

County of Santa Clara

Social Services Agency

1725 Technology Dr.
San Jose, CA 95110-1360



February 6, 1998

TO: Glen H. Brooks, Jr.
California Department of Social Services

FROM: Alette Lundberg
Santa Clara County Social Services Agency

SUBJECT: **CLARIFICATION TO SANTA CLARA COUNTY PLAN CONCERNS**

Following is the information you requested:

1. *(Clarification needed - P.33) Please describe the criteria used for determining whether or not victims of domestic violence should have program requirements waived.*

As stated in the last paragraph on this page, a specialized social worker will provide an assessment of the victim's needs. In terms of waiving program requirements, Santa Clara County's Domestic Violence CalWORKs Task Force has recommended following CDSS's advice as stated in ACL 97-71 (October 28, 1997).

2. *(Clarification needed - P.42) The County plan describes a Diversion Services program for which the planning is just beginning, and which appears to have a no-interest loan component. The diversion program requirements of AB 1542, section 11266.5 were effective January 1, 1998. Diversion payments authorized under the statute are not considered loans. They are not subject to repayments, unless a client reapplies for aid within the diversion period and the client opts to have the payment recouped through a grant reduction rather than counting the months toward the 60-month time limit. Please clarify whether or not the Diversion Services program outlined in the plan is designed to meet the requirements of AB 1542, and if so, indicate that the county is operating the Diversion program currently to meet the January 1, 1998*

implementation date. Also, please clarify whether or not the no-interest loan component described in the plan is part of the County's implementation of the Diversion program mandated by AB 1542, or a separate component of the County's overall Diversion Services Program.

The Diversion Services Program outlined on page 42 is intended to meet the legal requirements of AB 1542. Additionally, the no-interest loan fund described on this page is our community partners' loan fund. This fund will be administered by the nonprofit organization, Adult and Child Guidance, Inc., who has received foundation funding for a Family Loan Fund (the same as in San Mateo County). This is a separate fund from Santa Clara County's diversion component.

- 3. (Clarification needed - P.44) The plan states that the County will strive to have recipients participate in welfare-to-work activities between 30 and 40 hours per week whenever possible. The County cannot require an individual in a single-parent household to participate more than 32 hours per week, although the individual may voluntarily participate for additional hours. Please verify the County will not require participation in excess of the statutory requirements.*

Santa Clara County will not require participation in excess of statutory requirements.

- 4. (Clarification needed - P.40) The plan describes continuing services for participants transitioning off aid due to employment. Please clarify if services will be offered to families transitioning off aid due to time limits.*

As stated on this page, Santa Clara County plans to offer services to these families if at all feasible.

cc: Executive Managers

XI. PROPOSED COUNTY GAIN GRIEVANCE PROCEDURE

A. INTRODUCTION

MPP Section 42-787.3 and the legislation implementing the GAIN Program require a Formal Grievance Procedure to be established by the County Board of supervisors. The Procedures must be part of the County Plan (Section 42-720.34).

B. BACKGROUND

GAIN Program regulations and legislation provide for informal and formal conciliation, different Formal Grievance Procedures and the right to State Appeal through the State Hearing system. The right to a State Hearing will exist for recipients if they are dissatisfied with the results of a Formal Grievance. A recipient may also request a State Hearing directly without going through either Formal Grievance Procedure. A recipient will, however, have to select one of the two types of Formal Grievance Procedures.

The State Hearing procedures have been in existence for many years and requests for Hearings involving the GAIN Program will be handled with-in these existing procedures. The Department's efforts will be coordinated through the already existing Appeals Unit.

One Formal Grievance Procedure will be the same as that established by Section 5302 of the Unemployment Insurance Code.

The other Formal Grievance Procedure will be that designated by the Board of Supervisors and described below.

1. GAIN Program Grievance Hearing Officer

The Board of Supervisors authorizes the Director of the Department of Social Services (or the Director's designee) to enter into a Personal Services Contract with one person to serve as the GAIN Program Grievance Hearing Officer. It is expected that this person would be paid an hourly wage for services provided.

The GAIN Program Grievance Hearing Officer must be someone who is familiar with the aims, objectives and regulations of the GAIN Program. Additionally, this Person must be able to be impartial and be temperamentally suited to conduct the Grievance Hearings.

If the GAIN Program Grievance Hearing Officer is unavailable or absent, the Director or the Director's designee may appoint a Supervisor or Manager in the

Department of Social Services to conduct these Grievance Procedures. The person appointed in this capacity also must be familiar with the GAIN Program, be suited to conduct such Hearings and must not have participated in making any decision on the individual case of the client filing the grievance. The appointee is to be impartial in handling a formal grievance.

2. Procedures

Generally, all the steps in the Formal Grievance Procedure will be coordinated and monitored by the Appeals Unit in the Department of Social Services.

When a request for a Formal Grievance is received by the Department of Social Services, it will be forwarded to the Appeals Unit. The Appeals Unit Staff will schedule a Formal Grievance Hearing no sooner than 10 nor more than 20 working days from the date of receipt of the request in the Appeals Unit.

The notification of scheduling the Formal Grievance Hearing will advise the grievant of the time, date, and place of the Hearing. It will also include notification that there is a right to present evidence, to bring witnesses, to question any witnesses, the right to be represented by an attorney or anyone else of the recipient's choosing, the right to have access to their case record and any relevant documents in advance of the Grievance Hearing and the right to a written statement (Position Statement) two working days prior to the Grievance Hearing.

The Grievance Hearing will be postponed upon notification to the Appeals Unit prior to the scheduled Hearing. In general, Hearings will be postponed only for good cause.

The staff of the Appeals Unit will represent the Department in the Formal Grievance Hearing. In consultation with the appropriate GAIN Supervisors or Managers, the issue may be resolved prior to the Formal Grievance Hearing. In any unresolved issues, the assigned Appeals Unit Staff member will prepare a County Position Statement. Such Position Statement will set forth the facts and the regulatory basis for the Department's position. This Position paper will be made available to the grievant two working days prior to Formal Grievance Hearing.

The Department will provide interpreters, if necessary. Such interpreters shall not be a County employee

involved in the case; nor shall it be friends, relatives, or acquaintances of the client.

The County's Appeals Unit Staff is responsible for assuring that necessary County staff and witnesses are present at the Hearing.

The conduct of the Hearing and the responsibilities of the GAIN Program Grievance Officer are described in detail in Section III **below**.

Upon receipt of a written decision from the GAIN Grievance Officer, the Appeals Unit Staff will mail a copy of the decision to the client and the client's representative (if any). As an enclosure with the Decision, the Department will also notify the client and the representative that the client has the right to further appeal the Formal Grievance Decision through the State Hearing process.

The Decision of the Grievance Officer will be binding on the Department.

3. The Hearing and Responsibilities of the GAIN Program Hearing Officer

The GAIN Program Hearing Officer is responsible for conducting the Hearing. The formal rules of evidence as used in a Court of Law are not required. The Hearing should be conducted informally so as to elicit a complete airing of the facts. The County and the recipient shall have the opportunity to question any witnesses. The Hearing Officer may limit questioning if the information produced becomes unduly repetitious, irrelevant or is needlessly demeaning to any party. The Hearing Officer may raise questions to clarify any points.

The Hearing will be tape recorded and the tapes maintained in the Appeals Unit for 18 months.

The testimony of all parties will be given under oath.

The Hearing Officer may postpone or continue the Hearing in order to obtain testimony or evidence not available, but required, in order to reach a fair decision.

Within 10 working days from the conclusion of the Hearing, the Hearing Officer shall make a written decision. This decision is required to contain a finding of fact and conclusion of law. The GAIN Program Officer may not consider the validity or constitutionality of any applicable law or regulation.

County of Santa Clara

social services Agency

1 725 Technology Drive
San Jose, California 95110-1360



January 5, 1998

Bruce Wagstaff
California Department of Social Services
744 P Street
Sacramento, California 95814

Dear Mr. Wagstaff:

In accordance with state guidelines, enclosed is Santa Clara County's CalWORKs Plan. This plan was approved by the Santa Clara County Board of Supervisors at its December 16, 1997 meeting.

If you or your staff have questions regarding this document, please contact Alette Lundeberg at (408) 441-5826.

Sincerely,

A handwritten signature in black ink, appearing to read "Yolanda Lenier Rinaldo". The signature is fluid and cursive, written over a faint, larger version of the same signature.

Yolanda Lenier Rinaldo, Director
Social Services Agency

YLR:AL:mer

Enclosure (1)

Promise
Your Family
a Better
Future

CalWORKS^L

Santa
Clara
County
CalWORKs
Plan

Fiscal Year 1997-1998

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INTRODUCTION

The Personal Responsibility and Work Opportunity Act was passed by Congress during the summer of 1996. This historical piece of legislation eliminated the entitlement subsidy program known as Aid to Families with Dependent Children (AFDC) and the Job Opportunities and Basic Skills (JOBS) program and replaced them with the Temporary Assistance to Needy Families (TANF) program. TANF contains significant legal requirements, most notably a five-year lifetime limit on the receipt of cash assistance for able bodied adults, and the transfer of the management and operations of the welfare system via a block grant to the states.

After a year of debate, the California Legislature enacted its version of TANF in August of 1997. The name of California's program is the California Work Opportunity and Responsibility to Kids Act (CalWORKs). All fifty-eight (58) counties in the state are required to implement CalWORKs, which includes major changes to the financial grant structure, as well as to the overall service delivery system. In order to ensure the effective development of local CalWORKs programs, the state has required all counties to submit a CalWORKs plan. This document is Santa Clara County's FY 1997-98 CalWORKs plan. Our county has chosen to utilize the state's suggested format in order to expedite the state review process. Therefore, pages begin with the italicized directives of the state and are followed by our county's description.

It is important to state that the CalWORKs program is a part of Santa Clara County's Employment Support Initiative (ESI). ESI is a community-wide effort that was initiated in early 1996, prior to the enactment of welfare reform. ESI has focused on building upon and expanding community partnerships that **strengthen low-income parents' access to the resources they need to care for their children through employment and related services**. Services to CalWORKs participants are an integral part of the ESI; however, ESI efforts extend into expanded venues, ranging from citizenship services to the development of a 24-hour job retention hotline. It is our goal in Santa Clara County to develop the most effective service delivery system possible -- a system that enables the economically disadvantaged in our community to build better lives for themselves and their families.

EXECUTIVE SUMMARY

Briefly describe the CalWORKs program. Include:

- (1) A listing of the major program goals and objectives; and*
- (2) A brief description of the major program elements which contribute to those goals and objectives.*

PROGRAM MISSION, GOALS AND OBJECTIVES

The goal of Santa Clara County's CalWORKs program coincides with that of the Santa Clara Valley Employment Support Initiative (ESI). Specifically, our goal is to strengthen low-income parents' access to resources they need to care for their children and become self-sufficient through the provision of employment and related services. To that end, Santa Clara County's CalWORKs program will:

- enable clients to not only obtain a job, but to retain their jobs
- enable clients to obtain jobs which have room for growth and increased earning capacity
- provide sufficient supportive services to clients currently on aid and those leaving aid due to employment that will enable them to become self-sufficient
- develop new and expand existing collaboratives and partnerships with other agencies and entities to most effectively provide these necessary services to clients.

Santa Clara County's CalWORKs employment delivery system for FY 1997-98 will be implemented through its existing welfare to work system. The County has been building upon the success of this system and plans to serve approximately 1,000 CalWORKs participants per month.

The vast majority of CalWORKs recipients, with the exception of SIPs and Cal Learn participants,* will first participate in up-front job clubs offered by county staff, refugee contractors and other community partners. It is important to note that monthly workshops will be offered in Vietnamese, Spanish, and in specialized languages as needed (recipients in Santa Clara County speak 23 different languages).

Individuals who complete the job club activity and who do not secure employment will receive a vocational assessment provided by county and/or partnering training organizations, and be enrolled in one of the county's extensive network of existing partners, including seven community colleges, eight adult education districts, three ROPCs, JTPA funded agencies, and refugee nonprofit training programs.

*SIPs are CalWORKs recipients who have enrolled in education/training activities. The County will review individual plans to ensure the recipient is headed towards securing skills that are in demand in Santa Clara County.

The County intends to provide child care, transportation, and ancillary funds (for books, tools, uniforms) for all CalWORKs recipients who are actively participating in those services. The County further intends to develop comprehensive employment retention services in order to enable CalWORKs families to break the cyclical nature of moving on and off of cash assistance.

An employment retention unit will be formed at the welfare-to-work office. Additionally, a 24-hour job support hotline "The JobKeeper" was recently implemented in our county. The purpose of the hotline is to provide advice and information, through trained volunteers, to clients dealing with job-related problems, such as child care crisis, to assist clients in retaining their employment. Santa Clara County views a successful CalWORKs program as encompassing more than simply moving recipients into employment; it envisions a system in which clients not only become employed, but also stay employed and become self-sufficient. Part of this vision is also enabling clients to access continuing education services while employed so that they improve their prospects for establishing a career and developing life-long skills. The Santa Clara Valley Employment Support Initiative (ESI) has been actively involved with the development of new and expanded services since early 1996. A summary of these efforts, which range from the implementation of our South County collaborative pilot in San Martin, to De Anza College's pilot pre-job club, is in the appendix.

In addition to developing new external partnerships and services to CalWORKs recipients, the Santa Clara County Social Services Agency is actively engaged in restructuring. This shift in corporate culture which is beginning to gain momentum, is critical to the success of the County's CalWORKs program. It is anticipated that many of the Agency's change efforts will create expanded modes of CalWORKs service delivery. These new aspects of our service delivery system will be shared in the FY 1998-99 CalWORKs plan.

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

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

Briefly describe how the county will work with other public and private agencies to provide necessary training and support services. This section should include, at a minimum, a list of the necessary training and support services and the public and/or private agencies which will provide those services.

Does your county have a Refugee Employment Services Plan?

If so, please certify that welfare-to-work activities will be coordinated with the County Refugee Services Plan.

Training Services

Santa Clara County is home to a rich array of education and training providers who have a long history of providing top quality services to the diverse CalWORKs population. These providers include the five community college districts, eight adult education districts, three regional occupational training centers, and two Private Industry Councils who contract with approximately a dozen provider organizations, a half-dozen refugee-funded organizations, and several private proprietary schools.*

Over the past decade, the Social Services Agency has developed strong relationships with these networks. These relationships have been formalized into various standing bodies/organizations that have collaborated to address a wide array of issues including the development of referral and tracking protocols, the development of standardized attendance reporting procedures, collaboration on client recruitment strategies, collaboration in the development of funding proposals for expanded services, and the development of specialized VESL curriculum.

All of the above-referenced education and training providers have responded positively to the challenges posed by welfare reform. **All are in agreement that ultimately the success of our developing system depends upon CalWORKs families obtaining not only entry-level skills, but skills upgrading course work that will enable them to earn enough money not simply to survive, but to thrive.** Many of these organizations have actively participated in county-wide ESI planning efforts that have resulted in new and expanded services to CalWORKs clients. Further, the Social Services Agency has been active in working with the various institutions in the preparation of their CalWORKs plans. Agency staff participated in a day-long planning session with the five (5) community college districts to ensure their planned use of the approximately \$3.5 million dollars of TANF/CalWORKs coming to their institutions would be spent on activities that dovetailed with the County's goals. Agency staff spent a similar amount of time with the Silicon Valley Alliance of Adult Education and Regional Occupational Program Educators as they grappled with the most appropriate use of their \$1.3 million CalWORKs dollars. The Agency has also been in constant contact with both the Silicon Valley Private Industry Council and the NOVA Private Industry Council. Both PICs will be including Agency staff as primary partners when their welfare-to-work planning efforts begin (preliminary estimates indicate approximately \$3.2 million welfare-to-work dollars will be allocated to Santa Clara County). Further, Agency staff have regularly communicated with the Silicon Valley

*An organizational listing is in the Appendix.

Program Operators Association, composed of local JTPA funded service providers who have extensive experience in serving welfare recipients. All of the above referenced organizations and institutions are committed to actively partner with the County in building an effective CalWORKs program.

Support Services

Support services provided to CalWORKs clients who are actively engaged in employment related activities will include payments for child care, transportation, and ancillary costs provided by the County. The County's Drug and Alcohol Services and Mental Health Services, and their respective contract providers will offer substance abuse and mental health services to CalWORKs participants. Assistance to victims of domestic violence will be provided through the county's network of domestic violence service providers.*

The County intends to broaden the support services available to CalWORKs clients in a variety of areas over the next year. This effort has been developing in recent months, and has fostered the inclusion of new organizations, particularly the United Way and the Silicon Valley Council of Non-Profits, in planning for a more comprehensive support system for CalWORKs recipients. Many of our new efforts will focus on the development of a diverse menu of employment retention opportunities for CalWORKs participants. The area of retention will cover direct employment areas, and also family issues that may hinder the quest for self-sufficiency. This includes the development of increased services for the at-risk youth of CalWORKs families.

An additional support service the county is committed to expand is access to health services for CalWORKs participants and graduates whose employers may not offer health insurance. This commitment includes a newly launched cooperative venture with the Santa Clara Valley Health and Hospital System to outreach into underserved neighborhoods with the goal of increasing Medical enrollments.

An innovative service recently launched by fourteen (14) collaborating organizations through the ESI is the JobKeeper, a 24-hour job retention hotline staffed by trained volunteers.

Refugee Services Plan

Santa Clara County has a Refugee Employment Services Plan. This plan details the service components funded through Refugee Employment Social Services (RESS) and Refugee Targeted Assistance Program (TAP) dollars. The vast majority of the funds are designated for Vocational English as a Second Language (VESL) coupled with Job club and/or short-term vocational Education Training and/or Work Experience. Santa Clara County funds non-profit organizations and a community college to provide these services to refugees on cash assistance who have lived in the United States for five years or less. It is anticipated that between 40-60% of the individuals enrolled in the refugee funded programs will be CalWORKs clients.

Refugee-funded service providers have been active participants in many of the ESI's activities and have excellent track records in placing welfare recipients into employment. Further, members of the Santa Clara County Forum on Refugee and Immigrant Affairs have been key players in the implementation of citizenship drives launched through ESI, as well as being supportive of the County's CalWORKs goals.

*See Appendix for listing.

(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

. [WIC 10531 (b)]

Describe the county's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKs program recipients.

Santa Clara County has forged strong partnerships with the public and private sector through our GAIN and JTPA funded programs and both Private Industry Councils, which have led to numerous placements of welfare clients into employment. There is an extensive list of large and small firms who hire welfare clients. While some companies actually request our clients, many firms hire our clients after they have been through education or training programs or through intermediary agencies without realizing they are on public assistance.

During the past decade, the County has worked closely in partnership with the Employment Development Department (EDD). This partnership has included the joint operations of job clubs to the current co-location of EDD staff at several GAIN sites throughout the county. Further, the County is eager to utilize EDD's CalJOBS system as soon as possible. CalJOBS user friendly system contains thousands of local job listings that will contribute to the success of Santa Clara County's welfare reform efforts. EDD has agreed to minimally train one hundred (100) county staff on the use of this system and on the use of the Employer Contact Management System (ECMS), which is a newly-developed vehicle utilized to coordinate employer contacts for job developers.

The County has a working partnership with the City of San Jose to identify jobs. The City contacts companies located within its jurisdiction, primarily downtown San Jose, and works with them to hire CalWORKs clients. The City works with employers to find out their job needs and then contacts the County's one-stop Employment Connection Center for CalWORKs clients who may be able to fill these jobs. CalWORKs client applications are then forwarded on to the employers.

While these previous partnerships with the public and private sector have been successful, we are developing new relationships as the number of clients needing jobs increases. Three members of our Board of Supervisors have begun meeting with CEOs from the private sector to discuss collaborating on the welfare-to-work effort. This could include hiring, training, mentoring and support of retention services. In Santa Clara County, with our robust economy and strong job growth, support by the private sector of retention services will be a critical component to the success of welfare reform. Using the creative energy of Silicon Valley, we hope to design an innovative new partnership.

The County is also working with a number of local business associations to help identify jobs and support services for CalWORKs clients. The collaborative, Joint Venture Silicon Valley, is creating a Workforce Preparation Initiative for the purpose of committing companies to hiring

employees from the Valley and providing skills upgrading training. These companies will commit to doing in-house training so that they can promote entry-level employees and hire other entry-level workers from Silicon Valley to replace them. Participating companies will act as mentors to other companies. These efforts should open the door to more CalWORKs clients getting entry-level jobs.

The County is also partnering with the American Leadership Forum, a group of influential public and private sector leaders who participate in a one-year leadership training program. These individuals, as part of their training, select a class project. This year's class has chosen to focus on welfare to work efforts. While the program is still in formation, their goal is to develop "best practices" for companies to follow in hiring and working with our clients. They intend to culminate their efforts in a best practices summit and challenge the valley companies to participate.

Santa Clara County is also working with several chambers of commerce, most notably the Morgan Hill, Gilroy, Mountain View, and Santa Clara Chambers of Commerce in separate projects that have the shared goals of matching qualified CalWORKs participants with local employers. These efforts will be shared with the other Chambers of Commerce within the county during the next year with the goal of engaging all of the Chambers in some aspect of welfare reform. It is important to note that there are several distinct ethnic Chambers of Commerce in Santa Clara County. The Hispanic Chamber of Commerce has been actively involved with partnering with the County -- Welfare to work staff are co-located at its site and are developing strategies to meet the employment needs of its affiliate businesses.

As part of expanding its partnerships for increased opportunities for welfare recipients, the County has been meeting with Central Labor Council representatives for their advice and recommendations. This has included an extensive brainstorming session as to what expanded roles the Labor Temple's "Working Partnerships" staff can play in implementing CalWORKs.

The faith community has been working extensively with the Santa Clara County Social Services Agency to develop the county's safety net, primarily through increasing available food bank supplies and aiding in local citizenship drives. The County intends to build on this relationship to incorporate the faith community in the County's effort around job identification in the near future.

Currently, both the Council of Churches of Santa Clara County and the Cathedral of Faith are taking an active role in responding to the issues raised by welfare reform and its effect on the safety net. The Council of Churches led a Community Forum last spring to identify and address issues related to the new restrictions on public assistance related to welfare reform. The Forum was held at the Santa Clara County Social Services Agency and was well attended by many members of the faith community, community-based organizations and Agency staff. The Council of Churches represents close to 100 churches, many of which are already providing English as a Second Language (ESL) classroom instruction. They are actively involved in advocacy and lobbying efforts in Sacramento. Two congregations have just begun an Adopt-A-

Family mentoring program to assist low-income/TANF families in becoming economically self-sufficient. Initially, it was projected that families would need up to six months of assistance. The Churches have recently determined that it may take much longer.

San Jose's Cathedral of Faith held its first Job Fair in May 1997, and is currently building a new facility called the Family Life Center which will house ESL, computer instruction and job preparation classrooms. Completion date for the building is planned for March 1998. The organization's other 17,000 square foot facility is currently being used for food distribution and for interviewing individuals the organization serves to assess its needs and make referrals to appropriate resources.

(c) LABOR MARKET ANALYSIS OF SANTA CLARA COUNTY

[WIC Section 10531 (c)]

Briefly describe other means the county will use to identify local labor market needs.

The following brief analysis provides an update of the labor market in Santa Clara County and a description of growth/demand occupations which have the potential to provide employment opportunities for CalWORKs participants. It is followed by tables that identify and compare these growth occupations.

The unemployment rate in Santa Clara County was an estimated 3.0 percent during August 1997. The unemployment rate in the County has been below 4.0 percent during the last 18 months. The total wage and salary job count showed a net gain of 1,800 jobs between July and August of 1997. The manufacturing industry added the most jobs in August, up 2,600. The construction industry, the next largest gainer of jobs, grew by 1,200 jobs. The trade industry continued its growth adding 800 jobs. The services industry posted a gain of 600 jobs, With business services accounting for one-half of that number.

Compared to August 1996, wage and salary employment was up by 36,400 jobs. The largest year-over gains for August were in the services industry (14,700 jobs), led by business services which posted 10,200 jobs. The manufacturing industry had an overall increase of 9,400 jobs, primarily in instruments and electronic equipment, and industrial machinery. The trade sector grew by 6,400 jobs since last August, with retail and wholesale gaining 4,200 and 2,200 respectively. Construction was up 3,500 jobs over the year. Government increased by 1,000 jobs, mostly at the local level.

The following growth/demand occupations fit the following criteria that is pertinent to the employment of CalWORKs participants: 1) the occupation has a substantial employment base in the County; 2) the number of projected job openings in the County is substantial; 3) the occupations appear to have present and future occupational growth; 4) there appears to be potential for earning capacity; 5) the training time, if any, required for the occupation is one year or less; and 6) the occupation provides a liveable wage.

There are fifteen occupations from the top 40 occupations with the most job openings in Santa Clara County (1994-2001) which would relate to basic skills/educational levels of most CalWORKs participants. These include: Cashiers, Retail Sales Persons, Waiter/Waitresses, Janitors/Cleaners, General Office Clerks, Receptionists/Information Clerks, Guards and Watch Guards, Food Preparation Workers, Maintenance Repairers/Utility Workers, Truck Drivers (Light), Shipping and Receiving Clerks, Instructional Aides, Electrical Equipment Assemblers, Bookkeeping/Accounting Clerks, and Stock Clerks. Wages for these occupations range from \$5.15/hour to \$19.75/hour, with a median wage range of \$6.90 to \$9.00 per hour. Most of these jobs require a minimum of high school diploma or equivalent. For some, there is JTPA funded training available in the county that is within the 12-month vocational preparation time limit of CalWORKs participants.

Among the top 40 occupations in Santa Clara County with the fastest growth (1994-2001) which offer possibilities to mid level CalWORKs participants are: a) Data Processing Equipment Repairers - 580 new jobs (45.3% increase); b) Home Health Care Workers - 200 new jobs (35.7% increase); c) Adjustment Clerks - 830 new jobs (31.6% increase); and d) Artists and Related Workers - 250 new jobs (27.8% increase). Other demand occupations for mid-level workers identified by the Silicon Valley Private Industry Council (SVPIC) for 1996-1997 include: Electrocardiograph Technician, Machine Tool Operator, Certified Nursing Aide, Pharmacy Technician, and Massage Therapist (emerging occupation). All of these areas have a vocational preparation time frame which varies from three months, up to and including one year.

Additionally, the apprenticed trades present opportunities in non-traditional occupations for women that include Machinist, Sprinkler Fitter, Cement Mason, Plumber, Welder, Sheet Metal Fabrication, Construction, and Electrician. Entry level wages for the above trade occupations range from \$7.00/hour to \$18.00/hour. The median wage in the County for these jobs is \$11.58 per hour. The SVPIC funds on-the-job training in these areas with vocational preparation time from over six months up to and including one year.

Thus, these current and future projected economic trends indicate that Santa Clara County should have a good job market with many opportunities for full-time employment of CalWORKs job seekers who are willing to obtain life-long learning skills in order to become financially self-sufficient.

This labor market analysis was based on information available from the following resources:

California State EDD Labor Market Information Division, 1997

Silicon Valley PIC approved List of Demand Occupations, FY 1996-97

NOVA PIC Occupational Outlook, 1995, 1996

Other means the County will use to identify and update local labor market needs include:

Career Tracks, a jobs outlook for 25 occupations for welfare-to-work participants, to be developed and published by September of 1998 by NOVA PIC.

Silicon Clara Valley PIC approved list of Demand Occupations FY 1997-98 to be developed and published by December of 1997.

Surveys to employers that have traditionally hired GAIN participants.

TABLE A

Fifteen Occupations From Top 40 List In Santa Clara County With The Most Openings Which Relate To CALWORKS Participants' Education/Skill Levels

<i>Occupational Group</i>	<i>Job Openings</i>	<i>Wage Range</i>	<i>Median Wage in SCC</i>	<i>Absolute Job Growth</i>	<i>Education/Training</i>
Cashiers	6,820	\$5.15 - \$15.00 / hour	Not Available	11.5%	High school diploma almost always required
Retail Salespersons	6,510	\$5.15 - \$21.75 / hour	Not Available	6.2%	Some high school required
Waiters / Waitresses	6,420	\$5.15 / hour + tips	Not Available	18.5%	Some high school required
Janitors / Cleaners	4,180	\$5.15 - \$14.00 / hour	Not Available	20.5%	Some high school usually required (union benefits for some)
General Office Clerks	4,090	\$6.00- \$14.00 / hour	7.56	3.9%	High school diploma almost always required - JTPA approved training
Receptionists/ Info Clerks	3,060	\$7.00 - \$14.75 / hour	7.50	20.4%	High school diploma required - JTPA approved training
Guards and Watch Guards	3,060	\$6.50 - \$16.00 / hour	6.90	30.1%	High school diploma or equivalent-JTPA approved training
Food Preparation Workers	1,650	\$6.00 - \$14.50 / hour	7.00	10.6%	High school diploma usually required - JTPA approved training
Maintenance Repairers / General Utility Workers	1,650	\$6.55 - \$19.00 / hour	8.71	13.1%	High school diploma usually required
Truck Drivers (light)	1,610	\$6.50 - \$16.50 / hour	7.50	15.3%	Some high school required - California driver's license Class 1, 2, or 3
Shipping & Receiving Clerks	1,590	\$5.15 - \$14.75 / hour	8.67	10.8%	High school diploma or equivalent required - JTPA approved training
Instructional Aides	1,520	\$7.15 - \$15.75 / hour	9.00	11.1%	High school diploma usually required – some college course work - Pass a State Mandated Proficiency Test
Electrical Equipment Assemblers	1,450	\$5.15 - \$18.15 / hour	8.81	8%	High school diploma or equivalent
Bookkeeping / Accounting Clerks	1,430	\$6.00 - \$19.50 / hour	8.00	.2%	High school diploma required - JTPA approved training
Stock Clerks	1,090	\$6.00-\$19.75 / hour	8.00	5.1%	High school diploma or equivalent required - JTPA approved training

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TABLE 4
 OCCUPATIONS WITH THE GREATEST ABSOLUTE JOB GROWTH(I)
 1994 -2001
 SANTA CLARA COUNTY

.CA OES CODE	OCCUPATION	ANNUAL	ANNUAL	ABSOLUTE CHANGE	PERCENT CHANGE
		AVERAGES 1994	AVERAGES 1991		
221270	COMPUTER ENGINEERS	12,980	19,110	6,130	47.2%
221260	ELECT AND ELECTRONIC ENGINEERS	18,980	23,210	4,230	22.3%
251020	SYSTEMS ANALYSTS- ELECTRONIC DATA PROCESSING	6,390	10,310	3,920	61.3%
190050	GENERAL MANAGERS, TOP EXECUTIVES	22,080	25,070	2,990	13.5%
251051	COMPUTER PROGRAMMERS, INCLUDING AIDES	10,280	12,960	2,680	26.1%
670050	JANITORS, CLEANERS- EXCEPT MAIDS	11,680	14,080	2,400	20.5%
650080	WAITERS AND WAITRESSES	11,430	13,540	2,110	18.5%
630470	GUARDS AND WATCH GUARDS	6,710	8,730	2,020	30.1%
130170	ENGINEER, MATH, AND NAT SCI MGRS	9,280	11,040	1,760	19.0%
553050	RECEPTIONISTS, INFORMATION CLERKS	8,280	9,970	1,690	20.4%
225050	ELECTRICAL, ELECTRONIC ENGINEERING TECHNICIAN	12,240	13,880	1,640	13.4%
490230	CASHIERS	14,120	15,740	1,620	11.5%
551080	SECRETARIES, GENERAL	18,390	20,000	1,610	8.8%
490112	SALESPERSONS- RETAIL (NON-VEHICLE)	21,230	22,550	1,320	6.2%
130110	MKTING, ADV, PUB-REL MANAGERS	7,790	9,070	1,280	16.4%
490050	SALES REPS, SCIENTIFIC-EXCEPT RETAIL	7,390	8,580	1,190	16.1%
325020	REGISTERED NURSES	23,230	13,340	1,110	9.1%
130020	FINANCIAL MANAGERS	6,880	7,940	1,060	15.41%
971050	TRUCK DRIVERS, LIGHT	5,960	6,870	910	15.3%
211140	ACCOUNTANTS AND AUDITORS	6,570	7,450	880	13.4%
531230	ADJUSTMENT CLERKS	2,630	3,460	830	31.6%
650380	FOOD PREPARATION WORKERS	7,730	8,550	820	10.6%
315211	INSTRUCTIONAL AIDES	7,280	8,090	810	11.15
580280	TRAFFIC, SHIPPING, RECEIVING CLERKS	7,200	7,980	780	10.8%
553470	GENERAL OFFICE CLERKS	19,700	20,470	770	3.9%
851320	MAINT REPAIRERS, GENL UTILITY	5,900	6,610	770	13.1%
989020	HAND PACKERS AND PACKAGERS	4,770	5,440	610	14.0%
221350	MECHANICAL ENGINEERS	2,960	3,600	640	21.6%
891080	MACHINISTS	3,470	4,090	620	17.9%
313050	TEACHERS-ELEMENTARY SCHOOL	7,770	8,380	610	7.9%
857050	DATA PROCESSING EQUIP REPAIRERS	1,280	1,860	580	45.3%
680140	AMUSEMENT, RECREATION ATTENDANTS	1,720	2,280	560	32.6%
490020	SALES ENGINEERS	2,770	3,310	540	19.5%
650260	COOKS-RESTAURANT	4,040	4,570	530	13.1%
971020	TRUCK DRIVERS, HEAVY	4,400	4,930	530	12.0%
340050	TECHNICAL WRITERS	1,360	1,880	520	38.2%
190260	TELEMARKETERS, SOLICITORS & RELATED	2,020	2,540	520	25.7%
553230	ORDER CLERKS-MATERIALS, SERVICE	3,440	3,960	520	15.1%
931140	ELECTRICAL EQUIP ASSEMBLERS-PRECISION	6,100	6,590	490	8.0%
-----	TOTAL OF THESE OCCUPATIONS	336,320	392,140	55,820	16.6%

(1) Excludes not elsewhere classified(NEC)categories.

TABLE 5
OCCUPATIONS WITH THE FASTEST GROWTH (I)
1994 -2001

SANTA CLARA COUNTY					
CA OES CODE	OCCUPATION	ANNUAL AVERAGES 1994	ANNUAL AVERAGES 1991	ABSOLUTE CHANGE	PERCENT CHANGE
251020	SYSTEMS ANALYSTS-ELECTRONIC DATA PROCESSING	6,390	10,310	3,920	61.1%
915020	NUMERICAL MACH TOOL OPERATORS- METAL, PLASTIC	660	980	320	48.5%
221270	COMPUTER ENGINEERS	12,980	19,110	6,130	47.2%
857050	DATA PROCESSING EQUIPMENT REPAIRERS	1,280	1,860	580	45.3%
490320	DEMONSTRATORS, PROMOTERS, MODELS	650	940	290	44.6%
215080	EMPLOYMENT INTERVIEWERS- PRIVATE OR PUBLIC	450	630	180	40.0%
340050	TECHNICAL WRITERS	1,360	1,880	520	38.2%
877080	PAVING, TAMPING-EQUIP OPERATORS	400	550	150	37.5%
857230	ELECT POWERLINE INSTALLERS	460	630	170	37.0%
660110	HOME HEALTH CARE WORKERS	560	760	200	35.7%
340382	DESIGNERS, EXCEPT INTERIOR AND FLORAL	1,120	1,500	380	33.9%
221210	CIVIL ENGINEERS- INCLUDING TRAFFIC	1,300	1,740	440	33.8%
680140	AMUSEMENT, RECREATION ATTENDANTS	1,720	2,280	560	32.6%
150261	FOOD SERVICE MANAGERS	1,300	1,720	420	32.3%
531230	ADJUSTMENT CLERKS	2,630	3,460	830	31.6%
670080	PEST CONTROLLERS AND ASSISTANTS	350	460	110	31.4%
983140	HELPERS-PAINTERS AND RELATED	320	420	100	31.4%
323050	OCCUPATIONAL THERAPISTS	390	510	120	30.8%
680210	USHERS, LOBBY ATTENDANTS	330	430	100	30.3%
630470	GUARDS AND WATCH GUARDS	6,710	8,730	2,020	30.1%
219050	MANAGEMENT ANALYSTS	580	750	170	29.3%
859020	HEATING, AC, REFRIG MECHANICS	790	1,020	230	29.1%
221140	CHEMICAL ENGINEERS	920	1,180	260	28.3%
790050	NURSERY WORKERS	320	410	90	28.1%
150170	CONSTRUCTION MANAGERS	1,000	1,280	280	28.0%
340350	ARTISTS AND RELATED WORKERS	900	1,150	250	27.8%
790170	COUNTER AND RENTAL CLERKS	1,490	1,900	410	27.5%
680260	FLIGHT ATTENDANTS	410	520	110	26.8%
917110	SOLDERING, BRAZING MACHINE OPERATORS, TENDER	340	430	90	26.5%
878050	SHEET METAL, DUCT INSTALLERS	380	480	100	26.3%
251051	COMPUTER PROGRAMMERS, INCLUDING AIDES	10,200	12,960	2,600	26.1%
490260	TELEMARKETERS, SOLICITORS & RELATED	2,020	2,540	520	25.7%
680350	PERSONAL AND HOME CARE AIDES	350	440	90	25.7%
553350	CUSTOMER SERVICE REPS-UTILITIES	740	930	190	25.7%
430170	SALES AGENTS- SELECTED BUSINESS SERVICES	1,520	1,910	390	25.7%
873170	PLASTERERS AND STUCCO MASONS	390	490	100	25.6%
535080	BILL AND ACCOUNT COLLECTORS	1,440	1,800	360	25.0%
560050	DUPLICATING MACHINE OPERATORS	370	460	90	24.3%
979560	OPERATING ENGINEERS	500	620	120	24.0%
660170	PHYSICAL THERAPY ASSISTANTS & AIDES	420	520	100	23.8%
-----	TOTAL OF THESE OCCUPATIONS	66,520	90,690	24,170	36.3%

TABLE 7
 OCCUPATIONS WITH THE MOST OPENINGS (1)
 (GROWTH AND SEPARATIONS)
 1994 - 2001
 SANTA CLARA: COUNTY

CA OES CODE	OCCUPATION	JOB OPENINGS
221260	ELECT AND ELECTRONIC ENGINEERS	7,490
221270	COMPUTER ENGINEERS	7,070
490230	CASHIERS	6,820
490112	SALESPERSONS - RETAIL (NON-VEHICLE)	6,510
650080	WAITERS AND WAITRESSES	6,420
190050	GENERAL MANAGERS, TOP EXECUTIVES	6,300
251051	COMPUTER PROGRAMMERS, INCL AIDES	4,940
251020	SYSTEMS ANALYSTS—ELEC DATA PROC	4,410
670050	JANITORS, CLEANERS—EXCEPT MAIDS	4,180
553470	GENERAL OFFICE CLERKS	4,090
551080	SECRETARIES, GENERAL	3,900
225050	ELECT, ELECTRONIC ENGINEERING TECH	3,580
130170	ENGINEER, MATH, AND NAT SCI MGRS	3,190
553050	RECEPTIONISTS, INFORMATION CLERKS	3,060
630470	GUARDS AND WATCH GUARDS	3,060
490080	SALES REPS, NON-SCIENTIFIC- EX RET	2,800
490050	SALES REPS, SCIENTIFIC EX RETAIL	2,570
130110	MKTING, ADV, PUB-REL MANAGERS	2,470
352050	REGISTERED NURSES	2,310
130020	FINANCIAL MANAGERS	2,000
211140	ACCOUNTANTS AND AUDITORS	1,830
313050	TEACHERS—ELEMENTARY SCHOOL	1,680
650380	FOOD PREPARATION WORKERS	1,650
851320	MAINT REPAIRERS, GENL UTILITY	1,650
971050	TRUCK DRIVERS, LIGHT	1,610
650170	COUNTER ATTENDANTS—FOOD	1,600
989020	HAND PACKERS AND PACKERS	1,600
580280	TRAFFIC, SHIPPING, RECEIVING CLKS	1,590
315211	INSTRUCTIONAL AIDES	1,520
939560	ASSEMB, FABRICATORS—EX MACH, ELECT	1,480
931140	ELECTRICAL EQUIP ASSEMBLERS—PREC	1,450
650260	COOKS—RESTAURANT	1,440
553380	BOOKKEEPING, ACCOUNTING CLERKS	1,430
490020	SALES ENGINEERS	1,320
313080	TEACHERS—SECONDARY SCHOOL	1,280
221350	MECHANICAL ENGINEERS	1,160
680140	AMUSEMENT, RECREATION ATTENDANTS	1,090
650140	DINING RM ATTENDANTS, BAR HELPERS	1,080
-----	TOTAL OF THESE OCCUPATIONS	115,850

(1) Excludes not elsewhere classified (NEC) categories

TABLE 8
 OCCUPATIONS WITH PROJECTED DECLINES (1)
 1994 - 2001
 SANTA CLARA COUNTY

CA OES CODE	OCCUPATION	ANNUAL AVERAGES 1994	ANNUAL AVERAGES 1991	JOB DECLINES	OPENINGS DUE TO SEPARATIONS
553070	TYPISTS, INCLUDING WORD PROCESSING	5,070	4,170	-900	340
531020	TELLERS	2,570	1,990	-580	660
221020	AERONAUT, ASTRONAUTICAL ENGINEERS	2,620	2,310	-310	310
560110	COMPUTER OPS- EXCEPT PERIPHERAL EQUIPMENT	2,570	2,270	-300	260
560020	BILLING, POSTING, CALCULATING MACHINE OPERATORS	550	360	-190	150
830020	INSPECTORS, TESTERS, & GRADERS, PRECISION	5,500	5,340	-160	800
531210	LOAN AND CREDIT CLERKS	1,300	1,150	-150	130
571050	DIRECTORY ASSISTANCE OPERATORS	390	260	-130	50
857260	STATION INSTALLERS- TELEPHONE	360	240	-120	30
978050	SERVICE STATION ATTENDANTS	710	600	-110	150
987050	REFUSE COLLECTORS	530	460	-70	70
939350	CANNERY WORKERS	510	450	-60	80
895050	CUSTOM TAILORS AND SEWERS	160	100	-60	10
533140	INSURANCE POLICY PROCESSING CLERKS	570	520	-50	50
925410	TYPESETTING, COMPOSING MACHINE OPERATORS	140	90	-50	10
929740	PACKAGING, FILLING MACHINE OPERATORS, TENDERS	1,580	1,540	-40	260
553140	PERS CLERKS- EXCEPT PAYROLL	1,080	1,040	-40	150
430140	SALES AGENTS- FINANCIAL SERVICES	810	770	-40	80
531280	BROKERAGE CLERKS	180	140	-40	10
650230	BUTCHERS AND MEAT CUTTERS	840	810	-30	140
971080	BUS DRIVERS	1,000	970	-30	120
680380	CHILD CARE WORKERS	1,020	990	-30	70
630440	CROSSING GUARDS	300	270	-30	50
580140	METER READERS-UTILITIES	230	200	-30	30
911080	DRILLING MACH SETTER-METAL, PLASTIC	310	280	-30	30
855020	CENTRAL OFFICE AND PBX INSTALLERS	250	220	-30	20
650140	DINING RM ATTENDANTS, BAR HELPERS	2,920	2,900	-20	1,100
150140	INDUSTRIAL PRODUCTION MANAGERS	3,090	3,070	-20	430
650280	COOKS- INSTITUTION OR CAFETERIA	1,410	1,390	-20	300
610050	POLICE AND DETECTIVE SUPERVISORS	550	530	-20	170
610020	FIRE FIGHTING & PREVENTION SUPERVISORS	500	480	-20	140
211080	LOAN OFFICERS AND COUNSELORS	940	920	-20	100
859050	INSTRUMENT REPAIRERS, PRECISION	490	470	-20	80
231050	NEW ACCOUNTS CLERKS	290	270	-20	60
211020	UNDERWRITERS	350	330	-20	50
430080	SALES AGENTS- REAL ESTATE	380	360	-20	50
851180	MAINT MECHANICS- WATER, POWER	220	200	-20	40
580020	DISPATCH- POLICE, FIRE, AMBULANCE	340	320	-20	30
857280	ELEC INSTALLERS- TRANS EQUIPMENT	150	130	-20	20
899170	OPTICAL GOODS WORKERS, PRECISION	150	130	-20	20
-----	TOTAL OF THESE OCCUPATIONS	42,930	39,040	-3,890	6,650

(d) WELFARE TO WORK ACTIVITIES

[WIC Section 11322.7 (a) and (b) and Sections 10531 (d) and 11322.6]

Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. Activities allowed by state law include, but are not limited to, those listed below. Please indicate which of the following activities will be provided and identify any allowable activities that will not be provided.

- Unsubsidized employment
- Subsidized private sector employment
- Subsidized public sector employment
- Work experience
- On-the-job training
- Grant-based on-the-job training
- Vocational education and training
- Education directly related to employment
- Adult basic education (includes basic education, GED, and ESL)
- Work study
- Self-employment
- Community service ..
- Job search and job readiness assistance
- Job skills directly related to employment
- Supported work
- Transitional employment,
- Other (list)

The County, particularly in light of funding restraints, does not initially plan to offer subsidized employment of any sort. Further, bureaucratic complexities of supported work, grant-based on-the-job training and transitional employment run counter to Santa Clara's desire to simplify the welfare system.

The County's goal is to offer adult basic education coupled with a work experience or vocational training whenever possible in order to meet federal participation rates.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

[WIC Section 11325.8 and 11325.7]

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 services, please indicate the providers in the plan. **If** that decision has not been made, please provide CDSS an addendum to the county CalWORKs plan indicating the provider when determined.*

x Certify that the county's substance abuse treatment services will include at least the following: evaluation, case management, substance abuse treatment, and employment-counseling, and the provision of community service jobs.

Describe any additional services the county will provide.

Plan for Mental Health

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 Certify 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.

Please describe any additional services the county will provide.

Santa Clara County Social Services Agency brought together key representatives from Adult and Juvenile Probation, Department of Corrections, Drug and Alcohol Services, Mental Health and Public Health Departments to form a collaborative. The collaborative's purpose is to develop a comprehensive, countywide plan to provide mental health and substance abuse services for CalWORKs participants. Operating from the agreed-upon premise that all individuals have the innate capacity to live healthy lives, the collaborative agreed to implement and utilize a Behavioral Health Model. This model focuses on the health of the whole person in order to provide comprehensive services to achieve self-sufficiency.

A centerpiece of that model will be the multidisciplinary teams who will provide assessment, evaluation, consultation and employment counseling. In addition, this team will identify clients diagnosed with severe mental disabilities and refer them for appropriate services. This case-managed, multidisciplinary team approach will ensure delivery of services to CalWORKs participants for whom mental health, alcohol, or drug issues may present a barrier to achieving and retaining employment.

A Design Team formed by the collaborative has defined the following criteria as necessary for the development and implementation of the Behavioral Health Model. The Design Team agreed that Santa Clara County's integrated approach will:

- develop a cross-departmental executive governance structure which will exist to approve policies, Memoranda of Understanding and funding mechanisms necessary to facilitate the integration of services;
- approach the technology committee for a technology bond to build a common management information and tracking system;
- engage and involve the community, including the general public, service providers and consumers, throughout the entire process of designing, planning and implementation;
- seek out best practice models with demonstrated successful outcomes and seek innovative strategies to meet the needs of the consumer base;
- provide CalWORKs participants with an advocacy-based support system, comprised of peer mentors and professionals, to assist participants to achieve their goal of self-sufficiency;
- include the cultural world view and linguistic needs of the consumers as integral to service design and delivery;
- provide the best opportunity for success in each individual's welfare to work plan by directly engaging the client in the design of that plan including client-identified supportive services;
- provide a Risk Domain Assessment for the CalWORKs participant to identify potential barriers to employment and self-sufficiency that may exist, including, but not limited to, employment training, literacy, mental health or substance abuse issues;
- facilitate the identification and removal of potential barriers to successful completion of substance abuse and mental health treatment, i.e., transportation, financial problems, family or child-care difficulties, inadequate stress management, etc.;

- provide a continuum of training for CalWORKs participants and members of participating agencies, educational facilities, or community-based organizations regarding identification of mental health, drug and alcohol issues
- allow a participant to self-identify a substance abuse or mental health barrier at any time during fulfillment of their welfare to work plan;
- provide welfare to work plans that are customer-oriented including access to after-hours support services at locations able to provide on-site child care and easily accessed by public transportation;
- provide referral to residential treatment if necessary;
- provide in-home support visits and family training where necessary;
- provide ongoing support services after completion of the welfare to work plan if drug and alcohol or mental health services are identified as still needed.

Combining the State CalWORKs funds designated for mental health and alcohol and drug services, the specific community-based agencies that will provide services will be identified through a Request for Proposal (RFP) process. The Design Team will review these proposals and reach consensus for the contract awards. The community and the selected service providers will work with the Design Team to develop the plan for service delivery.

The success of the above Behavioral Health Model depends on the availability of full funding and sufficient mental health, alcohol and drug services.

**(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIMELIMITS
[WIC Section 10531 (f) and 11454] - ·**

Santa Clara County's multidisciplinary Integrated Services Design Team from Adult and Juvenile Probation, Department of Corrections, Drug and Alcohol Services, Mental Health, Public Health and Social Services Agency is developing a protocol for collaborative case management that will ensure mental health services are available, when necessary, for CalWORKs participants who have exceeded the 18-24 months time limit.

Employment stability is the main goal for this phase of the CalWORKs mental health services program. To that end, case managers will work closely with Santa Clara County's diversion and retention teams to ensure the full range of support services continue to be available to these CalWORKs participants.

This transitional mental health service component will utilize state CalWORKs funds designated to provide mental health services to CalWORKs participants. This transition service for mental health treatment will continue for up to a maximum of twelve months. When mental health services are needed beyond the 12-month transition period, the CalWORKs client will be referred to an appropriate community-based mental health or drug and alcohol treatment provider.

(g) CHILD CARE AND TRANSPORTATION SERVICES

[WIC 10531 (g)]

Please briefly describe how child care services will be provided to CalWORKs participants. This should include a description of how the county will provide child care for families transitioning from county-funded providers to non-county-funded providers of child care services. It should also indicate what criteria the county will use to determine, on a case-by-case basis, when parents who have primary responsibility for providing care to a child six months of age or younger, may be exempt from welfare-to-work participation. The exemption period must be at least twelve weeks and, at county discretion, can be increased to one year for the first child. The exemption period for subsequent children is twelve weeks, but may be increased to six months. Briefly describe the criteria the county will use to determine the period of time a parent or other relative will be exempt considering the availability of infant child care, local labor market conditions, and any other factors used by the county. Additionally, briefly describe how the county will ensure parents needing child care services can access the Resource and Referral Agency.

The Child Care Collaborative of Santa Clara County has jointly developed this child care service plan to serve families transitioning from county-funded to non-county-funded providers of child care. Membership of the Child Care Collaborative is comprised of representatives from the three Alternative Payment Providers (Community Coordinated Child Development Council [4C Council]; Child Development, Incorporated; and Professional Association for Childhood Education), 4C Council Resource and Referral Department (R&R agency), County Office of Education, Local Planning Council, County Board of Supervisors, City Child Care Coordinators, and Santa Clara County Social Services Agency. The Collaborative believes every family is entitled to accessible, affordable, quality child care based on informed parental choice. We believe these elements are essential to the successful transition of families from welfare to work.

We have determined that there is insufficient funding in all three stages to meet the child care needs of currently identified CalWORKs families. The Child Care Collaborative of Santa Clara County is committed to ensuring that every family will have access to quality child care services; it is therefore incumbent upon the State of California to make additional funding available in order to achieve the overall CalWORKs goal of self-sufficiency.

Beginning January 1, 1998 the subsidized child care payment system for Santa Clara County Social Services Agency, which currently administers approximately 3,500 child care payments monthly, serving 10,000 children, will be replaced by the following proposed system. The child care payment programs (Greater Avenues to Independence [GAIN], Supplemental Child Care, Transitional Child Care, Child Care Disregard, and Non-GAIN Education and Training), each with its own application, accountability and payment process, will be eliminated. A Universal Child Care Application will be developed. The Application will be designed to collect all required federal, state and local information for processing child care requests at any Stage I, Stage II or Stage III administering agency. At the Social Services Agency, families will be able to access child care services at designated district offices and at the GAIN office. The Social Services Agency will provide office facilities for staff from the 4C Council Resource and Referral Department to enable co-location at

all Social Services Agency intake offices, as funding permits. The 4C Council staff will provide child care referral services to CalWORKs families.

The restructuring of the current child care payment system will occur through the following process of implementation. Memoranda of Understanding will facilitate continuity of child care for eligible families currently receiving child care services, or for new families entering the system, as they move through the stages. Child care cases currently being paid by one of the above-mentioned payment programs will be reviewed by Social Services Agency staff for appropriate stage placement. Once that determination has been made, the case will be referred to the agency responsible for administering the payment for that stage.

Payments for child care services for Stage I, Stage II and Stage III will be made directly to the child care provider. Stage I will be administered by Santa Clara County Social Services Agency. Stage II will be administered by the three Alternative Payment Providers (APPs) in Santa Clara County. Stage III will be administered by local agencies under contract with the State Department of Education to provide subsidized child care. Community colleges will administer child care payments for CalWORKs participants enrolled in their programs. Child care plans for families transitioning from one stage to another will be coordinated by case workers for the administering agency of each stage. When transitioning families from one stage to another, case workers will use the Universal Child Care Application to facilitate the process. Quality child care provision will continue as a family moves from one stage to another, even if the administering agency and the funding source for the child care payments for that family change.

CalWORKs mandates child care payments for eligible children through age 10. Santa Clara County has opted to continue payment for children through age 12, as long as the family remains eligible and funding is available. Child care payments for children aged 13 through 17 with special needs that, if left unmet, would prohibit their parents from participating in a work activity, will be reviewed on a case-by-case basis. The Santa Clara County Board of Supervisors will exempt from work participation all parents who bear primary responsibility for providing care to a child six months or younger. The exemption period may be extended on a case-by-case basis for up to one year for a family's first child based on the following criteria:

- availability of licensed infant care in a geographic area where the parent lives or works as defined by the R&R agency;
- availability of exempt infant child care as determined by the participant;
- documented special needs of the family.

For the second or subsequent children, the same criteria will be used to grant an exemption extension from twelve weeks to a maximum of six months.

Voluntary registrants for work or training will be accepted if the child care plan is stable. However, in Santa Clara County infant care is extremely limited and waiting lists are very long.

STAGE I

Stage I funding will cover child care costs for families in short-term education or training programs, in job services, or who have part-time or full-time employment. A family may be served in Stage I for six months. However, the six months may be extended if it is determined that the participant's situation is too unstable to be shifted to Stage II, or if no funded spaces are available in Stage II. In Stage I, Santa Clara County Social Services Agency will make direct payments to child care providers.

- Santa Clara -County Social Services Agency will administer funding for Stage I child care payments.
- Participants who are receiving subsidized child care from other sources will continue with those arrangements as long as appropriate.
- The 4C Council will co-locate at all intake stations to ensure that assistance in the child care selection process is available to all families.
- The Universal Child Care Application can be completed at any designated Social Services Agency office. Upon determination of eligibility, the Stage I child care plan will be authorized. All CalWORKs families will be referred to 4C Council to be placed on the Centralized Waiting List and given consumer education to assist them in making appropriate and stable child care choices. The Centralized Waiting List will be accessible to subsidized programs.
- When it is determined that the family meets the Stage II requirements and a slot is available, the Universal Child Care Application and file information will be transferred to the appropriate APP partner.

STAGE II

Stage II will cover child care costs for families who are in longer-term training or who are employed full time and are transitioning off aid. A family cannot remain in Stage II for more than 24 months after aid stops. The three major APPs and the community colleges will administer funding for child care payments in Stage II and will make direct payments to child care providers.

- APP and community college staff will utilize a protocol developed to notify designated Social Services Agency staff of available slots for Stage II participants.

- When processing the referred Stage II families, the APP and community college staff will use the Universal Child Care Application and file information provided by the Social Services Agency to ensure a smooth and unintrusive transition to Stage II.
- There will be no displacement of CalWORKs or CalWORKs-eligible families currently enrolled in subsidized slots.
- No child who is already receiving subsidized child care will be displaced by a CalWORKs child.
- The 4C Council will coordinate the Centralized Waiting List which will be used to coordinate the transition of families from Stage II to Stage III.
- Families must meet income and other eligibility requirements.

STAGE III

Stage III allocation provides child care for families who meet income eligibility requirements and are no longer served by Stage I or Stage II, who are transitioning off aid, or who have received a lump sum diversion payment. Families can receive child care services in Stage III until they exceed the income limit and other eligibility requirements, and/or when the child exceeds the age limit.

- Stage III slots are paid through State Department of Education contracts to child care providers and/or to Alternative Payment Providers.
- The transfer of the Universal Child Care Applications and file information will be made available to the Stage III provider by the previous child care funding agency.
- The R&R agency will coordinate the Centralized Waiting List with available non-APP spaces and help transition families into those available slots. Each APP will coordinate the transition of families into its own subsidized slots.
- There will be no displacement of CalWORKs or CalWORKs-eligible families currently enrolled in subsidized slots.
- No child who is already receiving subsidized child care will be displaced by a CalWORKs child.

The success of the above child care implementation plan depends on availability of full funding for each stage and on sufficient child care resources.

Transportation

Briefly describe how transportation services will be provided.

Santa Clara County intends to continue its practice of offering bus passes and/or mileage for those CalWORKs clients who are participating in employment-related activities. The County would like to consider offering this to clients after placement into employment if CalWORKs funding is deemed adequate.

Also, Santa Clara County is the first of the nine Bay Area counties to participate with the Metropolitan Transportation Commission in a welfare to work planning process. MTC has secured federal funding to look at how transportation resources and services can be improved and/or expanded to better meet the needs of CalWORKs clients. This process began in November and will be completed in early 1998.

(h) COMMUNITY SERVICE PLAN

[WIC Section 11322.6 and 11322.9]

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.

Santa Clara County has not yet fully planned for the development of a community services component for its CalWORKs program. The San Jose Conservation Corps (SJCC) has expressed an interest in participating in the development of a plan and of being a provider of services. This and other partnerships will come to fruition as the planning for this component occurs in early spring.

One idea is to have the Social Services Agency General Assistance (GA) Vocational Services Division (VSD) administer the CalWORKs Community Services Program. If so, General Assistance/NSD would be responsible for project development, some level of fiscal administration, and case management services.

VSD would assign participants to local governmental agencies and nonprofit organizations. Project participants will be required to work a minimum number of hours per week as required by federal and state law. Participation in such work projects will not result in the replacement of a regular employee.

Under this scenario, the CalWORKs case manager will schedule participants for the next available Vocational Services orientation. The Vocational Services (VS) Counselor/Technician will provide:

- an overview of the Community Service Program requirements;
- a description of the participant's role and responsibilities in the Community Service Program;
- information on the types of work projects available and the County's expectations concerning the work project participation;
- information about job search requirements;
- information on the requirements for work registration with the Employment

- job-finding tips (for example: what constitutes appropriate dress, manner, interview techniques and how to complete a job application and resume) as appropriate depending upon individual needs.

Following a question and answer period, applicants will be assigned to individual VS Counselors/Technicians for work project and job search assignment, supportive services such as child care and transportation, and other case management services.

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(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE

[WIC Section 10531(1) and 11495.15]

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

Until regulations are adopted by California Department of Social Services in consultation with the Taskforce on Domestic Violence established by the Welfare-to-Work Act of 1997, the county may utilize other standards, procedures, and protocols for determining good cause to waive program requirements for victims of domestic violence, for example, those now used in the GAIN program. Please describe the criteria that will be used by your county for this purpose and what approach the county would take to deal with recipients who are identified in this way.

Santa Clara County plans to address past and present domestic violence issues for CalWORKs participants by building upon steps that the county's former GAIN program has been taking to:

- applicants and recipients who have been or are victims of abuse, while protecting their confidentiality;
- refer these individuals to supportive services;
- on a case by case basis for as long as necessary, pursuant to a determination of good cause.

Santa Clara County has a Domestic Violence Task Force which has been meeting since August 1997 to identify existing standards, procedures, and protocols currently available, and to map out options for domestic violence service delivery to CalWORKs participants. Additionally, training process and curriculum for Agency staff working with CalWORKs recipients has been addressed.

Protocol

Currently the county's former GAIN program does not have a written protocol, though they have written policies regarding domestic violence. They rely on self-identification by the client for the following:

- domestic violence is occurring in the family (deferred as a family crisis);
- a medical condition is connected to domestic violence (deferred with a physicians letter as a medical limitation);
- the client is entering a shelter due to domestic violence (exempted as homeless).

In all these cases the clients are referred to a shelter if appropriate, and to voluntary domestic violence counseling resources. Additionally, the *WATCH Program* is given priority status for clients they refer, and GAIN arranges for those clients to receive child care, and other necessary services to enable them to succeed at the *WATCH* shelter and move toward employment and self-sufficiency.

Santa Clara County will build upon these policies to establish a written protocol in conjunction with the Domestic Violence Task Force, and in accordance with CalWORKs legislation. This protocol will reflect provisions in the Department of Family and Children's Services Best Practice Guide For Domestic Violence Issues. This protocol will go into effect as of January 1, 1998 and will be in effect until January 1, 1999 or until State Protocol is established. Santa Clara County Protocol for dealing with CalWORKs recipients who are victims of domestic violence will be reviewed and revised as needed once the State Protocol is released.

Service Delivery

Effective domestic violence services will be made available to clients from the initial orientation and throughout the case management process. During the orientation, domestic violence will be defined for applicants. Applicants will be told that this issue will be addressed by their case worker so that the case plan can set realistic, attainable goals which will not place an applicant in danger. Additionally, applicants will be encouraged to disclose domestic violence issues to the case worker. As part of the application packet, a written questionnaire will be included to allow the applicants to self-identify in writing. This written questionnaire will also be used to collect empirical data on domestic violence of the CalWORKs population in Santa Clara County in order to build capacity and respond to client needs effectively. When the applicant has the first intake appointment, the case worker will review this information with the client verbally.

Once the case worker has identified that past or present domestic violence is an issue for the client, the client will be referred for assessment by specialized social workers who have advanced training in domestic violence issues. This social worker may be co-located at the Employment and Training office, or may be an out-sourced to a contract agency who provides social workers and specialized case management for victims of domestic violence. The specialized social worker will be responsible for assessment and referral, to include identification of program requirements which may need to be deferred or waived for a time period. A written assessment will be returned to the case worker, who will create a case plan reflecting the client's assessed capabilities; the client will then be responsible for pursuing recommended referrals. The client will continue services with the referral agencies who will provide on-going documentation to support the client's compliance with the services. Reassessment will take place by the social worker when the deferrals are near expiration. The client will continue to move toward self-sufficiency as they are able to participate in education, vocational training and/or employment.

Training

Training curriculum is currently being developed to present a basic class on domestic violence issues which will be applicable to all staff in employment and training roles. The customized materials will be a combination of several curriculum currently available from San Diego County and other resources which will appropriately address the local needs of our community.

This mandatory training will focus on the dynamics of domestic violence and power/control issues, understanding the process of accountability and the prevalence of domestic violence, understanding the effects on the adult victim and the family system, an understanding of the cycle of domestic violence and its application to and influences on relationships with clients. Additionally, participants will gain a new sensitivity to the perspectives of family members effected by domestic violence, and the obstacles a victim may encounter while attempting to separate from the abuser and attain self-sufficiency through employment. Finally, participants will gain an awareness of community resources available to families of domestic violence.

The program will include two half-day sessions as well as a follow up training directed specifically to employment technicians, eligibility workers, and other employment and training staff. This follow up training will be presented by the manager who will explain the new procedures for dealing specifically with CalWORKs recipients as well as the new protocol used in identifying and referring clients who are victims. This training will cover provisions for waiving or deferring program requirements to clients who are at risk of harm due to domestic violence.

This training will begin to be presented on an ongoing basis as of January 1998 and will continue until all staff have been trained. Recurrent training will then be scheduled on a regular basis to accommodate new staff and present new information to current staff.

(j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES
[WIC Section 10542]

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.

The outcomes of Santa Clara County CalWORKs program are:

- serve 1000 CalWORKs participants each month;
- fifty percent (50%) will obtain unsubsidized employment;
- thirty percent (30%) of the participants who obtain employment will have grants terminated;
- seventy percent (70%) of the participants obtaining employment will have grants reduced.

At this time, these are the only measures we are able to track and monitor through our existing data collection and automated systems. The Social Services Agency is in the process of planning a major restructuring of all departments and services. Once this is completed, the county will be in a better position to add to or modify the above goals.

(k) PUBLIC INPUT TO THE COUNTY PLAN

[WIC Section 10531(k)]

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

Santa Clara County prepared a rough draft plan that was circulated to a number of organizations during the month of October. The following organizations received presentations and provided input into the 1997-98 CalWORKs plan:

- Santa Clara County Social Services Commission
- Silicon Valley Private Industry Council
- NOVA Private Industry Council
- Santa Clara Valley Forum on Refugee and Immigrant Affairs
- Community College Consortium of Santa Clara County
- San Jose-Evergreen Community College District Board of Education
- Adult Education Coalition of Santa Clara County
- The Silicon Valley Alliance of Adult Education and Regional Occupational Program Educators
- Mexican American Community Services Agency (MA.CSA) senior staff members
- Immigration staff members of Catholic Charities of Santa Clara County
- Staff members of the Labor Council's "Working Partnerships" project
- The Silicon Valley Council of Non-Profits
- The Mountain View Chamber of Commerce
- Employment Support Initiative (ESI) Immigration Task Force*
- ESI Retention Task Force*
- ESI Client Leadership Task Force*
- ESI Children and Youth Task Force*
- ESI Oversight Committee*
- ESI Coordinating Council*
- Child Care and Development Block Grant Local Planning Council
- The Silicon Valley Program Operators Association
- United Way of Santa Clara County and membership organizations (3 presentations)

In addition to the above presentations, a public hearing was held on December 2, 1997 before members of the Santa Clara County Board of Supervisors.

Written comments presented to the County as a part of the public input process have been included as a part of the Appendix to this plan.

*The Employment Support Initiative (ESI) task forces are composed of numerous public, private, and nonprofit stakeholders.

(I) SOURCE AND EXPENDITURES OF FUNDS

[WIC Section 10531(1)]

Provide a budget specifying your county's estimated expenditures and source of funds for the CalWORKs program on the forms provided. Your budget should meet the requirement of WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 1996/97 fiscal year.

The state of California has enacted new legislation that changes the historic method in which counties will be funded/allocated and the county share-of-cost for AFDC, GAIN, Food Stamps and its Child Care Programs. The legislation repealed the AFDC and GAIN programs and the various child care programs, such as NET and Supplemental Child Care and replaced them with either the CalWORKs or Child Care Program. The funding for the old AFDC and GAIN programs have been combined into basically one new program called CalWORKs, and funded with a single allocation. This will provide flexibility to counties to use these funds for their own unique program designs without having to worry about individual program funding, which historically was the case.

Several other new items have been included with this legislation. They are: public assistance food stamp funding has been separated from AFDC; the old predetermined 30% county portion of the non-federal share in AFDC has been eliminated; the previous MOE in GAIN has been eliminated; and the county share of costs has been fixed at the actual county spending level of FY 1996-97 for AFDC, GAIN, Child CARE, Food Stamps and Foster Care Eligibility program costs.

The most significant concern is that Santa Clara County--with its higher than average costs, lower-than-average adult AFDC population, and higher-than-average already-working AFDC population--has been disadvantaged by the relatively simple formulas of percent-to-total used to allocate funds for the new CalWORKs and Child Care allocations. While some attempt was made to use some of our actual expenditure information, no growth or increased cost of child care was factored into the allocations.

The first six months of 1998 will be a time to start the implementation of CalWORKs and the funding may be adequate. The future year will be a serious problem unless two actions occur. First, child care funds must be made available as needed by counties, or clients will be forced into waiting lists, as was the problem in GAIN previously. Second, a process for receiving actual spending plans from counties must be integrated into the state budget's "May Revise" process, which is similar to the current Proposed County Administrative Budget (PCAB) process. The simplistic percent-to-total allocation of state and TANF dollars is totally unacceptable.

County Plan Budget 1997/98 State Fiscal Year

Section 1

	Total	FCS	State General Funds	County Funds *	Other**
Food Stamp Administration (For County MOE Purposes)	33,041,360	16,520,680	11,564,476	4,956,204	

- **When** combined with food stamp administration the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.
- If other sources of funding are being made available for an activity, please identify on a separate page.

**County Plan Budget
1997/98 State Fiscal Year**

Section 2

Note: The following categories are for Information purposes only and are not an Indicator of specific claiming categories.

	Total	TANF/State General Fund	CCDBG	TitleXIX	County Funds *	Other**
TOTAL CalWORKs Admin & Services items (A) thru (0)	51,691,611	45,164,654	2,483,162	0	4,043,795	0
(A) TOTAL Cal WORKs Single Allocation items (1) thru (7)	45,401,545	39,363,136	2,483,162	0	3,555,247	0
(1) Benefit Administration	21,098,220	19,227,448			1,870,772	
(2) Program Integrity (Fraud)	4,263,476	4,102,580			160,896	
(3) Staff Development/Retraining	900,344	877,194			23,150	
(4) Welfare-to-Work Activities --	15,319,475	14,119,334			1,200,141	
(5) Cal Learn	1,060,288	1,036,580			23,708	
(6) Child-Care-1st half of 1997/98	2,759,742	0	2,483,162		276,580	
(7) Other Activities ***	0	0				
(B) Child Care-2nd half 1997/98	5,404,690	4,916,142			488,548	
(C) Mental Health	0	0				
(CD) Substance Abuse Treatment *****	885,376	885,376				

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

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

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

**** Represents activities to formerly claimed to GAIN.

***** Santa Clara County plan to combine mental health and substance abuse into one pot. The \$163,959 restricted substance abuse amount will be followed.

(m) ASSISTING FAMILIES TRANSITIONING OFF AID

[WIC Section 10531(m)]

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

As CalWORKs participants transition off aid due to employment, the Social Services Agency CalWORKs Program will first of all ensure that appropriate child care services have been established. Next, the case record will be referred to a new Retention Unit. This unit will provide monthly follow-up services to track the client's progress on the job. Follow-up services will continue for a period of twelve months.

As clients are contacted each month, the case workers will identify any barriers to continued employment and refer clients to appropriate services as needed. Referrals to one of the Agencies five Employment Connection Centers may be made to assist individuals who have lost their job or received a notice of impending layoff. These Centers are specially equipped with phone banks, job listings, computers and staff who can provide assistance with job applications, and resume preparation. Case workers will make other kinds of referrals to address issues such as child care, transportation, housing, food, personal counseling, etc.

Agencies currently under contract with the Social Services Agency to provide employment, training or other services will be used as referral resources. In addition, it is our plan to establish new partnerships that can offer CalWORKs graduates multiple options for skills upgrading and employment retention.

(n) JOB CREATION

[Government Code, Chapter 1.12, Section 15365.50]

Please describe efforts that have been undertaken, or that the county plans to pursue, relating to the job creation plan.

Although job creation is an important goal statewide, Santa Clara County has been more fortunate than most areas of the country in creating jobs through our robust economy. While Santa Clara County experienced a recession along with the rest of the State of California from 1990 to 1994, the recovery of the local economy in 1995 and 1996 has been strong. From mid-1995 to mid-1996, 50,000 jobs were added to the local economy. Much of the job growth has been in the area of software and other high technology jobs as well as business and other professional services. Most of these jobs require a highly skilled workforce. Most economists feel the region's long-term economic growth is promising primarily because of its high-tech research and development capacity. The Valley has also experienced growth in small companies which have been major employers of welfare clients in the past and most likely in the future.

Because of the success of the region, however, the cost of living is high, placing a burden on low wage earners. Therefore, the greatest challenge CalWORKs clients face in Santa Clara County is not getting a job, but staying in a job which allows them to sustain themselves and their families. The County is working with businesses and non-profit agencies to increase the training opportunities for entry level workers. The additional training serves two purposes: it allows entry level workers to move up into jobs where they may make a living wage and no longer need any sort of public subsidy; and it frees up additional entry level jobs for CalWORKs recipients who have not been previously employed and need to gain work experience.

In order to ensure that CalWORKs recipients get living-wage jobs, the County plans to continue to build on the partnerships we have formed with the private sector. As discussed previously in question b, Santa Clara County has forged strong partnerships with the private sector through our GAIN and JTPA programs which have lead to numerous placements of TANF clients. Three members of our Board of Supervisors will also be meeting with CEOs from the private sector to discuss new ways of collaborating on the welfare to work effort. Active participation by employer associations such as Joint Venture Silicon Valley may also lead to new opportunities for CalWORKs recipients. The collaborative, Joint Venture Silicon Valley, is creating a Workforce Preparation Initiative for the purpose of committing companies to hire employees from the Valley and to provide skills upgrade training. Santa Clara County will continue to develop these partnerships with the private sector. /s/

The County has received notice that it is eligible for \$101,000 of CalWORKs funding for job-creation efforts. The Deputy County Executive is taking the leadership role in developing a task force that will plan for the expenditures of these funds.

(o) DIVERSION SERVICES

The ability to find and keep a job can be undermined by unexpected expenses that an individual or low income family cannot afford. A car breakdown, the need for uniforms or tools, or temporary child care can result in financial crisis. This crisis often precipitates an application for public assistance. The Diversion Services Program will assess whether the individual or family can be deterred from receiving public assistance by receiving services or a one-time cash payment.

The Diversion Services Program will be developed and implemented through a public-private partnership between the Social Services Agency, the United Way and the Emergency Assistance Network (EAN) which is a coalition of eight organizations. The EAN has historically provided emergency grants to families in need. It is hoped that the "lessons learned" from EAN agencies will aid in the development of an effective community-wide welfare diversion program. **The goal of this partnership is to design a two-faceted program for families in need to access prior to applying for cash assistance or at the time they apply for assistance.**

Diversion Services planning is just beginning. Some of the ideas under discussion include the co-location of the EAN at Social Services Agency District Offices. Additionally, members of the current class of the American Leadership Forum (ALF) have offered to a no-interest loan fund modeled after several funded by the McNight Foundation in the Midwest. This fund would be administered by the non-profit organization Adult and Child Guidance.

Criteria being explored, researched and evaluated to develop the Diversion Services Program include:

- Will the payment be a loan and/or a grant?
- Who is eligible to receive the payment?
- How will the payment be made? Services and/or cash.
- What kinds of services/needs will be paid?
- What will be the minimum/maximum payment?
- How will performance be measured?

Employment Retention Services will mesh with many of the services offered by the Diversion Program since their goals are similar -- *to keep the client employed and self-sufficient*. Both groups will need to work hand-in-hand.

The proposed implementation date of the Diversion Program is July 1, 1998.

(p) OTHER ELEMENTS

Pilot Projects

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

Child Support Assurance Demonstration Project

Santa Clara County would like to pursue a Child Support Assurance Demonstration Project through a partnership between the Social Services Agency and the Santa Clara County District Attorney's office. The assured benefit would be offered to all families with children receiving public assistance with an existing court order for child support. Such a program will encourage custodial parents to work by providing significant earnings disregards, and requiring noncustodial parents to pay child support. However, it will not penalize the custodial parent for nonpayment by the noncustodial parent.

This project will be designed to offer an alternative to welfare for working families with child support orders. A custodial parent with earnings and a child support order would have the option to receive a guaranteed monthly child support payment in lieu of a welfare check. In all other aspects, participants will be required to comply with state and federal law. Participation in the project by the applicant/recipient will be voluntary. Eligible participants will receive Medi-Cal and child care benefits.

Non-Custodial Parent Demonstration Project

The Santa Clara County District Attorney's Office in collaboration with the Social Services Agency has submitted a proposal to the California Department of Social Services (CDSS) to provide education and employment services to non-custodial parents who are not paying child support. The proposed program will require concurrent participation by the custodial parent, if on aid in a CalWORKs activity, and will offer both parents opportunities for parenting classes, anger management classes, and other support services.

This proposal, which intends to serve approximately two hundred and forty (240) participants the first year, was built upon the initial success of an abbreviated training program that was launched this summer. This program, as well as the proposed program, were made possible by the growing partnership between the DA, Social Services welfare to work program (formerly known as GAIN), both PICS, and the Employment Development Department (EDD).

(q) COMPLIANCE WITH REQUIREMENTS OF CalWORKs

[WIC Section 11322.8(a)]

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 your county intend to exercise that option?

Santa Clara County intends to meet the minimum requirement for enrolling single parent families in welfare to work activities for a minimum of 20 hours per week beginning January 1, 1998; for 26 hours per week beginning July 1, 1998; and for 32 hours per week beginning July 1, 1999, consistent with state and federal law. In addition, the county will strive, with all systems and partners, to ensure client participation in welfare to work activities between 30 and 40 hours per week whenever possible.