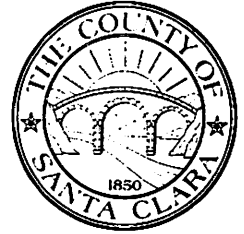


County of Santa Clara

Social Services Agency

1725 Technology Drive
San Jose, California 95110-1360



MEMO

To: Interested Community Members
From: Alette Lundeborg
Subject: Update On Welfare Reform Planning
Date: June 2, 1997

Last spring you attended a welfare reform planning session hosted by the county. At that session, many ideas and concerns were expressed regarding the impact of welfare reform on Santa Clara County. A result of this session was the development of the Santa Clara Valley Employment Support Initiative (ESI), a community planning effort to develop positive alternatives to the damaging affects of welfare reform. In December of 1996, the ESI produced a model design for a new system of services.

This winter work has continued on the ESI. Two weeks ago the first ESI Action Plan was produced. This plan describes initial efforts to address welfare reform in our community. It reflects a multitude of innovative efforts, and it also reveals gaps that must be addressed.

A summary of the ESI Action Plan is enclosed for your review. If, after reading this document, you or your organization would like a presentation on this plan, please contact Gil Villagran, SSA Public Information Officer, at 441-5626. Or if you would like more information on the planning process itself, please contact Alette Lundeborg, ESI Team Leader at 441-5826.

Thank you.

County of Santa Clara

Social Services Agency

1725 Technology Drive
San Jose, California 95110-1360



May 16, 1997

TO: Santa Clara County Board of Supervisors
Santa Clara Valley Employment Support Initiative Oversight
Committee, Interested Partners and County Staff

FROM: Yolanda Lenier Rinaldo, Director 
Santa Clara County Social Services Agency

SUBJECT: EMPLOYMENT SUPPORT INITIATIVE ACTION PLAN

Attached is the first implementation report for the Santa Clara Valley Employment Support Initiative: An Agenda for Children and Their Families. The Employment Support Initiative (ESI) Action Plan reflects the initial accomplishments of the community planning process that was launched in early 1996. This document, which will be updated quarterly to reflect new and/or changing initiatives as well as to reflect any legislative action, will give readers an overview of what services have been developed in response to the ESI model that was published in December 1996. **In reviewing the attached materials, it is hoped that the reader is able to see the multiple efforts underway that will demonstrate progress towards our long-term vision of developing a community-wide system that strengthens low-income parents' access to the resources they need to care for their children through employment and related services.** Your review of these materials should also assist us in identifying service gaps not yet addressed through this Herculean planning process. These service gaps will be referred to our four standing committees [Immigration, Children and Youth, Client Leadership, and Career Retention and Employment Services (CREST)] and/or through ad hoc task forces, and/or through outreach to existing collaboratives, and strategic partnerships.

The ESI Action Plan has been designed to give readers a view of planning and implementation activities as they occur. Therefore, activities have and will continue to be presented in future updates in six-month increments, or as we've called them in the Plan, phases.

Phase II of this Plan is a key period, as it signifies the beginning of the County and State fiscal year, as well as the County's initial efforts to meet the Temporary Assistance to Needy Families (TANF) work participation rates as stipulated in the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. For FY 1997-98, states are required to serve 30% of all TANF families which must include 75% of all two-parent TANF families. In Santa Clara County as of May 1997, there are 17,344 TANF families who are the focus of our service delivery system*. Therefore, thirty percent (30%) of this total, or 5,203 cases, must be participating in work activities. The federal law allows 20% of the total to be exempt from participation, however, no decision has yet been made as to who should be exempted from participation.

ESI planning staff developed the above-referenced work participation targets without the benefit of state regulations. Therefore, adjustments will likely be made once the California Legislature passes TANF implementation legislation.

To meet the work participation rate of 5,203 active TANF cases (work participation for single parents is defined as: a minimum of 20 hours weekly of employment, work experience, short-term vocational training, job club, or high school for teens; for two parent families participation must be 35 hours per week of these activities) two systemic strategies will be utilized. First, the GAIN program, with an anticipated budget of \$15 million dollars will serve approximately 7,000 participants. Additionally, the Agency's Family Resource Centers and Income Maintenance offices will provide verification of employment and other allowable participation activities of the non-GAIN TANF cases who report earned income.

*This figure does not include the child only TANF cases. It does include TANF teen parents and TANF teens who are not in school.

May 16, 1997

Therefore, approximately 10,000 participants will receive one or several of the services described in the ESI Action Plan.** It is planned that 50% of the 10,000 participants served will secure employment.

To achieve this outcome, participants will be served through a variety of venues. It is planned that 4,200 new participants will be served through the various Employment Connection Centers described in the Action Plan with a 70% entered employment rate. The balance of the participants who do not enroll in these up-front job services, or who do not maintain their jobs (retention data reveals 25% lose their jobs after 180 days), will be enrolled in short-term County-sponsored work experience or short-term vocational programs offered by community colleges, adult education programs, or JTPA/Refugee funded community-based organizations.

When reviewing the Action Plan, these employment related activities will be described as well as new initiatives that address critical issues that are fundamental to the overall success of our TANF families. These initiatives include changing the role of the Social Services Agency, developing long-term employment retention services, devising new economic development strategies and partnerships, and implementing pilot projects that strengthen families' access to quality child care and youth services for their children.

**Historical data for the 10 years' operating the GAIN program reveals that low client show rates requires counties to offer services to a greater number in order to meet participation rates.

YLR:AL:mer

Attachments

Santa Clara Valley

Employment

Support

Initiative

Action Plan

Phase I

Report

May 16, 1997

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INTRODUCTION

This Action Plan represents the first phase of implementation of the Santa Clara Valley Employment Support Initiative (ESI): An Agenda for Children and their Families.

In 1996 hundreds of individuals gathered together to develop a vision of our community's response to federal welfare reform. This extensive community collaboration resulted in a model system that would serve as the vehicle to achieve our basic vision: **to strengthen low-income parents access to the resources they need to care for their children through employment and related services.**

The foundation of our expanding and evolving system is the County's existing GAIN program, whose pioneering efforts during the past ten years have resulted in high levels of performance through solid partnerships with the education, training, and business community. Building upon this base the ESI has developed enhanced partnerships that are reflected herein.

Forging an expanded service delivery system that serves to meet our collective vision requires the inclusion of new partners, many of whom are referenced throughout this document. During this new period the ESI will operate with four standing committees, including Children and Youth, Career Employment Retention and Services (CREST), Client Leadership and Immigration. Other ad hoc committees may be assembled as needed, however, much of the future efforts will likely be developed through strategic partnerships with institutions and/or other collaboratives.

This Plan will be updated on a quarterly basis in order to share the development and implementation of new collaborative efforts. Thus, this document reflects the continuous nature of the planning process. This fluid process is a necessary requisite for developing multiple strategies to assist the low income families in our community to secure the tools necessary to achieve economic self-sufficiency.

ESI PROJECT SUMMARY

Key: Planning and Implementation: ☐ Operational: ☐

EVENT / PROJECT	PHASE I 4/15/97- 6/30/97	PHASE II 7/1/97 - 12/31/97	PHASE III 1/1/98 - 6/30/98	PHASE IV 7/1/98 - 2/31/98	PHASE V 1/1/99 - 6/30/99
ECONOMIC DEVELOPMENT					
Projects currently being developed					
EMPLOYMENT CENTERS					
GAIN Employment Connection Centers -- Operational					
North Valley Employment Connection Center					
Employment Connection Center at Lundy PIC Office					
Hispanic Chamber of Commerce/GAIN Pilot					
West Valley/Mission College District Employment Centers					
Refugee Employment Support Center Pilot					
South County Pilot in Gilroy					
Hillsdale Employment Connection Center					
INNOVATIVE EFFORTS					
New Times, New Opportunities Conference May '97					
ESO Annual Heads of Household Conference Sept '97					
Coordinated Services for DAD/GAIN Clients					
Valley Health & Hospital Systems (VHHS) Outreach Pilot					
EDUCATION & TRAINING					
Mixed Language Job Clubs -- JTPA 8% Contractors					
Bus Driver Pre-Training Project					
Eastside Union HS District/GAIN Expanded Collaboration					
Community College Consortium Collaboration					
Foothill/DeAnza College "Orientation to Work" Pilot					
San Jose Evergreen WIN Program					
EMPLOYMENT RETENTION (SUPPORT SERVICES)					
Extended Hour Job Retention Hotline					
Retention Services Pilot Collaboration					
Charitech Civic Venture Funds					
Silicon Valley Council of Nonprofits					
Support Services Info. Bank/Info. & Referral Network					
SSA General Fund Pilots					
Housing Authority Pilot Projects					
Transportation -- Planning for Welfare to Work					
Emergency Assistance Network (EAN) Expansion					
CHILD SUPPORT					
SSA/District Attorney Collaboration					
Employment Referrals for Non-Paying Parents					
AUTOMATION					
NOVA PIC Proposal					
Silicon Valley PIC Proposal					

ESI PROJECT SUMMARY

Key: Planning and Implementation: ☐

Operational: ☐

EVENT / PROJECT	PHASE I 4/15/97- 6/30/97	PHASE II 7/1/97 - 12/31/97	PHASE III 1/1/98 - 6/30/98	PHASE IV 7/1/98 - 2/31/98	PHASE V 1/1/99 6/30/99
CITIZENSHIP					
Citizenship Initiative					
ESO/GA Citizenship Collaboration					
CHILDREN & YOUTH SERVICES					
Parent Education Project					
After-school Teen Programs Inventory					
GAIN / Choices for Children Project					
Single Application for Child Care Subsidies Project					
WELFARE PREVENTION					
Welfare Prevention Loan/Grant					
CASE MANAGEMENT					
Adult Education Coalition/GAIN Expanded Collaboration					
Comm. Coll. Consortium/GAIN Expanded Collaboration					
South County Pilot					
GAIN Case Management Quality Initiatives					
General Assistance Single Worker Pilot					
SAFETY NET					
Food, Housing & Immigrant Services					
SSA RESTRUCTURE					
Mission City Economic Self-Sufficiency Project					
Change Management Training					
District Office Lobbies					
JTPA Recruitment of SPEDY Parents					
Department of Adult & Aging Services Project					
Family Resource Centers					
Client/worker friendly materials & resources					
Transitional Child Care Extension					
Transitional Medi-Cal Extension					
Collaborative Projects w/ Mental Hlth, Drug & Alcohol Crts					
Department of Aging & Adult Services Project					
West Valley SSA Pilot					
East Valley SSA Pilot					
Communication Plan					
TANF Participation Special Committee					
Full Employment Pilot for Refugees					
Eligibility Simplification					

ESI ACTION PLAN PROJECT LIST

	PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
ECONOMIC DEVELOPMENT	<i>The County Executive spearheaded this effort through multiple meetings with key stakeholders</i>		
EMPLOYMENT CENTERS	<i>GAIN Employment Connection Centers</i>	<i>Co-location of GAIN & EDD (State Employment Development) at King Rd. in East San Jose & in San Martin</i>	<i>Currently in operation</i>
	<i>North Valley Employment Connection Center</i>	<i>Co-location of NOVA & GAIN services on the NOVA campus in Sunnyvale</i>	<i>Planning & development; implement 5/15/97.</i>
	<i>Employment Connection Center at Lundy</i>	<i>Co-location of GAIN & Silicon Valley PIC (Private Industry Council) employment services at the PIC's Lundy Avenue office in San Jose.</i>	<i>Planning & development, implement 6/1/97.</i>
	<i>Hispanic Chamber of Commerce/GAIN Pilot</i>	<i>Co-location of GAIN employment services at Hispanic Chamber of Commerce to serve member businesses</i>	<i>Planning & development; implement 6/97.</i>

	PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
EMPLOYMENT CENTERS (cont)	West Valley/ Mission College District Employment Centers	Skills Centers will be created on both campuses. Assist with needs such as: counseling, advising, assessment, career readiness, job development skills, job search & placements, basic skills assistance, self-paced learning programs, self-esteem building.	Submitted funding proposal to Packard Foundation Plan to serve at least 300 participants 7/97-7/98 See Phase II Plan to serve at least 500 7/98-7/99 See Phase IV
	Refugee Employment Support Center Pilot	This center will meet needs of refugees who are working or lost their jobs. It will serve at least 150 refugees who have been in the U.S. under 5 years.	A Request for Proposal for \$277,000 has been issued with 1 bidder to be selected. Implementation in 7/1/97-6/30/98 Evaluation & modification as needed.
	South County Pilot in Gilroy	Co-location of GAIN, EDD, JTPA, Income Maintenance, child support, & community services.	Planning, development, & implementation
	Hillsdale Employment Connection Center	A center jointly operated by GAIN, & Metropolitan Education District (MED—formerly known as Metropolitan Adult Education Program [MAEP] & Central County Occupational Center [CCOC]) & others to provide employment and training services to the community	Planning & development Implementation by 12/97
INNOVATIVE EFFORTS	New Times, New Opportunities Recruitment Fair	A multi-organizational recruitment fair (the 1st) at San Jose City College targeting the 6,000 persons on the GAIN waiting list	Held on 5/15/97; evaluation will occur

	PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97; PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
INNOVATIVE EFFORTS (Cont)	<i>ESO Annual Heads of Household Conference</i>	<i>This conference sponsored by Employment & Social Opportunities (ESO) will focus on employment & welfare reform</i>	<i>Planning & development Conference held 9/97 at Job Corps</i>
	<i>Coordinated services for DAD/GAIN clients</i>	<i>Work with county Dept. of Alcohol & Drug Services to develop a system for substance abusers clients to enroll in GAIN or JTPA and receive support & guidance.</i>	<i>Planning & development Implementation</i>
	<i>Valley Health & Hospital Systems (VHHS)</i>	<i>VHHS & Social Services are exploring potential pilot projects to recruit hard-to-serve populations that qualify for Medi-Cal.</i>	<i>Planning</i>
EDUCATION & TRAINING	<i>Community College Consortium of Santa Clara County-Curriculum Grant Proposals</i>	<i>Four community college districts have worked in consortium with the GAIN program to develop an innovative short-term training opportunity that coincides with TANF restrictions.</i>	<i>Phase I & II: Planning Phase III: Implementation</i>
	<i>San Jose/ Evergreen Community College District</i>	<i>The "Workforce Initiative Network: (WIN) Center will be a One-Stop-Shop for education and training for county residents to enter or re-enter the workforce and for individuals impacted by welfare to work legislation.</i>	<i>Hire/assign staff; organize and develop curriculum and coordinate services; identify and market population; coordinate with the social Services Agency; write grants and begin to offer programs and services Implement new curriculum; expand programs and services; and pursue partnerships, grants, and FTES growth funds. Implement partnership, secure facilities, staff programs and services and coordinate with agencies and other community Colleges; and seek supplemental funding.</i>

PROJECT**DESCRIPTION**

PROJECT TIME LINES: PHASE I 4/15/97-6/30/97
PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98
PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99

**EDUCATION &
TRAINING (cont)**

<i>Foothill/DeAnza College "Orientation to Work" Pilot</i>	<i>A 5-week program for 200 TANF recipients</i>	<i>Planning 1st group of 50 begins 8/4/97</i>
<i>Mixed Language Job Clubs</i>	<i>Job Clubs for 1400 non-English speaking GAIN registrants who speak 23 languages <u>other</u> than English, Spanish or Vietnamese provided by some JTPA 8% providers</i>	<i>Plan Implementation through 6/30/98</i>
<i>Bus Driver Pre-Training Project</i>	<i>Valley Transit Authority (VTA) will provide special access in a 5-week pre-training program for TANF registrants, with goal of qualifying for paid bus driver training</i>	<i>Proposals written for submission to government & private sources Planned implementation</i>
<i>Eastside Union High School District/GAIN Expanded Collaboration</i>	<i>Develop 20 hour per week work experience program to complement 20 hours per week ESL and Basic Education classes</i>	<i>Plan & develop slots Implement on an incremental basis</i>
<i>Extended Hour Job Retention Hotline</i>	<i>To provide phone counseling and referrals for services such as child care, ride-sharing, career counseling, housing, and social services to low-income working parents</i>	<i>1st phase of hotline: child care info. & referrals, incl. care for sick children. Secure funding to expand existing 4 C's Hotline (Comm. Coord. Child Care Council), Evaluate & modify as needed. Launch 2nd phase adding information & referrals for other services</i>

**EMPLOYMENT
RETENTION
(SUPPORT)
SERVICES**

**EMPLOYMENT
RETENTION
(SUPPORT)
SERVICES (cont)**

PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
Retention Services Pilot	This partnership effort by the state Employment Development Department (EDD) Economic & Social Opportunities (ESO), the Center for Employment & Training (CET), Foothill/DeAnza College District, GAIN, & JTPA was proposed by ESI Career Retention Employment Support Team (CREST)	Develop concept paper and request \$20,000 planning funds Secure funding; develop and implement pilot with 5-6 staff Implement
Charitech Civic Venture Funds (formerly United Way Response Fund)	Approximately \$230,000 has been designated for welfare reform services. Several bidders will be selected.	Proposals have been submitted & evaluated. Recommendations will be made public in June Grants awarded; programs begin
Silicon Valley Council of Nonprofits	Approximately \$150,000 has been secured from private funding to enable this 40 member organization to develop various strategies for full engagement in welfare reform	Planning
HUD/Housing Authority Projects	<ul style="list-style-type: none"> - Family Self- Sufficiency (FSS) Program - Family Unification Program - Project Incentive - Moving to Work - Foundation For Employment and Beyond - Neighborhood Enterprise Opportunities Network (NEON) 	Planning & Development

		PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
EMPLOYMENT RETENTION (SUPPORT) SERVICES (cont)		County/SSA General Fund Pilots	Approximately \$450,000 has been set aside from the Santa Clara County General Fund for welfare reform and immigration services	Requests for proposal have been reviewed: recommendations to the Board of Supervisors awarded; programs begin service
		Emergency Assistance Network (EAN)	The EAN will work to expand services through co-location with SSA and linkages with GAIN & JTPA	
		Transportation	The Metropolitan Transportation Commission has initiated a welfare to work planning process in Santa Clara County	
		Support Services Information Bank/ Information & Referral Network	Automated access to information, application, & referrals for employment-related & community/social services	Research automation issues, systems & costs. Discuss concept with community agencies to secure collaborators. Finish research & solicit funding. Secure automation funding & develop a support services informational website on the Internet (available on computers in SSA lobbies). Evaluate & modify website. Solicit funding for interactive website. Develop interactive Internet web site.
CHILD SUPPORT		SSA/District Attorney Collaboration	DA Family Support Division (FSD) staff will participate in orientations at the SSA Assistance Application Center (AAC)	Development & implementation Evaluate & modify as needed
		Employment Referrals for Non-Paying Parents	Non-paying absent parents will be referred by the courts to JTPA, GAIN, and/or EDD employment services	Planning & development Implementation for 6 months; then evaluation

		PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97; PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
AUTOMATION		Silicon Valley PIC	An electronic system will be developed to link employment, training, & welfare offices in the county	Complete grant application System planning & development
		NOVA PIC	Three technology proposals for advances level networking have been submitted.	System planning & development
CITIZENSHIP		Citizenship Initiative	CET, Catholic Charities, Central Coast, and the County have collaborated to help immigrants apply for citizenship: their goal is 3750 citizenship applications.	2778 citizenship applications filed with INS from 1/97-4/97 (2/3 were public assistance recipients). Soros grant application completed in 1996 & expected to provide additional funding. Assisted in development of AB232 (state funding for citizenship efforts) Advocacy to influence state and federal legislation for immigrant needs Proposal sent to INS for offsite processing of citizenship apps Continue Phase I activities Ensure disabled applicants have required disability exemption from a doctor Provide ESL, citizenship instructions, & tutoring to those who have applied for citizenship. Develop Immigration Workgroup recommendations for life support. Continue Phase I activities. Implement Immigration Work-group recommendations for life support safety net needs.
		ESO/GA Citizenship Collaboration	ESO staff & volunteers with Russian language skills and other language will help all non-citizen immigrants identified by GA staff to complete citizenship applications.	Mailers sent to approximately 450 GA non-citizens in 5/97; citizenship application assistance in 6/97 by ESO

**CHILDREN &
YOUTH
SERVICES**

PROJECT

DESCRIPTION

**PROJECT TIME LINES: PHASE I 4/15/97-6/30/97
PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98
PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99**

<i>Parent Education</i>	<i>GAIN, ESI staff, YWCA Parent Education and 4 C's Council will develop education materials on child care choices, child development, & parenting skills</i>	<i>Review existing materials Implement at GAIN & SSA offices</i>
<i>After-school Teen Programs</i>	<i>Conduct initial assessment to determine what's available in the community and to identify where gaps exist.</i>	<i>Planning</i>
<i>GAIN/Choices for Children Project</i>	<i>ESI staff will work with Choices for Children to identify their AFDC/TANF parents to determine whether or not they are active in GAIN. If not they will receive priority enrollment.</i>	<i>Planning</i>
<i>Single Application for Child Care Subsidies</i>	<i>Eliminate duplication and excess paperwork by developing one application for use by all programs</i>	<i>Develop a collaboration of local child care groups to develop the single application</i>
<i>Welfare Prevention Loan/Grant</i>	<i>The project would offer temporary assistance for families that don't want welfare, but need help with work or living expenses (such as car repairs) to find or keep a job.</i>	<i>Research, planning, & program development for pilot program at the SSA Assistance Application Center (AAC) . Secure funding Implement pilot program Tracking & evaluation of program effectiveness</i>

**WELFARE
PREVENTION**

**CASE
MANAGEMENT**

PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
<i>Adult Education Coalition/GAIN Expanded Collaboration</i>	<i>Proposal to extend current 10-year collaboration. GAIN site representatives at Adult Education taking on expanded case management duties previously performed by GAIN case managers</i>	<i>Planning & training Implementation</i>
<i>Community College Consortium/ GAIN Expanded Collaboration</i>	<i>Current 10-year collaboration to be extended: GAIN liaison representatives at community colleges taking on expanded case management duties previously performed by GAIN case managers</i>	<i>Planning & training Implementation</i>
<i>South County Pilot in Gilroy</i>	<i>Co-located County GAIN & Income Maintenance caseworkers will be cross-trained & work as a team with a community social worker.</i>	<i>Planning and implementation 7/1/97</i>
<i>GAIN Case Management - Re-engineering for Greater Participation Rates</i>	<i>Group referrals, orientations, & case management to utilize staff more effectively & meet new federal participation rates</i>	<i>Implementation Monitoring & evaluation, modify as needed</i>
<i>General Assistance Single Worker Pilot</i>	<i>SSA Income Maintenance & Vocational Services functions will be combined & performed by a single worker.</i>	<i>Planning & development Implementation</i>

PROJECT		DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
SAFETY NET SSA RESTRUCTURE	Food, Housing, & Immigrant Services	United Way is spearheading a community effort by business, non-profits, & government to increase local capacities & fill the gaps caused by welfare reform	Planning & development Implement 1st phase to provide needed food for immigrants losing Food Stamps
	Mission City Economic Self-Sufficiency Project	Determine whether different approaches are useful for development of self-sufficiency for TANF cases & Food Stamp only cases.	Initial assessment If indicated, development & implementation of strategies Monitoring & evaluation Modify as needed
	TANF Participation Special Committee	Family Resource Centers and most District offices will serve 20% of caseload (3,900) reporting earned income to ensure clients are working 20 hours per week.	Phase I Planning and Implementation
	Change Management Training	The Social Services Staff Development and Training section will train or coordinate training in this area	Training has occurred and will continue for Food Stamp welfare reform changes. Other program changes will be trained as they become known. Change Management training will be given for all staff in July. Training will also be given for all staff on welfare reform.
	District Office Lobbies	Convert lobbies to Employment Resource Centers: a. Re-decorate with a "new look" focusing on employment b. Provide computers in lobbies for self-directed job search.	Modify lobbies by 6/30/97 Secure and Install lobby computers

**SSA
RESTRUCTURE
(Cont)**

PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
Family Resource Centers	SSA's Gilroy, Ujirani, Nuestra Casa, & Asian Pacific Family Resource Centers will add information on employment services to their operations. GAIN Job Clubs will be located at Centers where possible.	GAIN Job Club currently located at Ujirani. Plan & implement addition of employment information to all centers. Evaluate & modify as needed
Client/worker friendly materials & resources to secure employment	To help clients seek, obtain & keep a job and understand federal/state program	Develop materials & resources Implement use of materials & resources Evaluate effectiveness of new materials & resources, revise if needed
Transitional Child Care Extension	State legislation extended Transitional Child Care (TCC) benefits from 1 year to 2 years	Develop & implement district office competition to increase caseloads. Continue to increase caseloads
Transitional Medi-Cal Extension	California has requested a waiver to extend Transitional Medi-Cal (TMC) benefits from 1 year to 2 years.	When the waiver is approved, Implement state regulations. Develop & implement district office competition to increase caseloads.
West Valley SSA Pilot	Co-location of GAIN & Income Maintenance at West Valley SSA Office	Planning & development Implementation in 9/97. Evaluation, with modification as needed
East Valley SSA Pilot	Re-engineering of functions at East Valley. Co-location of GAIN & East Valley Income Maintenance staff	Planning & development Implementation Evaluation, with modification as needed

**SSA
RESTRUCTURE
(Cont)**

PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97
		PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
Communication Plan	Continue information sharing with staff, ESI participants, & the community. Develop & Individual welfare reform communication plans for each Income Maintenance district office	Develop plan & begin implementation Continue implementation, modify as needed
Welfare Prevention Loan/Grant	See chart description under WELFARE PREVENTION	
Support Services Information Bank/ Information & Referral Network	See chart description under EMPLOYMENT RETENTION (SUPPORT) SERVICES	
South County Pilot	See description under EMPLOYMENT CENTERS	
Full Employment for Refugees	Collaboration of Senter Rd. District Office & GAIN to move part-time employed refugees to full-time employment	Develop a strategic plan Implement full-employment plan on 7/1; monitor & evaluate Continue implementation, modify as needed
GA Single Worker Concept	See chart listing under CASE MANAGEMENT.	
Eligibility Simplification	Simplification of public assistance rules, regulations, & paperwork so staff & customers can focus on employment	Advocacy with state & federal legislators & administrators and develop local initiatives through re-engineering. Continue efforts

**SSA
RESTRUCTURE
(cont)**

PROJECT	DESCRIPTION	PROJECT TIME LINES: PHASE I 4/15/97-6/30/97 PHASE II 7/1/97-12/31/97 PHASE III 1/1/98-6/30/98 PHASE IV 7/1/98-12/31/98 PHASE V 1/1/99-6/30/99
<i>Collaborative Projects with Mental Health, Drugs & Alcohol, and Court Systems</i>	<i>Department of Family & Children's Services to link child welfare families with employment support services; address issues such as substance abuse, domestic violence and teen parens.</i>	<i>Phase I Planning Phase II Implementation</i>
<i>Dept. Of Aging & Adult Services Project</i>	<i>Assess welfare reform impact and create an action plan for elderly clients whose immigrant status will disqualify them from SSI, Food Stamps, senior nutrition programs, and In-Home Supportive Services (IHSS).</i>	<i>Planning Implementation</i>
<i>JTPA Recruitment of SPEDY Parents</i>	<i>Identify AFDC/TANF parents of SPEDY (Summer Program for the Employment Development of Youth) participants & recruit them into GAIN</i>	<i>Planning & development Implement, monitor, & evaluate</i>

WELFARE TO WORK DEVELOPING A RELATIONSHIP WITH THE PRIVATE SECTOR AND CITIES

May 9, 1997

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WELFARE TO WORK

DEVELOPING A RELATIONSHIP WITH THE PRIVATE SECTOR AND CITIES

For the past few months, the County Executive's Office has been meeting with a select group from private industry including representatives from the San Jose Chamber of Commerce, the Manufacturing Group, Joint Venture: Silicon Valley, corporate and small business representatives, labor, and representatives of cities to discuss how we should work with the private sector in moving welfare clients into the workforce. What follows are some of the issues we have discussed with the private sector, as well as with cities and their suggestions for moving welfare clients into the workforce. Because welfare reform is a current major national topic, there is a "window of opportunity" during which business and cities are expressing interest in becoming part of the solution and exploring ways in which to contribute to welfare to work.

The Santa Clara County Economy is robust.

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.

I. THE CHALLENGE

Welfare reform requires welfare parents to be employed.

- The Personal Responsibility and Work Opportunity Reconciliation Act of 1996 sets strict work participation rates. Individuals are required to engage in work (as defined by the state) once the state determines the individual is ready to engage in work or has received assistance for more than 24 months. If the individual refuses to participate in work, the state may impose a pro-rata reduction in their grant. The required hours of work for one parent families is 20 hours in FY 1997 and 1998, 25 in FY 1999, and 30 in FY 2000 and subsequent years. For two parent families, the requirement is 35 hours a week beginning in FY 1997.

- The federal law also sets strict work participation rates that states and counties must meet. In FY 1997, states must have 25 percent of all single parent families receiving assistance in a work participation program. This requirement increases 5 percent each year until it reaches 50 percent in FY 2002. The rate for two-parent families is 76 percent in FY 1997 and 1998 and 90 percent in FY 1999 and subsequent years. A state who does not meet the minimum work participation requirement will be sanctioned beginning with 5 percent and increasing 2 percent year.
- In Santa Clara County, when these work participation rates are applied, * single parent aid recipients will need to be employed part-time or full-time, or be in work related activities this year. * two parent families will need to be employed this year. We are currently meeting our one parent work participation rates but not our two parent rates.

* Waiting for numbers from the Social Services Agency.

Welfare clients are finding job opportunities.

- GAIN, the state-funded job training program for welfare clients, expects to train and employ 3,000 people this year in part-time and full-time employment. Some of these individuals will be referred to non-profit training centers, community colleges, and JTPA funded programs for training and placement.
- Welfare parents also may self-refer to any of the above training resources including community colleges and non-profit training centers.
- 75 percent of GAIN clients go through an intensive 8-week job club employment program. 70 percent of those clients who complete the job club become employed.
- Welfare parent also find jobs on their own.

II. THE BARRIERS

There are barriers to successful placement and retention.

It should be noted that Santa Clara County has had success placing welfare clients. 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 without realizing they are on public assistance. However, some companies have some concerns about hiring former welfare clients. These concerns differ depending on whether the employer is a large or small firm. Listed below are concerns that are common to both small and large companies as well as those that differ by size of firm.

Barriers Common to Both Large and Small Firms:

- *Company Culture* - Will the individual fit into the company culture?
- *Personal Issues and soft skills/resiliency skills* - Personal issues may interfere with work. If the bus is late or if child care is a problem, the individual may not show up.
- *Training Programs* - Not all current job training programs are meeting the needs of businesses.

Barriers for Large Firms

- *Child care liability issue* - Fear of being sued if a child is injured prevents businesses from establishing child care facilities at their work sites.
- *Hard Skills* - Many of the well-paying jobs in the County require at least a community college degree. Concern that welfare clients do not have this level of education and training.

Barriers for Small Firms

- *Liability issues* - Fear of being sued if the worker is laid off or fired.
- *Unemployment Insurance* - Would like some relief from costs of unemployment insurance.
- *Workers Compensation* - Would like some relief from workers compensation insurance costs.

Barriers for Employees

- *Self-sufficiency* - Many clients can't make enough to support themselves in this valley. Currently, approximately 6,500 out of a total of 22,000 of Santa Clara County welfare clients are employed part-time or full-time but do not earn enough to be self-sufficient and off assistance. The average hourly wage needed to support one adult and two children in Santa Clara County runs from \$15.44 to \$19.23 an hour depending on the age of the children and the childcare needs. The average hourly wage of working welfare clients in Santa Clara County is \$7.52.
- *Health Care* - Fear of loss of medical coverage after going off assistance.
- *Child Care* - Cost and availability are issues, especially for infant care.
- *Transportation* - Their personal transportation is not reliable and public transportation does not run often enough to get them to their jobs.
- *Hard skills deficit* - They do not have the skills needed to get a job.
- *Contingent labor market* - As our economy has moved more and more into temporary jobs, employees find that jobs end after a few months.

III. OPPORTUNITIES FOR SUCCESS

It is important to develop a coordinated approach to working with the employer community since there is a range of activities in which they can be involved.

RECOMMENDATIONS:

- **Convene a business advisory group.**
 - Membership should include large and small business representatives.
 - Should be 12-15 members for a short duration to kick off efforts.
 - Group would assist us in designing a plan that meets our needs and their needs.
- **Work with the private sector on ways they can contribute to the welfare to work effort in addition to hiring welfare clients.**

These include:

Training - Ensure entry level workers have access to training to enable them to move up in the organization. This frees up entry level positions.

Child Care - Explore the possibility of a child care fund. Some businesses have expressed an interest in making contributions to such a fund so as to defray the costs of child care for working welfare clients. The City of Palo Alto has established and is currently utilizing a child care fund.

Mentoring - Start a mentoring program for welfare clients. Each business that hires welfare clients could have a mentoring program with internal employees mentoring new employees. This is done at Silicon Graphics.

Core Resiliency Skills - Ensure all welfare clients have the soft skills necessary to obtain and keep a job. Use trainers from industry to talk with welfare clients about what their company expects of employees. Trainers could explore such issues as the importance of arriving to work on time, dressing appropriately, getting along with fellow employees, and other basic skills which will be needed to be successful on the job.

Support Services - Industries may be willing to contribute to funding for support services to move people into the workforce. Examples include agencies who provide professional clothing for our clients entering the job market.

Work Experience Opportunities - Corporations and other private sector entities could provide more unpaid work experience for welfare parents.

- **Explore creation of intermediary employment agencies.** An intermediary agency could provide temporary and long-term workers for employers. It could cover the medical, unemployment insurance costs, and worker compensation costs for an initial period of time, as well as provide mentoring services. The agency would follow up with the employer and employee to ensure an appropriate match had been made and continue to provide support to both. If the first placement fails, the agency would work quickly with the client to find another job and address reasons for the first job loss. The Social Services Agency/GAIN could develop into this model or the role could be taken on by a privately funded non-profit agency. An example of this approach exists with Washington Works in Washington D.C.
- **Skills Inventory of Our Clients** - Be able to state what skills welfare clients have to offer so that we can tell industry. If a business calls and says it needs workers to do a particular job, we should be able to indicate the number of clients who have these skills.
- **Silicon Valley Private Industry Council** - The Private Industry Council could raise their requirements of job training programs so that long-term retention in jobs is a primary standard for on-going funding of programs.
- **Non-Profit Job Training Facility** - Work with City of San Jose to implement their proposed non-profit training facility to help move clients into jobs. Expand and replicate model if successful.
- **City/County Job Fair** - The City of San Jose is interested in holding a joint city/county job fair which would include welfare recipients.
- **Resource Mapping** - Ensure that clients know what resources are available in their community. This may entail utilizing current listings of resources as well as doing additional mapping or resources to examine after-school care programs, child care, non-profit support services for a given community.
- **Cities and NOVA PIC** - Work with the NOVA PIC and cities to assume primary role for achieving employment for welfare clients in their jurisdictions.
- **Workers Compensation and Unemployment Insurance** - Ask the Legislature to provide funding to reduce the cost of worker's compensation and unemployment insurance for employers who hire welfare clients for the first 6 months or year of employment or consider a county fund to assist small businesses with these costs.
- **Support for Creation of Micro-Enterprises** - The County should assist clients in accessing seed money to start small enterprises.

The County, through the ESI, has identified ways to address some of the earlier issues raised.

These include:

- **Support Services** - Ensure that welfare clients have the support services they need to maintain a job once they are hired. The Career Retention Employment Support Team (CREST) may be one way of ensuring people have the support services they need.
- **Hotline** - Provide clients with the support services they need through a 24-hour hotline. The County is beginning to work on a pilot of this project with the 4 C's related to childcare.
- **Transitional Benefits** - Make sure clients are aware of and help them obtain transitional benefits available to them to help move them into the workforce. These include transitional medi-cal, child care and use of the Earned Income Tax Credit.
- **More Work Experience** - Government could hire welfare clients initially for work experience and then transition them to the private sector.

Possible solutions which did not seem to have as much appeal to private sector representatives:

- Small businesses are not interested in wage subsidies because of the paper work involved.
- Tax credits do not seem to have as much appeal. What industry wants most is - trained workers.

Involvement of Cities in the Welfare to Work Effort

Although we have primarily outlined the recommendations developed from discussions with the private sector, cities drive the economic engine of our local economy and play a primary role attracting and retaining businesses. Some of the ideas discussed with economic development officers, city managers and elected officials include:

- **Economic Development** - Continue city economic development efforts to attract and keep businesses in the community. Without jobs, welfare to work efforts will fail.

- ***Utilize Economic Development Offices to Link Employers with Welfare Clients*** - Cities have relationships with companies that are located in their communities. They can link their city's companies with qualified welfare clients. San Jose First Employment Program is pre-screening and referring qualified applicants to San Jose companies.
- ***Jobs and Job Development*** - San Jose has agreed to work with private employers in setting up a non-profit training center to provide training and on site experience for former welfare recipients. Other cities could do the same. In the area of jobs, cities could hire or provide work experience to former welfare recipients and encourage local businesses to do the same. The County has experienced success in our program to hire welfare recipients and will be expanding its efforts.
- ***Child Care*** - Like San Jose, cities can take the lead in developing after-school child care as well as find solutions to the infant child care crisis. They could also set up programs like the City of Palo Alto's childcare fund to encourage new businesses that locate or relocate to provide funding or space for child care.
- ***Transportation*** - As member of the Santa Clara Valley Transportation Authority, cities can apply pressure to this body for 24-hour bus service.
- ***Housing*** - Cities could use their 20 percent set-aside of redevelopment funds for low income housing for the legal immigrants and aid recipients who will lose their housing subsidies. Cities could also participate in a Housing Trust Fund.
- ***Crime Prevention*** - Cities have the primary responsibility in crime prevention efforts. Cities should continue to try and develop activities for children through Parks and Recreation as well as anti-gang efforts to keep kids that are no longer supervised out of trouble.
- ***Resource Mapping*** - Cities have an understanding of what resources are in their communities. The County should work with cities in identifying these resources for welfare parents.

EMPLOYMENT CENTERS

Employment Centers will be "customer-friendly" and provide access to a menu of community and government services onsite or by referral. Employment Centers are currently functioning at GAIN and the North Valley Employment Connection Center. Additionally GAIN offers monthly Job Clubs at the Ujirani Family Resource Center and at the YWCA in downtown San Jose.

GAIN Employment Connection Centers

The Employment Connection Centers are multi-purpose facilities primarily serving Santa Clara County employers, GAIN participants and a limited number of GA participants. The Centers are located at GAIN's Las Plumas office in San Jose and at the GAIN Office in San Martin. The Employment Connection Centers are the vehicles used to implement the latest and most successful techniques in teaching self sufficiency and motivating participants to successful employment. This is achieved through a component called networking which is based on the Curtis and Associates Success Model.

Networking is a structured job search environment where participants look for work under the guidance of a facilitator. The atmosphere is a dynamic one, where participants are actively involved in locating leads through a variety of avenues. At any given time, participants are employing the cold calling method of job search using the yellow pages; others are searching job orders or job announcement boards, faxing resumes or searching the classified ads. Still others may be working on revising their resumes on the computer or improving their typing speed. *Each participant works closely with their team of job developers in mapping out an employment strategy.*

Key to the success of networking is how staff hold participants accountable, and how participants hold themselves accountable. During the network orientation, participants agree to a set of rules that define *Networking as a job*. They agree to punch a time clock in and out each day. When they are late, they give their reasons to the group. The only time they leave the facility is for a specific job search activity such as submitting an application or for a job interview. Celebrations are a common occurrence in networking. Participants congratulate each other when the prize of a job is attained and join in a group celebration. These type of activities help to motivate and encourage participants towards attaining employment.

Other aspects of networking are designed to create a sense of urgency within the group. Networking facilitators are responsible for making sure participants conduct an active and productive job search. Job search efforts are reviewed in a group setting to enhance motivation and share successful approaches. Participant-developed job leads are shared with the group to further the employment effort and to foster a sense of support.

For the Social Services Agency - The Employment Connection Centers offer many advantages in program implementation and delivery of services. They provide the capacity to serve larger numbers of participants through Networking -- the state-of-the-art job search program model. A model which is compatible with the job search needs of a variety of agency program participants, the Employment Connection Centers offer placement services to non-TANF participants resulting in cost savings to the agency. Most important, the Employment Connection Centers are staffed with professionals knowledgeable in the local labor market, and dedicated to assisting participants to maintain an employment focus. Additionally, through the Employment Connection Centers, the agency expands it's partnership with the private sector by providing services directly to local employers in a variety of ways thereby continuing to forge a joint solution toward meeting community needs.

For the employer - The Employment Connection provides a ready pool of qualified, pre-screened candidates. Employers view the Employment Connection as a valuable resource, where professional staff assist them in filling their hiring needs at *no cost*. Employers save money by eliminating costly newspaper advertisements and save time by not having to review hundreds of resumes before conducting interviews. Many employers in Santa Clara County have come to depend on the Employment Connection as the means to linking them full time, part time, permanent and temporary employees. In fact, several employers such as Trend Plastics recruit and test applicants on site on a regular basis. Essential to the success of the Employment Connection's marketing effort is the staffs participation and membership in employer organizations such as the San Jose Chamber of Commerce and the Personnel Management Association of Aztlan (PMAA). The partnerships formed from these and other activities make it possible for the Employment Connection to co-sponsor events like Employment Connection '95 Job Fair which was held at the Santa Clara Convention Center as an exclusive function for our participants.

For the participant - The Employment Connection serves as a drop-in facility

where professional staff assist individuals in preparing for job interviews and make referrals to current job openings. Participants can also utilize the center's equipment to assist them in their job search effort: Job Listings: participants can view current job openings on a computer using the Automated Listings (AL) system or scan the job order bulletin boards (job orders and announcements are updated daily for the use of the employer and participant); Resource Material: The center's library provides information on labor market trends, building self-esteem, completing applications, resume writing, interviewing techniques, and other job search related topics, Video Equipment: to take practice interviews with the goal of improving one's interviewing style and presentation can be accessed at the facility; Video Tapes/Workbooks: to increase knowledge in a variety of job search topics; Telephone Banks: for networking and cold calling techniques; Macintosh/PC Computers: to create resumes, cover letters, thank you letters, and other correspondence; Fax Machines/Typewriters: to send resumes, correspondence, applications.

North Valley Employment Connection Center

In a collaborative effort with the NOVA Private Industry Council, the Social Services Agency will be opening an Employment Connection Center in Sunnyvale, California to serve North County TANF participants in early July, 1997. The collaborative effort will co-locate GAIN case managers, NOVA, Employment Connection, and eventually eligibility staff to concentrate services to job ready participants. NOVA staff has been contracted to facilitate the job search workshop portion of Job Clubs and to provide referral and placement services for both unsubsidized placements and work experience slots. GAIN job counselors will staff the center and facilitate Networking sessions. NOVA's in-kind contributions include use of the NOVA's Career Center and Computer Lab, Internet access and resume services.

The North Valley Employment Connection Center will be located at the same site as the Connect! One Stop Center which includes many partners such as EDD's Intensive Service Program and Pro-Match, NOVA Private Industry Council, and other community organizations.

South County Pilot in Gilroy

The South County Pilot in Gilroy has been developed to enable individuals and families to transition permanently from poverty to self-sufficiency, breaking the

generational cycle of welfare dependency. To accomplish this goal a multi-agency Employment Service Center will be developed, drawing on resources of the whole community. The Employment Services Center will offer:

- Health and social services necessary to the families well-being
- Employment and training referrals
- Employment support services, including job search, interview, resume, and work ethic workshops; onsite child care and referrals; access to a clothes closet, support groups and mentors
- Support for employers willing to hire unemployed participants with little or no experience
- Continued assistance for new employees and their employers
- Financial aid for individuals and families, loans for expenses required to prevent the loss of a job
- Members of an Assessment/Case Management Team (employment, financial services, and social workers) would be available to assist as customers assess their strengths and work toward independence.

Most of these services will be onsite. Information will be provided and referrals will be made for local services, including any organization unable to physically locate a staff person at the Center.

Hillsdale Employment Connection Center

In a collaborative effort with the Metropolitan Adult education Program (MAEP) and Central County Occupational Center (CCOC), the Social Services Agency will be opening an Employment Connection Center at their site on Hillsdale Avenue. The Center will serve central San Jose TANF participants and be available to non-TANF CCOC and MAEP students after hours. The collaborative effort will co-locate GAIN case managers, Eligibility and Employment Connection staff. Co-located staff will share resources, streamline procedures and services in an effort to better serve agency customers.

Current projections expect the Center to be available during the first quarter of 1998.

Refugee Employment Support Center

The Refugee Employment Support Center will provide a variety of innovative

employment retention services for refugees. This Center is one of the new models the Social Services Agency is launching as a part of the Santa Clara Valley Employment Support Initiative. The Refugee Employment Support Center will serve laid off, under-employed and part-time employed refugees by providing a variety of job placement and skills upgrade services. It is planned that a minimum of one hundred and fifty (150) refugees who are receiving or have received AFDC/TANF, Refugee Cash Assistance (RCA), or General Assistance (GA) will be served during a twelve month period beginning July 1, 1997. The federal funds for this service, limit the target population to refugees residing in the USA for less than 60 months. A contractor will be selected by the Board of Supervisors to operate this project.

INNOVATIVE EFFORTS

Finding innovative and cost-effective approaches that successfully enable TANF families to achieve self-sufficiency will be one of the overriding priorities for the ESI. ESI staff will be outreaching to the to the non-profit community as well as to business and other government sectors to design new solutions to some of the persistent personal and systemic barriers to economic self-sufficiency.

Department of Alcohol and Drug Services (DADS)

The Valley Health Hospital Services Department of Alcohol and Drug Services (DADS), as a part of its managed care plan, has initiated a project that will emphasize employment for substance abusers. This project will include the development of a system to link inpatient and out-patient systems to GAIN and JTPA program services. It will also focus on training GAIN, JTPA and education/training providers on how to work more effectively with substance abusers. Planning and implementation should occur this summer.

Valley Health and Hospital System (VHHS)

SSA/VHHS staff have met on May 6th and will meet again on May 23rd: Information necessary to define the extent of the problem (ensuring all potentially Medi-Cal eligible children and adults apply for Medi-Cal) was identified, including potential target areas possible outreach strategies.

SSA/VHHS are exploring various pilot projects to expand access to Medi-Cal and address barriers that result in low utilization of health care programs among vulnerable populations (poor, elderly and disabled).

ESO Annual Single Heads of Household Conference

ESO's Single Heads of Household Conference for 1997 will be held on September 26 at the San Jose Job Corps, 3485 East Hills Drive. It will be an all-day event offering a job fair and a number of workshops on job-finding skills to individuals interested in joining the workforce. Targeted employers at the job fair will be those who have previous experience in hiring entry-level workers within the welfare-to-work framework. Employability Workshops will include such topics as where to find jobs, preparing resumes (clients will walk away from the conference with an up-to-date resume), filling out application forms, interviewing

skills, appropriate workplace attitudes and dress, and current labor market trends. There will also be workshops on Juggling Jobs and Families: child care, parenting, money and time management. A free luncheon catered by the Job Corps Culinary Academy will be provided. There will be free child care for the children of participants. Current sponsors of the event include the following: Economic and Social Opportunities, Inc., San Jose Job Corps, GAIN and the Housing Authority. Additional sponsors are currently being sought.

New Times, New Opportunities Recruitment Fair

As part of the Santa Clara Valley Employment Support Initiative's efforts to reach out to TANF participants, GAIN coordinated with community colleges, community based organizations and adult education programs to organize a full-day recruitment fair on May 15, 1997 at San Jose City College. Notice was sent out to 7,000 TANF recipients. The fair allows service providers to make their services known to TANF participants and to answer questions on training and employment issues, and other community resources available to TANF recipients and low-income families. The fair also allows TANF participants a chance to listen to speakers on the topic of "welfare reform" and what it means to them. The agenda involves ESI informational sessions, student support services/financial aid and EOPs informational sessions. There are free child care and lunch for attendants; informational flyers are available. There is also entertainment, in the form of drama ensemble and music.

EDUCATION AND TRAINING ACTIVITIES

Santa Clara County is fortunate to be home to a vast array of outstanding education and training providers. This network includes excellent private non-profit organizations funded by a variety of federal, state and local sources, outstanding community college, and responsive adult education and regional occupational training centers. All of these institutions have expressed interest, and in numerous instances referenced in the ESI Action Plan, already launched initiatives to increase services to AFDC/TANF participants.

Following are a sampling of some forward thinking innovations directly related to skills training.

Eastside Union High School District/GAIN Expanded Collaboration

Eastside Union High School District's Adult Education (EUHSD) program has historically served large numbers of GAIN participants in need of English language classes. With stand-alone English-As-A Second Language (ESL) not being countable towards TANF work participation rates, GAIN has been working with EUHSD to develop twenty hour per week unpaid work experience opportunities to complement the hours per week of ESL classes (for a total of 40 hours per week).

EUHSD's two labor organizations have agreed to this proposal in concept and will be working with GAIN to develop several hundred work experience slots throughout the district during the next year.

Bus Driver Pre-training

In collaboration with the GAIN program, Santa Clara Valley Transportation Authority (VTA) has developed a project which will provide training to GAIN's predominantly women clients in a non-traditional, well paying field. Upon completion of the six-week module, graduates will gain advanced customer service skills along with bus driving proficiency and a Class B Commercial California Drivers License which qualifies them for a variety of well paying jobs in a growth industry. VTA and GAIN are currently finalizing funding proposals to submit to various sources.

Mixed Language Job Clubs

Santa Clara County's Silicon Valley Private Industry Council and the NOVA

Private Industry Council have historically received a small amount of funding from the California Department of Education to serve AFDC/GAIN participants. These funds, known as State Education and Coordinating Grant (SECG) 8% funds, have come to local JTPA Service Delivery Areas for the past 9 years.

The Silicon Valley Private Industry Council (PIC) allocates approximately \$406,000 8% dollars to four contractors to provide remedial education coupled with vocational training services for 125 GAIN participants. This year, the GAIN program has identified an unmet need and has asked 8% contractors to voluntarily convert their contracts from training into short-term job readiness and placement services targeted for non English/Vietnamese/Spanish speakers. **GAIN is able to provide job readiness and placement services through its Employment Connection Centers for Spanish, Vietnamese and English speaking participants. However, 1,400 AFDC participants who speak 23 other languages are in need of job readiness and placement services.**

With the cooperation of Silicon Valley PIC staff, two contractors have volunteered to re-shift their 8% programs to serve a portion of these participants. These two agencies, Center for Training and Careers (CTC) and Economic and Social Opportunities, Inc. (ESO) will work with PIC staff and with GAIN/Refugee program staff to develop this new service. GAIN/Refugee program staff will share numerous curriculum models with CTC and ESO, including the successful 120 day Vocational English as A Second Language coupled with Employment Services (VESL/ES) curriculum currently used by refugee program contractors (including ESO), and the Employment Connection Center curriculum. The planning and conversion of services will be completed and ready to implement July 1, 1997.

San Jose/Evergreen Community College District

San Jose/Evergreen Community College District developed the "Idea Team" to develop strategies and services in response to welfare reform. The Idea Team is comprised of 3 sub-groups:

Workforce/Welfare to Work Education and Training Group
ESL/Basic Skills Group, and the
Student Support Services Group.

The Idea Team identified the needs of county residents seeking to enter or re-enter the workforce and individuals impacted by welfare to work legislation. Thus the WIN Center was proposed as a result of this process.

The WIN Center would establish a One-Stop-Shop for education and training. It would provide short term, career ladder curriculum leading to employment and career enhancement. Student support services would be available while enrolled, including internships and job placement. This was approved in concept at the District's May Board meeting.

Community College Consortium of Santa Clara County - Curriculum Grant Proposals

The four community college districts in Santa Clara County have worked in a consortium with the GAIN program for the last ten years. In an effort to develop innovative short-term training opportunities that coincide with TANF restrictions, the consortium has submitted the following proposals:

- Funds for Instructional Improvement for \$77,000, to establish a County Wide Support Team
- Santa Clara County Social Services Agency for \$198,000 to establish a County Wide Employment Support Team
- United Way for \$60,000 to foster Collaborative Training Services for Low Income Families
- VATEA Title IIA for \$94,866, to fund Curriculum and Professional Development in allied Health
- Fund for Instructional Improvement for \$131,330 to establish a Community College Health Professions Education Consortium.

Other requests for workforce training proposals have been received and several more are anticipated within the next few months.

Foothill/De Anza Community College District "Orientation to Work" Pilot

Foothill/De Anza Community College District has developed a six-week pilot project that will provide intensive pre-employment services to 50 GAIN parents. The project will include half days of career building and job readiness activities, and half days of work experience. De Anza College's Child Development Center has reserved 25 slots for the children of the first group of participants to begin August 4th.

EMPLOYMENT RETENTION (SUPPORT) SERVICES

Extended Hour Job Retention Hotline

The ESI planning process identified job retention services as one of the key areas that must be addressed as the era of AFDC/TANF time limits begins.

Recognizing this need, the Career Retention and Employment Support Team (CREST) designed a questionnaire that was sent to 500 GAIN participants who had secured employment in 1996. The questionnaire, which was completed by 230 participants, asked general questions regarding needs of employed participants. It also asked whether or not participants would use an extended hour hotline and if so, what services would they be seeking through this hotline. 70% of the respondents said they would use a hotline service. The top three areas respondents were interested in securing information via a hotline were 1) child care information, 2) job search/skills upgrade information, and 3) transportation assistance.

Drawing upon this data, the CREST team reviewed existing hotline services and costs, and determined to test out the concept of an extended hour job retention service. Focusing on the priority area of need - child care assistance - CREST is working with the Community Coordinated Child Care Council (4C's) who operate a child care informational hotline from 8:30 a.m. to 4:30 p.m., five days a week. 4C's has been asked to develop a budget that extends these services from 6:00 a.m. until 8:00 p.m., and includes funds for significant marketing of these extended services. ESI plans to secure corporate funding to initiate this project on a pilot 6 month basis beginning July 1, 1997.

Silicon Valley Council of Nonprofits

The nonprofit sector must be empowered to play a key role in any welfare reform plan. Building community by strengthening the capacity of the sector is the stated mission of the Nonprofit Development Center and of the Community Foundation of Santa Clara County. Working together, these two organizations have jointly facilitated the formation of an association of nonprofits in Santa Clara County, called the "Silicon Valley Council of Nonprofits".

The Nonprofit Development Center (NDC) has agreed to be the lead agency for the project, at least initially. A newly awarded seed grant will enable the Silicon

Valley Council of Nonprofits (SVCNP) to strengthen the sector to participate fully in the county's plans for welfare reform, to involve the community in setting priorities and crafting solutions, to provide a clearing-house of vital information and resources, and, eventually, to build new relationships with the private sector to find long-term solutions.

Support Services Information Bank

A Support Services Information Bank of employment-related and community services will be located (usually in the lobby) at the Employment Centers. It will offer information and referrals for job training and employment; and housing, utility, or child care assistance/subsidies, among others. The Information Bank will be easy for customers to use on their own, and help will also be available for those who need it. The Support Services Information Bank will also be available to the public, including families that already receive public assistance. The services included in the Information Bank are listed in an Attachment.

The Support Services Information Bank will include information on the following community and government services:

- Job listings
- Training and community college programs
- Child care payment programs and providers (Attachment 3 has more information about child care services)
- Career (clothes) closet
- Transportation assistance
- Child support services
- Training and educational grants and loans
- Cash aid, Food Stamp, and Medi-Cal benefits (working families with medical bills and no insurance who may be eligible for Medi-Cal will be encouraged to apply)
- Other government benefits such as Social Security, and state unemployment and disability insurance
- Money management counseling
- Housing assistance
- Mental health services
- Public health services
- Drug and alcohol abuse services
- Domestic abuse services

- Immigrant and citizenship services (Attachment 2 has more information about these services)
- Children and youth services (Attachment 4 has more information about these services)
- Teen parent services
- Services for the elderly and disabled
- Mentors and support groups, including Employment Retention Coaches
- 24-hour Job Retention Hotline.

A pilot version of the Information Bank will be established in the lobby of the Santa Clara County Social Service Agency's Assistance Application Center (AAC). This service will eventually be automated, allowing information and referrals to be provided electronically at the Employment Centers, other government and community agency locations, and on the Internet.

Information and Referral Network

Once the Support Services Information Bank is automated, an electronic information and referral system network will be established to connect participating agencies with each other, and allow residents and caseworkers throughout the valley to tap into the Information Bank data from locations outside the Employment Centers.

Transportation

The Metropolitan Transit Commission (MTC), a regional transportation planning body serving the nine Bay Area counties will be launching a pilot planning process with the Employment Support Initiative: Specifically, Supervisor Jim Beall, who is vice-chairperson of MTC will be convening the key players in Santa Clara County Transit (including Valley Transit Authority and The Santa Clara County Manufacturers Association) in late May to secure their participation in a planning process whose purpose will be to increase welfare recipients ability to access employment. MTC will be submitting a planning proposal request to the Federal Transit Agency with the goal of securing the funding to implement the planning process July 1, 1997.

Emergency Assistance Network (EAN)

For the past several years the United Way has funded a consortium of eight non-

profit organizations who provide one-time only rental payments to families in demonstrable need. This consortium is known as Emergency Assistance Network (EAN) and consists of the following organizations:

1. American Red Cross of Palo Alto
2. American Red Cross of Santa Clara
3. Cupertino Community Services
4. Community Service Agency of Mt. View and Los Altos
5. Sacred Heart Community Services
6. Salvation Army
7. St. Joseph Family Center
8. Sunnyvale Community Services

The EAN will be playing a pivotal role in the development of the Safety Net program. Also, the ESI is hoping to secure additional funding for the EAN so they can co-locate at the Social Services Agency's Application Assistance Center and in Milpitas in order to serve more clients. It is also planned that EAN organizations will develop a protocol with GAIN and JTPA that will result in a procedure that gives unemployed clients who receive rental assistance priority enrollment into GAIN or a JTPA program.

HUD/Housing Authority Projects

The Housing Authority of Santa Clara County has made affordable housing available to low-income seniors, families, and persons with disability through multiple collaborative programs with other community agencies:

The ***Family Self-Sufficiency (FSS) Program*** offers services allowing individuals to set realistic career and personal goals. With guidance from program representatives, clients receive help in achieving self sufficiency and economic independence over a five year period. A savings account is established in the name of the head of household. As the household's earned income increases, and rent is increased as a result, HUD will match that increase dollar-for-dollar. The savings account is awarded to the family upon completion of the FSS program.

The ***Family Unification Program*** is a five year program sponsored by HUD, the Child Welfare League and Vanderbilt University. Low income families with open child welfare cases are referred by the SSA's Department of Family & Children's

Services. Participating families are required to complete a service plan and must cooperate with an assigned SSA Family Resource Center social worker after their child welfare case is closed.

The ***Project Incentive*** program is a collaborative demonstration program involving HUD, SSA-GAIN, Family Resource Center, Community College Consortium, JTPA Programs, and the University of California Extension Program. The goal is to provide encourage completion of educational and vocational plans and nurture strong family role models through employment and educational goal setting.

Moving to Work is a 5-year demonstration project providing case management support for Section-8 Housing residents to obtain 25% labor force participation. Referrals for the project will come from the HUD waiting list, Villa Nueva, WATCH, OTI, DeAnza, GAIN, 4C's, Enlace, SJSU. In addition to individual casework to help clients attain self-sufficiency through job participation, the program will offer support groups, child care, and youth activities.

Foundations...For Employment and Beyond is a new partnership program between the YWCA and HUD targeting 300 clients who will benefit from employment and housing services. Strong retention support will be provided with structured follow-up in-person visit.

The ***Neighborhood Enterprise Opportunities Network (NEON)*** is funded by the Jobs for Low-income Individuals grant to provide training for low income people in Santa Clara County who are interested in having their own house cleaning/janitorial business. The NEON Co-op project received the grant because of its innovative and unique approach to client self employment management, through the formation of a Cooperative. The cooperative will be the support mechanism for all aspects of operation for each individual business. The actual training, with its 3 elements, will provide not only learning, but paid employment within 3 weeks of beginning the program.

CHILD SUPPORT SERVICES

A long-term ESI vision is for one or more Child Support Workers to be available to families at the Employment Centers to help them get the child support to which they are entitled. This worker would:

- Answer questions about paternity determinations and child support.
- Help parents complete paternity affidavits for child support.
- Access current Family Support Division (FSD) records on paternity and court-ordered child support payments, including payment amounts and dates.
(State and federal child support data banks that are being developed now will improve collections.)
- Arrange for immediate enforcement of outstanding child support court orders.

Santa Clara County's District Attorney's Office and Social Services Agency will work together to make this service available at Employment Centers.

Pilots

Effective June 1st, Child Support Staff will make presentations to AFDC/TANF clients at the Social Services Agency's Application Assistance Center.

Beginning July 1, 1997, the courts will mandate parents who are not employed and who are not paying child support to attend an orientation at the JTPA Career Center on Lundy Avenue. All participants will complete a self-appraisal, and then based upon skills, and interest be required to 1) enroll in JTPA funded vocational training program, 2) participate in the GAIN job club offered at the Lundy site, or 3) meet with the Employment Development Department (EDD) representative for an immediate job, also co-located at Lundy.

Anticipated Service Level: 150 per month

Performance Measures: Employed and paying child support

6 Month Pilot Period: July 1997 - December 30, 1997

AUTOMATION

Automation is critical to ESI's success in several areas. An ad hoc technology team is currently looking at ways to make the following projects happen:

- The Support Services Information Bank
- The Information and Referral Network
- Track and report federally mandated time limits and employment quotas.
- Eliminate the paperwork from public assistance application and eligibility determination systems
- Issue cash and Food Stamp payments directly to customer bank accounts by Electronic Benefit Transfer (EBT).

Silicon Valley Private Industry Council (SVPIC)

The Silicon Valley Private Industry Council (SVPIC) has been developing a One-Stop Career Center. A key feature is the development of an electronic linkage system.

A Technology Capacity grant application is being submitted to the California One-Stop Career Center System Task Force for:

- \$100,000, to develop an electronic linkage system between Santa Clara County Employment and Training Team and the County Social Services Agency, and
- Set up an Internet web site linking partners and stakeholders.

The proposed project will facilitate communication among all partners and stakeholders in the project, while providing employment information, education and training services to the one-stop customer in a seamless manner.

NOVA Private Industry Council (PIC) Proposals

NOVA is applying for three technology proposals that will serve to advance the level of automated services in North County. One proposal seeks to develop the technology to network the employment and training stakeholders in North County. Another proposal will enhance the internet capabilities of the Learning Network Consortium (an association of adult education providers throughout Santa Clara County). The third proposal is to develop touch screen/multi-lingual kiosks for job seeking clients.

CITIZENSHIP

As a result of federal legislation, a large number of legal immigrant/non-citizens who are currently receiving public assistance will be ineligible in the future. The County Board of Supervisors authorized the Citizenship Initiative in the fall of 1996. Under the Department of Human Relations, its purpose is to naturalize all eligible legal permanent residents in Santa Clara County so that they may receive all the benefits of citizenship such as the right to vote and a safety net when needed.

The initial focus was to assist all recipients in danger of losing SSI and Food Stamps. This focus will extend to all recipients of public benefits. Free "Citizenship Days" will be scheduled throughout the county in 1997 to help applicants complete the naturalization application. Community organizations such as Catholic Charities, Central Coast, CET and ESO are assisting in the application process.

CHILDREN AND YOUTH SERVICES

In addition to expanding child care funding and availability as part of Retention Services, the ESI Action Plan will increase the availability of services for children and youth in the Santa Clara Valley. This is a preventive measure as well as an investment in the future. Children who are physically and emotionally healthy and well-cared for today are more likely to stay in school and avoid becoming part of the future welfare generation.

The Children and Youth Task Force is finding its way and deciding which projects to tackle. Specific projects have not yet been agreed to by the group. In addition to the projects listed, the following pages list services to be made available for children and youth, including improvements to the child care system.

Single Application for Child Care Subsidies

Description: Eliminate duplication and excess paperwork by developing one application for use by all programs.

Parent Education

Description: ESI/GAIN will work with 4C's and the YWCA's parent education program and other interested parties to develop a parent education program covering child care choices, child development and parenting skills.

After-School Teen Programs

Description: Conduct initial assessment to determine what is currently available in the community, where gaps exist, and which programs are the most successful.

GAIN/Choices for Children Project

Description: ESI staff will work with Choices for Children to identify their AFDC/TANF parents to determine whether or not they are active in GAIN. If not, they will receive priority enrollment into GAIN.

CHILD CARE

A seamless child care system (integrating all services):

- Standardizes eligibility criteria
- Standardizes and simplifies eligibility/intake forms
- Maintains minimum health and safety requirements
- Includes parent/consumer education as an integral, ongoing component in all services to children and families
- Supports transition/retention services
- Provides a continuum of services.

Child care services will be:

- Safe (meet minimum health and safety requirements)
- Dependable
- Geographically accessible
- Affordable
- Accessible to all parents (including teens).

CHILDREN & YOUTH SERVICES

School Age Children

Cities, schools, after-school recreation programs, & community based organizations will be included in the development of services for school age children. Programs will be:

- Safe
- Dependable
- Geographically accessible
- Affordable.

Children Ages 10-18

Positive alternative programs will be developed for youth ages 10-18 which will help them to become productive contributing members of society. These programs will be interesting and relevant to youth and meet the needs of working families. Recognizing that all youth are potentially at-risk for involvement in negative behaviors, available programs will include:

- Health components, including information on sexually transmitted diseases (STDs)
- Employment training opportunities and jobs for youth
- Education, child care, health care and support to teen parents.

Prevention Focus

The focus of youth programs will be prevention. Prevention includes:

- Prenatal care
- Dental care
- Immunizations
- Access to mental and emotional support services
- Programs that provide positive alternatives to youth involvement in negative behaviors.

WELFARE PREVENTION

With time limits, most families are limited to no more than five years of cash aid. Welfare prevention services will help many families survive a short-term crisis and avoid dipping into their five-year "reserve" of TANF (Temporary Assistance to Needy Families) dollars until it becomes absolutely necessary.

Welfare Prevention Loan/Grant

Families that need temporary financial help, but don't want to apply for welfare, can apply for a Welfare Prevention Loan/Grant. Parents who are working now or looking for work may qualify for a short term loan/grant to cover expenses that will help them weather a financial crisis and get or keep a job, such as:

- Car payments, insurance, or repairs
- Work-related uniforms, tools, or equipment
- Professional fees, dues, or license.
- Essential living expenses, including housing payments to prevent homelessness.

Pilot versions of the program will be developed and tested at the Social Service Agency's Assistance Application Center (AAC) in San Jose. Monies for this pilot will be secured from the private sector.

The Welfare Prevention Worker will ensure that families are aware of and connected with any other services they may need or qualify for, including Medi-Cal and Food Stamps, and the services listed in the Support Services Information Bank.

Rules and funding for this program (including whether funds will be issued as loan or a grant) must still be determined.

Decisions to Be Made

- Should payments be offered as a:
 - Grant with no repayment obligation
 - No-interest loan
 - Low-interest loan
- Maximum Amount
- Eligibility Criteria

CASE MANAGEMENT

As Employment Centers and pilots are developed, improvements in case management will also be piloted, including:

- A team approach, bringing employment, income maintenance, and social work staff together to work in teams that communicate closely with one another to serve customers better. This approach will be tested in the South County Pilot at Gilroy.
- Matching customers with the same caseworker throughout a public assistance term. The Income Maintenance Workers in the South County Pilot will also test this proposal.
- Combining employment and income maintenance functions in one position. This requires simplification, as described above. It will be tested at the SSA General Assistance office.
- Increasing the responsibilities of GAIN community liaison staff at schools and colleges to include case management.

Adult Education Coalition/GAIN Expanded Collaboration

The Adult Education Coalition consist of seven School Districts: East Side Union High School District, Metro Education District, Fremont Union High School District, Santa Clara Adult Education, Milpitas Adult Education, Mt. View & Los Altos School District, and Morgan Hill Adult Education. For the past ten years GAIN has been paying for liaison services on 14 school campuses. Typically these part-time site representatives have focused on data and enrollment reporting.

GAIN is currently negotiating the fiscal year 1997-1998 service agreement with the Adult Education Coalition. Beginning July 1, 1997, the Site Representatives will assume greater case management responsibilities to include:

Recruitment, verification of referrals, progress and monitoring participants' attendance/time limits, arrange participant testing, develop employment plans, case conference, and counseling.

Community College Consortium/GAIN Expanded Collaboration

The Community College Consortium consists of the seven community colleges:

De Anza, Evergreen, Foothill, Gavilan, Mission, San Jose City and West Valley colleges. For the past 10 years GAIN has funded college liaisons on each campus. Beginning July 1st, 1997 the community college liaisons will provide these more expanded case management services to GAIN participants.

Recruitment, enrollment, testing and planning of future educational, vocational, and employment goals will be provided. They will monitor the participants' progress/attendance/time limits/problems and provide conferences and counseling. Assistance will be given to participants ready for completion and employment.

SAFETY NET

Beyond the efforts of ESI, community partners led by the United Way of Santa Clara County are joining together to maintain and strengthen the safety net for residents of the Santa Clara Valley. The first action is to increase the capacity of food programs in order to accommodate the monthly needs of the several thousand legal immigrants who will lose their food stamps in August.

SOCIAL SERVICES AGENCY (SSA) RESTRUCTURE

As the Santa Clara County Social Services Agency enter into the critical stage of implementing welfare reform changes, shifting to responsive internal, cultural, and operational improvements will be necessary to successfully move clients from welfare to work. To create an environment that is work-focused with a high expectation for both staff and client's success, all Social Services program managers have been given special assignments intended to address specific issues impacting their department's particular client population. Important elements of the program managers' assignments address the transition required of both staff and clients. Included in their charge is to address how changes in philosophy and service delivery will be communicated to staff; identify appropriate training to develop staff's skills; and implement streamlining and task simplification to accommodate changes allow staff more time to spend assisting participants in job search activities. Further, program managers will create projects to develop linkages with other systems to expand clients' access to employment services.

Public Assistance Eligibility Simplification

To simplify the eligibility determination process and increase the time available for staff and clients to focus on employment-directed activities, the following changes are recommended. (State approval is required before implementation)

- A single simplified application for all aids.
- A simplified financial evaluation (it will not include a determination of parental deprivation).
- Use prospective budgeting to compute the cash grant, and subtract a flat percentage of a family's income from the maximum grant amount.
- Minimize regulations, paperwork, and verification to allow for concentrated focus on employment and related support activities.
- Increase the cash aid resource limit to \$2000, and count only available cash assets. Exempt real property, vehicles, and property needed for employment.
- Eliminate monthly income reports for families with no income, stable income, or earnings and government benefits that are already verified by automation (IEVS).
- Issue cash and Food Stamp benefits by Electronic Benefit Transfer (EBT) into bank accounts.
- Issue Food Stamp benefits to families that receive cash aid without a separate

Food Stamp computation. Use a sliding scale to determine the Food Stamps benefit amount based on the cash grant amount and the number of people in the home. (Requires state and federal approval.)

TANF Participation Special Committee

The Family Resource Centers and the District Offices (with the exception of GAIN, GA, and Valley Medical) have been selected to serve 20% of the caseload who are reporting earned income to ensure that employed individuals are working 20 hours per week. This assignment is an opportunity to achieve the following goals: (1) actively engage SSPMs and staff in contributing towards meeting the county's TANF participation rates; (2) jump starting Agency culture change efforts.

The SSPM special committee will work to develop the parameters of this project, including the number of participants to be served by each participating offices, what method of service will be implemented, how frequently client contact will occur, and how data will be collected.

District Office Lobbies

All managers need to convert waiting rooms/lobbies into an Employment Resource Center. This project will have 2 stages:

- The conversion process, and
- The exploration and possible installation of client operated job search computers (kiosk).

Based on office needs, a budget will be provided to secure necessary materials to create an Employment Resource Center site such as posters, job listing bulletin board, resource guide, brochures, desks, etc.

Site Visits: A special selection committee of managers and workers will visit each to select the Outstanding Employment Resource Center based on the following criteria:

- Demonstrated emphasis on job placement and success
- Innovation and creativity
- Client-friendly atmosphere

- Staff accessibility, and
- Usefulness of available information.

The selected Outstanding Employment Resource Center will be featured and publicized as the county and community wide model for a successful welfare-to-work center.

Full Employment for Refugees Project

In collaboration with the GAIN/Refugee Planning Unit, develop and implement a strategy to move part-time employed refugees to full-time employment. A built-in measure must be developed to assess the project's success.

Mission City Economic Self-Sufficiency Project

Assess whether Food Stamp-Only cases require a different approach compared to AFDC/TANF cases in order to achieve self-sufficiency.

Based on assessment, develop and implement an appropriate strategy and plan for each population to help them achieve economic self-sufficiency.

Communication Plan

The Agency's Communication Plan is proactive and will engage the community by providing more of an information flow than it ever has in the past. This comprehensive plan will establish two way communication and create a participatory communication environment for employees and the public.

Verbal as well as written communication will continue in the following formats:

Written: Newsletters, agency memos, news stories, topic sheets and bulletin boards

Live, Spoken: Forums, symposia, speakers' bureau, live radio and T.V., speaking engagements, presentations to district offices and monthly staff brown-bag lunches with the Director.

Media: T.V., radio, newspaper and Mercury Center (on-line version of Mercury News)

Electronic Media: E-mail, Website, FAX Back (County recorders office), Mercury Center and P.R. Newswire-Services to disseminate news releases to the media.

The Agency will have an individual communication plan for each of its district offices. The manager's Briefing Tool will be issued monthly. This document will consist of several topic areas related to Welfare Reform. The manager's Briefing Tool will be agendaized at monthly All Staff Bureau Meetings.

Collaborative Projects with Mental Health, Drugs and Alcohol, and Court Systems

By July 1, 1997, all program managers in the Department of Family & Children's Services are working on projects to link families involved in child welfare with employment support services. They have been given assignments to address issues such as substance abuse, domestic violence, and teen parents.

Department of Aging and Adult Services Project

By July 1, 1997, the Department will assess the impact of welfare reform and create an action plan to address needs of elderly clients whose immigrant status will disqualify them from continued benefits from SSI, Food Stamps, senior nutrition programs, and In-Home Supportive Services (IHSS).