



A Welfare to Work Strategy  
For Limited English Speakers

November 22, 1999

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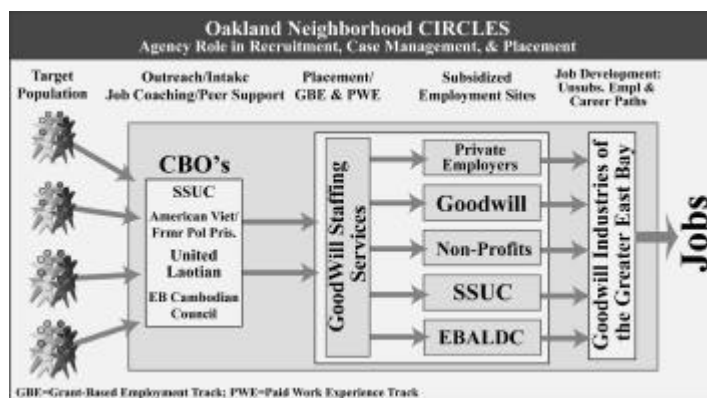
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## What is CIRCLES?

The Oakland Neighborhood CIRCLES (Comprehensive, Integrated Resources for CalWORKs Limited English Speakers) is an intensive Welfare to Work (WtW) program for Limited English and non-English Speaking, culturally isolated welfare recipients in the Fruitvale and Lower San Antonio neighborhoods in Central Oakland, California. CIRCLES is a collaboration between five culturally based organizations, each tied to a different cultural group within the community, and several resource agencies with ties to the jobs, job training, transportation and childcare resources that families need to succeed in welfare to work. Innovative elements of Oakland Neighborhood CIRCLES include:



**Community Planning Process:** CIRCLES grew out of a year long collaborative planning process which involved 35 community organizations and nearly 100 neighborhood welfare recipients from 7 different language groups. The process identified the biggest barriers to work, gaps in the existing service delivery system and highlighted the job skills and interests of the neighborhood's welfare recipients.

**Focus on Limited English Speakers:** The process led to the development of an alternative service delivery model focused specifically on the needs of Limited English Speaking welfare recipients in the San Antonio and Fruitvale neighborhoods.

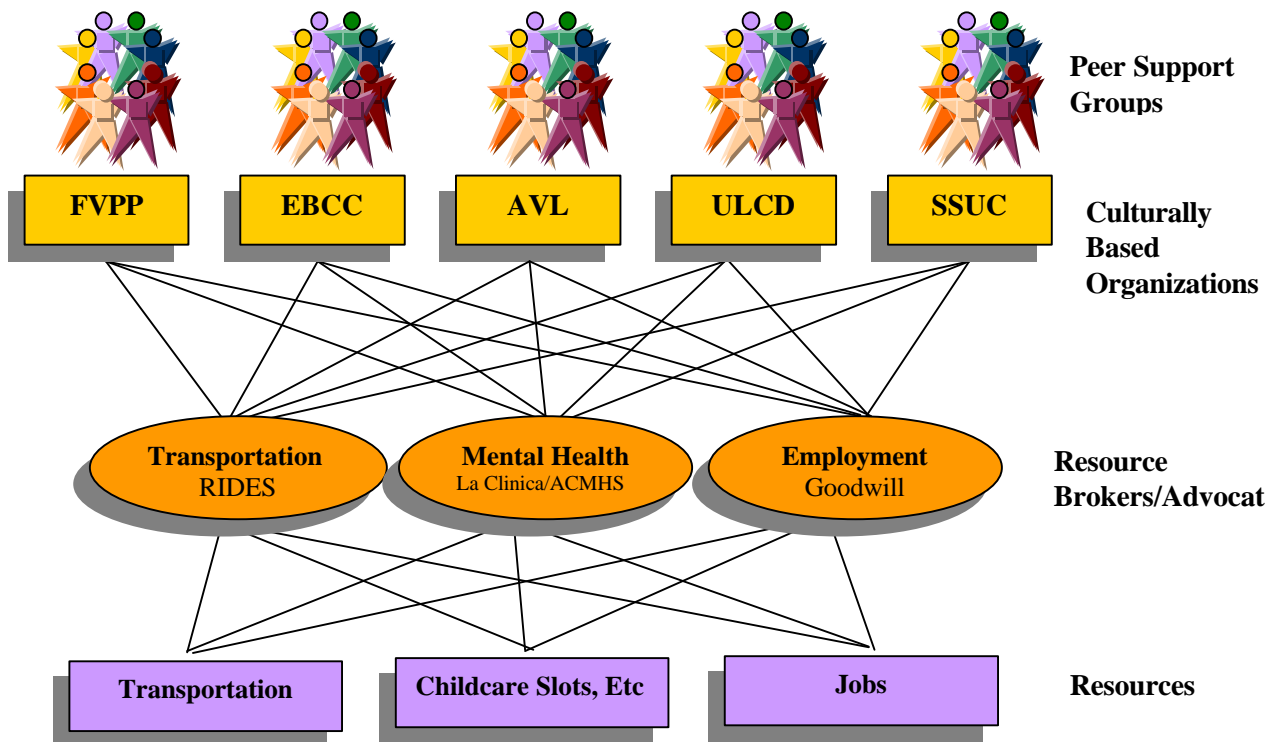
**Culturally-Appropriate Support System:** CIRCLES builds on the existing capacity of five culturally-specific service providers with strong community support as the "front end" for a flexible and highly structured service delivery system. These Culturally Based Organizations (CBOs) will provide eligibility, assessment, case management, and peer support services for CIRCLES participants for the life of their participation in this initiative and beyond. Employment Support Specialists at the CBOs will each work with no more than 25 clients at any time and will provide 2 years of ongoing job coaching (before and after placement) and assistance with locating and transitioning to subsequent jobs.

**Resource Advocates:** The efforts of these CBOs are supplemented by the resource agencies with specific expertise and access to resources on a regional scale that the "generalist" CBOs tend to lack. Our **job development** partner develops employer relationships and places clients from all 5 CBOs. Our **transportation** partner assists the CBOs in identifying transportation alternatives and training clients to plan their trips to work. A **child care** advocate will help each of the CBOs to support their clients child care needs and 2 **mental health** partners will provide ongoing support when it is needed.

**Vocational Literacy:** The CIRCLES initiative integrates career path preparation and English language skills into a vocationally specific English language-training program. This service component, available to participants during the life of their participation in the program, begins with basic ESL services and then expands to career path classes through the Peralta Community College District that teach workplace appropriate language skills and vocational "hard-skills" at the same time. The employment pathways targeted through this component are aligned with interests expressed by participants as well as the availability of local employment opportunities.

**Transitional Work Experience:** Limited and non-English speakers require greater initial guidance and language support at work for them to establish soft and hard employment skills appropriate to the culture of the American job market. To meet this need CIRCLES has created a range of opportunities for participants to experience work in a supportive environment. These temporary, subsidized work experience positions are available with private employers as well as with community non-profits. Our project pilots an innovative structure called Grant Based Employment through which the County will convert a portion of the clients TANF grant to be paid to the client as a wage rather than a benefit.

**Career Path Support:** Based on the existing skills and job interests identified through a series of focus groups, our partnership has developed a range of career paths that offer real opportunities for our participants to achieve wage levels sufficient to support their families. For each of these paths we have identified entry level openings with specific employers, vocational and language training specific to the particular field and higher paying positions which would be appropriate for clients that complete the training. Clients will identify career goals and regularly revise those goals based on their workplace experiences. Beyond initial placement, CIRCLES will support clients in changing jobs to advance their careers.



## The Process

Alameda County Social Services Agency (ACSSA), recognizing that their ability to adequately serve limited-English speaking clients was limited, contracted with the East Bay Asian Local Development Corporation (EBALDC) in late 1997 to develop a neighborhood based alternative delivery model targeting this population. EBALDC led a year long planning process focused on Lower San Antonio which led to the development of a collaborative approach that builds on the existing trusting relationships between ethnically oriented community based organizations and underserved TANF families.



### **Collaboration Building**

Our approach developed gradually over the course of a year long process. This slow pace allowed collaboration to build naturally rather than being forced by the demands of immediate funding. Our planning process began with a series of community meetings to which over 50 community organizations were invited. Ultimately 35 groups chose to participate in the process. The organizations involved ranged from volunteer led ethnic and church based associations to larger institutions serving the neighborhood.

The partnership met on a regular basis for a year. The organizations participating brought an enormous range of different experiences with the effected families and with the existing social service delivery system. Participants identified the most important research questions – questions we needed to answer before designing a system for Welfare to Work. Committees were formed to develop the research questions and to brainstorm the elements of a comprehensive strategy.

### **Focus Groups**

In the summer of 1998, the partnership conducted a focus group study with welfare recipients residing in the Lower San Antonio and Fruitvale neighborhoods. There were a total of 16 focus groups, conducted in 7 languages (Spanish, English, Chinese, Cambodian, Hi-Lao, Low-Lao, and Vietnamese). Twelve community organizations hosted the focus groups, which included a total of 85 participants. The focus group questions, focused on job interests, previous work experience, barriers to employment, and gauged the level of interest in participating in peer support groups. The process collected in depth feedback on barriers to work and responses to a range of potential program design strategies from members of each targeted cultural group. Participants responded to program design options included in this strategy as well as many others that were not selected.

### **Capacity Assessment**

Discussion within the partnership as well as feedback from the recipients indicated that a wide range of support services would need to be available to clients in a coordinated way in order for people to overcome the multiple barriers simultaneously. We surveyed each of the organizational partners, asking them to assess their own capacity to provide the range of services that everyone agreed was necessary. Each organization had to indicate what aspects of the program they were currently able to manage, which they could offer with some help, and which they needed to rely on another entity to provide. This capacity assessment confirmed a conclusion that was emerging from our group meetings. The larger institutions recognized that they lacked the capacity to effectively reach and adequately serve limited English speakers. At the same time the smaller

organizations identified their connection to the effected families as their strength but acknowledged that they had difficulty providing certain specific services like childcare and transportation referral, mental health counseling or even job placement. We found that the organizations with the best relationships with employers tended to have the least relationships with the clients and those with the strongest connection with clients tended to have the weakest employer connections. Collaboration provided an obvious solution.

## The Challenge of Welfare to Work for Limited English Speakers

The target population for CIRCLES is under-served Limited English and non-English speaking welfare recipients. Many of these people are immigrants or refugees who must negotiate multiple barriers on their path to employment. These individuals are among the most difficult to place in employment and experience significant barriers to even entry-level unsubsidized employment. Those positions that do exist are generally dead-end jobs with little hope of advancement or greater future earnings without extensive training and improved English language skills. Lack of success in initial employment for this population only reinforces the alienation many feel. Our process revealed several very significant barriers that will make it difficult for these individuals to succeed in the job market.

***Socio-cultural barriers:*** The majority of participants in our programs are women. These women often face tremendous resistance from within their family and culture due to expectations about gender roles. Participants also bring a host of other issues to the program, often based on cultural differences. For example, distrust of child care provided by non-family members and people that speak a different language, discrimination in the job market and differing work ethics.

***Self-esteem/Mental health:*** In addition, there are often unforeseen challenges such as domestic violence, depression, post traumatic stress disorder and other mental health issues to deal with in the course of becoming successfully employed. Many refugees, have come here to escape wars in their home countries.

***Lack of previous work experience:*** 49% of the participants in our focus groups indicated that they have never worked. Fourteen percent (14%) said that it has been over 10 years since they last worked. Less than 25% indicated they have worked within the past 3 years.

***Transportation barriers:*** Fifty-nine percent (59%) of the focus group participants indicated that transportation was a major barrier preventing them from getting and keeping jobs. While the majority of participants (58%) reported riding the bus regularly, most complained of problems with safety, scheduling and costs. Many participants, including all Laotian and the majority of Cambodian participants, reported that difficulty obtaining and understanding transit schedules was a barrier to using public transportation.

## Culturally Appropriate Support System

The CIRCLES model builds on culturally specific Community Based Organizations (CBOs) with existing strong relationships to the target communities which are concentrated in the two neighborhoods. Our organizations are staffed by people who are themselves members of our target communities and are generally native speakers of their specific language. These CBO's will conduct outreach throughout the neighborhood and provide the primary assessments, Job Coaching, and Peer Support components of the program where trust and cultural sensitivity are most crucial. These agencies are:

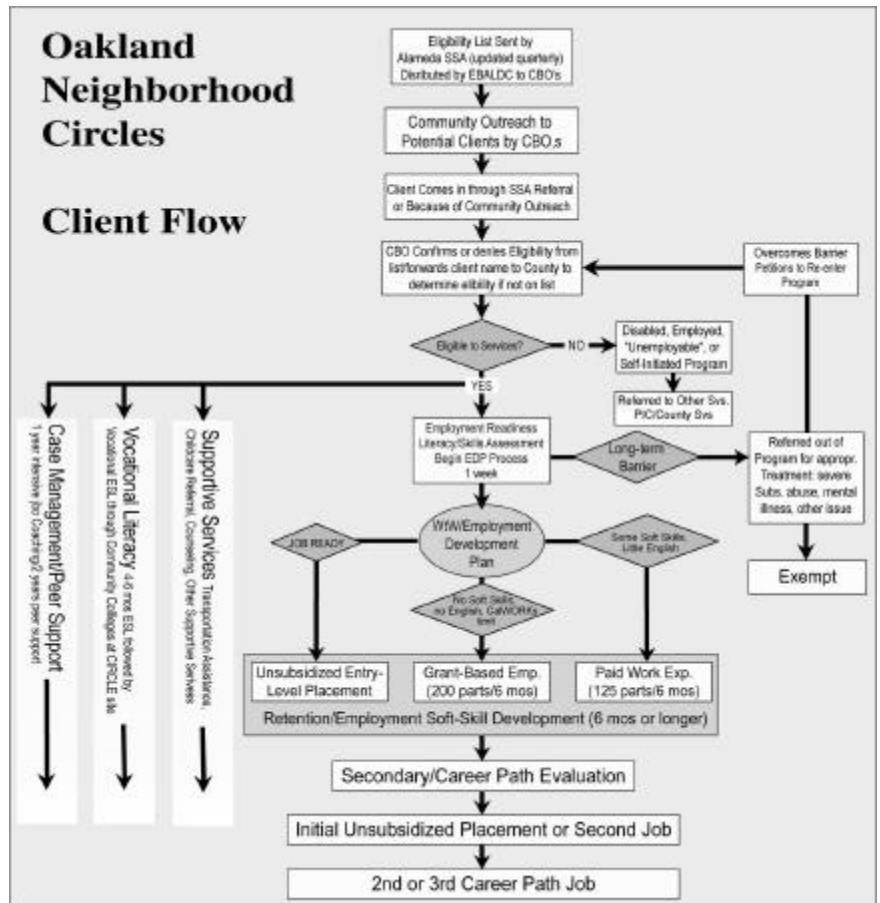
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- ❖ East Bay Cambodian Council
- ❖ American Viet League

**Outreach:** Outreach to TANF families has been a particular shortcoming for many Welfare to Work programs in the region. The task of recruiting families from culturally and linguistically isolated communities is especially daunting. However, the community based organizations that make up CIRCLES have all experienced over enrollment of TANF clients in recent months.

**Assessment:** The linguistic and cultural capacity of each partner agency will ensure that people with limited-English skills are receiving proper notification and are making informed choices about their participation in the program. As part of this process, the agencies have worked with the Alameda County Social Service Agency (ACSSA) and the local community colleges to develop linguistically-appropriate assessment tools to determine the job readiness and employment skill levels of participants in the program.

**Readiness:** clients enrolled in the CIRCLES will participate in a readiness program lasting from 4-8 weeks. During this time clients will be enrolled in intensive English as a Second Language classes and will receive instruction in job search skills, work attitudes, dress for success and other elements designed to prepare clients to enter the workplace.

**JobTech:** All clients are exposed to personal computers from the beginning of the program. Computer classes begin in the clients native language and are gradually transitioned to instruction in English to encourage clients to become comfortable with the technology and to



develop the language skills necessary to use it in the workplace.

**Peer Support Circles:** At the time of enrollment, participants are registered in a peer support group for people who share their language. The groups are small with 8 people in each to ensure participation by all members. The groups begin with a focus on culturally specific issues around employment within a mutually supportive setting. The methodology is asset or strength-based and integrated at all levels (for participants and staff) and is not focused on a service delivery model of assumed deficiency. It is highly interactive and participatory and relies heavily on training by modeling. Participants will begin to identify their goals and barriers and ways to overcome them as they transition from welfare to work. Developing supportive systems will allow participants to deal more effectively with the day to day difficulties of becoming and remaining employed such as coping with separation anxiety from children, domestic violence, maintaining sobriety, dealing with change, problem solving and appropriate on-the job relationships. The groups are available to each participant even after they find employment. A training program will be offered to assist Peer Support Facilitators that have the language and cultural skills but lack professional mental health experience to become successful group leaders. This training will allow these agencies to build the in house capacity to operate peer support programs after the completion of the CIRCLES project.

**Job Coaching:** The centerpiece of the CIRCLES model is the relationship between each client and a bilingual employment support specialist. When the client is placed in a workplace, whether it is a temporary work experience placement of a permanent unsubsidized job, the support specialist will accompany them to the worksite and insure that language barriers do not prevent the client from communicating with their new supervisor. The Support Specialist will develop a relationship with the supervisor and will visit the worksite regularly to insure that the client understands the requirements of the job and that the employer understands the range of support services available. The Support Specialist will be able to identify issues and can help solve communication, childcare, transportation and other problems before the develop to the point of endangering the clients position. These Support Specialists will also help the client to evaluate what they like and dislike about their current position and develop their longer range career plans.

## Resource Advocates

CIRLCES partners have developed an asset based approach to Welfare to Work which attempts to build as much as possible on existing resources within the community. The partnership has developed the concept of “Resource Advocates” to refer to partners in our project that supplement the efforts of the language based CBOs by brokering relationships to specific resources that might be beyond their the reach.

### **Job Development**

In the past, community based organizations serving limited English speaking clients have each tried to develop their own employer relationships, with mixed success. The smaller agencies have been unable to support full time job developers. At the same time, larger employment and training organizations with strong employer networks have lacked the staff to serve most Limited English speaking clients. When asked how they planned to serve language cases, several agencies indicated that they might hire translators to communicate with clients. The CIRCLES model approaches this problem in a different way by building a collaboration which allows clients to benefit from the ongoing full time support of someone who speaks their language fluently and the professional expertise of an experienced job developer. Goodwill Industries of the Greater East Bay serves as the job developer for the entire CIRCLES partnership. Goodwill’s team of job developers will identify appropriate openings throughout the regional job market and make these positions available to clients of all 5 CBOs. Job developers will work closely with the CBO Employment Support Specialists under the same roof, to assess each clients job readiness and identify appropriate positions. The Job Developer and the Support Specialist will function as a team with one focused on the relationship with the client and the other building the relationship with the employer. While this approach will require more coordination and communication, it allows everyone to focus on what they do best.

### **Childcare**

With funding from the Quality Childcare Initiative of the San Francisco Foundation, we developed a 6 month pilot of the use of a Resource Advocate to provide issue specific support to CBO case managers who lack specific expertise in childcare. The Childcare Resource Advocate proactively identifies existing childcare providers (center based and in home providers) located in and around the neighborhood and makes these resources available to case managers who are directly assisting clients. The advocate was able to build a culturally specific list of family day care providers in the community with space available for the children of our program participants. The Advocate was also able to identify specific gaps in the existing childcare system and recommend improvements. The CBOs involved in the pilot reported that this was a successful way to improve their ability to assist their clients in addressing their childcare needs.

### **Transportation**

Our transportation pilot has taken a similar approach to providing technical assistance to language skilled CBO staff who are directly assisting clients but may lack transportation experience. This project has been funded by the County to develop a multifaceted system for training and supporting limited English Speaking TANF recipients in utilizing existing transportation resources including buses, trains, carpools, vanpools and bikes. RIDES for Bay Area Commuters, a regional nonprofit providing transit resources, is providing training and support to the CBOs so that each can assist clients within their language group. RIDES is providing a Transportation Support Specialist to participate in the partnership, provide backup support to CBOs and identify additional resources. In addition, the project will develop a more detailed needs assessment identifying the gaps in the transit system given the commute patterns of the initial clients served. The transportation support project is funded for the period from April 1999 to October 2000. Continuing funding for the project is likely to be available from the County. Based on this experience, CIRCLES service delivery system incorporates a Childcare/Transportation Resource Advocate. The Resource Advocate will

continue to develop these resources and to identify additional strategies to fill gaps in the childcare and transportation systems. In addition, the Resource Advocate will help to facilitate the childcare and transportation voucher authorization process. The Advocate will use what is learned from implementing the program to make recommendations regarding changes or additions to current transportation and childcare resources to better serve this population and others like it.

### **Mental Health**

Peer Support Facilitators will be trained to identify mental health issues which may require professional attention. For participants who may desire additional one-on-one supportive counseling, professionals will be available as needed through our partners from Asian Community Mental Health Services and La Clinica de la Raza. These agencies have the capacity to meet the cultural and linguistic needs of our participants.

## Vocational Literacy

### **ESL training:**

All participants will undergo immediate ESL training through Oakland Adult Education and Merritt College to help improve their English language skills for the workplace. Through this grant, classes will be integrated amongst various language groups, a technique which has been shown to increase the success of students. This training will be ongoing through the participants' time in CIRCLES, and depending on each participant's interest and goals may transition into Vocational ESL training associated with particular employment paths .

### **Career Path/VESL Components:**

Once a participant has gained work experience either through an unsubsidized job or a work experience placement, they will begin to create a secondary career path employment plan with their Employment Support Specialist. This activity will be mirrored by career path discussions and exposure to employment paths in the peer support groups. Once the participant has chosen a career path, they may enroll in a VESL vocational training track. CIRCLES has established partnerships with Merritt College and Laney College to provide VESL courses in career employment paths identified through participant focus groups and expectations for local job growth. The colleges have agreed to continually meet with CIRCLES to evaluate the educational components and determine new directions for future training. Current training components include

***CNA Training:*** Bilingual Certified Nurses Assistants have been identified as a tremendous need in this vicinity by several employers such as TeleCare and the future Adult Day Health Care Center which will be operated by the Unity Council. It is projected that as many as 100 positions will be available over the course of the next 3 years. Merritt College has agreed to modify their existing CNA training to include VESL training in the curriculum.

***Computer Network Cabling Classes:*** Similar to the CNA training, the Computer Network Cabling classes with A VESL component have been arranged through Laney College to prepare participants to fill positions as Cabling Technicians. These positions are in very high demand at the moment and average wages are quite high with a relatively short period of training.

***Early Childhood Education Classes:*** The Spanish Speaking Unity Council operates 5 Head Start programs in the neighborhood and throughout Oakland. Vacancies are common and childcare demands outweigh the available services both in these programs and in general throughout the city. Through training by Merritt College, participants will gain college credits necessary to advance beyond simple childcare positions into teacher positions or independent employment as a family day care operator.

***Hospitality:*** Hospitality employment in the area is expected to experience an increase of 10,000 new jobs in the coming 3 years. Laney College and the Hotel Employees and Restaurant Employees International Union Local 2850 have jointly established a Hotel and Restaurant training program with extensive internship placements and opportunities for management level training. Part of CIRCLES' partnership with these providers includes VESL training and work-study opportunities for participants through the internship program.

***Retail:*** Retail is another high growth employment area. Goodwill Industries is a leader in retail and retail management training for underskilled employees in the greater Bay Area. These opportunities include both internal work experience placements in Goodwill's own retail outlets and placements in leading retailers. In addition a number of neighborhood retail merchants have committed to host CIRCLES clients in both subsidized and unsubsidized positions.

## Transitional Work Experience

It is well documented that adults learn best by doing. While some skills can be taught in the classroom, this component of our program provides the critical “real world” experience necessary for participants to maintain future employment. Temporary work experience has a positive effect on the person’s employability in at least 4 ways:

1. provides important work experience that sets a person ahead when they enter the workforce. This helps to ensure that they are not simply hired into dead-end, minimum wage jobs;
2. increases the person’s sense of worth and self-esteem as they earn a wage and experience success on the job;
3. increases the participant’s accountability to their employer and raises the expectations supervisors hold for the participants. This effects how participants are treated and the types of work they are assigned;
4. more closely mimics a real employment situation than a volunteer assignment does.

Through this option, participants develop and practice positive work behaviors while strengthening their English skills. There will be two types of work experience positions, (1) those within our partner agencies and other community non-profit agencies (Grant-Based Employment [GBE]) and (2) those which will be identified through private employers (Paid Work Experience [PWE]).

**Grant-based employment:** Grant-Based Employment (known elsewhere as wage-based community service) converts TANF allocations into wages for work performed in community service jobs at community-based organizations or public agencies. TANF grants will be diverted to pay checks. GBE payments would make the recipient eligible for the Earned Income Credit (EIC) because their check would be considered “earnings.” Recipients would also have the psychological benefit of being paid for their work. GBE is being utilized to address substantial evidence that *unpaid* community service initiatives *do not* improve employment outcomes. GBE will be used for the least skilled and least English-proficient participants in Oakland Neighborhood CIRCLES.

**Paid Work Experience:** PWE will be provided for participants who exhibit enough minimal employment and language skills to function within subsidized, private employment with less intensive support than their counterparts in GBE. The CIRCLES collaborative has created an array of subsidized private work experience opportunities for participants through local employers including Goodwill Staffing Services, the Hotel Employees and Restaurant Employees International Union, Ross Clothing, Home Depot, Chevron, Swan’s Market, and numerous smaller neighborhood employers. Many of these opportunities also provide job-site training and are directly linked to educational opportunities through the Peralta Community College District. Participants will be placed by Goodwill Staffing Services in 20 hour per week placements. Employers will be billed \$3.50 per hour of work provided - approximately half of the cost of wages, taxes and insurance for a minimum wage position. Within 6 months of subsidized placement employees should be considered for a permanent unsubsidized position with the placement employer.

Goodwill Staffing Services (GSS), a non-profit owned temporary placement agency, will serve as the employer of record and will administer and coordinate placements in private PWE and non-profit GBE employment tracks. GSS will process all timesheets, paychecks and reimbursements from the County. Goodwill Industries of the Greater East Bay, (a separate though related entity), will provide Job Development/ Placement services for the entire project as well as training for supervisors of all the transitional work experience positions.

## Career Path Support

Our partnership planning process involved an ambitious effort to map realistic employment paths that reflected both the skills and interests of the specific immigrant communities we are serving and the occupational demands of the regional economy. In the previously mentioned focus groups (held in August 1998), participants discussed their future occupational interests and existing job related skills. Several of the initial suggestions were characterized by low wages or lack of benefits and or did not offer opportunities for advancement. Participants were then given a list of projected growth occupations with advancement opportunity and asked to rank them in terms of desirability and to identify any for which they already had some of the necessary skills. Table I lists the top occupations in order of interest expressed by focus group participants.

Rank	Occupation Preference
1	Child Care Worker
2	Maid and Housekeeping
3	Janitor, and Cleaner
4	Cook, Restaurant
5	Receptionist, Information Clerk
6	Nurse Aid, Health Care
7	General Office Clerk
8	Electrical Assembler, Fabricator
9	Painter, Paperhanger
10	Cashier

Based on this input the partnership has developed a set of 5 target career paths which offer immediate openings, appropriate training available locally, and realistic avenues to living wage jobs. While not all participants in the CIRCLES program will ultimately chose to pursue one of these careers, between them, they represent a significant percentage of the projected job growth for the region.

Our partnership has identified temporary work experience placements in each of these fields and secured commitments from appropriate employers for a sufficient number of entry level, unsubsidized jobs in each area.

Path	Entry Employment	Entry	Training	Sustainable wage	Career Advancement
Nurse Aid / Health Care	Personal Care Assistant	\$6 hr	Certified Nurse Aid (CNA) Training - Merritt College	\$10-\$12	CNA Medical Assistant
Retail	Stock clerk Cashier	\$7 hr	Goodwill Industries	\$12	Assistant Manager
Restaurants	Dishwasher Food Prep	\$5.75 hr \$9.00 union	Laney College/ Hotel Employees and Restaurant Employees Union Local 2850	\$15	Manager Cook
Hotel and Housekeeping	Janitor Housecleaner	\$5.75 hr \$8.50 union	HEART Program - Laney College/Hotel & Restaurant Union	\$12 -\$15	Building Maintenance Desk Clerk
Telecommunications	Cable Installer	\$12 hr	9 week Network Cabling course- Laney College	\$25	Network Technician Fiber Optic Tech.
Early Childhood Development	Child Care Assistant	\$6-\$8 hr	Merritt College	\$11.75	Preschool Teacher Family Day Care Provider

Each client's career path planning begins with an assessment at the time of enrollment. Assessment is provided in the client's native language using a process developed by our partnership in coordination with Alameda County Social Services Agency and Laney College. Assessment provides the basis for initial work experience placements but is only a starting point. Many of our clients have never worked in this country and have a very difficult time identifying desired occupations. Subsidized work experience provides clients with a point of reference for further discussion of career goals. Half way through their work experience placement, each client will meet with their Employment Support Specialist and develop a career development strategy. This strategy will guide their search for unsubsidized placement. After placement, the Support Specialist will work with the client to evaluate what they like and dislike about their new position and will revise their career strategy if needed. Recognizing that most clients initial placements will be relatively low wage entry level jobs, CBO Support Specialists will encourage clients to start looking for a second job shortly as soon as they are succeeding in their first placement. At this point clients will have worked in at least 2 workplaces, and will have shared in the experiences of their peers in support groups and should have a much better sense of what kind of job they want.

## CIRCLES Program Outcomes and Funding

CIRCLES is not the product of any single funding opportunity. The partnership is funded through a number of related grants.

### **Existing Funding for CIRCLES**

#### **Alameda County Social Services Agency (ACSSA), Neighborhood Initiatives**

**Amount:** \$150,000      **Term:** 1998 – 2000

**Lead Agency:** East Bay Asian Local Development Corp.

**Outcomes:** To develop and manage a neighborhood collaborative and design an alternative approach to welfare to work targeted to Limited English Speaking CalWORKs in the Lower San Antonio Neighborhood.

#### **ACSSA, Post Assessment Services Grant, Lower San Antonio**

**Lead Agency:** Jobs for Homeless Consortium/ RelyAble Choices

**Amount:** \$315,000      **Term:** Jan. 1999 – June 2000

**Outcomes:** Enroll 45 clients from 3 language groups, place 23 into subsidized work experience, place 23 into unsubsidized jobs, retain 18 beyond 180 days.

#### **ACSSA, Post Assessment Services Grant, Fruitvale**

**Amount:** \$350,000      **Term:** Jan. 1999 – June 2000

**Lead Agency:** Spanish Speaking Unity Council

**Outcomes:** Enroll 84 Spanish speaking clients, place 24 into subsidized work experience, place 32 into unsubsidized jobs and retain 22 in employment beyond 180 days.

#### **Hewlett Foundation, Employment Program Grant, Fruitvale**

**Amount:** \$220,000      **Term:** Jan. 1999 – Dec. 2000

**Lead Agency:** Spanish Speaking Unity Council

**Outcomes:** Support outcomes outlined in Fruitvale Post Assessment Services grant.

#### **ACSSA, Transportation Support Project**

**Amount:** \$225,000      **Term:** Jan. 1999 – June 2000

**Lead Agency:** East Bay Asian Local Development Corp.

**Outcomes:** Train CBO staff to provide transportation support and referral to their clients, develop carpool matching system, identify other transportation resources, provide training and incentives to 155 clients.

#### **Federal Transit Administration, Transportation Support Project**

**Amount:** \$271,000      **Term:** October 1999 – March 2001

**Lead Agency:** East Bay Asian Local Development Corp.

**Outcomes:** Train CBO staff to provide transportation support and referral to their clients, develop carpool matching system, Develop online resource system, identify other transportation resources, provide training and incentives to 155 clients

#### **California Employment Development Department, 15% Competitive Grants**

**Amount:** ~\$800,000      **Term:** Oct. 1999 – Mar. 2001

**Lead Agency:** East Bay Asian Local Development Corp.

**Outcomes:** Comprehensive employment support program will enroll 200 limited English speaking clients, place 150 in paid work experience, 113 in unsubsidized employment with an average entry wage of \$6.75. 86 clients will be retained in employment (or have found new positions) with an average wage of \$7.75 one year after placement.

**Related Funding:**

**ACSSA, Financial Literacy Program,**

**Amount:** \$65,000      **Term:** Jan. 1999 – March. 2000

**Lead Agency:** East Bay Asian Local Development Corp.

**Outcomes:** Provide financial literacy/money management training to 100 CalWORKS clients including Limited English Speaking clients enrolled in ESL classes. (NOTE: not limited to Lower San Antonio/Fruitvale)

**US Dept. of Health and Human Services, Assets for Independence Act Grants (Proposal Pending)**

**Amount:** \$260,773      **Term:** Sept. 1999 - Aug. 2004

**Lead Agency:** East Bay Asian Local Development Corp.

**Outcomes:** Enroll 100 CalWORKS clients from Alameda County in an Individual Development Accounts program allowing them to save for Homeownership, small business development or education and job training. (NOTE: not limited to Lower San Antonio/Fruitvale)