

DEPARTMENT OF SOCIAL SERVICES
744 P Street, Sacramento, CA 95814



September 15, 1978

ALL-COUNTY LETTER NO. 78-38 (Departmental Training)

TO: ALL COUNTY WELFARE DIRECTORS
STAFF DEVELOPMENT OFFICERS

SUBJECT: LOCAL AGENCY SPECIAL TRAINING FUNDS

REFERENCE:

This letter informs you of new policies governing the Local Agency Special Training Funds (LAST) and supersedes All County Letter 75-71 issued by the Department of Benefit Payments.

The attachments to this letter describe the procedures for applying for LAST funds and establish the application deadlines for this fiscal year. The LAST Fund contains \$84,500 for county welfare departments to use during fiscal year 1978-1979. The LAST Fund is now available for Title XX training projects or Title XX-Title IV-A combined projects.

The new LAST Fund procedures call for counties to submit preproposals. The first cycle for this year calls for preproposals to reach the Department of Social Services by September 29, 1978. Preproposals for the second cycle are due December 27, 1978. In this way, you have two opportunities to use the LAST Fund this fiscal year. I urge you to submit preproposals. Please call Dave Brubaker, Training Bureau, at (916) 445-6271 if you have questions or need assistance.

Sincerely,


R. E. REICH
Deputy Director

Attachments

LAST FUND: PROGRAM PRIORITIES LIST
Fiscal Year 1978-79
First Funding Cycle

The following program priority list was developed from information received from various Department of Social Services managers. It is made up of possible project areas for which managers feel LAST Fund Projects could be used. Its purpose is to provide you with an idea list. If you have any questions concerning those areas, please call Dave Brubaker at (916) 445-6271, ATSS 485-6271.

County Preparations for Fair Hearings

Development of a training proposal directed primarily at appeals workers, fraud investigators, and eligibility supervisors which will enhance effective county preparation for a fair hearing. Two particular areas for consideration are: a) the development of the county position statement and its relationship to the Fair Hearing decision, and b) due process elements.

Cultural Awareness Training

Development of a training proposal to aid all county welfare department staff in understanding the cultural and social differences which may create an artificial barrier to the equal delivery of services.

Forms Management and Design

Development of a training proposal directed at any staff who have responsibility for the design and/or management of forms. These staff could include administrative assistants, program managers, lead program analysts and eligibility and services supervisors. An effective program could result in the setting of department-wide standards for paperwork quality, better implementation of specific program changes and state program objectives, and reduced administrative costs. Some possible areas to address include the developing an awareness of the importance of quality paperwork, developing specific forms design and analysis skills, and developing an attitude for cutting down paperwork and improving the appropriateness of forms language.

Prevention and Detection of Fraud

Development of a training proposal that addresses the needs of eligibility workers and eligibility worker supervisors in the area of fraud prevention, detection and prosecution. Depending on their county situation, EWs are charged with responsibilities ranging from verifying recipient information to acting as a witness in legal proceedings in a suspected fraud case. Skills, knowledge and organizational procedures and policies which help an EW carry out their roles in fraud prevention, detection and prosecution can be addressed.

"Man in the Home" Training

Development of a training proposal that would address "man in the home" situations in a comprehensive manner. Although stepfather and unrelated adult male cases comprise a tiny percentage of total AFDC cases, they are complicated, confusing and time-consuming for EWs. This situation could be helped by developing a program which pulls together all pertinent regulations, forms and procedures in a cohesive presentation. This training would be directed at eligibility workers and their supervisors. (A variation of this would be to direct the training to more experienced AFDC EWs who have a solid foundation in AFDC concepts. This understanding could greatly facilitate comprehension of the complex stepfather and unrelated adult male budgeting.)

Basic AFDC Concepts

Development of a training proposal that would provide new eligibility workers a foundation in basic AFDC eligibility concepts. This would be particularly useful for small counties with no structured induction training and for larger counties affected by training cutbacks in the wake of Proposition 13. One example of a possible project would be the development of a programmed instruction workbook which could help unit supervisors train new AFDC EWs with a minimum of time away from other supervisorial duties.

LAST FUND: PROJECT CRITERIA

The Local Agency Special Training (LAST) Fund is a limited sum of money set aside for the use of county welfare departments to: 1) enhance their in-house training capabilities; and 2) increase the positive impact that training can make on the welfare organization. It provides a source of funds for counties to meet needs outside of their routine budget and to experiment with ideas or services new to that county. This fund is not to be considered a source of funding for routine training projects nor can it be used to pay county staff salaries.

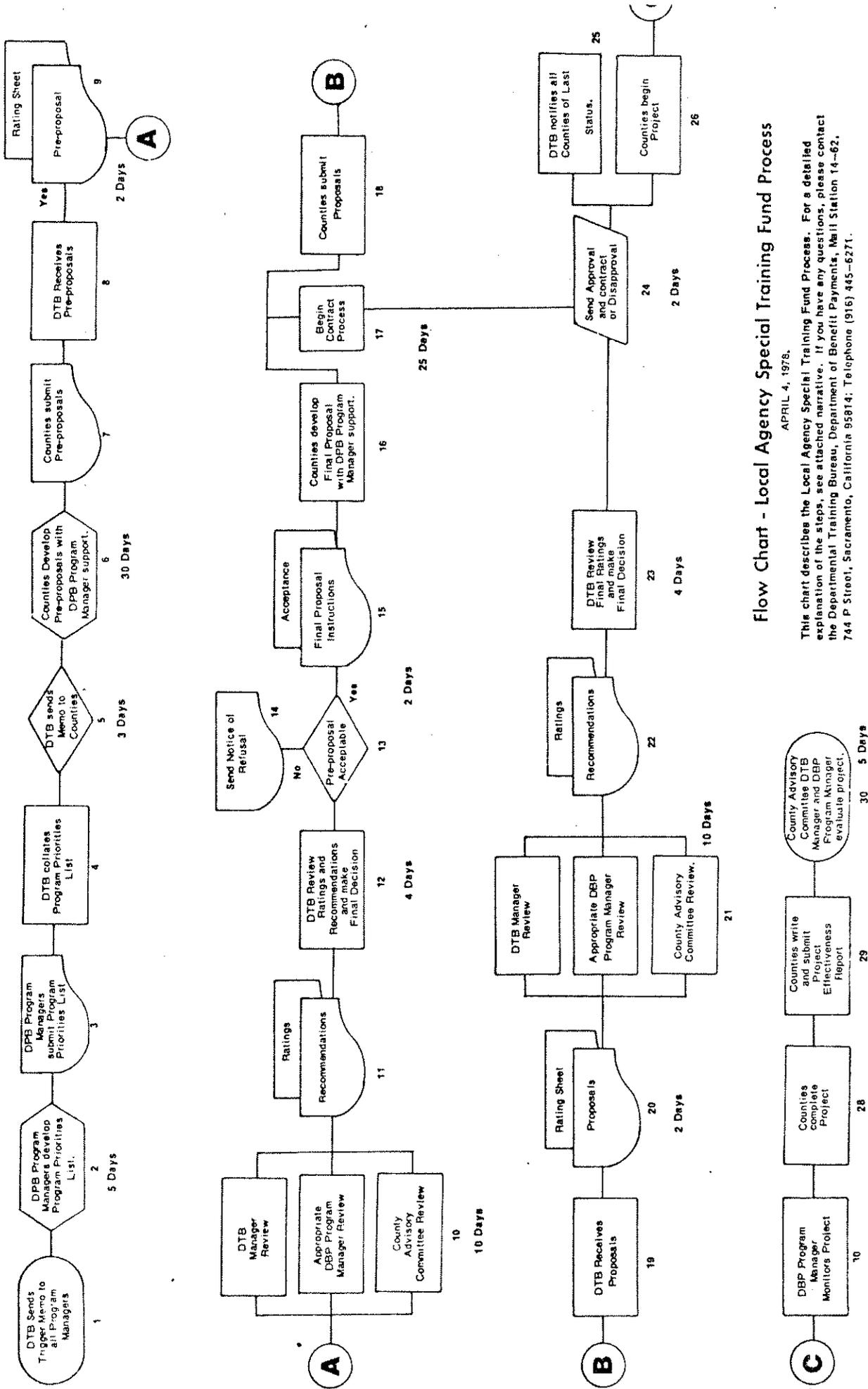
Counties may use LAST Funds to sponsor a project completely carried out by in-house staff; or to sponsor a project carried out by external consultants; or to sponsor a project carried out jointly by two or more counties; or a combination of the above.

The LAST fund is administered by the Departmental Training Bureau of the Department of Social Services on a project basis. County welfare departments wishing to use funds must submit a proposal as outlined in the "LAST Fund: Proposal Guideline".

Projects will be judged on the basis of the following criteria:

1. The project must clearly identify training needs, objective, and methodology.
2. The proposal must be approved in writing by the local county welfare director(s).
3. The project must meet at least one (preferably more) of the following conditions:
 - a. The project will produce either a training design or training materials that will be used beyond the life of the project by either the county welfare department or the Departmental Training Bureau.
 - b. The project will produce either a training design or training materials that can be used by other county welfare departments.
 - c. The project will provide skills and/or knowledge to the participating staff who will, in turn, transfer the skills and/or knowledge to other staff in a planned way.
 - d. The project will provide training skills development for county and state training staff.
 - e. The project will enable a county to experiment with ideas or services new to that county.

Criteria No. 3 above may be waived in special cases with written justification. For example, a small county may find it impractical to invest resources and staff in a major training effort, yet finds it has some specific training needs which are not being satisfied. In this case, a proposal will be considered even though it may not meet criteria 3.



Flow Chart - Local Agency Special Training Fund Process

APRIL 4, 1978.

This chart describes the Local Agency Special Training Fund Process. For a detailed explanation of the steps, see attached narrative. If you have any questions, please contact the Departmental Training Bureau, Department of Benefit Payments, Mail Station 14-62, 744 P Street, Sacramento, California 95814; Telephone (916) 445-6271.

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	COMPLETION DATE	
			First Cycle	Second Cycle
6, 7	- County Welfare Departments	Develop pre-proposals. Send pre-proposals to the Departmental Training Bureau.	9/15/78	12/22/78
6	- Program Managers	Provide advice and assistance to county welfare departments in developing pre-proposals.		
8, 9	- Departmental Training Bureau	Receives pre-proposals.	9/29/78	12/27/78
		A copy of the pre-proposal will be sent with a rating sheet to the appropriate DSS managers and to members of the County Advisory Committee.	10/1/78	12/29/78
10, 11	- DTB Manager	Evaluate pre-proposals and complete rating sheet for each.	10/13/78	1/12/78
	- Appropriate Program Manager	Send rating sheet and written recommendations to DTB.		
	- County Advisory Committee	NOTE: Each Fiscal Year five county welfare department representatives will be asked to function in the County Advisory Committee capacity. Three representatives will be chosen by CWDA, while two will be chosen by the Departmental Training Bureau. Efforts will be made to minimize travel costs for the meetings, such as meeting while CWDA is in session whenever possible. They will meet three times each cycle. Twice to evaluate proposals and once to evaluate the effectiveness of the LAST distribution process for that cycle.		
12, 13, 14, 15	- Departmental Training Bureau	Collates data. Makes final decision. a. If pre-proposal is not acceptable, a notice of refusal is sent to the county with explanations.	10/23/78	1/22/79

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	COMPLETION DATE	
			First Cycle	Second Cycle
		<p>b. If the pre-proposal is acceptable, general instructions for the final proposal will be sent to the counties with the notification of acceptance. Included with the general instructions will be specific questions about proposal objectives that were brought up during the pre-proposal review process that must be answered before final proposal acceptance.</p> <p>Notify appropriate program bureaus of accepted pre-proposals in their program area.</p>		
15,16,17	- Appropriate Program Managers	<p>After notification of pre-proposal acceptance, managers will make contact with respective counties offering assistance in preparing the proposal.</p> <p>While working with counties, managers will also work with the DSS Contracts Unit so that specific contract instructions can be given while the proposal is being written.</p>	11/28/78	2/16/79
17	- DSS Contracts Unit	Work with DSS staff to help counties develop proposals that meet contract standards.	11/28/78	2/16/79
16,18	- County Welfare Departments	Develop proposal with help from DSS staff. Submit proposal to DTB.	11/28/78	2/16/79
19,20	- Departmental Training Bureau	<p>Receives proposals.</p> <p>Forwards proposals and rating sheet to appropriate program managers and County Advisory Committee for final review.</p>	11/30/78	2/16/79

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	COMPLETION DATE	
			First Cycle	Second Cycle
21, 22	- DTB Manager	Evaluates proposals and completes rating sheets.	12/15/78	3/16/79
	- Appropriate Program Manager	Forward evaluations and rating sheets to DTB.		
	- County Advisory Committee			
23	- Departmental Training Bureau	Collates data. Makes final decision. Notifies submitting counties and appropriate DSS managers of proposal status (approved/disapproved).	12/22/78	3/26/79
24, 26	- Appropriate Program Manager	Checks with Contracts to make sure that contracts are finalized for those projects for which funding is approved. Counties begin projects.	12/31/78	3/26/79
	- County Welfare Departments			
25	- Departmental Training Bureau	Notify all counties of LAST Fund status, including: a. List of proposals accepted. b. Brief description of proposal with name of contact person for information. c. Amount of LAST Funds not committed, if any, with summary of process to be used to obtain remaining LAST Funds during the Fiscal Year.	1/12/79	3/30/79
27	- Appropriate Program Manager	Monitor county projects.		
28, 29	- County Welfare Departments	Evaluate project and submit project effectiveness report.		

FY 78/79

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	COMPLETION DATE	
			First Cycle	Second Cycle
30	- DTB Manager - Appropriate Program Manager - County Advisory Committee	Review report and evaluate project; decide next steps, if any.		

LAST FUND - FLOW CHART NARRATIVE

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	FY 79/80 COMPLETION DATE	
			First Cycle	Second Cycle
1	- Departmental Training Bureau (DTB)	Send memo to all program managers asking for a list of what they foresee as special program priority areas for which counties could use LAST funds during the next fiscal year. (Counties will be free to develop proposals and projects in areas other than those on the list. All proposals will be given equal consideration.)	10/2/78	6/11/79
2, 3	- Department of Social Services (DSS) Program Managers	Respond to above memo by listing program priority areas that program managers perceive as likely LAST Fund project areas in which the counties could develop proposals (i.e., managers may be aware of an upcoming program change or a program need which may exist in one or more counties).	10/17/78	6/29/79
4, 5	- Departmental Training Bureau	Collates program managers' responses to possible areas for county LAST projects, prepares and sends letter to all counties which includes the following: <ul style="list-style-type: none"> a. Remind counties of availability of LAST Funds. b. Provide suggestions for LAST proposals (from program priority lists submitted by program managers). c. Encourage counties to submit 4-6 page pre-proposals for any training project they believe has merit. d. Send guidelines for pre-proposal and proposal. e. Explain criteria on which proposal will be judged. 	12/22/78	7/20/79

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	FY 79/80 COMPLETION DATE	
			First Cycle	Second Cycle
6, 7	- County Welfare Departments	Develop pre-proposals. Send pre-proposals to the Departmental Training Bureau.	1/26/79	8/28/79
6	- Program Managers	Provide advice and assistance to county welfare departments in developing pre-proposals.		
8,9	- Departmental Training Bureau	Receives pre-proposals.	2/21/79	8/28/79
		A copy of the pre-proposal will be sent with a rating sheet to the appropriate DSS managers and to members of the County Advisory Committee.	3/2/79	8/31/79
10,11	- DTB Manager	Evaluate pre-proposals and complete rating sheet for each.	3/16/79	9/14/79
	- Appropriate Program Manager	Send rating sheet and written recommendations to DTB.		
	- County Advisory Committee	NOTE: Each Fiscal Year five county welfare department representatives will be asked to function in the County Advisory Committee capacity. Three representatives will be chosen by CWDA, while two will be chosen by the Departmental Training Bureau. Efforts will be made to minimize travel costs for the meetings, such as meeting while CWDA is in session whenever possible. They will meet three times each cycle. Twice to evaluate proposals and once to evaluate the effectiveness of the LAST distribution process for that cycle.		
12,13,14,15	- Departmental Training Bureau	Collates data. Makes final decision. a. If pre-proposal is not acceptable, a notice of refusal is sent to the county with explanations.	3/26/79	10/1/79

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	COMPLETION DATE	
			First Cycle	Second Cycle
		<p>b. If the pre-proposal is acceptable, general instructions for the final proposal will be sent to the counties with the notification of acceptance. Included with the general instructions will be specific questions about proposal objectives that were brought up during the pre-proposal review process that must be answered before final proposal acceptance.</p> <p>Notify appropriate program bureaus of accepted pre-proposals in their program area.</p>		
15,16,17	- Appropriate Program Managers	<p>After notification of pre-proposal acceptance, managers will make contact with respective counties offering assistance in preparing the proposal.</p> <p>While working with counties, managers will also work with the DSS Contracts Unit so that specific contract instructions can be given while the proposal is being written.</p>	4/27/79	11/2/79
17	- DSS Contracts Unit	Work with DSS staff to help counties develop proposals that meet contract standards.	4/27/79	11/2/79
16,18	- County Welfare Departments	Develop proposal with help from DSS staff. Submit proposal to DTB.	4/27/79	11/2/79
19,20	- Departmental Training Bureau	<p>Receives proposals.</p> <p>Forwards proposals and rating sheet to appropriate program managers and County Advisory Committee for final review.</p>	4/27/79	11/2/79

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	FY 79/80 COMPLETION DATE	
			First Cycle	Second Cycle
21, 22	- DTB Manager	Evaluates proposals and completes rating sheets.	5/11/79	11/16/79
	- Appropriate Program Manager	Forward evaluations and rating sheets to DTB.		
	- County Advisory Committee			
23	- Departmental Training Bureau	Collates data. Makes final decision. Notifies submitting counties and appropriate DSS managers of proposal status (approved/disapproved).	5/18/79	11/27/79
24, 26	- Appropriate Program Manager	Checks with Contracts to make sure that contracts are finalized for those projects for which funding is approved. Counties begin projects.	5/22/79	11/27/79
	- County Welfare Departments			
25	- Departmental Training Bureau	Notify all counties of LAST Fund status, including: a. List of proposals accepted. b. Brief description of proposal with name of contact person for information. c. Amount of LAST Funds not committed, if any, with summary of process to be used to obtain remaining LAST Funds during the Fiscal Year.	5/22/79	11/27/79
27	- Appropriate Program Manager	Monitor county projects.		
28, 29	- County Welfare Departments	Evaluate project and submit project effectiveness report.		

FY 79/80
COMPLETION DATE

STEP IN FLOW CHART	RESPONSIBLE UNIT	ACTION	COMPLETION DATE	
			First Cycle	Second Cycle
30	<ul style="list-style-type: none"> - DTB Manager - Appropriate Program Manager - County Advisory Committee 	Review report and evaluate project; decide next steps, if any.		

LAST FUND: PRE-PROPOSAL GUIDELINES

The application for LAST funds is a two stage process. It involves the submission of both a pre-proposal and proposal. Pre-proposals will be submitted by counties to the State Departmental Training Bureau semi-annually as the initial step in obtaining LAST funds. Pre-proposals will be reviewed by the county advisory committee, appropriate department managers, and the Departmental Training Bureau. Based on their recommendations, the Departmental Training Bureau will choose the pre-proposals which will be returned to the counties for the development of the proposals.

Guidelines

The pre-proposal need not be longer than 4-6 pages, plus the cover sheet. Detail under the sections should be specific and sufficient to allow clear understanding of the project.

I. Cover Sheet

Each proposal must have a cover sheet, one page long including the following information:

- A. Title of project
- B. Sponsoring organization (name and address)
- C. Contact person (name, title, address and phone number) - the contact person must be knowledgeable about the project.

II. Pre-Proposal Format:

The pre-proposal must address the following areas. Additional comments may be included as necessary for clear understanding of the proposal. The pre-proposals should be written as concisely and specifically as possible:

- | | |
|------------|---|
| NEEDS | A. Description of the specific training needs to be addressed by the project. This should explain how the training need was identified, and what other attempts (if any) have been made to address the need. |
| OBJECTIVES | B. Description of specific objectives of project, explaining how they are related to training needs. |
| RESULTS | C. Description of expected results of the project including identifying the final products (designs, materials, skills, etc.) and how this will improve county operations; identifying primary "beneficiaries/recipients" of the project; explaining how these results will be multiplied beyond the initial products and beneficiaries/recipients; and explaining what would happen if the project was not approved. |

- METHODS D. Description of the approach/methodology to be used: a skeleton outline of how the objectives will be achieved.
- RESOURCES E. Description of resources to be used including:
1. Estimated amount of LAST funds needed with preliminary budget.
 2. Estimated duration of project.
 3. Estimated number of staff needed, and planned source of staff (internal, outside consultants, etc.).

LAST FUND: PROPOSAL GUIDELINES

The application for LAST funds is a two stage process. It involves the submission of both a pre-proposal (for description of a pre-proposal, see "LAST FUND: Pre-proposal Guidelines") and proposal. A proposal will be requested by the Departmental Training Bureau on acceptance of the pre-proposal. Proposals will be reviewed by the county advisory committee and appropriate state program managers. Based on their recommendations, the Departmental Training Bureau will approve those proposals to be developed into LAST projects.

The following is a guideline describing information to be included in the proposal. Project proposers will be asked to highlight certain areas and pay minimum attention to others depending on detail provided in the pre-proposal, questions developed during the pre-proposal review process and specific information which may be required for a particular contract.

I. Cover Sheet

- A. Project title.
- B. Name and address of the organization(s) submitting the proposal.
- C. Contact person - name, title, address and telephone number.
- D. The beginning and end dates of the proposed program.
- E. The total requested budget.
- F. Name, address, and signature of the Welfare Director(s) approving submission of the proposal.

II. Proposal Format

A. NEEDS

1. Assessment or data that supports the existence of a training need.
2. Probable cause of the need.
3. What must be done to address the training need and why.
4. The extent to which the proposed project will address the need.
5. Other approaches being taken to resolve problem which the training need reflects.

B. OBJECTIVES

1. Proposed outcome of the project in measurable terms.
2. How the project meets criteria #3 of the LAST fund project criteria including a complete description of any training design or materials that will be produced and potential users.

C. RESULTS

1. Relationship of proposal to the achievement of particular program objectives.
2. Evaluation
 - a. Hypothesis the project hopes to prove.
 - b. Information to be collected for evaluation.
 - c. How information will be analyzed.

D. METHODS

1. A statement describing the overall approach taken to reach the project's objectives.
2. The activities needed to take place under the following project phases: planning, program start up, implementation and evaluation.

A time schedule for each activity as well as the percent of each staff person's time required to complete each activity.
3. The population whose needs will be addressed by this project, their role in the project and how they will be selected.

E. RESOURCES

1. Budget to include the following:
 - a. Breakdown of staff cost by job titles.
 - b. Consultant cost.
 - c. Travel cost.
 - d. Equipment and material cost.
 - e. Facility cost.

2. Explanation of budget items including:
 - a. How staff cost was computed.
 - b. Purpose and destination of travel.
 - c. Equipment, material and facility cost justification.
 - d. Indirect cost determination.
3. Staff and Consultants
 - a. Qualifications of staff and consultants including resumes.
 - b. Organization charts of project staff positions and relationships.
4. Project Relationships
 - a. Organization chart of project relationship to county or counties.
 - b. Organization chart of project relationships to state.