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GOVERNOR

November 28, 2012

Howard K. Himes, MSW, Director
Fresno County Department of Social Services
P.O. Box 1912
Fresno, CA 93718-1912

Dear Mr. Himes:

I want to take this opportunity to thank you and your staff for the cooperation and assistance provided to the reviewer from our office, Ms. Veronica Paredes and Mr. Steve Sanchez during the course of the Civil Rights Compliance Review of Fresno County Department of Social Services. Enclosed is the final report on the review.

There are some compliance issues (deficiencies) identified in the report, which will require the development of a Corrective Action Plan (CAP). Please submit your CAP within 60 days of this letter. Please address each deficiency and include steps and time lines for the completion of all corrective actions and recommendations listed in the enclosed report.

We will provide a copy of our report to any individual who makes a valid Public Records Act (PRA) request. Our reports are considered public documents under the PRA. Once we approve your CAP, it becomes a public document as well. In addition, these documents are published on our website at <http://www.cdss.ca.gov/civilrights/PG2890.htm>

If you need technical assistance in the development of your CAP, please feel free to contact Daniel Cervantes at (916) 654-0946. You may also contact him by e-mail at Daniel.Cervantes@dss.ca.gov.

Sincerely,

JIM TASHIMA, Chief
Civil Rights Bureau
Human Rights and Community Services Division

Enclosure

c: Steve Sanchez, Civil Rights Coordinator

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**CIVIL RIGHTS COMPLIANCE REVIEW REPORT
FOR
FRESNO COUNTY
DEPARTMENT OF SOCIAL SERVICES**

**Conducted on
October 1-4, 2012**

**California Department of Social Services
Human Rights and Community Services Division
Civil Rights Bureau
744 P Street, M.S. 8-16-70
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**Reviewer
Daniel Cervantes**

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CIVIL RIGHTS COMPLIANCE REVIEW REPORT

I. INTRODUCTION

The purpose of this review by the California Department of Social Services (CDSS) Civil Rights Bureau (CRB) staff was to assess the Fresno County Department of Social Services with regard to its compliance with CDSS Manual of Policies and Procedures (MPP) Division 21 Regulations, and other applicable state and federal civil rights laws.

An on-site compliance review was conducted on October 1-4, 2012. An exit interview was held to review the preliminary findings.

The review was conducted in the following locations:

Name of Facility	Address	Programs	Non-English languages spoken by a substantial number of clients (5% or more)
Commissary Building	4449 E Kings Canyon Rd	CalWORKs, CalFresh	Spanish, Hmong
Main Building	4455 E Kings Canyon Rd	CalWORKs, CalFresh	Spanish
Fairgrounds Office	4468 E Kings Canyon Rd	CalWORKs, CalFresh	Spanish
Sunnyside Office	5693 E Kings Canyon Rd	CalWORKs, CalFresh	Spanish
Barton Building - Administration Hearing Office	4499 E Kings Canyon Rd	CalWORKs, CalFresh	

II. SUMMARY OF METHODOLOGY

In preparing for this review, CDSS staff completed the following tasks:

- Reviewed the 2011 Civil Rights Compliance Plan submitted by the County.
- Reviewed the civil rights discrimination complaint database for a complete listing of complaints filed against the County for the last year.

- Reviewed the previous Compliance Reviews and Corrective Action Plans submitted by the county.

Headquarters and on-site review procedures included:

- Interviews of public contact staff
- Survey of program managers
- Case file reviews
- Facility inspections

Each site/program was reviewed for compliance in the following areas:

- Dissemination of Information
- Facility Accessibility for Individuals with Disabilities
- Bilingual Staffing/Services for Non-English-Speaking Clients
- Accessibility for Clients with Visual or Hearing Impairments
- Documentation of Client Case Records
- Staff Development and Training
- Discrimination Complaint Procedures

Here is a summary of the sources of information used for the review:

Interviews Conducted of Public Contact Staff

Classifications	Total	Bilingual
Eligibility Workers	18	16
Children Social Workers	0	0
Adult Program Workers	0	0
Receptionist/Screeners	4	3
Total	22	19

Program Manager Surveys

Number of surveys distributed	6
Number of surveys received	6

Reviewed Case Files

English speakers' case files reviewed	4
Non-English or limited-English speakers' case files reviewed	150
Languages of clients' cases	English, Spanish, Hmong, Vietnamese, Farsi, Cambodian, Laotian, Chinese, ASL, Arabic, Punjabi, Russian, Armenian

Sections III through VIII of this report contain specific Division 21 civil rights requirements and present field review findings regarding the county's compliance with each requirement. The report format first summarizes each requirement, then the actual review team findings, including appropriate comparisons. This format is an effort to validate the application of policies and procedures contained in the annual plan. Required corrective actions are stated at the end of each section.

Section IX reviews the county's compliance plan, and provides either approval of the plan as submitted, or lays out additional information to be submitted to gain approval.

Section X of the report is reserved for a declaration of overall compliance.

III. DISSEMINATION OF INFORMATION

Counties are required to disseminate information about program or program changes and about how applicants and recipients are protected by the CDSS regulations (Division 21). This dissemination should occur through outreach and information to all applicants, recipients, community organizations, and other interested persons, including non- and limited-English speakers and those with impaired hearing or vision or other disabling conditions.

A. Findings

Access to Services, Information and Outreach	Yes	No	Some-times	Comments
Does the county accommodate working clients by flexing their hours or allowing applications to be mailed in?	X			Clients can go in as early as 7:30 AM. Applications can be accepted online and mailed in.
Does the county have extended hours to accommodate clients?	X			Offices open as early as 7:30 AM. If necessary, staff modify work hours to accommodate the client's needs.
Can applicants access services when they cannot go to the office?	X			Telephone interviews, online access, and/or home visits are provided when necessary.
Does the county ensure the awareness of available services for individuals in remote areas?	X			County offers satellite offices through the county. The county

				website also offers a variety of information for potential/current program recipients.
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Signage, posters, pamphlets	Yes	No	Some-times	Comments
Does the county use the CDSS pamphlet "Your Rights Under California Welfare Programs" (Pub 13 – 6/11)?	X			
Is the pamphlet distributed and explained to each client at intake and re-certification?	X			All county workers interviewed were well aware of the importance of the PUB 13.
Is the current version of Pub 13 available in Arabic, Armenian Cambodian, Chinese, English, Farsi Hmong, Japanese, Korean, Lao Mien, Portuguese, Punjabi, Russian Spanish, Tagalog, Ukrainian, Vietnamese?	X			All offices visited had great displays of the most current PUB 13 in their respective lobbies. All languages were made available to the public.
If the PUB 13 is not displayed in all the languages available, is there a poster that indicates that the Pub 13 is available in all 18 languages?				N/A. See comments above.
Was the Pub 13 available in large print (English and Spanish), audiocassette and Braille?	X			
Were the current versions of the required posters present in the lobbies?	X			
Did the workers know the location of the required posters with the Civil Rights Coordinator's name and address?	X			All workers interviewed knew where the Civil Rights Coordinator's information was posted in the lobby.
Were there instructional and directional signs posted in waiting	X			All offices visited had Spanish translations

Signage, posters, pamphlets	Yes	No	Some-times	Comments
areas and other places frequented by a substantial number of non-English-speaking clients translated into appropriate languages?				when necessary. The Commissary Building had Spanish and Hmong translations when necessary.

B. Corrective Actions

None required.

C. Recommendation

The county is required to use the latest version of each of the referenced documents. For your information, the most recent version for each of the above referenced documents is:

Pub 13	"Your Rights under California Welfare Programs"	06/11
Pub 86	"Everyone is Different, but Equal Under the Law"	03/07
Form AD 475B	"And Justice for All"	12/99

Contact the Civil Rights Bureau to receive the most recent versions, or download the Pub 13 from the CRB website <http://www.cdss.ca.gov/civilrights/entres/forms/English/pub13.pdf>.

IV. FACILITY ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES

The Americans with Disabilities Act (ADA) requires public accommodations to provide goods and services to people with disabilities on an equal basis with the rest of the general public. The goal is to afford every individual the opportunity to benefit from the services available. The federal regulations require that architectural and communication barriers that are structural must be removed in public areas of existing facilities when their removal is readily achievable; in other words, easily accomplished and able to be carried out without much difficulty or expense.

The facility review is based on four priorities supported by the ADA regulations for planning achievable barrier removal projects. The priorities include ensuring accessible approach and entrance to the facility, access to goods and services, access to restrooms, and any other measures necessary.

Note that the references to the Americans with Disabilities Act Accessibility Guidelines (ADAAG) in the Corrective Action column refer to the federal Standards for Design. Title 24 of California Code and Regulations (T24 CCR) is also cited because there are instances when California state law is stricter than ADAAG specifications.

The county must ensure that programs and activities are readily accessible to individuals with disabilities. This includes building accessibility and availability of accessible parking as well as accessibility of public telephones and restrooms.

Regulations cited are from the Title 24, California Code of Regulations (T24 CCR) and ADAAG.

A. Findings and Corrective Actions

1. Facility Location: Commissary Building 4449 E. Kings Canyon Rd., Fresno, CA 93702

Facility Element	Findings	Corrective Action
Parking	<p>See notes below.</p> <p>The words "NO PARKING" missing from access aisles.</p>	<p>The words "NO PARKING" shall be painted on the ground in each 5' or 8' loading and unloading access aisle in white letters no smaller than 12". (CA T24 1129B.3.1) p 136</p>
Restroom	<p>Men's:</p> <p>No sign on restroom door designating restroom as ADA accessible.</p>	<p>Door sign and wall sign shall be 60" above the floor to the center line of sign.</p> <p>For permanent identification, the sign shall be installed on the wall adjacent to latch outside of door. If there is no space, including at double leaf doors, the sign shall be placed on nearest adjacent wall, preferably on the right. (CA T24 1117B.5.7) (ADA 4.30.6) p 287</p> <p>Raised characters shall be raised 1/32" minimum and shall be Sans Serif upper case</p>

	<p>Door pressure excessive at 13 lbs.</p> <p>2nd Floor: Door pressure excessive at 15 lbs.</p> <p>Woman's:</p> <p>Door pressure excessive at 14 lbs.</p> <p>2nd Floor: Door pressure excessive at 13 lbs.</p> <p>Pipes under sink not insulated.</p>	<p>characters</p> <p>Interior Door will have 5 pounds maximum pressure. (CA T24 1133B.2.5) (ADA 4.13.11(2)(b)) p 207</p> <p>Interior Door will have 5 pounds maximum pressure. (CA T24 1133B.2.5) (ADA 4.13.11(2)(b)) p 207</p> <p>Hot water and drain pipes are insulated or covered. No sharp or abrasive surfaces under lavatories. (CA T24 1115B.4.3.4) (ADA 4.19.4) p 296</p>
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2. **Facility Location:** Main Building
4455 E. Kings Canyon Rd., Fresno, CA 93702

Facility Element	Findings	Corrective Action
Parking	<p>No additional signage below ADA parking sign; MINIMUM \$250 FINE.</p> <p>The words "NO PARKING" missing from access aisles.</p>	<p>An additional sign or additional language below the symbol sign of accessibility shall state "Minimum Fine \$250" (CA T24 1129B.4) p 134</p> <p>The words "NO PARKING" shall be painted on the ground in each 5' or 8' loading and unloading access aisle in white letters no smaller than 12". (CA T24 1129B.3.1) p 136</p>

	<p>Parking surface signage/lines need to be repainted</p>	<p>Street surface Signage: The surface of each accessible parking stall or space must have a surface identification duplicating either of the following schemes:</p> <ul style="list-style-type: none"> • (a) By outlining or painting the stall or space in blue and outlining on the ground in the stall or space in white or suitable contrasting color a profile view depicting a wheelchair with occupant; OR • (b) By outlining a profile view of a wheelchair with occupant in white on blue background. <p>The profile view shall be located so that it is visible to a traffic enforcement officer when a vehicle is properly parked in the space and shall be 36" by 36". (CA T24 1129B.4.1 & 2) p 134</p>
Restroom	<p>Men's:</p> <p>Door pressure excessive at 8 lbs.</p> <p>Women's:</p> <p>Door pressure excessive at 8 lbs.</p>	<p>Interior Door will have 5 pounds maximum pressure. (CA T24 1133B.2.5) (ADA 4.13.11(2)(b)) p 207</p> <p>Interior Door will have 5 pounds maximum pressure. (CA T24 1133B.2.5) (ADA 4.13.11(2)(b)) p 207</p>

3. **Facility Location:** Fairgrounds Office
4468 E. Kings Canyon Rd., Fresno, CA 93702

Facility Element	Findings	Corrective Action
Parking	See notes below. **	
Exterior entrance	<p>Clients must enter through a chain link fence street side at the sidewalk, then walk along a concrete path, up a ramp, to the building's entrance.</p> <p>No accessible sign designating building ADA accessible.</p> <p>No directional signage leading disabled client's to building's main entrance.</p>	<p>A sign with the international symbol of accessibility shall be at every primary entrance and every major junction where the accessible route of travel diverges from the regular circulation path along or leading to an accessible route of travel, entrance or facility. (CA T24 1127B.3) p 191</p> <p>The International Symbol of Accessibility shall be the standard used to identify facilities that are accessible to and usable by physically disabled persons as set forth in these building standards and as specifically required in this section. (CA T 24 117B.5.8.1) (ADA 4.1.2(7)) p 400</p> <p>Signs shall indicate the direction to accessible building entrances and facilities, (CA T24 1117B.3) p 191, 400</p>

** During this review, the Fresno County Fair was being held. The parking lot for the Fairgrounds Office is part of the fairgrounds, therefore was being used. Reviewer was not able to look at the parking situation for this office.

There were accessible spaces behind the building where county employees were allowed to park, but the spaces were filled by county employees.

4. **Facility Location:** Sunnyside Office
5693 E. Kings Canyon Rd., Fresno, CA 93727

Facility Element	Findings	Corrective Action
Restroom	Men's: Door pressure excessive at 8 lbs.	Interior Door will have 5 pounds maximum pressure. (CA T24 1133B.2.5) (ADA 4.13.11(2)(b)) p 207
	Woman's: Door pressure excessive at 7 lbs.	

5. **Facility Location:** Barton Building – Administration Hearings Office
4499 E. Kings Canyon Rd., Fresno, CA 93702

Parking for this facility is shared with the rest of the University Medical Center Campus. The closest accessible parking stalls are the same ones listed above used by the Main building. There are 2 accessible stalls in this smaller parking area just in front of the Main Building. (See chart above for non-compliance notes.)

The Barton Building also does not offer accessible restrooms for clients. The restrooms visited by reviewer were not ADA accessible. If restrooms are offered for clients, they must be ADA accessible.

V. PROVISION FOR SERVICES TO APPLICANTS AND RECIPIENTS WHO ARE NON-ENGLISH-SPEAKING OR WHO HAVE DISABILITIES

Counties are required by Division 21 to ensure that effective bilingual/interpretive services are provided to serve the needs of the non-English-speaking population and individuals with disabilities without undue delays. Counties are required to collect data on primary language and ethnic origin of applicants/recipients (identification of primary language must be done by

the applicant/recipient).

Using this information, a county may determine 1) the number of public contact staff necessary to provide bilingual services, 2) the manner in which they can best provide interpreter services without bilingual staff and 3) the language needs of individual applicants/recipients. Counties must employ an appropriate number of certified bilingual public contact employees in each program and/or location that serves a substantial number of non-English-speaking persons. In offices where bilingual staff are not required because non-English-speaking persons do not represent a substantial number, counties must provide effective bilingual services through interpreter or other means.

Counties must also provide auxiliary aids and services, including Braille material, taped text, qualified interpreters, large print materials, telecommunication devices for the deaf (TDD's), and other effective aids and services for persons with impaired hearing, speech, vision or manual skills. In addition, they must ensure that written materials be available in individuals' primary languages when the forms and materials are provided by CDSS, and that information inserted in notices of action (NOA) be in the individuals' primary language.

A. Findings from Program Manager Surveys, Staff Interviews and Case File Reviews

Question	Yes	No	Some-times	Comments
Does the county identify a client's language need upon first contact? How?	X			Usually, county reception/first contact staff are able to identify the client's language. If they do not already speak the client's language, they use other county staff or the I SPEAK cards readily available to them behind the counter.
Does the county use a primary language form?	X			Form 2229 is used to identify both language and written preference.
Does the client self-declare on this form?	X			Every client must complete and sign Form 2229.
Are non-English- or limited- English-speaking clients provided bilingual services?	X			The county does an excellent job of providing bilingual staff. If staff is not available, they have available to them the Language Line.
After it has been determined that the client is limited-English or non-	X			Most of the time, the county is able to provide an in-house interpreter. If an interpreter is

Question	Yes	No	Some-times	Comments
English speaking, is there a county process for procuring an interpreter?				not available, they have access to the Language Line.
Is there a delay in providing services?		X		
Does the county have a language line provider, a county interpreter list, or any other interpreter process?	X			Of all the employees interviewed, none have had to use the language line. It seemed as if the county discouraged the use of the Language Line. But, of the cases reviewed, <u>all</u> of them were provided adequate language services and the language line was not necessary.
Are county interpreters determined to be competent?	X			Bilingual staff are certified by the county.
Does the county have adequate interpreter services?	X			The county employees a large number of bilingual workers to better serve the public.
Does the county allow minors to be interpreters? If so, under what circumstances?		X		**Only CalFresh and CalWORKs programs were visited.
Does the county allow the client to provide his or her own interpreter?	X			The county requires that the client fill out Form 2229a should they choose to provide their own interpreter.
Does the county ensure that the client-provided interpreter understands what is being interpreted for the client?	X			When available, the county will have their own interpreter (usually the bilingual social worker) present to ensure effective interpretive services are being provided.
Does the county use the CDSS-translated forms in the clients' primary languages?	X			

Question	Yes	No	Some- times	Comments
Is the information that is to be inserted into NOA translated into the client's primary language?	X			
Does the county provide auxiliary aids and services, TDD's and other effective aids and services for persons with impaired hearing, speech, vision or manual skills, including Braille material, taped text, large print materials (besides the Pub 13)?	X			Auxiliary aids and services are available upon request.
Does the county identify and assist the client who has learning disabilities or a client who cannot read or write?	X			When necessary, county staff will assist clients in completing the necessary tasks and ensure
Does the county offer screening for learning disabilities?	X			This screening for learning disabilities is made available through the Welfare to Work Employment Services program. Any subsequent referrals and/or evaluations are done through this program.
Is there an established process for offering screening?	X			See comments above.
Is the client identified as having a learning disability referred for evaluation?	X			See comments above.

B. Corrective Actions

None required.

C. Recommendation

Present in all of the case files reviewed was Form 2229 (and 2229a when necessary.) There were a few instances when the form was not completely filled out or not signed by the client. The state Civil Rights Bureau would like to stress the importance of the thoroughness and accuracy of this form. Please ensure that this form is properly and thoroughly filled out each and every time it is used at intake and any renewals.

VI. DOCUMENTATION OF APPLICANT/RECIPIENT CASE RECORDS

Counties are required to ensure that case records document applicant's/recipient's ethnic origin and primary language, the method used to provide bilingual services, information that identifies an applicant/recipient as disabled, and an applicant's/recipient's request for auxiliary aids and services.

A. Findings from Case File Reviews and Staff Interviews**

** Only CalFresh and CalWORKs programs were reviewed.

Documented Item	CalWORKs & Employment Services	Non-Assistance CalFresh
Ethnic origin documentation	Saws 1, CalWIN	Saws 1, CalWIN
Primary language documentation	Form 2229	Form 2229
Method of providing bilingual services and documentation	CalWIN case narrative	CalWIN case narrative
Client provided own interpreter	Form 2229a	Form 2229a
Method to inform client of potential problem using own interpreter	Form 2229a	Form 2229a

Documented Item	CalWORKs & Employment Services	Non-Assistance CalFresh
Release of information to Interpreter	Form 2229a	Form 2229a
Individual's acceptance or refusal of written material offered in primary language	Form 2229	Form 2229
Documentation of minor used as interpreter	Minors not used	Minors not used
Documentation of circumstances for using minor interpreter temporarily	n/a	n/a
Translated notice of actions (NOA) contain translated inserts	CalWIN case notes	CalWIN case notes
Method of identifying client's disability	CalWIN case notes, SAWS 2	CalWIN case notes, SAWS 2
Method of documenting a client's request for auxiliary aids and services	CalWIN case notes	CalWIN case notes

B. Corrective Actions

None Required.

C. Additional Comments

During the review of the 2010-2011 FFY, the reviewer highlighted the lack of documentation by the bilingual social workers. The reviewer documented that bilingual social workers were not documenting the services they provided to the clients because the workers themselves were providing the interpretive services and not a third party.

Since then, the county has corrected this issue. In all of the cases reviewed, there did not seem to be any confusion as to when services needed to be documented. The documentation in the case files reviewed, regardless of who provided the services, was excellent.

VII. STAFF DEVELOPMENT AND TRAINING

Counties are required to provide civil rights and cultural awareness training for all public contact employees, including familiarization with the discrimination complaint process and all other requirements of Division 21. The training should be included in orientation, as well as the continuing training programs.

A. Findings

Interview questions	Yes	No	Some-times	Comments
Do employees receive continued Division 21 Training?			X	About half of the employees interviewed were not aware of the last time they received a "formal" civil rights training. Some answered within the last year, others answered within the last two years, and one claimed to never remember receiving a formal training. It should be noted that these case files reviewed had exceptional documentation and clients seemed to be receiving effective services from Fresno County.
Do employees understand the county policy regarding a client's rights and procedure to file a discrimination complaint?	X			All employees interviewed were aware of the complaint process and where to lead clients should they need to contact the Civil Rights Coordinator.

Does the county provide employees Cultural Awareness Training?			X	See comments above regarding Division 21 training.
Do the CSW's have an understanding of MEPA (Multi-Ethnic Placement Act)?				N/A. Only CalWORKs and CalFresh programs were visited during this review.
Do the employees seem knowledgeable about the predominant cultural groups receiving services in their area?	X			

B. Corrective Actions

Training Area	Corrective Action
Division 21, Civil Rights Training	Fresno County Department of Social Services shall ensure that employees receive Division 21 civil rights training at the time of orientation, as well as ongoing training to ensure that public contact staff has knowledge of Division 21, including familiarization with the discrimination complaint process. Div. 21-117.1
Cultural Awareness Training	Fresno County Department of Social Services shall ensure that all public contact employees receive cultural awareness training to ensure that public contact staff has an understanding of and sensitivity to the various cultural groups in the county's population. Div. 21-117.2

VIII. DISCRIMINATION COMPLAINT PROCEDURES

Counties are required to maintain a process for addressing all complaints of discrimination. They must track complaints of discrimination through the use of a control log in which all relevant information is kept, including when the complaint was received, the name of the complainant, identifying numbers and programs, basis of discrimination, and resolution. It is usually the Civil Rights Coordinator responsibility to maintain this log.

A. Findings from Staff Interviews and Program Manager Surveys

Interview and review areas	Yes	No	Some-times	Findings
Can the employees easily identify the difference between a program, discrimination, and a personnel complaint?	X			The employees interviewed did an excellent job in articulating the difference between these types of complaints.
Did the employees know who the Civil Rights Coordinator is?	X			
Did the employees know the location of the Civil Rights poster showing where the clients can file a discrimination complaint?	X			All employees interviewed were aware of the Civil Rights poster in the lobby that provided discrimination complaint information.
When reviewing the complaint log with the Civil Rights Coordinator, was it complete and up to date?	X			

B. Corrective Action

None required.

IX. CIVIL RIGHTS COMPLIANCE PLAN REVIEW AND APPROVAL

The Fresno County Department of Social Services Civil Rights Compliance Plan for the period July 1, 2012, through June 30, 2013, was received on March 21, 2012. It is approved as submitted.

X. CONCLUSION

The CDSS reviewer found Fresno County Department of Social Services staff warm, welcoming, informative and very supportive. Particular thanks to Steve Sanchez, Civil Rights Coordinator, and Veronica Paredes for organizing the details of the review, and to Kent Luckin, Facilities Manager, who assisted in each of the facility reviews. In each District Office, staff were very helpful with the facility reviews, case reviews, and computer assistance.

The CDSS found the Fresno County Department of Social Services in substantial compliance with CDSS Division 21 Regulations, and other applicable state and federal laws. County staff continues to reflect a commitment similar to that expressed by management with respect to ensuring access, assistance, and compliance.

The Fresno County Department of Social Services must remedy the deficiencies identified in this report by taking corrective actions. A corrective action plan must be received by CDSS within 60 days of the date of the cover letter to this report; and the plan must include a schedule of all actions that will be taken to correct the deficiencies, and an indication of who will be responsible for implementing the corrective action.

It is our intent that this report be used to create a positive interaction between the county and CDSS in identifying and correcting compliance violations and to provide the county with an opportunity to implement corrective action to achieve compliance with Division 21 regulations. Civil Rights staff is available to provide technical assistance as requested.