioral Care</b>	<b>\$0</b>	<b>\$198,036</b>	<b>\$198,036</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$198,036</b>
<b>(E) Cash Benefits to Clients</b>	<b>\$179,956,074</b>	<b>\$0</b>	<b>\$179,956,074</b>	<b>\$175,457,172</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,498,902</b>	<b>\$0</b>
<b>GRAND TOTAL</b>	<b>\$216,520,729</b>	<b>\$10,140,137</b>	<b>\$226,660,865</b>	<b>\$211,535,670</b>	<b>\$8,887,117</b>	<b>\$784,238</b>	<b>\$5,255,804</b>	<b>\$198,036</b>

**(m) Assisting families transitioning off aid**

*Please describe how the county will work with families transitioning off aid. The description should include: (1) assistance for those individuals who transition off aid due to time limits; and, (2) those who leave aid due to employment.*

The County, through the Self-Sufficiency Program, will inform all recipients who are approaching their time limit on aid of the benefits, resources and services that are available after the time-limited aid ends. To the maximum extent possible, the Self-Sufficiency Program will make and/or develop direct referrals to the available resources and services for each family transitioning off of aid. These resources and services include, but are not necessarily limited to, the following:

Determination of continuing eligibility for:

Food Stamps and Medi-Cal benefits, and  
child-only aid under the CalWORKs program;

Referral to a community service program;

Referral to Children & Family Services for an assessment of need for the continuation of child-only aid and/or to determine if other or additional services are appropriate;

Referral to Drug & Alcohol or Mental Health treatment services;

Access to the Post-employment services component of the Self-Sufficiency Centers and to the core employment services of the One-Stop Career Center system; and,

Referral to the safety-net services (food, shelter, etc) and other resources of local communities.

For those who are transitioning off of aid due to employment, the County will inform all such individuals of the benefits, resources and services that may continue and/or are available. Information about, and/or referrals to, the following will be provided:

Determination of continuing eligibility for Food Stamps and Transitional Medi-Cal benefits;

Determination of continuing child care support services and subsidies;

Access to the Post-employment services component of the Self-Sufficiency Centers and to the core employment services of the One-Stop Career Center system; and,

Referral to the services and resources of local communities.

**(n) Job Creation**

*Please describe the efforts that have been undertaken, or that the county plans to pursue, relating to the job creation plan described in Chapter 1.12 (commencing with Section 15365.50) of Part 6.7 of Division 3 of Title 2 of the Government Code. This section provides for the development of a strategic plan for the implementation of initiatives for CalWORKs recipients under this section. A lead local agency (to be designated by the County) will coordinate a Welfare-to-Work Job Creation Task Force. Each participating county will receive a minimum of \$50,000 (with additional monies to be distributed by formula) from the newly created Job Creation Investment Fund, administered by the Trade and Commerce Agency for the purpose of securing new, private, unsubsidized employment for up to 500,000 persons (statewide) receiving CalWORKs benefits.*

Alameda County designates the Economic Development Alliance for Business (EDAB) as the lead agency to coordinate the County's Welfare-to-Work Job Creation Task Force. Agenda items for this Task Force and the lead agency, which have been noted in the 90-Day "Communities That Work" report, include:

Determining the feasibility of increasing local area labor market information services to provide for a full-time labor market analyst who will develop ongoing information on the region's job needs.

Follow-up on the recent study of the East Bay's Food Processing industry and the identification of job entry channels for CalWORKs recipients.

Follow-up with the Alameda County Central Labor Council on the survey of entry level jobs available in the region.

Determining the use of the Job Creation Task Force funds and/or the Job Creation Investment Fund to identify possibilities to provide special augmentation funding in areas such as: retaining the services of a full-time job developer position for outreach work with local employers; and, to support local economic development efforts to target business attraction, retention and development programs that will provide or lead to jobs for CalWORKs recipients.

Contact the economic development representatives from each city regarding possible linkages to the CalWORKs program and its recipients.

The Welfare-to-Work Job Creation Task Force will build upon the success of the 90-Day "Communities That Work" Job Development Team in meeting the above objectives. The Task Force will include representatives from a number of diverse groups, many of whom participated on the Job Development Team efforts. The organizations include:

- City Economic Development Directors;
- Community-Based Organizations;
- Faith-Based Organizations;
- Community Colleges;
- Private Industry Councils;
- the county's Social Services Agency;
- State Employment Development Department; and,
- Labor.

The Task Force will provide ongoing opportunities for CalWORKs recipients to provide direct input on entry-level job development.

The Job Creation Task Force will assist in obtaining job commitments from employers and will refer employers to the CalWORKs Program for matching recipient's skills to the employer's needs. This will include working with the CalWORKs Program to assess the effectiveness of pre-employment services in developing and identifying the skills levels of program participants to ensure a successful match to employer's needs. The Task Force will also provide assistance in the development of post-employment services to ensure that both the employer and the employee have the maximum opportunities and services available to sustain a positive working environment. Such services may include mentoring, job shadowing, mediation and services to assist employers with tax and reporting needs.

In addition, the County and the Welfare-to-Work Job Creation Task Force will be working with the Alameda County and Oakland Private Industry Councils to develop the opportunities in the federally funded Welfare-to-Work (WtW) program being administered by the U.S. Department of Labor (DOL) through the States and the federally-funded Job Training Partnership Act (JTPA) system. This \$3 billion, two-year project is targeted to the hard-to-serve segments of the CalWORKs recipient population and provides for the development of local job creation initiatives.

**(o) Other elements / Pilot or demonstration projects**

*Pilot projects: Please include a description of any pilot projects that the county may wish to pursue and submit a separate proposal for, as part of the county's CalWORKs Program. Should the county later determine an interest in a pilot proposal, this information could be submitted as an addendum to the County CalWORKs Plan.*

In order to enhance opportunities for families to succeed and to increase the revenues available to provide these enhancement opportunities, Alameda County intends to pursue, when additional information and detailed requirements are provided, the following pilot projects identified in the CalWORKs program legislation (AB 1542):

Microenterprise Demonstration Project; and

Child Support Assurance Demonstration Project.

Alameda County is preparing proposals for two additional pilot projects which have been announced through All-County correspondence:

Employment Readiness Demonstration Project (ERDP) - The County is considering a project to expand the County Sheltered Workshop to create Transitional Workshops to serve the hardest to serve CalWORKs clients; and,

Noncustodial Parent Employment and Training Demonstration Project - A program approach is being explored in order to provide employment services to parents not living with their aided children in order to promote total family unity and self sufficiency.

Alameda County will not apply for the Change Reporting / Prospective Budgeting Demonstration.

Alameda County is considering the development of specific pilot or demonstration projects in the following programmatic or operational areas:

- Linking non-needy caretakers with the Kinship Program in order to provide a better quality of services to caretakers and children and to provide workload relief within the CalWORKs program that improves the effective delivery of services and benefits to CalWORKs recipients;
- Implementing a simplification process through a business re-engineering approach applied to the County's CalWORKs program such that a more effective and efficient delivery of services can be realized in all levels of the CalWORKs program;
- Developing a Neighborhood and Schools-linked project targeted to alleviating the causes of poverty and to ameliorating the impacts of poverty on the neighborhood and on the school populations in those neighborhoods; and,
- Utilizing the same delivery system of the Self-Sufficiency Centers to provide a comprehensive array of welfare-to-work and supportive services for General Assistance clients while maintaining the current balance of fiscal resources between the CalWORKs and the General Assistance programs.

Lastly, Alameda County is continuing to develop a welfare reform pilot project with the Rockefeller Foundation and two neighborhood communities in Alameda County. The objective of the project is to motivate the neighborhood residents and businesses into an economic revitalization activity that leverages all available resources to assist the targeted community. Included is a component that would develop wage-supported community service positions for neighborhood residents who are receiving public assistance benefits.

**(p) Compliance with requirements of CalWORKs**

*Under CalWORKs counties are required to enroll single parent families in welfare-to-work activities for a minimum of 20 hours per week beginning January 1, 1998; 26 hours per week beginning July 1, 1998; and 32 hours per week beginning July 1, 1999.*

*Prior to July 1, 1999, counties have the option to require adults in single-parent assistance units to participate up to 32 hours per week. Does the county intend to exercise that option?*

Alameda County will require single parent families to participate in welfare-to-work activities, as described in the recipient's individual welfare-to-work plan, for a minimum of 20 hours per week beginning on January 1, 1998.

Alameda County will not set a mandatory minimum of 32 hours per week prior to July 1, 1999, except as may be required by the design of a specific welfare-to-work activity.

For example:

1. Those participating in Self Initiated Programs (SIPs) are required by law to participate 32 hours per week;
2. In April 1996 the Agency successfully implemented the Steps to Success Model for employment services, which requires a minimum of 32 hours per week in the Job Club/Job Search activity.



**(q) Interaction with American Indian tribes**

Not applicable to Alameda County.

ALAMEDA COUNTY CalWORKs PLAN

CERTIFICATION

THIS PLAN HAS BEEN DEVELOPED IN ACCORDANCE WITH THE APPROPRIATE FEDERAL, STATE AND COUNTY LAWS AND REGULATIONS. THE TERMS OF THIS PLAN, INCLUDING ALL CERTIFICATIONS WITHIN THIS PLAN, AND ALL APPLICABLE LAWS AND REGULATIONS WILL BE FOLLOWED DURING THE IMPLEMENTATION AND EXECUTION OF THIS PLAN.

Signatures:

County Welfare Department Director:

President, Board of Supervisors:

A handwritten signature in cursive, appearing to read "Rodger G. Lum", written over a horizontal line.

Rodger G. Lum, Ph.D.

A handwritten signature in cursive, appearing to read "Keith Carson", written over a horizontal line.

Keith Carson

# ALAMEDA COUNTY CalWORKs PLAN

## GLOSSARY of TERMS

- AB - Assembly Bill  
(AB 1542 amends State law to create CalWORKs)
- ACOE - Alameda County Office of Education  
ACPIC - Alameda County Private Industry Council  
AFDC - Aid to Families with Dependent Children  
AP Providers - Alternative Payment Providers
- BES - Basic Eligibility Standards  
BOS - Board of Supervisors
- CAA - Community Action Agency  
CalWORKs - California Work Opportunity and Responsibility to Kids  
CBO - Community-Based Organization  
CDE - California Department of Education  
CDS - Case Data System  
CDSS - California Department of Social Services  
CSAC - County Supervisors Association of California  
CSBG - Community Services Block Grant  
CSU - California State University  
CWD - County Welfare Department / Director  
CWDA - County Welfare Directors Association
- DOL - Department of Labor  
DOT - Dictionary of Occupational Titles
- EDAB - Economic Development Alliance for Business  
EDD - Employment Development Department  
EDWAA - Economic Dislocation & Worker Adjustment Assistance Act (under JTPA)  
EITC - Earned Income Tax Credit  
ES - Economic Services Department (SSA)  
ECS - Employment & Community Services (SSA)  
ESL - English-as-a-Second Language  
ESN - Emergency Services Network  
ETP - Employment Training Panel (State JTPA Program)
- FBO - Faith-Based Organization  
FS - Food Stamps  
FSET - Food Stamp Employment & Training
- GA - General Assistance / State mandated program  
GAES - General Assistance Employment Services  
GAIN - Greater Avenues to Independence  
GED - General Education Degree  
GIS - GAIN Information System
- HCSA - Health Care Services Agency  
HUD - Housing and Urban Development
- I&R - Information and Referral  
IDA - Individual Development Account  
IHSS - In-Home Support Services  
INS - Immigration & Naturalization Service  
IVR - Interactive Voice Response
- JTPA - Job Training Partnership Act
- LAVTA - Livermore Amador Valley Transit Authority  
LEA - Local Education Agency  
LEO - Local Elected Official  
LMI - Labor Market Information  
LMID - Labor Market Information Division of EDD
- MOE - Maintenance Of Effort  
MTC - Metropolitan Transit Commission
- OJT - On-the-Job Training  
OPIC - Oakland Private Industry Council
- PIC - Private Industry Council  
PREP - Pre-Employment Preparation (GAIN Program component)
- R&R - Resource and Referral  
RFB - Request For Bid  
RFP - Request For Proposal  
RFQ - Request For Quote  
ROP/C - Regional Occupational Program / Center
- SJTCC - State Job Training & Coordination Council (State JTPA oversight)  
SSA - Social Services Agency  
SSI - Supplemental Security Income
- TANF - Temporary Assistance to Needy Families (Federal Welfare Reform legislation)
- VESL - Vocational English-as-a-Second Language
- W2W - Welfare-to-Work Program logo for the State of Wisconsin's welfare system
- WtW - Federal welfare-to-work program created in the Budget Reconciliation of August, 1997 - administered by the U.S. Department of Labor
- WRD - Workforce & Resources Development (SSA) (Replaces ECS)

# SELF SUFFICIENCY PROGRAM DESCRIPTION

## EXECUTIVE SUMMARY

On October 29, 1996, the Alameda County Board of Supervisors accepted the Welfare Reform Design Team Report dated September 12, 1996, and approved the Welfare Reform Program Plan included in the Report. The plan proposed to move Alameda County from its current welfare system of benefit payments to a single, integrated system of employment, work force development, support services, and training, that will provide maximum opportunities for client self-sufficiency.

The Alameda County Social Services Agency (SSA) immediately began implementation planning, continuing its community partnership with the Welfare Reform Design Team. Four working Committees were established by the Design Team in November 1996: Intake, Employment, Safety Net, and Policy. SSA staff coordinated information and planning between these Committees and the Agency's internal work-teams to develop the implementation design for a single, integrated and outcome-based system. Additionally, the Committees and staff carefully considered the concerns expressed by the Board of Supervisors and the public in the October hearing. The Design Team and its Committees have committed to continuing our partnership through additional planning and implementation activities.

The result of this joint effort has been titled the "Alameda County Self Sufficiency Program." This program envisions the transformation of current SSA institutionalized and separate eligibility and employment services operations, office environments and dependency culture into a system consisting of:

- Self Sufficiency Centers featuring one-stop, full-service, integrated eligibility and self-sufficiency service intake, and individualized case management in an employment and outcome-focused environment;
- A Benefit Center for centralized case management services for the ongoing caseload. Features include: centralized files, records storage and mail service, and a Telephone Service Center using Interactive Voice Response (IVR) automation technology and telephone customer service personnel to answer questions and resolve problems; and
- Community partnerships to leverage and maximize funds, prevent duplication of service delivery, tap the creativity of collaboration, and develop the capacity of the community safety net to serve an expanding population.

It is important to note that the Self Sufficiency Program follows the Board's direction to maintain separate General Assistance and Temporary Assistance for Needy Families funds, while integrating staff resources, infrastructure and services.

## COMMUNITY PLANNING PROCESS

The Social Services Agency has continued its design and planning partnership with the community-based Welfare Reform Design Team. At the Design Team's November 1996 meeting four working committees were established to assist the Agency to develop an implementation plan and to define the structure for the single integrated system of employment focused welfare assistance in Alameda County.

Each committee received staff support from SSA's Welfare to Work and Employment & Community Services Departments to ensure direct linkages with the Agency's planning and implementation efforts. The four working committees of the Design Team included:

**Intake:** This Committee addressed the up-front access, information, application, intake, screening and eligibility procedures, and, in concert with SSA staff, worked to define an effective employment focused process for the single, integrated system.

**Employment:** This Committee focused on the various aspects of developing a broad-based community response to the increased demand for job opportunities that the welfare reform system requires. In addition, this committee participated with SSA staff in the design of the employment track procedures, job workshop process, case management after completion of job workshops, and operation of the post employment and job retention services.

**Safety Net:** This Committee defined the needs for specific safety net activities and the necessary community strategies to meet those needs, as well as approaches to creating the county and community partnerships that can expand the capacity and resources of the safety net in Alameda County. Immediate concerns are focusing on food and food distribution systems, access to shelter and housing, expanded use of information and referral (I&R) databases by local communities, community education, accessing non-emergency medical services and promoting citizenship for legal immigrants.

**Policy:** This Committee reviewed the overall program policies as defined by Federal Temporary Assistance for Needy Families (TANF) legislation; adding clarity and understanding to the policy positions, from the community's perspective; and developing advocacy strategies for legislative action as California completed its statewide plan for the CalWORKs Program.

The Welfare Reform Design Team has agreed to continue the partnership with SSA in the community-based planning for CalWORKs. To this end, the Design Team has directed the Design Team's Steering Committee to coordinate the planning tasks in concert with SSA's implementation efforts. This Committee process will build and support the community partnerships necessary for the successful transition to the employment focused services being provided by the County's Social Services Agency and its community partners.

## **PROGRAM DESIGN**

At the direction of the Board of Supervisors, the Social Services Agency began the implementation process for a single, integrated, employment focused support system that includes the provision of benefits and assistance under the welfare reform program in California and Alameda County. In November 1996 SSA staff convened, a joint planning and implementation team, with representatives from each SSA Department, and assigned implementation tasks to five workgroups. These workgroups addressed the structure, process and issues for: Intake and Program Design; Case Management and the Employment Track; Safety Net services; Automation needs and improvements for the current and new data systems; and, Space and facility needs for the operation of the new system.

The Agency workgroups identified tasks to be completed, clarified terms, outlined processes, discussed problems and solutions and formulated the steps for implementation. Sharing discussions and information with the working committees of the Design Team, both the community and the Agency worked to define the components of the "Alameda County Self Sufficiency Program" as presented on the flow chart on the last page. This structure is the Agency's blueprint for operating a single, integrated system for the delivery of employment focused full-service Self Sufficiency Centers.

## **TRANSITION**

SSA has begun the transition from the categorical and separated approaches to providing welfare benefits and employment services. The restructuring of the General Assistance (GA) program in August 1996 continued to shift GA toward an employment focus. Expanding the GAIN Program from a human capital investment model to include an active employment model has extended across all employment services for AFDC and GA eligible participants. The Employment Track components of the full-service Self Sufficiency Center model are operating at the North Oakland GAIN Office for AFDC recipients, and at 4400 MacArthur Blvd. for GA recipients. Each current Welfare Office is developing plans, materials and procedures that will inform applicants and recipients of the employment focus of the County's Self Sufficiency Center model, and that will assist in the referral of applicants and ongoing cases to one of the Employment-Services only Self Sufficiency Centers.

## **SELF SUFFICIENCY CENTER**

The minimum components, activities and services offered at the Self Sufficiency Center will be those presented on the flow chart and as described in the narrative following the flow chart. The majority of applicants for CalWORKs and GA benefits will also receive Food Stamps and Medi-Cal coverage. All applicants will be given a comprehensive orientation, registered into the data tracking system, and complete the application for aid. The majority of CalWORKs recipients will access child care and transportation support services and enter the Employment Track. Drug and Alcohol services, Disability Advocacy, and Mental Health Services will be available for

CalWORKs recipients. Benefits, including CalWORKs or GA cash assistance, Food Stamps, Medi-Cal and support services, will be available throughout the employment track period as long as eligibility for the benefits is maintained. Access to employment services will not be denied to an active participant should benefits be terminated due to time limit restrictions. The vision for the Self Sufficiency Center anticipates new office sites. However, until those sites are available, the essential components, activities, and process will be provided at the existing Social Services Agency sites.

## Self Sufficiency Program Full service Self Sufficiency Center - Flow chart Components

NOTE: The component labels in the following narrative descriptions presented in **Bold letters** equate to the labels in the boxes on the Self Sufficiency Center flow chart.

**Self Sufficiency Center / Outreach Site** - access to the information and services of the Self Sufficiency Center is open to anyone. Primary contact for those not on public assistance will be by walk-in to the Center. Current (ongoing) recipients of aid will be referred to the Center by an SSA Benefit Center worker.

**Information** via Self-directed Assistance - *Time frame: Access provided any time offices are open.*

- Available to any member of the community. Staff or volunteer assistance is available, but self-directed use of the information is expected and self-directed access will be made user-friendly.
- Signs, handouts, bulletin boards, posters, flyers, electronic kiosk/touch screen computer, and other means to share information will be provided and maintained.
- Recipients (ongoing cases) with immediate or specific problems are directed to the Ombudsperson or to **Safety Net** services.

**Resource Room** - *Time frame: Access provided any time offices are open.*

- An area for self-directed and assisted access to: job postings, employment information, training and education programs, community services, **Safety Net** services, information & referral access, etc.
- Telephone access to the **Benefit Center** and **Telephone Services Center** - direct connection for questions and information from current/ongoing recipients regarding their case, eligibility, benefits, payments, notices received, etc.

**Ombudsperson** - *Time frame: Day 1, or by appointment*

- Provides personalized problem resolution, primarily for ongoing cases, that cannot be served or resolved through phone access to the Telephone Service Center.
- Provides problem and conflict resolution in the **Reception** or waiting areas, or in an **Orientation**.
- Assists individuals and recipients to access **Safety Net** services in the local community.

**Safety Net** services and referrals - assistance is provided to individuals and families who need specific services that are available through community-based or other resources. These include, though are not limited to: access to food distribution; homeless services; shelter referrals; drug and alcohol abuse services and treatment; mental health services; health care services; children and family services; child protection services; legal services; advocacy services; etc.

**Reception** provided by Agency/Center staff - *Time frame: Day 1*



- Directs individual (applicant, participant, recipient, community member, etc.) to appropriate location, staff person(s) and / or activity area in the Self Sufficiency Center.
- CalWORKs / GA / Food Stamps applicants are scheduled for an **Orientation**.
- Emergency needs applicants are immediately directed to a **Service Representative/Employment Counselor**.
- Medi-Cal-only applicants will be referred directly to **Eligibility**.

**Orientation** - *Time frame: Day 1 until 3:00 p.m., after 3:00 p.m. a next-day Orientation is scheduled.*

- Provided in groups via video and staff presentations.
- Describes the services and aid available, the rights and responsibilities of the recipient and the agency.
- Clearly defines the time limits on public assistance, and the specific requirements that must be met to maintain eligibility for public assistance.
- Defines the process at the Self-Sufficiency Center, and describes the various choices that the individual can make regarding **Application**, **Eligibility** and receipt of benefits/aid, participation in **Employment Track** services, and required activities for each choice and option available.
- Affirms the employment, earned income outcomes that the participant and staff are working toward through the services and activities of the Center.

**Diversion Component** - *Time frame: Day 1 or Day 2, immediately following Orientation, for entry to services; completion within 5 - 7 business days depending on nature of Diversion activity.*

- One of the options described in the **Orientation**.
- A lump sum payment made in lieu of a CalWORKs application for primarily vouchered assistance to meet immediate needs for accessing or maintaining employment.
- May include, but is not limited to: relocation assistance to accept employment; purchase of tools, equipment or special clothing; transportation costs; and license / licensing fees.
- If the participant chooses to end the Diversion process to pursue other options at the Center, staff will refer the individual for an Eligibility determination.

**Registration** - *Time frame: Day 1 or Day 2, immediately following Orientation*

- Data entry to the Self Sufficiency Center and welfare system computer tracking system.
- All clients will go to **Orientation** first, then complete registration.
- Clients exiting **Orientation** will complete registration and then be referred to the either an Employment Counselor or to an Eligibility Worker.

**Service Representative/Employment Counselor** - *Time frame: Day 1 or Day 2, immediately following Orientation*

- Each individual, upon completion of the **Orientation**, unless the individual has chosen the **Diversion** option, will meet with a Service Representative/Employment Counselor.
- Emergency services** needs will be immediately addressed by a Service Representative/Employment Counselor.
- Processes **applications, reviews** and quality checks for completeness and tracks applications until the application process is complete.
- An **appraisal** and a preliminary plan for meeting the employment, income, support services, benefits, health care, child care and transportation needs of the individual and/or family will be developed.
- Refers and tracks employable applicants to the **Employment Track**.
- If an applicant is determined to be **exempt**, they are referred to **Services** such as SSI advocacy, mental health and/or drug & alcohol abuse services or treatment, health care services, etc.

**Services for Exempt clients** - *Time frame: Day 1 or Day 2, immediately following Orientation*

- Exempt individuals or families are **exempt** from the **Employment Track** requirements. Public assistance from CalWORKs, GA, Food Stamps, and/or Medi-Cal, and support services, will be available and provided to all **exempt** persons based on their eligibility.
- As needed, individuals and families will be referred to additional or alternative services to address particular needs. This will include, but is not limited to:
  - SSI and Disability Advocacy
  - Citizenship programs
  - Homeless services and the CHASS program
  - Children and Family Services
  - Drug and alcohol services and treatment
  - Mental health services
- Using information from the application process or an appraisal, performed by the Self Sufficiency Center or another service agency, will be part of the determination of an **exempt** status for the individual and their family.
- Eligibility for exempt persons will not be dependent upon participation in a specific program when the services of the program are not available in the community.

**Support Services** - *Time frame: Day 1 or Day 2, following Orientation; and at anytime the need arises.*

- Access or use of support services may depend on action taken by the applicant or participant that may require additional days to complete and, therefore, for the support service to begin.
- Access to child care and transportation support, with costs covered through the Self Sufficiency Center, will be provided so that the applicant or participant can attend the

services and activities delivered by the Self Sufficiency Center, including referrals to **Services**.

- Child care, based on parental choice, will be managed on a vendor-pay system through Self Sufficiency Center staff and the child care provider system used by the County.
- Transportation assistance that is necessary for the individual to attend scheduled activities will be provided through Self Sufficiency Center staff.
- Referrals to other support services that can be provided at no cost to the participant, will be developed and managed by the Self Sufficiency Center.

**EMPLOYABLE Track** - *Time frame: scheduled following Orientation; may begin within 7 days.*

- Applicants may volunteer to immediately access the employment track services for employables when determining an employment plan with an Employment Counselor.
- Scheduling attendance may be determined by the current capacity and number of **SSA Employment Services or Community Providers Job Workshops** and/or the number of employment services staff.
- Child care, transportation and health issues may also be factors in the scheduling of the start of the employment track participation.
- If necessary, applicants may choose to wait until eligibility is determined and the provision of benefits has been confirmed. This will be determined during the employment plan process.

**Job Workshop** - *Time frame: minimum 3 weeks to a maximum of 12 weeks*

- Current (ongoing) recipients will be scheduled for CalWORKs **Orientation/enrollment** between January 1998 and January 1, 1999.
- Ongoing recipients and new applicants will be assessed and, as part of their welfare-to-work plan, will be assigned to a Job Workshop, work activity, or other services as appropriate.
- Applicants, participants and current recipients will be scheduled into the **SSA Employment Services or Community Providers** activities by an Employment Counselor as part of the employment plan.
- Participation and completion of the **SSA Employment Services** workshop and activities will be the first step in the **Employable Track** for most of individuals served.
- The Job Workshop will provide in classroom job search training following the Dean Curtis Steps and Compass models.

### **Community Providers**

- CalWORKs funded Community Providers will provide contracted services.
- The Self Sufficiency Center will link with existing Community Provider programs for any participant who self-selects into an appropriate training or job search program. Funding for the services provided to such participants must be part of the community program's existing delivery system.

- These Community Providers will include, but are not limited to: JTPA/PIC Programs; One-Stop Employment Systems; Refugee Assistance Programs for employment; Special projects such as the proposed Rockefeller Community Project; Employment directed programs provided by agencies such as the Housing Authority; Community College programs covered by ADA or other State or Federal funds;
- Participation in a Community Providers program will be tracked by the **SSA Employment Services** staff and public assistance benefits and aid managed by the **Benefit Center**.
- Such programs must be reviewed and approved by SSA as being equivalent to the job search activities provided through the Self Sufficiency Center. There will be no funding provided to such programs, by the Self Sufficiency Center, for the services provided to participants who self-selected to and are then enrolled by the Community Providers.
- Community Provider programs will provide assessment, training and employment services, job search activities and job placement services.
- Access and linkages to **Services** and **Support Services** will be provided, through the **SSA Employment Services** component, for those participants receiving public assistance who are enrolled with a Community Providers program.
- Participants who do not enter employment from a Community Providers program will return to the Self Sufficiency Center and enter the **Employable Track** with an immediate **Reassessment**.

#### **(Re)Assessment and Case Management**

- During the **SSA Employment Services** and the **Community Providers** programs, a variety of assessment activities will occur in both group and individual activity settings, beginning on the first day of Job Workshop activities.
- This will include assessing educational levels, job and work skills, career interests, job search and interviewing capabilities, life and coping skills, problem solving abilities and specific limitations related to employment and/or job search abilities.
- Based on the reassessment process a participant may be determined to be **exempt** from continuing in the **Employment Track** process and be referred to the **Services** area for assistance. Public assistance benefits will continue and will be managed by the **Benefit Center**. Changes in the status of the recipient at a later date may cause a referral of the recipient to the **Employment Track**.
- Participants who complete **SSA Employment Services** without entering employment will be assigned to a case management process. This process and Reassessment will assist the participant to develop a detailed employment and self sufficiency plan utilizing results of the **SSA Employment Services** workshop activities and the various assessment tools.
- As appropriate and mutually determined by the participant and the case manager, the participant will enter one of the **Employment Services Options** for continued assistance in moving toward employment.

## **OPTIONS for Work Activities**

- This component is provided to participants who complete **SSA Employment Services** or who have completed a **Community Providers** program and have not entered employment.
- Referrals to one, or more, of the options will be based on assessment information, the self sufficiency employment plan, the participant's personal and family circumstances, and the mutual agreement between the participant and the Self Sufficiency Center **case management** process.
- Using the **Reassessment** and **case management** process, participants will enter one (or more in some cases) of the following options:
  - Community Service, Workfare**
    - These positions will provide opportunities to develop effective work habits and specific work skills.
    - Participants will not displace current workers or employment positions.
    - Each position will be supervised by the employing organization and the participant will be evaluated for the work accomplished.
    - Skills development and productive work will be the foundation for all positions used.
    - Vocational and skills development directly related to employment in a field or career area for which there are current job opportunities in the Bay Area Labor Market.
  - Education**
    - Basic education programs leading to High School completion or a GED.
  - Substance Abuse Treatment**
    - Referrals to available treatment programs will be provided by the case management process and/or may be self-selected by the participant. Participation will allow the participant to maintain eligibility for benefits, to the extent that time limits allow, as long as required attendance is maintained.
  - Mental Health Treatment**
    - Referrals to available treatment programs will be provided by the process and/or may be self-selected by the participant. Participation will allow the participant to maintain eligibility for benefits, to the extent that time limits allow, as long as required attendance is maintained.
  - Job Development**
    - Will be provided by dedicated job developers through the Self Sufficiency Center. Participants will have been assessed as job ready with skills that are marketable in the Bay Area Labor Market. Job Developers will work on a one-to-one basis with

the participant to develop job opportunities and placement into On-the-Job Training (OJT) positions or immediate employment.

**Services**

- As needed, support services for child care and transportation will be provided through the case management process for all participants entering one of the options.
- Referrals to Children & Family Services, programs for the Homeless, SSI advocacy, citizenship programs, or other needed services will also be provided through the case management process.

**Post Employment Services**

- Intervention strategies to assist the participant to retain employment will be provided, as will services to employers to assist the business community in retaining employees.
- Linkages with existing programs and organizations, such as the PIC/JTPA One Stop System, providing job retention services will be developed by the Self Sufficiency Center to assist in meeting the needs of participants and employers.
- Access to resources and skills training opportunities, and to lifelong learning services, will be provided by the Self Sufficiency Center and its linkages with **Community Providers**.
- Additional job development services will be available, on a limited basis, to former Self Sufficiency Center participants.
- Development and expansion of the capabilities of the **Community Providers and Partners**, as well as of the **Employment Services** component of the Self Sufficiency Center, will be an ongoing and continuing aspect of the delivery of services implemented by the local community and the Agency.

**BENEFIT CENTER**

There will be no client, customer, participant contact at this location, except through the Telephone Service Center and via postal service. All face-to-face contacts will occur at the Self Sufficiency Center. The Telephone Service Center will be at the same location.

**Centralized Banked Cases** - All records and case files will be housed and managed in one central location. This will allow for the establishment of a comprehensive records management system that will provide state-of-the-art efficiencies for handling the volume of files for the County's welfare system.

**Eligibility Maintenance** - The Benefit Center will maintain ongoing eligibility for all aid types and notifications on determinations will be mailed from the Benefit Center.

**Quality Review** - will be conducted at the Benefit Center. Requirements for additional information will be handled through telephone and/or mail contacts. Face-to-face actions will be managed through the Self Sufficiency Center by scheduled appointments.

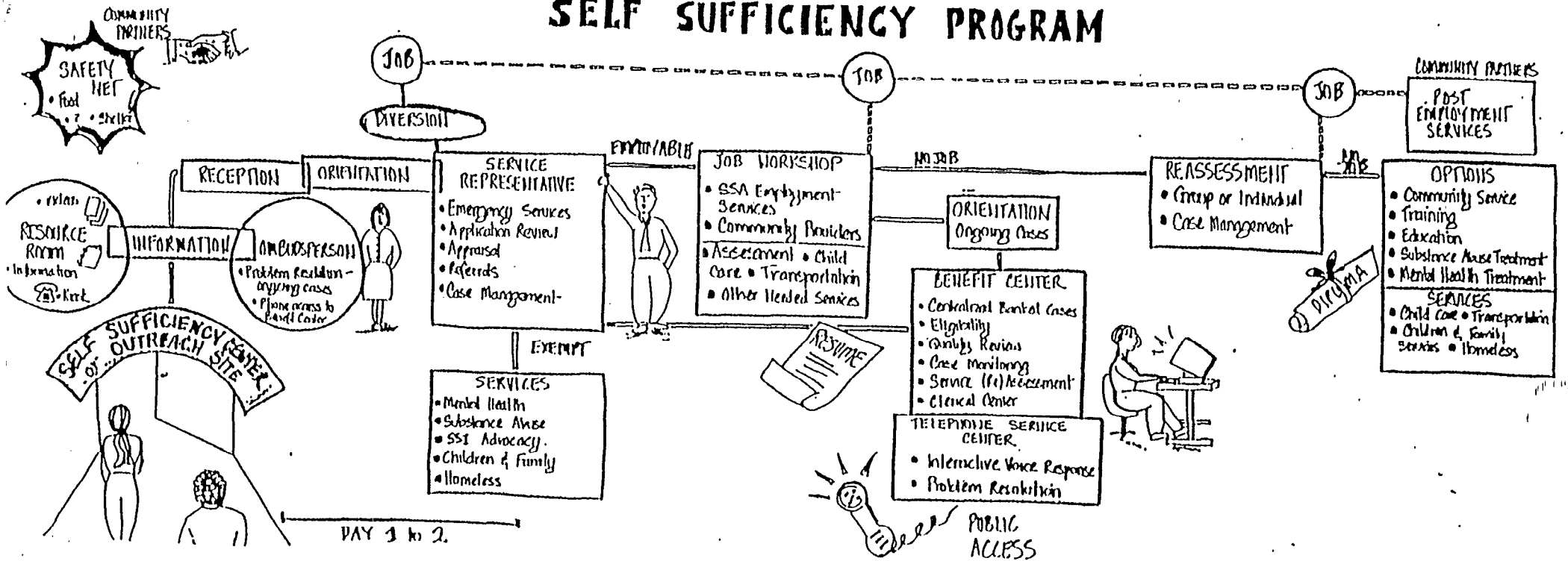
**Telephone Service Center** - Interactive Voice Response (IVR) and telephone customer service assistance for ongoing cases for all aid types.

### **FISCAL ANALYSIS of the PROGRAM DESIGN**

The above plan includes strategies that comply with all CalWORKs and Food Stamp Employment and Training (FSET) requirements. The plan will permit the movement of all eligible CalWORKs and General Assistance/Food Stamp applicants through the employment system over the course of the first year. The integrated intake component, employment components, Benefit Center and Telephone Service Center will be financed with funds from CalWORKs Block Grant at a level comparable to the cost of current eligibility services.

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# SELF SUFFICIENCY PROGRAM





ALAMEDA COUNTY CalWORKs PLAN

CERTIFICATION

THIS PLAN HAS BEEN DEVELOPED IN ACCORDANCE WITH THE APPROPRIATE FEDERAL, STATE AND COUNTY LAWS AND REGULATIONS. THE TERMS OF THIS PLAN, INCLUDING ALL CERTIFICATIONS WITHIN THIS PLAN, AND ALL APPLICABLE LAWS AND REGULATIONS WILL BE FOLLOWED DURING THE IMPLEMENTATION AND EXECUTION OF THIS PLAN.

Signatures:

County Welfare Department Director:

President, Board of Supervisors:



Rodger G. Lum, Ph.D.



Keith Carson

ALAMEDA COUNTY BOARD OF SUPERVISORS

\*\* MINUTE ORDER \*\*

The following is action taken by the Board of Supervisors on December 16, 1997

Approved as Recommended  Other

Unanimous  Chan  Haggerty  King  Steele  Carson  - 4

Vote Key: A=Yes; N=No; AB=Abstain; X=Excused

Documents accompanying this matter:

- Resolution(s) \_\_\_\_\_
- Ordinance(s) \_\_\_\_\_
- Contract(s) \_\_\_\_\_

File No. 12098  
Item No. 2

Copies sent to:

K. Archulita



Special Notes:

I certify that the foregoing is a correct copy of a Minute Order adopted by the Board of Supervisors, Alameda County, State of California.

ATTEST:

LESLIE J. BURNS, Interim Asst. Clerk of the Board of Supervisors

By: *Leslie J. Burns*  
Deputy