

County: Orange

Year: 2000 - 2001

Performance Incentives Projects Overall Expenditure Plan

Use this form to provide a brief explanation of your overall expenditure plan for performance incentives, including any plans to hold back expenditures and the status of any future planning processes. You must include how the benefits and services that will be provided using Performance Incentive Funds relate to the issue of sustaining self-sufficiency and how these services will be coordinated with other services within the community that are funded from sources such as the county's single allocation, Welfare-to-Work grants and community college funds.

Through the allocation of CalWORKs Incentive Funds, Orange County's Social Services Agency (OC SSA) will enhance services that are congruent with Agency goals and programs. We believe that the goals of the Incentive Funds programs are consistent with the OC SSA 2000 Business Plan vision of a safe and supportive environment that promotes stability and self-reliance. Incentive Funds program goals are consistent with Children & Family Services goals of helping families strengthen themselves, promoting a safe, stable environment for children, and expanding community connections. The OC Board of Supervisors adopted these principles in the ABC Child Abuse Prevention Plan and in the Child Welfare Services Strategic Plan. OC SSA will use these monies to target programs that demonstrate the ability to blend Incentive Funds with other funding sources and have the flexibility to serve the broader range of the OC SSA population and other low income families. It is believed that the proposed initiatives are consistent with the legislative purposes of welfare reform and have the capability of meeting some of the essential needs of the Orange County community. It is recommended that all of these proposals funded by the Incentive Funds be allocated for multiple years. This will allow time to develop and establish quality programs. OC SSA received dozens of proposals that identified areas where existing programs are successful and should be augmented, as well as new programs that warranted further review for funding. Each proposal and suggestion has been reviewed and categorized as follows:

- Family Resource Centers - Blending Incentive Funds with Family Preservation and Support Plan funds, Proposition 10 funds and other sources.
- Youth Employment Programs – Blending Incentive Funds and WtW State Match funds. Program services will be delivered in partnership with the Workforce Investment Boards of the City of Santa Ana, City of Anaheim, and Orange County.
- After-School Enrichment Programs - Local government, community organizations and the private sector will partner with OCDE, local school districts, faith-based providers, traditional youth programs, parks and recreation, Boys and Girls Club and YMCA to provide after school, weekend and summer programs for CalWORKs participants and other low income families.
- Miscellaneous Programs – Programs contain components which have been proven to prevent and reduce the incidence of out-of-wedlock pregnancies and to encourage the formation and maintenance of two-parent families.

Focus committees on each of the above categories have been in the process of evaluating and recommending proposals. Significant planning activities with a broad range of participants have occurred and continue. These funds will provide OC SSA with the opportunity to expand the preventative agenda throughout the County, specifically targeting high-risk populations, and will allow innovative services beyond those of traditional welfare programs.

SUMMARY OF CHANGES TO ORIGINAL PERFORMANCE INCENTIVES FUND PLAN:

Orange County has received a cumulative total to date of \$48.5 million in CalWORKs Incentive Funds. On May 16, 2000 the Board of Supervisors approved Social Services Agency (SSA) to allocate \$33.1 million in Fiscal Incentive Funds to enhance existing successful programs as well as new programs and services that meet one or more purposes of the Temporary Assistance to Needy Families (TANF) program. The current year cost, indicated on the Agenda Item Transmittal (AIT), of \$12 million is based on the \$33.1 million. On November 27, 2000, SSA received an additional \$15.4 million in CalWORKs Incentive Funds. Therefore, the newly revised annual cost of \$17.3 million reflects the reallocation of the \$33.1 million along with the \$15.4 million for a total sum of \$48.5 million.

- Housing Assistance Programs (HAP) – change the funding source. Allocate the \$4 million previously approved for housing assistance programs to programs mentioned below which are in need of new or enhanced funds.
- Family Resource Centers (FRCs) - \$9 million (this is in addition to \$10 million previously allocated for a total of \$19 million) The additional \$9 million will be allocated in the following manner:
 - Allocate \$5.4 million to extend funding for all 18 FRCs beyond the three-year allocation.
 - Allocate \$3.6 million to fund a competitive RFP for FRCs in Midway City and three others in high need, low income areas. Some possible areas are East Santa Ana, Buena Park, North Huntington Beach, City of Orange, and El Toro.
- Youth Employment Programs – partially change the funding source for the current year allocation. Amend the allocation of \$5 million of Incentive Funds for one year of Youth Employment Services to \$2.5 million under Incentive Funds and \$2.5 million under WtW State Match funds. Allocate \$5 million for one additional year of funding.
- After-School Enrichment Programs - \$12.5 million over three years to:
 - Increase funding to \$8 million for after-school programs through schools
 - Fund \$2 million through a Request For Proposals (RFP) for after-school programs through Community Based Organizations (CBOs)
 - Provide \$2.5 million to the Orange County Department of Education (OCDE) to Administer and monitor after-school program contracts.
- Miscellaneous Programs - increase allocation to \$5.1 million. SSA has now identified programs which merit funding based on documented data and identified as needs which meets one or more TANF goals. In addition, government entities which will be administering these programs have also been identified.
- Independent Living Programs for Foster Youth - Allocate \$4.4 million for three years of funding for ILPs under the guidance of Children and Family Services Programs with the purpose of reducing the rate of teen pregnancy as well as providing other emancipation transition programs for Orange County's foster youth.

Please list below a summary of all individual projects.

Project Title and Brief Description (include desired outcomes)	Total Incentive Funds Planned for this project	Counts toward “Needy Family” definition?*	Which of the purposes of TANF (or Title IV-A or IV-F) is met? Describe how the purpose is met through this project.	Page number in Attachment
<p>Family Resource Centers SSA will be augmenting the array of services in existing FRC’s and creating new multi-service centers in communities throughout the County. SSA used demographic analysis and data mapping to identify target areas, such as the County Islands and other communities with large numbers of CalWORKs clients and low-income families. Services for each community will focus on that community’s specific needs. With a strategy of blending CalWORKs Incentives with Family Preservation and Support Plan funds, Proposition 10 funds and other sources, FRC’s will have the capability of leveraging each investment and enhancing the services to each program’s target population. The development and expansion of FRC’s is a key strategy identified in both the ABC Child Abuse Prevention Plan and the Child Welfare Services Strategic Plan recently adopted by the Board. FRC’s may provide services which include, but are not limited to:</p> <ul style="list-style-type: none"> • Parenting Skills Services • Child Care and Youth Programs • Economic Self-Sufficiency Services • Community Involvement/Promote Safety Programs • After-School Enrichment Programs • Variety of Health/Mental Health • Pregnancy and Abstinence Program • Substance Abuse Programs 	<p><i>\$10 million</i></p>	<p><i>No</i></p>	<p><i>TANF purposes 3 and 4.</i></p> <p><i>FRC’s provide the youth and their parents of the communities they serve access to a variety of programs and services which have been proven to have a significant impact on reducing out-of-wedlock pregnancies and encouraging the formation and maintenance of two-parent families.</i></p>	<p><i>May 16, 2000 AIT page number: Pages 2 & 3 of 5</i></p>

Project Title and Brief Description (include desired outcomes)	Total Incentive Funds Planned for this project	Counts toward “Needy Family” definition? **	Which of the purposes of TANF (or Title IV-A or IV-F) is met? Describe how the purpose is met through this project.	Page number in Attachment
<p>Youth Employment Programs</p> <p>SSA will be funding summer youth programs that face elimination or severe reductions. Program services will be delivered in partnership with the Workforce Investment Boards of the City of Santa Ana, City of Anaheim, and Orange County. Priority target groups include: pregnant/parenting teens, foster children, CalWORKs/Cal-Learn recipients, “high risk” youth who are economically disadvantaged (up to 150% above the poverty level). Youth will be able to access appropriate resources available through this program and at the One-Stop centers. Based on the results of the youth’s objective assessment and individual service strategy the following services may be provided:</p> <ul style="list-style-type: none"> • Summer Employment Opportunities • Support Services • Basic Skills Remediation • Career Planning • Employment Readiness Skills 	<p><i>\$5 million</i></p>	<p><i>No</i></p>	<p><i>TANF purposes 3 and 4.</i></p> <p><i>Youth Employment Programs can be reasonably expected to reduce out-of-wedlock pregnancies and encouraging the formation and maintenance of two-parent families by making youth more likely to complete school, keeping young people supervised and increasing their motivation and self-esteem.</i></p>	<p><i>May 16, 2000</i></p> <p><i>AIT page number:</i></p> <p><i>Pages 4 & 5 of 5</i></p>

Project Title and Brief Description (include desired outcomes)	Total Incentive Funds Planned for this project	Counts toward “Needy Family” definition? **	Which of the purposes of TANF (or Title IV-A or IV-F) is met? Describe how the purpose is met through this project.	Page number in Attachment
<p>After School Enrichment Programs After-school enrichment programs improve academic achievement and provide a selection of age-appropriate, youth development activities for students in elementary, middle and junior high schools. Local government, community organizations and the private sector will partner with OCDE, local school districts, faith-based providers, traditional youth programs, parks and recreation, Boys and Girls Club and YMCA to provide after school, weekend and summer programs for CalWORKs participants and other low income families. Programs funded will create a balance between:</p> <ul style="list-style-type: none"> • Academic enrichment such as tutors/mentors • Summer programs • Sports activities • Career counseling • Life skills training • Literacy programs • Teen pregnancy prevention • Substance abuse prevention 	<p><i>\$4 million</i></p>	<p><i>No</i></p>	<p><i>TANF purposes 3 and 4.</i></p> <p><i>After School Enrichment Programs help young people succeed in school and avoid risky behaviors and bad outcomes such as out-of-wedlock pregnancies. Programs also encourage the formation and maintenance of two-parent families.</i></p>	<p><i>May 16, 2000 AIT page number: Page 5 of 5</i></p>

Project Title and Brief Description (include desired outcomes)	Total Incentive Funds Planned for this project	Counts toward “Needy Family” definition? **	Which of the purposes of TANF (or Title IV-A or IV-F) is met? Describe how the purpose is met through this project.	Page number in Attachment
<p>Miscellaneous Programs Proposals which do not fit specifically into any one of the aforementioned categories, yet merit consideration based on documented data and identified as a need which meets one or more TANF goals will be carefully reviewed and evaluated.</p>	<p>\$2.1 million</p>	<p>No</p>	<p>TANF purposes 3 and 4. Programs will include youth development programs which prepare young people to meet the challenges of adolescence and adulthood through coordinated, progressive activities and experiences which will help them to become socially, morally, emotionally, physically, and cognitively competent. Programs will include pregnancy prevention goals by including components which have shown evidence that they delay pregnancy or improve school academics and attendance.</p>	<p>May 16, 2000 AIT page number:</p>

**YES, NO or PARTIAL. If partial, include the amount toward the new “Needy Family” definition.
Provisional Plan [] If this is a provisional plan, when can CDSS expect to receive your approved plan?

Title Signed Date

CalWORKs Incentive Funds Plan

Welfare and Institution Code 10544.1 establishes CalWORKs performance incentives to counties for moving needy families to employment and self-sufficiency. SSA has been extremely successful in assisting clients to obtain employment. Orange County has received CalWORKs Incentive Funds in the amount of \$33.1 million. These monies must be utilized on programs and services that meet one or more purposes of the Temporary Assistance to Needy Families (TANF) program. These purposes, established in federal welfare reform legislation, are:

1. To provide assistance to needy families so that children may be cared for in their homes or in the homes of relatives.
2. To end dependence of needy parents on governmental benefits by promoting job preparation, work, and marriage.
3. To prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies, and
4. To encourage the formation and maintenance of two-parent families.

Through the allocation of CalWORKs Incentive Funds, SSA will be able to enhance services that are congruent with Agency goals and programs. We believe that the goals of the Incentive Funds programs are consistent with the SSA 2000 Business Plan vision of a safe and supportive environment that promotes stability and self-reliance.

It should be noted that CalWORKs Incentive Funds are a tenuous funding stream. The State budget for fiscal year 00/01 may address and clarify this issue. However, the definition of needy families has yet to be finalized by the State administration. When and if the state clarifies this definition and it conflicts with these plans, SSA will return to the board.

As a result of questionable sustainability, SSA proposes that these monies target programs that demonstrate the ability to blend Incentive Funds with other funding sources and have the flexibility to serve the broader range of the SSA population and other low income families. It is believed that the proposed initiatives are consistent with the legislative purposes of welfare reform and have the capability of meeting some of the essential needs of the Orange County community. It is recommended that all but one of these proposals funded by the Incentive Funds be allocated for multiple years. This will allow time to develop and establish quality programs.

In order to bring together a variety of perspectives and views, SSA held two major CalWORKs Incentive Funds forums and several planning meetings with key stakeholders. SSA utilized these venues to present and seek comments on several initiatives designed to target low income families and incorporate the broader service needs of the Agency's overall client base. County agencies, cities, educational institutions, community/faith-based organizations, other services providers and individuals shared their combined expertise in the development of strategies that would meet the goals of welfare reform and best serve the community. Participants were introduced to Agency-developed strategies and were given the

opportunity to make presentations, ask questions, provide feedback and submit proposals for potential funding.

As a result of this outreach, SSA received dozens of proposals that identified areas where existing programs are successful and should be augmented, as well as new programs that warrant further review for funding. Each proposal and suggestion has been reviewed and categorized as follows:

- Family Resource Centers (FRCs) – Nineteen proposals were submitted along with several comments from organizations and individuals in support of establishing and/or augmenting FRCs.
- Housing Assistance Programs – Six proposals were received along with several comments from organizations and individuals in support of funding Housing Programs.
- After-School Enrichment Programs – Nine proposals were submitted along with several comments from organizations and individuals in support of funding After-School Enrichment Programs.
- Summer Youth Employment Programs – Two proposals were received along with 15 testimonials of support from organizations and individuals in support of funding Summer Youth Programs.
- Miscellaneous Programs – Sixteen proposals were submitted along with several comments from organizations and individuals in support of funding those programs.

Focus committees have been formed on each of the above categories. Significant planning activities with a broad range of participants have occurred and continue to be developed. These funds will provide SSA with the opportunity to expand the preventative agenda throughout the County, specifically targeting high-risk populations, and will allow innovative services beyond those of traditional welfare programs.

SSA recommends CalWORKs Incentive Funds be allocated in the following manner:

1. Core CalWORKs Services – \$10 million.

The CalWORKs Program has been historically under-funded. In order to maintain program performance levels with an increasingly difficult to serve clientele and to maintain eligibility to future Incentive Funds, up to \$10 million should be reserved for core CalWORKs services.

2. Family Resource Centers (FRC's) - \$10 million over three years.

SSA recommends augmenting the array of services in existing FRC's and creating new multi-service centers in communities throughout the County. SSA used demographic analysis and data mapping to identify target areas, such as the County Islands and other communities with large numbers of CalWORKs clients and low-income families. Services for each community will focus on that community's specific needs. With a strategy of blending CalWORKs Incentives with Family Preservation and Support Plan funds, Proposition 10 funds and other sources, FRC's will have the capability of leveraging each investment and enhancing the services to each program's target population. The development and expansion of FRC's is a key strategy identified in both

the ABC Child Abuse Prevention Plan and the Child Welfare Services Strategic Plan recently adopted by the Board. FRC's may provide services which include, but are not limited to:

- Parenting Skills Services
- Child Care and Youth Programs
- Economic Self-Sufficiency Services
- Community Involvement/Promote Safety Programs
- After-School Enrichment Programs
- Variety of Health/Mental Health
- Pregnancy and Abstinence Program
- Substance Abuse Programs

The \$10 million over three years will be allocated in the following manner:

- A. Allocate \$1 million for three years of funding for a FRC to Families of Costa Mesa.
- B. Allocate \$900,000 for three years of funding for a Request for Proposals (RFP) for a FRC with the City of Westminster.
- C. Allocate \$1,800,000 for three years of funding for a RFP to fund two FRC's, one in Anaheim Independencia Community Center and the other in El Modena.
- D. Allocate \$2,400,000 for three years of funding for the development of kinship care programs at the existing FRC FaCT collaboratives. (These collaboratives are located in the following cities; Fullerton, Garden Grove, Huntington Beach, La Habra, Mission Viejo, Santa Ana and Tustin.)
- E. Allocate \$3,900,000 for FRC's as needs are identified. The utilization of remaining funds is intended for FRC's in other communities with high concentrations of CalWORKs clients or other needy families (such as Anaheim, Midway City, Orange and San Juan Capistrano.) When agreements are developed, SSA will exercise spending authority provided in California State Contracting Regulations 23-650.1.14 for allocation of all or part of this amount to governmental entities. If the allocation is not entirely awarded to governmental entities, SSA will develop RFPs and return to the Board for contract approval.

3. Housing Assistance Programs – \$4 million total over three years.

Housing has consistently been identified as a problem in Orange County, creating major barriers to self-sufficiency. Housing and Community Development (H&CD) proposes to use CalWORKs Incentive Funds to help eligible low income households succeed in locating and obtaining affordable housing. Program services will be delivered in partnership with H&CD, appropriate local housing authorities and/or Community Based Organizations (CBO's) throughout the County. These agencies propose serving 1,600 clients over the next three years.

Allocate \$4,000,000 for three years of funding for housing assistance programs targeted to low-income families, to be operated by H&CD, appropriate local housing authorities and/or CBO's.

Staffing Implications:

This proposal will require additional positions in H&CD, estimated at 3 limited term positions. If the recommended actions are approved, H&CD will work with the County Executive Office (CEO) and CEO/Human Resources to identify specific staffing needs for consideration during the June budget process.

4. After-School Enrichment Programs – \$4 million.

After-school enrichment programs improve academic achievement and provide a selection of age-appropriate, youth development activities for students in elementary, middle and junior high schools. Local government, community organizations and the private sector will partner with OCDE, local school districts, faith-based providers, traditional youth programs, parks and recreation, Boys and Girls Club and YMCA to provide after school, weekend and summer programs for CalWORKs participants and other low income families. Programs funded should create a balance between:

- Academic enrichment such as tutors/mentors
- Summer programs
- Sports activities
- Career counseling
- Life skills training
- Literacy programs
- Teen pregnancy prevention
- Substance abuse prevention

Allocate \$4,000,000 for three years of funding for After-School Enrichment Programs as needs are identified and interagency agreements are developed. When agreements are developed, SSA will exercise spending authority provided in California State Contracting Regulations 23-650.1.14 for allocation of all or part of this amount to governmental entities. If the allocation is not entirely awarded to governmental entities, SSA will develop RFPs and return to the Board for contract approval.

5. Community Services Agency (CSA) Summer Youth Employment Program – \$3 million for Summer 2000.

SSA recommends funding summer youth programs that face elimination or severe reductions. Program services will be delivered in partnership with the Workforce Investment Boards of the City of Santa Ana, City of Anaheim, and Orange County. Priority target groups include: pregnant/parenting teens, foster children, CalWORKs/Cal-Learn recipients, "high risk" youth who are economically disadvantaged (up to 150% above the poverty level). Youth will be able to access appropriate resources available through this program and at the One-Stop centers. Based on the results of the

youth's objective assessment and individual service strategy the following services may be provided:

- Summer Employment Opportunities
- Support Services
- Basic Skills Remediation
- Career Planning
- Employment Readiness Skills

Allocate \$3,000,000 to CSA for funding for the 2000 Summer Youth Employment Program to be operated by the three local Workforce Investment Boards. \$600,000 to be allocated for FY 99/00 and \$2,400,000 for FY 00/01.

6. Miscellaneous Programs – \$2.1 million.

Proposals which do not fit specifically into any one of the aforementioned categories, yet merit consideration based on documented data and identified as a need which meets one or more TANF goals will be carefully reviewed and evaluated.

Allocate \$2,100,000 for other allowable programs as needs are identified. When agreements are developed, SSA will exercise spending authority provided in California State Contracting Regulations 23-650.1.14 for allocation of all or part of this amount to governmental entities. If the allocation is not entirely awarded, SSA will develop RFPs and return to the Board for contract approval.

In summary, Orange County has received \$33.1 million in CalWORKs Incentive Funds due to SSA's successful performance in assisting their clients to obtain employment. SSA is proposing to utilize these funds for core CalWORKs services, family resource centers, housing assistance programs, after-school enrichment programs, summer youth employment program and miscellaneous programs to be determined.