County of San Diego

LAWRENCE B. PRIOR III
CHIEF ADMINISTRATIVE OFFICER
(619) 531-6226
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CHIEF ADMINISTRATIVE OFFICER

1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

February 6, 1998

Mr. Gordon Scott, Regional Advisor
California Department of Social Services
744 P Street
Sacramento, CA 95814

Dear Mr. Scott:

SAN DIEGO COUNTY CalWORKs PLAN TECHNICAL CLARIFICATIONS

Attached are the technical clarifications to San Diego County's CalWORKs Plan requested by your office. For your information, we plan to continue using our original GAIN Formal Grievance Procedure that was approved by the Board of Supervisors on March 3, 1987 (69). A copy of that procedure and the Board resolution are also attached.

If you have any questions, please contact Dale Fleming at (619) 338-2719.

Sincerely,

LAWRENCE B. PRIOR III
Chief Administrative Officer

LBP:jr
Attachments

cc: Thomas Pastuszka, Clerk of the Board

Printed on recycled paper

SECTION XVIII

FORMAL GRIEVANCE PROCEDURE

The Formal Grievance Procedure established by the County will be operated internally by the Department of Social Services. However, the process itself will not, in any way, be under the jurisdiction of the Employment Services Bureau of the Department. A professionally trained hearing officer assigned to the Department's Appeals Section will be responsible for managing the County Formal Grievance Procedure, including the conduct of the Formal Grievance hearings themselves.

Procedures will be developed which are designed to allow the grievance hearing officer to obtain all of the necessary facts to make an objective, informed decision, while at the same time minimizing the degree of formality found in other hearing processes. Although strict rules of evidence will not be followed, GAIN participants will be allowed full opportunity to present their position, be represented by persons of their choice, and review all supporting documentation. They will be given full opportunity to hear first hand via direct testimony from the Case Manager and/or others involved in the decision leading to the client's contention that the contract was violated and/or the program is being misapplied.

The Formal Grievance hearing officer will be responsible for scheduling and conducting the grievance hearing, reviewing all necessary evidence, maintaining a record of the hearing, and issuing a timely written decision that is considered binding to all parties.

Maximum effort will be made to avoid unnecessary hearings by developing procedures similar to those contained in the conciliation process in an attempt to seek resolution of disputes to the participant's satisfaction outside of the hearing environment. The hearing process itself so often tends to become overly formalized and it can actually serve as a barrier in the long run, to the resolution of differences between the participant and the Department. Such differences often involve simply a misunderstanding and/or failure

to effectively communicate on the part of either the County and the participant, or both.

The legislative and regulatory intent of the grievance procedure is clearly to allow participants a means by which differences can be resolved without the need for lengthy, involved and technical Fair Hearing processes. The grievance procedure is intended to serve as a formalized method of extended conciliation. It is clearly not intended to be a quasi-judicial, formalized and complicated process whose structure, by design, prevents it from accomplishing its principal intent: to resolve disputes and assure successful conciliation without resorting to more formalized, time-consuming processes such as the Fair Hearings.

For these reasons, every effort will be made to keep the Formal Grievance process simple, straightforward, and as relaxed as possible for the client while, at the same time, achieving fair and objective resolution of differences. The County considers it important to make the participant feel as comfortable as possible, to allow the client maximum participation in the process, and to avoid excessive formalities that jeopardize the goals of the grievance process. If participants remain dissatisfied with the results of the Formal Grievance process, they still have the full right to pursue their dissatisfaction through the State Fair Hearing process.

Welfare Rights Organization and Legal Aid Society submitted a proposed format for the County Grievance Procedure for consideration by the County. The proposed procedure called for multiple levels of pre-hearing reviews, highly technical rules for the conduct of the hearing, and a commission of several people selected jointly by the County and Welfare Rights Organization to serve as a hearing panel. While extensive consideration was given to the proposed format, it was determined to be too complex, administratively cumbersome, and too costly and time consuming. The proposed quasi-judicial hearing process itself was considered too complex and formal to achieve the overall intent of the Grievance Procedure as described above.

The County intends to closely monitor the County Grievance Hearing Process in order to ensure that the format provides for maximum dialogue between the participant and the County while also allowing for a comprehensive review of the facts in order to result in fair and informed decisions. The County hopes to maintain an on-going dialogue with Welfare Rights Organization and Legal Aid Society in order to ensure that the process operates as designed, yet satisfies any concerns they have about the objectivity and fairness to participants.

County of San Diego

ROBERT K. ROSS, M.D.
DIRECTOR
(619) 515-6555
FAX: (619) 515-6556

HEALTH AND HUMAN SERVICES AGENCY
1700 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2417

AREA AGENCY ON AGING
COMMISSION ON CHILDREN, YOUTH AND FAMILIES
DEPARTMENT OF HEALTH SERVICES
DEPARTMENT OF SOCIAL SERVICES
VETERANS SERVICE OFFICE

January 6, 1998

Mr. Curtis Howard
Welfare to Work Division
California Department of Social Services
744 P Street, MS 9-701
Sacramento, CA 95814

Dear Mr. Howard:

This is to transmit a copy of San Diego County's CalWORKs Plan. This Plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by the Welfare to Work Act of 1997, Assembly Bill 1542, and All-County Letter 97-54. This plan was approved by the San Diego County Board of Supervisors on December 16, 1997 (18). Included with the CalWORKs Plan is the minute order from that meeting and several documents outlining San Diego County's Welfare Reform Strategic Plan, titled "Welfare to Work in San Diego County". Please note that the minute order reflects the Board of Supervisors authorization of the Chief Administrative Officer to approve any future amendments to the Plan.

Sincerely,

ROBERT K. ROSS, M.D., Director
Health and Human Services Agency

RKR:jr
Attachments

COUNTY OF SAN DIEGO
BOARD OF SUPERVISORS
TUESDAY, DECEMBER 16, 1997

MINUTE ORDER NO. 18

SUBJECT: Welfare Reform and the California Work Opportunity and Responsibility to Kids Program
(Supv. Dist: All)

ISSUE/REFERENCE:
On August 6, 1997 (5), the Board of Supervisors approved the Welfare Reform Strategic Plan called Welfare to Work in San Diego County and directed the Chief Administrative Officer to return with a progress report on implementation of Welfare Reform. In a related action on August 6, 1997 (7), the Board approved a recommendation by Supervisors Cox and Jacob for development of a Report Card to track impacts on children and families from welfare reform and other health and human services system changes.

On August 11, 1997, the California Work Opportunity and Responsibility to Kids (CalWORKs) program was created by the Welfare to Work Act of 1997, Assembly Bill 1542. CalWORKs replaces the Greater Avenues for Independence and the Aid to Families with Dependent Children programs in California. The Welfare to Work Act of 1997 requires the County to submit a CalWORKs Plan to the California Department of Social Services by January 10, 1998.

Board approval is requested to do the following:

a. Certify the CalWORKs County Plan;
b. Authorize a Memorandum of Agreement with George Washington University, and appropriate the resulting revenue, to support the Report Card for Children and Families;
c. Direct staff to return in 30 days for authorization to issue a Request for Proposals to provide Welfare to Work case management for CalWORKs participants;
d. Seek grant funding to develop a wide variety of Welfare to Work strategies;
e. Discontinue a County program funded by San Diego Workforce Partnership, Inc., allowing the Workforce Partnership to redirect the revenue to community service providers;
Extend a contract with the Employment Development Department to ensure job placement resources are available;
f. Extend a contract with the Employment Development Department to ensure job placement resources are available;
g. Appropriate additional CalWORKs funds for Welfare to Work support services.

FISCAL IMPACT:
Approval of the Chief Administrative Officer's recommendations will result in current year increased costs and revenue of $576,663, and deletion of 6.75 staff years, 9 positions. Annualized costs and revenue increases will be $2,089,657. There will be no increase in net County cost. The funding sources are the CalWORKs allocation and the George Washington University Center for Health Policy Research.

RECOMMENDATION:
CHIEF ADMINISTRATIVE OFFICER:

1. Authorize the Chairman of the Board to certify the CalWORKs County Plan, and authorize the Chief Administrative Officer to approve future amendments as needed.

2. Authorize the Director of Health and Human Services Agency to execute an agreement with George Washington University to design a Report Card for Children and Families. (County Contract No. 73483-R)

3. Establish appropriations in the amount of $45,000 in the Health and Human Services Agency ($36,000 for Professional and Specialized Services in the Health Service Budget unit and $9,000 for Management Reserve in the Agency budget unit) for the Report Card for Children and Families based on unanticipated revenue from George Washington University. (4 VOTES)

4. Approve in concept the competitivization of Welfare to Work case management services, and direct the Chief Administrative Officer to return to the Board within 30 days for authorization of necessary actions to issue a Request for Proposals, negotiate, and award contracts to provide Welfare to Work case management for CalWORKs participants.

5. Authorize the Director of Health and Human Services Agency to apply for funding and technical assistance from other public agencies and private organizations, including the Rockefeller Foundation, to develop and evaluate alternative employment and contracting strategies and to sign on behalf of the County any application or proposal documents.

6. Cancel appropriations and revenue in Fiscal Year 1997-98 in the amount of $443,750 for the Job Training Program in the Family Resource Bureau as a result of not accepting the revenue agreements with San Diego Workforce Partnership, Inc. for on-the-job training and placement.

7. Authorize the deletion of 6.75 staff years and 9 positions in the Family Resource Bureau for Fiscal Year 1997-98.

8. Direct the Department of Human Resources to delete nine positions in Fiscal Year 1997-98 and prepare the appropriate amendment to the Compensation Ordinance.

9. In accordance with Board Policy A-87, Competitive Procurement, approve and authorize the Purchasing and Contracting Director to execute, upon receipt, a second amendment to Contract No. 35794 with the State of California Employment Development Department effective January 1, 1998 through June 30, 1998. Waive the advertising requirement. The budgeted contract amount is $1,046,564 and this amendment increases the contract up to $1,325,424.

Contractor	Service	Extension Amount
State of California Employment Development Department	Employment	Not to exceed $278,860

10. Establish appropriations in the amount of $278,860 of unanticipated revenue from the California Department of Social Services to the Health and Human Services Agency, Family Resource Bureau, Fiscal Year 1997-98 budget for the CalWORKs program from the amendment to the Employment Development Department contract. (4 VOTES)

11. Establish appropriations in the amount of $696,553 of unanticipated revenue from the California Department of Social Services to the Health and Human Services Agency, Family Resource Bureau, Fiscal Year 1997-98 budget for the CalWORKs program for transportation and ancillary expenses. (4 VOTES)

ACTION:
ON MOTION of Supervisor Slater, seconded by Supervisor Jacob, the Board of Supervisors took action as recommended, and directed the Chief Administrative Officer to explore alternatives to the current Cal Learn program such as the proposed pilot program option as referred to in attachment and return to the Board with some recommended actions for implementation and provide an update report on the Cal Learn program.

AYES: Cox, Jacob, Slater, Roberts, Horn

State of California)
County of San Diego)SS

I hereby certify that the foregoing is a full, true and correct copy of the Original entered in the Minutes of the Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

By Marion Egan
Marion Egan, Deputy

County of San Diego

COUNTY OF SAN DIEGO

CalWORKs PLAN

Prepared By:
The Health and Human Services Agency
Family Resource Bureau

Date Submitted:
January 6, 1998

This Plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by The Welfare to Work Act of 1997, Assembly Bill 1542.

Board of Supervisors

Bill Horn, *Chairman*
District 5

Greg Cox, *Vice Chairman*
District 1

Dianne Jacob
District 2

Pam Slater
District 3

Ron Roberts
District 4

Welfare Reform Directives

- **Work, Not Welfare** is the vehicle for self-sufficiency through a "Work First" program.
- **An Integrated Safety Net** provides a coordinated and consolidated package of services to support families as they move from government support and dependence to independence.
- **An Integrated Base of Community Services** provides supportive services through regional/community-based governmental and private sector organizations.
- **Local Flexibility** over program design and fair share of funding provide the County with the authority and resources necessary to tailor programs and services to meet the needs of our residents.

County of San Diego
Lawrence B. Prior III, *Chief Administrative Officer*
Robert K. Ross, M.D., *Director, Health and Human Services Agency*
Joan Zinser, *Deputy Director, Family Resource Bureau*

For Questions Contact:
Dale Fleming, Manager
CalWORKs Implementation Team
1255 Imperial Avenue, Mailstop W401
San Diego, CA 92101

(619) 338-2720

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Welfare to Work In San Diego County **Strategic Plan**
Supporting Documentation for ***Welfare to Work In San Diego County***

County of San Diego
CalWORKs Plan

Executive Summary

Briefly describe the CalWORKs program of San Diego County. Include:

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

Local governments, adults, and most for-profit and nonprofit organizations in this county have a role to play in the development and implementation of Welfare Reform. The following CalWORKs program goals and objectives are based on San Diego County's Strategic Plan for Welfare Reform, a plan which describes the vision, values, outcomes and overall direction for welfare reform efforts in San Diego County. The County used an organized and extensive community involvement process in developing the Strategic Plan. The Board of Supervisors provided leadership and direction, authorizing creation of the Strategic Plan and development of the vision and values for the reformed welfare system.

In addition, as the law provides new latitude for the County agency, where there is room for flexibility and the California Department of Social Services (CDSS) is not prescriptive, the County policy will be noted in the County's local program guide.

(1) Major Program Goals and Objectives

Goal 1: Work First

To move welfare recipients from dependency to self-sufficiency through employment, and to divert potential recipients from dependency, encouraging the self-reliance of our citizens and residents.

Objective 1: Expand Work Opportunities

In partnership with the business sector and community-based agencies, link welfare applicants and recipients to jobs. Assure availability of key supports such as substance abuse treatment and mental health services that recipients may need to maximize employability.

Objective 2: Accountability

Establish a performance-based, incentive-driven system for county administered and contracted employment services.

Objective 3: Reduce the Welfare Caseload

Intensify the Board of Supervisors' "Work First" approach, resulting in reduced need for welfare assistance. Focus the service delivery system on requiring work as a condition of aid.

Objective 4: Reduce the Cost of Welfare

As families transition from welfare to work, replace welfare assistance with earned income.

Goal 2: Job Placement and Development

To identify sufficient employment opportunities with sustainable income levels for those transitioning off welfare.

Objective 1: Job Placement/Elimination of Obstacles

Welfare applicants/recipients will be assisted in finding work through a strong partnership and shared commitment among business, community organizations, labor, and government.

Objective 2: Job Creation/Identification

Jobs will be identified for welfare applicants/recipients to transition them to work. A significant portion of job creation and placement efforts will be focused on those fields offering career advancement. The private sector will be encouraged to accelerate development of jobs that meet the needs of employers, and make the best use of welfare applicants'/recipients' skills. Job Creation Investment Funds will be used to develop a task force of appropriate job creation and economic development entities.

Objective 3: Training and Support to Employers and Employees

A variety of approaches will be utilized to accommodate the various degrees of job readiness among CalWORKs applicants/recipients. Participants will receive continuous enforcement of workplace values, employer expectations and personal responsibility from all service providers in all components of welfare to work services.

Objective 4: Community and Neighborhood Capacity Building

Community development, community empowerment, self-determination, and ownership will be encouraged through a variety of strategies, including involvement with and commitments from the faith community, marketing and public relations activities, use of existing AB 1741 collaboratives and one-step career centers, and regional administration of CalWORKs services.

Goal 3: Child Care

To increase the availability, accessibility and affordability of quality child care to meet the increasing demand for those transitioning from welfare to work.

Objective 1: Quality

Ensure that the time spent in child care is safe, healthy, nurturing and promotes a child's development and well being. Child care must be more than just custodial

care done by a "warm body"; the focus should be on consistent, reliable and safe care, through licensed providers or other trusted caregivers. Quality child care will also be encouraged for children with special needs, limited English-speaking children, and children of minor parents.

Objective 2: Availability

The intent of this objective is to increase the availability of child care services to meet the increasing demands for child care, while ensuring parental choice and quality environments for children. Outreach campaigns and resources will be developed to increase the supply of infant care, school-age care, nighttime and weekend care, and care for children who are mildly ill or who have special needs. Capacity needs to be expanded in rural and under-served areas of the county.

Objective 3: Accessibility, Affordability and Cultural Appropriateness

Child care must be provided through a variety of options and delivery systems. Without accessible and affordable child care, school age children are at increased risk of being left alone. Improving child care should benefit families of all income levels. Families must have access to culturally appropriate child care to meet the needs of San Diego County's diverse population.

Goal 4: Education and Training

To provide job-related education and training through the County, private industry, and educational institutions so welfare applicants/recipients can be successful in obtaining and maintaining employment and bettering that employment.

Objective 1: Assessment

Provide an ongoing comprehensive assessment of welfare recipients, labor market needs and education and training programs. Use these assessments to develop education and training opportunities that are based on labor market needs, and to match the applicant/recipient to education/training opportunities that lead to self-sufficiency.

Objective 2: Education and Training Delivery System

A "Work First" strategy will be used. Education and training services will be designed to provide short-term, targeted training services with a vocational focus to welfare applicants or recipients. Continuing education opportunities related directly to employment and skill enhancement will encourage those who are employed to "get a better job." A flexible, interrelated regional training and educational service system will be developed in collaboration with education and training providers to provide sequential basic and vocational skills. Programs will be updated to meet changing training and educational requirements as defined by employers and current labor market demands. Flexible approaches to scheduling, including day, evening and weekend services, will be offered. It will be designed

as a partnership between employers and service providers to meet welfare participants' job training needs.

Objective 3: Incentives

Establish an incentive based employment system that facilitates participation among employers, training institutions, community agencies, County staff, and recipients to ensure maximum access to job opportunities for CalWORKs applicants and participants.

Goal 5: Health

To ensure that all San Diego County residents have access to a basic level of accessible, quality health care, including, but not limited to: preventative care; primary medical care; and mental health and substance abuse services.

Objective 1: Create a Public/Private Partnership to Meet the Health Care Needs of Welfare Recipients and Other At-Risk Populations

Community collaboration will be sought, as it is particularly critical since San Diego County spends less than many other major regions on health care and relies on private, not public, providers. The community cannot afford duplication of resources, fragmentation of services and lack of communication among service units.

Objective 2: Optimize the Use of All Community Resources in Program Design

Encourage the participation of neighborhood and community-based groups to ensure and promote health. Develop incentives for employer participation in innovative programs and involve potential funders at critical junctures to help support selected aspects of programs.

Objective 3: Medi-Cal

Maximize participation in Medi-Cal and other programs intended for the eligible welfare recipient and other at-risk populations.

Objective 4: Preventive and Primary Care

Identify the necessary characteristics of and assure accessibility to the basic level of high quality preventive, primary care and treatment services. Health education and preventive medical services will be critical to assuring the long term health of the community.

Objective 5: Targeted Health Goals for Recipients

Identify goals, in partnership with each recipient, to achieve the highest possible level of self-sufficiency and support access to the services (including health education) needed to achieve such goals.

Objective 6: Health Consequences of System Reform

Assure that the health consequences of other components of the welfare reform strategic plan are fully considered, such as Food Stamps and child care. Various strategies for continuity of health care will be developed.

Objective 7: Outcome Measures

Identify appropriate impact and outcome measures, including health measures, and incorporate into an overall program evaluation strategy.

Goal 6: System Redesign

To create a system of public/private partnerships in which services are streamlined, organized and delivered in an integrated, compassionate, cost-effective manner.

Objective 1: An Improved Organizational and Management Structure

Develop improved operations and management structures that achieve collaborative and integrated service delivery through cost-effective business processes, work flow, and management information distribution.

Objective 2: Management Information System

Create an information system that supports timely and cost-effective communication and data sharing essential to successful operations and management of the redesigned welfare system by multiple service providers.

Objective 3: Customer Satisfaction Benchmarks

Ensure customer service and satisfaction by identifying key issues affecting policy and decision-making which allow for further communication and learning in organizations within the new welfare system. Include a commitment to improvements in relations between service providers and applicants/recipients.

Goal 7: Community Involvement and Volunteerism

To involve and empower communities and volunteers to assist with the implementation of welfare reform.

Objective 1: Neighborhood-Based Mobilization Networks

Strengthen or create neighborhood-based mobilization networks which enhance community development, reinforcing community values and responsibilities.

Objective 2: Neighborhood-Based Service Delivery Networks

Create or strengthen neighborhood-based networks of optimum service delivery which embrace the concept that recipients of service will be afforded the opportunity to move toward self-sufficiency and community interdependence.

Objective 3: Community Education and Leadership Development

Ensure consistent opportunity for:

⇒ community education and public expression regarding social policy, legislation and issues impacting neighborhoods;

⇒ community leadership development; and

⇒ holding appropriate officials and political bodies accountable for seeking community involvement.

Objective 4: Comprehensive Range of Support Services

Ensure that those at-risk of dependency are afforded the opportunity to maximize their potential and remain self-sufficient by providing a comprehensive range of supportive services for employed community members.

Goal 8: Faith Community

To ensure that the faith community will have a vital role in providing leadership, facilities and resources in mobilizing neighborhoods to meet the physical, emotional and spiritual needs of those who are, or have been, welfare recipients.

Objective 1: The Faith Network

A centralized clearinghouse for information and a coordinated network of faith community-based care givers (including faith-supported social service agencies) will be established within the interfaith community at large. This faith network, in partnership with the County of San Diego, will address the welfare needs of families, children and individuals in our diverse neighborhoods.

Objective 2: Faith Network Services

Faith communities will join together in neighborhood-based, coordinated networks, or single sites, to provide the services outlined in this plan: mentoring, basic needs, emergency transportation, support for child well-being, and job support. The faith networks will provide other services as needed and determined by the neighborhood-based program (i.e., emergency referrals for family violence, psychiatric care and other health care).

Objective 3: Mentoring Support

The faith community, through neighborhood faith networks, will provide trained volunteer/mentor resources to every willing individual/family enrolled in the County's Welfare to Work services for as long as necessary. Mentors will help individuals/families solve problems and become self-sufficient.

Objective 4: Basic Needs/Transportation

The faith community will be encouraged to ensure that each person's basic needs of shelter, clothing, food, medical care, and transportation are met.

Objective 5: Child Well-Being

Within the faith community, establish and/or enlarge programs and facilities in which children will be cared for in safe, healthy and nurturing environments.

Objective 6: Job Support

Members of the faith community will use their contacts and employment resources to develop and sustain job opportunities for individuals and families to develop their full potential.

Goal 9: Law Enforcement and Criminal Justice

To improve the welfare system so as to increase child support collections and deter fraud.

Objective 1: Zero Tolerance for Fraud

Support the Board of Supervisors' policy of zero tolerance for fraud primarily through proactive fraud prevention at the time of application rather than reactive enforcement.

Objective 2: Management Information System

Develop a system for obtaining and sharing the information needed for implementing and enforcing welfare regulations.

Objective 3: Reinforce Personal Responsibility

Reinforce personal responsibility through clear communication of expectations and increases in prosecutions, collections, and penalties. At the same time, establish more effective and consistent penalties for welfare fraud.

Objective 4: Child Support Enforcement

Maintain and enhance a child support enforcement program which promotes personal responsibility and self-sufficiency, by establishing paternity, applying tough enforcement measures on the noncustodial parent, and reducing the number of uncollected child support payments.

Goal 10: Advocacy/Media

To provide current and accurate welfare reform information to the public and recipients to ensure public and private commitment to both the process and the content of Welfare Reform.

Objective 1: Communication Plan

Develop and carry out a communication plan and framework that facilitates the exchange of current and accurate information. This plan must incorporate strategies that will ensure a public and private dialogue and facilitate maximum community education and involvement in reforming the local welfare system.

Objective 2: A Centralized Approach

Establish a coordinated and centralized approach to media advocacy responsive to the needs and concerns of all involved parties, in a manner that promotes the goals of Welfare Reform.

Objective 3: Expand Community Awareness

Expand community awareness and involvement through community outreach, facilitating dialogue among stakeholders.

County of San Diego
CalWORKs Plan

(2) Major Program Elements Which Will Contribute to Goals and Objectives

SAN DIEGO COUNTY GOAL	CalWORKs COUNTY PLAN PROGRAM ELEMENT(S)
Work First	San Diego County is committed to effective Welfare Reform that sets a priority on WORK FIRST. The CalWORKs elements that will contribute to achievement of goals and objectives associated with Work First are included in the following sections of this document: a, b, c, d, e, g, h, k, m, n, o, p and q.
Job Placement and Development	San Diego County will assist welfare recipients in finding work through a strong partnership and shared commitment among businesses, community organizations, labor and government. There will be a need to target fields offering job advancement and to focus on strengths and solutions rather than barriers to employment. CalWORKs program elements that will contribute to these efforts are included in the following sections of this document: a, b, c, d, e, g, k, n and q.
Child Care	San Diego County is committed to providing accessible, affordable and culturally appropriate child care through a variety of options and delivery systems. CalWORKs Program elements that will contribute to achievement of these goals and objectives are included in the following sections of this document: d, g, m and q.
Education and Training	San Diego County goals and objectives to provide an ongoing, comprehensive assessment of welfare recipients, labor market needs and education and training programs, and to develop employment focused education and training opportunities to match the identified labor market needs will be supported by the CalWORKs Program elements in the following sections of this document: a, d, e, g, h and m.
Health	San Diego County goals and objectives to ensure access to preventative care, primary medical care and mental health and substance abuse services will be supported by the CalWORKs elements in the following sections of this document: e, f, i, k, m and o.
System Redesign	San Diego County goals and objectives include as a priority incorporating a customer service orientation, "right-sizing" the Health and Human Services Agency based on increased collaboration with private sector service providers, and implementing performance-based management and accountability systems to achieve integrated service delivery.

SAN DIEGO COUNTY GOAL	CalWORKs COUNTY PLAN PROGRAM ELEMENT(S)
System Redesign (cont.)	CalWORKs Program elements that contribute to these goals and objectives are included in the following sections of this document: a, e, f, g, i, j, k, l, o and q.
Community Involvement & Volunteerism	San Diego County goals and objectives call for the creation or strengthening of neighborhood based mobilization networks and service delivery networks to enhance community development, community values and community interdependence. CalWORKs Program elements contributing to community empowerment are included in the following sections of this document: a, b, d, e, f, g, h, k, m and q.
Faith Community	CalWORKs Program elements that contribute to San Diego County's goal to ensure that the faith community will have a vital role in providing leadership and resources in mobilizing neighborhoods to meet the needs of current and former welfare recipients are included in the following sections of this document: a, b, d, g, i, k and m.
Law Enforcement	San Diego County goals of zero tolerance for fraud and promotion of personal responsibility and self-sufficiency by establishing paternity, applying tough enforcements and reducing the number of uncollected child support payments are supported by CalWORKs Program elements included in the following sections of this document: e, g, i, m, o and q.
Advocacy & Media	CalWORKs Program elements that contribute to San Diego County's goal to develop and carry out a communication plan and framework that facilitates the exchange of current and accurate information are included in the following sections of this document: a, b, k, m and q.

(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 Welfare and Institutions Code Section 10531(a)]

The task facing San Diego County under Welfare Reform will require substantial rethinking and restructuring of service delivery systems. The Health and Human Services Agency, the Employment Development Department, the San Diego Workforce Partnership, Inc., Community Colleges and Adult Education/Regional Occupation Program (ROP) providers, and other stakeholders must plan and implement a continuum of services that eliminates turf issues, avoids duplication of resources, creates clarity, and defines areas of responsibility within a client centered delivery system. The goals of this collaboration will include:

- Identifying and removing organization barriers (internal and external) that prohibit and impede our capacity to effectively deliver a continuum of services;
- Analyzing existing resources, eliminating duplication of resources, and identifying additional resources to benefit welfare to work participants;
- Developing a system of integrated "client centered" functions to promote and support a client's transition from welfare dependency to self-sufficiency; and
- Creating an enterprise-wide automated client tracking system.

Program Design

The CalWORKs program design includes a general sequence of activities as described below:

1. **Diversion/Eligibility Determination** "Work not Welfare" is the overriding principle of CalWORKs, starting with a family's initial point of contact with the welfare system. The first purpose of the diversion/eligibility sequence of activities is to determine what applicants need to find work and *avoid becoming welfare recipients.* This may include resource and referral, appraisal of recent work history and need for child care, access to job identification and referral services available in the community, and determination of eligibility to other programs such as Food Stamps and/or Medi-Cal. Voluntary participation in orientation and job search will be encouraged. A final alternative to CalWORKs cash aid will be a lump sum diversion payment to meet a short-term need, such as repair of an automobile or payment of rent for a brief period.

As a last resort, the second purpose of the diversion/eligibility sequence of activities is the determination of eligibility for CalWORKs cash aid. The 60 month time limit on cash assistance begins with the first month in which CalWORKs cash aid is paid.

2. **Welfare to Work** During this sequence, the emphasis shifts from diverting *applicant* families from welfare to moving *recipient* families as quickly as possible from welfare to work. Welfare to Work services begin when CalWORKs cash aid is granted to employable recipients. These services include enforcement of the work participation requirements that must be sustained by all participants until they have achieved self-sufficiency, completed all activities in the Welfare to Work Plan, or reached the end of the 18 or 24 month time limit, whichever occurs first. In addition, other services may need to be provided to the participant in support of obtaining and sustaining employment.

   Welfare to Work services shall be available to each participant for no longer than the 18 or 24 month time limit, and shall be provided in the following sequence:

   a) Welfare to Work Intake An intake interview with the participant conducted within one week of referral.

   b) Job Search Participants engage in intensive short-term job search activities for no more than four consecutive weeks. These activities may include job search, job club, and immediate job placement.

   c) Assessment An assessment is made of the strengths and challenges of participants who were unable to secure and sustain full-time employment during job search.

   d) Welfare to Work Plan and Work Activities An individual Welfare to Work Plan is developed which describes the specific work activities assigned and services to be provided to the participant, beginning with 16 or more hours per week of an activity in a workplace setting for a minimum of 13 weeks for most participants. The 18 or 24 month time period begins with the signing of or refusal to sign the Welfare to Work Plan.

   e) Sustaining Employment Rather than merely assisting participants to secure a job, an important aspect of CalWORKs is providing assistance to participants that will help them keep that job, get a better job, build a career, and ultimately obtain self-sufficiency.

   f) Reappraisal A second appraisal conducted when a participant has failed to achieve full time unsubsidized employment upon completion of all of the activities outlined in the Welfare to Work Plan, *prior to the end of the 18 or 24 month time limit.* The purpose of the reappraisal is to determine if there are extenuating

circumstances. This determination will dictate subsequent activities in which the participant must engage until the end of the time limit.

3. **Community Service** Participants who were unable to secure full-time unsubsidized employment by the 18 or 24 month time limit must participate in Community Service in order to continue to receive cash aid through the 60 month time limit. Community Service is unpaid work experience which provides an unmet community need, is performed in the nonprofit sector, and provides participants with job skills that can lead to unsubsidized employment.

Welfare to Work Flow/Sequence of Activities

1. **Applicants - Diversion/Eligibility Determination:** Deliver a strong Work First message, divert applicants from dependency.
2. **Recipients - Welfare to Work:** Work First message continued, brief interventions to place individuals in employment and avoid long term dependency. Total engagement in full array of work activities for up to 18 to 24 months.
3. **Recipients - Community Service:**: Community Service activities for individuals who are still in need of assistance and have not exhausted the 60 month time limit.

Privatization Model for Welfare to Work Services

A Request for Information process was completed in June 1997 to seek input from community providers and the faith community on maximizing the County's capacity to serve CalWORKs recipients through a combination of County staff and community based organizations.

Welfare to Work services will be coordinated regionally, through six Health and Human Services Agency regions. Each region will be responsible for case management and for developing linkages to resources in that region necessary to provide training and support to Welfare to Work participants. Although these "Regional Network Providers" may not *formally* exist yet, CalWORKs provides an opportunity to utilize and strengthen linkages among those already serving low income residents within each region. To maximize competition, privatization and creativity in an incentivized system, the County will procure case management services for four of the six regions with the goal of selecting up to two regional contractors from private for profit agencies and up to two regional contractors from nonprofit agencies. County staff will be responsible for case management in the two remaining regions.

Agencies Involved in Welfare to Work Service Delivery

Health and Human Services Agency (HHSA) staff collaborated with the local Employment Development Department, local California Department of Rehabilitation, Community Colleges, Adult Education/ROP and the San Diego Workforce Partnership, Inc. in an effort to design a non-duplicative countywide service delivery system. The following agencies have agreed to ensure that services are available throughout San Diego County and will collaborate with the six regions to coordinate service delivery.

Adult Education/Regional Occupational Program (ROP) Adult Education providers and the Regional Occupational Program (ROP) will receive an allocation for educational activities for CalWORKs eligible recipients designed to increase self-sufficiency, job training, and work.

The ROP is part of the public school system and provides approximately 450 types of technical training for workforce preparation to anyone 16 years of age or older. The ROP is maintained by the County Board of Education and administered by the County Superintendent of Schools and staff at the San Diego County Office of Education. Courses and services are operated by 17 unified and high school districts and four community college districts.

Fifteen unified and high school districts have California Department of Education (CDE) authorization to provide Adult Education services in San Diego County. Each is maintained by their individual district Boards of Education and administered by their individual districts and staff. Adult Education is authorized to provide instruction in ten areas: Program for Older Adults, Citizenship Programs, Elementary and Secondary Basic Education, English as a Second Language, Health and Safety Instruction, Vocational

Training, Home Economics Instruction, Parent Education, Programs for Substantially Handicapped and Apprenticeship Programs. For the past 10 years, Adult Education/ROP has had both a contractual and collaborative relationship (G.R.A.D. Consortium) with the HHSA and San Diego Workforce Partnership, Inc. to provide remedial/vocational education to GAIN participants. This collaboration will continue and expand to serve the CalWORKs population.

California Department of Rehabilitation The mission of the California Department of Rehabilitation is to assist Californians with disabilities in obtaining and retaining employment, and maximizing their ability to live independently in their communities. This agency has eight "catchment areas" or regional offices in San Diego County. The Department of Rehabilitation has a long-standing contract with the County's Mental Health Services division of HHSA, and will play a role in assisting CalWORKs participants referred for mental health evaluation and services. The Department of Rehabilitation can also help CalWORKs participants with diagnosed disabilities and impairments to improve their employability. In addition, their staff psychologist will test and evaluate participants referred by Welfare to Work case managers for suspected learning or cognitive problems, or personality disorders. Rehabilitation counselors will work with Welfare to Work case managers to determine the activities and services that will provide the best possible opportunity for independence. The Department of Rehabilitation can provide for the costs of transportation, books, supplies, tutors and job coaching in addition to specialized training for participants who qualify for their services.

Child Development Associates (CDA) Currently provides Alternative Payment Program child care services for working poor families and will continue to do so for Stage 2 and Stage 3 CalWORKs Child Care.

Community Colleges The eight community colleges in San Diego County have applied for TANF and CalWORKs allocations from the Community College Chancellor's Office to support enrolled community college students who are aid recipients. The funds are allocated for the purpose of child care, CalWORKs work study, program coordination, career assessment, counseling, job development/placement and curriculum development. Each college will identify a list of occupational training programs, in conjunction with the County Health and Human Services Agency, that can lead to immediate employment for aid recipients.

Local Employment Development Department (EDD) The Employment Development Department (EDD) in the San Diego County region has been a key collaborator in the provision of job search readiness assistance and identification of local labor market trends, partnering with both the HHSA and the San Diego Workforce Partnership, Inc. on a number of successful ventures. EDD will continue to implement and maintain **CalJobs** to provide job identification assistance throughout the County. EDD will also continue to provide employer tax credits and work with recipients who have social and physical barriers.

Faith Community Faith communities will join together in neighborhood-based, coordinated networks, or single sites, to provide services to those who are or have been welfare recipients. Services may include mentoring support, basic needs, emergency transportation, support for child well-being and job support. HHSA will make a staff person available to act as liaison and provide support to the faith community.

GAIN Remediation: Adult Deliverers (G.R.A.D. Consortium) This consortium was organized in 1986 to work with the HHSA and the San Diego Workforce Partnership, Inc. to provide quality and consistent remedial/vocational education and job placement activities to GAIN participants countywide. This consortium includes Adult Education/ROP providers and community college continuing education providers. The County Superintendent of Schools, the local community college districts, the local school districts that provide Adult Education/ROP, and the directors of other job training programs in the county are required to develop an Instructional and Job Training Plan due to the California Department of Education by March 31, 1998, subject to approval by the HHSA director. The G.R.A.D. Consortium will take the lead in representing the educational field and be instrumental in the development of the Instructional and Job Training Plan.

Health and Human Services Agency (HHSA) HHSA will receive an allocation for administrative costs associated with eligibility determination and Welfare to Work case management. It is anticipated that case management of Welfare to Work services for at least two thirds of the existing and incoming recipient population will be contracted to regional providers. HHSA Alcohol and Drug Services regional contract providers will provide CalWORKs Welfare to Work substance abuse services, as described in section (e) of this document. HHSA Mental Health Services regional contract providers will provide CalWORKs Welfare to Work mental health services, as described in sections (e) and (f) of this document. With the concurrence of the Child Care and Development Planning Council, and on approval of the Board of Supervisors, HHSA will continue to serve as one of three Alternative Payment Program providers for Stage 2 Child Care.

San Diego Workforce Partnership, Inc. (Service Delivery Area) The San Diego Workforce Partnership, incorporated in 1995, succeeds the San Diego Consortium & Private Industry Council, which was created in 1973 to administer federal job training funds in the County of San Diego. Through its Career Center One-Stop Network, the Partnership offers employment and training services to the San Diego County region according to the principles of universal access, customer choice, integration of service, and performance driven outcome measures. Service is delivered through six separate One-Stop Centers geographically situated throughout San Diego County for customer accessibility and operational efficiency. Each Career Center is comprised of local area partners, ranging from training providers to supportive service agencies, which tailor service delivery to the needs of area participants. The partners now participating in the overall network number close to 50 and include all of the region's community colleges, the Employment Development Department, the California Department of Rehabilitation, local

Chambers of Commerce, and a variety of private educational institutions and community based organizations.

YMCA Child Care Resource Service (CRS) The YMCA Child Care Resource Service (CRS) is currently contracted to provide resource and referral services for GAIN clients and administers GAIN child care payments and services. Under CalWORKs, subject to Board of Supervisors approval, CRS will provide all Stage 1 child care payments and services, and will be one of three Alternative Program providers of Stage 2 and Stage 3 CalWORKs Child Care.

The following chart provides a list of the necessary training and support services in the continuum of services, coordinating agencies and collateral providers.

Coordinating Agency	Training/Service	Collateral Providers
HHSA	Work First message, eligibility interviews and determinations, pre-appraisal and job search, resource referrals	HHSA
HHSA	Assessment and Welfare to Work Plan, case management, tracking of participation rates	HHSA
HHSA	Mandatory orientation, appraisal, (work history and supportive services assessment) and referral	HHSA
HHSA	Sanctions for noncooperative participants	HHSA
HHSA	Substance Abuse Assessment/Recovery Services	HHSA
HHSA	Mental Health Assessment and Services	HHSA, Dept. of Rehabilitation
HHSA	Transportation Services	HHSA, Community Colleges, Workforce Partnership, Dept. of Rehabilitation
HHSA	Child Care for individuals in Self-Initiated Programs (SIPs)	Community Colleges, Adult Education/ROP
HHSA	Child Care Stage 1, 2, 3	HHSA, Childcare Resource Service, Child Development Associates, California Department of Education
HHSA	Domestic Violence Services	HHSA, Regional Network Providers
HHSA	Community Service and work experience slot development	HHSA, public/private non-profit agencies
HHSA	Subsidized employment, e.g. grant diversion payments, On-the-Job Training	HHSA, Workforce Partnership, Community Colleges

Coordinating Agency	Training/Service	Collateral Providers
HHSA	Personal Skills, Basic Life Skills	Adult Education/ROP, Community Colleges, Dept. of Rehabilitation
HHSA	Job Search Assistance, Work Preparation Assistance, Job Club	Workforce Partnership, Community Colleges, Adult Education/ROP, EDD-Intensive Services Program
HHSA	Personal counseling, peer counseling, mentorship	HHSA, Workforce Partnership, neighborhood networks/faith community
EDD	Job identification, CalJobs	EDD
EDD	Voluntary job search preparation workshops	EDD, Workforce Partnership, Community Colleges, Adult Education/ROP
G.R.A.D. Consortium	Educational Services, including counseling, remedial education and matriculation, vocational training	Adult Education/ROP, Community Colleges
Workforce Partnership	Vocational Education and training	Adult Education/ROP, Community Colleges,
Workforce Partnership	Work Experience Slot Development (e.g. internship/work study/apprenticeship)	Community Colleges, Workforce Partnership, Adult Education/ROP, Regional Network Providers
Workforce Partnership	Unsubsidized employment placement	Community Colleges, HHSA, Workforce Partnership, EDD-Intensive Services Program/Veterans
Workforce Partnership	Job placement, skill enhancement/ upgrade and post employment training for applicants and recipients	Community Colleges, Regional Network Providers, Adult Education/ROP Workforce Partnership

Integrated Base of Community Services. The County of San Diego has emphasized the importance and necessity of community collaboration through leadership in a variety of cross-agency efforts and partnerships. Efforts which move service resources into local communities include: Partners for Success, which trains staff in public/private collaboration; the Children's Initiative, which promotes child health and welfare; Project Heartbeat, which focuses on assisting emotionally disturbed children and their families; Healthy Start, which provides school-linked services to families; AB 1741 Youth Pilots, which blend funding to integrate services in seven communities; and the "New Beginnings" project, which focuses on school-based collaboration for children.

System Redesign. **The Synergy Project** will integrate the various services provided by the following departments within HHSA: Social Services; Health Services; Veterans Service Office; Commission on Children, Youth and Families; and Area Agency on Aging. During the first year of CalWORKs implementation, the focus will be on less government, more services, and easy access. Programs will be consolidated and integrated, partnerships with community collaboratives will be expanded, and government

bureaucracy will be reduced, in a move toward a regionalized, community-based, family-centered service delivery system, developed with an emphasis on prevention.

Does your county have a Refugee Employment Services Plan?

[X] Yes [ ] No

If so, please certify that welfare-to-work activities will be coordinated with the County Refugee Services Plan.

The County of San Diego certifies that welfare-to-work activities will be coordinated with the County Refugee Services Plan.

(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: Welfare and Institutions Code Section 10531(b)]

Controls and coordination of activities between providers will be used to avoid duplication. A centralized and coordinated job development component that is employer focused will be developed with leadership provided by the Employment Development Department (EDD). Partners in this effort will include Community Colleges, Adult Education/ROP, HHSA, Greater San Diego Chamber of Commerce and other local Chambers, and San Diego Workforce Partnership, Inc. The primary focus will be on identifying jobs, clarifying employer designated skill requirements and connecting referrals to participating employers, while avoiding duplication of effort.

EDD operates **CalJobs**, an internet based statewide listing of job openings with a national link to **A**merica's **J**ob **B**ank. **CalJobs** allows employers to enter job openings, and job seekers to search for jobs and enter resumes. A management system is included to help coordinate job identification/job development contacts, with partners at the local level.

Both EDD and San Diego Workforce Partnership, Inc. have developed strong collaborative ties to the private sector in order to successfully help employers meet their workforce demands. As major partners in the CalWORKs program, EDD and Workforce Partnership will utilize their relationships with the private sector to identify jobs for CalWORKs participants.

The County of San Diego has worked with local agencies such as Episcopal Community Services, Home Start and Occupational Training Services to expand the number of private sector employers offering work experience and/or employment to public assistance recipients. This hands on experience has helped San Diego County craft the basics of its program design. Several local businesses have already provided work experience sites or permanent employment for public assistance recipients as a result of this collaboration.

The Service Workers Center will create a reference that cross matches data on the geographic locations of County residents, jobs, and training opportunities, in an effort to define gaps between what County residents need and what is available, including jobs, benefits and services. The Service Workers Center will also examine specific industries that offer potential for career paths for residents.

Members of the faith community will use their contacts and employment resources to develop and sustain job opportunities for individuals and families to develop their full potential.

(c) LOCAL LABOR MARKET NEEDS

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

The San Diego Association of Governments (SANDAG) is in the process of revising a Regional Growth Management Strategy for the San Diego region. This strategy applies a quality of life approach to growth management, and includes an economic prosperity factor. The proposed economic prosperity strategy includes investing in infrastructure and continuing diversification, investing in "home grown" businesses, investing in education and training, improving the environment for business, and creating a strategic cooperative approach. When finalized, this strategy should be viewed as a coordinated response to the economic and social restructuring that lies before the entire region of San Diego County.

Utilizing Job Creation Investment Funds, the County's Office of Trade & Business Development will assist in the creation of a task force involving local economic development entities and chambers of commerce to develop a job creation plan and other strategies.

The San Diego Workforce Partnership, Inc. is in the process of conducting a survey of approximately 34,000 San Diego County businesses, targeting all companies with five or more employees. The information gathered will assist the Workforce Partnership in developing education and training programs and provide information on future job growth as well as current wage data. This will be the largest labor market survey of its kind ever conducted in the United States. As a result, local workforce development agencies, employers, job seekers and training providers will be provided with by far the largest base ever assembled of current, local information on which industries are growing and which are not, what they pay and where they are geographically located.

The County's Health and Human Services Agency (HHSA) will continue its linkage with the local Employment Development Department's Labor Market Information Section and the San Diego Workforce Partnership, Inc. to identify local labor market needs for training. Adult Education/ROP training is required to be reviewed yearly by industry advisory committees with one of the criteria for approval being labor market need.

In addition, regional Welfare to Work case managers and service providers will be expected to identify labor market needs and develop effective relationships with private sector employers within the region they serve, as part of the coordinated job development component described in section (b) of this document.

(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: Welfare and Institutions Code Section 11322.7(a)]

Pursuant to Welfare and Institutions Code 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.
[Reference: Welfare and Institutions Code Section 10531(d) and Welfare and Institutions Code Section 11322.6]

X = Provided
NP = Not Provided

[X]	Unsubsidized employment	[X]	Work Study
[X]	Subsidized private sector employment	[X]	Self-employment
[X]	Subsidized public sector employment	[X]	Community Service*
[X]	Work experience	[X]	Job search and job readiness assistance
[X]	On-the job training	[X]	Job skills training directly related to employment
[X]	Grant-based on-the-job training	[X]	Supported work
[X]	Vocational education and training	[X]	Transitional employment
[X]	Education directly related to employment	[X]	Other (list):
[X]	Adult basic education (includes basic education, GED, and ESL)		Substance Abuse Services Mental Health Services

* Pending completion of the Community Service Plan.

(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: Welfare and Institutions Code Section 11325.8]

San Diego County Health and Human Services Agency (HHSA) is the single administering agency for welfare, substance abuse and mental health services.

HHSA's Alcohol and Drug Services division will incorporate this new target population and dedicated funding into its program planning process. Using an Array of Services (or continuum of care) approach, services will be made available on a regional basis throughout the county in a manner which maximizes federal financial participation and increases access by recipients. Approximately three months lead time is needed to implement new services.

Existing service contracts with alcohol and drug treatment providers will be amended in order to implement services rapidly. Available funds will be allocated to contractors with a history of good performance using a regional model to be developed together with the Agency's Family Resource Bureau. HHSA Alcohol and Drug Services anticipates utilizing multiple contractors to provide the necessary services.

Evaluation (screening and appropriate placement) offered on a timely basis, case management and substance abuse treatment will be provided by HHSA Alcohol and Drug Services' contractors. Service capacity will be expanded to accommodate CalWORKs clients referred by the Family Resource Bureau for evaluation and further substance abuse services. Evaluation methods and instruments will be coordinated with HHSA Mental Health Services so that clients' substance abuse and mental health problems are both evaluated effectively and on a timely basis. If a substance abuse problem is identified, the treatment plan will be coordinated with the Welfare to Work plan.

Performance outcomes will be established. Alcohol and Drug Services' contractors will, in agreement with the County, meet the performance outcomes for the contracted service and shall ensure that performance standards meet the needs of the specified target population.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES (continued)

Alcohol and Drug Services' contractors will cooperate and collaborate with employment counseling service providers serving this population, and will be asked to execute Memoranda of Understanding with such providers. Substance abuse treatment providers will assist their clients in accessing community service or work experience jobs in coordination with the Welfare to Work plan.

[X] **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.**

The County of San Diego certifies that substance abuse treatment services will include at least 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: Welfare and Institutions Code Section 11325.8]

No additional services will be offered by County Alcohol and Drug Services, other than access to its array of services according to an individual's need for services, and Federal and State priority criteria for admission. The amount of available services within the array will be expanded to meet the demand of the CalWORKs program, although it is possible there may be waiting lists for some specific programs.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES (continued)

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: Welfare and Institutions Code Section 11325.7]

San Diego County Mental Health Services and the Family Resource Bureau are part of the recently reorganized Health and Human Services Agency. Mental health services will be provided to CalWORKs participants through the existing collaboration with the Family Resource Bureau.

As part of the CalWORKs Plan, HHSA Mental Health Services proposes the following:

- Initial mental health services (screening and/or assessment) will be provided in the community on a regional basis to CalWORKs recipients and families.

- Services will be provided by a licensed mental health clinician at Family Resource Bureau offices.

San Diego County Mental Health Services will provide the following services:

- Training for employment and eligibility staff on initial screening for mental health problems.

- Development of a screening instrument and decision tree.

- Procedure for referrals to Mental Health Clinics or other programs.

- Assurance that providers schedule assessments within two weeks of referral.

- Preparation of a treatment plan, recommending a disposition or notifying Family Resource Bureau that mental health treatment is not useful.

- As resources and time permit, provision of primary prevention services in the form of community education, and crisis intervention, brief therapy and support to CalWORKs recipients.

- Begin mental health treatment as indicated.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES (continued)

[X] **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.**

The County of San Diego certifies that the County will provide at least 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.

Individuals who meet existing Mental Health Services eligibility criteria for services and are Medi-Cal eligible will receive appropriate services. No additional services will be provided.

(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: Welfare Institutions Code Section 10531(f) and Welfare and Institutions Code Section 11454]

In the event that recipients exceed the 18 or 24 month time limits, they may continue to receive mental health services if they continue to meet existing Mental Health Services eligibility criteria for services and are Medi-Cal eligible.

(g) CHILD CARE AND TRANSPORTATION SERVICES

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.

The YMCA Child Care Resource Service (CRS) currently provides resource and referral services for GAIN clients and handles GAIN child care payments and services. San Diego County plans on providing child care resource and referral services through an expanded contract with the CRS. Staff members from CRS would be collocated with County and regional contract staff at CalWORKs Welfare to Work sites countywide.

Stage 1 In addition to resource and referral services, the County plans on providing all Stage 1 child care payments and services through a contract with the CRS. The transition to Stage 2 will occur through paperwork in a manner which will provide seamless service delivery and will not inconvenience the family.

Stage 2 and 3 Stage 2 child care will be administered and subcontracted to Alternative Payment (AP) Programs which are: YMCA Childcare Resource Service, and Child Development Associates as well as the County AP program. After Stage 2, another transition point occurs where paperwork will be transferred to the Stage 3 program. Seamless service delivery will help ensure that families are not inconvenienced by an interruption in child care payments or service. All other providers of subsidized child care potentially would be available to provide care in Stage 3.

Exemption Standard State law exempts a single parent with a child six months of age or younger from participation in Welfare to Work activities. On a case by case basis, the County will lower the exemption to 12 weeks or raise it to 12 months subject to the availability of child care. Upon birth of subsequent children, the exemption is 12 weeks, which on a case by case basis may be extended to six months. Parents of older children will be required to participate subject to the availability of age appropriate child care. Good cause criteria for non-participation will be included in the local program guide.

(g) CHILD CARE AND TRANSPORTATION SERVICES (continued)

Transportation

Briefly describe how transportation services will be provided.
[Reference: Welfare and Institutions Code Section 10531(g)]

Transportation services will be provided through bus tokens or tickets, through partial month and full month bus passes acquired through the San Diego Metropolitan Transit Development Board (MTDB), and by reimbursements issued through the GAIN Information System (GIS), Revolving Fund System (RFS) or Petty Cash.

According to a 1996 statewide Job Readiness Survey of 770,000 AFDC families conducted by California Department of Social Services, 28.3% of AFDC families use public transit as their usual mode of transportation. The Health and Human Services Agency (HHSA) will address this challenge by working with the Metropolitan Transit Development Board, the County Transit Authority, other transportation boards, and the San Diego Association of Governments (SANDAG) to seek revenue and funding to improve access to employment hubs throughout the county, including the use of van pools in areas where expanded public transportation routes would not be cost effective. In one successful collaboration, MTDB will be opening a new bus route to Otay Mesa--as early as May 1998--that will link residents to an area of the region where there are jobs currently available, and future job growth expected.

(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: Welfare and Institutions Code Section 11322.6 and Welfare and Institutions Code Section 11322.9]

The plan for community service activities has not yet been developed for San Diego County. However, San Diego County is in the process of collaborating with appropriate agencies and individuals to develop a community service plan that will identify:

- Unmet community needs that could be met through community service activities.
- The target population to be served.
- Entities responsible for project development, fiscal administration and case management services.
- The terms of community service activities, that, to the extent feasible, shall be temporary and transitional and not permanent.
- Supportive efforts, including job search, education and training, which shall be provided to participants in community service activities.

The County will build on its long term experience with Workfare and PREP programs. More than 8,000 work experience slots have been developed with Community Based Organizations and government agencies. The Community Service Plan that is developed will assure program integrity, by creating a mutual obligation between the employer and the participant. In exchange for work, each participant should receive some certification of marketable skills learned from the Community Service experience.

An amendment to San Diego's County Plan will be submitted to include the details of the Community Service Plan.

(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE

Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKs recipients who are victims of domestic violence.
[Reference: Welfare and Institutions Code Section 10531(i)]

Training will be provided for County and contracted staff who will be responsible for working with CalWORKs recipients who are victims of domestic violence. The major component of the training will be based on a protocol developed by HHSA in collaboration with appropriate other professional groups to identify Domestic Violence victims. The training will also include referral to resources for individuals who have been identified. If the identification method is the client's self-disclosure via a screening sheet, the service providers who review the screening form will receive training.

Training objectives:

1. Recognize responses on the form which indicate domestic violence
2. Sensitize staff to the issues and cycle of domestic violence
3. Define case processing (e.g., referral to Children's Services Bureau Social Worker, impact on CalWORKs time limits, specifically, suspension of time limit because of domestic violence status, coordination with Welfare to Work plan)

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 violence, for example, those now used in the GAIN Program.
[Reference: Welfare and Institutions Code 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 task force consisting of representatives from the District Attorney's Family Support and Domestic Violence Divisions, County Office of Education (Adult Education/ROP is recognized by the judicial system as a referral point for help with domestic violence issues), and the Health and Human Services Agency's Family Violence Project, Office of Violence and Injury Prevention, Public Health Nursing, and Family Resource Bureau will review existing protocols and develop good cause criteria to waive program requirements for CalWORKs recipients who are victims of domestic violence. Through an existing network of service providers, domestic violence victims who meet good cause criteria will be given the support services they need to achieve independence and self-sufficiency within a safe environment for themselves and their children. The current GAIN practice will be continued until the above review is completed.

(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: Welfare and Institutions Code Section 10542]

The following performance measurements will be considered when validating whether outcome goals and objectives were met:

1. Increased number of employed recipients
2. Work Participation rates met
3. Sustained employment over six months
4. Decreased expenditures per case resulting from increased earnings
5. Decreased caseload due to employment
6. Increased level of uniformity of services available across different sites and agencies
7. Increased level of coordination and collaboration of services across sites

(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.

Staff used the "Welfare to Work in San Diego County" Strategic Plan as the framework for the CalWORKs County Plan. On December 10, 1996, the County of San Diego Board of Supervisors approved a draft Strategic Plan for Welfare Reform. The Board also directed County staff to organize a series of Community Focus Groups to obtain additional ideas and establish mutual commitments of support for implementation of the Plan.

Issue Specific Focus Groups

The issue-specific focus groups "kicked off" with a one day event at the University of San Diego on February 8, 1997 and continued to meet through March. Over 300 people attended the first session and an even greater number participated in the focus groups at some time during the process. Participants on the focus groups included community leaders, faith community, businesses, residents, client advocates, labor representatives, service providers, welfare recipients and County staff. The focus groups were chaired and facilitated by members of the community to ensure an open process for discussion and decision making. The specific issues addressed by the focus groups were:

- Advocacy/Media
- Community and Volunteers
- Education and Training
- Job Placement and Development
- Self-Sufficiency
- Child Care
- Faith Community
- Health
- Law Enforcement and Criminal Justice
- System Redesign

Regional Community Involvement

In order to obtain additional regional community involvement and perspectives from the individuals and communities who will be most impacted by Welfare Reform, the AB 1741 and Title V collaboratives were asked to assist in involving their communities in Welfare Reform efforts. The AB 1741 and Title V collaboratives conducted Welfare Reform forums, focus groups, and surveys. The collaboratives who assisted in this effort were:

- Chula Vista Cluster, Chula Vista
- National City Collaborative, National City
- Mid-City for Youth, San Diego
- Lifeline, Oceanside
- Reachout to Families, Imperial Beach
- Little House Family Services, El Cajon
- Project New Village, San Diego
- Healthy Families, Escondido
- Teen and Tween, Spring Valley Parks and Recreation

Comments obtained through the regional community involvement process were shared with the issue specific focus group chairs.

Sharing of Recommendations and Findings

Chairs of the issue specific focus groups and designees from the collaboratives met in April to share their draft reports with each other. Based on the information obtained from the reports, the focus group chairs and collaborative designees reconvened their groups, when necessary, to revise their reports.

Community Review Process

The draft Strategic Plan was rewritten to incorporate information and recommendations obtained through the Focus Groups and regional community involvement process. A community review process of the Strategic Plan occurred on June 26, 1997. The community was once again provided with an opportunity to review and comment on the Strategic Plan.

Survey of Current and Past Welfare Recipients

In conjunction with George Washington University Center for Health Policy Research a survey was conducted of current and past welfare recipients. The purpose of the survey was to ascertain the attitudes and circumstances of families making the transition from welfare to work, including: attitudes about work and welfare; sources of household income; use of public benefits, child care and health care benefits, and life stresses. The results of the survey were used to better understand the circumstances and issues that face families as we assist them in becoming self-sufficient.

CalWORKs County Plan

Because all elements required for the CalWORKs County Plan were not contained in the "Welfare to Work in San Diego County" Strategic Plan, the draft CalWORKs Plan was shared with:

- Alcohol and Drug Advisory Board
- Child Care Planning and Development Council
- Commission on Children, Youth and Families
- Community Action Board
- GAIN Remediation: Adult Deliverers (GRAD) Consortium
- Health Services Advisory Board
- Local Indian Tribes
- Mental Health Board
- Private Industry Council (San Diego Workforce Partnership, Inc.)
- San Diego and Imperial Counties Community College Association
- Social Services Advisory Board

In addition, general information about CalWORKs and Welfare Reform has been shared with:

- Community Based Organizations and service providers
- GAIN Child Care Resource Networks
- League of Cities
- Regional Occupational Programs Steering Committee
- San Diego Association of Adult Educators
- Other stakeholders

(l) 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 of Welfare and Institutions Code 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: Welfare and Institutions Code Section 10531(l)]

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)	$28,016,320	$11,979,529	$12,289,152	$3,747,639	$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 Welfare and Institutions 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.

Section 2

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

	Total	TANF/State General Fund	CCDBG	Title XIX	County Funds*	Other**
Total CalWORKs Admin. & Services Items (A) thru (D)	$99,245,741	$92,234,824	$0	$0	$7,010,917	$0
(A*) TOTAL CalWORKs Single Allocation Items (1) thru (7)	$84,415,552	$77,404,635	$0	$0	$7,010,917	$0
(1) Benefit Administration	$36,770,591	$32,065,571	$0	$0	$4,705,020	$0
(2) Program Integrity (Fraud)	$4,164,277	$3,984,331	$0	$0	$179,946	$0
(3) Staff Development/Retraining	$0	Included in Benefit Admin.	$0	$0	$0	$0
(4) Welfare to Work Activities	$37,225,698	$35,139,004	$0	$0	$2,086,694	$0
(5) Cal Learn	$1,830,710	$1,791,453	$0	$0	$39,257	$0
(6) Child Care - 1st half of 1997/98	$4,424,276	$4,424,276	$0	$0	$0	$0
(7) Other activities***	$0	$0	$0	$0	$0	$0
(B) Child Care - 2nd half of 1997/98	$12,899,781	$12,899,781	$0	$0	$0	$0
(C) Mental Health Treatment	$877,458	$714,966	$0	$162,492	$0	$0
(D) Substance Abuse Treatment	$1,052,950	$1,052,950	$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 Welfare and Institutions 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.

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

(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: Welfare and Institutions Code Section 10531(m)]

(1) Assistance for Individuals Who Transition Off Aid Due to Time Limits

- Non-assistance Food Stamps/Medi-Cal benefits
- Child welfare referrals as needed
- Vendor payments
- Engagement via neighborhood networks/faith community
- Child Support enforcement

(2) Assistance for Individuals Who Leave Aid Due to Employment

- Skills upgrade training (including referral to Adult Education/ROP training)
- Stage 3 child care
- Non-assistance Food Stamps/Transitional Medi-Cal
- Mentorship and/or training to identify problem solving strategies for individuals at risk of losing employment
- Information on Earned Income Tax Credits
- Child Support enforcement

(n) COMPONENTS OF THE JOB CREATION PLAN

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.

The County's Office of Trade and Business Development and Health and Human Services Agency, in collaboration with the San Diego Workforce Partnership, Inc. (formerly the Private Industry Council) will assume a lead role in bringing together the various economic development entities throughout the region. An initial meeting with chambers of commerce and other interested parties has already occurred, as well as an Economic Development Summit and an Economic Roundtable to discuss job creation strategies for the County.

The San Diego Association of Governments (SANDAG) is in the process of revising a Regional Growth Management Strategy for the San Diego region. This strategy applies a quality of life approach to growth management, and includes an economic prosperity factor. The proposed economic prosperity strategy includes investing in infrastructure and continuing diversification, investing in "home grown" businesses, investing in education and training, improving the environment for business, and creating a strategic cooperative approach. When finalized, this strategy should be viewed as a coordinated response to the economic and social restructuring that lies before the entire region of San Diego County.

CalWORKs funds, along with other resources available to the entities, will be utilized in an effort to work with private sector employers and chambers of commerce to develop new jobs and identify existing jobs appropriate for CalWORKs participants. This involvement with the private sector will also give the County the opportunity to promote wage subsidies, tax credits and other benefits available to employers hiring CalWORKs participants.

(o) OTHER ELEMENTS IDENTIFIED BY CDSS DIRECTOR

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.

1. **School Attendance Demonstration Project** The County of San Diego is currently operating this pilot under federal waiver authority. As of January 1, 1998, CalWORKs contains parallel language. The County intends to terminate the federally approved School Attendance Demonstration project effective June 30, 1998. Effective July 1, 1998, students will be subject to the school attendance provisions in CalWORKs.

2. **Alternative Teen Parent Program** Under the authority found at Welfare & Institutions Code Chapter 3.3 (commencing with Section §18230), the County of San Diego is interested in proposing an alternative teen parent program.

   The following is an outline of services and delivery methods for the alternative program:

   - The program would allow teens to work towards self -sufficiency through attending school or work (or work activities). Parenting teens up to a certain age, possibly 16 or 17 years of age, would be required to attend school. Older teens would have a choice of attending school or participating in work activities. Supportive services would be provided to achieve these goals.
   - Older teens, possibly 17 through 19 years of age, who are in the alternative teen parent program but fail to progress or refuse to participate within a certain time frame (possibly three months) would be transferred to CalWORKs and time limits imposed.
   - Teens who continue to progress and attend school or work activities could remain in the program until they complete school or turn 20 years of age.
   - There would be no financial bonuses for progressing in school. Satisfactory progress in the program would be determined by tracking attendance and progress in the teens school or work programs.
   - Sanctions would be imposed on younger teens who are required to attend school but fail to attend. These sanctions would align with CalWORKs sanctions for non-attendance.
   - Sanctions for older teens who fail to participate in mandated employment activities would align with CalWORKs work requirement sanctions.
   - Case management services would be provided in layers. Those teens identified as having special need such as substance abuse problems, domestic violence, drop-outs and/or a high truancy rate would be provided a more intense amount of case management services, including more frequent face-to-face contact.

Possibly San Diego's Home-Visiting program or a similar model could be incorporated. Those teens making satisfactory progress would require less face-to-face contact by case managers.

- Specialized vocational training, job developers and job placement services could be provided teens in the program.
- County staff would work closely with the school districts to address the educational needs of parenting teens. The goal would be to develop and enhance existing teen parenting school programs and augment them with vocational services, child care and case management on site, and other identified issues.

By providing an alternative teen parent program, the following outcomes are expected to be achieved:

- A higher number of teens attending, progressing in and completing school.
- Services would be tailored to the needs of the teens. Teens could choose a path most likely to achieve self-sufficiency (school, work or both). Teens identified with greater needs (such as drop-outs or substance abusers) would be provided with more intense up-front case management services.
- The older teens in the program who refuse to participate would be transferred to CalWORKs (including time limits), therefore enforcing clear consequences to those who don't progress, and allowing case managers to have more time to work with teens in the program who are willing to participate.
- The Alternative Teen Parent Program is more aligned to the requirements and expectations of CalWORKs as well as the San Diego County Board of Supervisors.
- Teens in the program would be given a "head start" in achieving the expectations of CalWORKs prior to being impacted by time limits This would give them a greater chance of success once transitioned to CalWORKs.
- Elimination of financial bonuses and the consequences for teen parents would be more aligned to CalWORKs consequences.

3. **Work First Demonstration Project** The County is interested in testing a strong "Work First" message through the use of whole case sanctions for willful noncompliance and mandatory employment activities prior to granting. Both of these proposals are allowable under federal law, i.e. the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 and its amendments to date. A waiver request was submitted in a separate letter dated October 3, 1997. The proposals submitted were:

- **Current Law** - Waive the conciliation and sanction provisions at Welfare & Institutions Code Sections § 11327.4 and .5 and authorize San Diego County to deny benefits to the entire family for refusal to comply with job search requirements. Allow applicants who are denied benefits to re-apply and receive benefits upon compliance with the job search requirements.

- **CalWORKs** - Waive the consent and conciliation and sanction provisions added by Assembly Bill (AB) 1542 at Welfare & Institutions Code Section § 11320.1 and allow San Diego County to deny benefits to the entire family for refusal to comply with job search requirements. Allow applicants who are denied benefits to re-apply and receive benefits upon compliance with the job search requirements.

4. **California Safe and Healthy Families Demonstration Project** The County will be piloting home visiting models designed to ameliorate problems such as child abuse and neglect, infant mortality, premature birth, teen-age pregnancy, family violence and drug abuse, as well as welfare dependency. Help provided in the family's own home via County or community agencies can accomplish what may not have been possible in other settings, for example: reaching out to families who may not respond, motivating those individuals who need that extra push, or assessing those who may be depressed or chemically dependent to such an extent that an in home intervention is necessary. Mentoring and role modeling are methods that are consistent with home visiting services. San Diego County will be moving to expand this service delivery model as a prevention strategy, coordinating the home visit activities with other CalWORKs supportive services. Early parent education, support, and self-sufficiency are consistent and mutually reinforcing values for CalWORKs families.

5. **Employment Readiness Demonstration Project** The County is interested in participating in this demonstration to assist 150 CalWORKs recipients with multiple barriers to achieve self-sufficiency through unsubsidized employment. The array of Welfare to Work services must include programs for this target population--recipients over 18 who have multiple barriers that inhibit their ability to obtain or retain unsubsidized employment. Services will be targeted toward these individuals due to their need for intensive and specialized employment services such as supported work training, as well as specialized supportive services that may include treatment for substance abuse, mental health and domestic violence problems, and short-term vocational training.

6. **Child Support Assurance** The County will review this model in the spring of 1998, and will also consider work or vocational training for non-custodial parents who are not paying child support.

7. **Wage-Based Work/Community Service** The County is interested in pursuing a demonstration to test alternative methods of service delivery , such as wage-based Community Service, that are designed to more effectively serve highly distressed geographic areas and hard-to-employ target populations, as well as better meet local labor force demands. Wage-based Community Service, for example, is a work activity for which CalWORKs benefits which would otherwise have been received in the form of an aid payment are diverted and paid as wages.

(p) COMPLIANCE WITH REQUIREMENTS OF TANF

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: Welfare and Institutions Code 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: Welfare and Institutions Code Section 1132.8(a)]

Yes, effective with the signing of the welfare to work plan within the time frames prescribed by state law.

(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: Welfare and Institutions Code Section 10553.2]

The County is actively meeting with representatives of the Southern California Tribal Chairmen's Association. The Board of Directors of the Southern California Tribal Chairmen's Association has approved a Tribal Temporary Assistance for Needy Families (TANF) plan which encompasses aid payments under a family assistance program and employment services to eligible members of east county reservations including but not limited to Campo, La Posta, Manzanita, Cuyapaipe, Jamul, Barona, Viejas and Sycuan.

County staff are engaged in ongoing meetings with representatives of the Southern California Tribal Chairmen's Association regarding their implementation of a Tribal TANF Program, to assure appropriate coordination, non-duplication of services, and continuing equitable access to services.

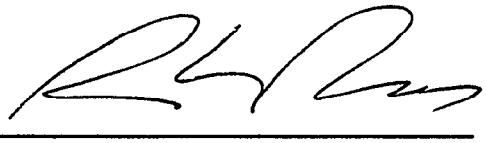
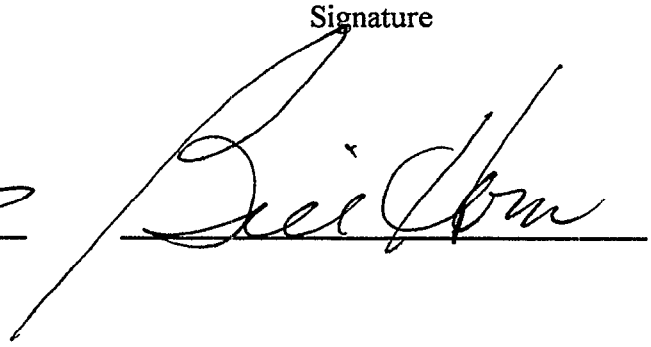
American Indian Tribes in San Diego that are not participating in the above Tribal TANF Program are being contacted through the Southern California Tribal Chairmen's Association, which will coordinate County staff meetings and contacts with Californian Indian Legal Services in Escondido, with the Indian Health Council at Rincon, and with individual Tribal Chairman and tribal representatives of the nine tribes in San Diego's north county area. Discussions will address equitable access to services, supportive service needs, and other concerns related to the CalWORKs Program.

Native Americans who are not tribal members of the east county or north county consortiums will be served by the County's CalWORKs Program. Native Americans served by the County who are eligible for California Indian Manpower Consortium, Inc. (CIMC) services may volunteer to participate in the CIMC Native Employment Works (NEW) Program, or may choose to participate in the County's Welfare to Work activities.

A copy of San Diego's CalWORKs Plan has been mailed to the Chairman of each of the 17 federally recognized tribes in San Diego, to the Tribal Chairmen's Association, and to the California Indian Legal Services. A cover letter to the Plan addresses the County's obligation to meet with each tribe to obtain tribal input and address tribal concerns and suggestions, and provides a telephone number to call to arrange for meetings.

The County Plan will be updated to include more specific information as needed.

CERTIFICATION

THIS PLAN HAS BEEN DEVELOPED IN ACCORDANCE WITH THE APPROPRIATE FEDERAL, STATE AND COUNTY LAWS AND REGULATIONS. THE TERMS OF THIS PLAN, INCLUDING ALL CERTIFICATES WITHIN THIS PLAN, AND ALL APPLICABLE LAWS AND REGULATIONS WILL BE FOLLOWED DURING THE IMPLEMENTATION AND EXECUTION OF THIS PLAN.

County Welfare Department Director Signature	Chairperson of the Board of Supervisors Signature