



SHASTA COUNTY

DEPARTMENT OF SOCIAL SERVICES

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Director/Program Administrator

February 7, 2000

Jim Brown
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Dear Mr. Brown:

Enclosed you will find the revised pages to the Shasta County CalWORKs Plan. The following is a list of the page numbers that have been updated:

- Page 6 - paragraphs 1, 2, and 3
- Page 9 - paragraph 3
- Page 11 - paragraph 1
- Page 12 - paragraph 2
- Page 20 - paragraphs 1 and 2
- Page 22 - paragraphs 1, 2 and 3
- Page 23 - entire page
- Page 31 - entire page
- Page 32 - paragraph 1
- Pages 33 through 33c - entire pages

Sincerely,

Dennis McFall, Director

Enclosures (13)

DM/jm

SHASTA COUNTY GAIN GRIEVANCE PROCEDURE

I. Introduction

All Shasta County GAIN participants, consistent with GAIN regulations will have access to, and the right to, an informal and formal grievance process according to Section 5302 of the Unemployment Insurance Code, the Shasta County GAIN Grievance Procedure, and/or the State Fair Hearing process. The procedure outlined in the following paragraphs are in addition to the informal and formal conciliation procedure and shall not conflict with the conciliation procedure.

II. Definition and Scope of a Grievance

- A. A grievance may be filed when a participant believes that a program requirement or assignment is in violation of the contract or is inconsistent with the GAIN program. (Reference MPP Section 42-787)
- B. The sole issue for resolution through the GAIN 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 Shasta County Department of Social Services grievance procedure to appeal the outcome of the state hearing, or the requirement to sign a basic contract. (Reference MPP Section 42-773)
- C. The participant may not use the GAIN grievance procedure to appeal the outcome of the GAIN Assessment as this is resolved through use of an outside Vocational Evaluator. (Reference MPP Sections 42-773)

III. Informal Resolution

It is the intent of the Shasta County Grievance Procedure to attempt to resolve participant grievances by use of an informal resolution process whenever feasible.

IV. Participant Rights

- A. The participant shall have the right to present a grievance pursuant to the provisions of this procedure and those of the State Fair Hearing process.
- B. The participant shall have the right to be represented by an attorney or other individual or organization of the participant's choosing.
- C. The participant shall have the right to a written statement from the Shasta County Department of Social Services in advance of the GAIN Appeals Commission or to State Fair Hearing setting forth the facts and basis of the County's position. (Reference MPP Section 42-720.341)

- D. The participant shall have the right to have access to all relevant documents and information in advance of the hearing. (Reference MPP Section 42-720.341)
- E. The participant shall have the right to present evidence and question witnesses. (Reference MPP Section 42-720.341)
- F. The participant shall have the right to a tape recording or other verbatim record of the hearing. (Reference MPP Section 42-720.341.)
- G. The participant shall be informed of his/her right to file an appeal through the state hearing process as an alternative to the formal grievance procedures. (Reference MPP Section 42-787.11)

V. Participant Notice

If the attempted informal resolution process is not successful, the GAIN participant shall be provided, in writing, details of the subsequent grievance procedure steps including the options available and action required of the participant in each subsequent step.

VI. Basic Rules

- A. All days are designated working days unless stated otherwise.
- B. If a participant has already unsuccessfully completed the formal conciliation due to non-participation (MPP Section 42-781) and the participant wants to grieve a program requirement or assignment at this time, only the hearing before the GAIN Appeals Commission and/or the State Hearing process will be available. If a grievance is filed, aid will be continued only if the participant begins to participate in the program prior to the commencement of sanctions and continues to participate for the duration of the grievance process. (Reference Section 42-787.62)
- C. If a participant does not present the grievance, or does not appeal the decision rendered regarding the grievance within the time limits, the grievance shall be considered resolved unless it can be clearly demonstrated that he or she had good cause for failing to meet the specific time limits.
- D. The participant shall be subject to sanctions pending the outcome of the formal grievance procedure or any subsequent appeal only if he/she fails to participate during the period the grievance procedure is being processed. If the participant continues to participate in the program during the formal grievance process and wants to grieve a program requirement or assignment which he/she believes is inconsistent with the GAIN program or is in violation of the contract, aid will be continued and the participant shall not be subject to sanctions. (Reference Section 42-787.6)
- E. If a participant files a grievance after the sanction commences, the sanction will not be suspended. (Reference Section 42-787.61)

- F. If a Department of Social Services representative does not render a decision to the participant within the time limitations, the participant may appeal to the next step in the procedure.

VII. Attempted Informal Resolution

When a participant believes that he or she has an issue which falls within the scope of the GAIN Grievance Procedure, the participant may request a meeting with the social worker to attempt to informally resolve the issue. If not immediately resolved by the social worker, the social worker and the supervisor shall meet with the participant within 7 days to attempt to reach an informal resolution.

If during this informal meeting both parties agree to a resolution the issue(s) shall be considered resolved.

If both parties do not reach a mutually agreeable solution, the social worker shall immediately provide the participant with notification of all the options available to the participant to grieve the issue. Notification shall include the steps available for both the County formal grievance procedure and the State Fair Hearing procedure. Also included in the notice shall be all timelines for the procedures, contact persons for questions about the process, rights to present evidence, question witnesses, representation, access to records and information and access to a written position statement from the Department of Social Services.

VIII. Formal Resolution

This phase of the formal process shall be completed within 30 calendar days.

The participant shall have 7 working days to submit the grievance in writing to the Clerk III of the GAIN Program. The written grievance shall state the facts of the grievance and the relief requested in sufficient detail to allow the GAIN Program Manager and the Deputy Director to understand the grievance.

The Deputy Director and the GAIN Program Manager shall schedule a meeting with the participant allowing 7 days notice. If the meeting does not result in a mutually agreeable resolution, the participant will be provided a written explanation of the Department's decision within 30 calendar days from the date the participant filed the formal appeal with GAIN. The written statement will also include notification of the options available for the client should he or she wish to pursue the matter further.

IX. Request for State Fair Hearing or a Hearing by the GAIN Appeals Commission

Following informal and formal resolutions attempts, if the participant still feels the issue has been determined in conflict with the GAIN regulations and/or the terms of the contract, he/she may file a request for a state fair hearing or a hearing before the GAIN Appeals Commission. The procedure for GAIN Fair Hearings shall be consistent with the procedures currently in place in Shasta County in the rest of the Social Services Programs. The procedure for hearings before the GAIN Appeals Commission are specified in the following paragraphs.

X. GAIN Appeals Commission

A. Scope and Composition of Appeals Commission

1. The Appeals Commission shall have the power and authority to decide matters regarding grievances involving program requirements or assignments. The Appeals Commission's decision is required to contain a finding of fact and conclusion based on the GAIN law and regulations. The Commission may not consider the validity or constitutionality of laws or regulations.
2. The Commission shall have (3) three members and (3) three alternates. Members and alternates to the Commission shall be appointed in the following manner: (1) one member and (1) alternate shall be chosen from the community at large; (1) one member and (1) alternate shall be chosen and appointed by the Shasta County Department of Social Services; and (1) one member and (1) alternate shall be chosen and appointed from another Shasta County Department by the Social Services Committee of the Board of Supervisors.

The first Commission shall establish terms in the following manner:

The Shasta County Department of Social Services shall appoint its representatives and alternate for a term of (2) two years. The representative and alternate from the community at large shall be appointed for a term of (1) one year. The Commission member and alternate appointed by the Social Services Committee shall serve a term of (2) two years. All subsequent Commission appointees shall serve (2) two year terms. The representative of the Shasta County Department of Social Services shall serve as Chair of the Commission. The replacement Commission appointees shall, in all possible instances, be provided orientation to the Commission procedures and be an observer to at least (2) two grievance hearings.

Shasta County

CalWORKs Plan

Date Submitted:

January 9, 1998

Shasta County Board of Supervisors

Richard Dickerson, Chair

Irvin Fust, District 2

Glenn Hawes, District 3

Molly Wilson, District 4

Patricia Ann "Trish" Clarke, District 5

Prepared by:

Staff of

Department of Social Services

. 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.

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EXECUTIVE SUMMARY

On August 22, 1996, President Clinton signed into law the Personal Responsibility and Work Opportunity Reconciliation Act. This new law introduced Temporary Assistance to Needy Families (**TANF**) as a program to replace Aid to Families with Dependent Children (**AFDC**) and Job Opportunities and Basic Skills (**JOBS**), known in California as Greater Avenues to Independence (**GAIN**).

In August of 1997, California adopted the California Work Opportunity and Responsibility to Kids (**CalWORKs**) program. This legislation requires each county to develop a plan describing how the county intends to deliver the services necessary to move recipients from welfare to work. Shasta County will focus on the goal of self-sufficiency through employment, while providing a collaborative, comprehensive and effective services delivery system.

The following objectives have been generated to meet the above mentioned goal:

I. Create a partnership with the community for the planning, implementation and administration of CalWORKs

The successful implementation of CalWORKs in Shasta County will depend entirely on the level of collaboration between the primary partners currently involved in this enormously complex and important social experiment.

Shasta County Department of Social Services has endeavored to create a dynamic planning process that includes not only our traditional social services colleagues, but also those non-traditional partners, such as the faith-based and business community, and other community based organizations.

Although the responsibility for organizing this massive social experiment rests with the Shasta County Department of Social Services, the project's success will result from the combined

resources, collaborative efforts and community will demonstrated by the entire population of this county.

2. Maximize the use of limited resources by eliminating the duplication of services by the CalWORKs partners

The planning of CalWORKs has been a true collaborative project in which the primary stakeholders have been involved in every phase of the plan development. The CalWORKs resources that are in excess of last year's allocation will be available through contracts with Shasta County to be invested by our community partners, with only a modest amount of funding allocated to the Department of Social Services. The over-riding principle in this entire process has been to eliminate the duplication of services, thereby maximizing the effective utilization of existing funds. Without exception, the community partners have committed to eliminating any duplication in services to CalWORKs participants.

3. Redeime the culture of the Department of Social Services and the community in relation to CalWORKs participants

The most daunting task we face is the realignment of the attitudes that have evolved in the stakeholder agencies, the community and our CalWORKs clients, regarding the purpose of the "welfare system".

This task will require: our colleagues in the stakeholder community to rethink their attitudes and biases in relation to CalWORK.s participants; the community to actively participate in employing, supporting and encouraging participants to re-enter the world of work; the Department of Social Services--to re-frame the primary role of its staff from an "issuing benefits" mentality to engaging clients in the process of employment.

4. Invest CalWORKs funds in effective primary prevention programs to reduce future dependence

A modest portion of Shasta County's CalWORKs allocation will be expended on two "primary prevention" programs: a mentoring program and a zero-tolerance truancy program, both which will target our CalWORKs children. The intent of both efforts is to break the cycle of poverty in Shasta County. Efforts that begin to target children of CalWORKs parents will offer an alternative to aid not previously available.

5. Increase the health of CalWORKs children

Shasta County will vigorously implement the immunization program, recognizing the cost-benefit of investing in our children's health.

6. Meet performance outcomes required by legislation

Shasta County will require all non-exempt recipients to participate in welfare-to-work activities. Therefore, Shasta County intends to meet all legislated performance requirements, as well as assisting participants to self-sufficiency through employment.

7. Link all CalWORKs participants to jobs, child care, transportation and other support services

At the time of entrance into the CalWORKs program, all applicants will be immediately linked to employment and supportive services via mandatory attendance at Employment Orientation. Subsequent to eligibility determination, participants will also be required to attend Job Readiness Sessions.

Several new program elements have been proposed to contribute to meeting the goals and objectives established by Shasta County:

To assist clients to become job seekers and employed instead of CalWORKs recipients, the Department of Social Services, in collaboration with many community partners, will out-station employment staff with the Private Industry Community Employment Center and additional One-Stop centers in the future.

Shasta County is also developing a Work First Resource Center. The purpose of the Work First Resource Center is to offer services and work search assistance that will aid the applicant in finding work, and therefore not needing CalWORKs assistance. To begin a pilot project in October 1999, CalWORKs applicants with recent work history will be greeted at the Resource Center and encouraged to use available resources. Each interested applicant will be introduced to CalJOBS and other Internet web sites that are pertinent to their search for employment. Referrals to appropriate service throughout the community will also be made through the Resource Center. By January 2000, the pilot project will be expanded so that all CalWORKs applicants will be seen in the Work First Resource Center. It is the applicant's choice to use the Work First Resource Center, and it does not affect eligibility for the CalWORKs program.

Following the eligibility determination, all non-exempt CalWORKs participants will be required to attend a five-day Job Readiness Session followed by three weeks of Job Services activities. If a participant is unable to obtain employment through the Job Services Component, he/she will be referred to Assessment, where a Welfare-to-Work plan will be developed. The recipient will

be required to participate in the appropriate welfare-to-work activities as developed with the Employment Vocational Counselor via the assessment activity.

Shasta County intends to provide the necessary support services and activities to assist all non-exempt CalWORK.s participants to self-sufficiency through employment and employment retention. All supportive services and activities will be provided through collaborative efforts of community partners including faith based entities, private sector employers, Private Industry Council, Employment Development Department, Shasta County Office of Education, and many others.

The following elements of this implementation plan describe the variety of activities and services available to CalWORK.s participants.

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

Shasta County Department of Social Services began planning for welfare reform upon President Clinton's signing of Federal Welfare Reform in August 1996. An organizational structure was outlined, and a Community Forum, a Management Council and several Work Groups were formed.

The work groups formally began in May 1997, when a "Day Away" was held, with the major participants being key Department of Social Services staff and managers, as well as key community representatives. The work groups developed are: Child Care, Support Services, Job Placement and Training, Staff Development and Communication, and Technology.

Subsequently, each work group has developed several sub-groups which are devoted to working on specific issues and tasks. An additional work group was developed to address the specific issues of the Inter-mountain geographical area. All work groups have representatives from the Department of Social Services and other community agencies and/or businesses.

Several versions of a computerized visual presentation have been developed, and used to inform the community of the TANF and CalWORK.s changes to the welfare system. These presentations have been shown to many agencies within the community including the Employment Development Department, the Shasta County Board of Supervisors, the Private Industiy Council ad hoc committee, the Faith Based community, several high schools and various other groups.

Participants in CalWORK.s will be screened for their job readiness in a workshop prior to attending their Job Services activity. After completion of Job Services, if the participant is still unemployed or underemployed, he or she will be linked to appropriate training programs, based on recommendation through the assessment process. A Training and Educational Network (Attachment 3) is being established that includes all education and training providers in the local

area, and the services provided. All training and education that is approved in the participant's Welfare-to-Work plan will be employment focused, and may be provided concurrently with other activities in order to meet the required participation hours.

Collaboration with the Shasta – Tehama – Trinity Joint Community College for short term vocational training, certificate programs, short-term courses, English-as-a-second (ESL) language classes, and remedial and job readiness classes is currently in process. Collaboration is also occurring with the high school districts, the adult education providers for General Education Development (GED)/high school diplomas, and remedial or ESL combined vocational classes. Expansion of existing services of the Shasta – Trinity Regional Occupational Program (ROP) vocational programs, the Private Industry Council programs at the Business Office of Technology Center, Learning Centers, and Shasta Works Workshops is a major focus as well. Discussions have begun with several Propriety Schools in the area, and funding is being explored to include the Employment Training Program an agreement has been approved with the Americorps National Service Organization and Shasta – Tehama – Trinity Community College to provide referrals for an Early Childhood Training Project targeted for TANF recipients.

In discussions with other agencies regarding supportive services, it is acknowledged that supportive services may need to be provided collaboratively. Participants will be referred for appropriate services at the community college, to FaithWORKs for mentoring and services which cannot be provided by the Department of Social Services, and to Clothes That Work for work clothing and personal grooming workshops. The DSS will follow agency procedures in providing Stage I Child Care, transportation reimbursements, ancillary expenses and job retention services as needed for the participant to obtain and maintain employment.

As required by the plan format, Shasta County hereby announces it does not have a Refugee Employment Services Plan.

B) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

The success of CalWORKs will depend in large part on the relationship established between the Shasta County Department of Social Services and the business sector of Shasta County.

Establishing a strong relationship with the private sector business community is paramount to insuring our program's responsiveness to the needs of employers of this community. Seeking expertise outside the agency is the option of choice to establish an ongoing dialog with the employers in Shasta County. This expertise has been obtained through a personal services agreement with BusinessWORKs. This agreement includes marketing our participants to employers, exploring the needs of the local labor market, meeting with and providing outreach to local employers, and working with financial institutions to structure credit terms as an incentive to expand small business and employ CalWORKs clients.

The Shasta County Department of Social Services has been developing stronger ties to the community in terms of labor market connections. A Welfare Reform Community Forum was established in April 1997 and has been meeting on a regular basis to coordinate the community effort. A number of agencies, community based organizations, representatives from the local Chamber of Commerce and the faith based community have been participating in the community Forum discussions. An example of the possibilities being explored is a mentoring program among private sector employers. Temporary employment agencies have also been contacted to inform them of our potential employee pool.

Another linkage to jobs in the private sector is the department's participation in the Private Industry Council. The Director of the Shasta County Department of Social Services is a member of the Private Industry Council governing board, and provides guidance on training, job placement, expansion of the local job market, and other networking beneficial for the connection between participants and private sector employment. The department is also represented on an ad-hoc committee established by the Private Industry Council. The committee members include

private employers from the community, and the committee focus is to specifically discuss CalWORKs and its effect of local employers. Employer needs are being established and clarified, as are the participant needs for job readiness and retention.

Shasta County Department of Social Services has contracted with the Employment Development Department (EDD) for a CalWORKs Job Developer to work exclusively with CalWORKs participants. The Job Placement workgroup has been formed to discuss and determine how to market participants, and how to develop an employer database. Also the Community Employment Center is utilized by all job seekers of the community as the first entry to the labor market. This is a collaborative project developed by the Department of Social Service, Employment Development Department, Shasta County Private Industry Council, Shasta-Tehama-Trinity Community College, and Shasta-Trinity Regional Occupational Program

C) LOCAL LABOR MARKET NEEDS

As of January 1997, Shasta County's population was estimated at 162,700 (an increase from 161,300 in January 1996). Approximately 95,250 live in the cities of Anderson, Redding and Shasta Lake with the balance living in unincorporated areas of the county.

As of August 1997, Shasta County's civilian labor force was estimated at 71,700 with employment estimated at 65,900 (5,800 unemployed or a rate of 8.1%). During 1996, the monthly unemployment rate ranged from 7.9% to 12.9% with an annual average of 9.9%. Annual averages since 1987 have ranged from a low of 8.7% (1990) to a high of 12.2% (1992).

Shasta County is expected to experience moderate job growth during the period 1994-2001; by the year 2001, total nonagricultural wage and salary employment is expected to increase by 6,400 jobs. The **Services** and the **Trade** (primarily Retail Trade) industries provide the bulk of employment opportunities in Shasta County, together comprising 56% of the average annual employment in 1994. This percentage is expected to increase slightly (to approximately 59%) by the year 2001.

Occupations projected to show the **greatest absolute growth** in Shasta County during the period 1994-2001 include Cashiers, Salespersons-Retail (non-vehicle), General Managers/Top Executives, Instructional Aides, and Registered Nurses. Occupations projected to show the **fastest job growth** during the same period include Child Care Workers, Home Health Care Workers, Residential Counselors, and Amusement/Recreation Attendants. Occupations projected to show the **most openings** (growth plus separations) include Cashiers, Salespersons-Retail (non-vehicle), General Managers/Top Executives, Waiters/Waitresses, and General Office Clerks.

Sources:

State of California Department of Finance. <http://www.dojca.gov>

State of California Employment Development Department, Labor Market Information Division. <http://www/lca/ims.cahwnet.gov>

Shasta County Private Industry Council. <http://www.shastapic.com>

California Occupational Information Coordinating Committee. <http://www.soicc.ca.gov>

D) \WELFARE-TO-WORK ACTIVITIES

Shasta County plans to offer a full range of welfare to work components or activities, which will be designed to utilize existing services when appropriate, and develop or enhance components or activities when they do not exist or require enhancement. The county certifies that it will not require job search and work experience of participants to the exclusion of a range of activities to be offered to recipients. A list of these activities is detailed below, with an "X" indicating those activities Shasta County is electing to offer:

X	Unsubsidized employment	X	Work study
X	Subsidized private sector employment	X	Self-employment
	Subsidized public sector employment	X	Community service
	Work experience	X	Job search and job readiness assistance
X	On-the-job training	X	Job skills related to employment
X	Grant-based on-the-job training	X	Supported work
X	Vocational education and training	X	Transitional employment
X	Education directly related to employment	X	Domestic Violence Services
	Adult basic education (includes basic education, GED, and ESL)	X	Mental Health and Substance Abuse Services tied to welfare to work activities

E) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

Shasta County Department of Social Services, Shasta County Department of Mental Health and Shasta County Division of Alcohol and Drug Programs have entered into a collaborative agreement to identify the mental health and substance abuse services that will be provided to CalWORK.s recipients in need of treatment.

CalWORK.s and TANF bring new challenges and opportunities to do business differently. By bringing mental health and alcohol and drug treatment access together on one team, we are creating an integrated Behavioral Health response for CalWORK.s recipients. The goal of this Behavioral Health Team will be to reduce the impact of the functional impairments associated with the respective disorders enough to allow for full participation in welfare to work activities and programs. The results of this intensive intervention will be increased productive work hours, increased attendance in mandatory welfare to work activities and improved problem solving abilities to allow for more independent functioning.

Through a combination of assertive community-based case management, goal-directed rehabilitative treatment planning and strategic skill enhancement, CalWORK.s participants with substance abuse and mental health-related impairments will participate in treatment in CalWORK.s settings. The integration of Behavioral Health resources into the existing CalWORK.s training and work sites is a critical component of this approach. Of equal importance is the integration of CalWORK.s staff in the process of triage, case assignment and monitoring of case outcomes for the Behavioral/CalWORK.s intervention caseload.

This interagency approach will promote the development of a partnership between the client, Social Services and the Behavioral Health Team focused on the development of a productive and independent lifestyle for CalWORK.s participants.

As stated, staff from both the Shasta County Mental Health and Shasta County Alcohol and Drug Programs will form a "Behavioral Health Team" (BHT) and be out-stationed at the various Department of Social Services CalWORK.s locations. The staffing level will include, at a minimum, a licensed clinician and substance abuse counselors.

During the eligibility determination of an individual's welfare application, cfil_ 1. will be conducted to identify any mental health and/or substance abuse problem the person may be experiencing. If there is an indication that problems may exist, the recipient will be assigned to a specialized DSS Eligibility Worker/Employment Training Coordinator Team (DSS Team). This team will begin the initial development of the individual's welfare-to-work plan and make a referral to the BHT for a more in-depth a sessment that may influence the plan. Following the completion of the assessment, the BHT will provide feedback to the DSS Team on its findings. The two teams will then collaborate on designing the final welfare-to-work plan for recipients with mental health and/or substance abuse problems.

Depending on the results of the mental health/substance abuse assessment, the following may be included in the welfare-to-work plan and will be provided by the BHT at the DSS CalWORK.s locations:

- Screening to identify the extent that mental health and/or substance abuse conditions create barriers to employment and under what conditions the individual is capable of employment
- Brief mental health and/or substance abuse counseling focusing on preparing the participant for employment. In order to accomplish this, treatment groups will be @tablished at the DSS location. Individual rehabilitative treatment will also be available when the BHT deems it necessary.
- Mental health and substance abuse education, including warning signs and available treatment resources.
- In an attempt to alleviate any employment barriers which may exist, when appropriate

intensive case management services will be provided. Once a participant is employed, the case management will continue to the degree needed to insure the participant retains the job.

- The BHT will work closely with the CalWORK.s Job Training and Job Placement providers in an attempt to insure the individual is placed in suitable employment.
- Referrals, when required, to Shasta County Mental Health and/or Shasta County Alcohol and Drug Programs for more in-depth treatment. Additionally, the BHT will have an extensive understanding of various community self-help resources and will assist the participant in becoming involved in these programs. Examples include: Alcoholics Anonymous, Narcotics Anonymous, Alliance for the Mentally Ill, etc.
- Staff will coordinate with existing agencies that provide community services jobs, i.e. Probation Department, Sheriff's Office and other identified agencies to insure participant's treatment is scheduled in a manner that allows for the completion of community service work.
- In addition to providing direct services to CalWORK.s recipients, the BHT will provide training to DSS staff on how to recognize, assess and respond to mental health and substance abuse issues.

As it is important that CalWORK.s recipients have access to treatment and support, the BHT will establish a close working relationship with the faith based community to establish and conduct meetings at the various churches throughout Shasta County. The team will also act as a conduit by which information can be passed between the faith based community and self-help community (Alcoholics Anonymous, Narcotics Anonymous, ALANON, etc.). This will include the availability of space for meetings and establishing new meetings.

Referrals may also be made to the BHT when mental health and/or substance abuse problems are identified during the recipient's participation in the job search/job training activities, or at any other time.

When appropriate, referrals will be made to Shasta County Mental Health and/or Shasta County Alcohol and Drug Programs following the BHT's assessment of the recipient's mental health and/or substance abuse problem.

For recipients living in Eastern Shasta County, treatment services will be provided either by staff from Shasta County Mental Health, Shasta County Alcohol and Drug Programs or through a contract with a local provider.

F) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS

CalWORK.s recipients who continue to meet diagnostic and medical necessity criteria after their eligibility time for support services has expired will continue to receive mental health services under the current mental health system.

Specialized treatment services are available and will be provided to individuals with co-occurring mental health and substance abuse problems.

G) CHILD CARE AND TRANSPORTATION SERVICES

Child Care Services:

Shasta County Department of Social Services contracts Stage I Child Care administration to the Shasta County Office of Education which is also the county's Alternative Payment Program provider administering Stage II and Stage III child care. The department has a long and cooperative relationship with the local office of education, Early Childhood Service, and the Resource and Referral Education agency.

Shasta County has contracted with the Shasta County Office of Education to operate three after-school child care sites. Priority enrollment is given to currently active CalWORKs children so their caretaker(s) may participate in welfare to work activities.

A system has been developed in collaboration with the DSS and the APP provider to transition a stabilized child care situation to Stage II. Stabilized is defined as having chosen a provider, completion of Trustline and Health & Safety requirements, consumer education and the completion of the standard file. The standard file of information is that which will initiate transition from Stage I to Stage II without requiring a face to face interview in order to complete the process.

Parents with their first infant will be required to participate in welfare to work activities when their child is 6 months of age, except that, on a case-by-case basis, this period may be reduced to the first 12 weeks after the birth or adoption of the child. The following may be considered and the case situation will be reviewed no less than every three months:

- The availability of child care.
- Local labor market conditions.

A person receiving the exemption described above will be exempt for 12 weeks upon the birth or adoption of any subsequent children, and on a case-by-case basis, this period may be extended up to 6 months based on the same criteria listed above.

The Department of Social Services has dedicated a staff member to act as a Child Care Coordinator. This resource will interface with the Department of Education and also provide consumer education information on-site at the Department of Social Services Eligibility Division. This resource will also provide assistance to parents in securing child care arrangements, interface with the child care community as well as staff from Department of Social Services and Department of Education, and the DSS will refer directly to our local R&R agency. Specific packets of information will be designed, using existing information developed by the CDE, as well as specific local information, to send or give to CalWORKs recipients at the welfare department upon request for child care services. Specific packets of information will also be developed for teen parents.

Transportation

The Department of Social Services will provide transportation services, as prescribed by the existing CalWORKs service plan, by utilizing the local transit authority, Redding Area Bus Authority (RABA). RABA serves the three incorporated cities in Shasta County (Redding, Anderson and Shasta Lake City). RABA also provides very limited services round-trip from Redding to Burney only.

When appropriate, direct payment for transportation costs will be provided to participants driving private vehicles to authorized activities. The reimbursement rate equivalent to the amount reimbursed to Shasta County employees utilizing their personal cars for County business will be the standard set in Shasta County.

The Department of Social Services has contracted with Shasta County Public Works for a position of Transportation Coordinator to facilitate the expansion of services and the maintenance of collaborative efforts with the community partners. Under executive direction, the Transportation Coordinator will oversee and coordinate transportation services provided for CalWORKs participants. Duties include establishing and monitoring transportation services, conducting studies, planning and analyzing related issues to reduce transportation barriers for participants in Shasta County.

H) COMMUNITY SERVICE PLAN

All participants who have reached the 18 or 24 month time limit who are not meeting participation requirements with unsubsidized employment and those with community service as part of their plan are referred for community service. The county has contracted with Northern Valley Catholic Social Services for the purpose of implementing and administering the CalWORKs Community Service Program.

The contractor assesses each referred participant for appropriate placement, and the participant is scheduled for a Community Service Orientation Workshop. At the end of the workshop the participant is assigned to a Community Service work-site. Child care, transportation, and ancillary needs directly related to the ability to participate in community service will be offered.

Community service activities performed by clients are designed to meet community needs and placements include individual placements, group placements, crew work-site placements, and/or community service projects. Individual placements are specific matches with non-profit or public organizations, including schools and health facilities. Group placements include assistance with local fundraisers, conferences, community public relations (man booths, hand out brochures, etc). Crew work-site placements include community clean-ups, environmental work, emergency services, set-up and take-down of local events. Community service projects are available if participants are unable to be assigned to an actual work-site. Community service projects offer a variety of job experiences such as landscaping and clean-up (grounds and facilities), beautification (art,

murals), and special events (set-up, dismantling, publicity, security). Community service activities will be temporary and transitional with the goal that they will provide participants with the job skills necessary to obtain unsubsidized employment.

Community service activities will not cause displacement of regular employees.

The contractor monitors the client's participation through collection of time cards, work-site visits, and telephone contacts. Each client is reassessed at least every 6 months. At that reassessment a review is completed to determine if the placement should be extended for further experience or a new placement found.

The county welfare department has developed and continues to develop the community service plan through extensive community involvement. Community service is discussed at regularly held community meeting including our quarterly Management Council and public input is encouraged. Members of Management Council include: Northern Valley Catholic Social Services, Shasta-Tehama-Trinity Community College, Employment Development Department, California State Department of Social Services, People of Progress, Tri-County Community Network, FaithWORKs, BusinessWORKs, Shasta County Office of Education, County Administrative Office, Simpson College, Shasta County Mental Health Services, Women's Refuge, Private Industry Council, Retired and Senior Volunteer Program, People of Progress, Shasta County District Attorney, and Shasta County Public Works. Northern Valley Catholic Social Services is in charge of fiscal administration and management of the program through a contract with the Shasta County Department of Social Services.

D) \WORKING WITH VICTIMS OF DOMESTIC VIOLENCE

The CalWORK.s program for Shasta County calls for strong linkage with the primary provider of domestic violence services in this area, Shasta County Women's Refuge, Inc. Shasta County Department of Social Services (DSS) CalWORK.s staff will follow protocol established by Shasta County Women's Refuge and will work closely with other agencies involved in the area of domestic violence, including various law enforcement agencies, medical/hospital facilities, mental health and substance abuse programs.

Shasta County Women's Refuge will provide training to DSS CalWORK.s staff and will be available for consultation when the need exists. This training will include the curriculum used in the "Sexual Assault Crisis Counseling and Advocacy Training" classes presented annually by Shasta County Women's Refuge and Shasta-Tehama-Trinity Community College.

CalWORK.s applicants and recipients who are victims of domestic violence will be initially screened for referral and will also be encouraged to voluntarily and confidentially disclose abuse at any time during their involvement in the CalWORK.s program. DSS CalWORK.s staff will utilize existing GAIN criteria for providing exemption from participation in welfare-to-work activities. Waivers will be on a case-by-case basis and be for as long as needed to insure that the individual, or their children, are able to escape the abusive environment. Verification of domestic violence will be attained through police reports, prior involvement in treatment, and the recipient's sworn statement. As Shasta County Department of Social Services believes that healing can occur with the proper assistance, referrals will be made for counseling and other supportive services.

J) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES

Shasta County has the intent to implement AB 1542 in such a manner as to do all of the following:

- reduce child poverty in the county,
- reduce dependence of needy parents on government benefits by promoting job preparation and work,
- meet the requirements of federal law (TANF),
- not to result in unanticipated outcomes that negatively affect child well-being, the demand for county general assistance or the number of families affected by domestic violence.

Shasta County has determined that the desired performance outcomes to be tracked on the local level are:

- job placements;
- job retention of at least 6 months;
- CalWORK.s case discontinuance due to employment;
- CalWORK.s grant reductions due to earnings;
- CalWORK.s applications diverted from aid due to Diversion Program payment.

Shasta County DSS GAIN Program utilizes the GEMS database for statistical and reporting activities. The Eligibility Division utilizes SAWS for eligibility determination, as well as statistical and reporting activities. It is the intent of Shasta County to continue to utilize these systems to capture and report the necessary data elements required by AB 1542.

Currently, a work group consisting of California Department of Social Services and county staff

has been established to develop the data collection for all performance outcomes. Upon completion of this work group effort, an addendum to this plan will be provided with the specific details regarding data collection and outcome measurements performed by Shasta County as required by AB 1542.

Shasta County also intends to develop tracking methods to determine social outcomes from the implementation of CalWORK.s. Some examples could include:

- increase/decrease in food bank usage
- increase/decrease in reports of domestic violence
- other potential measurable impacts on the community.

K) PUBLIC INPUT TO THE COUNTY PLAN

Shasta County began the planning and implementation process upon President Clinton's signing of the Federal Welfare Reform. Public input into the planning and implementation process has been imperative to the Director of the Department of Social Services, as well as the Shasta County Board of Supervisors, as stated in the following quote from the letter inviting community members to participate on the Welfare Reform Community Forum in April 1997:

"Welfare reform will dominate Shasta County's public policy agenda for the next several years. The success or failure of the sweeping changes resulting from the passage of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 will be felt by the entire community.

Welfare Reform's success in Shasta County will depend on the degree to which the entire community can mobilize its spirit and resources in response to the challenge of this dramatic reform. The Department of Social Services will act as the leader of this reform effort, but success will elude us without the active and continued participation of the business community, all county, state and federal programs, the faith-based community, and all community based organizations.

Only with community and civic involvement in the planning and implementation process, will Shasta County's low-income families be able to achieve self-sufficiency and economic security through employment."

Listed below are the 32 community agencies, non-profit organizations and employers participating in the planning process, either on the Community Forum, the Management Council, or Inter-Mountain Action Growth Education Work Group:

Private Industry Council
Shasta-Tehama-Trinity Community College
Shasta-Trinity ROP
Shasta County Mental Health
Community Action Agency
Shasta County Inter-Faith Forum
Legal Services of No. California
City of Anderson
Tri-County Community Network

Shasta County Probation
Women's Refuge
Child Abuse Prevention Council
People of Progress
Fall River Joint Unified School District
Mayers Memorial Hospital
American Association of Retired Persons

Employment Development Department
Shasta County Office of Education
Shasta County DA Family Support
Redding Chamber of Commerce
Shasta County Evangelical Ministry
Shasta Head Start
City of Redding
City of Shasta Lake
Superior Calif Economic Development
District
Northern Valley Catholic Social Service
South East Asian Christian Ministry
League of Women Voters
Shasta County Administrative Office
Crossroads Clinic
Pit River Tribal Council
Inter-mountain News

On October 21, 1997, the Department of Social Services presented to the Shasta County Board of Supervisors the recommendations for the many county options in AB 1542. This presentation occurred at a regularly scheduled afternoon session of the Board of Supervisors, which was a public meeting and also cablecast on public access TV. Copies of the video have been made available to the community. The finalized draft of the Shasta County CalWORK.s plan is tentatively scheduled to be presented to the Board of Supervisor's on December 16, 1997, for their approval and certification. This again will be a regularly scheduled meeting, and be open to the public.

L) SOURCE AND EXPENDITURES OF FUNDS

See Attachment 5.

M) ASSISTING FAMILIES TRANSITIONING OFF AID

Shasta County will work with families transitioning off aid for entering into employment, as well as leaving aid due to time limit expiration.

Basic life skills training will be provided to participants, with a focus on assisting the individual to retain employment, as well as acquiring the position. The ultimate goal is to end the "on and off" cycle between welfare dependency and work. Achieving independence from welfare will be a process for participants, and will require support services throughout that process. Services offered for participants entering into employment may include, but not limited to:

- easier access to transitional Medi-Cal and child care;
- job retention services, such as case management (as the personal attention of counselors is critical at this juncture), resume update services, supported employment, job coaching, workshops, follow-up services such as regular contact for the first 6 months of employment;
- supportive services for transportation and ancillary needs;
- mentoring;
- career counseling in selecting career goals;
- basic life skills related to obtaining and retaining employment.

Re-employment assistance outside the welfare system will reduce the number of participants returning to dependency on welfare. Therefore, community partners will be assisting in the job retention services available to participants.

Services offered to those participants who transition from aid due to time limit expiration will be limited to referrals to community agencies as necessary, and participation in the Community Service component.

N) JOB CREATION

Shasta County received funding for job creation activities through the Trade and Commerce Agency's "Job Creation and Investment Fund" grant process. Shasta County contracted with the Economic Development Corporation of Shasta County (EDC) to perform job creation activities. These activities were focused on recruiting the teleservices industry to Shasta County. The EDC was successful in this recruitment effort and assisted the ACI organization in relocating to Redding.

The county has contracted for a business liaison. The liaison researches and recommends innovative approaches to expand and enhance job opportunities and business development through continual communication with various business advisors.

O) OTHER ELEMENTS

Relocation Payments:

Shasta County will assist the continuing recipient in the transition from welfare dependency to self-reliance through employment. Relocation payments are made to a CalWORKs recipient when the department believes that such a payment will substantially and imminently lead to the family's self-sufficiency. We assist our participants by providing supportive services needed to obtain employment and relocate to communities with employment opportunities.

Americorps Project:

Shasta-Tehama-Trinity Community College's Americorps Project will serve 40 TANF recipients focusing on children's literacy and course work in Early Childhood Education (ECE). The program will require 720 hours of community service that will be performed in local state pre-schools and day care programs, Head Start classrooms, as well as other local child care programs that may want to participate.

Participants will earn up to 18 units of ECE training through the college which will prepare them for entry level employment in Early Childhood Education, as well as other child care related fields, including Licensed Family Child Care. Each participant will also earn scholarship money that can be utilized at a college of their choice to further their education. Participation in the Americorps Project will meet welfare-to-work activity requirements.

quality of unlicensed child care and increase capacity of child care slots. The project is funded to provide this opportunity to 25 individuals per funding year utilizing local resources to provide:

- outreach through home visits,
- education and training in child development issues, health and safety, nutrition, CPR, First Aid, conflict resolution, remedial education upgrade and
- in-kind material resource development utilizing the teen program through the Intermountain Community Center.

P) COMPLIANCE WITH REQUIREMENTS OF CalWORKs

Shasta County intends to require single parent families to be enrolled in welfare-to-work activities for a minimum of 26 hours per week beginning March 1, 1998, and 32 hours per week beginning July 1, 1999. The County has opted not to increase the required participation to 32 hours per week prior to July 1, 1999.

Shasta County also intends to meet the federal participation requirements for adults in two parent families to meet the 35 hours per week participation rate upon implementation of CalWORKs in Shasta County.

Q) INTERACTION WITH AMERICAN INDIAN TRIBES

The federally recognized American Indian Tribes that are located in Shasta County are the Big Bend, Roaring Creek and Montgomery Creek Rancherias, the Redding Rancheria and the Pitt River Tribe. Except for Redding Rancheria, they are all represented by the Pitt River Council in the inter-mountain area near Burney, in the eastern section of Shasta County. The Pitt River Council has been involved with the Inter-Mountain Action Growth Education (IMAGE) work group for discussion regarding the options available to tribes regarding the TANF program. The Redding Rancheria has been contacted and also informed of the TANF program options. At this time, neither council have made a decision to their options at this time.

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.

Cv/c

Dennis McFall, Director
Shasta County
Department of Social Services
State of California

fdc,flj:J@ -

Richard Dickerson, Chairman
Shasta County
Board of Supervisors
State of California

DEC 16 1997

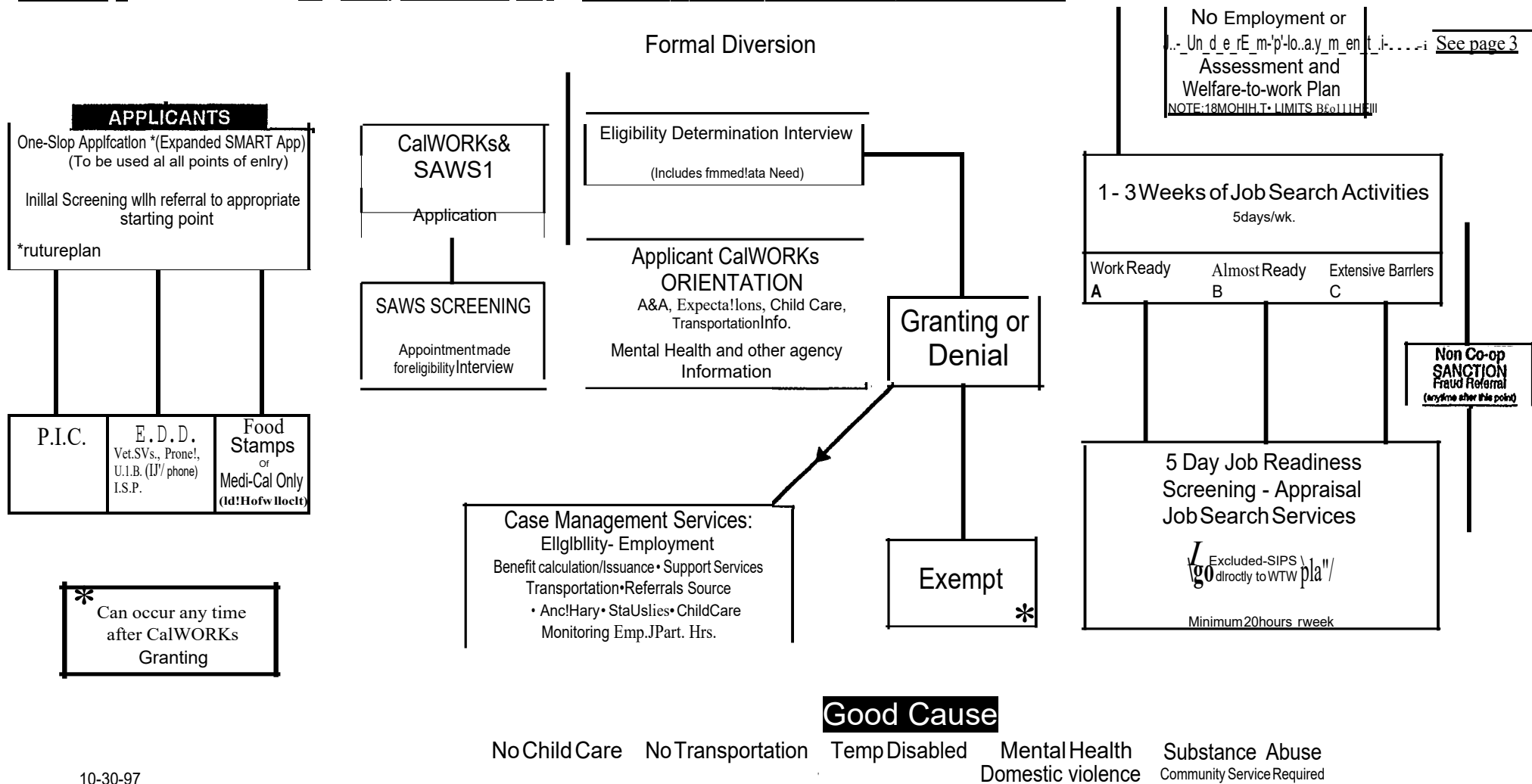
ATTEST

Carolyn Taylor, Clerk of the
Board of Supervisors
County of Shasta

! " 71
Deputy

HASTA COUNTY CalWORKs – APP EMPLOYMENT

ANT FLOW



SH, STA COUNTY CalWORKs - RECIPIENT FLOW

EMPLOYMENT

1,

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Can occur any time
in CalWORKs

No Employment or
Under Employment
Assessment and
Welfare-to-work Plan
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WTW Activities
See page 3

1 - 3 Weeks of Job Search Activities
5
Activities Information Forwarded for WTW Plan
Work Ready Ready, Bamem

RECIPIENTS
Case Management Services:
Eligibility-Employment
Benefit Calculation Issuance • Support Services
Transportation • Referrals Source
• Ancillary • Statistics • Child care
Moritog Emp. JParL Hm.

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5 Day Job Readiness
Screening - Appraisal
Job Search Services
Other Agency Information
Excluded-SIPS)
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Minimum 20 hours per week

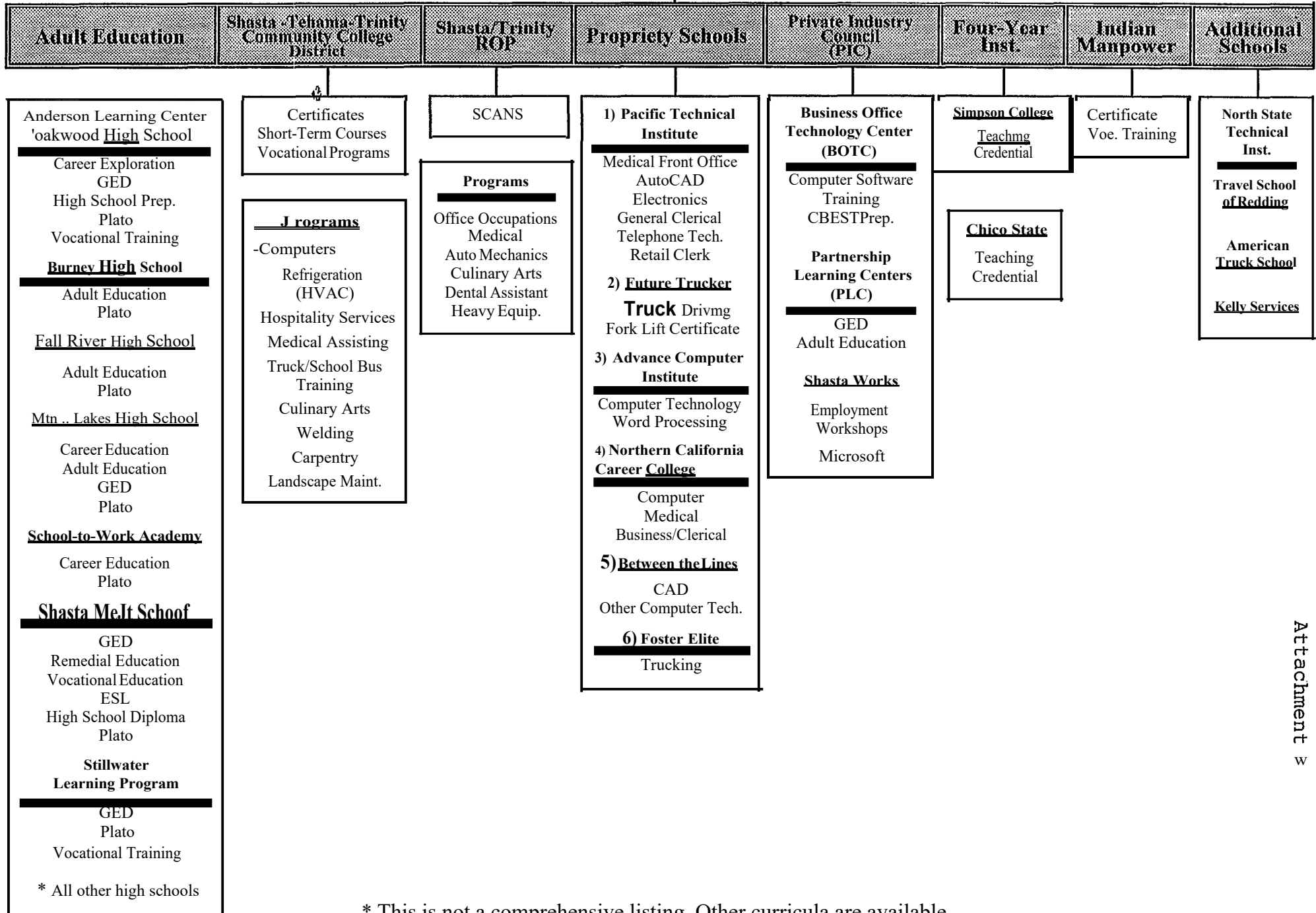
Exempt *

Good Cause*
Domestic violence Community Service Required

W/ 00

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Actult Educational Network_w



* This is not a comprehensive listing. Other curricula are available.

**Child Development
Division**

**MANAGEMENT
BULLETIN**

Main Office Number {916} 322-6233

Subject: CalWORKs Stage 2 Child Care and Development Implementation Plan	No.: 97-22
Authority: Education Code, Article 15.5, Section 8353, Statutes of 1997	Date: October 1997
	Expires: June 30, 1998

ATTENTION: Alternative Payment Program Contractors
County Welfare Departments
Local Child Care Planning Councils

This Management Bulletin is to notify you of the CalWORKs Stage 2 child care and development service allocation process. The county allocations are based on a formula that factors in each county's participation in the Income Disregard and Supplemental Child Care (SCC) programs for Fiscal Year 1996/97. Preliminary county allocations based on the most recent ACF 115 are included in Attachment 1. Several counties have a zero allocation, these will be adjusted when more accurate data are available.

The allocation of Stage 2 funds is being delegated to the County Welfare Departments (CWD) and the Alternative Payment Programs (APP) within each county. The California Department of Education (CDE), Child Development Division (CDD), requests that the individual CWD and the APP(s) operating within each county meet and determine how they want Stage 2 to be implemented within their county. Wherever possible, the Local Child Care Planning Council should be invited to participate in the meetings. The CWD, and any or all APPs, may participate in Stage 2. If the local Implementation Plan includes CWD participation in Stage 2, and the CWD is not a CDD or CDE APP contractor, the CWD is required to submit an application meeting all contracting requirements. A copy of the application can be obtained by calling Mike Smith, CDD, at (916) 323-1375.

Once a determination has been made, please complete the CalWORKs Stage 2 Implementation Plan (Attachment 2) and include a CWD APP application, if needed, and return with all required signatures by 5:00 p.m. on October 31, 1997 to:

Child Development Division
Federal Programs and Policy Development
560 J St., Suite 220
Sacramento, CA 95814

(OVER)

If the county APPs and CWD cannot decide how Stage 2 services will be provided, the CDD will determine how to allocate the county funds accordingly:

I. If the CWD chooses to become (or already is) an APP:

a Upon approval of the APP application, the CWD will receive funding based upon the approximate number of families receiving aid who are enrolled in training programs. (The APP application must be submitted by 5:00 p.m. on October 31, 1997 to the address stated above.)

b. APPs will receive funding based upon the approximate number of families receiving aid who are working or are starting to transition off of aid.

2. If the CWD chooses not to become an APP, the funds will be allocated to existing county APPs.

If you have any questions regarding this process, please contact Richard Wheeler at (916) 324-4253.



Maria Balakshin, Director
Child Development Division



Jane Irvine Henderson, Ph.D.
Deputy Superintendent
Child, Youth and Family Services Branch

Attachments

c:\cwap.mb

CONTACT PERSONS FOR STAGE II CHILD CARE
SHASTA COUNTY

Shasta County Department of Social Services

Linda Barba	Phone: 916/225-5000
1400 California Street	Fax: 916/225-5417
Redding, CA 96001	

Julie Marvin	Phone: 916/225-5028
1400 California Street	Fax: 916/225-5417
Redding, CA 96001	

Shasta County Office of Education

Linda McBride	Phone: 916/224-3208
3200 Adams Lane	Fax: 916/224-3241
Redding, CA 96001	

Shasta County Department of Social Services

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)	2,613,739	1,542,968	801,928	268,843	

*When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 1.5204.4 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 for 1996/97.

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

Shasta County Department of Social Services

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)	10,175,031	7,598,212	1,202,062	39,879	956,324	378,554
(A) TOTAL CalWORKs Single Allocation Items (1) thru (7)	8,757,623	7,422,745	0	0	956,324	378,554
(1) Benefit Administration	3,427,623	2,921,850	0	0	376,443	129,330
(2) Program Integrity (Fraud)	660,324	562,888	0	0	72,521	24,915
(3) Staff Development/Retraining	69,056	58,866	0	0	7,584	2,606
(4) Welfare-to-Work Activities	3,834,865	3,269,001	0	0	421,168	144,696
(5) Cal Learn	307,827	262,405	0	0	33,807	11,615
(6) Child Care - 1st half of 1997/98	407,928	347,735	0	0	44,801	15,392
(7) Other Activities***	50,000	0	0	0	0	50,000
(8) Child Care - 2nd half of 1997/98	1,202,062	0	1,202,062	0	0	0
(C) Mental Health Treatment	79,758	79,758	0	0	0	0
(D) Substance Abuse Treatment	135,588	95,709	0	39,879	0	0

*when combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the 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 for 1996/97,

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

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

NOTE: County Funds* of \$956,324 include \$268,843 Food Stamp Admin. County Funds.

Shasta County Department of Social Services

Attachment Identifying Additional Sources of Funding Listed on Section 2, Line (A):

	<u>Amount</u>	<u>Funding:</u>
Federal Gain Funding Rollover from FY 1996/97:	\$328,554.00	
California Trade & Commerce Developmental Block Grant (Statutory Minimum):	<u>50,000.00</u>	
Total	<u>\$378,554.00</u>	¹

Shasta County Department of Social Services

Attachment Identifying Other Activities per Section 2, Line (A)(7):

California Trade & Commerce Developmental Block Grant funding will be utilized in demonstration projects where statutorily allowable in the County of Shasta.

....