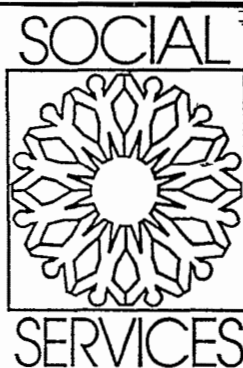


SOCIAL SERVICES AGENCY

County of Alameda
401 Broadway
Oakland, California 94607

Rodger G. Lum, Ph.D.
Director



(510) 268-2224
FAX (510) 268-7366
TDD (510) 834-9434

January 28, 1998

Glen Brooks
California Department of Social Services
744 P Street MS 14-44
Sacramento, CA 95814

Dear Mr. Brooks:

This is to respond to your request for additional clarification regarding the criteria to be used to decide whether or not a victim of domestic violence should have a CalWORKs program requirement waived. Alameda County will use GAIN good cause criteria as the criteria for waiving CalWORKs requirements for victims of domestic violence, until specific criteria can be developed and submitted to your office.

Thanks you for your continued assistance in the County CalWORKs Plan certification process.

Sincerely,

A handwritten signature in cursive script that reads "Kathy Archuleta".

Kathy Archuleta
Director
Department of Welfare to Work

c: Board of Supervisors
County Administrator
Executive Committee

ALAMEDA COUNTY GAIN PLAN - FY 87/88

SECTION 12

GAIN FORMAL GRIEVANCE PROCEDURE

GAIN FORMAL GRIEVANCE PROCEDURE

Section 12

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Grievance Procedure 12-3

GAIN FORMAL GRIEVANCE PROCEDURE

A. Introduction

The GAIN Formal Grievance procedure is approved by the Alameda County Board of Supervisors as the accepted process by which a participant may grieve a GAIN assignment or program requirement that the individual feels is a violation of the GAIN contract or is inconsistent with the program. This procedure is based on one which has been effectively utilized in Alameda County's General Assistance Program. The GAIN Advisory Council Process Committee reviewed and approved this procedure.

Exhibit 12-1 is the GAIN Formal Grievance procedure in Alameda County's standard format for operational procedures.

FORMAL GRIEVANCE PROCEDURE
GAIN PROGRAM

References: 42-720.34
42-787
42-787.3
42-787.5

I. GENERAL

This procedure provides a guideline to expedite the resolution of GAIN Formal Grievances within thirty (30) days from the date the individual requests the hearing. A Formal Grievance provides the individual who believes a program requirement or assignment is in violation of the contract or is inconsistent with the program an opportunity to present his/her case to an impartial hearing officer. The Formal Grievance procedure will be coordinated and monitored by the Appeals Unit.

Any grievance request filed by any applicant or recipient relative to any proposed adverse action by the county shall be deemed to be a request for a fair hearing and such request shall be processed as a fair hearing pursuant to division 22 of the EAS Manual.

II. PROCESSA. GAIN Clerk

1. Has complaining individual complete "Request for Formal Grievance--GAIN Program". The request may be on the back of the _____ or on a request for a grievance hearing. The claimant must provide his/her name, address, telephone number, birthdate, social security number, the issue, and, if possible, the worker's position number. In no instance will a request be denied if any of this data is not provided by the grievant.
2. Verifies case identifiers and forwards form to the Complaints Officer.
3. As directed by the Complaints Officer, schedules hearing appointments. The hearing must be scheduled no later than fifteen (15) working days after the date of request.

The letter confirming the hearing date and time is mailed to the grievant. This letter must also include notification that there is a right to present evidence, to bring witnesses, to question any witnesses, the right to be represented by an attorney or anyone else of the grievant's choosing, the right to have access to their case record and any relevant documents in

advance of the Grievance Hearing and the right to a written statement of the County's position in advance of the Hearing. The letter must also include a notice that the grievant must continue to participate during the Grievance process to prevent sanctions.

4. Clears the request via the CRT for case number and Gain Case Manager worker number.
5. Makes two copies of the request
6. Types the schedule of GAIN Formal Grievances.
7. Forwards one copy of each grievance request with the supervisor review form (_____) attached and a copy of the hearing schedule to the GAIN Division Control by 4 pm each day.
8. Maintains a GAIN Formal Grievance folder for each request and files the original request and a copy of the appointment notice.
9. Completes a data entry control form (_____) for each request.
10. Reschedules hearing if a postponement is requested by the grievant prior to the Hearing date and there is good cause for postponement.
11. Mails copy of completed decision to grievant and the authorized representative when it is received.
 - a) completes data entry form (_____) with decision results.

B. Complaints Officer

1. Reviews the grievance request and completes a written statement of facts and basis of county position. Mails to grievant at least three working days prior to hearing date.
2. In instances where it appears the action may have been incorrect, confers with the GAIN Unit Supervisor.
3. If the GAIN Unit Supervisor agrees, requests a conditional withdrawal from the grievant.
4. If a conditional withdrawal or withdrawal is obtained, completes data entry control form (_____).

5. If there is personal contact with the grievant at any time prior to the hearing or immediately prior to the Grievance Hearings, explains state fair hearing process and the advantages of filing an Appeal, if any. Has claimant sign form (_____) stating they understand and wish to proceed with the Grievance or wish to withdraw the grievance and file an Appeal.

C. Appeals Clerk

1. Logs in GAIN cases received for hearing and forwards the case records to the Complaints Officer.
2. Maintains a copy of the hearing schedule and notifies the Appeals Supervisor when cases are not received within the requested time period.

D. GAIN Control Clerk

1. Logs in hearing requests.
2. If form (_____) is not attached, sends to grievant with explanatory cover letter. Files copy with request.
3. Clears the case and, if the case is not in the GAIN Division, requests the case record.
4. For those requests currently assigned to the GAIN Division, forwards the request immediately to the appropriate GAIN Unit Supervisor.
5. For those requests for cases not currently in the GAIN Division. Forwards the case record with the request as soon as it is received.
6. When the request and case are returned by the supervisor, annotates the log, and forwards the case to the Appeals Section. This must be done the same day that the case is received from the supervisor.
7. Makes a copy of the hearing schedule and forwards a copy to the waiting room receptionist.
8. Receives case records with completed hearing results and returns them to the assigned worker's supervisor.

E. GAIN Case Manager

1. When contacted by a individual who is dissatisfied with a GAIN assignment, explains the right to a Formal Grievance and/or Fair Hearing.
 - a. Explains when it is appropriate to request a Formal Grievance.
 - b. Explains the right to file an appeal through the state fair hearing process instead of a Formal Grievance and advantages of an Appeal if any. If able, has grievant sign form (____) confirming this has been explained.
 - c. Explains the right to be represented by an attorney or other representative.
 - d. Explains the right to have access to all relevant documents and information in advance of the hearing.
2. If the grievant is requesting a Formal Grievance, completes "Request for Formal Grievance--GAIN Program". The request may be on the back of the _____ or on a blank request for a grievance hearing. The claimant must provide his/her name, address, telephone number, birthdate, social security number, the issue, and, if possible, the worker's position number. In no instance will a request be denied if not all of this data is provided by the grievant. Forwards the request to _____ immediately.
3. When notified by the Unit Supervisor that a Formal Grievance request has been submitted on an assigned case, reviews and, if necessary, completes case dictation documenting why the action was taken or assignment made.
4. Forwards the case record to the Unit Supervisor as soon as possible.
5. Continues to monitor grievant's participation in GAIN Program Takes appropriate action for failure to cooperate or participate.
 - a. If a sanction was imposed prior to the request for a Formal Grievance, the sanction is not suspended.

F. Unit Supervisor

1. Reviews the hearing request and case record to determine appropriateness of Agency action.
 - a. If the action is appropriate, prepares a brief justification for the action.
 - b. If the action is inappropriate, has the worker take the necessary corrective action. If appropriate, notifies the

appeals' section to request a conditional withdrawal.

2. Forwards case record, review and hearing request to _____ immediately.

G. HEARING OFFICER

1. Conducts Grievance Hearing

- a. Assures grievant has been advised of Appeal rights and advantages of a state fair hearing, if any.
- b. Notifies grievant at start of Hearing that it is to be conducted informally to elicit a complete airing of the facts; that he/she is duly appointed by the Agency director to hear the Grievance; that he/she is impartial and knowledgeable in the requirements of the GAIN Program, and that the grievant shall have the opportunity to question any witnesses.
- c. Informs grievant that the Hearing will be tape recorded.
- d. Swears in all parties so that all testimony is given under oath.
- e. As appropriate, postpones or continues Hearing in order to obtain testimony or evidence not available on the Hearing date.
- f. Makes a written decision within ten (10) working days of the conclusion of the hearing to be received by grievant within thirty (30) days from date of Grievance request. This decision must include a finding of fact and conclusion of law. It must also include a notice of the grievant's right to request a State fair hearing .

H. GAIN Clerk

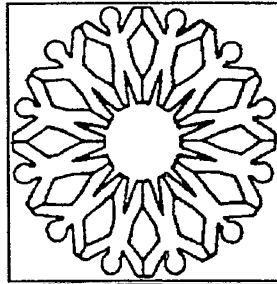
1. Receives completed data entry form (_____), when Hearing process is completed.
2. Enters into Lotus database GAINGRV
3. Produces monthly statistics on Hearing results from database.

SOCIAL

SOCIAL SERVICES AGENCY
County of Alameda

401 Broadway
Oakland, California 94607

Rodger G. Lum, Ph.D.
Director



(510) 268-2222

FAX (510) 268-7366
TDD (510) 834-9434

SERVICES

January 27, 1998

Glen Brooks
California Department of Social Services
744 P Street MS 14-44
Sacramento, CA 95814

Dear Mr. Brooks:

The following information is provided in response to your request for clarifications. Pages of the Alameda County CalWORKs Plan are attached for items 2,3,4,6 and 9; deleted language is struck-out and new language is bold.

1. Homework/study time - We understand that at this time the State will certify a plan which counts homework, study time, research, and reading as part of the total hours required as work activity for non-self initiated (SIPs) participants only. The State believes that counting these hours for SIPs is contrary to State law. Alameda County verifies that this provision will be implemented for non-SIPs only at this time. However, we believe that this provision is critical to the success of SIPs as well and intend to seek legislative remedy. We would appreciate your support.
2. Stage 1 Child Care - The names of the two R&Rs who will be providing Stage 1 child care have been added to page twenty-one.
3. Stage 3 Child Care - Clarification that Alameda County will be providing Stage 3 child care and the names of the providers have been added to pages twenty-one and twenty-two.
4. Domestic Violence - The criteria used to decide whether or not a victim of domestic violence should have a program requirement waived has been added to page twenty-eight.
5. Homework/study time - We understand that the homework/study time hours for non-SIPs may only be counted as welfare-to-work activities if the Federal government approves.
6. "Exempt vs. Waived" - The word "exemption" has been changed to "waiver" on pages twenty-seven and twenty-eight.

7. Performance Outcomes - Information regarding tracking mechanisms will be forwarded to Jo Weber as soon as it is available.
8. Alternative Payment Providers - Information regarding the AP providers in Alameda County will be forwarded to Teri Ellen.
9. Screening - On pages eighteen and nineteen, the word "screening" has been corrected to "appraisal and assessment" according to our plans to provide substance abuse and mental health services to CalWORKs recipients.

Also, per your request, a copy of our GAIN Grievance Procedure is also attached and will be utilized in CalWORKs.

Sincerely,



Kathy Archuleta
Director
Department of Welfare to Work

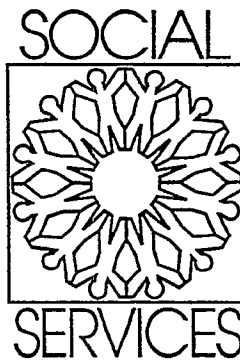
Attachments

c: Board of Supervisors
County Administrator
Executive Committee

SOCIAL SERVICES AGENCY

County of Alameda
401 Broadway
Oakland, California 94607

Rodger G. Lum, Ph.D.
Director



(510) 268-2100
FAX (510) 268-7366
TDD (510) 834-9434

December 26, 1997

Mr. Curtis Howard
Welfare to Work Division
California Department of Social Services
744 P. Street, MS 14-42
Sacramento, CA 95814

Dear Mr. Howard:

SUBJ: Alameda County CalWORKs Plan

Enclosed is a copy of Alameda County's CalWORKs Plan. The Plan was reviewed and approved by the Board of Supervisors on December 16, 1997.

Alameda County's Plan was developed in accordance with the appropriate federal, state and county laws and regulations. Input from clients, residents and community organizations was gathered through a series of public forums.

We propose a single, integrated employment-focused program that includes workforce development, training, support services, mental health and drug and alcohol treatment as well as cash and non-cash aid. Alameda County is strengthening its collaborations with community organizations to provide these services to clients. New partnerships with the community are now being forged as we seek to:

- Identify area job skill needs and opportunities for employment.
- Develop a comprehensive referral system for child care.
- Explore ways of improving transportation in the greater Alameda County area.

Alameda County believes that these new initiatives in conjunction with CalWORKs regulations will give our clients the best opportunity to achieve and to sustain self-sufficiency.

If you have any questions or concerns, please call me at (510) 268-2224. We look forward to the earliest approval of our County Plan.

Sincerely,



Kathy Archuleta, Director
Department of Welfare to Work

KAM:WYCWALCOVER:WPD
Enclosure

c: Alameda County Board of Supervisors
County Administrator
Rodger Lum, Agency Director
Glen Brooks, Jr., Regional Advisor, CDSS

ALAMEDA COUNTY

CaIWORKs PLAN

DECEMBER 16, 1997

Prepared by:

ALAMEDA COUNTY SOCIAL SERVICES AGENCY
RODGER G. LUM, Ph.D., DIRECTOR

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.

County CalWORKs Plan

December 9, 1997

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EXECUTIVE SUMMARY

(1) A list of the major program goals and objectives

Alameda County's new welfare system will be a single, integrated work-based system replacing Aid to Families with Dependent Children (AFDC) and Greater Avenues to Independence (GAIN) with a system of employment and workforce development, training, support services, mental health and drug and alcohol treatment and cash and non-cash aid. Combining services, systems and resources is the primary approach to improving services delivery and reducing costs, defining shared responsibility between clients and the community and defining outcomes in terms of employment and self-sufficiency.

To begin the process of change, Alameda County is determining the capabilities of the community to link and collaborate together to effectively address, meet and overcome the multitude of barriers that impact welfare recipients. Efforts must focus on eradicating the root causes of poverty, reducing the number of families living in poverty, and transforming the bureaucracy into a network of County and Community partners which will help individuals and families attain financial independence.

Reforming welfare must focus on creating healthy, self-sustaining communities. This will be accomplished by: developing the capacity of the local economy to sustain jobs and businesses; developing more extensive support systems for low income individuals and families; mobilizing a contingent of "change agents" and advocates to transform local communities; and, improving the delivery of human and community services. These principles are at the core of taking client, community and government responsibility to the maximum.

Alameda County recognizes that many CalWORKs recipients, especially long-term recipients, are among the most vulnerable members of society. Conditions, attitudes, and the quality of many services have created or fostered low self-esteem, subsistence and survival behaviors, dependency needs, and a distrust of government bureaucracy, within low-income communities. Yet within these conditions can be found significant strengths, unique and valuable skills, and a range of abilities that can be used to improve the socio-economic environment of the county's low-income populations.

To address these issues, Alameda County's CalWORKs Program has been designed to meet the following goals and objectives:

- work with the community, recipients and advocates to identify both the conditions of welfare dependence and the strategies necessary to effectively ameliorate those conditions;
- engage a broad range of agencies and organizations into a collaborative network of services and activities that together will maximize the resources appropriate to meeting the needs of low income populations;
- maximize the availability of support services to enable CalWORKs recipients to participate in welfare-to-work activities;
- develop a database of job placement experience as an indicator of successful system capabilities to assist recipients to enter employment;

- enable clients to obtain employment that will provide a living wage and which has the capability for growth and the potential for increasing earnings;
- increase the number of sustainable jobs within the local labor market through job creation and economic development activities;
- enroll of 2200 CalWORKs recipients per month (throughout calendar year 1998) into welfare-to-work activities;
- provide outreach, orientation and application services to approximately 1100 applicants per month; and,
- deliver a job search component to approximately 1300 CalWORKs approved applicants and recipients per month.

(2) A brief description of the major program elements which will contribute to those goals and objectives.

Recognizing that change is a large and complex process, the County has set forth a vision for the welfare system in the year 2001. The community-based planning development of this vision began in early 1996 and resulted in a "Self-Sufficiency Program" model. A description of the Alameda County Self Sufficiency Program is attached to this plan.

The Alameda County Self Sufficiency Program is the Agency's blueprint for operating a single, integrated system for the delivery of work first, employment-focused services. This program sets the transformation of separate eligibility and employment services operations, office environments, and dependency cultures into a system consisting of:

- Self Sufficiency Centers, featuring full-service, integrated eligibility and self-sufficiency service intake, and individualized case management in an employment and outcome focused environment. Individuals will receive employment services, transportation, child care, drug and alcohol abuse treatment and mental health services, on an as-needed basis, to comply with their individual welfare-to-work plan.
- A Benefit Center, for centralized case management support functions, file and records storage, mail service, and a Telephone Service Center using Interactive Voice Response (IVR) automation technology and telephone customer service personnel to answer questions and resolve problems.
- Community partnerships to leverage and maximize funds, prevent duplication of service delivery, tap the creativity of collaboration, and develop the capacity of the community to sustain a safety-net for an expanding population.

The Social Services Agency (SSA) is developing plans, materials and procedures that will inform applicants and recipients of the employment focus of the Self Sufficiency Program, and that will assist in the referral of applicants and ongoing cases to employment services. Alameda County has implemented the employment track components of the Self-Sufficiency Program throughout the county, utilizing existing facilities and supplementing space needs with temporarily leased and borrowed meeting locations.

Space planning and determining locations is proceeding in an effort to finalize a minimum of three sites to house the services and activities of the complete Self-Sufficiency Program. Each site will contain the full range of CalWORKs program services and activities as presented in the Self-Sufficiency Program description. Finalization of facility availability for all three sites may not be realized until 1999.

CalWORKs Program Elements - operational in 1998

Eligibility Determination / Intake

Support Services - child care, transportation

Diversion Services

Job Workshops - Job Search / Job Club and employment activities

Orientation

Appraisal - initial review of needs, general skills and abilities

Benefits - cash aid, Food Stamps, Medi-Cal

Assessment - after workshops for those who have not found employment

Individual Welfare-to-Work Plan

Case Management

Cal-Learn Project

Welfare-to-Work Activities:

Unsubsidized employment

Subsidized private sector employment

Subsidized public sector employment

Self-employment

Community Service

Work Experience

On-the-Job Training

Grant-based On-the-Job Training

Vocational education and training

Transitional employment

Education directly related to employment

Adult basic education (basic education, GED and ESL)

Work study

Job search and job readiness assistance

Job skills training directly related to employment

Supported Work

Diversion program

Drug & Alcohol Abuse Services & Treatment

Mental Health Services & Treatment

Post-Employment Services

Domestic Violence Services & Treatment

COUNTY PLAN ELEMENTS

(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.

The partnerships for the County's Self-Sufficiency Program will develop and evolve in an ongoing process to address the changing needs of clients. At a minimum, the Social Services Agency will continue and/or develop memorandums of understanding, coordination agreements or contracts with other public, private and non-profit service providers.

The Charts on the following two pages identify the training activities and support services which are being implemented within the Self-Sufficiency Program in Alameda County. This provides an overview of the training activities and support services during the first two-to-three years of operation. Some providers listed are not funded with welfare resources to serve CalWORKs recipients but are providers who utilize other resources to provide training and/or support services to public assistance recipients and other low-income individuals and families.

The selection of contractors or outside providers funded by CalWORKs and other resources is conducted through an open and competitive procurement process operated by the County. A list of training and support services providers for Fiscal Year 1997/98 is provided following the overview Charts.

To meet the language and cultural needs of immigrants and the limited-English speaking populations in the County, collaborations are being developed with a variety of community organizations that can provide occupational and skills training programs, which incorporate vocational English-as-a-second-language (VESL) and cultural and language assistance. These services will be coordinated with ongoing CalWORKs activities to most effectively assist the immigrant and the limited-English populations to transition from welfare to employment. The Self-Sufficiency Centers are providing job workshops and job clubs specifically for limited-English individuals, and can provide access to interpreters for orientations, job workshops and other services on an as-needed basis.

Does Alameda County have a Refugee Employment Services Plan?

YES

No

Alameda County certifies that the county welfare-to-work activities will be coordinated with the County Refugee Employment Services Plan.

TRAINING ACTIVITIES	CURRENT / POTENTIAL PROVIDERS
<p>Job Search Workshops Interviewing and resume skills</p> <p>Post Workshop Employment Assessment</p>	<p>Self-Sufficiency Program (County staff) ACCESS One-Stop Center, Hayward Oakland PIC One-Stop Center, Oakland EDD One-Stop Center, Oakland & Fremont Faith-Based Organizations Community-Based Organizations</p> <p>Peralta Community College District</p>
<p>Basic Education skills GED / English-as-a-Second Language Vocational Education Occupational skills Basic computer skills</p>	<p>Adult Schools Regional Occupational Programs (ROPs) GAIN Program training providers JTPA Title II providers - ACPIC and OPIC Community Colleges - Peralta, Chabot/Las Positas & Fremont-Newark/Ohlone Faith-Based Organizations Community-Based Organizations Housing Authorities Mutual Assistance Associations Literacy Programs & Providers</p>
<p>Community Service</p>	<p>Local Education Agencies / K-12 Adult Schools Regional Occupational Programs (ROPs) GAIN Program training providers JTPA Title II providers - ACPIC and OPIC Community Colleges - Peralta, Chabot/Las Positas & Fremont-Newark/Ohlone Faith-Based Organizations Community-Based Organizations Housing Authorities City, County and Special Districts</p>
<p>Work Study</p>	<p>Community Colleges - Peralta, Chabot/Las Positas & Fremont-Newark/Ohlone California State University Local Education Agencies Adult Schools Regional Occupational Programs (ROPs)</p>
<p>Language and cultural needs of immigrants and limited-English populations</p>	<p>Self-Sufficiency Program (County staff) Mutual Assistance Associations Adult Schools Faith-Based Organizations Community-Based Organizations</p>

SUPPORT SERVICES	CURRENT / POTENTIAL PROVIDERS
Child Care	Resource & Referral (R&R) Agencies Alternative Payment (AP) Providers Family DayCare Home Providers Exempt Care Providers School Districts - Local Education Agencies Head Start Programs Community College Districts Parks & Recreation Departments Housing Authorities Faith-Based Organizations
Transportation	Self-Sufficiency Centers will manage issuance of tickets, vouchers and reimbursements Local Transportation Authorities & Agencies
Post-Employment Services Mentoring Programs	Self-Sufficiency Program (County staff) ACCESS One-Stop Center, Hayward Oakland PIC One-Stop Center, Oakland EDD One-Stop Center, Oakland Community-based Organizations Faith-based Organizations Private Sector Businesses & Organizations Public Agencies
Drug & Alcohol Abuse Services Assessments and Treatment providers.	<u>Assessments:</u> Self-Sufficiency Program (County staff) ACCESS One-Stop Center, Hayward <u>Providers:</u> Department of Behavioral Care Community contract providers
Mental Health Services Assessments and Treatment providers	<u>Assessments:</u> Self-Sufficiency Program (County staff) ACCESS One-Stop Center, Hayward <u>Providers:</u> Department of Behavioral Care Community contract providers
Counseling - stress, personal, family	ACCESS One-Stop Center, Hayward Oakland PIC One-Stop Center, Oakland Community-Based Organizations Faith-Based Organizations

ALAMEDA COUNTY CalWORKs PLAN

COMMUNITY-BASED CONTRACTS - SOCIAL SERVICES AGENCY

effective July 1, 1997 through June 30, 1998

CONTRACTOR

SERVICE

WORKFORCE & RESOURCE DEVELOPMENT

Alameda Health Consortium	Medi-Cal Outreach
Chabot Community College	Counseling Services
Community Child Care Council of Ala. Co.	Child Care Services
Employment Development Department	Job Services
Peralta Community College District	Assessment Services
Child Care Links (formerly RFD)	Child Care Services
Peralta Community College District	Counseling Services
Oakland Chinese Community/American Viet League	Job Preparation/Job Seeking Activities
Catholic Charities/Refugee Mutual Assistance	Job Preparation/Job Seeking Activities
Building Opportunities for Self-Sufficiency, Hayward	Job Preparation/Job Seeking Activities
Goodwill Industries	Job Preparation/Job Seeking Activities
Building Opportunities for Self-Sufficiency, Oakland	Job Preparation/Job Seeking Activities
Vallecitos CET	Job Preparation/Job Seeking Activities
Asians for Job Opportunities/ Adelante/Inter-City	Job Preparation/Job Seeking Activities
Asians for Job Opportunities	Job Preparation/Job Seeking Activities
Jobs for Homeless Consortium	Job Preparation/Job Seeking Activities
Bay Area Urban League	Job Preparation/Job Seeking Activities
Lao Family Community Dev./Spanish Citizens Foundation	Job Preparation/Job Seeking Activities
Spanish Speaking Unity Council	Job Preparation/Job Seeking Activities

CAL LEARN

East Bay Perinatal Council	Case Management
Tiburcio Vasquez Health Center	Case Management

TARGETED ASSISTANCE

American Viet League	On-Job Training
Catholic Charities, Oakland Diocese	On-Job Training
Catholic Charities, Oakland Diocese	Vocational Training
East Bay Vietnamese Association	Social Adjustment
East Bay Vietnamese Association	Vocational Training
East Bay Vietnamese Association	Job Development
Lao Family Community Development	Social Adjustment
Lao Family Community Development	Job Development
Jobs for Homeless Consortium	GA/FSET Transportation

REFUGEE EMPLOYMENT SOCIAL SERVICES

American Viet League	Employment Services
Catholic Charities, Oakland Diocese	Employment Services
East Bay Vietnamese Association	Employment Services
East Bay Vietnamese Association	Social Adjustment
Lao Family Community Development	Social Services
Lao Family Community Development	Employment Services

COMMUNITY PROJECTS

Alameda County Community Food Bank
Berkeley Emergency Food & Housing Project
Davis Street Community Center
East Oakland Switchboard
Emergency Services Network
Salvation Army
Valley Community Health Center (The Center)
Travelers Aid Society
Tri-City Volunteers
Berkeley Emergency Food & Housing Project
Berkeley Oakland Support Services
Emergency Shelter Program
Family Emergency Shelter Coalition
Salvation Army
San Leandro Shelter for Women & Children
Shelter Against Violent Environments
The Center
Tri-City Homeless Coalition
Women's Refuge

Food Distribution
Food Distribution
Food Distribution
Food Distribution
Homeless Advocacy
Food Distribution
Food Distribution
Inform., Referral & Emergency Svcs.
Food Distribution
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services
Shelter Services

PRIVATE INDUSTRY COUNCIL

Vallecitos CET
Mission Valley ROP
Mission Valley ROP
Vallecitos CET
Vallecitos CET
Chabot/Las Positas College District
Crisis Support Services
Fremont-Newark Ohlone College District
Oakland Private Industry Council
Peralta Community College District
Veterans Assistance Center

II-A-77% / Workforce 2000 Program
II-A-77% / Workforce 2000 Program
II-A-77% / Non-traditional Employment for Women
II-A-5% / Older Workers Program
II-C-82% / Out-of-School Youth
III Career Center
III Stress Counseling
III Career Center
III Base Closure
III Career Center
III Stress Counseling

(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.

The County maintains a broad range of partnerships and associations with the private sector community of the Bay Area. Through its operation of the Job Training Partnership Act (JTPA) programs and the County's GAIN, Food Stamp Employment & Training (FSET) and General Assistance Employment Services (GAES) programs, the Social Services Agency (SSA) has partnered with local and regional employers and employer associations, as well as labor and labor organizations, to identify employment needs and trends in order to provide effective job training, development and placement opportunities for the clients served by the SSA.

Alameda County's Economic Development Alliance for Business (EDAB) is itself a partnership of the private sector with city and county government, labor, local education, community colleges, higher education and community organizations which addresses the issues of growing local businesses, attracting new industries and employers and retaining existing business in Alameda County. EDAB, and its county staff, have maintained an active interest and partnership with city and county social services agencies in order to meet the workforce preparation needs of the county's residents.

These efforts were highlighted in June 1997 under the leadership of Keith Carson, the President of the Board of Supervisors, in a targeted developmental effort to direct local creativity to three critical areas of the welfare reform implementation in Alameda County. These three areas were child care, transportation and job creation. This targeted effort, the 90-Day "Communities That Work!" Project, brought into partnership a range of private sector businesses, employers, labor, education, community organizations, faith organizations and government agencies with a challenge to produce concrete results in a 90-day time frame.

This effort identified over 700 jobs available to CalWORKs clients and, more importantly, strengthened the existing partnerships within the community between the private sector, labor, education, community groups, faith organizations and local government agencies. The "Communities That Work!" Project demonstrated that partnerships are a viable and proactive means to identify and ameliorate communication barriers and to find effective and productive solutions in this community.

The following partners are developing and expanding the systems that assist employers, labor and the CalWORKs job seekers to identify jobs that meet the employment needs of all parties. A brief description of what each partner does (or will do) is included:

Alameda County Economic Development Alliance for Business (EDAB) - provides assistance in design and development of training and job placement activities and linkages with local economic development efforts that provide employment opportunities.

Alameda County and Oakland Private Industry Councils (PICs) - bring together private sector, labor, education, social services, government and community representatives to identify the workforce development, employment and training needs of the local and regional labor markets and to identify successful approaches to meeting the employment needs of the unemployed and underemployed populations in the county.

California Employment Development Department (EDD) - offices in the county provide a centralized database of employers and job opportunities, and a job matching system to connect job seekers to available employment.

City Economic Development Agencies - provide linkages to new and expanding job opportunities in each city and in the county.

Central Labor Council and Union representatives - participation in the Welfare Reform Design Team's planning for welfare reform, and their membership on the Alameda County and Oakland Private Industry Councils, provides linkages to the activities and services of organized labor and to the opportunities for employment that unions and organized labor can offer.

Chambers of Commerce - provide information and marketing assistance, employer contacts and feedback, surveys of employer needs, and identify local labor market trends.

Employer resources and networks - through the Alameda County and Oakland Private Industry Councils through job development activities, labor market studies and program planning and development provide information on successful employment and training services to economically disadvantaged populations.

State Universities and the University of California - provide labor market and industry forecasts and trends, input on workforce development strategies, and research on business, employment and the economy, which assists in making connections between public assistance programs and recipients and the methods needed to access employment.

Community Colleges - Industry and Employment Advisory Councils provide input and feedback on skills training and education programs that are relevant to local employers and for local and regional labor market trends.

Alameda County Office of Education (ACOE) - Industry/Education Advisory Councils - provide input on the education needs of today's and tomorrow's workforce to assist local schools to prepare youth to meet the needs of employers and industries.

Community Action Agencies(CAA) - provide linkages to small and neighborhood businesses and assist both small employers and community residents to make the connections to job opportunities.

Faith-Based Organizations (FBOs) - provide a strong link with small businesses and with the community in identifying employment needs and opportunities. This community's participation on the Welfare Reform Design Team's planning for welfare reform provides a positive opportunity to develop community support for CalWORKs recipients and employers.

Community-Based Organizations(CBOs) - provide both employment development and training activities that meet the needs of employers, and of those individuals who participate in training activities. Many of these organizations have years of experience in identifying jobs that will meet the needs of the participants they serve, while providing the employer with the trained workers that the employer needs.

Complementing these partnerships and efforts within Alameda County is the County's participation in the development of an East Bay regional infrastructure of One-Stop Career Centers serving Alameda and Contra Costa Counties. The Private Industry Councils of Alameda County, Contra Costa County, City of Richmond and City of Oakland partnered to develop a comprehensive One-Stop Career Center system, which is known as EastBay Works. Utilizing federal Job Training Partnership Act (JTPA) funds, the EastBay Works is implementing the California Vision of One-Stop Career Centers by designing and operationalizing the Vision's infrastructure requirements in an East Bay network of sites.

EastBay Works electronically links the workforce development activities and services of sixteen (16) One-Stop Career Centers. There will be nine One-Stop sites in operation in Alameda County, and seven One-Stop sites in Contra Costa County, by January 1, 1998. Each One-Stop Career Center has been developed and will be operated by a local partnership of agencies, as defined by the California Vision for One-Stop Career Center systems.

This network allows for the identification of job opportunities, employer needs, job seeker skills, and training services throughout the East Bay and allows for the immediate exchange of information between and among any of the sixteen One-Stop sites. Additional communications capabilities allow each site to access the Internet and to link with other One-Stop Career Center systems in the Bay Area and throughout the entire state. Collaboration efforts between the One-Stop Career Centers in Alameda County and the City of Oakland and the County's Self-Sufficiency Program are ensuring that information, resources and communications are shared from the One-Stop Career Center system to the Self-Sufficiency Program locations to the full extent that available resources and technology can provide.

One-Stop Career Center locations in Alameda County, which will be operational no later than March 31, 1998, are the following:

Alameda Community Partnership	College of Alameda	Alameda
Emeryville Community Partnership	Emeryville Works	Emeryville
Eden Area Community Partnership	ACCESS One-Stop	Hayward
Fremont Community Partnership	Employment Development Department	Fremont
Newark Community Partnership	Ohlone Career Center	Newark
Oakland Career Center	Downtown - 22nd Street	Oakland
East Oakland Career Center	EDD - Hegenberger Road	Oakland
Berkeley Community Partnership	Health & Human Services	Berkeley
Valley Area Community Partnership	Chabot-Las Positas Community College	Pleasanton

(c) Local labor market needs

Briefly describe other means the county will use to identify local labor market needs.

Alameda County utilizes a variety of resources to identify local labor market conditions and needs. This includes access to: traditional State and Federal data resources; special studies and activities of local workforce and economic development organizations; and, the informal network of shared labor market information among job developers within the employment and training communities in Alameda County.

With the partnerships that have developed in recent years around such initiatives as School-to-Career Programs, Career Center Services for Dislocated Workers, One-Stop Systems, Work First! welfare services and the Welfare-to-Work policies of the TANF and CalWORKs programs, Alameda County's welfare services are able to identify local and regional labor market needs through direct access to the following resources:

Alameda County Economic Development Alliance for Business (EDAB)

- economic development activities and surveys
- identification of employer needs

Employment Development Department (EDD) / Labor Market Information Division (LMID)

- labor market data and trends / State, regional and county

EastBay Works Work-Web

- job development, job leads

Regional One-Stop Career Center System

- job development, job leads
- employer information

ERISS and CHOICES brand software database

- database of job descriptions
- statewide list of employers
- training providers - locally, regionally and statewide

Central Labor Council

- information on apprenticeships and union positions

Alameda County and Oakland Private Industry Councils

- labor market data and trends / State, regional and county
- employer information
- placements, job search activities
- job development, job leads

Employment & Training Community Network - Oakland

- job development, job leads
- training programs, activities and services

GAIN Program data

- placements, job search activities

Community College-based Career Centers

- labor market data and trends / State, regional and county
- employer information
- training programs, skill needs

Chambers of Commerce

- employer information
- local labor trends and needs

(d) Welfare-to-Work activities (there are 16 listed, and the option to include others)

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. 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." Activities allowed by state law include, but are not limited to, those listed below. Please indicate which of the following activities will be provided and identify any allowable activities that will not be provided.

- | | |
|--|---|
| <input checked="" type="checkbox"/> Unsubsidized employment | <input checked="" type="checkbox"/> Work study |
| <input checked="" type="checkbox"/> Subsidized private sector employment | <input checked="" type="checkbox"/> Self-employment |
| <input checked="" type="checkbox"/> Subsidized public sector employment | <input checked="" type="checkbox"/> Community Service |
| <input checked="" type="checkbox"/> Work Experience | <input checked="" type="checkbox"/> Job search and job readiness assistance |
| <input checked="" type="checkbox"/> On-the-Job Training | <input checked="" type="checkbox"/> Job skills training directly related to employment |
| <input checked="" type="checkbox"/> Grant-based On-the-Job Training | <input checked="" type="checkbox"/> Supported Work |
| <input checked="" type="checkbox"/> Vocational education and training | <input checked="" type="checkbox"/> Transitional employment |
| <input checked="" type="checkbox"/> Education directly related to employment
(see Note: on page 15) | <input checked="" type="checkbox"/> Adult basic education / includes basic education, GED and ESL
(see Note: on page 16) |
| <input checked="" type="checkbox"/> Other: | |
| <input checked="" type="checkbox"/> Diversion program | |
| <input checked="" type="checkbox"/> Drug & Alcohol Abuse Services & Treatment | |
| <input checked="" type="checkbox"/> Mental Health Services & Treatment | |
| <input checked="" type="checkbox"/> Post-Employment Services | |
| <input checked="" type="checkbox"/> Domestic Violence Services & Treatment | |

Welfare-to-Work Activities
General Description

Unsubsidized employment - employment where wages are fully paid by the employer with no subsidy of those wages by any government program.

Subsidized private sector employment - employment in the private sector where a portion of the wages paid to the employee are subsidized (paid in-part or in-whole) by a government-funded program, either directly to the employee or through reimbursement to the employer. The employee whose wages are subsidized must be an eligible and enrolled participant of the government-funded program from which the funds to pay that employee's wages are derived.

Subsidized public sector employment - employment in the public (government or non-profit) sector where a portion of the wages paid to the employee are subsidized (paid in-part or in-whole) by a government-funded program, either directly to the employee or through reimbursement to the employer. The employee whose wages are subsidized must be an eligible and enrolled participant of the government-funded program from which the funds to pay that employee's wages are derived.

Work Experience - which means public or private sector work that will help provide basic job skills, enhance existing job skills in a position related to the participant's experience, or provide a needed community service that will lead to employment. Work experience is provided as part of a larger program which includes other activities provided prior to, during and/or after the work experience component, all of which are focused on enhancing the employability of the individual participant. Work experience participants may be paid as employees, participate as a condition for the continuing receipt of cash public assistance, or may be unpaid while participating in the work experience activity.

On-the-Job Training (OJT) - is a skills training program where the employer (primarily in the private sector) first hires the individual as a regular employee on condition that the employer will provide a structured skills training program for the employee, over a specific period of time, and will continue the employment of the individual upon successful completion of the skills training program. The skills training program curriculum includes learning by education and by doing and involves the production of work for the benefit of the employer. The employer is reimbursed for the cost of the skills training program provided by the employer, generally based on a cost factor of up-to 50% of the hourly wage of the employee over the period of time that the skills training program lasts.

Grant-based On-the-Job Training - public or private sector employment or on-the-job training in which the recipient's cash grant, or a portion thereof, is diverted to the employer as a wage subsidy to partially or wholly offset the payment of wages to the participant. This may include community service positions where such positions are in conformance with the requirements specified in CalWORKs legislation.

Welfare-to-Work Activities
General Description

Vocational education and training - programs which primarily develop job-related skills in a classroom based setting, often complemented by hands-on learning or training activities. Basic education, language and life-skills, which are often provided within the classroom education and training, are all taught in the context of a career, employment or vocational focus. All components and activities are tied to an occupational field in which the participant is expected to obtain employment.

Education directly related to employment - academically-based courses of study which are focused on a specific career or occupational area. Individuals who complete such educational study, as determined by an approved educational institution, are expected to enter employment in a position directly related to the career or occupational area studied.

NOTE: Alameda County will include a specific number of hours per week for homework, study, research and reading where such activities are a requisite part of the course of study. These hours will be detailed in the CalWORKs individual welfare-to-work plan and will be included as part of the total hours of required work activity participation. The need and appropriateness of these hours of educational activity was strongly supported by the community, recipients and educational institutions during the public review process of the county's CalWORKs plan.

Work study - programs implemented and operated by educational institutions whereby students of the institution are provided paid work opportunities while attending classes of the institution. Work assignments are primarily within the educational institution's system but may include opportunities with agencies and organizations outside of the institution where the work is related to the study and education objectives of the student.

Self-employment - may be in any legal endeavor for which the recipient receives income for the work done or the product(s) created and the income of the recipient is reported for tax purposes as self-employment derived income.

Community Service - temporary or transitional employment positions in the public and private non-profit sectors which will provide participants with job skills that can lead to unsubsidized employment. Positions may be paid, unpaid or grant-based. All positions must comply with antidisplacement provisions of Federal, State, CalWORKs and local legislation, and receive union or bargaining unit concurrence wherever applicable. The development of community service positions will include seeking education and community college credit and a system for job and work skills certification appropriate to the work accomplished by participants in specific community service positions. Details of these efforts to maximize the employment enhancement capabilities of community service will be provided in an addendum to the county CalWORKs plan.