



NAPA COUNTY
HEALTH & HUMAN SERVICES
2261 ELM STREET NAPA CA 94559
PHONE (707) 253-4279 • FAX (707) 253-6172

Ms Terry Longoria, Director
Mr James Featherstone, Assistant Director

January 17, 1998

Glen Brooks Jr
Regional Advisor
744 P Street, MS 14-44
Sacramento, CA 95814

Dear Glen:

This letter is a follow up to the fax which you sent to our office on 1/16/98 in response to our CalWORKs plan. In regard to your concerns:

Clarification in regard to mandatory nature of "Self-Sufficiency Seminar" p19 of plan:

Pursuant to law, recipients shall, and applicants may, at the option of the county and with the consent of the applicant, receive orientation to the welfare-to-work program, receive appraisal, and participate in job search activities. The aforementioned services are readily available to the applicant as part of the application process and all applicants will be invited to participate. However, it is understood that these services are to be available to applicants on a voluntary basis only. In no case will an applicant be subject to the cause process or other negative consequence, if he/she chooses not to participate or follow through with any of the activities above, while still an applicant.

Clarification of child care exemption for infants under one year:

The parent or other relative who has primary responsibility for personally providing care to child six months of age or under, shall not be required to participate in welfare-to-work activities for a period of 120 calendar days, unless the parent/caretaker relative chooses to do so. This exemption can be extended, on a case-by-case basis and based upon criteria developed by the county, to the first 12 months following birth or adoption. An individual may be exempt only once under this clause.

The county will use the following considerations, when making a determination to extend an exemption beyond 120 days:

- a) the availability of child care
- b) local labor market conditions
- c) special needs of the child
- d) other factors determined by the county

For any subsequent request, the State allows only a 12 week exemption up to six months at county discretion. The County will allow the same 120 days if the parent so desires. The parents may voluntarily return to the program at any time during the 120 day period.

In either situation, all exemptions will be reviewed on a case by case basis to determine the best situation for the family.

Clarification needed –p44 “There is nothing in law to support the mandatory issuance of vouchers for all individuals who reach the 18/24 month time limit. Please clarify that this mandatory provision applies to individuals reaching the 60 month time limit.”

The County clarifies that the mandatory provisions apply to individuals reaching the 60 month time limit. Those who reach the 18/24month time limit will be assessed on a case by case basis for the best way to ensure that payments for the TANF aid are used in the child’s best interest and will include an evaluation for the necessity of money management services.

I hope these comments provide the clarification your committee needs to approve the Napa Valley CalWORKs plan. We thank you for your prompt attention to the plan and also for they “FYI” information that you have provided.

Should you have further questions or comments, please call me directly at (707) 253-4279. Ramona Murray is my scheduling secretary and generally knows where I can be reached at any hour of the working day. We anxiously await plan approval.

Sincerely,



Terry Longoria, Director

Cc Teresa Zimny, CalWORKs program manager
Jay Hull, County Administrator

Napa Valley CalWORKs Clarifications

- I. AB 1542 states that the parent or other caretaker relative who has primary responsibility for personally providing care to a child six months of age or younger, shall not be required to participate in welfare to work activities. Napa County shall review on a case by case basis the appropriateness of the parent/caretaker to participate in welfare to work activities 120 days after the birth or adoption of a child. The criteria the county will use to shorten the exemption period to 120 days shall be:
 - a) the family benefits from the parent/caretaker participating in WTW activities
 - b) suitable child care is available
 - c) appropriate WTW activities are available and accessible to the parent/caretaker

- II. Section 1137.8(a) of AB 1542 requires that a Board of Supervisor approved grievance procedure be specified in each plan. It is the intent of Napa County to incorporate the Board approved GAIN grievance procedure as an addendum to the Napa Valley CalWORKs plan. The grievance process outlined therein is still applicable at this time.

XI . Data Collection Methodology

Napa County has the capability to collect the data required in Section 42-720.7 provided that SOSB indicates acceptable measurement indicators for currently undefined requirements. Data will be processed using IBM - compatible PCs with a D-Base III program to be developed in the implementation phase.

XII . Formal Board of Supervisors' Grievance Procedure. The grievance procedure outlined below has been adopted by the Board of Supervisors and represents only one of the mechanisms for redress required by GAIN.

1. The appellant is entitled to a full and impartial hearing to be conducted by the department and the Human Services Delivery System.
2. Any request for hearing must be made within thirty (30) days of the written notice informing the applicant/recipient of the action taken by the department concerning which the hearing is sought.
3. The appellant may be represented by a representative of the appellant's choice.
4. The department shall prepare and present to the county employee conducting the hearing a position statement setting forth the county's position on the issue to be heard. A copy of such position statement shall be made available to the appellant or his/her authorized representative at least seven (7) working days before the hearing commences.
5. The hearing shall be conducted in an impartial manner. To this end, the employee serving as the hearing officer shall not serve the additional function of presenting the department's position statement.
6. The hearing shall be conducted at such time and in such manner that the appellant shall have a fair opportunity to present his/her case.
7. The hearing shall be conducted as soon as administratively possible, but no later than thirty (30) days after the appellant requests a hearing. The appellant shall receive a minimum of seven (7) working days notice of the scheduled hearing date. The appellant may waive the notice in writing.

8. The proceedings at the hearing shall be recorded by the County and a tape of the proceedings shall be retained by the County for at least one (1) year in order that a transcript could be developed by appellant in the event that the appellant should decide to seek judicial review of the County's decision.
9. The department shall render a final written decision as soon as administratively possible but no later than sixty (60) calendar days from the date of the conclusion of the hearing. The decision shall be made available to the claimant and a copy of the decision shall be mailed to the authorized representative, if any. The decision shall be based only upon regulations and evidence produced at the hearing and said decision shall specifically state the findings of fact and the pertinent regulations upon which it is based.
10. The appellant may file a request for rehearing by the Director of the Human Services Delivery System.
 - A. Such request shall be in writing and shall be filed with the Director of the Human Services Delivery system not more than ten (10) days after issuance of the hearing decision.
 - B. Upon receipt of a timely rehearing request, the Director will review all of the material and render a decision to overrule, modify, or uphold the hearing decision.
 - C. If the Director's decision is to uphold the hearing decision, the appellant will be scheduled to appear before the Director for rehearing. Such rehearing shall be scheduled no sooner than fifteen (15) days and not later than thirty (30) days after the request is received.
 - D. From the date the rehearing is held, the Director shall render a written decision within thirty (30) days, which decision shall be final.

NAPA COUNTY

Napa Valley CalWORKs Plan



Submitted January 6, 1998

Prepared by

**Napa County Health and Human Services Agency
Ms. Terry Longoria, Director**

**This plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by The
Welfare-to-Work Act of 1997, AB 1542**

MANY THANKS!!

Assembling the information necessary to gather the Napa Valley CalWORKs plan was arduous in itself. But the real work was and will continue to be in developing the relationships and the programs that will be necessary to “end welfare as we know it” in Napa County. We are fortunate to have a great team of dedicated individuals who represent agencies committed to assisting Napa’s CalWORKs families. The Napa Valley CalWORKs Team includes the following individuals. I am sure that the Team will continue to grow as we develop new and expanded partnerships.

TEAM MEMBER

ANN KOHLMEISTER
BABARA COLT
CAROL MANNING
CHAR MAEDA
DAN CORSELLO
DANDA WINFRED
DIANA SHORT
DONNA DEWEERD
GAIL FELDMAN
ISMAIL AKMAN
JILL SCRUTZ
KASEY GREEN
LARAINA JEFFRIES
LYNN HARD
LYNN PEREZ
M.L. OXFORD
MAGGIE SCHAEFFER
MARY BUTLER
MICHELLE KUNKEL
NANCY JOHNSON
NANCY WATT
PAT PARKER
RAY MARTINEZ
RHONDA SLOTA
ROXANNE JOHNSON
SUNA FLORES
TERESA ZIMNY
TERRY LONGORIA

ORGANIZATION

SOCIAL SECURITY
SEIU
FAMILY SUPPORT
HHSA MIS AND SPECIAL PROJECTS
PRIVATE NON PROFIT COALITION
CATHOLIC CHARITIES
COMMUNITY RESOURCES FOR CHILDREN
PIC/TEC ADMINISTRATION
CAO SPECIAL PROJECTS –HEALTH
HHSA SPECIAL PROJECTS
NAPA VALLEY COLLEGE
NCCEO
HHSA PERINATAL DRUG &ALCOHOL
PUBLIC WORKS
HHSA FISCAL DIVISION
ROP
FAMILY SUPPORT
HHSA CHILDREN’S SERVICES
COMMUNITY RESOURCES FOR CHILDREN
PIC/TEC CASE MANAGEMENT SUPERVISOR
CAO BUDGET ANALYST
QUEEN OF THE VALLEY HOSPITAL
PROBATION
ADULT ED
HOUSING AUTHORITY
CA DEPT OF REHAB
HHSA PUBLIC ASSISTANCE DIVISION
HHSA ADMINISTRATION

INTRODUCTION

BACKGROUND

On August 22, 1996 the President signed into law the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), thus initiating a major change in social welfare policy. The enactment of PRWORA ended the federal entitlement to public assistance that had been an institution for 60 years.

In April 1995, in anticipation of a national welfare reform movement, the Napa County Board of Supervisors approved submittal of a welfare reform pilot project "OPTIONS" to the federal government. The project was funded and the County's Health and Human Services Agency along with the Training and Employment Center began the process of "Changing the Culture of Welfare".

The project set the stage for future welfare reform activity within the county. With a thriving economy and more focus on jobs, the introduction of the "One-Stop" employment and training center, and increased focus on child support collections, the number of **welfare cases in Napa County have decreased almost 30% from FY 94/95 to the present**. Additionally the average aid per caseload has decreased dramatically from \$441 per case in FY94/95 to \$287 in FY97/98 indicating that many of those who were not able to move off of aid had other income to the family.

Napa County has a history of success from which to build its CalWORKs program. It will continue to build on these successes while planning for the future.

The Health and Human Services Agency: Napa County Health and Human Services Agency (HHSA), is a multi-disciplinary service agency that provides coordinated and comprehensive services in programs typically fragmented and divided between various public providers. With Public Health, Mental Health, Social Services, Alcohol and Substance Abuse Programs, and Public Assistance Eligibility in one agency, HHSA is in a good position to respond effectively and efficiently to the complex needs of the CalWORKs families. The Agency's Children's Services Units which include Perinatal Drug and Alcohol Services, Children's Health Programs, Family Planning, Immunization Services, Public Health Nursing, Children's Mental Health and System of Care, Child Welfare Services and Public Assistance Programs will more fully integrate to provide the assistance families will need to reach economic self sufficiency.

"One-Stop" Employment Services: HHSA will continue to work with the award winning, employment service integrated "One-Stop" at the Ridgeview Training Center which has included partnerships with the Training and Employment Center (PIC/TEC), Employment Development Department (EDD), Napa County Council for Economic Opportunity (NCCEO),

Napa Valley Unified School District (Adult Education), and the Napa County Office of Education Regional Occupational Program (ROP). Expansion of partners will include Napa Valley College, State Department of Rehabilitation, and the Child Support Division of the District Attorney's Office.

The Private Industry Council has a key role in the oversight of the "One-Stop" and maintenance of the "HUB". The "HUB" is a World Wide Web site designed to help employers and job seekers meet business, employment, and information needs. Using the HUB, job seekers and employers can search for jobs and resumes; post jobs and resumes; access a variety of business and government resources; find answers to frequently asked questions about wages, occupations, taxes, and legal issues; obtain help with career planning, writing resumes, and interviewing; locate education and training opportunities and community resources; and more.

Private Non Profit Agencies: HNSA has spent the last several years working with the non-profit sector to improve collaborative efforts. The Agency contracts with the Volunteer Center to staff an Executive Director to the private non profit coalition who helps to coordinate the agencies and as a result we are better able to attract funding into the community from various foundations and grants. Examples of successful collaboratives that will assist with welfare reform include: *The Behavioral Health Coalition* – who recently received \$300,000 in funding from the Queen of the Valley Hospital's Health Care for the Poor Fund; *Nuestra Esperanza*, a newly formed Hispanic Multi-Service Center which has received \$600,000 in funding - half from Community Groups including the Gasser Foundation, the Napa Solano Leadership Council and Health Care for the Poor and half from the Robert Wood Johnson Foundation to provide substance abuse services to the Hispanic community; the *Food Coalition*, which received over \$200,000 in funding from Hands Across the Valley and Napa Solano Leadership Council; the *Housing Coalitions* which includes the TRAIN grant which received \$400,000 from HUD and \$100,000 community augmentation from Napa Solano Leadership Council, Queen of the Valley and the Marin Family Trust for case management to low income families in housing crisis as well as over \$230,000 for various low income projects from the Headlands Foundation and the Gasser Foundation; and the *Parenting Coalition* which has brought together a variety of community groups such as Healthy Moms and Babies, COPE, System of Care, Child Care and the schools to focus on the special needs of Parents. These collaboratives will continue to play a major role in providing safety net services to the CalWORKs population.

The Private Sector: Will continue to play an important role in Welfare Reform planning. The current Executive Director of the Napa Chamber of Commerce offered a challenge early on in the process to every one of its over 1000 members to hire a welfare recipient. The Private Industry Council and Napa Valley Economic Development Corporation will continue and expand their relationships with the business community to provide dependable jobs with good wages and benefits to its employees. Napa Valley Employment Network (NVEN) has been formed to provide a collaborative for job placement agencies – public and private. It will be an important asset to the Napa CalWORKs plan.

Immigration Issues: Early in the development of welfare reform planning it became apparent that immigrants would have special needs and issues since they were targeted for cutbacks and discontinuance from federal funding. HHSA helped to form a coalition of local agencies to focus on immigrant issues. Funding from the Emma Lazarus foundation, Health Care for the Poor, the Napa Solano Leadership Council and Napa County Council for Economic Opportunity and Van Loben Sels Foundation helped to pull together new resources necessary to assist those who seek US citizenship. In addition to the funding agencies, the collaborative includes the Adult School who run very successful ESL and INS approved citizenship classes as well as local private immigration specialists. Additionally local health collaboratives have met to insure funding for prenatal care for all who need it in Napa County regardless of immigration status. All local health providers have agreed to fund prenatal care until the government issues can be resolved. The Sonoma Napa Action Project has also formed a coalition of the religious community to support immigrant issues and the Napa County Board of Supervisors unanimously passed a resolution encouraging expedient application processing and dignity in service to those seeking United States citizenship.

Health Care: One of the greatest challenges to the low income population is adequate health care. Many studies have confirmed that poverty leads to poor health. The County will continue to work with the State to move forward with the California Health Partnership which will allow Napa County to partner with Solano County in its successful managed care health system. This will help ensure access to quality health care for Medi-Cal families. St Helena Hospital, Queen of the Valley Hospital, and Kaiser have all participated in various community collaboratives and initiatives and have indicated a willingness to continue to do so. The St. Joseph's Health System has been a wonderful partner, allowing expansion of services into the Berryessa area which previously had no health clinic.

Educational Partnerships: Napa County has a history of excellent relationships with its educational partners. Napa Valley College, Napa Valley Unified School District, and Napa County Office of Education have all been very active players in welfare program planning for many years. They also coordinate with St Helena and Calistoga School Districts. All have pledged continuing and improved partnerships in CalWORKs planning with a newly constructed emphasis on training that will lead to high demand jobs. It will also be important to work with the school districts in monitoring attendance of CalWORKs children.

Transportation: Napa County Public Works Department has taken the lead in helping to coordinate transportation services within Napa County. Napa Valley Transit provides transportation from Calistoga to Vallejo, with bus and ferry connections to and from San Francisco and BART. The VINE bus system travels within Napa County and Van-Go provides specialty transportation services. Programs such as Ride Share and Taxi Script can also assist those who need to get to work. The collaborative will continue to meet and be part of the welfare reform planning process.

Child Care Planning Council: Napa is fortunate to have maintained a very active and effective child care planning council. The council has developed a standardized application form that is now being used by all child care providers, and is in the process of developing an integrated waiting list. This puts Napa light years ahead of many communities planning the child care needs of the CalWORKs population. Napa's Community Resources for Children has agreed to be the lead agency for all child care programs – allowing parents a seamless system and a primary location for their child care needs. Quality, affordable, accessible, close to home child care is a key component of the Napa's CalWORKs plan.

Employee Groups and Organized Labor: The OPTIONS project (Napa's welfare reform pilot project) provided an early opportunity for front line workers to be involved in the development of the culture change necessary to bring about successful welfare reform. Employee task forces were created to focus on areas such as Public Relations, Community Resources, Language and Attitude Changes, Application Flow and Lobby Redesign. The teams were very successful and produced products such as a Community Resource Guide which is now being used by many public and private agencies, a redesign of the lobby which included a more "business but friendly" environment including *HOT JOB LEADS* and *SWAP SHOP* bulletin boards. They also worked with Curtis and Associates in the development of the Self-Sufficiency Seminar and Action Workshop (with Adult Ed) which are key pieces to the CalWORKs system delivery. Additionally, the Director has had several meetings with members of SEIU and labor will continue to participate in the CalWORKs planning process.

The Recipient Community: Napa HHS has a long standing statement of value that the participants in programs should be part of their construction. In preparation of welfare reform planning, home calls were made to 75 families seeking input into the welfare reform planning effort. Surveys were sent out to all recipients to gather demographics and information on the greatest barriers to employment and A.T. Kearney and Associates conducted on site interviews with families to obtain information on their views. The Agency will continue to work with recipients and their advocacy groups in the development of its welfare reform plans.

Private Sector Consultants: As part of the OPTIONS plan, Curtis and Associates helped implement the "Curtis Self Sufficiency Model" in Napa. The model was chosen for use in the OPTIONS grant for several reasons. First, it promotes independence and self responsibility in participants from the day they set foot in the welfare office. Second, it teaches essential skills and attitudes for the 21st century workforce: problem solving, goal setting, flexibility, motivation and life-long learning. Third, it is action-oriented, stressing the urgency of taking control over ones life immediately. Fourth, it changes the role of an eligibility worker from one of aid technician (a neutral or dependency-creating role) to family consultant (a resource and financial self sufficiency advocate role.) The Agency also partnered with Berkeley Planning Associates to assist with program evaluation. The Agency will continue with these private sector consultants as part of the Napa Valley CalWORKs implementation.

The Napa County Board of Supervisors: The Board of Supervisors of Napa County continue to demonstrate their support of Health and Human Services programs by providing county contribution above and beyond the amounts mandated to its various programs. In April 1997 the Board unanimously passed a resolution in support of the welfare program design then being proposed by the California Welfare Directors Association and the California State Association of Counties. In the resolution the Board set forth their requirements for welfare reform planning which states

...Any reforms to our system of delivering public social services must be designed in a manner that ensures that children are cared for; enables families to build the capacity to care for themselves; and requires personal responsibility on the part of both parents to support and care for their children; and

...the system redesign must include a shared responsibility and accountability among all levels of government and non-governmental sectors, including the state, counties, cities, education and the private and non-profit sectors; and

...counties must have adequate resources and flexibility to operate integrated social services program in a way that meets local needs and circumstances and sufficient lead time for planning and re-engineering current resources.

The development of an effective county welfare reform plan requires the integration of issues, ideas, partners and activities throughout Napa County. Shortly before Governor Wilson signed into law the California Work Opportunity and Responsibility to Kids program, which implements PRWORA, the HHS Director invited participation in a welfare reform committee comprised of over 25 representatives of agencies and organizations in the Napa community, representing the collaboratives listed above. This steering committee is the core group to work with HHS and to involve their organizations in the development of Napa Valley CalWORKs, Napa's CalWORKs welfare reform plan.

Knowing that in the past the Napa community has often demonstrated that it is a caring and nurturing community and recognizing the need for the involvement of the community to ensure "buy-in" and to avoid duplication of services, a Future Search Conference: WORKING TOGETHER FOR NAPA'S WELFARE was held November 19-21, 1997.

At the Future Search Conference, more than 175 representatives of agencies, organizations, schools, and employers participated in identifying needs and designing a system to deliver comprehensive, integrated, and effective services to welfare clients to promote employment and self-sufficiency. HHS presented a Vision Statement representing the agency's ideals. The statement which set the tone of the conference and welfare reform planning included these thoughts:

THE VISION IS a single system of health and human services for our community....

THE VISION INCLUDES merging the best thinking and creativity....that opens the process of planning and creativity to the larger community but never at the expense of the most vulnerable....

THE VISION DEMANDS provision of an environment in which those who are performing the work of the public can feel honored, nurtured, appreciated....and do the public's work in a thorough, competent and skilled manner.

THE VISION REQUIRES the inclusion of the client/customer and their families in the decision making process....minimizing dependency on the system and maximizing the role of their support groups and family.

THE VISIONS PROVIDES for the safety of children, their families, the disabled, and the elderly...enhances medical care for all, education for all, adequate housing, freedom from substance abuse and an opportunity for all to become members of our society through work and contribution and supports community participation for all who seek it.

THE VISION DICTATES that all of us in the community share some common beliefs and philosophies of how people should be treated, although we will and must disagree on the methods for achieving our goals. For in disagreement and conflict comes creativity, new paradigms, ideas and challenge.

DESCRIPTION/DEMOGRAPHICS OF NAPA

Napa County is located in the North Bay Area, about 50 miles from San Francisco. The majority of the 121,000 residents live in the City of Napa. Of the total Napa County population 2.5% are on TANF cash assistance and another 2% receive SSI cash assistance. Other significant numbers include:

- 1140 cases of cash assistance (formerly AFDC now TANF)
- 2989 persons on AFDC/TANF cash assistance
- 2016 or 68% of these are children
- 3780 persons receive Food Stamps
- 7029 persons receive Medi-Cal
- 1381 receive CMSP
- 2,314 persons receive SSI/SSP
 - 474 Aged Adults
 - 52 Blind Adults
 - 1,539 Disabled Adults
 - 7 Blind Children
 - 242 Disabled Children

Currently, the leading economic sectors in the Napa Valley, in terms of number of jobs are:

- Health Care (17,230 jobs)
- Wine Industry (12,002 jobs)
- Food Products (9,843 jobs)
- Hospitality/ Tourism (8,045 jobs)

These are followed by Construction (7,479 jobs) and the Technology sector (2,735 jobs) the former being a sector in general decline in Napa, the latter being a rapidly growing sector.

The Association of Bay Area Government's (ABAG) December, 1997 study predicts Napa County adding 34,000 jobs by the year 2020, the largest growth occurring in the service sector, manufacturing and technology, the latter more than a doubling of existing growth rates. The study also states that, for the first time, Napa County will become an importer of labor; currently Napa exports labor to other parts of the Bay Area.

The Self Sufficiency Standard, developed by Wider Opportunities for Women lists the cost of basic needs (housing, child care, food, transportation, medical care, miscellaneous and taxes) in the Napa area for one adult and one or two children ranging in age from infant to teenager. The Self Sufficiency Standard indicates that a **single parent with 2 children**, an infant and a school age child, needs to earn at least **\$14.75 per hour** to be self sufficient in this community.

EXECUTIVE SUMMARY

Briefly describe the CalWORKs program of Napa County. Include:

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

(Each of these elements should be on separate pages to facilitate the review process.)

Section 10531 of the Welfare and Institutions Code (WIC) requires each county to develop a plan consistent with state law and describe the full range of services available to move CalWORKs applicants and recipients from welfare-to-work. Subsections (a) through (q) set forth specific plan requirements which are addressed below. The CalWORKs plan should not duplicate the planning processes which have already occurred within the county, rather it should incorporate other planning efforts where appropriate.

Through the process of developing its CalWORKs plan, HHS and numerous stakeholders in the community have studied the past, evaluated the present system of delivering services, and planned how, in the future, to assist those in need to transition to self-sufficiency through employment. As a result, stakeholders have a sense of community, of being partners with HHS working together to provide the resources, services and training to assist clients in quickly finding long-term, unsubsidized employment.

Key elements of the Napa Valley CalWORKs plan include

- focus on the needs of children and families
- emphasis on the urgency of action by the participant in dealing with life issues
- requirement of both parents to support and care for their children
- provision of safe, affordable, quality child care
- expansion of community partnerships including various safety net collaboratives, transportation providers, and “One-Stop” employment services
- expansion and redesign of selected instructional programs at the Community College, Adult Education, ROP and other educational providers to provide training that specifically leads to employment and the enhancement of life skills
- expedient transition to employment
- emphasis on understanding employment barriers and designing appropriate systems
- provide support services that assist employment for those struggling with mental health, substance abuse, or domestic violence situations
- comprehensive case management services – including “after care” to support job retention and progression into higher wage jobs
- changing the “culture of welfare” for the recipients and service providers which includes changes in job descriptions, hours of operation, open entry/open exit service delivery
- support of job creation activities and economic development programs that promote job creation

GOALS

The overall goal of the Napa Valley Cal WORKS plan is to develop a system that strengthens families and communities, ensures that children are cared for, enables families to build the financial capacity to care for themselves through employment whenever possible, requires personal responsibility on the part of both parents to support and care for their children, and includes governmental intervention when the needs of children are not met. To accomplish this goal the system design includes a shared responsibility and accountability among all levels of government and non-governmental sectors, including the state, the county, cities, education, private industry, and the non-profit systems.

The statutory goal is to achieve the objectives of the federal Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 and the State of California's California Work Opportunity and Responsibility to Kids program (CalWORKs). These goals include reducing dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reducing out-of-wedlock births; encouraging the formation and maintenance of two parent families.

An integrated community based service delivery system will be established to protect children and adults who are at risk, provide temporary economic assistance, preserve families, promote personal responsibility, job readiness and economic self-sufficiency. The system will be designed:

- To provide early identification of circumstances needing remedy, such as employment or employment services, which would provide opportunities for needy families to avoid public assistance.
- To provide, in conjunction with education, job training centers and the business/labor community, counseling, instruction and training which lead to employment at wages and job related benefits that meet the Self Sufficiency Standard
- To prepare and enable clients to succeed, to retain jobs, to earn promotions which ensure a wage and benefit package that meets the Self Sufficiency Standard
- To create a culture shift which will use a language and attitude change to a more "strength based" approach in working with a family, to use proactive language and engaging in a dialogue that recognizes the client as the decision maker
- To improve the well-being of children - ensuring that children on assistance receive all age appropriate immunizations and monitoring school attendance to ensure that all children attend school until they attain a high school education

- To ensure that both parents participate in care and support of their children by maximizing the collection of child support including child care and medical support and providing services to families in need of marital counseling to keep both parents in the home whenever possible
- To reduce or eliminate teenage pregnancy, and to ensure the well being of infants born to teen parents
- To develop and encourage neighborhood coalitions which would promote neighbors helping neighbors
- To develop community work projects that can assist applicants who have not been able to find unsubsidized work to ensure a stabilized source of income

The ultimate success of a proposal to time limit welfare hinges on our ability to transition most recipients into unsubsidized employment. The strength of the economy and the number of new jobs created for welfare recipients is critical to the success of time limited welfare. The Napa County Board of Supervisors, City and Town Councils and planning commissions must examine ways to expand programs aimed at job creation which must include creation of jobs for TANF recipients. Most of these recipients need to work locally due to transportation and childcare difficulties. Napa Valley Economic Development Corporation will be the coordinating agency to assist in the development of such plans.

CalWORKs can provide a catalyst for change in the community that will provide a healthier environment for all. This is especially true in areas such as universal access to child care and a more comprehensive and coordinated transportation network.

In order to ensure success in meeting this list of goals and objectives, the Napa Valley CalWORKs Team composed of representatives from community agencies and organization will serve as an “oversight” committee. They will continue to meet on a regular basis to monitor progress in meeting the Napa Valley CalWORKs goals and objectives and provide regular feedback to the Board of Supervisors.

Napa Valley CalWORKs
A Planning Tool

COMPONENT	KEY AGENCIES/GROUPS	GOALS
County Plan Development and Implementation	Lead: HHSA Approval: BOS Certify: State Monitor: Cal WORKS Team	To create a plan that describes how the county intends to implement CalWORKs (Napa Valley CalWORKs) including how to deliver the necessary services to move recipients from Welfare-to-Work. Plan to BOS by 1/6/98 to State by 1/10/98
Child Support	HHSA DA	To maximize the collection of child support including child care and medical support. Co-locate Child Support worker.
Diversion	HHSA	To provide opportunities to applicants to avoid needing aid. This can include services or lump sum payments.
Domestic Violence	HHSA NEWS Domestic Violence Task Force	To ensure that victims of domestic violence are not placed at further risk or unfairly penalized by requirements and also to ensure that they can participate in Welfare-to-Work activities to the full extent of their abilities. Services will include counseling and treatment to move toward self sufficiency.
General Assistance	HHSA	To ensure proper safety net programs in the community and continue to use GA only as the resource of last resort. GA will not be available to certain individuals discontinued from aid.
Teen Parents	HHSA Healthy Moms & Babies NVUSD NCOE	To reduce or eliminate teenage pregnancy. To make sure that minor parents complete their high school education. To ensure the well being of infants born to teen parents.
Immunization Requirement	HHSA	To ensure that children receiving aid receive all age appropriate immunizations.

Juvenile Crime Prevention (Emergency Assistance Funding)	Lead: Napa Probation Dept. Approval: BOS Consult: Juvenile Justice Planning Council	To enable county probation departments to provide a range of family focused, individualized preventive serves to at risk youth and their families in order to reduce juvenile crime.
Links with Educational Institutions – Community Colleges	Napa Valley College HHSA	To provide counseling and matriculation services through community colleges and to develop or re-design curricula for courses which prepare recipients for occupations that are in demand .
Links with Education Institutions – County Instructional and Job Training Plan	HHSA PIC/TEC Napa Valley College NVUSD NCOE Other School Districts	To develop a plan to provide appropriate instructional and job training services including adult ed and ROP.
Links with Educational Institutions – Minors	HHSA NVUSD NCOE Other School Districts	To ensure that children attend school and to maximize transition to employment.
Performance Outcomes	HHSA CalWORKs Team Berkley Planning CDSS BOS	To determine the effectiveness of programs by measuring state and locally determined outcomes.
Services for Non-Citizens	HHSA NCCEO NVUSD Private Immigration Providers	To determine programs and services available to the non-citizen community and action plans for areas of needs.
County Steering Committee	See listing	Establish collaborative community steering committee for implementation and outcomes of the local plan.

Benefit and Grant Levels	CDSS HHISA	To follow State standards and timelines for the implementation of changes to Welfare grant programs.
Eligibility	CDSS HHSA	To follow State guidelines and develop any local guidelines as allowed for the eligibility to Napa Valley CalWORKs.
Sanctions and Conciliation	HHISA	To establish a timely and fair process to determine whether a recipient is failing to meet program requirements and to impose penalties where there is noncompliance without good cause.
Welfare-to-Work Elements, Sequence and Funding	HHSA PIC/TEC CalWORKs Team	To establish the elements, sequence and funding of the Welfare-to-Work activities while providing flexibility to meet recipient needs. This includes Welfare-to-Work activities, supportive services, hours of participation, community service employment, self-initiated training or education programs, due process and displacement guidelines.
Work Requirements, Time Limits and Exemptions	BOS HHSA CalWORKs Team	To establish policies for the adherence to State and Federally directed rules for work participation and time limits on aid, and to determine exemption criteria.
Mental Health Services	HHSA Behavioral Health Coalition CalWORKs Team	To provide treatment for mental or emotional disabilities that may limit or impair obtaining or retaining employment.
Substance Abuse Services	HHISA Behavioral Health Coalition CalWORKs Team	To develop an effective system to provide alcohol and drug treatment services to recipients whose substance abuse creates a barrier to employment.
Child Care	HHISA CRC CalWORKs Team Child Care Council BOS NCOE	To provide continued access to subsidized child care for recipients and eligible low income families. To ensure a community wide childcare system to benefit all working families. To establish the local childcare planning councils (joint appointment from Board of Supervisors and County Superintendent of Schools). To increase capacity as needed.

Rehabilitation Services	HHSA Dept of Rehab	To maximize available rehab services especially to those with physical or mental disabilities including learning disorders.
Medical Care	HHSA Health Access Committee Health Partnership	To maximize access to necessary medical care including preventative services.
Housing	HHSA Housing Authority Housing Coalition	To establish low income housing systems or subsidies to minimize homelessness and maximize safe, affordable housing for families.
Transportation	HHSA County Public Works VINE Napa Valley Transit Van-GO PIC/TEC	To coordinate existing transportation services and funding for use by recipients and ensure that any transportation funds are spent efficiently and with an eye towards getting people to work.
Safety Net	HHSA Private non-profit Coalition All governmental entities	To provide a community safety net for the most vulnerable members of our community who cannot meet basic life support needs such as food and housing.
Community Service	HHSA PIC/TEC Volunteer Center	To provide opportunities for those who can't find a job to develop the work habits and learn job skills that can lead to unsubsidized employment.
Job Creation	NVEDC PIC/TEC HHSA BOS Everybody!	To link economic development activities to Napa Valley CalWORKs. To seek seed money to maximize and target effective job creation models which provide unsubsidized employment for Napa Valley CalWORKs participants.
Regional Workforce Preparation and Economic Development System	NVEDC PIC/TEC HHSA BOS ABAG All governmental agencies	To create a more coherent, comprehensive, accountable system for providing education, workforce preparation, and economic development services including integration of the public and private sectors of local economic development, education and workforce development activities.

Electronic Benefits Transfer System	HHSA CDSS Treasurer/Auditor/MIS	To work with the State to implement EBT to enable individuals to receive food stamps and other benefits through such systems as ATMs, and point of sale devices.
County Demonstration Projects	Applicable agencies	To seek ways to maximize our flexibility in implementing Napa Valley CalWORKs where needed.

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

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

Does your county have Refugee Employment Services Plan?

YES X NO

(Note: See previous pages “Napa Valley CalWORKs – A Planning Tool” for information on key agencies involved in critical goals. It should be stressed that this planning document should be viewed as dynamic in nature and as new partners emerge, their expertise will be welcomed!)

CalWORKs case managers will include eligibility workers, former GAIN case managers, JTPA case managers and specialized case managers such as Department of Rehabilitation case managers. Due to the numbers of families that need to be case managed, it is anticipated that those participating in case management will grow to include the college, Peri-natal case managers, child welfare case managers and others. The eligibility worker will have the ultimate responsibility to ensure that a case plan is followed, but multiple agencies may be involved in complex situations. The model used is similar to the model followed in the Mental Health System of Care plan. As in the System of Care model, “wrap around” services may also be provided to allow the maximum flexibility necessary to meet the recipient need.

The agency will deliver Welfare-to-Work services in coordination with the “One-Stop” Center located at the Ridgeview training site. The case managers at the “One-Stop” broker services for job seekers who have been identified as having a skills gap. If needed, the case manager and job seeker select an appropriate vocational training course and the job seeker is given a voucher to pay for all or part of the tuition for that class. The training is selected from a list of pre-approved schools and classes. The Center maintains an on-line Skills Training Directory of over 1,000 approved training sites as well as listings from the five Bay Area Counties through Employment Research and Information Supply System (ERISS).

The Napa Valley Private Industry Council is an employer based board that oversees the workforce preparation system in the Napa Valley. Most services to prepare the labor force are delivered at or through our “One-Stop” Center.

The Training and Employment Center (TEC) provides all JTPA services as well as in depth case management, job development and job retention services for a variety of target populations which will include CalWORKs current and former recipient. PIC/TEC will assist HHSA in case management for up to twelve months after a recipient is off aid and will also assist with plans to upgrade job skills for those who have minimal employment and are still on aid.

All new applicants for TANF are received at the Ridgeview Site and participate in a Self Sufficiency Seminar conducted by HHS staff using the Curtis Self Sufficiency Model. This ensures that the moment the applicant walks in the door they are thinking about their job goals. All applicants and recipients have immediate access to the Employment Network Center, a resource center designed to provide information about job listings, electronically and on paper. The Center also provides tools such as fax machines, copy machines and phone banks for job seeker use.

Napa Valley College and other educational institutions such as ROP are in the process of revising their curriculum to be more responsive to Welfare-to-Work criteria. With the advent of welfare reform the counseling faculty at Napa Valley College is planning to revise and create new curricula to introduce a "Transition Academy" for CalWORKs and other interested students. The purpose of the Academy is to provide support, both academically and personally, for CalWORKs students to be successful as they enter NVC and prepare to transition to work. Open entry courses are being designed to offer a menu to CalWORKs participants including Career and Educational Planning; Math Anxiety; Succeeding in the Workplace; Conducting Research; Life Skills; Time Management; Transition to Work; Budget Management etc.

Napa Valley Adult School and Napa County ROP will collaborate with Napa Valley College to analyze current services offered, student need and the capacity for expansion. They will continue to give priority to CalWORKs clients and maintain their open-entry/open exit policy and flexibility which allow them to serve all CalWORKs clients referred to them.

Napa Valley Adult School provides job readiness and job finding skills workshops, as well as staff support to the Employment Network Center (ENC). The Adult School provides ESL, GED preparation basic skills upgrade classes and several vocational training classes right on campus.

The California Employment Development Department offers job services and a phone link to Unemployment Insurance at the Center. They are located at the ENC and staff all of the services available there.

The Department of Rehabilitation will play an increasingly important role in the delivery of services to participants impacted by a physical or mental handicapping condition. These services will be delivered in coordination with the already existing and successful Next Step program which provides vocational services to those who have a mental health or substance abuse issue.

The agencies participating with HHS in the development of training and support services includes, but is not limited to:

Educational and Training Services

Napa Valley Private Industry Council (PIC)
Training and Employment Center (TEC)
Napa Valley College
Napa Valley Adult School
Napa County Office of Education ROP program
National Training Institute
Falcon Truck School
Western Truck School
Life Stream Massage School
Vintage Academy of Hair Design
Pacific Union College
Diversified Office Teaching School
Carpenter's Apprenticeship Program
Napa County Literacy Program
Hartsog Trade School
Center for Employment Training (CET)
Private Job Placement Agencies such as ALKAR
Products Services Industry (PSI)
The Boys and Girls Club – Jammin' Company
The County Next Step Vocational Training Program
The Department of Rehabilitation
Training provided directly by individual employers

Child Care Services

Community Resources for Children (CRC)
Napa County Council for Economic Opportunity
 Napa Solano Head Start
 Los Ninos
Napa Valley College Child Care Center
Napa County Office of Education Children's Center
Napa Valley Unified School District
Napa Valley Adult School
Boys and Girls Clubs in the Napa Valley
City of Napa Parks and Rec Department
Licensed Providers
Non-profit Organizations
Exempt Providers
Faith Based Organizations

Transportation Services

Napa Valley Transit
The VINE
VanGo
Bart-Link
Bear line express

Mental Health Services

Napa County Health and Human Services Agency
Coalition of Private Non-Profit Agencies – Behavioral Health Coalition
Aldea Inc.
Progress Foundation
Catholic Charities
Lutheran Social Services
Family Services of the North Bay
Napa Valley Volunteer Center
Matrix
Consumer Concerns of the Napa Valley
Child or Parent Emergency (COPE)
Our Family
Community Resources for Children (CRC)
Queen of the Valley Hospital
St Helena Hospital
Nuestra Esperanza
Napa Valley Shelter Project

Substance Abuse Services

All of the Above Agencies
Napa Police and Sheriff
Napa County Department of Corrections

Domestic Violence Services

Napa County Health and Human Services Agency
Local Law Enforcement Agencies

Napa County Sheriffs Department
Napa County District Attorney's Office
Napa Emergency Women's Shelter (NEWS)
Domestic Violence Coalition
Child Abuse Council

Health and Well Being for Children

Napa County Health and Human Services Agency
Health Care Coalition
Behavioral Health Coalition
Health Partnership of California
Queen of the Valley Health Care for the Poor
St Helena Hospital
Kaiser Permanente
Napa Solano Human Services Leadership Council
Napa Valley Unified School District
Napa County Office of Education

Housing

Housing Authority
Housing Coalition
TRAIN advisory Group
"Transitions" advisory group.

Many of these coalitions were in existence prior to CalWORKs and will expand to better serve the needs of the CalWORKs population.

The Children's Resource Center (CRC) will handle all funds for child care and coordinate needed services with providers. Their goal is to enable children to have continuity of care while their family is on and transitions off public assistance.

b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

Include county's partnerships with private sector, including employers, employer associations, the faith community, the central labor councils, and how these partnerships will identify jobs for NapaWORKs program recipients

The Napa Valley Private Industry Council (PIC) is a business led board that oversees the workforce preparation system in the Napa Valley. They have been very successful in working with a wide variety of target groups and have developed new and creative strategies that have won national acclaim. They have been and will continue to be a primary link to the private sector to identify jobs and training needs.

Napa Valley Economic Development Corporation, in conjunction with the Training Employment Center, has developed an on-line employment service known as "The HUB" The site currently receives over 3,000 visits per month from both employers and job-seekers in the Napa region. It is used by private placement agencies, as well as by companies directly and is user-friendly. (www.gotothehub.com)

The HUB is the vehicle used by the Napa Valley Employment Network (NVEN), a consortium of job developers from public and private staffing agencies. By listing a job on the Hub and/or by listing a job order with any of the NVEN members, an employer gains access to the entire applicant pool of NVEN. This group handles the interface with the "One-Stop" employer customer segment. NVEN includes several private companies who provide temporary and long term staffing for all businesses in Napa County, but primarily in the hospitality, line production, retail and clerical/accounting fields.

Leadership Napa Valley, a program sponsored by the Napa Chamber of Commerce have taken on several projects to assist with CalWORKs. They will take the lead in developing an incentive package which would be marketable to potential employers. HHSA, in collaboration with PIC/TEC and other agencies and non-profits, will deliver the services identified in the incentive package assuring employers that potential employees are work ready. This would include such things as secure housing, transportation, job coaching, and child care for clients as well as insuring that health needs are met.

Napa Valley College is also taking on a new role in its participation with the private sector. As part of their Welfare-to-Work planning they have developed a proposal with the Chamber of Commerce's Leadership Napa Valley program to work with businesses to tailor college training to their specific needs. The Vice President of Student Services at the College, Dr. Ed Shenk, is also the incoming President of the Chamber – securing a tight fit with the business community. As part of their planning process they are coordinating a master listing of information available in the community about jobs and training needs.

HHSA strengthened the employer connection through the Future Search Conference. The participants of this conference have offered to help Napa Valley CalWORKs recipients not only to identify immediate jobs, but may, also, offer other alternatives that can lead indirectly to future employment. Some of these options may include work experience opportunities, pre-employment preparation services, and/or volunteerism.

For example, Sutter Home Winery has agreed to take the lead in working with the Department of Rehab to outreach to employers to assist them in hiring job seekers with special needs. Sutter Home has been very supportive of the County’s mental health programs and has been a leader in employer involvement with child care.

Following is a list of partnerships with the private sector to identify jobs:

- The Napa Valley Employment Network (NVEN)
- HUB
- Business Advisory Team
- PIC
- Chamber of Commerce
- Job Fairs
- Training and Employment Center (PIC/TEC)
- Napa Valley Economic Development Corporation (NVEDC)
- Jammin’ Company
- “One-Stop” Center Partners
- SEIU Local 614
- Department of Rehabilitation
- Individual Employers

Napa County will continue to develop its processes for partnering and marketing to the private sector to identify jobs.

c) LOCAL LABOR MARKET NEEDS

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

[Reference: WIC Section 10531(c)]

HHSA and its partners will utilize several instruments developed for measuring the labor market needs and demographics in the county. These include:

- Napa County Occupational Outlook Handbook
- Cross Index for the Yellow Pages
- Occupational Industry Matrix
- Emerging Occupations
- Licensing Guide
- Projection Demand List
- Occupational Guides (Profiles and Summaries)
- ONET
- ALMIS
- Summary of Quality Occupations by Wages
- EDD's Labor Market Information Division
- Association of Bay Area Government Reports
- Report on Napa Valley Industry Clusters prepared by NVEDC

Proprietary sources such as Eureka and ERISS are available.

Local information is available through the HUB, an on line career center. Job orders are listed on the HUB showing the areas of greatest growth and specific job openings in the community.

The PIC/TEC, EDD and NVEDC, NVEN and Napa College will be the primary agencies to keep the CalWORKs team informed of Labor Market Trends.

HHSA works closely with PIC/TEC to identify new employers in the community and their workforce needs. PIC/TEC has first source hiring agreements with many new companies. PIC/TEC and EDD often recruit staff for new businesses and then assist with their on going staffing needs.

Also refer to section "n" of this document for information on economic development which ties into the identification of labor market analysis.

d) WELFARE-TO-WORK ACTIVITIES

Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. [Reference WIC Section 11322.7(a)] Pursuant to WIC Section 1132.7(b) “No plan shall require job search and work experience of participants to the exclusion of a range of activities to be offered 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 allowable activities that will not be provided. [Reference: WIC Section 10531(d) and WIC Section 11322.6]

Subsidized employment

Subsidized public sector employment

Work experience

On-the-Job-Training

Grant based on-the job training

Vocational education and training

Education directly related to employment

Adult basic education (includes basic education, GED, High School Diploma, VESL and ESL)

Work Study

Self-employment

Community service

Job search and job readiness assistance

Job skills training directly related to employment

Supported work

Transitional employment

The goal of the Napa Valley CalWORKs program is to move recipients of cash assistance as quickly as possible to economic self sufficiency through employment. Achieving that goal will require assessing job readiness, providing services to obtain job readiness skills when necessary, and matching job ready applicants to available employment opportunities.

Achieving adequate job readiness for all Napa Valley CalWORKs recipients will require the greatest variety of welfare-to-work activities. To that end, Napa County will provide the full range of welfare-to-work activities including but not limited to those listed above.

Both public and private sector subsidized employment are included in the Welfare-to-Work activities. Napa Valley CalWORKs intends to offer this type of employment as a training mechanism as well as an incentive for employers to hire. Skills that are better learned on the job in an applied setting are appropriate for this type of training. In each case a training plan based on identified skills gaps will be drafted and attached to the contract with the employer. The length of time of the subsidy will be dependent on the time necessary to meet that plan. When the employee is fully trained and productive, the subsidy will be discontinued.

In addition to the activities listed above, Napa Valley CalWORKs will also provide a full range of services including but not limited to:

- Mental Health Services
- Substance Abuse services
- Domestic Violence Services
- Mentoring Services
- Retention Services
- Housing Authority Self Sufficiency Program
- Lifeskills Services

e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICE

Plan for Substance Abuse Services

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

 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.*

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

HHSA is an integrated service delivery agency that is committed to providing an array of substance abuse services to those Napa Valley CalWORKs clients who require such assistance to become employed and self-sufficient. Through the resources of the agency's Alcohol and Drug Programs (including the vocation oriented Next Step Program), Napa Valley CalWORKs clients will have a wide availability of individual, group, and employment related treatment services. HHSA will continue its strong collaborative relationship with the local Department of Rehabilitation to provide comprehensive vocational rehabilitation services to Napa Valley CalWORKs clients.

HHSA will also collaborate with qualified community based treatment agencies to provide more opportunities for substance abuse services, especially in respect to intensive residential treatment services. Local law enforcement agencies have committed to work with HHSA and community groups to enhance existing substance abuse services – especially residential detox. Napa HHSA's approach to addiction services will need to be modified to comply with CalWORKs requirements, encouraging work as part of the rehab process whenever possible. The Agency will continue its process of working with community providers through the local Behavioral Health Coalition and through Nuestra Esperanza, the Latino Multi-Service Center that has addiction recovery as a primary mission.

HHSA certifies that substance abuse treatment for Napa Valley CalWORKs clients will include:

Screening

Evaluation

Case Management

Substance Abuse Treatment

Employment Counseling and the provision of Community Service jobs

HHSA will use the allocated Welfare-to-Work funds to supplement the delivery of the above mentioned services. All services will support Napa Valley CalWORKs clients towards the goals of employment and self-sufficiency. To the extent possible, the services will qualify for federal reimbursement on the non-state share of Medi-Cal costs.

Plan for Mental Health Services

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

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.*

Please describe any additional services the county will provide.

HHSA will establish formal collaborative relationships with community based service providers, consistent with the agency's Consolidated Mental Health Medi-Cal Service Plan in order to provide comprehensive mental health services. HHSA will utilize agency mental health staff to provide initial screening to Napa Valley CalWORKs clients who may require mental health services. Referrals for further services will be made primarily to contract providers for assessment and treatment services. The provision of services will support the client's movement towards employment and self-sufficiency.

The Agency will continue to work with community based coalitions – specifically the Behavioral Health Coalition in its CalWORKs planning. The agencies involved are listed in Section “a.”

The allocated welfare-to-work funds for mental health will support the collaborative effort to serve Napa Valley CalWORKs clients by HHSA and its contracted community providers. The Agency intends to develop a multi-disciplinary team for the purpose of identifying Napa Valley CalWORKs individuals who have concurrent substance abuse problems and/or severe mental disabilities. Services will include individual and group day treatment through the agency's Community House Program, as well as the vocation-oriented rehabilitation services of the Next Step Program. HHSA will work closely with the local State Department of Rehabilitation in order to further support the employment oriented efforts of Napa Valley CalWORKs clients receiving mental health services.

Napa County HHSA certifies that mental health services for Napa Valley CalWORKs clients will be developed to include:

Screening

Assessment

Case Management

Treatment & Rehabilitation Services

A process for identifying clients with concurrent substance abuse problems

A process for identifying clients with severe mental disabilities

f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS

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

HHSa recognizes that mental health services may continue to be needed by Napa Valley CalWORKs clients who have exceeded the welfare-to-work time limits. Through the Agency's Intake Mental Health Unit and through its Medi-Cal contracted providers, services will continue to be available to clients. These support services will be defined further, primarily through the Agency's negotiations with contracted providers, as part of the Consolidated Mental Health Medi-Cal Services Plan.

The Agency will also continue its work with the Community Based Organizations which form the Behavioral Health Coalition as described previously.

g) CHILD CARE AND TRANSPORTATION SERVICES

CHILD CARE

Please briefly describe how child care services will be provided to Napa Valley CalWORKs participants. This should include a description of how the county will provide child care for families transitioning from 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 for 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

It is the intent of HHSA to operate a seamless child care system through a contract with Community Resources for Children (CRC), the local resource and referral agency. CRC will administer Stage I child care services as well as Stage II and Stage III of the child care allocation. By CRC administering all three stages, there will be one single point of entry into the child care system and the family's movement through the stages will be transparent. Additionally, this early engagement with CRC will facilitate improved and expeditious access to non-TANF funded child care

Napa County's subsidized child care programs have been using a universal application for 18 months. The implementation of a centralized, automated waiting list, managed by CRC, is planned for the near future.

An Authorization for Services document, completed by an EW or case manager, will initiate the process and referral to CRC for child care. Services will occur immediately upon entry into any welfare-to-work activity. HHSA and CRC have collaborated in developing procedures for the authorization of child care services, referral for service delivery, and ongoing communication between agencies.

Discussions continue regarding co-location of CRC staff at both the welfare department and Napa County's "One-Stop" Center. On an interim basis, methods for swift and effective communication with and access to CRC have been developed.

HHSA will authorize child care services for a child(ren) up to age 12 when care is needed to enable a parent to participate in welfare-to-work activities. This practice will continue as funds remain available.

Statue allows for the exemption of a parent from welfare-to-work activities when he/she has primary responsibility for a child six months or younger. The exemption may be no less than 12 weeks and can be as long as 12 months. HHSA shall allow an exemption of a parent consistent with Napa County's policy for county employees, which is 120 days or 16 weeks.

Additionally, this exemption may be extended, on a case by case basis and upon comprehensive review of the following factors:

- Availability of childcare
- Local labor market conditions
- Special needs of the child(ren)

TRANSPORTATION

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

Napa County is fortunate that an accessible, affordable transportation system exists. With the improvement of communication between the existing systems and with the adjustment of schedules to facilitate transportation to training centers and job sites, transportation needs will be met. Issues and concerns will be handled by the existing Napa Public Transportation Taskforce.

Eligibility Worker and case management training is provided regarding available transportation by Napa Valley Transit. A training and/or an information package will be provided for the employers and the community so that the public is informed regarding existing available transportation.

Public transportation currently available includes:

Napa Valley Transit which provides transportation all the way from Calistoga to the BART station or to the ferry to San Francisco.

The VINE provides transportation within the city of Napa.

VanGo is operated by the Volunteer Center of Napa County and provides transportation for the physically and developmentally disabled handicapped population.

It is essential that funds be made available for the recipients to utilize the available transportation services. It may also be necessary to use wrap around funds to repair vehicles which applicants/recipients already own and use to travel to training or job sites.

Napa County Public Works will continue to take the lead in providing coordination in the public transportation arena. Ideas such as ride share can be more fully explored. Funding is being

sought for a full time transportation specialist who can reside at the Ridgeview Training Center to help participants with their transportation problems.

A review of the re-applications for aid indicate that a number of people lose their jobs because they have lost their transportation. The CalWORKs team is working on the development of a 24 hour “job problem” crisis line can be set up to assist people who have issues such as transportation and child care and need short term and immediate help in order to get to work the next day. This could be a great bonus to employers who pay heavily for absenteeism at the workplace.

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 service assignments will be located, and the agencies/entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum. [References: WIC Section 11322.6 and WIC Section 11322.9]

HHSA intends to operate a community service plan for recipients as a welfare-to-work activity and for those that reach their time limits. The county will develop placements in collaboration with government and local public and private non profit agencies for projects that support the betterment of the community.

The community service activities will be temporary and transitional in nature. These activities will prepare the recipient to enter the workforce. Efforts will be maintained to assist and encourage achieving unsubsidized employment while participating in the community service activity with the primary focus/goal being to become employed.

The case managers will have available on their computer screen a listing of approved community service activities which they will make available when deemed appropriate. Case managers whose work site is located at a Healthy Start school, in conjunction with school staff, will arrange for parents to do Community Service at a school site.

HHSA will contract with the Volunteer Center of Napa County to match applicants/ recipients, referred by the case manager with community service assignment available through private non-profit agencies.

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 Napa Valley CalWORKs recipients who are victims of domestic violence. [Reference: WIC Section 11322.9]

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, Napa County will continue to use the current criteria used for access to NEWS services combined with existing GAIN standards, procedures, and protocols for determining good cause to waive program requirements for victims of domestic violence.

HHSA realizes that Napa Valley CalWORKs clients who are victims of domestic violence will require, first and foremost, protection and support. Once the client's safety is established, agency and community based staff will work together to develop and put into action the individual's Welfare-to-Work plan. The nature of the collaborative relationship between HHSA and its partners has yet to be developed, but it will include work with Napa Emergency Women's Services (NEWS), the Volunteer Center's Victims of Crimes Program, the District Attorney's office and the local Family Violence Prevention Council. HHSA will continue to use the standards and protocol now used in the GAIN program for determining good cause to waive program requirements for victims of domestic violence. When the California Department of Social Services establishes new regulations (in consultation with the Taskforce on Domestic Violence) these standards and protocols will be revised accordingly.

All agency staff who work with Napa Valley CalWORKs clients will receive Domestic Violence awareness trainings. HHSA intends to develop a training plan, in consultation and collaboration with the key providers of services to domestic violence clients (i.e. NEWS, Volunteer Center, District Attorney's office) in the Napa community. The training will include, but not be limited to:

- ✓ Learning to identify the indicators of domestic violence of applicants and recipients;
- ✓ Becoming knowledgeable of community resources serving victims of domestic violence and the procedure for making referrals to these resources (i.e. to the shelter at NEWS, to victim advocates at the Volunteer Center, to the District Attorney's office);
- ✓ Responding in a culturally sensitive and competent manner to minority Napa Valley CalWORKs clients who are victims of domestic violence;
- ✓ Learning to work collaboratively with key community providers in developing Welfare-to-Work plans that account for client safety and confidentiality.

The plans will be consistent with the eventual goals of self-sufficiency and employment.

j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES

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

Napa County will meet the federal and state published outcomes for welfare reform. The State is largely responsible for developing outcome measures and data collection methodologies.

HHSa has with Berkeley Planning Associates (BPA) to conduct evaluation of its welfare reform process. The County had contracted with BPA during its OPTIONS pilot program and will build upon that model for welfare reform. The evaluation includes a “process study” to obtain early and ongoing feedback to assist with program refinement throughout the first two years of the project. Specific objectives of the process study are:

1. To understand and describe how the eligibility unit changes and TANF provisions were implemented and operated.
2. To provide interim feedback to HHSa to assist with the transition of eligibility workers to case managers.
3. To provide both interim and longer term feedback for ongoing program refinement.
4. To examine the effectiveness of the eligibility workers in assessing the needs of their clients and ensuring those needs are addressed.
5. To examine the effectiveness of client diversion.
6. To provide interim and longer term feedback regarding client’s job retention needs and the job retention services offered.

BPA will use interviews with clients and staff and site visits to gather data.

Another part of their review is the Outcomes Study. The Outcome or impact evaluations are intended to measure changes in outcomes that can be attributed to a particular program or service- in this case changes to the eligibility division workers. In estimating the impact of the CalWORKs project, the following research questions are to be answered:

- Does CalWORKs promote self sufficiency goals?
- How does CalWORKs affect family structure and stability?
- Does CalWORKs affect the well being of children?
- Which aspects of CalWORKs are most successful in moving people out of the public welfare system?
- How does CalWORKs affect job retention among those leaving the programs.?

In conjunction with the BPA study, the Agency will also be conducting follow up interviews of clients who leave aid for any reason. Accurate data is not available at this time in regard to why recipients leave aid. Current documentation may indicate that recipients leave aid for reasons such as “not turning in an income report” when actually they have married, found work, or moved.

k) PUBLIC INPUT TO THE COUNTY PLAN

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

A tremendous amount of public input has gone into the Napa Valley CalWORKs plan, beginning with the formation of the 25 member core planning group in the spring of 1997, representing all major stakeholders. The committee, currently known as the Napa Valley CalWORKs Implementation Team, has been the focus of planning and design activities for the development of Napa County's Welfare Reform Plan. (A list of community members is found in the preface.)

Throughout the year, several public forums and informational presentations were made to groups and organizations in Napa County, which included:

- Informational presentations to each of the Healthy Start school programs

- A public hearing in the City of St. Helena

- Presentations to local Advisory Councils and Commissions

- Presentation to the Napa PIC

- Presentations via the local media

- The local radio station, KVON, hosted several talk shows on Welfare Reform

- The Napa Valley Register, a local newspaper, gave extensive coverage to various aspects of Welfare Reform.

- Presentations to local faith communities

- Articles in various local newsletters including the Chamber of Commerce News

In July 1997, as a way of educating as many groups and people about welfare reform, extensive training involving approximately 200 people was done with the private non profit agencies and HHSA staff by Denise Bissonnet. New ways to look at job development and ways to deal with difficult people were two of the areas covered.

In the fall of 1997, HHSA conducted an extensive outreach campaign for the purpose of obtaining input from current recipients of public assistance. Agency staff conducted more than 75 home visits to recipients with their permission, and gained insight about their experience of being on public assistance and the services they needed to move towards self-sufficiency. The clients' "stories" were written by agency staff in vignette form and compiled into a bound reference.

In November 1997, HHSA and the Napa Valley CalWORKs Implementation Team organized a three-day Future Search Conference where the goal was to receive broad input from all sectors of the community on how Welfare Reform would work in Napa County. Overwhelming community interest was evident, as representatives from both public and private sectors of the community actively participated throughout the conference. Each day of Future Search involved at least 120 participants, and over 175 people participated at one time or another in the conference.

Prior to formal submission of the Napa Valley CalWORKs Plan, HHSA's Director and members of the Napa Valley CalWORKs Implementation Team conducted a study session with the Napa County Board of Supervisors on December 2, 1997. The Board was informed on the range of collaborative activities accomplished, to date, on local development of the Napa Valley CalWORKs plan.

In the coming year, HHSA and its community partners will continue to seek input from the public as Welfare Reform is put into action in Napa County.

(Also refer to information in Introduction)

I) SOURCE AND EXPENDITURES OF FUNDS

Provide a budget specifying your county's estimated expenditures and source of funds for the Napa Valley CalWORKs program on the forms provided (Attachment 2). Your budget should meet the requirement of WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 996/97 fiscal year. [Reference: WIC Section 10531(1)]

This budget is developed in accordance with the guidelines of the County Welfare Directors Association's fiscal committee in consultation with the California Department of Social Services to show how the County will meet its MOE requirement. The budget document is on the next page.

	TOTAL	FCS	STATE GF	COUNTY*	OTHER**
Food Stamp Administration (for County MOE Purposes Only)	\$974,449	\$487,225	\$341,057	\$146,167	\$0

Section 2

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

	TOTAL	TANF/State GF	CCDBG	TITLE XIX	COUNTY*	OTHER**
Total CalWORKs Admin & Services (Items A thru D)	\$3,179,980	\$2,829,764	\$0	\$0	\$350,216	\$0
A. Total CalWORKs Single Allocation (Items 1 - 7)	\$2,787,016	\$2,436,800	\$0	\$0	\$350,216	\$0
1. Benefit Administration	\$1,048,406	\$908,320	\$0	\$0	\$140,086	\$0
2. Program Integrity (Fraud)	\$262,102	\$227,080	\$0	\$0	\$35,022	\$0
3. Staff Development/Retraining	\$131,051	\$113,540	\$0	\$0	\$17,511	\$0
4. Welfare-to-Work Activities	\$1,179,457	\$1,021,860	\$0	\$0	\$157,597	\$0
5. Cal Learn	\$46,000	\$46,000	\$0	\$0	\$0	\$0
6. Child Care - 1st half of 97/98	\$120,000	\$120,000	\$0	\$0	\$0	\$0
7. Other Activities	\$0	\$0	\$0	\$0	\$0	\$0
B. Child Care - 2nd half of 97/98	\$333,058	\$333,058	\$0	\$0	\$0	\$0
C. Mental Health Treatment	\$22,187	\$22,187	\$0	\$0	\$0	\$0
D. Substance Abuse Treatment	\$37,719	\$37,719	\$0	\$0	\$0	\$0

m) ASSISTING FAMILIES TRANSITION 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 due to time limits, and (2) those who leave aid due to employment.

(1) Planning for those over 24 month time limit

Integral to welfare-to-work activities is participant goal setting and long range planning. HHSA has stated a goal of assisting families in their efforts toward self-sufficiency. This goal will remain constant with all families, including those in which a parent/parents have been discontinued due to time limits.

Napa County will extend the 18 month applicant time limit to all applicants who need it to 24 months. This will be especially important as implementation first begins because the system is still in its infancy.

Those who reach 18 months will be referred to an “intensive case manager”. This case manager will have a small caseload and will have the responsibility to focus in on the hard to serve. The case manager will be able to work with the client to determine if an exemption from participation is appropriate or if other training programs would be helpful. If the client is cooperating, the case manager will refer the participant to community service if no job can be found. If the participant is not cooperating, the case manager will work with a child welfare family preservation case manager to assist the family in making the best choices for their children. Cases will be monitored to make sure that children are not endangered. Voucher payments will be issued in lieu of cash at the end of the time limit.

Those approaching the 60 month time limit will be handled in a similar manner. No cash aid will be paid to adult family members who have been discontinued for time limits. Those who cannot work because of a serious disability will be exempted and aided.

Once an individual is discontinued from aid due to time limits, his/her participation in welfare-to-work activities is no longer required. The services above will be offered on a voluntary basis. Other services that will be offered include Medi-Cal, food stamps, and referrals to other appropriate community services.

(2) Those who leave aid due to employment

HHSA will ensure that families who leave aid due to the employment of one or both parents shall receive post employment services for at least 12 months. Since self sufficiency is the goal for the family, employment retention and wage increase(s) are key elements in the family’s progress toward this goal.

The post-employment services to be utilized by the county include:

- case management
- vocational counseling
- linkage to employers offering higher wages through job developer-case manager collaborations, and career planning
- mentoring programs
- 24 hour job crisis hotline
- others to be developed

Close coordination with PIC/TEC and educational institutions will occur to maximize all career development options, including community college coursework concurrent with employment to enhance participant's potential at career advancement.

Retention of employment frequently depends on the stability of support systems. The agency will work closely with the participant to ensure that child care, transportation, and other ancillary needs are being addressed. It is also the intent of the agency to develop a mentoring program for newly employed recipients and to establish support groups where needed. The mentoring program will include life skills course work in areas such as time management, budgeting, and problem solving.

n) JOB CREATION

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

The Napa Valley Economic Development Corporation (NVEDC) will serve as the primary coordinator for job creation efforts. In January 1998, it is launching a formal industry cluster analysis process, whereby the four key economic sectors identified as strongest and/or emerging will be analyzed in terms of skills and employment needs, service needs, financing, export potential, space/location and infrastructure requirements and distribution mechanisms. The goal is to utilize the results to begin creating a supportive economic environment that serves the needs of the entire cluster or sector, thereby ensuring its success and employment growth.

Napa County continue to explore and utilize special job development grants that become available and will continue to collaborate with the following community partners:

NVEDC regarding job creation and funding specific job development activities.

PIC/TEC for job development and placement.

The business community and the Napa Chamber of Commerce Job Resource Committee.

Napa Valley College to utilize the funds which will be available through the Community Colleges Chancellor's office and the Counselor/ Work Study/Job Specialist whose position would include job development and placement.

Napa Valley College Small Business Development Center

The State Department of Rehabilitation for job opportunities for participants with special needs

The ultimate success of a proposal to time limit welfare hinges on our ability to transition most recipients into unsubsidized employment. The strength of the economy and the number of new jobs created for welfare recipients is critical to the success of time limited welfare. The Napa County Board of Supervisors, City and Town Councils and planning commissions must examine ways to expand programs aimed at job creation which must include creation of jobs for TANF recipients. Most of these recipients need to work locally due to transportation and childcare difficulties. Napa Valley Economic Development Corporation will be the coordinating agency to assist in the development of such plans.

o) OTHER ELEMENTS

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

Napa County is currently considering many alternatives for maximizing the success of Napa Valley CalWORKs. As decisions are reached, an addendum to the Napa Valley CalWORKs plan will be submitted.

Child Support Assurance Demonstration Project

Napa County is interested in participating in the Child Support Assurance Demonstration Project. Under this program, a family with earnings at or below 150 percent of the federal poverty level and a child support order is guaranteed a child support payment in lieu of a CalWORKs grant. HHSA strongly believes that self-sufficiency for the family can be achieved when child support from the absent parent can be counted on regularly and timely.

Provisions: A family can be eligible to participate in this program if they already have a stable income and child care arrangements as well as a current child support order. Participation is voluntary and eligibility for Medi-Cal and Food Stamps will not be affected.

Evaluation: The project will be evaluated as to determine the effectiveness and cost-efficiency of providing a guaranteed child support payment, in lieu of a grant.

Funding: The state will cover its share of child support assurance payments. County administrative costs will be paid from the county allocation for the administration of CalWORKs.

Seamless Child Care

Napa County intends to operate a seamless child care system. The department has contracted with the local Alternative Payment (AP) Provider, Community Resources for Children (CRC), to administer Stage I childcare services. As an AP Provider, CRC will also be administering Stage II and Stage III of the child care allocation as well as other subsidized childcare programs such as JTPA and CCDBG. HHSA believes that centralizing all subsidized childcare programs under one provider will greatly enhance the goal of attaining a truly seamless child care system.

Families will have one single point of entry into the child care system and their movement through the stages should be transparent to both the recipient and the provider. Napa County's child care system has been utilizing a universal application for child care for the past eighteen

months. The implementation of a centralized waiting list will be operational in the near future. Both the universal application and the centralized waiting list will be managed by CRC.

Napa County is concerned about the availability of funds in the three stages. What may be sufficient in one stage, is not in another. The law states that Stage I funds are available for a maximum of 6 months (but can be extended if the recipients situation is too unstable to be shifted to the second stage) or if no funds are available in Stage II. HHSA believes that child care funds should be managed as one total allocation but tracked to the appropriate stage thereby developing a truly seamless child care system and maintaining accountability and the intent of the law.

Napa County will be requesting approval for a demonstration project that administers Stage I, Stage II and Stage III funds as one funding source but will also develop reports that will track the costs to the appropriate stage as defined by law.

p) COMPLIANCE WITH REQUIREMENTS OF CalWORKs

Under CalWORKs counties are required to enroll single families in welfare-to-work activities for a minimum of 20 hour per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999.

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

Napa County does not intend to exercise the option to require single parent assistance units to participate up to 32 hours per week.

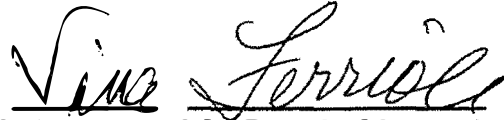
q) INTERACTION WITH AMERICAN INDIAN TRIBES .

Please describe the discussions that have occurred with respect to administration for the federally recognized American Indian tribes within your county. This should include whether the county will administer the program, whether the tribes will administer their own approved tribal TANF program, or whether there will be joint county/tribal administration. [Reference: WIC Section 10533.2]

There are no reservations or recognized Indian tribes in Napa County.

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 CERTIFICATIONS WITHIN THIS PLAN, AND ALL APPLICABLE LAWS AND REGULATIONS WILL BE FOLLOWED DURING THE IMPLEMENTATION AND EXECUTION OF THIS PLAN.

A handwritten signature in black ink that reads "Vince Ferris". The signature is written in a cursive style with a large, stylized "V" and "F".

**Chairperson of the Board of Supervisors
Signature**