

“Fresh Start” Santa Clara County’s Community Service Program

**Social Services Agency’s
CalWORKs Community Service Plan
(April 1999) Revised January ~~September~~
~~October~~ November 2000**

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INTRODUCTION

Santa Clara County's CalWORKs Plan was submitted to and approved by the California Department of Social Services and was certified on February 17, 1998 in December 1997. The CalWORKs Plan was designed as a bare bones foundation for services. Significant parts of the plan, including the Community Services component, were only briefly described. This plan is an addendum to the county's original plan and represents the beginning phase of the "**Fresh Start**" Community Service program.

Santa Clara County calls its community service component “**Fresh Start**” because the services required by CalWORKs customers at this point on the journey to self-sufficiency must give them more hope, encouragement and skill than they’ve picked up thus far. The community service component is not a “last resort,” or “the end of the road.” It is a fresh start: CalWORKs customers reassess how far they have come, what barriers still block the road forward, and what types of service can help them achieve self-sufficiency for their families.

“**Fresh Start**” Community Service advances the mission, goals and objectives as stated in Santa Clara County’s CalWORKs Plan.

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 job.*
 - *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.*

PLAN DEVELOPMENT

Community members representing government and education and training agencies, labor, and community-based non-profit organizations were invited to and attended planning sessions held January 26, and February 24, 1999. Initial plan drafts were written and reviewed and then presented for discussion and feedback at several public forums held March 9, March 17, March 24, April 6, and April 8, 1999. A final draft was sent out to review the week of April 19th. A listing of planning participants is attached to this report.

This document represents the initial plan for the ongoing program design process for “**Fresh Start**” Community Service. Because so much is yet unknown as to the needs of a number of individuals that may require this service, the community decided to test the following design and remain open to new service components. To that end, this plan shall be revisited in late 1999 or early 2000 as CalWORKs customers begin receiving services from the program.

WHO WILL BE SERVED BY “FRESH START”

CalWORKs Customer Characteristics

The population currently served by CalWORKs reflects the wide diversity seen in the county’s overall population. CalWORKs customers are women and men between the ages of 18 and 60. Some are long-term recipients of cash aid, but the majority utilize CalWORKs to recover from family economic crises caused by unexpected layoffs, serious illness or accident, death of a family wage-earner, etc. The diversity of language groups in the county and CalWORKs populations presents perhaps the greatest challenge to delivering equitable and effective services for everyone. Significant numbers of CalWORKs customers require services to be provided in multiple languages, particularly Spanish, Vietnamese and Cambodian. Over 23 languages are spoken by CalWORKs customers as shown in the table below. “**Fresh Start**” customers are projected to reflect the language and cultural characteristics of this larger CalWORKs population.

CalWORKs Cases by Language (Source: Social Services Agency 1/1/99)					
Languages	% Total				
English	49.3	Laotian	0.5	Mien	Thai
Vietnamese	27.3	Russian	0.4	Portugese	Hmong
Spanish	14.4	Tagalog	< 0.4	Armenian	Turkish
Cambodian	3.8	Mandarin		American	French
Cantonese	1.0	Arabic		Sign	Polish
Farsi	.5	Korean		Ilocano	

Additional Projected Characteristics of “Fresh Start” Customers

CalWORKs employment services staff project that a number of “**Fresh Start**” customers are likely to be individuals in the 45 - 60 year-old age group, including a number of Southeast Asian immigrants and former refugees who perceive themselves to be “too old to work.” This group is likely to have had much more difficulty learning English, gaining the confidence to get a good job, and/or giving up their cultural values that place family and community life above economic self-sufficiency. Many also suffered severe hardship, loss and trauma before coming to the United States and have not yet received the medical and mental health treatment and services that give one the strength to work full-time.

Still other “**Fresh Start**” customers are likely to have other serious social/emotional problems. It is expected that the “**Fresh Start**” customer, unable to get or keep a job during the previous 18 or 24 months of employment services, education or training, will lack the personal or family stability needed to retain employment. High on the list is expected to be problems with housing– the shortage of low-income housing, rising rents that threaten homelessness or cause overcrowding, substandard living conditions, high levels of stress, and rising crime. Next on the list are problems with drug or alcohol abuse, undiagnosed mental illnesses, behavioral disorders, problems with domestic abuse, or any number of situations with children which prevent a stable family life. Other customers will lack the personal stability to retain employment because of long-held behavior patterns that are not conducive to the workplace and are very difficult to break. They lack core resiliency skills: positive interpersonal communication and relations skills, productive work

habits, persistence and problem-solving instead of giving in to personal setbacks, etc.

“**Fresh Start**” is planned to have the capacity to access the wide range of support services necessary to stabilize the family. In order to identify the primary cause of instability, “**Fresh Start**” plans to utilize an adaptation of the “family conference” model in the initial assessment. The “family conference” is used by trained social workers to resolve difficult and complex problems in child welfare cases. This model is described in more detail in the next section.

“**Fresh Start**” will serve mandatory (*pre-time limit and post-time limit*) and voluntary CalWORKs customers and the community as a whole.

- ❖ Mandatory Customers. Mandatory customers referred for “**Fresh Start**” services will be adults who by law must participate in community service activity to maintain their eligibility for aid. CalWORKs aid recipients are limited to 24 months of CalWORKs employment services after they have signed a self-sufficiency employment plan agreement. (As of ~~January July 1, 1998, in Santa Clara County, new applicants were limited to 18~~ *January 1, 2000, Santa Clara County opted to extend the 18-month limit on employment services for new aid applicants after July 1, 1998, to 24-months so that all recipients are eligible to receive 24 months of CalWORKs employment services once their Employment Plan was signed or the individual refused to sign without good cause.*) **Due to the high cost of living in our county, it was determined that clients could increase their earnings with this additional time.** Therefore, mandatory “**Fresh Start**” referrals will be those CalWORKs customers who:

- ⌚ ~~Hh~~have reached the ~~18-~~ or 24-month limit on employment services and are not employed
- ⌚ ~~Aa~~are working in a job for less than the number of hours required by CalWORKs; community service will make up the difference if ~~CalWORKs cannot successfully secure full-time work hours~~

Mandatory customers could include:

- ⌚ Those who had been employed at several jobs, not able to stay employed long term
- ⌚ Participants in self-initiated programs, vocational training, ESL or other education activity who did not get a job before the 18/24 month time limit on employment services
- ⌚ The very difficult to place older customers (45-60 years-old) in the job search phase of employment services that are unable to get and/or keep a job
- ⌚ Customers with family situations too unstable for them to get and/or keep a job
- ⌚ Customers with substance abuse or domestic abuse issues, customers with undiagnosed mental illness
- ⌚ Customers with behavioral disorders, or other personal issues (need for core resiliency skills) requiring intensive support services

~~Voluntary CalWORKs customers will be those who want the menu of services offered by “Fresh Start” before they reach their 18 or 24-month limit on CalWORKs Employment Services. In addition, CalWORKs customers may be referred to “Fresh Start” prior to reaching their 18/24-month time limit because the assessment indicates that “Fresh Start” is the most appropriate activity for them.~~ The chart in Attachment A shows the range of CalWORKs Employment Services that work for the majority of customers. Some customers will identify that this regular menu of CalWORKs Employment Services is not going to work for them. They will recognize their need for the more intensive and individualized support, like “job shadowing” or “job coaching,” offered by “Fresh Start”.

- ❖ Voluntary Customers. *As with other CalWORKs Employment Services components, aid recipients who are exempt from participating in welfare-to-work activities may volunteer to participate.*
- ❖ The Community. During the planning discussions and public feedback sessions, representatives from non-profit agencies wanted to see “Fresh Start” customers placed where meaningful work is needed in the community. Ideas ranged from working in the retail-type settings of several local clothes closets, aiding in educational/literacy and recreational enrichment activities in after-school/safe neighborhood programs, and performing warehouse functions at food pantries to assisting in disaster-preparedness and retrofitting efforts with the Red

Cross. Discussion participants could envision “**Fresh Start**” customers learning more about the community’s needs and the job-related skills involved in meeting them, while at the same time gaining the work experience and track record needed to get unsubsidized work.

Joint Venture Silicon Valley is a network that “brings people together from business, government, education and the community to identify and to act on regional issues affecting economic vitality and quality of life.” Since 1995, Joint Venture has produced an annual “Index of Silicon Valley” which now tracks progress toward 17 economic and quality of life goals using 27 different indicators. Needs for service to improve education, health and safety, the environment, civic participation, and other areas in the regional community are gleaned from this valuable tool. Joint Venture’s “Index” can be used to identify community service jobs that provide meaningful service to the community. “**Fresh Start**” Community Service adds new dimensions of community participation and improvement to the narrower CalWORKs goal of individual family economic self-sufficiency. Through “**Fresh Start**” CalWORKs customers can learn that their service is needed and benefits the community. They can experience making a difference and being an important part of the larger community—a fact that does not change when they move off cash assistance. Ideally, “**Fresh Start**” customers will learn they can be of even greater service to the community as they move up the ladder of success.

“FRESH START” SERVICES

Program Design

The planning group identified key design elements of a community service program. They agreed the program must:

- ⌚ **B**be flexible and uncomplicated,
- ⌚ **P**rovide individualized service,
- ⌚ **A**llow choice for “**Fresh Start**” customers and service providers,

- ⌚ Utilize the expertise and resources of existing service providers, and
- ⌚ Operate in an environment in which the number of referrals will rise and fall as the local labor market contracts and expands.

The Individualized Referral (IR) program design, which has been used for many years for JTPA's dislocated workers programs, was determined to include these key elements and to be the most appropriate at this time. An IR program design allows the County to refer individuals for services on a one-by-one basis to the most appropriate of a pre-approved list of service providers, or vendors.

The County plans to conduct a vendor approval process (fee-for-services) whereby qualified community service providers submit a county-developed application package. The application provides vendors the opportunity to describe their capacity to deliver the following program services.

FRESH START PROGRAM SERVICES		
Community Service Work-site Development	Assessment & Evaluation	Core Resiliency Skills Training
Case Management	WORK ACTIVITY	Job Coaching
Technical Assistance for Work Sites		Employer Services
Job Placement	Job Retention Placement Support Services	Program Monitoring

❖ Initial Assessment, Family Conference, and Ongoing Evaluation.

As mentioned in the previous section, *the* CalWORKs Employment Services case manager staff will conduct an initial assessment which includes review of assess the customer's past CalWORKs participation and possible consultation with the CalWORKs Benefits case worker. The *post-time limit* customer will be given the option to participate in CalWORKs Job Club, or to select then be referred to a "Fresh Start" vendor. The *pre-time limit client* may be referred also if the Assessment indicates that Fresh Start is the most appropriate activity.

The "Fresh Start" vendor shall conduct a customized *review* assessment based on the customer's specific situation. **The County is not contracting out**

the eligibility or sanction process. The vendor's ***review assessment*** may include an adaptation of the family conference model. The family conference is used by trained social workers to resolve difficult and complex problems in child welfare cases. Members of the child's extended family are invited to discuss difficult family issues and reach decisions regarding the child's welfare. This model is in the process of being adapted to CalWORKs, and is planned to be adapted to the needs of the "**Fresh Start**" population whereby members of the customer's personal support system will be invited to discuss and determine what services and action are needed immediately to move the customer from welfare dependence to self-sufficiency. The conference may serve as a new start to increasing the personal support around the customer who struggles to overcome many obstacles. The County will provide training in the use of this model. ***This is a totally voluntary option for the customer and his/her family.***

The vendor will also provide ongoing ***review assessment*** of the participant's progress and needs. Most importantly the vendor will use performance measures to track the customer's progress in attaining the mutually determined job skills.

❖ Work Community Service Site Development.

As described previously, the vendor will develop non-paid community service jobs in the public or private nonprofit sector. The work site may be with the vendor or with another organization. ~~Wage-subsidized jobs (the customer's cash aid grant combined with CalWORKs funds) may also be developed. Job developers shall market the various tax incentives and benefits to employers and customers when developing paid work sites. When developing Non-paid community service work sites, job developers shall ensure that the criteria required by CalWORKs law and the Fair Labor Standards Act (FLSA) is followed. *The FLSA applies to CalWORKs employment activities such as unsubsidized and subsidized employment where the individual is receiving a wage.* (See the "Fresh Start" Community Service Jobs section.)~~

❖ Core Resiliency Skills Training.

Decision-making, interpersonal communication and getting along on the job, problem solving, responding positively to supervision, stress management, and time management are examples of core resiliency skills. Vendors will be required to provide this type of training in a wide variety of ways in order to meet the individual needs of "**Fresh Start**" *pre- and post-time limit clients or those who are willing to participate on a voluntary basis*, customers. Resiliency skill training may be provided by a job coach ~~to participants on~~

~~the job at the work site. Training may also be provided offsite to participants who must complete the required hours of participation by backfilling with community service activities during individual sessions away from the job work site who have backfill community service activity hours available,~~ through small group workshops for **other Customer Service participants** customers who need the same skills training, ~~or in other ways the vendor deems to be effective.~~

❖ Intensive Case management.

~~“Fresh Start” customers are referred to community service because they have not gotten or have not retained a job during 18-24 months of employment and training services and they want to continue receiving cash aid. Most “Fresh Start” customers will need intensive case management—frequent contact in person or by phone, frequent progress reviews, and/or family conferencing. The “Fresh Start” vendor will need to work very closely with customers and and Community Service site employers to identify and solve problems early before problems emerge on the job or they worsen. The CalWORKs Case Manager will be involved with this process.~~

❖ Job Coaching.

In cases where the participant needs extensive support in learning and performing the job, job coaches are present on the job. Job coaches help the customer learn the job and/or adjust to the workplace where skills such as punctuality, teamwork, and communication are needed. Job coaching is provided as frequently as needed up to full-time. The coaching can be one-on-one coaching or group coaching – coaching a group of participants doing the same or similar job. Job coaches can mediate work-related issues between the employer and the ~~new employee~~ participants especially where employers take a risk in hiring an “at-risk” individual. Job coaching can assure the employer that the “Fresh Start” customer will be a productive **employee participant**, able to perform to the satisfaction of the employer.

❖ Job Placement.

The goal of “**Fresh Start**”, as with all CalWORKs employment services components, is placement of customers into full-time unsubsidized employment. *Vendors are encouraged to make job listings available to all Fresh Start clients. Some “Fresh Start” customers may not need all the intensive job support services described below in the next paragraph.* They may have recently completed a vocational training or self-initiated program at a community college and not been able to get a job within the 18-24 month time limit. Therefore the usual kinds of job placement services – instruction in how to find a job, prepare applications, write resumes, interview for a job, etc.– shall be provided *for pre- and post-time limit clients who have backfill community service activity hours.*

❖ Job Retention Placement Support.

Post-employment job ~~retention~~ *placement support* services are essential to ensure that “**Fresh Start**” customers keep their jobs. Job ~~retention~~ *placement support* services (a minimum of monthly contact with the customer) will be provided for up to one year. The ~~retention~~ *job placement support* services will build on the relationship between the customer, the CalWORKs case manager, the “**Fresh Start**” vendor and the employer. The customer will be encouraged to take advantage of activities such as skills up-grade programs and support groups. ~~Retention~~ *Job placement support* services also include working with the employer to address problems early.

❖ Employer Services.

The success of the program also hinges on the cooperation of the employer community. It is important to provide employer services that are appropriate to the type of employer. Employer services include orientation, phone or face-to-face contact as necessary, technical assistance regarding program paperwork, etc. Most “**Fresh Start**” customers are expected to require close working relationships with employers. Assisting employers with the hiring, training and retaining of “**Fresh Start**” customers may be required. Employer services are important and necessary to create a supportive work environment for the customer. Additionally, the employer will know what to expect from the community service program and the “**Fresh Start**” employee, and “**Fresh Start**” staff will remain updated on employers’ needs.

❖ Program Performance Monitoring.

Clear performance criteria and outcomes are required by law and by sound management practices. In addition, a successful program depends on continuous planning, monitoring and evaluation. All vendors will be expected to collect and maintain data including data that can be used to measure established program outcomes. CalWORKs staff shall conduct programmatic and fiscal monitoring consistent with past practices.

ACCESS TO SUPPORT SERVICES

In addition to the services described above that “**Fresh Start**” vendors will provide, a wider spectrum of family support services are available to the “**Fresh Start**” program. It is a priority of the program that customers are assisted in accessing other service systems in the community that will help remove any barriers to family self sufficiency.

- ❖ CalWORKs Supportive Services. The supportive services provided to active CalWORKs Employment Services participants—child care, transportation and work-related expenses--will be available to “**Fresh Start**” customers as well. These basic supportive services are arranged by the CalWORKs case manager at the start of the customer’s program. Arrangement for child care will be facilitated by child care specialists located in the CalWORKs offices. Bus passes or limited transportation expenses and reimbursement for work-related expenses such as tools and uniforms if necessary to the job are also arranged by the CalWORKs case manager.
- ❖ Health Alliance Services. New County-developed CalWORKs service delivery systems for the treatment of substance abuse, mental illness, and domestic abuse will be available to “**Fresh Start**” customers *who evidence the need. Through evaluation, these welfare-to-work activities will be provided on an “as needed” basis.* It is anticipated that through the modified family conference process, “**Fresh Start**” customers may identify needs in this area. *The hours of participation in substance abuse treatment and/or mental health counseling may be counted toward meeting the individual’s work requirement, if the treatment and/or counseling enables or supports the individual’s participation in community service and is included in the individual’s employment plan.*
- ❖ Domestic Abuse Services. Abuse in the family is a serious deterrent to personal and family stability, economic self-sufficiency, and community

well-being. It is essential that customers who need the specialized services required to break the cycle of domestic violence be provided immediate access. *Through evaluation, these welfare-to-work activities will be provided on an "as needed" basis. (Treatment services for domestic abuse may also be counted toward the hours of Community Service participation.)*

- ❖ Child Support Recovery. Where needed, "**Fresh Start**" customers shall be referred to the program in the District Attorney's office that assists in the recovery of child support payments.
- ❖ Family Resource Centers & Neighborhood Self-Sufficiency Centers. It is expected that vendors will collaborate with and refer customers to the four Family Resource Centers and six Welfare-to-Work Neighborhood Self-Sufficiency Centers to provide additional resources and services to support the customer and her/his family. A wide variety of family-centered and employment-related services such as parenting skills and communication workshops, job skills up-grade training, ESL classes, youth activities, and mentoring are provided. These centers can be a focal point for services to family members and become a source of ongoing support after the customer leaves the CalWORKs program.

"FRESH START" COMMUNITY SERVICE JOBS

"**Fresh Start**" vendors have years of experience in serving the types of customers anticipated to enter the program. Vendors that have access to employers who welcome workers requiring special support will be selected. "**Fresh Start**" job developers will then find the customer a community service job that most closely matches her/his needs for training and skill enhancement. "**Fresh Start**" vendors will accomplish this by reviewing the CalWORKs customer's self-sufficiency plan and participation in previous activities, and conducting an intensive assessment. They will identify specific on-the-job skills, including core resiliency skills and job retention skills, that are lacking. The customer and "**Fresh Start**" vendors will agree to the level of skill to be learned and demonstrated within designated time frames. Agreement will be reached on performance measures as well. ~~Prior to When~~ the 48/24 month time limit is reached, job-ready customers will be placed in paid, unsubsidized jobs by CalWORKs Employment Services. "**Fresh Start**" customers are likely to not have *attained* the level of stability or skill needed to apply for and hold a job. This is covered in more detail in the

“Additional Projected Characteristics of **Fresh Start** Customers” section. **Fresh Start** customers ~~that are not ready for paid employment, will be placed in non-paid community service jobs, or partially subsidized employment.~~

Non-paid community service placements will conform to ~~the Fair Labor Standards Act and by~~ CalWORKs law *and* must provide the following:

- ⌚ ~~M~~meaningful work in a public or private nonprofit organization
- ⌚ ~~A~~a public service for the community
- ⌚ ~~T~~training and experience that can lead to unsubsidized employment
- ⌚ ~~C~~ompliance with legal protections against displacement of existing or unionized workers

~~The FLSA applies to CalWORKs employment activities such as unsubsidized and subsidized employment where the individual is receiving a wage.~~ State law restricts community service jobs to the public and nonprofit sectors. This restriction raises a barrier to providing **Fresh Start** customers a much wider range of work site possibilities that will more likely lead to higher paying future employment. Public sector and nonprofit jobs, in general, are jobs in the human services that pay less and have shorter career ladders than do so many jobs in the private sector. Nevertheless, **Fresh Start** job developers will find the balance between meeting the legislative requirements and CalWORKs customer needs for jobs that develop the skills wanted by employers in the wider job market.

- ❖ Community Service Work Hours and CalWORKs Participation Requirements. Federal law placed a 60-month lifetime limit on the amount of time an adult can receive cash assistance. *As mentioned previously,* CalWORKs state law placed an additional 18- or 24-month limit on the employment and training services received. In order to continue receiving cash assistance after the limit on employment and training services is reached, the aid recipient must ~~be placed~~ *participate in unsubsidized employment or a community service activities job.*

In Santa Clara County, the number of hours a recipient works in community service is determined by the *dollar* amount of *cash aid and food stamps* received. ~~The recipient's grant~~ **This total is divided by the minimum wage to get the number of work hours per week month.** ~~By law, †~~The recipient *can* ~~will~~ not be required to work more than this number of hours at the community service job. But, in addition, CalWORKs law set

participation requirements for community service participants such that single parents participate 32 hours per week; two-parent families participate 35 hours per week (one parent must participate a minimum of 20 hours per week); and single parents with children under age six participate 20 hours per week. When the community service work hours total less than the participation requirement hours, the difference shall be made up from core resiliency skills training and/or other services or wage subsidies. It must be emphasized that the **“Fresh Start”** customer will be placed in a paid, unsubsidized job right from the start if she/he is ready. As recommended by the February 4, 1999 Legislative Analyst’s Office (LAO) Report, *“CalWORKs Community Service: What Does it Mean for California?”*, wage subsidies may be provided for the job-ready customer who would work more community service hours than required if subsidies are provided. Although they add expense to the program in the short-term, they may provide the greatest benefit for the customer. They can provide paid work experience that leads most quickly to better jobs with higher wages.

TERMS OF “FRESH START” COMMUNITY SERVICE ACTIVITIES

The purpose of **“Fresh Start”** is to lead each customer to stable and lasting unsubsidized employment in the most effective way possible.

“Fresh Start” activities will be temporary services with specified ending dates planned for six to nine months with the possibility of short extension periods of three months. In addition, the job retention period shall be up to one year **post job placement support will be for 12 months.** *If the customer is still unable to secure unsubsidized employment, we will bring that individual will be brought back into Employment Services for further evaluation and additional consideration of other types of services available to assist the customer (i.e.: substance abuse treatment, mental health counseling, domestic abuse services) with their Community Service activity or placement in unsubsidized employment to work activities for the hard to serve that are still in development. The individual’s eligibility may then continue until the 60-month clock is expired.*

The reasonable cost/price analysis conducted for this program determined that the described services are delivered for an average of \$8,000 over a nine-month period. The county is still weighing whether separate payment for job retention services is warranted. *Retention services for employed customers*

~~involve a minimum of monthly contact with the customer for a period of one year following placement.~~

“FRESH START” COMMUNITY SERVICE ROLES AND RESPONSIBILITIES

It will be the responsibility of the vendor to:

- ~~P~~lace the customer in a community services job that enhances the customer’s skills in preparation for an unsubsidized job,
- ~~W~~ork with the customer to successful completion of the program,
- ~~P~~rovide customers with an orientation on applicable workplace rules, policies, and procedures,
- ~~E~~nsure that community service jobs comply with the ~~Fair Labor Standards Act~~, legal provisions that prevent displacement of existing workers, and all CalWORKs regulations,
- ~~D~~evelop an attendance and record-keeping system,
- ~~E~~nsure that no work hours are authorized beyond those prescribed by law *and county policy*,
- ~~A~~ssure compliance with all State and Federal regulations regarding sexual harassment, Americans with Disability Act (ADA), and commitment to a drug free workplace and
- ~~P~~lace *Encourage* the customer into *to secure* unsubsidized *full-time* employment.

It will be the responsibility of the customer to:

- ~~C~~ooperate with the **“Fresh Start”** Community Service program: assessment, job requirements, intensive case management and support services, ~~job-retention~~ placement support follow-up, etc.
- ~~R~~eport to work as scheduled and on time,
- ~~F~~ollow the work site policies,
- ~~C~~omplete the work to the best of his or her ability,
- ~~W~~ork with others and respond positively to supervision.

As with all CalWORKs ~~Community~~ *Employment Services* programs, if the customer refuses cooperation, the CalWORKs case manager will be contacted and a *determination made as to whether a sanction activities sshould commence will be explored.*

It will be the responsibility of the County to:

- ~~P~~rovide initial job club services prior to ~~placement with a vendor~~ referral to Community Service,

- Ensure each “**Fresh Start**” customer is placed with the most appropriate vendor,
- Provide the customer monthly support service payments ~~including wage subsidy~~ when needed,
- Work with the customer to successful completion of the program,
- Provide vendors with technical assistance and training when needed,
- Provide payment for services rendered, and
- Conduct monitoring and evaluation of the vendor’s program to ensure that it complies ~~with the Fair Labor Standards Act~~ and with all CalWORKs regulations and *that* services are delivered as contracted.

ADMINISTRATION

Santa Clara County Social Services Agency is responsible for program development, fiscal administration and case management.

- ❖ Program Development. “**Fresh Start**” will be administered by the Department of Employment and Benefits Services (DEBS) within the Social Services Agency (SSA). Ongoing program development will occur as “**Fresh Start**” is implemented and the actual number of referrals is known. This plan shall be revisited at the end of 1999 or early in 2000 and amended as needed.
- ❖ Fiscal Administration. SSA DEBS will retain fiscal administration of the program using the JTPA Direct Programs system of vendor approval and contracting for services. ~~In the event wage-subsidized placements are developed as a means to moving customers off aid into unsubsidized jobs, DEBS will be the employer of record.~~
- ❖ Case Management. DEBS CalWORKs Employment Technicians and Counselors will maintain control over the “**Fresh Start**” customer’s case and contact with the vendor. Customers will receive a different type of individualized, intensive and supportive case management from the vendor.

“FRESH START” COMMUNITY SERVICES

CUSTOMER FLOW

