

**EL DORADO COUNTY BOARD OF SUPERVISORS
AGENDA ITEM TRANSMITTAL**

**Meeting of
December 5, 2006**

AGENDA TITLE: El Dorado County CalWORKs Plan Addendum

DEPARTMENT: Human Services (CS)

DEPT SIGNOFF:

CAO USE ONLY: 11/22

CONTACT: John Litwinovich

John Litwinovich

C. Laura Schwartz

DATE: 11/17/2006 **PHONE:** 6163

DEPARTMENT SUMMARY AND REQUESTED BOARD ACTION:

Human Services – Social Services Division recommends that the Board receive, review and file an Addendum to the El Dorado County CalWORKs Plan for submission to the California Department of Social Services (CDSS) and authorize the Director of Human Services to sign confirming that the Board has been briefed on this matter.

CAO RECOMMENDATIONS: *Recommend approval. Laura S. Hill 11/27/06*

Financial impact? () Yes (X) No

Funding Source: (X) Gen Fund (X) Other

BUDGET SUMMARY:

Other: Federal, State, County

Total Est. Cost _____ \$0.00

CAO Office Use Only:

Funding

4/5's Vote Required () Yes (X) No

Budgeted _____

Change in Policy () Yes (X) No

New Funding _____ \$0.00

New Personnel () Yes (X) No

Savings* _____

CONCURRENCES:

Other _____

Risk Management _____

Total Funding _____

County Counsel _____

Change in Net County Cost _____ \$0.00

Other _____

***Explain**

BOARD ACTIONS:

Vote: Unanimous _____ Or

Ayes:

Noes:

Abstentions:

Absent:

I hereby certify that this is a true and correct copy of an action taken and entered into the minutes of the Board of Supervisors

Date: _____

Attest: Cindy Keck, Board of Supervisors Clerk

By: _____

COUNTY NAME:

EL DORADO

CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services:

Prepared By:

Debbie Stack, Program Manager

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I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.

**County Welfare Director's
Signature**

Printed Name

Briefing Date

This plan addendum is submitted pursuant to Welfare and Institutions Code Section 10534.

1) County Goals

After reviewing the county's existing CalWORKs County Plan, please provide a general description of how the county will meet the goals defined in Welfare and Institutions (W&I) Code Section 10540, while taking into consideration the work participation requirements of the federal Deficit Reduction Act of 2005.

The goals of W&I Code Section 10540 are the following:

- 1) Reduce child poverty in the State;
- 2) Reduce dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families;
- 3) Meet the requirements of federal law while avoiding unanticipated outcomes that negatively affect child well-being, the demand for county general assistance, or the number of families affected by domestic violence.

A. General description of how the county will meet the goals of W&I Code 10540

El Dorado County will meet the goals of W&I Code 10540 and reduce the number of families dependent on public assistance through a multi-layered approach targeting individualized client services while engaging the community at large. This approach will result in leading families to self-sufficiency. To accomplish these goals, the following goals are planned:

- El Dorado County redesigned its Eligibility Intake process to support early engagement by combining Welfare-to-Work (WTW) and eligibility determinations. At a minimum, we believe that we will provide employment and resource information to all applicants; and, for those who are CalWORKs eligible and mandatory WTW participants, we will immediately engage newly granted clients into the WTW program.
- We will focus on early assessment of barriers rather than automatic client placement in Job Readiness Activities. This includes assessment of supportive services needs, such as assuring that child care services are in place prior to a WTW activity start date. Addressing the clients supportive services needs early in the process allows quicker program engagement.
- We will further develop supportive services such as: Alcohol and Other Drug (AOD); Mental Health (MH); Domestic Abuse (DA); and Learning Disability (LD) to those who are determined to have a low cognitive ability; and assistance with legal problems such as expunging of records.
- We will develop an "Earn and Learn" strategy combining educational and employment activities targeted to the individual. This includes targeted Job Development focusing on jobs more likely to provide higher earnings, employment growth and advancement opportunities. Activities also include development of subsidized employment opportunities development, as well as combined work experience and life skills training programs.
- We will foster and enhance partnerships with local employers and local service providers, to provide greater employment and training opportunities for WTW clients. Enhanced relationships will result in an ability to develop job locations for job shadowing, identify job mentors and develop a culture of employment engaging the WTW clients.

- We will target specific caseloads with appropriate services, e.g. WTW sanctioned cases, to re-engage these clients.
- We will develop program tracking protocols to ensure that are goals are being met. We will use the measures developed for Pay for Performance (P4P) and we will develop performance standards for the CalWORKs Manager, Supervisor and Case Manager. To support on-going successful client engagement and meeting program goals, on-going staff training and development are important.

2) Participation Improvement

Please describe what immediate and long-range actions the county will take to improve the federal work participation rate (WPR) among CalWORKs applicants and recipients. At a minimum, describe how the county will address increased participation in the areas listed below. When responding, provide a detailed description of the policy or strategy in each program area, the anticipated outcome that will result in program improvements, the percentage of families affected, and how success will be determined. Please note that if a county is already using a particular strategy that is successful, a description of that strategy is sufficient.

B. Providing up-front engagement activities

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a new policy to engage recipients in orientation and appraisal within one week of application.

During the past six months, El Dorado County has been developing policies and strategies that will result in: a) engaging our WTW clients more quickly; and b) maintaining WTW participation at required levels. The approaches developed include the following:

- 1) In approximately February 2007, El Dorado County will begin a new strategy that will involve coordinating the CalWORKs Intake and WTW Appraisal at the same appointment. We will partner CalWORKs eligibility workers and WTW case managers. This will allow us to provide information that is more consistent to the client and deliver the employment message from the beginning. Although the client is not a mandatory WTW participant until CalWORKs is granted, we believe the up-front team approach is beneficial on a number of levels. It may identify barriers quickly so the client may be connected to appropriate services in the WTW plan from the beginning, and, even if the applicant is not granted CalWORKs, the resources provided at that time may prevent the applicant from requesting CalWORKs in the future.
- 2) An Improved Upfront Engagement Strategy was designed within the past year. WTW staff search the WTW system daily for CalWORKs newly granted cases. Clients are immediately contacted by telephone to schedule an Appraisal appointment at the earliest possible time. Whenever possible, the Appraisal appointment is coordinated with the client's receipt of their Electronic Benefit Transfer (EBT) card. If/when the client cannot be contacted by telephone, an appointment letter is immediately mailed, scheduling an Appraisal appointment with 10 days. This strategy has increased

the Appraisal attendance rate from approximately 30% to 70%. This approach will be refined further to fit in with the strategy listed in 1) above.

3) WTW staff will complete a Minimum Basic Assessment (MBA) beginning with the combined Intake and WTW process described in 1) above, to better identify barriers to employment, possible WTW exemptions, and supportive services needs. Immediate placement into the most appropriate and most motivating activity for the client will result from this MBA.

4) During the past year, we developed an Open Entry/Open Exit Job Readiness Program that is located at our local OneStop. The lag time between completion of the WTW Appraisal and start of Job Readiness has been eliminated through this program, and WTW clients can start at any time.

5) We have determined that a full range of activities is needed from the beginning in order to better target the program. Developing an up-front program is planned that will include Guided Career Exploration, Life Skills, Individualized Job Development, Job Search preparation, and Expanded Job Search workshops.

6) Transportation in El Dorado County has been a persistent problem, impacting our work participation rate (WPR). We will review our policies to determine where we, as a county, may improve our approach to serving our WTW client population. We currently pay for car repairs for the WTW clients. We are considering assistance such as developing a re-location plan with our Public Housing Authority (PHA), for clients living in remote locations that do have access to public transportation, or by expanding our Family Loan Program that will loan money to our WTW clients in order to purchase a car.

7) We will revise our Assessment policy, breaking it into two phases. Phase I will be completed during the initial WTW Orientation and Appraisal and is the MBA. Phase II involves a more in-depth Assessment. Phase II includes specialized evaluations to identify clients functioning at a low cognitive level, and enhances our service to our population who may be experiencing Learning Disabilities, as well as other areas.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how recipients are expected to have welfare-to-work (WTW) plans developed sooner and includes how much sooner, what percentage of the county's WTW caseload will be impacted, etc.

We will be able to introduce the WTW message to the client in a positive manner from the beginning by integrating the eligibility Intake and WTW processes. We will determine needed resources such as AOD, DA, etc., and supportive services, e.g. child care, at an earlier time. This will help to prepare the client to enter WTW more quickly. Engagement of the client in the path toward self-sufficiency is more likely when the client is better prepared from the onset. In instances when the client is not eligible for cash assistances, this involvement will provide them with needed information that may help them stay off assistance, yet receive the resources needed for their family.

Completing an Appraisal and MBA at the beginning creates better flexibility, allowing WTW case managers to assign clients to a full range of appropriate activities, for those clients who are granted cash assistance. WTW clients are not required to wait to begin participating by creating the Open Entry/Open Exit Work Experience and Job Readiness programs. Our goal is to efficiently use a mixture of countable WTW activities that genuinely engage our clients. A review of California Department of Social Services (CDSS) All County Letter (ACL) No. 06-46, page 5, validates this approach as an effective program design strategy.

Revising our Assessment policy allows our county to expand the program options from the onset. We will design programs with our clients that are more relevant, appropriate and motivating. The client is more likely to participate and achieve success when they are committed and prepared. This will have a positive impact on our WPR.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which the earlier engagement policy will increase the county's federal WPR and State participation levels, the percentage by which a reduction in sanctions will increase the county's federal WPR and its State participation levels, etc., by year, over three years (beginning with this year). The county also describes how early engagement will result in better identification of barriers to employment, better identification of exemptions, etc. (including percentages as appropriate). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

The impact will be described in Section H.

C. Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: The county describes a new policy to work with recipients up front to identify community service areas in which they have specific personal interest (such as volunteering at a local nonprofit) that could be utilized to increase participation in federally allowable activities when recipients are in between activities or need additional hours to meet the 32-/35-hour weekly participation requirement.

New up-front strategies were described above. The following is a general description of other Post-Assessment strategies that will result in an improved WPR. Based upon information obtained from the *Centers on Budget and Policy Priorities and Law and Social Policy, May of 2006* which recommends that programs work to insure that key supports are in place prior to the client needing to adjust to a new job, we will experiment with strategies that accomplish those goals. Other approaches will involve working closely with our local labor market employers that will result in jobs or Community Service sites.

1) Work Experience that prepares clients to obtain employment (Open Entry/Open Exit four-week class).

The focus is to develop a training plan that will prepare clients for employment/training. Upon completion of the component, clients may enter Job Readiness, Subsidized Employment, or Combination Employment and Training, whichever is appropriate to the client. The following are key elements to the class:

- Career-focused Assessment processes to identify areas of interest and training needs, and to further identify supportive services and/or other needed resources to help foster program success;
- Job Shadowing;
- Employment Mentoring;

- Life Skills that include topics such as money management, balancing family needs and employment, parenting, nutrition, time management, work place norms, and communication skills; and;
- Targeted Job Development, if appropriate.

2) Job Readiness (Open Entry/Open Exit).

- Job Developers work with clients on résumé writing, interviewing skills, and other job readiness skills

3) Subsidized Employment.

Develop relationships with Community Colleges, Workforce Investment Act (WIA) programs, and other programs that will result in expanding opportunities for subsidized employment.

- Work Study
- WIA Funded Work Experience
- WIA Funded On-the-Job Training (OJT)

4) Targeted Job Development.

Key WTW staff will be identified to work with local employers to target jobs that offer higher earnings and greater opportunities for advancement on an individualized basis for our WTW clients. Targeted Job Development will be available to WTW clients at any time within their WTW program participation requirement timeframes.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how the policy benefits recipients and specifies the percent of WTW enrollees who are not participating in activities and the percent who are not fully participating that will become fully engaged in activities that meet federal and State participation requirements (separated by meeting federal and State requirements).

The changes described in this section allow our county to assign clients to a more motivating and appropriate activities mixture. Designing a Work Experience program combining a work-oriented, employer located/classroom combination accomplishes a number of program goals resulting in greater participant engagement. We will be able to accomplish the following:

- Better prepare our clients for work by teaching them how to function in the work place as well as teaching them how to successfully manage their households;
- Individualize an activities mixture that are a better match for the client; and
- By working more closely with the private sector, we will generate greater opportunities for our clients through targeted Job Development as well as generating greater employer awareness about the WTW Program.

Our average WPR for the previous 6 months is 32.70%. We will improve our WPR to a minimum of 50% for All Families and 90% for Two-Parent Families.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percent by which the county's federal WPR and State participation level will be increased by full engagement of partially participating recipients and non-participating recipients. The county describes the percent increase for each group of recipients, separately, by year, over three years (beginning with this year). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

D. Providing activities to encourage participation and to prevent families from going into sanction status

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a new strategy that after an instance of noncompliance, individuals will meet with a worker who specializes in identifying and resolving barriers to nonparticipation (substance abuse, child care problems, etc.) and will work with individuals to develop strategies to maintain participation.

As stated in prior sections, El Dorado County will focus on communicating the benefits of the WTW Program, the early identification of barriers to participation, and the development of strategies to incrementally address and remedy those barriers. Our goal is to prevent a client from entering into the non-compliance process through the following approaches

1. Marketing the benefits of engaging in the WTW Program to clients from their application date forward. This will be accomplished through a variety of methods, including:
 - Delivering program information as part of the up-front eligibility process;
 - Discussing income disregards and the increase in net income available to employed households;
 - Providing information regarding the benefits of the Work Opportunity and Tax Credit program; and
 - Emphasizing the link between education and earning potential.
2. A refined up-front Eligibility/WTW Orientation and Assessment process allows us to start the process of identifying and addressing barriers from transportation to AOD issues. We will have a head start on potential WTW exemption issues and other life situations that may impact the client's ability to participate. Addressing these issues early allows us to prevent them from becoming a non-participation reason.
3. Refining and enhancing our Job Readiness activities in recognition that the "one size fits all" approach is not the most effective way to promote participation allows us to respond to the unique needs of our clients.

4. Our strategy is to provide regular, on-going training to staff, improving their ability to understand and communicate with their clients. This improves and increases their ability to assist clients with avoiding or remedying sanctions. The training focuses on staff's ability to identify barriers, build upon client skills and interests, develop effective WTW Plans, and ensure that clients are assigned to activities that eliminates participation gaps, e.g. spring breaks for education-related activities.

5. A case manager will work exclusively with sanctioned clients who enter the non-compliance resolving process, to assist in resolving the non-participation barriers.

6) The Department of Human Services (DHS) is currently refining contracts with the MH Department, the Public Health (PH) Department and the local Women's Center, so that AOD, counseling and DA services are readily available to the client. Currently, DHS has an AOD specialist on-site. On-site access to this specialist has proven to be a valuable service for case managers and clients.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how recipients will benefit from the new policy and identifies the percentage by which the county's sanction rate will be reduced.

Recipients will benefit from these program changes since case managers will respond to clients in an individualized manner, unique to each client. The case manager will provide more timely services, by assigning clients to relevant programs or getting clients involved in key services. Elimination of the "one-size fits all" approach allows case managers to have a better opportunity to keep the client engaged through a program or service that takes the client's needs and situations seriously. While the ability to respond quickly to a client's needs seems simple, it is our experience that it is a key element to success.

Currently, 27% of our All Families clients are in WTW sanction or non-compliance. We believe this percentage can be reduced by working to prevent non-compliance from occurring on one-hand, and having a case manager work exclusively with those entering the non-compliance process.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percent by which sanction prevention will increase the county's federal WPR and State participation levels, by year, over three years (beginning with this year). The county also describes how it will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

E. Reengaging noncompliant or sanctioned individuals

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a home visiting program that focuses on re-engaging sanctioned recipients in WTW and removing barriers to participation.

In addition to the strategies described in Section D above, we will utilize the following:

1) Linkages meetings are currently available once per week and assist with staffing difficult cases, and coordinating services to our clients. Participants include Eligibility Workers (EWs), DOA counselors, MH counselors, representatives from Child Protective Services (CPS), representatives from the Special Investigations Unit (SIU), Employment and Training (E&T) Workers, Social Workers (SWs) Public Housing Authority (PHA) staff, etc. Linkages provides a forum to discuss and strategize regarding action plans to engage or re-engage clients in WTW activities.

2) The Vocational Services Unit (VSU) provides services designed to intervene with clients moving toward WTW sanction status. The VSU will also provide expanded services to re-engage those clients already sanctioned, in WTW activities. SW staff shall provide intensive services, including:

- Various levels of Assessment (including LD evaluation);
- Increased use of home visits;
- On-site rehabilitation and substance abuse counseling; and
- Referral to other services necessary to identify and resolve barriers to participation.

3) As a strategy to reduce the client no-show or low-show rates to assigned WTW activities, El Dorado County will ensure that necessary supportive services and "back up plans" are in place, i.e. alternative plans when primary means of child care or transportation are not available, prior to the expectation of participation in the WTW activity. An effective collaboration with the local Resource and Referral agency is in place to assist parents to obtain Choices for Children child care.

In addition to assisting with child care, transportation and ancillary expenses, contracts are available with private therapists for counseling. We coordinate with the local Women's Center for DA intervention and we also have contracts in place for MH and DOA services.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes the percentage by which its sanction rate will be reduced, the percentage of sanctioned individuals that may be identified as meeting a WTW exemption, etc. The county also describes how identification of barriers and the provision of services will assist the family in meeting WTW requirements and achieving self-sufficiency.

Our goal is to reduce our sanctioned/non-compliance rate. We anticipate that designation of a case manager and targeted resource to this population will accomplish the following:

- Identify the percentage requiring AOD, DA and/or other services. With this group, we strive to connect them to, and participate in, the appropriate service. A percentage of this group may be referred to our SSI advocate.
- Identify the percentage of clients that do not understand why they are in sanction and what is required to prevent or end the sanction. With this group, we work to ensure that they thoroughly understand what they are required to do in WTW, and re-connect with their WTW case manager.
- Identify the number of clients requiring in-depth testing to determine their IQ level, to design WTW Plans that are more successful with the clients.

- Recognize that a small group exists that refuse to participate. We will continue to contact this small group regularly, attempting to encourage WTW participation by marketing the benefits of program compliance.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which a reduction in its sanction rate will increase the county's federal WPR and its State work participation levels, by year, over three years (beginning with this year), and how the county will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

F. Other activities designed to increase the county's federal WPR?

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy):

El Dorado County is making a number of changes on many levels, to improve client services and the WPR. The changes are:

- Revising our general strategy from a "Work First" to an "Earn and Learn" approach;
- Changing our staffing approach to serving our WTW clients;
- Revising our program flow to enhance the client engagement process; and
- Expanding services available to our clients by use of existing community resources and by development of new resources for our WTW clients.

Former Recipients in Post-Retention Plans

In order to encourage post-retention individuals to retain employment, the county will provide up to 12 months of post-retention services to employed former recipients who are no longer receiving CalWORKs cash assistance. The county may incrementally decrease their transportation reimbursement based on their length of time on the job and their increase in earning, thereby promoting self-sufficiency.

STAFFING

- 1) We have integrated all CalWORKs programs under one manager, allowing the following to occur.
 - Pilot the integration of Intake and Appraisal appointments. The purpose of this pilot is to determine what is best for the client. Creating a flexible system will allow us to accommodate a variety of approaches.
 - Integrated CalWORKs Intake and WTW Appraisal appointments provides a better opportunity to ensure that WTW information is delivered from the moment the client applies for cash assistance.

- Co-located EWs and WTW case managers provides better communication regarding integrated services.
 - Specialize key staff, in order to work with targeted groups, e.g. a case manager to work with the non-compliant/sanctioned population and an SSI advocate to work with the long-term exempt group.
- 2) Upgraded job descriptions and hired new positions, e.g. a) an SSI Advocate, to work with and move our clients to more appropriate funding streams, and b) Eligibility Intake staff reclassified as E&T Worker I's.
 - 3) We are providing more training and providing more information to WTW and eligibility staff.
 - On-going training is provided regarding Effective Techniques for Communicating With Clients.
 - Staff awareness is raised about the importance of the WPR. This is accomplished by: continually discussing the WPR; providing in-depth information to staff; appraising staff of our current WPR statistics; and advising staff of our progress toward meeting our in-house WPR goals.

PROGRAM

Improving strategies to engage and re-engage participants:

- Development of a two-phase Assessment process will allow greater flexibility regarding assignment of clients to a broader range of WTW activities. Phase I completion will occur at the point of Orientation/Appraisal.
- Develop a new up-front approach incorporating a Work Experience curriculum integrating on-site employment experience with employment information prior to entering a focused Job Readiness program. This may include job shadowing, career information and informational interviews with employers.
- Expanding Job Services to clients, to include Job Development.

Community Resources:

- Participate in local job fairs, business expos and other community venues to better develop our relationship with local employers;
- Collaborate with local attorneys willing to assist participants with low-level legal issues;
- Expand Work Study opportunities; and
- Develop Supervised Study opportunities at the Community College and ROP programs.

What are the anticipated effects and percentage of families affected monthly?

We anticipate that the implemented changes will result in meeting the WPRs of 50% and 90%. We also anticipate that the changes described herein will have a long-term, positive impact on families, resulting in their self-sufficiency.

How will success be determined (quantitative or qualitative assessment of effects)?

See Section H.

G. Please provide a description of how the county will collaborate with local agencies, including, but not limited to, local workforce investment boards, community colleges, universities, adult schools and regional occupational centers/programs that provide activities that meet federal work participation requirements and provide participants with skills that will help them achieve long-term self-sufficiency. For each individual agency, responses should include elements such as how information is shared or will be shared, ongoing or planned contracts, ongoing meetings established, etc.

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: The county describes how it will collaborate with local community colleges to expand the availability of short-term vocational educational programs and increase the number of work study placements for recipients.

The following is a list of the various agencies with whom we currently collaborate:

OneStop partners meetings (Employment Development Department [EDD], WIA and DHS)

- Weekly meetings with WIA, EDD and the WTW manager

OneStop all-staff meetings

- Twice monthly meeting of all OneStop co-located staff (EDD, WIA and DHS)

The meetings provide an opportunity for staff to share information regarding jobs, resources and other information that will help provide services to clients and other OneStop users. The meetings also allows staff to generate ideas regarding improved ways to manage OneStop and to better serve clients.

Local Community Colleges

Los Rios

- CalWORKs coordinator attends quarterly meeting at WTW staff meetings
- WTW manager on CalWORKs and Extended Opportunity Programs and Services (EOPS) Advisory Board
- Collaborated to expedite purchase of textbooks

In the future, the goal is to develop more work study sites, and on-site supervised study opportunities.

Lake Tahoe Community College

- Quarterly meeting with WTW staff and financial aid office
- Ongoing communication regarding mutual clients
- WTW supervisor on CalWORKs and EOPS Board

El Dorado County Departments

- Quarterly meetings with Mental Health
- We collaborate with and/or contract for services from the Rehabilitation Coordinator and service providers (MH, Public Health [PH], Women's Center, Sierra Recovery, Progress House, Tahoe Youth and Family Services, New Morning, Family Connections, Divide Wellness, Community Health Clinic), Child Protective Services [CPS], Sheriff Department [expedited LiveScan/clearance process for employment and other work placement]), and private therapists.

Family Connections, Divide Wellness, Community Health Clinic, CPS, Sheriff Department (expedited LiveScan/clearance process for employment and other work placement)

Social Security Administration (SSA)

- Twice annual meetings with SSA representative and WTW manager
- Monthly exchange of information

These meetings help to maintain a smooth flow of information between the agencies regarding WTW clients applying for SSI.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how recipients will benefit through increased availability of vocational education and work study programs in terms of obtaining skills needed to obtain employment that will lead to self-sufficiency, increasing recipients' income while on aid, increasing the percentage of recipients participating in federally allowable activities, etc.

Through El Dorado Counties collaboration with local community organizations, participants will benefit through increased availability of Vocational Education and Work Study programs, employment opportunities that will lead to self sufficiency, increasing recipients' income while on aid, and increasing the percentage of recipients participating in federally allowable activities.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which the county's federal WPR and its State participation levels will increase by year over three years (beginning with this year). The county also describes the amount by which a recipient's annual earnings are expected to increase, the number of families that will leave aid due to employment annually, etc. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

3) Plan to measure quarterly progress

Please describe how the county will measure the extent to which cumulative policies or strategies in the Plan addendum are successful, and how the county will measure progress on a quarterly basis (for example, participation rate of a specific population, sanction rate, orientation show rate, etc.). In addition, include the projected cumulative impact the county's policies or strategies will likely have on the county's federal work participation rate for each year of the next three years (for example, current rate of X will be increased to Y).

H. Plan to measure quarterly progress

Measures of quarterly progress:

El Dorado county intends to use a variety of established data sources and performance measures, as well as "In-house" data tracking to determine program success and to ensure the our WPR goals are attained.

SOURCES OF MEASUREMENT

Established Data Sources

- WTW 25 and WTW 25A (Detail Reports)
- WTW 30
- Formulas established for Pay for Performance (P4P), as described in CDSS ACL No. 06-42
- WTW system reports, to monitor and evaluate WTW case manager caseloads, e.g. Case Management Journals and Universal Engagement Reports.

In-House Tracking/Data Processes

- Appraisal/Assessment Tracking Report
- Universal Engagement Tracking Report
- Job Readiness and Assessment Attendance Reports
- Income Eligibility Verification System (IEVS) Report
- Non-Compliance Sanction Reason and Outcome Tracking Report. This is a new report that tracks the following: 1) why clients enter non-compliance/sanction, from information obtained via the NA 840; and 2) information obtained by our case manager focused on attempting to re-engage sanctioned clients, i.e. identified barriers, e.g. AOD, MG, etc. We track the number of clients becoming re-engaged into WTW and receiving resources.

Although El Dorado County is considered a medium-size county, we are still small enough that establishing tracking processes for each strategy outlined in this Addendum is not cost effective. Our target goals are:

- WPR for All Families, 50%

We will use the information obtained from the WTW 30 Report to determine if we attain this goal.

- WPR for Two-Parent Families, 90%

We will use the information obtained from the WTW 30 Report to determine if we attain this goal.

- Appraisal Attendance Rate of 65% - 70%

We will use our Appraisal/Attendance Tracking Report to determine if we attain this goal.

- Complete a MBA with 90 days of Temporary Assistance for Needy Families (TANF)/CalWORKs approval/granting

We will use our Appraisal/Assessment Tracking Report and the WTW system Universal Engagement Report to determine if we attain this goal.

- We will try to better prepare our clients prior to engaging them in their next WTW activity through attendance at the new Work Experience/Life Skills program. This will prevent non-compliance for non-participation in Job Search, or for failure to provide verifications of WTW activities. This will increase our WPR.

We will use the WTW Report, the Non-Compliance Sanction Reason and Outcome Report and the WTW 25, 25A to track progress.

4) Funding

Describe how the county has spent and plans to utilize single allocation and other funding for the county's CalWORKs program. This section will help explain to county and State stakeholders how increased funding will be used.

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Budgeted Amount	Description of how additional funding provided in Fiscal Year 2006-07 will be used
CalWORKs Eligibility Administration	\$1,235,342	\$1,161,940	Our FY 2006-07 allocation is less than the 2005-06 allocation
WTW Employment Services	\$2,457,430	\$2,735,564	Offset decreases in other areas of the single allocation
CalWORKs Child Care	\$441,311	\$430,171	Our FY 2006-07 allocation is less than the 2005-06 allocation
Cal-Learn	\$105,680	\$49,455	Our FY 2006-07 allocation is less than the 2005-06 allocation
CalWORKs Funded Mental Health Services	\$19,157	\$75,743	Contracting MH services

CaWORKs Funded Substance Abuse Services	\$257,974	\$172,130	Contracting AOD services
Other			
Other			

CALWORKS PLAN

EL DORADO COUNTY

PREPARED BY:

**EL DORADO COUNTY
DEPARTMENT OF SOCIAL SERVICES**

**This plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code
required by the Welfare to Work Act of 1997, AB 1542.
January 10, 1998 and Updated September 19, 2000.**

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EXECUTIVE SUMMARY

On August 22, 1996, President Clinton signed Welfare Reform (the Personal Responsibility and Work Opportunity Reconciliation Act) into federal law. This new act introduced Temporary Assistance to Needy Families (TANF) with time-limited benefits and expanded work requirements.

On August 11, 1997, Governor Wilson signed AB 1542. Known as California Work Opportunity and Responsibility to Kids (CalWORKs) AB 1542 implements Welfare Reform in California and replaces both the Aid to Families with Dependent Children (AFDC) and the Greater Avenues for Independence (GAIN) programs.

CalWORKs STATUTORY GOALS

The major program goals and objectives of CalWORKs are: reducing child poverty; reducing dependence of needy parents on government benefits by promoting job preparation, work, marriage; reducing out-of-wedlock births and encouraging the formation and maintenance of two-parent families.

DEPARTMENT OF SOCIAL SERVICES MISSION

The mission of the El Dorado County Department of Social Services (DSS) is to help people in social or economic crisis increase their ability to become as self-sufficient as possible. DSS is dedicated to promoting an environment that is based on integrity, trust, compassion, creativity and mutual respect.

JOB ONE

Under the provisions of CalWORKs, each county must develop a Welfare-to-Work plan that outlines various programs and activities that will lead applicants and recipients to self-sufficiency. It was the intent of the state legislature that each county would design programs that are appropriate to the needs of their individual communities. The El Dorado Welfare-to-Work plan is part of a larger countywide strategy called JOB ONE.

During the past year, El Dorado County has been working on several Welfare Reform and employment related initiatives: the Department of Social Services was planning for Welfare Reform; the County Office of Education prepared an application for a School-to-Career grant; International Billing Services (IBS), the largest private employer in the county, wanted to take a leadership role in working with business for Welfare Reform; and, Golden Sierra Job Training Agency was starting to plan for implementation of the anticipated federal legislation on Work Force Development.

Early on, the participants of the various initiatives realized that the limited resources in both the public and private sectors must be maximized in order to realize the greatest potential for the county. This led to the creation of a new organization that merges all of the major initiatives mentioned above into a single integrated group. JOB ONE, (the name of the original IBS program) will work in collaboration to design and deliver comprehensive, integrated and effective employment and training services to any citizen or employer in the county, not just welfare reform participants.

JOB ONE will promote employment, job creation and job retention services while providing a consistent message of self-reliance to participants. JOB ONE is well on its way to creating new partnerships among government agencies, educational institutions, training providers, economic development organizations, community-based organizations, business and labor to serve the entire county.

PROGRAM OBJECTIVES

The CalWORKs program will contain the following major program elements and objectives:

- Create partnerships among all appropriate agencies, institutions, business and labor to support the local Welfare-to-Work initiative.
- Establish individualized case management as the core of the service delivery system.
- Develop and promote front-end diversion and supportive services to reduce reliance on government benefits and prevent applicants from becoming long-term recipients.
- Reduce the number of families dependent on public assistance by providing a wide range of opportunities to allow participants to obtain employment that will lead to self-sufficiency.
- Emphasize that individuals receiving CalWORKs must meet work participation requirements for a specified number of hours per week.
- Emphasize immediate employment rather than enhancing employment skills through additional education or training.
- Increase employment and income by encouraging full-time, part-time or entry-level jobs, which facilitate the acquisition of good work habits and job skills.

- Design education or training that is generally short-term and designed to prepare a participant for basic entry level employment. The participant must need the education or training in order to be employable.
- Emphasize lifelong education as a path to self-sufficiency. Employable participants will be encouraged to pursue such goals on his/her own such as taking classes at night.
- Develop and deliver employment retention services after public assistance ceases.
- Work with the local Child Care Planning Council to expand the availability of quality child care in El Dorado County.

SECTION (a)

COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES

Briefly describe how the county will work with other public and private agencies to provide necessary training and support services. This section should include, at a minimum, a list of the necessary training and support services and the public and/or private agencies which will provide those services. [References: Education Code Section 10200 and WIC Section 10531(a)]

Does your county have a Refugee Employment Services Plan?

A. REFUGEE SERVICES

El Dorado County does not administer a Refugee Employment Services Program due to the small number of refugees in the county.

B. COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES

DSS has traditionally coordinated services with Golden Sierra Job Training Agency (GSJTA), Employment Development Department (EDD) and the Central Sierra Regional Occupation Program (ROP) to deliver the best possible training, short-term education and job placement services for AFDC recipients. Current discussions with GSJTA and EDD are focused on the need to coordinate Workforce Development projects.

DSS has also collaborated with the El Dorado Transportation Commission and the El Dorado Transit Authority in order to establish reliable transportation services. This collaboration includes the placement of DSS staff members on key transit advisory committees.

DSS has worked closely with both Choices for Children and the County Office of Education to develop quality child care services. This includes full utilization of the resource and referral services offered by Choices for Children and the assignment of DSS staff to the local child care planning council. DSS is also an active participant in the Interagency Coordinating Board of the Children and Families Network. ICB's mission is to coordinate services in order to enhance the safety and well-being of children and their families.

Collaboration with local community colleges is underway to ensure compliance with CalWORKs requirements. In concert with DSS, each community college is in the process of identifying curricula that will lead to employment within the local labor market. Los Rios Community College District (which includes American River College, Cosumnes River College and Sacramento City College), Lake Tahoe Community College (LTCC) and Sierra College are currently developing short-term instructional training that is designed to move welfare recipients into employment opportunities.

All agencies responsible for the design of education and training programs have agreed to use the Secretary's Commission on Achieving Necessary Skills (SCANS) model. This model will provide foundations in basic skills (reading, writing, arithmetic, listening, speaking); thinking skills (creative thinking, decision making, problem solving, seeing things in the mind's eye, knowing how to learn, reasoning); and personal qualities (responsibility, self-esteem, sociability, self-management, integrity and honesty).

The SCANS model will provide desired competency levels in resource identification (time, money, material and facilities, human resources); interpersonal skills (participates as a team member, teaches others new skills, serves clients, negotiates, works with diversity); processing of information (acquires and evaluates information, organizes and maintains information, interprets and communicates information, uses computers to process information); systems (understands systems, monitors and corrects performance, improves or designs systems); and technology (selects technology, applies technology to task, maintains and troubleshoots equipment.)

In South Lake Tahoe, DSS staff have collaborated with Harrah's of Lake Tahoe and with Harvey's Resort and Casino to develop a Welfare-to-Work (WTW) job-training model specifically designed to prepare CalWORKs participants for employment within the casino and other hospitality environments. Currently, DSS staff are testing the program for effectiveness. This model may eventually be turned over to LTCC for future expansion into their Hospitality Services Training Program.

In Placerville, DSS staff have collaborated with Cosumnes River College – El Dorado Center (CRC-EDC) to design a job preparation workshop. Under the instruction of a college instructor, DSS staff is presenting various workshops designed to prepare CalWORKs participants for the employment environment. At this time the pilot is offered at the DSS facility in Placerville. In the future the workshops will be offered both at the college and DSS sites in order to help build CalWORKs capacity. Eventually the workshop will be moved to the college preferred site. For further discussion of training programs, please see Section (d).

Recently JOB ONE was created to address training and support services needs within the county. Comprised of public agencies, private employers, non-profit groups and the faith community, JOB ONE's expressed goal is to produce one stop career and resource centers which will serve CalWORKs, General Assistance, Food Stamp, GSJTA, EDD, ROP, Choices for Children, and community college clients, as well as participants from the general community. At present, JOB ONE has developed specific plans for a one-stop resource center in Placerville and is working on plans for a similar center in South Lake Tahoe.

JOB ONE's design includes an Executive Council, a Board of Directors, and seven committee/workgroups. Each workgroup is looking at the duplicated services to determine what areas are mandatory and which pieces must be delivered by the mandated agency. All duplicated services not separately mandated to a specific agency will be consolidated and be given to the agency which can provide the service most efficiently and economically. Following are the seven committees and the agencies that participate in the process for planning and identification of services.

1. Curriculum Development:

The main charge of this committee is to identify currently available curricula within partnering agencies, assure that each meets SCANS criteria, and to develop a marketing strategy for implementation.

a. *Members*

- El Dorado County Office of Education – chair (public)
- El Dorado Builders Exchange - co-chair (private)
- Central Sierra Regional Occupations Program - co-chair (public)
- Golden Sierra Job Training Agency (public)
- El Dorado County Department of Social Services (public)
- Tahoe Youth and Family Services (non-profit)
- El Dorado County Probation Department (public)
- Social Security Administration (public)

2. Economic Development

The main charge of this committee is to create job opportunities for participating agencies and to develop a marketing plan for implementation.

a. *Members*

- Pacific Gas and Electric – chair (private)
- District II Board of Supervisor –co-chair (public)
- El Dorado Department of Social Services – co-chair (public)
- El Dorado County Chamber of Commerce (non-profit)
- Mother Lode Rehabilitation Enterprises (MORE) (non-profit)
- Rural Affairs Liaison – Governors Office (public)
- The Mansour Company (private)
- Golden Sierra Job Training Agency (public)
- Sierra Economic Development District (non-profit)
- Kanellis Accounting Service (private)
- Marketing for Professionals, Inc. (private)
- Tammi, Tammi, and Prod'hon, CPA's (private)

3. Funding, Legal, Assessment, Regulatory, Evaluation (FLARE)

The main charge of this committee is to identify funding and legal resources; and to develop accounting, regulatory and evaluation systems.

a. *Members*

- El Dorado County Department of Social Services - chair (public)
- El Dorado County Office of Education – co-chair (public)
- El Dorado County Community Services (public)
- Choices for Children (non-profit)
- El Dorado County Mental Health (public)
- El Dorado County Public Health (public)
- El Dorado County Transportation Commission (public)
- Golden Sierra Job Training Agency (public)
- Employment Development Department (public)
- El Dorado Transit (public)
- Foster Parent Association (non-profit)
- El Dorado Union High School District (public)
- Tammi, Tammi and Prod'hon (private)
- Sierra Economic Development District (non-profit)
- American Red Cross (non-profit)
- Private Industry Council (non-profit)
- District V Board of Supervisor (public)

4. Intake and Ongoing Assessments

The main charge of this committee is to design an intake and assessment process, which can be used by participating agencies.

a. *Members*

- El Dorado County Department of Social Services – chair (public)
- Department of Rehabilitation – co-chair (public)
- El Dorado Council on Alcoholism Lifeskills (non-profit)
El Dorado County Head Start (public)
- Marshall Hospital (private)
Golden Sierra Job Training Agency (public)

5. Marketing and Public Relations

The main charge of this committee is to develop marketing strategies via press releases, recruitment brochure and a speaker's bureau.

a. *Members*

- Sacramento County Sheriff Department/Cameron Park CSD – chair (public)
- The Carlton Company – co-chair (private)
- El Dorado County Chamber of Commerce - co-chair (non-profit)
- Mediation Professionals - co-chair (private)
- Progress House (private)
- El Dorado County Department of Social Services (public)
- Shingle Springs/Cameron Park Chamber of Commerce (non-profit)
- Employment Development Department (public)
- Superior Court Judge (public)
- El Dorado County Office of Education (public)
- International Billing Services (private)
- Neal & Associates (private)
- Cosumnes River College, El Dorado Center – (public)
- Harrah's of Lake Tahoe – (private)

6. Support Services Development

The main charge of this committee is to identify barriers and gaps in service and to develop and coordinate implementation of volunteer and mentoring programs to provide support to potential employees.

a. *Members*

- El Dorado County Department of Social Services - chair (public)
- El Dorado County Office of Education - co-chair (public)
- El Dorado County Public Health (public)
- International Billing Services (private)
- Transportation Commission (public)
- Calvary Bible Church (faith community)
- Family Connections (non-profit)
- Choices for Children (non-profit)
- Green Thumb (public)
- Golden Sierra Job Training Agency (public)
- El Dorado Women's Center (non-profit)
- Child Care Planning Council (public & private)
- El Dorado Transit (public)
- Mother Lode Rehabilitation Enterprises (non-profit)

7. Training and Education

The main charge of this committee is to identify key components and services to be included in a Resource Center, assure no duplication of services, and to create a training model for the mentoring program.

a. *Members*

- Blue Ribbon Temporary Personnel Services – chair (private)
- El Dorado County Department of Social Services (public)
- El Dorado County Office of Education (public)
- Lake Tahoe Community College (public)
- California Conservation Corps (public)
- International Billing Services (private)
- El Dorado Women's Center (non-profit)

C. CalWORKs SUPPORTIVE SERVICES

El Dorado County offers a wide array of resources designed to support family's participation in assigned WTW activities, according to policies and procedures that delineate the provisions of these services at the local level. These include the following:

1. Child Care

DSS has maintained a long-standing cooperative partnership with the local child care community. Staff attends monthly meetings with the Local Child Care Planning Council, Partnerships for Young Children. Whenever DSS meets with other agencies to discuss the needs of children, the local resource and referral agency (Choices for Children) and Office of Education Child Care are invited to participate.

Because of this cooperative partnership and the shared interest in quality child care DSS is looking to contract-out Stage 1 child care to Choices for Children, which currently acts as the county Alternative Payment Program (APP), administering Stage 2 child care services. In doing so, the county hopes to achieve a more seamless child care system. Choices for Children and Office of Education will continue to provide Stage 3 child care services.

El Dorado County continues to facilitate a pilot project to train recipients as license exempt child care providers. Through this pilot, DSS and collaborating agencies will continue to meet the demands of available child care in the county, especially home-based care and non-traditional hours. Choices for Children is a primary provider of training services, information and referral, and mentoring. However, DSS is coordinating with Cosumnes River College and Lake Tahoe Community College to provide health and safety pieces of the training and in developing a training track for those participants who wish to continue their studies toward licensed care status.

2. Transportation

El Dorado County continues to experience limitations in regard to the availability of public transportation. DSS will continue to offer mileage reimbursement, bus passes, vehicle repair, and vehicle maintenance to recipients.

3. Ancillary

DSS will continue to provide reimbursements for ancillary expenses necessary for participation in the program activities in which individuals are assigned or to accept or retain employment.

4. Personal Counseling

DSS will continue to align resources with other agencies to assure that CalWORKs participants receive counseling and/or emotional support to remove potential or existing barriers to employment such as mental health, addiction, and domestic abuse.

5. Mentoring Services

DSS will continue to provide mentoring services for individuals who participate in WTW activities.

6. Housing Services

In collaboration with the HUD Self-sufficiency program and other appropriate local resources, DSS will align services to assure that qualified individuals receive available housing assistance to avoid homelessness as a barrier to employment.

7. Job Retention Services

DSS will continue to provide job retention services up to 12 months following discontinuance of assistance for employment. Services include employment-related workshops to increase employability, case management services to prevent job quits, and mentoring services to maintain motivation and encourage job advancement. Supportive services in the form of child care, transportation, ancillary and personal counseling will be provided to increase the likelihood that individuals not need to reapply for cash aid.

D. WTW ACTIVITIES

DSS is actively working to ensure that appropriate referrals to local WTW programs are being made. The two WTW programs that serve El Dorado County are the Formula Grant programs operated by GSJTA and the JOB ONE ADVOCACY PROGRAM¹.

Although both operate under WTW guidelines, the services provided by the JOB ONE ADVOCACY PROGRAM and those provided under GSJTA's WTW program are quite different. While GSJTA's WTW program places heavy emphasis on work activities and skills development, the JOB ONE ADVOCACY PROGRAM is designed to assist participants in revolving barriers to employment, including barriers that might prevent them from participating in work activities or skills development.

In order to administer the JOB ONE ADVOCACY PROGRAM and to ensure that all eligible participants have the opportunity to participate in WTW, DSS has formed the WTW unit, consisting of three Social Workers and one Employment and Training Supervisor. The unit is

responsible for providing case management for the JOB ONE ADVOCACY PROGRAM and for coordinating all referrals to GSJTA for participation in their WTW program.

WTW referrals typically come directly from CalWORKs staff, all of whom have received training on WTW eligibility and on the services that are offered by each WTW program. As our goal is to encourage as many WTW referrals as possible, CalWORKs staff are not asked to document eligibility prior to making WTW referrals. Rather, documentation of eligibility is assigned to the WTW unit, as they are the experts in WTW.

When a referral is received in the WTW unit, it is reviewed for appropriateness and an eligibility determination is made. Based upon this determination, WTW staff take steps to enroll the participant in the JOB ONE ADVOCACY PROGRAM, refer the participant to GSJTA for enrollment in their WTW program, or both. Under the terms of an MOU that has been established between the two agencies, referrals to GSJTA include verification that the participant is receiving CalWORKs benefits along with copies of essential documents from the CalWORKs case file. GSJTA has agreed to accept the documentation at face value for the purpose of eliminating duplication and facilitating the enrollment process.

In addition to screening all WTW referrals for accuracy and appropriateness, the WTW unit actively works directly with CalWORKs case managers to identify and recruit participants that may benefit from either the JOB ONE ADVOCACY PROGRAM or GSJTA's WTW program. WTW staff also work directly with GSJTA's WTW case managers to triage cases and ensure that the JOB ONE ADVOCACY PROGRAM is available to all participants that can benefit from the advocacy services.

In order to ensure that staff from each of the two WTW programs work in coordination with each other, WTW unit staff are co-located with GSJTA's WTW staff at our local One-Stop. Regular meetings between DSS and GSJTA staff are held to triage cases and to identify and correct any problem areas in the administration of the two programs. CalWORKs staff are included in these meetings so as to avoid duplication of services between CalWORKs, the JOB ONE ADVOCACY PROGRAM and GSJTA's WTW program.

Finally, it is the policy and practice of the El Dorado County DSS to ensure that we successfully collaborate with all human services agencies that serve the citizens of El Dorado County. As such, we make every effort possible to respond quickly whenever concerns or new ideas arise in regard to these collaborations.

¹The JOB ONE ADVOCACY PROGRAM is funded through a Governor's 15% WtW Grant awarded directly to DSS. The grant sunsets on September 30, 2000 although an extension has been approved through June 30, 2001.

SECTION (b)

PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

Describe the county's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKs program recipients. [Reference: WIC Section 10531(b)]

El Dorado County has established both formal and informal relationships with the private sector. These relationships include participation in the El Dorado County Chamber of Commerce, participation in the JOB ONE effort, and the ongoing activities of two job developers. The Director of DSS also participates in the local Private Industry Council (PIC) as an alternate to the main representative for Social Services. The Golden Sierra PIC covers the five counties of Alpine, El Dorado, Nevada, Placer and Sierra.

A. CHAMBER OF COMMERCE/ECONOMIC DEVELOPMENT

As a member in good standing of the El Dorado County Chamber of Commerce the county is represented on the Economic Development Council and has taken a lead role in organizing such events as Small Business Week. The JOB ONE Economic Development Committee meeting is a standing agenda item at the monthly meeting of the Economic Development Council. In this forum, DSS is working with local businesses and lending institutions to establish jobs for CalWORKs participants. These include:

1. **Members**

- a. District II Board of Supervisor – co-chair
- b. Pacific Gas and Electric – co-chair
- c. El Dorado County Department of Social Services – co-chair
- d. El Dorado County Chamber of Commerce
- e. Mother Lode Rehabilitation Enterprises
- f. Rural Affairs Liaison
- g. The Mansour Company
- h. Golden Sierra Job Training Agency
- i. Sierra Economic Development District
- j. Kanellis Accounting Services
- k. Gold Country Retirement Community
- l. Marketing for Professionals, Inc.
- m. Service Corps of Retired Executives Association (SCORE)
- n. Sierra Economic Development District
- o. Tammi, Tammi and Prod'hon, CPA's
- p. Union Bank of California

B. JOB DEVELOPMENT

One outcome of the JOB ONE Resource Center is to reduce duplicative job development efforts between DSS, EDD, GSJTA and other employment and training agencies. Currently, DSS employs two job developers and is engaged in the following job development activities:

1. Job Creation

DSS is actively pursuing agreements with local employers to hire qualified CalWORKs participants. Informal agreements exist with several of the county's largest employers. These employers include:

- Fortune 800
- Harrah's of Lake Tahoe
- Harvey's Resort and Casino
- International Billing Services

2. Individual Placements

In addition to direct employer contact, Job Development is also pursued for individual CalWORKs participants through EDD and various placement agencies. Placement agencies that DSS is working with include:

- AMPRA Partners 'n Personnel
- Blue Ribbon Temporary and Personnel Services
- Manpower
- PDQ Personnel
- VOLT Services Group
- Private Industry Council

C. PRIVATE INDUSTRY COUNCIL

The Director of DSS serves as an alternate on the PIC board. Additionally, several members of the PIC board are active participants in the JOB ONE effort.

D. FAITH COMMUNITY

DSS coordinates with the faith community through participation in JOB ONE.

SECTION (c)

LOCAL LABOR MARKET NEEDS

*Briefly describe other means the county will use to identify local labor market needs.
[Reference: WIC Section 10531(c)]*

DSS obtains local labor market information through its partnerships with EDD, the local Service Delivery Area (SDA), Sierra Economic Development District (SEDD), and a wide variety of published materials.

A. EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD)

EDD has been very responsive to requests for information regarding growth industries and the wage structure of various occupations. DSS receives monthly statistics from EDD regarding employment in the Sacramento Metropolitan Statistical Area (in which El Dorado County is included).

B. SERVICE DELIVERY AREA (SDA)

GSJTA distributes an annual publication that profiles various occupations within the SDA. DSS works with GSJTA in developing the list of occupations that will be sampled.

C. SIERRA ECONOMIC DEVELOPMENT DISTRICT (SEDD)

SEDD provides regional economic information which is synthesized from Department of Labor and U.S. Census and other sources.

D. OTHER Materials

DSS relies heavily on such EDD publications as California Occupational Guide and Occupational Outlook Handbook. Other publications that are utilized include business information provided by the Chamber of Commerce, newspapers and trade newsletters.

SECTION (d)

WELFARE-TO-WORK ACTIVITIES

Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. [Reference: WIC Section 11322.7(a)] Pursuant to WIC Section 11322.7(b) "No plan shall require job search and work experience of participants to the exclusion of a range of activities to be offered to recipients". Please indicate which activities will be provided and identify any allowable activities that will not be provided. [Reference: WIC Section 10531(d) and WIC Section 11322.6]

El Dorado County plans to offer the complete range of services required. The county will initially follow the basic WTW participation hours contained in WIC Section 11322.8. DSS will continue efforts in developing additional work activities as time and funds permit. The county may require recipients to participate in WTW in excess of the minimum hours if DSS concludes that adequate resources are available.

Following is a brief description of each currently available activity with a listing of providers.

A. UNSUBSIDIZED EMPLOYMENT

Employment not sponsored by an agency, with wages paid by an employer only.

- 1. Private sector employers**
- 2. Public sector employers**
- 3. Private non-profit employers**

B. SUBSIDIZED PRIVATE SECTOR EMPLOYMENT

Paid employment in private business with subsidy from a public agency.

1. Workability I

- Supported employment for developmentally disabled teenagers
- Job placements for developmentally disabled teenagers

2. Workability II

- Supported employment for developmentally disabled adults
- Job placements for developmentally disabled adults

3. Phoenix Center

- Supported employment and job placement for mentally ill

4. MORE

Supported employment and job placements for developmentally disabled

5. GSJTA

- On-the-Job Training
- Limited Internship Program

6. California Conservation Corps

- Subsidized training

C. SUBSIDIZED PUBLIC SECTOR EMPLOYMENT

Paid employment in a public agency with subsidy from a public agency.

1. GSJTA

- Work Experience (WEX)
- Summer Youth Employment and Training Program (SYETP)

D. WORK EXPERIENCE

Unpaid positions where emphasis is on development of job skills based on assessment of interest, skills and abilities.

1. DSS

- Alternative Work Experience
Community Service

2. Workability I

- Supported employment for developmentally disabled teenagers
- Job placements for developmentally disabled teenagers

3. Workability II

- Supported employment for developmentally disabled adults
- Job placements for developmentally disabled adults

4. Los Rios Community College District

(American River, Cosumnes River and Sacramento City Colleges)

- Work Study
- Internships

5. Lake Tahoe Community College

- Work Study
- Internships

6. Sierra College

- Work Study
- Internships

7. Chapman College

- Internships

E. ON THE JOB TRAINING

Paid positions with emphasis on development of job skills based on assessment of interest, skills and abilities.

1. GSJTA

- On-The-Job Training (OJT)
- Work Experience (WEX)
- Summer Youth Employment and Training Program (SYETP)

2. California Conservation Corps (CCC)

- Subsidized training

F. GRANT BASED ON-THE-JOB TRAINING

Training subsidized by the CalWORKs grant (option only to be exercised when and if funding and administration allows it).

1. DSS

- Alternative Work Experience
- Community Service

G. VOCATIONAL EDUCATION AND TRAINING

Classroom training based on local labor market needs.

1. Central Sierra ROP

- Short-term education and training programs

2. Los Rios Community College District

(American River, Cosumnes River, and Sacramento City Colleges)

- Short-term education and training programs
- Certificate Programs
- Vocational Programs

3. Lake Tahoe Community College

- Short-term training programs
- Certificate Programs
- Vocational Programs

4. Sierra College

- Short-term training programs
- Certificate Programs
- Vocational Programs

5. MORE

- Job training based on assessment

6. GSJTA

- Job training based on assessment

7. California State University, Chico Satellite Centers

- Short-term training programs
- Certificate Programs
- Post-secondary education

8. California State University, Sacramento

- Short-term training programs
- Certificate Programs
- Post-secondary education programs

H. EDUCATION DIRECTLY RELATED TO EMPLOYMENT

Educational programs designed to qualify students to enter jobs within the local labor market.

1.Private and Public employers

- employee classroom training

I. ADULT BASIC EDUCATION

Education designed to provide basic learning skills including General Education Diploma (GED) and English as a Second Language (ESL) training.

1. GSJTA

- GED
- Math and English remediation

2. County Office of Education

- High school diploma

- California high School Proficiency Examination (CHSPE)
- General Equivalency Diploma (GED)

3. Adult Literacy Program

- Services for individual literacy training

4. California Conservation Corps (CCC)

- GED
- Math and English Remediation
- Forestry and Firefighting Certificates

**5. Los Rios Community College District
(American River, Cosumnes River and Sacramento City Colleges)**

- General Equivalency Diploma (GED)
- Math and English remediation

6. Sierra College

- General Equivalency Diploma (GED)
- Math and English remediation

7. Lake Tahoe Community College

- General Equivalency Diploma (GED)
- Math and English remediation

J. WORK STUDY

Work assignments related to receipt of financial assistance for college.

- 1. Los Rios Community College District
(American River, Cosumnes River and Sacramento City Colleges)**
- 2. Lake Tahoe Community College**
- 3. Chapman College**
- 4. Sierra College**

K. SELF-EMPLOYMENT

Employment from a business developed by an individual.

- 1. CalWORKs participants**
- 2. Service Corps of Retired Executives Association (SCORE)**

L. COMMUNITY SERVICE

Unpaid positions required to complete specific short and long term projects within public and private organizations.

- 1. Public sector employers**
- 2. Private sector employers**
- 3. Non-Profit Organizations**
- 4. Faith community**
- 5. Service groups and organizations**
- 6. Sites developed by CalWORKs participants**

M. JOB SEARCH AND JOB READINESS ASSISTANCE

Services designed to prepare individuals to enter the workforce.

- 1. DSS**
 - Orientation
 - Appraisal
 - Assessment
 - Job Club
 - Job Search
- 2. GSJTA**
 - Assessment
 - Job Club
 - Job Search

3. EDD

- Job Search
- Employment readiness workshops

4. Mental Health

- Assessment
- World of Work

5. Workability I

- Supported employment for developmentally disabled teenagers
- Job placements for developmentally disabled teenagers

6. Workability II

- Supported employment for developmentally disabled adults
- Job placements for developmentally disabled adults

7. MORE

- Assessment
- Supported Employment

8. Los Rios Community College District

(American River, Cosumnes River and Sacramento City Colleges)

- Career workshop
- Educational assessment

9. Lake Tahoe Community College

- Career workshop
- Educational assessment

10. California Conservation Corps

- Career development
- Educational assessment

11. Harrah's of Lake Tahoe

- "Welfare-to-Work" training program
- Job placement

12. Harvey's Resort and Casino

- "Welfare-to-Work" training program
- Job placement

N. JOB SKILLS DIRECTLY RELATED TO EMPLOYMENT

Program designed to provide specific job skills related to employment within the local labor market.

1. Private and Public Employers

- Employee training

O. SUPPORTED WORK

Paid and unpaid positions with job coach support to develop appropriate worker behavior skills and specific job skills.

1. MORE

Supported employment
Situational assessment of skills

2. Mental Health

- Supported employment
- Situational assessment of worker skills

3. Social Services

- Supported employment
- Situational assessments of skills

4. Department of Rehabilitation

- Supported employment

- Situational assessment of skills

P. TRANSITIONAL EMPLOYMENT

Agencies with programs that foster movement from dependency (financial, emotional or agency support) to self sufficiency through employment.

1. **DSS**
2. **GSJTA**
3. **MORE**
4. **Department of Rehabilitation**
5. **Workability I**
6. **Workability II**
7. **California Conservation Corps**

Q. SUBSTANCE ABUSE TREATMENT

Programs designed to assist individual from substance dependency.

1. **El Dorado County Department of Public Health**
 - Assessment services
 - Support groups
2. **Private and Community Based Organizations**
 - Residential treatment
 - Outpatient treatment
 - Counseling services
 - Crisis intervention
3. **Mental Health**
 - Crisis intervention

4. Marshall Hospital

- Emergency medical treatment

5. Barton Hospital

- Emergency medical treatment

6. Veteran's Administration

- Residential treatment
- Counseling services

7. DSS

- Counseling services
- Rehabilitation services
- Disability services

R. MENTAL HEALTH TREATMENT

Programs designed to assist individual in coping with mental health issues.

1. Mental Health Department

- Counseling
- Day treatment
- Inpatient treatment

2. Private Therapists

- Counseling services

3. Veteran's Administration

- Residential treatment
- Counseling services

4. Social Services

- Counseling services
- Rehabilitation services

- Disability services

S. DOMESTIC ABUSE ASSISTANCE

Programs designed to assist individuals in coping with domestic abuse

1. El Dorado Women's Center

- Counseling services
- Safe house

2. South Lake Tahoe Women's Center

- Counseling services
- Safe house

3. Social Services

- Child protective services
- Family counseling

DIVERSION:

A program designed to provide a one-time payment or services to resolve employment barriers and avoid the need for public assistance.

Diversion assistance will be available for job-ready or currently employed applicants whose needs can be met with services or a lump-sum payment for an expense required to keep or get a job, or to resolve a financial crisis that threatens employment. Prior to the family's approval for aid, every applicant for aid will be informed of the availability of diversion services to resolve the circumstances that require the family to apply for assistance.

When an applicant is determined eligible for assistance, DSS shall assess whether the applicant would benefit from the diversion program. In making this determination, DSS shall consider whether the applicant is likely to be able to avoid the need for extended assistance beyond the diversion period. In making this determination, DSS may consider the following: the applicant's employment history; the likelihood of the applicant obtaining immediate full-time employment; the applicant's need for cash assistance to pay for housing or substantial and unforeseen expenses or work-related expense; housing stability; and child care arrangements.

SECTION (e)

SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

Plan for Substance Abuse Services

Briefly describe how the welfare department and the county alcohol and drug program will collaborate and utilize new funds available to ensure the effective delivery of substance abuse services. These funds should be used to maximize federal financial participation through Title XIX of the federal Social Security Act. If the county has determined who will provide substance abuse treatment services, please indicate the providers in the plan. If that decision has not been made, please provide CDSS an addendum to the county CalWORKs plan indicating the provider when determined. [Reference: WIC Section 11325.8]

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

Describe any additional services the county will provide. [Reference: WIC Section 11325.8]

Plan for Mental Health Services

Briefly describe how the welfare department and the county department of mental health will collaborate and utilize new funds available to provide effective mental health services. Counties should maximize federal financial participation to the extent possible in the provision of mental health services. [Reference: WIC Section 11325.7]

Certify that the county will provide at least the following services: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.

Please describe any additional services the county will provide.

A. PLAN FOR SUBSTANCE ABUSE SERVICES

DSS will collaborate with the Public Health Department, Alcohol and Drug Treatment Division, to provide substance abuse services to CalWORKs participants. The Public Health Department plans to contract with an independent provider to assess the needs of those seeking substance abuse services. The assessment will be performed within the context of the employability of the participant.

A referral will then be made to the county contracted entity providing the appropriate level of treatment. The services shall include, but will not be limited to: evaluations, case management, substance abuse treatment, employment counseling, community service jobs, as well as other appropriate work activities. Progress will be monitored, with regular feedback to the CalWORKs case manager. The Public Health Department will also provide training to DSS case managers on recognizing substance abuse problems that may be creating barriers to employment and on making appropriate referrals.

The CalWORKs funding provided to DSS will be utilized as necessary for these services. The county will ensure, whenever possible, that the services provided qualify for federal financial participation through Title XIX of the federal Social Security Act.

B. PLAN FOR MENTAL HEALTH SERVICES

DSS will collaborate with the Mental Health Department to provide effective mental health services to those CalWORKs participants whose mental or emotional disabilities may be creating barriers to securing and/or maintaining employment. The Mental Health Department already has a successful program for placing their current clients in work activities, and it will be able to build on this program. For CalWORKs participants, services will include at least the following: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities. Services will be provided using both individual and group treatment modalities and will be time limited and focused on employability issues. In many instances, participants will concurrently participate in other work activities. Participants identified as having substance abuse problems will be referred to the substance abuse treatment services described above. For those participants identified as having severe mental disabilities, DSS and the Mental Health Department will collaborate on an SSI advocacy initiative. The Mental Health Department will also provide training to DSS case managers in recognizing emotional and mental disabilities that may be presenting barriers to employment and in making appropriate referrals.

CalWORKs funding to DSS for these services will be utilized as necessary. The county will ensure, whenever possible, that federal financial participation will be maximized for these services. This is consistent with the Mental Health Department's consolidated mental health Medi-Cal services plan.

SECTION (f)

MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS

Briefly describe the extent to which and the manner in which the county will make mental health services available to recipients who have exceeded the 18 or 24 month time limit. [References: WIC Section 10531(f) and WIC Section 11454]

Mental Health Services will be provided to CalWORKs participants as described in Section (e). Once a participant reaches their 60-month State CalWORKs time limit, they will no longer be eligible to CalWORKs-related mental health services. However, for those leaving the program due to employment, El Dorado County will continue to offer CalWORKs-related mental health services for up to a 12-month period following discontinuance.

SECTION (g)

SUPPORTIVE SERVICES (CHILD CARE, TRANSPORTATION, ANCILLARY AND PERSONAL COUNSELING)

Necessary supportive services shall be available to every participant in order to participate in the program activity to which he or she is assigned or to accept or retain employment.

Child Care

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

Transportation

Briefly describe how transportation services will be provided. [Reference: WIC Section 10531(g)]

A. CHILD CARE

The county has no plans to reduce the exemption from WTW activities for parents who have primary responsibility for providing care for a child six months or younger. Due to the possible lack of adequate infant care slots DSS will develop guidelines to extend the six-month exemption period for up to 12 months for the first child and the 12-week exemption for subsequent children to up to 6 months. All extensions will be evaluated on a case-by-case basis to include the following conditions; availability of infant care, transportation, domestic abuse, mental health or substance abuse issues, the availability of needed WTW services or other issues that make it difficult to participate.

The exemption will be applied on a case-by-case basis and is not intended to preclude any individual who has child care arrangements from participating in WTW activities on a voluntary basis, even through they have a child who meets the exemption criteria.

The county believes that extension of the state advised exemption periods are generally not in the best interest of the recipient and will work to both expand child care resources and work with the participant to overcome individual barriers to participation in required activities within the shortest time possible. When infant care becomes sufficient to meet participant needs, the exemption period may be reduced below the state recommended time period. Should El Dorado County decide to extend or reduce said exemption period, CDSS will be notified via an addendum to the CalWORKs Plan.

The range of child care service includes exempt care, family day care, center-based care and extended day care. Following formalization of the contract with Choices for Children, all applicants and recipients expressing the need for child care referrals and financial assistance will be referred for processing. Families who are required, or volunteer, to participate in welfare-to-work activities will present their requests to their case manager. The case manager will authorize services and refer the family to Choices for Children. Individuals currently in receipt of NET, GAIN, Cal-Learn, and TCC will continue to receive payments from DSS until transfer of responsibility is finalized.

An informing notice which includes the phone number for Choices for Children will be sent to all existing AFDC recipients telling them about the new CalWORKs child care system. All families currently receiving TCC will be referred to Choices for Children for enrollment into Stage 3 child care as soon after January 1, 1998 as possible.

Choices for Children will continue to have a presence at DSS during appraisal and job services in both the Placerville and South Lake Tahoe offices. As a result of the informational sessions provided by Choices for Children at appraisal and job services, El Dorado County expects that families will be better prepared for the transition from subsidized to unsubsidized child care when the family income increases beyond the family fee limits.

El Dorado County has received a grant to establish a pilot project to train recipients to become child care providers. The primary focus of the pilot is to achieve self-sufficiency for those participants. However, the secondary focus is to help meet the demands of available child care in the county, especially infant care and non-traditional work hours care.

B. TRANSPORTATION

El Dorado County continues to experience limitations in regard to the availability of public transportation. DSS will continue to offer transportation services and will continue to coordinate efforts with available service providers. As a means of easing access for clients, DSS will continue to provide services in the field. DSS will offer transportation reimbursement services through bus passes, mileage reimbursement, vehicle repair, and vehicle maintenance.

In situations where an individual has no transportation resources available to, and critical participatory activities are needing to be accessed, DSS may utilize social service aides to transport the client to the appropriate site if given sufficient notice of the transportation problem.

C. ANCILLARY

Ancillary supportive services will continue to be provided by El Dorado County. Ancillary expenses shall include the cost of books, tuition and school fees, tools or materials, clothing specifically required for the job, fees, as well as any other cost necessary in order to participate in the program activity to which he or she is assigned or to accept or retain employment.

D. PERSONAL COUNSELING

Personal counseling supportive services will continue to be provided by El Dorado County for participants who have personal or family problems that would affect the outcome of their WTW plan.

SECTION (h)

COMMUNITY SERVICE PLAN

Briefly describe the county's plan for providing community service activities. This should include a description of the process the county will follow to determine where community services assignments will be located, and the agencies/entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum. [References: WIC Section 11322.6 and WIC Section 11322.9]

A. LEVELS OF COMMUNITY SERVICE

The community service plan in El Dorado County includes two levels of community service work:

1. Level 1

The first level is a work experience component that will be designed to provide development for employment within our local labor market. Examples of these skills are; office worker, grounds keeping, trades, retail, health aid and child care.

2. Level 2

The second level is a placement in a work site which may or may not be specific to the participant's employment goal, but will prepare them to enter the workforce. These placements will also meet unmet community needs throughout the county. Examples of these placements are routine office tasks and community clean-up projects where little or no skill is required.

B. USE OF COMMUNITY SERVICE SITES

El Dorado County will use work experience sites after clients receive appropriate job services, education and training. The county does not intend to provide WTW activities after the 60 month time limit has been reached, so community services will not be offered once the time limit has been reached.

Community service work will be provided when an individual who has exceeded the 18 month or 24 month time limit requests it. Community service can also be an augmentation to other hours if DSS certifies that no work is available.

Child care supportive services will be paid for the remainder of the 60 months if needed.

Transportation or ancillary may be paid only if the community service work will lead to bona-fide employment within the organization providing the site and if funding permits.

Vendor payments will be paid to a third party with emphasis on housing and utilities when the 18 or 24 month time limit expires and the individual does not participate in community services. Vendor payments will also be paid when the 60 month time limit expires or the family has either been sanctioned for more than three months or had more than two sanctions.

The community service plan will use existing work sites available in the county and currently being used for work project placement for General Assistance (GA) recipients and the work program sites currently available through the Sheriff Department for inmates. DSS will also contact the local Volunteer Center to coordinate sites necessary to meet community needs within the county. Finally, DSS will continue participation in the various Chambers of Commerce as a means to continuously identify work-experience opportunities and special community services work projects initiated by private businesses.

New sites will be developed by the community service program coordinator and will include the following:

1. Public Sector Sites:

DSS staff will coordinate with the County Human Resources Department to expand existing county work sites used for GA recipients for CalWORKs participants. Contact will be made with City, State and Federal agencies to develop new sites. In addition, contact with primary and elementary schools will be made using the criteria of placing parents within the school that their child attends. Placement will then be made to the school closest to the family home. Finally, staff will coordinate with GSJTA to develop sites held by individuals leaving the Summer Youth program.

2. Non-Profit Organizations:

DSS staff will work with non-profit and community based organizations to establish community service sites.

3. Faith Community Sites:

DSS staff will solicit sites available within the faith group communities.

4. Service Groups and Organizations:

DSS will contact local service groups and organizations in order to identify ongoing projects that can be used as community service sites.

5. Sites Developed by CalWORKs participants:

DSS staff will encourage CalWORKs participants to identify appropriate community service sites.

At this time, DSS will act as lead agency in site development, contract negotiations, fiscal administration and case management. Work site supervision and the reporting of hours worked will be coordinated with actual work site agencies.

Vendor Payments:

Direct payment of cash aid will be substituted with vendor payments when any of the following conditions apply:

1. The family has exceeded the 60-month TANF time limit.
2. The family has been sanctioned for more than three consecutive months.
3. The family has received more than two sanctions.

SECTION (i)

WORKING WITH VICTIMS OF DOMESTIC ABUSE

Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKs participants who are victims of domestic abuse. [Reference: WIC Section 10531(i)]

Until regulations are adopted by California Department of Social Services in consultation with the Taskforce on Domestic Violence established by the Welfare-to-Work Act of 1997, the county may utilize other standards, procedures, and protocols for determining good cause to waive program requirements for victims of domestic abuse, for example, those now used in the GAIN Program. [Reference: WIC Section 11495.15] Please describe the criteria that will be used by your county for this purpose and what approach the county would take to deal with recipients who are identified in this way.

A. PLAN FOR TRAINING OF COUNTY STAFF

DSS will partner with the El Dorado Women's Center (services for the west slope) and South Lake Tahoe Women's Center, Womenspace Unlimited, (services for the Tahoe basin) to provide training for DSS staff in working with victims of domestic abuse. If necessary, that partnership will be expanded to include educational institutions such as UC Davis, Cosumnes River College – El Dorado Center, and Lake Tahoe Community College. The training will include segments on the dynamics of abuse, the implications of CalWORKs requirements for victims of abuse, ways to implement CalWORKs to minimize the risks to victims, DSS procedures for maintaining confidentiality, and making appropriate referrals for services.

B. COUNTY STANDARDS AND PROCEDURES

CalWORKs participants will be encouraged to take full advantage of all WTW services, as those services will enhance their ability to become self-sufficient. Such services will include domestic abuse counseling and intervention.

Both of the Women's Centers in El Dorado County provide a full range of shelter, counseling, and legal services, and participants will be referred to these services when domestic abuse is reported to or detected by the participant's Eligibility Worker or CalWORKs Case Manager. Participants will also be notified that certain CalWORKs requirements may be modified if those requirements would increase the risk of abuse to the caretaker relative or increase the risk of physical or emotional harm to the child. Based on these criteria, participants will be encouraged to self identify. Good cause for

not participating in WTW requirements will be limited to those instances where participation would increase the risk of abuse to the caretaker relative or increase the risk of physical or emotional harm to the child.

SECTION (j)

PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES

Please indicate whether there were any local program outcome objectives identified during the CalWORKs plan development process and how the county proposes to track those outcomes. If the county develops alternative outcomes for the CalWORKs program during future collaborative efforts, please submit information on those measures as an addendum to the CalWORKs plan. [Reference: WIC Section 10542]

Indicate whether there were any local program outcome objectives identified during the CalWORKs plan development process and how the county proposes to track those outcomes. If the county develops alternative outcomes for the CalWORKs program during future collaborative efforts, submit information on those measures as an addendum to the CalWORKs plan. [Reference: WIC Section 10542]

Initial local program outcomes will support all legislative requirements. JOB ONE is in the process of surveying all appropriate programs within the County for their current, and any additional, data needs related to welfare reform outcomes. Interim tracking and reporting systems will be implemented by several agencies to address new welfare reform requirements. For the near future changes will be limited to modification of current information systems and implementation of manual tracking systems to meet CalWORKs requirements. After new CalWORKs information systems are implemented at the state level, the county will work towards increased coordination and integration of our systems.

JOB ONE will also survey all appropriate programs within the county for their current populations served and current funding levels. The survey will also ask for any expected changes to services provided or funding due to welfare reform.

During 1998, the JOB ONE collaboration will review services provided, funding levels, and data collection elements. Concurrently, JOB ONE will review previous outcomes and may develop new county outcomes based on prioritization of resources. Any new outcomes will be included in the development of future data collection systems. Pertinent new JOB ONE outcomes will be incorporated into the CalWORKs plan.

El Dorado County has shown continuous increases in performance in the GAIN program despite having to implement cost reduction plans each year due to insufficient funding. The County will build on its past success to ensure new WTW goals are met.

In addition to basic WTW tracking such as number of individuals registered, participants enrolled in various components, job placements, wages at placement, job retention, and grant savings, the outcomes listed below will be tracked:

OUTCOME TO BE MEASURED	DATA TO BE COLLECTED	METHOD OF COLLECTION
Reduction in the number of families on welfare	CalWORKs families receiving assistance	CA 237 Report
Increase in the number of job placements	Number of job placements	GEMS GAIN 25
Increase in earnings of families receiving aid	Average earnings of families receiving cash aid	Add Hoc Report
Increases in the number of families going off aid due to earnings	Number of families going off aid due to earned income	CA 255 Report
Increase hours worked and average wage level	Average hours worked and average wage level for those in unsubsidized employment	GEMS Report
Increase work participation rates	Number of persons participating the required number of work activity hours	GEMS Report
Measure demand for child care services	Number of families receiving child care services	Child Care Reports and Waiting Lists
Demand for mental health services	Number of families receiving mental health services	Manual Reports and Waiting Lists
Demand for substance abuse services	Number of families receiving substance abuse services	Manual Reports and Waiting Lists
Demand for domestic abuse services	Number of families receiving domestic abuse services	Manual Reports and Waiting Lists
Demand for diversion services	Number of families receiving diversion services and number not requiring cash aid	Manual Reports of Numbers of Families Served and Diversion Costs

Section (k)

PUBLIC INPUT TO THE COUNTY PLAN

Briefly describe the means the county used to obtain broad public input in the development of the CalWORKs plan. [Reference: WIC Section 10531(k)]

El Dorado County has utilized a variety of methods to receive meaningful public input to the county plan. These methods include community forums, community workshops, input from each of the JOB ONE committees, presentations to local community groups, presentations to student groups, press releases and feature stories and public access to initial drafts of the county plan. A staffer advising current recipients that the plan was available in the public libraries, in the lobby of DSS, and at other locations was included in the December 1997 mailing of TANF payments.

A. COMMUNITY FORUMS

Community forums were held in both Placerville and South Lake Tahoe. These forums included a presentation on the implications of welfare reform as well as a panel discussion on the effect that welfare reform was expected to have on various agencies and community based organizations. Participants in the panel discussion included representatives from:

- 1. Employment Development Department**
- 2. Golden Sierra Job Training Agency**
- 3. Cosumnes River College – El Dorado Center**
- 4. Lake Tahoe Community College**
- 5. County Office of Education (ROP)**
- 6. El Dorado County Public Health Department (Alcohol and Drug Services)**
- 7. El Dorado County Department of Mental Health**
- 8. El Dorado County District Attorney's Office (Family Support Division)**
- 9. Tahoe Youth and Family Services**

10. Harrah's of Lake Tahoe

11. DSS (Employment Services Division)

12. El Dorado County Child Care Planning Council

All participants in the forum were invited to participate in one of eight workgroups surrounding such issues as supportive services, drug and alcohol treatment, funding and economic development.

B. JOB ONE

In its initial phases, JOB ONE formed committees that were similar in both purpose and membership to those established at the community forums held by DSS. To avoid duplicative efforts, the workgroups formed by DSS were combined with the JOB ONE committees. It was from these committees that information regarding the services (or deliverables) that various organizations and agencies had to offer were elicited and incorporated in this plan. A draft copy of the CalWORKs plan was given to the chairs of each of the JOB ONE committees.

C. PRESENTATIONS

DSS has been available to give presentations about welfare reform to interested agencies and community organizations. These include:

- 1. Black Oak Mine Unified School District**
- 2. Cosumnes River College EOPS program**
- 3. El Dorado County Health Department**
- 4. El Dorado County League of Women Voters**
- 5. El Dorado Democrats**
- 6. El Dorado Perinatal Council**
- 7. El Dorado Women's Center**

D. PRESS COVERAGE

DSS has sought press coverage regarding welfare reform and has made staff available to local and regional newspapers for feature stories. Newspapers contacted in this regard include:

- 1. El Dorado County Reporter (County-wide distribution)**
- 2. Mountain Democrat (Western Slope Coverage)**
- 3. Sacramento Bee (Regional Coverage)**
- 4. Tahoe Tribune (South Lake Tahoe Coverage)**

Reporters from each of the above newspapers were invited to the community forums and have been invited to participate in the JOB ONE process.

E. AVAILABILITY OF COUNTY PLAN

A draft of the county plan was distributed to locations throughout the county for review by the general public. In addition, members of the general public were asked to comment on the plan via response sheets that were made available at each location. Locations where the county plan was available for review included:

- 1. Employment Development Department (Placerville)**
- 2. Employment Development Department (South Lake Tahoe)**
- 3. El Dorado County Free Library (Cameron Park Branch)**
- 4. El Dorado County Free Library (El Dorado Hills Branch)**
- 5. El Dorado County Free Library (Georgetown Branch)**
- 6. El Dorado County Free Library (Main Library - Placerville)**
- 7. El Dorado County Free Library (South Lake Tahoe Branch)**
- 8. El Dorado County Department of Social Services Lobby (Placerville)**
- 9. El Dorado County Department of Social Services (South Lake Tahoe)**

10. Golden Sierra Job Training Agency (Diamond Springs)

11. Golden Sierra Job Training Agency (South Lake Tahoe)

Section (I)

SOURCE AND EXPENDITURES OF FUNDS

Provide a budget specifying your county's estimated expenditures and source of funds for the CalWORKs program on the forms provided. Your budget should meet the requirement in WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 1996/97 fiscal year. [Reference: WIC Section 10531(1)]

Please refer to the next two pages for County Plan Budget Section 1 and Section 2.

**EL DORADO COUNTY PLAN BUDGET
1997/98 State Fiscal Year**

Section 1

	Total	FCS	State General Fund	County Funds *	Other **
Food Stamp Administration (For County MOE Purposes)	\$1,883,214	941,607	659,125	282,482	0

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

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

**EL DORADO COUNTY PLAN BUDGET
1997/98 State Fiscal Year**

Section 2

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

	Total	TANF/ State GF	CCDBG	Title XIX	County Funds *	Other **
TOTAL CalWORKs Admin & Services Items (A) thru (D)	\$3,915,857	3,551,801	53,568	25,285	284,933	0
(A) TOTAL CalWORKs Allocation Items (1) thru (7)	3,442,277	3,103,776	53,568	0	284,933	0
(1) Benefit Administration	1,899,552	1,614,619	0	0	284,933	0
(2) Program Integrity (Fraud)	234,449	234,449	0	0	0	0
(3) Staff Development/Retraining	98,556	98,556	0	0	0	0
(4) Welfare-to-Work Activities	981,288	981,288	0	0	0	0
(5) Cal-Learn	107,919	107,919	0	0	0	0
(6) Child Care - 1 st half of 1997/98	120,513	66,945	53,568	0	0	0
(7) Other Activities ***	0	0	0	0	0	0
(B) Child Care - 2nd half of 1997/98	379,756	379,756	0	0	0	0
(C) Mental Health Treatment	50,570	25,285	0	25,285	0	0
(D) Substance Abuse Treatment	42,984	42,984	0	0	0	0

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

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

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

SECTION (m)

ASSISTING FAMILIES TRANSITIONING OFF AID

Please describe how the county will work with families transitioning off aid. The description should include (1) assistance for those individuals who transition off aid due to time limits, and (2) those who leave aid due to employment. [Reference: WTC Section 10531(m)]

El Dorado County will offer referral services to families who transition off aid due to the expiration of the 60 month time limits. The county will not offer WTW services or community services following the expiration of the 60-month time limits.

Grant payments will be made through third party payments or voucher payments for housing and utilities and DSS will consult with Child Protective Services, as necessary, to evaluate the safety of children.

For those individuals leaving the program due to employment, El Dorado County will continue to offer job services for up to a twelve-month period following discontinuance. Services include employment-related workshops to increase employability, case-management services to prevent job quits, and mentoring services to maintain motivation and encourage job advancement. As a means of easing access for clients, DSS will continue to provide services in the field. Supportive services in the form of child care, transportation, ancillary and personal counseling will be provided to increase the likelihood that individuals not need to reapply for cash aid.

SECTION (n)

JOB CREATION

Please describe the efforts that have been undertaken, or that the county plans to pursue, relating to the job creation plan described in Chapter 1.12 (commencing with Section 15365.50) of Part 6.7 of Division 3 of Title 2 of the Government Code.

As described in Section (b), El Dorado County has established both formal and informal relationships with the private sector in order to facilitate the creation of new jobs for CalWORKs participants. These relationships include participation in the El Dorado County Chamber of Commerce, participation in the JOB ONE effort, and the ongoing activities of two job developers. The Director of DSS participates in the five county Private Industry Council as an alternate to the Social Services representative.

A. Chamber of Commerce/Economic Development

As a member in good standing of the El Dorado County Chamber of Commerce DSS is represented on the Economic Development Council and has taken a lead role in organizing such events as Small Business Week.

B. JOB ONE

The JOB ONE Economic Development Committee meeting is a standing agenda item at the monthly meeting of the Economic Development Council. In this forum, DSS is working with local businesses and lending institutions to establish jobs for CalWORKs participants. These include:

- 1. Pacific Gas and Electric – chair**
- 2. District II Board of Supervisor –co-chair**
- 3. El Dorado Department of Social Services – co-chair**
- 4. El Dorado County Chamber of Commerce**
- 5. Mother Lode Rehabilitation Enterprises (MORE), Inc.**
- 6. Rural Affairs Liaison – Governors Office**
- 7. The Mansour Company**

8. Golden Sierra Job Training Agency

9. Sierra Economic Development District

10. Kanellis Accounting Service

11. Marketing for Professionals, Inc.

12. Tammi, Tammi, and Prod'hon, CPA's

C. JOB CREATION INVESTMENT FUND (JCIF)

The county intends to submit an application to the Trade and Commerce Agency for a Job Creation Investment Fund (JCIF) grant. Since JOB ONE consists of the required membership to serve as the local planning group for the JCIF, it will make a recommendation to the Board of Supervisors in regard to the specific agencies and/or organizations that are best suited to apply for and administer the grant. JOB ONE will work to ensure that job creation funds are used to develop a strategic plan that will lead to job creation activities for CalWORKs participants.

Section (o)

OTHER ELEMENTS

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

A. PILOT PROJECTS

El Dorado County is very interested in pilot projects. Currently, we have submitted a proposal for one pilot project, reserved rights to a second and would like to see two additional pilots be offered. Below is a description of each pilot.

1. Training TANF Recipients As Child Care Providers:

El Dorado County submitted a proposal to train 200 TANF recipients to become child care providers and has been approved to receive \$186,000 over a two year period. The proposal calls for conducting an interest survey (completed), screening for potential qualifications, referral to local community colleges for Health and Safety instruction, coordination with Choices for Children to provide mentoring services and instruction and offering the opportunity to become family care providers.

2. Non-Custodial Parent Job Services:

El Dorado County is not in position at this time to apply for this pilot project but retained the right to apply at a future point. The vision would be to coordinate identification of non-custodial parents with the District Attorney Family Support Division, currently co-located with DSS, and deliver services to those individuals.

3. Training TANF Recipients To Become Elder Care Providers:

El Dorado County has projected that the number one job in the local market over the next 15 years will be in the field of elder care services due to our retirement communities. Providing this line of training will not only create many new job opportunities within the CalWORKs population but will also provide valuable services to the entire county.

4. Home Visit Pilot:

El Dorado County is interested in developing and participating in a pilot program designed to investigate household conditions when families accept fiscal sanction in lieu of compliance. The pilot would include participation from the Special Investigation Unit (SIU) to explore unreported income, the Child Protective Services (CPS) Unit to investigate child abuse, and Employment Services unit to explore alternative approaches to reasonable job search activities including making contacts within the family's community. At this time, DSS is not adequately funded to pursue this pilot but would be interested should funding become available.

5. Employment Readiness Demonstration Project:

This project is designed to assist CalWORKs participants with multiple barriers to securing and retaining entry-level jobs to achieve self-sufficiency through obtaining unsubsidized employment. Services are targeted toward these individuals due to their need for intensive and specialized employment services, such as supported work training, as well as the need for specialized supportive services for substance abuse treatment, mental health, domestic violence problems, and short term vocational training. We believe that after delivery of services offered by El Dorado County, our population will fall within the target group.

6. Sheltered Workshop:

El Dorado County would like to explore the possibility of developing and operating a business as a sheltered workshop using clients to run operations and produce a product or service currently unavailable within the community. The workshop could be used to meet not only welfare-to-work requirements for adults but would also serve as a training ground for School-to-Work candidates; Cal-Learn kids who will soon age out of the program and Foster Care Independent Living Skills Program (ILP) recipients. At this time El Dorado County is not adequately funded to pursue this endeavor but would be interested should funding become available.

B. PROGRAM INTEGRITY:

Program integrity remains an essential function within El Dorado County's welfare reform design. DSS will continue fraud detection and prevention efforts as provided in the past as well as incorporating the new legislative requirements. Additionally, we will be looking to identify new methods of prevention and detection to be included in the design process.

1. Early Fraud Program:

Investigations at the application stage continues to be the most cost effective and efficient method of insuring program integrity and saving county, state and federal tax dollars. A recent pilot study conducted in the South Lake Tahoe office resulted in the identification of a significant number of potentially fraudulent cases. This pilot study will be expanded to the Placerville office to determine its effectiveness throughout the county.

2. Continuing Investigations:

Comprehensive investigations will continue to be completed on any reported case of suspected fraud while complying with client confidentiality and civil rights requirements.

3. Intentional Program Violations:

DSS will continue to accurately impose existing and new fraud penalties (periods of ineligibility) as prescribed by law.

4. Fleeing Felons And Drug Addicts:

DSS will insure that applicants and recipients who are not eligible under the new provisions of law will not receive benefits they are not entitled to. DSS will use whatever methods CDSS develops to identify those individuals.

5. Internal Fraud:

DSS will design local methods of detecting cases of suspected internal fraud and incorporate available automated methods of identification and detection.

6. Client Orientation:

As applicants begin the process of obtaining benefits, they will participate in an orientation process. Members of the Special Investigation Unit will participate in the orientation process to help educate individuals how to avoid getting involved in fraudulent activities.

DSS will continually monitor the progress of changes caused by the reform process. Pilot studies will be developed for any aspect that appears to be prone to fraudulent activity. El Dorado County would like to reserve the right to explore other pilots made available subsequent to the submission of this plan.

Section (p)

COMPLIANCE WITH REQUIREMENTS OF CalWORKs

Under CalWORKs counties are required to enroll single parent families in welfare-to-work activities for a minimum of 20 hours per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999. [Reference: WIC Section 11322.8(a)]

Prior to July 1, 1999, counties have the option to require adults in single-parent assistance units to participate up to 32 hours per week. Does your county intend to exercise that option? [Reference: WIC Section 11322.8(a)]

El Dorado County will enroll single parent families in WTW activities for a minimum of 20 hours per week beginning January 1, 1998 and will increase the required hours to 26 hours per week on July 1, 1998. The county will then require participation of the 32 hours per week requirement beginning July 1999.

While the above requirements will be followed as a minimum, we will encourage higher levels of participation to promote self-sufficiency and self-reliance. Program sanctions will only be levied on those families who fail to meet the federal participation rates for WTW activities.

El Dorado County will implement the 18-month time limit for new applicants beginning January 1, 1998. The optional six-month extension will only be granted on a case-by-case basis when warranted by local economic conditions. DSS criteria for the application of an extension will be developed in concert with standard labor market information provided by EDD, and will include the individual participant's work history, skills, and employment patterns. Should across-the-board criteria be developed, including a specific measure of the county's unemployment rate, this will be communicated to CDSS via an addendum to the CalWORKs Plan.

SECTION (q)

INTERACTION WITH AMERICAN INDIAN TRIBES

Please describe the discussions that have occurred with respect to administration for the federally recognized American Indian Tribes located within your county. This should include whether the county will administer the program, whether the tribes will administer their own approved tribal TANF program, or whether there will be joint county/tribal administration. [Reference: WIC Section 10553.2]

Since the implementation of the state GAIN program, DSS has worked cooperatively with California Indian Manpower Consortium (CIMC) to ensure the referral of designated Native Americans to CIMC Job Opportunities and Basic Skills (JOBS) program services. On June 26, 1997 DSS staff met with CIMC to review the Native Employment Works (NEW) program, implemented July 1, 1997. Although recent attempts to meet with the local Miwok Tribe at the Shingle Springs Rancheria have been unsuccessful, DSS will continue its efforts to establish dialogue with the Miwok Tribe.

CIMC is not opting to administer the TANF cash aid program for El Dorado County tribal members. Any TANF recipient meeting tribal membership with one or more of the designated 52 tribes is eligible for NEW services. Tribal members are not required to reside on a county reservation or Rancheria.

Collaboration efforts are underway to ensure referral to CIMC of TANF recipients who self-declare tribal membership with one of the 52 tribes and to ensure that members of tribes not on the list be served through the county WTW program.

DSS and CIMC will coordinate payment of child care expenses for CIMC NEW participants residing within El Dorado County; communication between agencies when household composition, residence and case status occur; and when participants do not meet NEW requirements and must be referred back to the WTW program.

SECTION (r)

GRIEVANCE PROCEDURES:

Until further notice, El Dorado County intends to use the current grievance procedures specified on pages 65-71 of its final GAIN Plan. Any change in this procedure will be communicated to CDSS via an addendum to the CalWORKs Plan.

CALWORKS PROGRAM FLOW

