

WORKPLAN

SANTA CLARA VALLEY EMPLOYMENT SUPPORT INITIATIVE

January 24, 1997

INTRODUCTION

The Santa Clara Valley Employment Support Initiative has developed a Concept Paper which outlines the community's goals and plans for a transition from the current welfare system to an employment support system. The Concept Paper represents the culmination of a substantial effort by over 450 participants. In addition, the Initiative has promoted the growth of inclusive, cooperative relationships among a wide variety of organizations and individuals. While the Employment Support Initiative is off to a good start, our work is really only beginning. It is time for us -- all of us involved or interested in creating an employment support system in Santa Clara Valley -- to move forward into the next phase.

The purpose of this Workplan is to provide a plan for the next phase. It builds upon the Concept Paper and outlines how we will proceed from the conceptual stage toward further planning and implementation.

This Workplan proposes to continue building upon the valuable relationships established thus far. The process for community involvement has been open and largely unstructured, which has been useful in generating ideas and building relationships. The next phase will require more systematic planning. This in turn requires providing additional structure so that we can take better advantage of participation in the planning and implementation phases, and this Workplan includes such a structure.

In addition, there are four areas where the Board of Supervisors and County Executive will play substantial leadership roles. These include coordinating and consulting with the cities and other governmental entities in the County, leading efforts to link the Initiative with economic development and job creation, addressing the impacts on the mission and budget of the County, and in providing overall guidance in legislation and governmental relations.

The topics covered in this Workplan include:

1. Identifying the goals of the Employment Support Initiative.
2. The management structure and community and private sector involvement for the next phase of the Employment Support Initiative.
3. A legislative proposal to authorize the Initiative.
4. The development of a model for and analytic approach for developing an employment support system.
5. A preliminary schedule for the next phase of the project.

GOALS

The goals of the Employment Support Initiative project are:

- To develop a solid, defensible legislative proposal consistent with the Concept Paper.
- To develop a long-term employment support system that is consistent with the Concept Paper, and a plan for implementing that system.
- To implement the first phase of the long-term employment support system by July 1, 1997.
- To continue building partnerships among affected organizations, thereby increasing local capacity for employment support.

MANAGEMENT STRUCTURE

The management structure of the Employment Support Initiative up to this point has included the following five components.

1. The Oversight Committee has provided general guidance and approval of activities and documents.
2. The Breakfast Club has served as a forum for extensive generation, review, and discussion of ideas.
3. A Liaison Team composed of Agency personnel has served as staff to the overall effort.
4. The Work Teams have generated ideas and provided specific suggestions, sometimes in general terms and sometimes in more detail.
5. Community forums have provided opportunities for outreach to the public and all interested parties.

Moving from the conceptual stage through planning and implementation will be a large and complex process. To guide this effort, we propose the following management structure for managing the Employment Support Initiative and community involvement.

Oversight Committee

Purpose: The Oversight Committee will be a policy-making body responsible for:

1. Overall policy making and direction.
2. Legislative advocacy.
3. Ensuring adequate resources for the Employment Support Initiative from participating organizations, including the Social Services Agency and other public, private, and nonprofit organizations.

Membership: The Oversight Committee will consist of Board, Executive, or other designated representatives from various affected organizations and constituencies. A representative from the

Santa Clara County Board of Supervisors and a Social Services Agency Executive will Chair the Committee.

Employment Support Initiative Coordinating Committee

Purpose: The Employment Support Initiative Coordinating Committee will consist of high-level or other designated staff responsible for:

- Developing and/or reviewing the design and implementation plans for the Employment Support Initiative.
- Developing policy recommendations for the Oversight Committee.
- Other tasks as assigned by the Oversight Committee.

Membership: The Committee will consist of high-level staff designated by the members of the Oversight Committee or other organizations with a significant interest in and responsibility for the Employment Support Initiative. The assigned staff should have decision-making authority for their organization. Membership will include:

Business sector representatives
Community representatives
Education sector representatives (K-12, secondary schools, community colleges, adult education)
Non-profit sector representatives
County Executive office representatives
Social Services Agency representatives
County labor union representatives from Local 715, Local 535 Worker Chapter, and Local 535 Supervisory Unit
Other labor union representative
Employment training organization representatives
Client representative
Housing representative
Homeless service
Children and youth organizations representatives
Immigrant representatives
Social Service Advisory Commission representatives
Health and Hospital System representatives
Council of Churches representative
Academic community members
Others as deemed appropriate

Recommendations: The recommendations from this group will, to the extent possible, be based on consensus. When consensus is not possible, all views with significant support will be presented to the Oversight Committee. Thus, votes on policy issues will usually not be taken, although they may be used occasionally to obtain a sense of the group. This reduces the importance of perfect balance in numbers on the Committee. Any interested parties can attend Coordinating Committee meetings as observers, or as participants when recognized by the Chair.

Workgroups

Purpose: As necessary the Oversight or Coordinating Committee will establish Workgroups. Some of these groups will continue from our existing efforts, and others will be needed. The Workgroups will develop specific components of the employment support system or addressing specific issues. Project staff will support each Workgroup with research and analysis.

The existing workgroups proposed for continuation include:

- Employment Retention, to develop options for retention services.
- Workforce Preparation, to continue existing efforts. (Note: We may combine the Employment Retention and Workforce Preparation Workgroups if appropriate.)
- Children and Youth, to focus on child care and other issues affecting this population.
- Client Leadership, to ensure continued input from this crucial perspective.
- Immigrants, to ensure that we develop systems which account for immigrants' unique needs.
- Legislative, to help formulate proposals and strategies.
- Housing, to further pursue the development of a revolving housing trust fund.
- Technology (a new group in formation), to focus on using technology as outlined in the Concept Paper. This will initially focus on electronic referrals and establishing an electronic network of community resources.
- Research and Evaluation, to provide data and analysis as needed by the project.

We expect each workgroup to prepare summaries of their meetings within a week of the meeting so that they can be shared with other participants. Project staff will develop other procedural guidelines for discussion; the guidelines will help promote consistency and coordination among the workgroups.

Membership: Membership on workgroups will remain open to all interested parties.

COMMUNITY INVOLVEMENT

The community has played a significant role in the initial stages of the Employment Support Initiative, and will continue to do so. Recognizing the need for continuous broad-based participation, community involvement will be sustained by:

- Inviting continued participation from those community representatives already involved in the process, particularly those who are key to implementing our agenda.
- Extending community participation to groups and representatives that have not yet been involved. This will include parts of the education community, the South East Asian community, and others identified by the Oversight or Coordinating Committee.
- Maintaining communication with all interested parties through the Pro-Employment Agenda newsletter and Welfare Reform bulletins.
- Exploring the potential for establishing an Internet presence with key documents, such as agendas, meeting summaries, proposals, etc.
- Holding public forums on the Initiative and welfare reform as determined by the Oversight Committee. We propose holding such a forum in March or April to update our progress to date, invite comment on our efforts at that stage, and promote further participation.
- Possibly holding symposia on specific issues (i.e., child care, employment and training, etc.) as our work progresses to ensure that our results reflect as much as possible the input from all interested parties.

PRIVATE SECTOR INVOLVEMENT

The Employment Support Initiative has had valuable but limited input from the private sector. As the Concept Paper recognizes, any employment-focused welfare system requires the involvement of employers. One of the priority needs is to establish practical solutions with the private sector. Where possible, we propose to build on existing public-private efforts, such as the County and cities' economic development programs, connections with the education and training community, and relationships established in the JTPA and GAIN programs. We may need to establish a workgroup focused on this topic, which would include those who have expressed an interest in this topic.

While the Concept Paper expresses hope that the private sector may voluntarily recognize the need for better connections with populations affected by welfare reform, we will emphasize our responsibility to serve the private sector's needs for well-prepared employees, and will ask the private sector to help us determine how to best involve them and meet their needs.

DECISION MAKING

Perhaps the most significant feature of the Employment Support Initiative thus far has been the extensive community involvement. As outlined above, we propose to continue this involvement in substantial ways. In particular, our proposed structure provides broad opportunities for substantive input on the creation of an employment support system. This will occur through workgroups, the Coordinating Committee, the Oversight Committee, symposia on specific issues, public forum, and creating opportunities for review and comment on key documents by those unable to participate actively.

At the same time, we will respect the needs of organizations to make final decisions and commitments regarding their own structure and resources. For example, the Social Services Agency and community organizations have limited authority to make funding decisions independent of approval by their Boards. We recognize the need for organizations to participate freely without implying commitments which they may not be able to meet.

STAFFING

So far, the Social Services Agency has provided the bulk of the staff to support the Employment Support Initiative. This Workplan presumes that the Agency will continue to provide most of the staff and support resources, and invites other organizations to identify staff and resources which they can contribute to the development of the Employment Support Initiative, beyond participation in the Committees and Workgroups outlined above. Also, we welcome requests from organizations and individuals for opportunities to comment on our materials.

The Social Services Agency is committed to providing sufficient resources to support the next phase of the project, including a project manager, analysts, and clerical support. The Agency may also draw on consultants where needed, such as for assistance in supporting the extensive community involvement, program design, or other areas.

In particular, the Manpower Development Research Corporation (MDRC) has offered to provide technical assistance to the project. We are exploring the details of this, and anticipate receiving their expert input on core program design issues.

LEGISLATIVE PROPOSAL

The state Legislature, the Governor, state agencies, and counties will have primary responsibility for setting welfare policy in California. For the Employment Support Initiative to be successful,

we must obtain support for it in Sacramento, either by incorporating its key policies within the state plans or by obtaining authorization to proceed on a pilot basis.

Santa Clara County's Social Services Agency has historically played a significant role in the legislative process in Sacramento. The legislative workgroup and/or Coordinating Committee will be convened to develop the legislative time lines and processes for drafting the full proposal, and will include community participation in creating the proposal. The Board of Supervisors has introduced a "spot bill" which can serve as the place-holder for a more detailed proposal.

Legislative advocacy on behalf of our bill will necessarily include all interested participants in the ESI effort and will be coordinated through the Legislative Workgroup.

SERVICE DELIVERY MODEL AND ANALYTIC APPROACH

In addition to legislative activities, the primary focus of the next phase of the Employment Support Initiative will be developing and implementing an employment support system. We have attached a general outline (Attachment 1) of a service delivery model based on the Concept Paper. We recognize that actual implementation depends on several factors.

First, we need legal authority to create the system. The Governor's welfare reform proposal provides substantial local flexibility; it is not yet clear if this is adequate.

Second, we need to evaluate our ideal model against the reality of budgets, organizational capacities, alternatives with a record of success, and other factors. This will include examining local programs and approaches to determine what works best in the Santa Clara Valley. This effort will be a major part of the Initiative in the coming months, and will include a strong analytic approach to developing a workable system. Attachment 2 presents an initial summary of the issues we will consider in designing a new system as we develop the details.

Third, we plan to implement the Initiative in phases, recognizing that existing systems are simply too large and complex to change quickly, but that we should be able to initiate real progress relatively soon. We will work out the details of implementation as we get further into the next phase.

SCHEDULE

Attachment 3 presents a preliminary and very tentative schedule for Employment Support Initiative activities for the next several months.

ATTACHMENT 1

SERVICE DELIVERY MODEL for the Santa Clara Valley Employment Support Initiative

January 24, 1997

INTRODUCTION

This document presents a generic high-level service delivery model for the Santa Clara Valley Employment Support Initiative (ESI); a flow chart is attached. Exceptions will apply for specialized groups such as teen parents. Changes will also be needed as the requirements for California's CalTAP program are developed. The model will be implemented in phases. Note that there is no presumption of where services will be provided, beyond those discussed in the Concept Paper. We¹ have outlined mostly functions to be performed, not details or the process for performing them.

Also note that this is a high-level first cut at the service delivery model, based largely on the Concept Paper. Our intent is to provide a starting point for discussion and analysis. We propose to further refine and develop the model through the process outlined in the Workplan.

The ESI will deliver the following services to low-income families from Employment Service Centers and other locations:

- Employment and training services
- Employment support and family services
- Employment retention services
- Welfare diversion loans or grants
- Financial assistance.

INITIAL SCREENING & REFERRAL

Families visiting an Employment Service Center will be greeted by a Screener, and asked to complete a short assessment to identify services they are interested in. Screening for families who enter the process through other doors will be performed at their point of origination. The Screener will refer the family to one or more of the following:

¹ "We" refers to the entire ESI effort; not the Social Services Agency.

Electronic Data Bank

A self-referral electronic data bank will provide users with lists of community services, including those listed below. (Assistance using the system will be available.)

- Job listings
- Training and community college programs
- Child care providers
- Career (clothes) closet
- Transportation assistance
- Cash aid, Food Stamp, and Medi-Cal benefits
- Child support services
- Government benefits such as Social Security, and state unemployment and disability insurance
- Money management counseling
- Housing assistance
- Mental health services
- Public health services
- Substance abuse services
- Domestic abuse services
- Immigrant and citizenship services
- Children and youth services
- Teen parent services
- Services for the elderly and disabled
- Mentors and support groups, including Employment Retention Coaches
- 24-hour Job Retention Hotline.

Information and referrals will also be provided electronically at other locations, including government and community agency offices, and via the Internet.

Child Support

A child support worker will assist families in obtaining child support.

Diversion Loan/Grant

A case worker will assist working families that only need a short-term welfare diversion loan or grant to cover an employment-related expense.

Group Orientation

A group orientation will provide families requesting employment or financial assistance with an explanation of the ESI vision, welfare reform time limits, employment and training opportunities,

employment support services, and public assistance benefits.

INITIAL ASSESSMENT & JOB SEARCH

After the group orientation, any family requesting services will meet with a Family Assistance Worker for an employability assessment and public assistance eligibility determination. Employment services will be provided simultaneously with the determination of eligibility for public assistance benefits. Parents who are currently employable (able to work) will immediately begin a job search. The following employment support services will be available to these parents:

- Job listings and referrals
- Job search workshops with interviewing and resume assistance
- A telephone and computer bank
- Employment support groups and mentors
- On-site child care for job search activities
- Child care referrals
- Career (clothes) closet.

In addition, the following services will be available to all families. (Some parents may need special services, such as substance abuse treatment, before they are able to begin job search activities.):

- Child care referrals
- Transportation assistance
- Money management counseling
- Immigrant and citizenship services
- Housing assistance
- Mental health services
- Public health services
- Substance abuse services
- Domestic abuse services
- Children and youth services
- Teen parent services
- Services for the elderly and disabled.

WORK READINESS SCREENING

Employable parents who did not find employment through their initial job search will meet with a Family Assistance Worker for a work readiness screening. (This screening may not be completed by the long-term Family Assistance Worker.) Together, the parent and the Family Assistance Worker will assess the parent's work readiness, establish employment and family self-sufficiency goals, and develop an employment plan which includes the preparation and

services necessary for the family to become self-sufficient. This may include any of the services mentioned before, as well as the following:

- Vocational training
- GED preparation
- ESL and basic literacy training
- Subsidized employment
- On-the-job training (subsidized or not)

CASE MANAGEMENT

A Family Assistance Worker will continue to meet with the family on an as-needed basis to provide support, assess progress, help the family make adjustments to meet employment and self-sufficiency goals, and ensure compliance with program requirements. More intensive services will be provided to those families that need additional assistance to become self-sufficient.

Family Assistance Workers will also monitor public assistance eligibility and benefits for all families. Families that are exempt from employment requirements because an adult is currently unable to work will also meet with the Family Assistance Worker to ensure that they are connected with all necessary services. When these parents become employable, they will be required to conduct the initial job search, and then complete the employment activities described under Work Readiness Screening if they cannot find work.

EMPLOYMENT RETENTION SERVICES

Parents who become employed at any point in the process will still have access to the services described in this model. Families will continue to receive cash aid and Food Stamps until their income exceeds the public assistance limits. Transitional Child Care payments and Transitional Medi-Cal benefits will be available to families for up to two years after the discontinuance of cash aid.

In addition to these services, a 24-hour Job Retention Hotline will connect working parents with job support services to help them continue on the job in the event of a crisis, including:

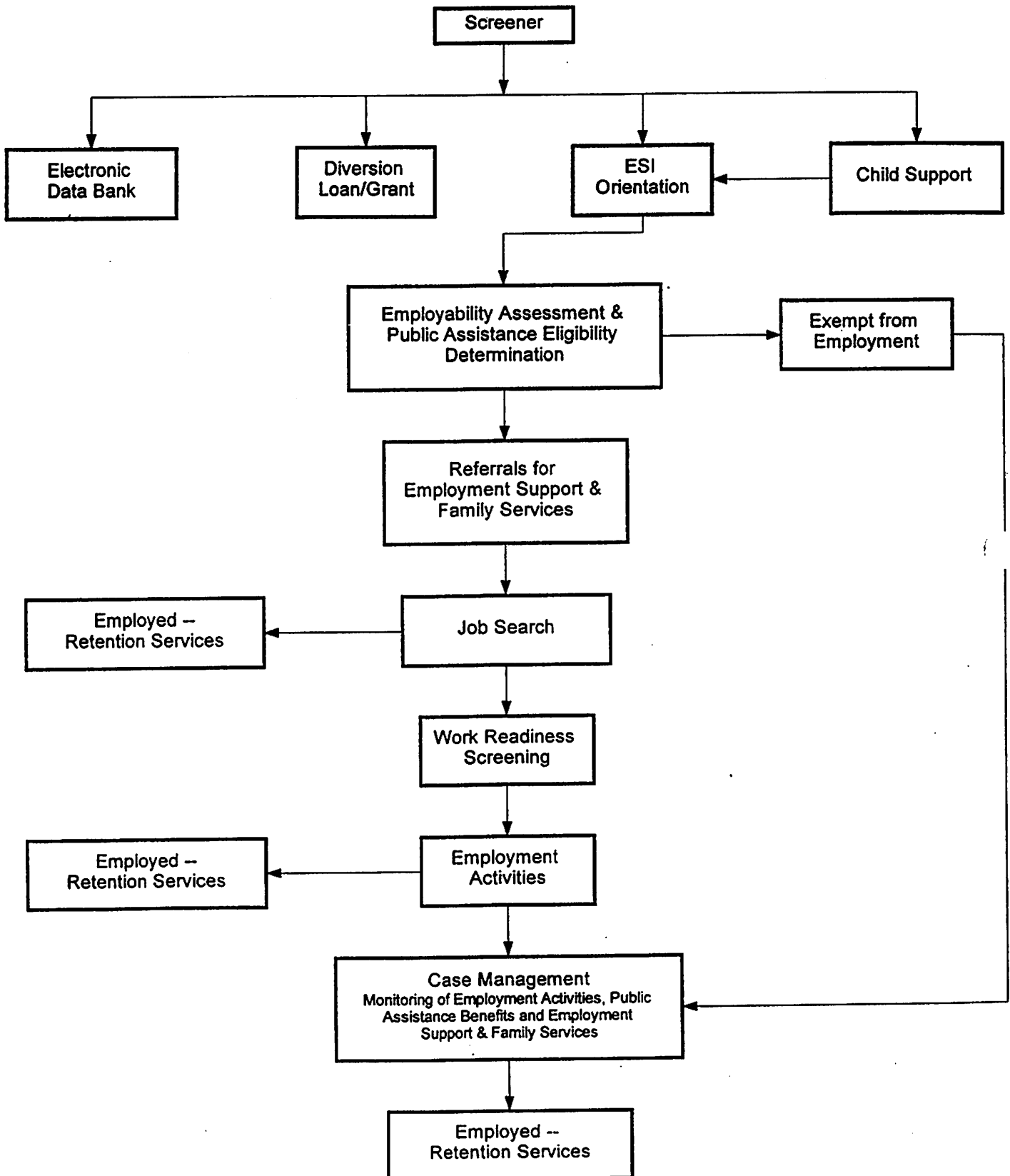
- Sick child care referrals
- Ride sharing information
- Counseling for on-the-job issues
- Continued career counseling and training to upgrade skills.

If a parent does lose a job, all of the services described in this model will be immediately available to help him or her find new employment quickly.

Full-time employment at a low-wage job is not enough to meet the needs of most families. Many will continue to need employment retention services for some time before their earnings increase to a level that enables them to be entirely self-sufficient. Employment retention services will provide vital support to working families, and help them make the transition from poverty to full self-sufficiency.

FLOW CHART

This chart outlines the generic service delivery process for the Santa Clara Valley Employment Support Initiative (ESI)



ATTACHMENT 2

SANTA CLARA VALLEY EMPLOYMENT SUPPORT INITIATIVE (ESI) PROGRAM DESIGN ISSUES

January 24, 1997

Subject	Lead Staff	Work Group (if appropriate)	Issues
Case management	Marcia Bolster	To be determined	Case management models and strategies Transfer of functions, job classifications Co-location of financial and employment services
Co-location of services			Employment and support services, family resources, financial aid SSA & CBOs
Technology	Mary Rudolph	Technology Others?	Electronic referrals Community/web links Tracking (via GAIN system?)
Child Support			Co-location Electronic connections

Employment and training		Workforce Preparation and Others	<p>Employer connections</p> <p>EDD/JTPA connections</p> <p>Job training and education</p> <p>Job and work experience slots (Connect with Economic Development)</p> <p>Capacity for employment-related services: job search, training, GED, job placement and work experience</p> <p>Short-term job acquisition; long-term potential wage increase</p> <p>Specialized programs or categories (why and how) for:</p> <ul style="list-style-type: none"> - Teens? - Absent parents? - Addicts? - Immigrants? - Self employment?
Retention hotline		Retention	See technology; resources, staffing, location
Mentoring/coaching/support groups		Retention	
Child care		Children and Youth	<p>On-site child care centers</p> <p>Increase slots (including off hours, sick child, emergency care)</p> <p>Develop integrated system (need definition of this term)</p>
Children and youth		Children and youth	<p>Youth diversion: work experience, training, stay in school, and Teen parent programs.</p> <p>Are current school programs sufficient</p> <p>Examine overlaps in caseloads</p>
Transportation			<p>Board of Supervisors help with transportation hours and vouchers</p> <p>Investigate donated cars</p>

Housing		Housing	Housing Authority lead Establish trust fund for housing needs including deposits
Immigrants		Immigrant Task Force	Inclusion of services to meet immigrant needs within the overall structure
Economic development			Employer connections
Change management for affected organizations			Communication (who, how, what, when) to affected groups, including clients. Training in new systems, cultural and organizational change
Eligibility simplification			Simplification of public assistance rules and regulations
Diversion loans/grants			Short-term loans/grants to prevent further assistance or a job loss
Community Relations	Gil Villagran	Public Information	Ensure active participation of the community and all groups with an interest in ESI
Client Involvement		Client Leadership	Ensure client involvement in ESI
Funding			Funding sources for ESI programs
Legislation		Legislative	Develop proposed legislation necessary to implement ESI Solicit legislative and public support
Other?			

REPORTING TO ESI:

South County Pilot		South County Welfare Reform Design Team	Develop and implement an Employment Service Center welfare reform pilot in the South County area
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WELFARE REFORM LEGISLATION TIMELINE

Jan. 14	Board authorized "spot bill" legislation
Jan. 24	Last day to submit bill requests to Legislative Counsel
Feb. 28	Last day to introduce bills
Mar. 10	Approximate date of first policy committee hearing
Mar. 20-Mar. 31	Easter recess
April 25	Last day for policy committees to hear and report fiscal bills in house of origin
May 15	Governor issues revision and update of his proposed budget (May Revise)
May 30	Last day for fiscal committees to report bills to floor in house of origin
June 6	Last day for bills to clear house of origin
June 15	Budget bill must be passed
July 18	Last day for policy committees to meet and report bills from other house
July 18-Aug. 17	Summer recess
Aug. 29	Last day for fiscal committees to meet and report bills from other house
Sept. 12	Last day for any bill to be passed by both houses
	Interim Recess begins
Oct. 12	Last day for Governor to sign or veto bills

ID	Task Name	Start	January 1997			February 1997			March 1997				April 1997				May 1997				June				
			1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25	6/1	6/8	6/22
1	Community Outreach	1/14/97																							
2	Community Outreach	1/14/97																							
3	Issue Pro-Employment Agenda Newsletters	2/3/97																							
22	Public Forum	3/31/97																							
23																									
24	Program Planning and Implementation Schedule	1/23/97																							
25	Oversight Committee approves Draft Workplan	1/23/97																							
26	Developing & refining model	1/23/97																							
27	Initial Implementation - Employment Retention Demo. for Refugee	7/1/97																							
28	Phase II Implementation	1/1/98																							
29	Full Implementation	7/1/98																							

Project: Preliminary Schedule
Date: 1/28/97

Task

Progress

Milestone

Summary



Rolled Up Task

Rolled Up Milestone



Rolled Up Progress