



Mendocino County Department of Social Services

Alison Glassey, Director

Adult Services

Family & Children's Services

Employment & Family Assistance Services

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February 11, 1998

Mr. James W. Brown
Regional Advisor
California Department of Social Services
Regional Advisors
744 P Street
Mail Station 14-44
Sacramento, California 95814

Dear Mr. Brown:

Per your instructions, we hereby transmit the Mendocino County CalWORKS Plan edited to comply with State requirements. As requested, we will utilize the current GAIN grievance procedure and domestic violence criteria in CalWORKS program. With regard to infant exemptions for the first child, movement from the statutory standard to as little as 12 weeks or as much as 12 months will be based on criteria set forth in the plan.

Sincerely,

Alison Glassey
Director

c: Mendocino County Board of Supervisors

MENDOCINO COUNTY

CalWORKs PLAN

December 16, 1997

Prepared by: Mendocino County Department of Social Services

Adopted by: Mendocino County Board of Supervisors

State edits: February 11, 1998

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.

EXECUTIVE SUMMARY

The Mendocino County CalWORKs program is being planned to begin March 1, 1998 and, to the extent funding is available, will provide all required CalWORKs services as required by the Welfare to Work Act of 1997, AB 1542. The goals and objectives have been determined with full consideration of CalWORKs participant needs, local labor market conditions, and community input. The County has determined that there are several basic strategies, goals and objectives that must be initiated if we are to be successful:

1. Mendocino County must proceed systematically, collaboratively, and effectively to identify and maximize the economic development opportunities required to attract private investment, relocation of companies, and stimulate business start-ups and expansion which will result in more jobs in our community.
2. Mendocino County must direct the development of localized, flexible, collaborative, culturally appropriate, and broad-based service systems responsive to the disparate needs of our community.
3. Mendocino County must commit to workforce development efforts to create job upgrading and retention opportunities for entry-level workers so they can obtain self-sufficient lives.
4. Mendocino County must develop a short-term services and support system to assist each family moving from welfare to work. Such an array must include tailored job search assistance, education and literacy training, skills training, meaningful community service, quality child care, transportation, drug and alcohol treatment, health and mental health services, counseling support, housing assistance and other services.
5. All services and support must be easily accessible, reliable, and available for all participants during welfare-to-work activities as well as for a period of time as participants successfully transition from welfare to work. The focus must be to strengthen and empower individuals and families to maximize personal and financial self-sufficiency. Service delivery must be respectful, effective and efficient.
6. Mendocino County must aggressively advocate at the Federal and State level for its community and the special needs of those living in a rural, remote cities, towns and villages as delineated in this plan.
7. We recognize that these goals go beyond current county resources. During Welfare Reform implementation, the Mendocino County Department of Social Services must:
1) maximize resources; 2) utilize all existing funding sources; and 3) prioritize services to operate within available funding.

8. Mendocino County will conform with State and Federal law and meet the following goals and objectives:
 - a. Ensure that all non-exempt TANF recipients receive aid for no more than 60 months in a lifetime;
 - b. Will not exceed the 20% caseload timeline exemption rule in any program year;
 - c. Will have 30% of all households participate in approved work activities in 1998; 35% in 1999; 40% in 2000; 45% in 2001 and 50% in 2002 and thereafter.
 - d. Will have 75% of all two parent households participate in approved work activities a minimum of 35 hours per week in 1998; and 90% in 1999 and thereafter.
 - c. Will have all families engaged in work activities at least the following minimum number of hours per week: 20 hours in FY 1997-98; 25 hours in FY 1999; and 30 hours in FY 2000 and thereafter.
9. The major program elements which will contribute to these goals and objectives will be provided, to the extent funding is available, through a comprehensive approach and delivery system:
 - a. Orientation and diversion services
 - b. Job search, job club, world-of-work training and assistance
 - c. Short-term, basic skills and vocational training through adult and vocational educational programs
 - d. Job-specific skills training through a multi-site approach
 - e. Career-focused, community service opportunities
 - f. Support services including child care, transportation, counseling, housing and services referrals
 - g. Job retention assistance including child care and facilitated support groups, to the extent funding is available
 - h. Case management during CalWORKs participation and for one year after clients have secured employment

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

Collaboration with public and private agencies to provide education, training, job placement and referrals, and supportive services will include all key providers in Mendocino County as delineated below:

1. Adult Basic Education, General Education Development (GED) and English as a Second Language (ESL) will be provided by the following entities:

Ukiah Adult School	Anderson Valley Adult School
Adult Literacy Program	Willits Adult School
College of the Redwoods	Mendocino Community College
Fort Bragg Adult School	Laytonville Adult School
Santa Rosa Junior College	

2. Vocational and skills-specific education and training will be provided by:

Ukiah Adult School	Anderson Valley Adult School
College of the Redwoods	Mendocino County Office of
Mendocino Community College	Education's Regional Occupation Program
Santa Rosa Junior College	

3. Post secondary education will be offered by:

Mendocino Community College	College of the Redwoods
Santa Rosa Junior College	

4. Job placement and referrals will be provided by:

California Employment Development Department
Mendocino County Private Industry Council
California Indian Manpower Consortium
Mendocino College Career Center
California Department of Rehabilitation
Mendocino County Mental Health Employment Program
Job Alliance/Mendocino County Department of Social Services

5. Supportive services will be provided by at least the following organizations:

Domestic Violence Assistance and Counseling:
Project Sanctuary
Adult Protective Services/MCDSS
Child Protective Services/MCDSS
E.S.C.A.P.E.S.

(a) COLLABORATION (continued)

Substance Abuse Assessment and Counseling:

Mendocino County Alcohol and Other Drug Programs
Mendocino Community Health Clinic
Consolidated Tribal Health Clinic
Yuki Trails
Ford Street
Rural Health Clinics

Mental Health Assessment and Counseling:

Mendocino County Mental Health Department

Child Care Information and Referrals:

Rural Communities Child Care

Transportation:

Mendocino Transit Authority
Mendocino Stage

World-of-Work Problem Solving Classes:

Job Alliance/Mendocino County Department. of Social Services

Emergency Food and Shelter:

Ukiah Community Center
Fort Bragg Food Bank
Ukiah Food Bank
North Coast Opportunities
Willits Community Services
Plowshares
Hospitality House
Ford Street

Does Mendocino County have a Refugee Employment Services Plan?

Yes

☒ No

(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

Mendocino County Department of Social Services continues to create private sector collaborations with employers, employer associations, the faith community and others to identify jobs for CalWORKs program recipients as summarized below:

- Demand occupations as identified by EDD are reviewed by Mendocino Works, a collaboration of many agencies including representatives from: Mendocino Community College, Employment Development Department, Mendocino Private Industry Council, Mendocino County Office of Education, State Department of Vocational Rehabilitation, College of the Redwoods, Goodwill Industries, Center for Education and Manpower Resources, Mendocino Transit Authority, Northern Circle Housing Authority, Redwood Legal Assistance, WEST Company, Economic Development & Finance Corporation and Mendocino County Department of Social Services.
- Specific jobs are requested to be filled by the Employment Development Department and the Mendocino County Private Industry Council. Both these entities are partners with the Department of Social Services through Mendocino Works. Additionally, EDD is co-located with the Department in our Ukiah and Willits offices so that notification of employment opportunities are made daily and referrals fully coordinated within our collaboration. We also receive job orders directly from employers.
- A collaborative partnership with the Women's Economic Self-Sufficiency Training (WEST) Company exists to provide complementary support to CalWORKs participants who want to develop a business by combining employment services provided by Social Services (case management, child care, transportation, and job search assistance) with WEST's one-to-one technical business development services and group meetings.
- The Mendocino Works Business Response Team, involving the Economic Development and Finance Corporation, Employment Development Department, Mendocino Private Industry Council, Mendocino College and Mendocino County Department of Social Services, works directly with employers to do mass hiring (e.g. Staples, Safeway), and to set up training programs (e.g. proposal under development with Harwood Industry).

(c) LOCAL LABOR MARKET NEEDS

Local labor market needs are determined from resource information obtained from the Employment Development Department (EDD), the Mendocino Overall Economic Development Plan, the Employment Development Department's 1992 Annual Pay Report and Labor Market Projections, 1990 Census, EDD's 1996 Annual Average Labor Force and Industry Employment, and the 1996 Mendocino County Crop Report.

Historically, Mendocino County's economy has been based on natural resources in the timber, fishing and agricultural industries. Job reductions in fishing and timber have resulted in relatively high unemployment in the recent past. However, in the last five years, Mendocino County's annual average unemployment rates have generally reflected California's economic rebound. After peaking in 1992 at 12.7%, the county's unemployment rate has, except for a slight increase in 1994, lowered every year since the end of 1992.

The county's economy is also extremely seasonal. While annual unemployment rates are 2 to 4 percent higher than state and national rates, winter time rates have often nearly doubled those averages. For example, the county's January 1997 unemployment rate was 11%. This rate was 49 percent higher than the state rate of 7.4%, and 86 percent higher than the unadjusted national rate of 5.9%.

The Employment Development Department Labor Market Projections indicate that to the year 2000 approximately 64 percent of county job growth will be in the relatively low paying retail and service sectors of the economy. Recent employment figures indicate that the county's economy has been growing fairly rapidly. In 1996, annual average employment increased by 1780 jobs, or 4.8% over 1995 levels. In addition, in each of the first four months of 1997, total employment was significantly higher than for the comparable month of 1996. For example, in April of 1997, there were 840 more jobs than in April of 1996. Occupational growth can be expected for such positions as: salesperson, cashiers, waiters and waitresses, clerks--general office, stock, counter, rental, reception, food preparation and service, nurse aides, etc.

Although the job opportunities within the county are limited for a large number of families facing time limits, as long as the economy continues to grow, there will still be some entry level jobs CalWORKs recipients can transition into over the next one or two years. Beyond that time, the County must continue to pursue community-specific economic development efforts which result in new jobs for those seeking employment and promotional opportunities.

(d) WELFARE-TO-WORK ACTIVITIES

To the extent funding is available, Mendocino County CalWORKs participants will be provided an array of welfare-to-work services to prepare them for unsubsidized employment. The following services will be available in order to provide individuals with a self-sufficiency plan which closely matches his/her needs:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Subsidized employment | <input checked="" type="checkbox"/> Work study |
| <input checked="" type="checkbox"/> Subsidized private sector employment | <input checked="" type="checkbox"/> Self-employment |
| <input checked="" type="checkbox"/> Subsidized public sector employment | <input checked="" type="checkbox"/> Community service |
| <input checked="" type="checkbox"/> Work experience assistance | <input checked="" type="checkbox"/> Job search & job readiness |
| <input checked="" type="checkbox"/> On-the-job training | <input checked="" type="checkbox"/> Job skills training directly related to employment |
| <input checked="" type="checkbox"/> Vocational education and training | |
| <input checked="" type="checkbox"/> Education directly related to employment | <input checked="" type="checkbox"/> Supported work |
| <input checked="" type="checkbox"/> Adult basic education (includes basic education, GED, and ESL) | <input checked="" type="checkbox"/> Mental health counseling |
| <input checked="" type="checkbox"/> Domestic violence counseling | <input checked="" type="checkbox"/> Substance abuse counseling |
| | <input checked="" type="checkbox"/> Transitional employment |
| | <input checked="" type="checkbox"/> Unsubsidized employment |

No grant-based on-the-job training will be provided at this time. However, developing this program component will be explored in the future.

Service Delivery System/Client Flow

Once an applicant has received a service appraisal and determined to be a possible CalWORKs participant, she/he will be sent to the Job Alliance eligibility determination unit. There the applicant will receive a preliminary service goal and/or diversion assistance. Those not diverted will be given the opportunity to immediately begin job search activities. If no employment is found after 4 weeks of job search assistance, the CalWORKs participant will enter the welfare-to-work activities and services component based on his/her individualized welfare-to-work (self-sufficiency) plan. If, after a client's employment and training work activities are completed, no employment has been secured, clients will be placed in the community service program and assigned (to the extent possible) with community service activities matched to each client's employment and skills attainment goals. Should a client complete his/her 60 months of lifetime CalWORKs benefits and services, the client will be terminated from the program and will no longer receive services from program staff.

Diversion

Diversion funds will be for preventing the anticipated loss of a job or for job-ready applicants who would be able to avoid receiving TANF funds by being provided such assistance. A maximum of up to \$2,000 will be provided through vouchers or vendor payments. Diversion funds may be issued for such assistance, including but not limited to car payments, insurance, repairs, work-related uniforms, tools or equipment, professional fees, and/or dues or licenses. Diversion funds will be recouped either through payment or time adjustments if the individual subsequently receives TANF. Close monitoring of the diversion component will be instituted.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

Plan for Substance Abuse Services

The Mendocino County Department of Social Services will collaborate with the Public Health Department's Division of Alcohol and Other Drug Programs (AODP) to ensure the effective delivery of substance abuse services. The following steps will be taken:

- Step 1 At any point in time (from orientation through services), if a CalWORKs recipient self-identifies as having a substance abuse problem or staff identifies a problem that could impair the participant's employability, the recipient will be referred to AODP for a full substance abuse assessment established by AODP and the Department of Social Services.
- Step 2 If a recipient is determined to have a substance abuse problem, the welfare-to-work plan will be modified to reflect intervention and counseling services in which the recipient will participate until AODP or other substance abuse staff determine that a) no further services are needed; or, b) concurrent services with some other CalWORKs' work activity would be allowable. Note that AODP, in consultation with the recipient, may refer the recipient to another substance abuse provider based upon service availability, accessibility, and preference of a provider as determined by each client.
- Step 3 At a minimum, monthly case conferencing between the CalWORKs Employment Services Representative and the Substance Abuse Counselor will occur to track and discuss each recipient's progress and to modify welfare-to-work plans as needed.

AODP will also provide training to MCDSS staff on how to identify the need for substance abuse assessment, as well as how to conduct brief interventions when needed.

☒ **Subject to funding availability, the Department of Social Services will collaborate with AODP and other substance abuse treatment providers. Mendocino County certifies that the County will provide: substance abuse assessment, case management, substance abuse treatment, employment counseling, and community service jobs for CalWORKs recipients needing such assistance and services.**

Plan for Mental Health Services

The Mendocino County Department of Social Services, in collaboration with the Mendocino County Mental Health Department, will provide mental health intervention and counseling services. The following steps will be taken:

- Step 1 At any point in time (from orientation through services), if a CalWORKs recipient self-identifies as having a possible mental health problem or staff identifies a problem that could impair the participant's employability, the recipient will be referred to County Mental Health Department for a formal assessment. County Mental Health Department will provide treatment and rehabilitation for those with severe mental disabilities, and with less severe disabilities to the extent funding is available.

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

Step 2 If a recipient is determined to have a mental disability, the welfare-to-work plan will be modified to reflect intervention and counseling services assistance the recipient will participate in until Mental Health determines that a) no further services are needed; or, b) concurrent services with some other CalWORKs work activity would be allowable.

Step 3 At a minimum, monthly case conferencing between the CalWORKs Employment Services Representative and the Mental Health Practitioner will occur to track and discuss each recipient's progress and to modify welfare-to-work plans as needed. When deemed appropriate, SSI advocacy to assist eligible clients secure such program benefits will be provided by staff.

☒ **In collaboration with the Mental Health Department and subject to funding availability, the County certifies that it will provide: mental health assessments, case management, and treatment and rehabilitation services, and identification of substance abuse problems through a formal process for identifying individuals with severe mental disabilities, and those with less severe mental disabilities when the disability will be an employment barrier.**

(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS

With the exception of those mental health services covered by MediCal or the County's Mental Health Managed Care Program, CalWORKs recipients will not receive mental health services beyond their 24 month time limit, unless funding permits. Those covered by MediCal or the County's Managed Care Program will continue to have access to services based upon service availability as determined by the Mendocino County Department of Mental Health.

(g) CHILD CARE AND TRANSPORTATION SERVICES

Child Care:

To the extent funding is available, Mendocino Department of Social Services (MCDSS), in collaboration with the local Resource and Referral Agency/Alternative Payment Program, NCO/Rural Communities Child Care, will ensure that families needing reliable, accessible, quality child care will move seamlessly and quickly between the various child care stages and that there will be no break in services. Basically, child care services for CalWORKs participants will be provided in the following manner:

- Stage 1: This stage will be managed by MCDSS, and begins when the recipient begins program orientation or when child care is needed for the recipient to complete her/his welfare-to-work plan. The family will continue to receive child care services in Stage 1 until the family's child care is stabilized, but not more than six months, unless the County determines the family's situation is unstable.
- Stage 2: This stage begins when the recipient's work or training schedule stabilizes. Families may be served in Stage 2 no longer than one year after they are no longer eligible for aid. Stage 2 is administered by the local Alternative Payment Program provider, NCO/Rural Communities Child Care.
- Stage 3: When funded spaces are available, recipients will move from Stage 2 to Stage 3. Stage 3 is administered by NCO/Rural Communities Child Care.

To the extent funding is available, and at a CalWORKs participant's request, child care will be provided to eleven and twelve year olds as well as those ten and under. The County will attempt to support the development of additional child care options as part of community-based after-school programs.

Mendocino County has determined that parents can remain at home while their child is three to twelve months old, with the length of the exemption based upon case-by-case evaluations to determine whether or not the assistance unit meets the following County criteria:

- (a) Licensed or license-exempt child care is not reasonably available during the individual's hours of training or employment, including commuting time, or arrangements have broken down or have been interrupted; or
- (b) Special needs of the child.

An individual may be exempt only once under this exemption.

(g) CHILD CARE AND TRANSPORTATION SERVICES (continued)

Individuals who have received this exemption shall be exempt for a period of 12 weeks, upon the birth or adoption of any subsequent children, except that this period may be extended on a case-by-case basis to six months, based upon the following County criteria:

- (a) Licensed or license-exempt child care is not reasonably available during the individual's hours of training or employment, including commuting time, or arrangements have broken down or have been interrupted; or
- (b) Special needs of the child.

Transportation

As stipulated by State law, a welfare-to-work assignment, job referral, job offer, or job is not considered appropriate for work or training if the travel required between the place of employment or training and one's home exceeds a total of two hours round trip, or two miles round trip when walking is the only available means of transportation. The limit on travel time and mileage excludes transportation time/mileage to take family members to and from school or care providers.

Wherever and whenever possible, CalWORKs participants will receive the least costly form of public transportation, including Mendocino County Department of Social Services-provided transportation. The Department of Social Services will assist CalWORKs participants in developing transportation alternatives when participants are without their own vehicle or readily accessible public transportation.

Participants who are engaged in work activities will be reimbursed for all necessary and reasonable transportation costs as follows:

- Reimbursement to participants who choose to use their own vehicles when public transportation is not available will not exceed a rate equal to the rate paid employees of Mendocino County.
- Bus tickets will be available through the most cost-efficient rate possible (daily pass, monthly pass, student rate, etc.) and provided to participants.
- In emergency situations, vouchers are available for use by participants at local gas stations after authorization by the Supervisor.

The County is working directly with the Mendocino County Transit Authority to develop and expand public transportation and other alternative modes of transportation to expand accessibility and hours of availability for CalWORKs participants.

Transportation assistance may be provided to CalWORKs participants after they have completed their first twenty-four months participation in welfare-to-work activities, to the extent funding is available.

(h) COMMUNITY SERVICE PLAN

The Mendocino County Community Service Plan is not completed at this time and will be provided in detail as an addendum to this CalWORKs Plan. It is the intention that community service assignments be consistent with the self-sufficiency goals and program activities of the individual participant(s). It is also the intention of Mendocino County to partner with local community organizations to maximize the potential for using community services as local work force development. Examples of possibilities include: supported work environments for people with special needs or limitations, worker-owned, community-based organizations, etc.

(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE

Mendocino County Department of Social Services will work with the local domestic violence education and shelter provider, Project Sanctuary, and the Council on Domestic Violence, to: 1) review and refine standards, procedures and protocols for victims of domestic abuse; and 2) to provide training for all County workers who will be responsible for working with CalWORKs recipients who may be or who are victims of domestic violence and need assistance.

Consistent with AB 1542, Mendocino County Department of Social Services will screen applicants and recipients for domestic violence in order to provide referrals for supportive services and counseling. It will ensure that victims of abuse are not placed at further risk nor unfairly penalized by CalWORKs requirements and procedures and to enable a victim to escape his/her abuser and obtain unsubsidized employment while moving towards self-sufficiency as described in each client's tailored welfare-to-work plan.

Individuals will be excused from participation in welfare-to-work activities for good cause when the applicant or recipient is a victim of domestic violence, but only if participation is detrimental to, or unfairly penalizes, that individual or his/her family.

Mendocino County Department of Social Services will work with victims of domestic violence as follows:

1. Referrals and Waivers

- a. The County will screen all applicants and recipients for domestic violence in order to provide referrals for supportive services and counseling. Under AB 1542, "abuse" is defined to mean battering or subjecting a victim to extreme cruelty by:

- i.* physical acts that resulted in or threatened to result in physical injury;
- ii.* sexual abuse;
- iii.* sexual activity involving a child in the home;
- iv.* being forced to participate in nonconsensual sexual acts or activities;
- v.* threats of, or attempts at, physical or sexual abuse;
- vi.* mental abuse;
- vii.* neglect or deprivation of medical care; or
- viii.* stalking.

- b. The County will exercise flexibility in waiving program requirements including work participation, with the exception of deprivation, income and assets, for victims of domestic violence.

(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE (continued)

2. Evidence of Abuse and Standards of Proof ~

Evidence of domestic abuse may include, but is not limited to:

- a. Police, government agency, or court records or files;
- b. Documentation from a domestic violence program or a legal, clerical, medical or other professional from whom the applicant or recipient has sought assistance in dealing with abuse;
- c. Other evidence, such as a statement from any other individual with knowledge of the circumstances that provides the basis for the claim, or physical evidence of abuse, or any other evidence that supports the statement; or
- d. A sworn statement by the victim is sufficient to establish abuse unless the County documents, in writing, an independent reasonable basis to find the recipient not credible.

3. Abuse Training

- a. Abuse training will be provided to CalWORKs staff in collaboration with the Council on Domestic Violence and other domestic violence providers such as Project Sanctuary. Such training will include:
 - i. implications of CalWORKs for victims;
 - ii. how to implement CalWORKs to best meet the needs of abuse victims while minimizing the risks to them;
 - iii. what constitutes domestic violence; and
 - iv. other information as designed by the training partners.

4. Welfare-to-Work

Welfare-to-Work activities will include domestic violence counseling services. Each CalWORKs participant will have a tailored welfare-to-work plan which will cover include meeting the special needs of domestic violence survivors to the fullest extent possible.

(j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES

As delineated below, there are several community-developed program outcomes and objectives MCDSS will work to achieve during 1998/99.

Goal 1: Move families and individuals from welfare to work.

Objectives:

- Decrease TANF caseload due to employment by 5% in 1998-99.
- Increase the number of TANF placements by 25% in 1998-99.
- Increase the number of Job Alliance employment services participants by 50% in 1998-99.
- Increase the number of TANF cases with earnings by 25% in 1998-99.
- Decrease recidivism by 5% in 1998-99.
- Increase the number of TANF cases with grant reductions by 15% in 1998-99.
- Increase the number of TANF cases terminated due to earned income by 5% in 1998-99.

Goal 2: Increase access to and utilization of supportive services for those in need as they work towards economic self-sufficiency.

Objectives:

- Increase the number of participants utilizing support services by 25% in 1998-99.
- Increase the number of participants utilizing transitional benefits by 50%.
- Increase the number of participants identified with domestic violence issues, referred to, and utilizing domestic violence counseling services by 25% in 1998-99.
- Increase the number of participants identified with substance abuse issues, referred to, and utilizing substance abuse treatment services by 25% in 1998-99.
- Increase the number of participants identified with mental health issues, referred to, and utilizing mental health counseling services by 15% in 1998-99.
- Increase the number of participants identified with disability issues, referred to, accessing and utilizing disability services by 5% in 1998-99.

The County proposed to establish first half of fiscal year 1997-98 as the program baseline by which we will determine whether or not objectives are met in 1998-99. Tracking will be accomplished through data from MEDS, SAWS, and the GEMS system. Should the County develop alternative outcomes during future efforts, information on those measures will be submitted as an addendum to this CalWORKs plan.

(k) PUBLIC INPUT TO THE COUNTY PLAN

For the past eight months, the Mendocino County Department of Social Services has been working with over 400 community participants to ensure participation of all stakeholders in the development of strategies, goals, objectives and this plan.

The following is a summary of the planning process:

Focus and work groups met from April through October in over 84 meetings to brainstorm and plan various aspects of welfare reform. These groups addressed Safety Net issues, Employment Services, School-linked Services, Child Care, Transportation, Substance Abuse and Mental Health Services, Immigrant Issues, Children's Services, Senior and Disabled, North County, South Coast, North Coast, Native Americans, and client services.

To ensure broad public input, six public and client forums were held throughout the county. Over fifty presentations to various local private sector groups such as the Chamber of Commerce, the Private Industry Council, Employer's Council, Rotary, Ft. Bragg Community Improvement Council, and other businesses were made to solicit input. Additionally, a "community hotline" was made available for community members to provide ideas, information, and input.

For the past three months of planning, MCDSS staff planning teams and a final staff "convention", involving more than one hundred staff were instituted to get direct services input and analysis. Their work has been documented in staff team recommendations.

All of the ideas, comments and recommendations which came out of the community work groups and forums have been compiled into a document entitled the Mendocino County Community Plan for Welfare Reform. A major public meeting on October 23, 1997 allowed community comments on the recommendations of the work groups.

Community input and staff input were then reviewed and utilized in the drafting of this County Plan. A public hearing by the Mendocino County Board of Supervisors was held on December 9, 1997 for review and comment on the Community Plan and the County Plan.

(I) SOURCE AND EXPENDITURES OF FUNDS

See attached.

(m) ASSISTING FAMILIES TRANSITIONING OFF AID

Subject to funding availability, the County will provide case management assistance, and, to the extent possible, child care payments to families transitioning into employment. Subject to funding availability, the County will provide period Job Search/Job Club assistance and limited job counseling, World of Work open entry classes for continued problem solving, and Mentor Match, a six month one-to-one mentor assignment for extra support. These services may also be provided adults who transition off of aid due to time limits, to the extent funds are available.

(n) JOB CREATION

Mendocino County will apply for seed money from the Job Creation Investment Fund, to develop a strategic plan for securing new private, unsubsidized employment for welfare recipients. Mendocino County Department of Social Services will coordinate the development of the application on behalf of the Board of Supervisors and will work closely with the Economic Development and Finance Corporation, WEST Company, and other Mendocino Works partners in the conceptualization and implementation of economic development strategies.

Please also see section (b).

(o) OTHER ELEMENTS

Mendocino County Department of Social Services intends to pursue any pilot project proposals which are appropriate to this county as part of its CalWORKs Program. We are extremely interested in a pilot project involving focus on micro-business development.

(p) COMPLIANCE WITH REQUIREMENTS OF CalWORKs

Over the past several years, Mendocino County Department of Social Services has been operating a successful program called Job Start in Job Alliance/Greater Avenues for Independence (GAIN).

Job Start is a Mendocino Works collaboration involving Social Services, Employment Development Department and Mendocino Private Industry Council. Job Start participants are expected to participate in the program 30 hours per week to more closely emulate full time employment to become self-sufficient and highly employable. Mendocino County intends to continue this successful model by enrolling single parent families in welfare-to-work activities for a minimum of 30 hours per week at the beginning of the CalWORKs Program implementation on March 1, 1998. As required by State law, Mendocino County will enroll single parent families in welfare-to-work activities for a minimum of 32 hours per week beginning July 1, 1999.

(q) INTERACTION WITH AMERICAN INDIAN TRIBES

Several meetings between Mendocino County and, at a minimum, all Federally-recognized Tribal Governments have occurred during the past few months. The County will administer CalWORKs as no Tribal Government has requested to administer its own TANF program at this point in time. The Tribal Governments reserve the right to administer their own approved tribal CalWORKs program in the future should they deem that it is appropriate for them to do so. The County is proposing to establish an inter-governmental Social Services/Native American Council to plan and coordinate CalWORKs programs and culturally appropriate service delivery for Tribal members.

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.

County Welfare Department



Alison Glassey

Director

Mendocino County Department of
Social Services

Mendocino County Board of Supervisors



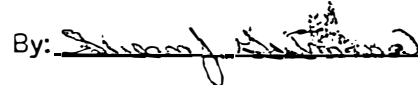
Charles Peterson

Chairman

Mendocino County Board of Supervisors

I hereby certify that according to the provisions of Government Code Section 25103, delivery of this document has been made.

JOYCE A. BEARD
Clerk of the Board

By: 

file:cwnar1

County Plan Budget 1997/98 State Fiscal Year

Section 1

	Total	FCS	State General Fund	County Funds *	Other **
Food Stamp Administration (For County MOE Purposes)	\$ 1,654,045	\$ 827,022	\$ 578,916	\$ 248,107	

* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

** If other sources of funding are being made available for an activity, please identify on a separate page.

County Plan Budget 1997/98 State Fiscal Year

Section 2

Note: The following categories are for Information purposes only and are not an Indicator of specific claiming categories

	Total	TANF/State General Fund	CCDBG	Title XIX	County Funds *	Other **
TOTAL CalWORKs Admin & Services Items (A) thru (D)	\$ 5,241,463	\$ 4,675,862	\$ 54,538	\$ -	\$ 511,063	\$
(A) TOTAL CalWORKs Single Allocation Items (1) thru (7)	\$ 4,659,242	\$ 4,093,641	\$ 54,538	\$ -	\$ 511,063	\$
(1) Benefit Administration	\$ 2,069,664	1,773,919			295,745	
(2) Program Integrity (Fraud)	\$ 162,782	139,521			23,261	
(3) Staff Development/Retraining	\$ 93,018	79,726			13,292	
(4) Welfare-to-Work Activities	\$ 1,562,180	1,392,600			169,580	
(5) Cal Learn	\$ 151,925	142,740			9,185	
(6) Child Care - 1st half of 1997/98	\$ 203,910	149,372	54,538			
(7) Other Activities ***	\$ 415,763	415,763				
(B) Child Care - 2nd half of 1997/98	\$ 491,031	491,031				
(C) Mental Health Treatment	\$ 33,774	33,774				
(D) Substance Abuse Treatment	\$ 57,416	57,416				

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

THIRD PARTY ARBITRATION

The GAIN participant, upon completion of the assessment, develops with the Employment and Training Worker (E&TW) the Employment Development Plan. Upon completion of this process, the client signs a contract with amendments indicating said Employment Development Plan. If the participant is dissatisfied with the Employment Development Plan, a request may be made for third party arbitration.

The State Department of Social Services will indicate who is available for third party arbitration. The request will be made and a hearing will be held. The decision of the third party arbitrator is binding on both the participant and the GAIN Program.

GRIEVANCE - CONCILIATION

PARTICIPANT CONCERNS

Either a state hearing or a county grievance may be filed when a participant believes that any program requirement or assignment is in violation of the contract or is inconsistent with the program.

If the participant is dissatisfied with any action taken by the GAIN Program and/or any agency under contract with the GAIN Program, the participant has thirty (30) days in which to file a grievance.

The sole issue for resolution through the grievance procedure shall be whether a program requirement or assignment is in violation of the contract or is inconsistent with the program. Participants are specifically excluded from using the grievance procedure to appeal the outcome of a state hearing, the requirement to sign a basic contract, or the results of an according to AFDC Manual Section 42-773 outlining the procedure for developing the employment plan with the MCDSS and the participant.

NON PARTICIPATION/NON COOPERATION CONCERNS

Upon indication of the participant's failure or refusal to meet a program requirement, the E&TW will establish contact with the participant.

WORKER CONFERENCE

Whether generated by the Participant (i.e., Grievance) or by the E&T Worker, (i.e., Conciliation), the first step is the Worker-Participant conference.

The participant will be given opportunity to meet with the E&TW in an attempt to resolve the issue. The E&TW will specifically re-review the twenty-six (26) criteria related to good cause and/or appropriateness. Further, the E&TW will attempt to determine if there is any other condition or conditions which might be alleviated in order to facilitate the accomplishment of the Employment Development Plan.

The E&TW shall meet with the participant within five (5) working days after the participant's request and discuss the grievance in an effort to clarify the issue and to work cooperatively towards settlement. The E&TW shall present a written decision to the participant within five (5) working days from the time of the informal discussion.

PARTICIPANT RIGHTS

- A. The participant shall have the right to present a grievance pursuant to the provisions of these rules.
- B. The participant shall be notified in writing of the time and place of all hearings.
- C. The participant shall have the right to be represented by an attorney or other individual or organization of the participant's choosing.
- D. The participant shall have the right to a written statement from the MCDSS in advance of the formal grievance/conciliation hearing setting forth the facts and basis of the County's position.
 1. The written statement shall be available 36 hours prior to the time set for the formal grievance/-conciliation hearing and

2. Shall be available at the Social Services office where the applicant or recipient receives services.
- E. The participant shall have the right to have access to all relevant documents and information in advance of the formal hearing.
- F. The participant shall have the right to present evidence and question witnesses at the formal hearing.
- G. The participant shall have the right to a tape recording or other verbatim record of the formal hearing to be provided by the County.
- H. The participant shall have the right to a closed hearing, witnesses, excepting the appellant, who have not testified, will be excluded from the hearing room until such time as they are called to testify.

The grievance request may be filed verbally, or in writing.

Verbal grievance requests received by the E&TW will be put in written form by the person receiving said request.

Oral evidence shall be taken only on oath or affirmation. Each party shall have these rights:

1. To call and examine witnesses.
2. To introduce exhibits.
3. To cross-examine opposing witnesses on any matter relevant to the issue, even though the matter was not covered in the direct examination.
4. To impeach a witness.
5. To rebut evidence.

If the appellant does not testify in his/her own behalf, he/she may be called and examined as if under cross-examination. The hearing need not be conducted according to technical rules of evidence. Any relevant evidence may be admitted if it is the sort of evidence on which responsible persons are accustomed to rely in the conduct of affairs. Irrelevant and unduly repetitious evidence excluded.

INFORMAL GRIEVANCE/CONCILIATION

Informal Grievance/Conciliation shall consist of allowing the participant an opportunity to meet the designated GAIN

Program staff person.

If the grievance is not settled under Step 1, it may be formally submitted to the Informal Grievance/Conciliation. The participant shall request the informal grievance/conciliation in writing within five (5) days after receiving the decision from Step 1. The grievance shall state the nature of the problem and the participant's suggested solution.

If the Informal Grievance/Conciliation is unsuccessful in resolving non-compliance, the next step is Formal Grievance/Conciliation.

FORMAL GRIEVANCE/CONCILIATION

Request for Formal Grievance/Conciliation shall be filed in writing with the receptionist of the GAIN office within five (5) days from the time an informal Grievance/Conciliation decision was rendered. In the written appeal, the appellant must state the nature of the grievance; the facts of the appeal, and the relief requested in sufficient detail to enable the Commission to understand the nature of the proceedings.

If, upon completion of the Formal Grievance/Conciliation process, the conflict is not resolved, the Department of Social Services shall implement applicable sanctions and/or penalties.

GRIEVANCE/CONCILIATION COMMISSION

The Commission shall have five (5) members and five (5) alternates. Members and alternates to the commission shall be appointed in the following manner: two (2) members and two (2) alternates shall be chosen and appointed by the MCDSS, of which one (1) member and alternate will be from CAC. Three (3) members and three (3) alternates shall be chosen and appointed by the Board of Supervisors from, but not limited to, community based organizations. The MCDSS appointees shall serve a one (1) year and a two (2) year term. One Board appointee shall serve one (1) year with two (2) appointees serving two (2) years. At the expiration of each term, as so provided, a successor shall be nominated by the appointing body which nominated the member whose position has become vacant, whether by expiration of term or otherwise. Appointees appointed to complete a term shall serve out the remaining term. All persons appointed to

serve a new term shall serve two (2) years. Alternate members shall be appointed to a two (2) year term. The Commission shall, at its first meeting, and annually thereafter, on or before January 1, select one (1) of its regular members to act as Chair and another to act as Vice Chair.

QUALIFICATIONS OF GAIN GRIEVANCE/CONCILIATION COMMISSION MEMBERS

Each person appointed to the Commission shall be a resident of Mendocino County and possess the integrity and impartiality necessary to protect GAIN participants, as well as the public interest, and GAIN, as administered through the Mendocino County Department of Social Services. No Grievance/Conciliation Commission member can be in a position to represent or be responsible in any aspect of GAIN decision making in his or her capacity as a county employee, county elected official, or contractor to the county.

REMOVAL OF COMMISSION MEMBERS

A Commission member may be removed from the GAIN Grievance/- Conciliation Commission for just cause as listed in California Government Code Section 1770.

QUORUM

A quorum of the Commission is any three members or their alternates.

DISQUALIFICATION OF COMMISSION MEMBER

Either the GAIN representative or the effected participant may request the disqualification of any one Commission member. The request will automatically be allowed. No additional requests for disqualification will be allowed. Said request must be submitted to the GAIN office three (3) days prior to the scheduled hearing.

STATE HEARING

If the participant is dissatisfied with any action within the GAIN Program, the participant has the right to request a State Hearing within ninety (90) days of such action. The

procedures for a State Hearing are detailed in the AFDC Manual, Division 22.

Aid will continue if the participant appeals through the State Hearing process within the period of timely notification.