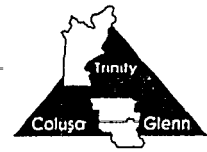




GLENN COUNTY HUMAN RESOURCE AGENCY HRA



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February 8, 1998

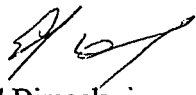
Jim Brown, Regional Advisor
California Department of Social Services
Regional Advisors Group
744 P Street, MS 14-44
Sacramento, CA 95814

Dear Mr. ^{Jim}Brown:

Enclosed are the modifications to Glenn County's plan which we discussed during our recent phone conversation. Our only concerns with the changes have to do with transportation costs. I hope that recommendations will be made to the Legislature for changes in the methodology for reimbursing mileage for CalWORKs participants. Small rural counties often lack affordable public transportation. In such counties, mileage costs in the GAIN program was an inordinately high budget item and represented a high percentage of the program's direct costs.

If you have additional questions regarding the changes in Glenn County's plan, please call me at 530-934-6514.

Sincerely,


Ed Dimock,
Deputy Director
Social Service Division

cc: Kim Gaghagen, HRA Director

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GLENN COUNTY CalWORKs PLAN REVISIONS

Page 11: The following statement is added to the end of Partnerships with the Private Sector to Identify Jobs, paragraph 1:

“Meetings have also been held with both the Willows and Orland Ministerial Associations to help them understand the provisions of CalWORKs and to gain their support and participation in welfare to work activities. Both groups see the faith community becoming involved in job development as well as individual churches becoming Community Service placements.”

Page 13: “Work Study” is being included in paragraph 2 as one of the Welfare to Work Activities that will be provided to participants when the County Plan is approved.

Page 19: The first 2 paragraphs regarding Transportation is revised as follows:

“CalWORKs participants assigned to participate in welfare to work activities, ~~other than including paid employment that is part of the participant’s welfare-to-work plan during the 18-24 months of required participation,~~ will be provided with transportation assistance. Such assistance will be based on the county’s responsibility to provide appropriate transportation at the least cost. For example, criteria will be developed to ensure that only one recipient will be reimbursed for car-pooling with others.

“The county is in the process of using transportation funds to develop fixed routes between the three major communities in the county as well as intercounty service to Butte County. Butte-Glenn Community College personnel have indicated that they are planning to expand their bus schedule between Glenn County and the college campus to better serve CalWORKs participants. CalWORKs recipients may be reimbursed for driving their vehicles to job preparation activities *and employment when authorized by their Welfare to Work Plan*, or for transportation to a Community Service placement. The ~~JTPA reimbursement standards~~ *County’s mileage rate for employees* will be used to determine the amount to be reimbursed *until a more appropriate method becomes available.*”

Page 26: The first paragraph of Assisting Families Transitioning off Aid is amended as follows in order to enable open communication with employers:

“The county will exercise the option to provide case management and supportive services to former recipients for up to 12 months of employment. The following supportive services will be offered: Medi-Cal for one year, Child Care for a maximum of two years; twelve months of retention services to both employer and employee; and employees access to ongoing training. *In order to facilitate communication with employers, all participants will be expected to sign an appropriate Release of Information as part of their Welfare to Work plan.*”

The following paragraph is inserted between the last 2 paragraphs of Assisting Families Transitioning off Aid (page 26):

“In order to ensure that funds are available for families who have not reached their time limits, the agency will not provide services to families transitioning off aid due to time limits. However, the HRA will offer referrals to community resources as necessary and appropriate. Available resources include Mental Health, Alcohol and Drug Programs, JTPA and domestic violence programs.”

Glenn

GRIEVANCE PROCEDURES

Formal grievance procedures shall be used only after the informal and formal conciliation processes described in EAS Manual Sections 42-781.1 through 42-781.5 have failed. Approval of the initial GAIN County Plan by the Glenn County Board of Supervisors shall also constitute establishment of the formal grievance procedures.

These procedures shall remain in effect until such time as they are amended by action of the Board of Supervisors. Minor changes in the procedures (e.g. changes in manual section numbers and minor wording changes in EAS regulations) shall be self-implementing, and shall not require approval of the Board of Supervisors.

The following procedures are either adapted from or direct quotations from EAS Manual Sections 42-720, 42-781, and 42-787. Cause determination, informal and formal conciliation, and state hearings shall also be covered in the procedures, as it is the County Welfare Department's intent to use these procedures as guidelines for GAIN staff to follow in resolving problems.

CAUSE DETERMINATION

Before money management (EAS Section 42-785) or sanctions (EAS Section 42-786) are applied, the County Welfare Department (CWD) shall determine if there is good cause and attempt to resolve the problems when an individual who is required to enter into a participant contract or who volunteers to participate in the program fails or refuses to meet any of the following program

requirements: enter into the contract; participate in a program component that was agreed to in the contract; accept a job offer or a job referral.

The CWD shall give the individual an opportunity to explain why he/she refused or failed to meet the program requirements. The CWD shall send the individual an appointment notice to meet and discuss the action. The interview and determination of cause shall occur within ten working days of the discovery of the refusal or failure. The appointment notice shall include the following information:

- a. A statement that the appointment is to determine if the individual had good cause for not meeting the program requirements.
- b. A description of the program requirement that the individual failed or refused to meet.
- c. A statement that the individual has the right to provide an explanation of the refusal or the failure to meet program requirements.
- d. The consequence of failing to keep the appointment.
- e. A listing of what may constitute good cause for failing or refusing to meet program requirements (EAS Manual Sections 42-782, 42-783, and 42-784).
- f. A statement that the individual has a right to a formal conciliation period that shall not exceed 30 days if the CWD finds that the failure or refusal to meet program requirements was without

good cause and informal steps to resolve the noncompliance are unsuccessful.

- g. A proposed conciliation plan which outlines the terms under which the individual may resume program participation and bring the conciliation process to an end.
- h. The individual's right to offer a counter-proposal towards conciliatory resolution.
- i. The names and addresses of legal services and welfare rights offices serving people in Glenn County, which can assist with the conciliation.
- j. The consequences of a failure to resolve the dispute during the formal conciliation process.

At the time of the interview the CWD shall review with the individual his/her rights, duties and responsibilities as described in EAS Manual Section 42-760.4.

If the individual contacts the worker prior to the scheduled interview to request rescheduling, the interview shall be rescheduled. The number of reschedulings shall not exceed two. The CWD shall be permitted to conduct telephone interviews to accomplish the cause determinations. If the individual does not keep the appointment for the determination and has not contacted the CWD, a cause determination shall be made from available information.

If the CWD determines, based on the criteria specified in EAS Manual Section 42-782, that good cause existed for

the failure or refusal to meet the program requirements, the county shall, as necessary:-

- a. Determine if the problem causing noncompliance has been resolved and the individual can immediately resume participation without further action.
- b. Identify and arrange for additional supportive services that will allow for participation in a program component.
- c. Determine with the individual whether participation in another component would be appropriate.
- d. Determine if temporary deferral is appropriate.
- e. Amend the participant contract as appropriate.

INFORMAL CONCILIATION

If the CWD determines that no good cause existed for the failure or refusal to meet program requirements, the CWD shall conduct informal conciliation. Informal conciliation shall consist of offering the individual an opportunity for an interview with the supervisor of the CWD staff person who made the cause determination, or with another individual designated by the supervisor of the GAIN program. The CWD shall be permitted to involve other parties relevant to the individual's noncompliance, such as the individual's trainer or supervisor. The purpose of the interview is to redetermine whether good cause exists for the failure or refusal to meet requirements and to attempt to resolve the conflict so that the individual will meet

the requirements. The interview shall be conducted either in person or by telephone

The CWD shall make all reasonable efforts to conduct informal conciliation within five working days of the initial case determination. The informal conciliation period shall not exceed ten working days from the initial cause determination. If the informal conciliation process is unsuccessful in achieving compliance, the CWD shall begin formal conciliation.

FORMAL CONCILIATION

The formal conciliation process shall begin immediately following the unsuccessful informal conciliation process, if possible, but no later than ten working days following the initial cause determination. The CWD shall use its proposed conciliation plan and/or the individual's counter-proposal to encourage compliance with GAIN requirements and resolve the problems which had resulted in noncompliance.

The formal conciliation period shall not exceed 30 calendar days. The individual shall be permitted, upon written request, to terminate the formal conciliation process sooner than 30 days when he/she believes that conciliation will not resolve the dispute. The CWD shall be permitted to terminate the formal conciliation plan sooner than 30 days if the individual refuses to meet the conditions of the conciliation plan.

The CWD shall notify the individual in writing of his/her successful completion of the conciliation plan. If

the formal conciliation process is unsuccessful in resolving the conflict, the following shall occur:

- a. If this was the first instance of noncompliance without good cause, the CWD shall follow the procedures in EAS Manual Section 42-785 for Money Management.
- b. If this was a second or subsequent instance of noncompliance, the CWD shall follow the procedures in EAS Manual Section 42-786 for financial sanctions.

(The procedures described above for cause determination and formal conciliation are the same procedures used when a participant files a formal grievance based on Section 5302 of the Unemployment Insurance Code.)

STATE HEARING EAS Manual Section 42-787.1)

If a participant believes that any program requirement or assignment is in violation of the contract or is inconsistent with the program, the CWD shall inform him/her of the right to request a state hearing, or to file a formal grievance based on procedures established by the Glenn County Board of Supervisors (the formal grievance procedure is described in the following section). The CWD shall inform the individual of his/her right to file an appeal through the state hearing process as an alternative to the formal grievance procedure.

Procedures for state hearings are specified in MPP Division 22. Aid will be continued if the individual appeals through the state hearing process within the period

of timely notification, and no sanction shall be imposed until the hearing decision is reached.

FORMAL GRIEVANCE PROCEDURE

(Established by the Glenn County Board of Supervisors in accordance with EAS Manual Sections 42-720.34, 42-787.4, and 42-787.5 and .6)

A formal grievance may be filed by a GAIN participant mailing a request to the Glenn County Department of Social Service, GAIN Office, P. O. Box 611, Willows, CA 95988; or by the participant personally delivering a request to the receptionist at the GAIN Office. Upon receipt of the request for a formal grievance, a prompt hearing date shall be set and the GAIN participant shall be notified by mail at least five days prior to the hearing.

The sole issue for resolution through a formal grievance shall be whether a program requirement or assignment is in violation of the contract or inconsistent with the program. The participant shall not be permitted to use the formal grievance procedure to appeal the outcome of a state hearing, the requirement to sign a basic contract, or the results of an assessment made in accordance with EAS Manual Section 42-773. Nothing in this paragraph shall be construed to exclude registrants who fail to sign a basic contract from the formal conciliation process.

The CWD director shall appoint an independent, impartial hearing officer who shall be familiar with AFDC and GAIN regulations, but who shall not have any direct

involvement with the case of the participant who files the grievance. The participant shall have the following rights

- a. The right to present evidence and question witnesses.
- b. The right to a written statement from the county in advance of the hearing setting forth the facts and basis of the county's position. If this statement is not received by the participant at least 24 hours prior to the hearing, the participant may request a new hearing date.
- c. The right to have access to all relevant documents and information in advance of the hearing.
- d. The right to be represented by an attorney or other representative. The participant may obtain free legal assistance through the appropriate welfare rights or legal services offices, or may retain an attorney at his/her own expense if he/she chooses to have an attorney present.
- e. The right to a written decision making findings of facts and conclusions of law and informing the participant of his/her right to appeal the decision through the state hearing procedure.

Continious participation in the assigned component and adherence to the GAIN contract is required to prevent sanctions during the formal grievance process. If the individual continues to participate in the program during the Formal Grievance process, but wants to grieve a program requirement which he/she believes is inconsistent with the

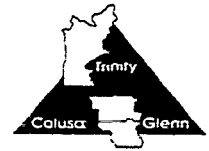
program or in violation of the contract, aid will be continued.

If an individual has already unsuccessfully completed the formal conciliation procedure specified above due to nonparticipation and the individual wants to grieve a program requirement or assignment at this time, only this formal grievance procedure established by the Glenn County Board of Supervisors and/or the state hearing process will be available. Aid will be continued only if the individual begins to participate in the program prior to the commencement of sanctions and continues to participate for the duration of the grievance process.

If an individual files a grievance after the sanction commences, the sanction will not be suspended.



GLENN COUNTY HUMAN RESOURCE AGENCY HRA



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January 8, 1998

Mr. Curtis Howard
Welfare to Work Division
California Department of Social Services
744 P Street, MS 9-701
Sacramento, CA 95814

Dear Mr. Howard:

Enclosed is Glenn County's CalWORKs plan as approved by the Board of Supervisors at the regular meeting on January 6, 1998, for your review. Please contact me at 530/934-6638 if you have any questions.

Sincerely,

Kim W. Gaghagen

Kim W. Gaghagen, Director
Glenn County HRA *by P.A.*

Enclosure

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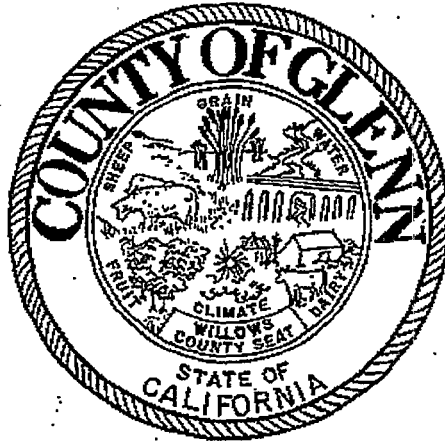
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GLENN COUNTY

CalWORKs PLAN

January 6, 1998

PREPARED BY:

GLENN COUNTY HUMAN RESOURCE AGENCY

KIM W. GAGHAGEN
DIRECTOR

This Plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by the Welfare to Work Act of 1997, AB 1542.

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EXECUTIVE SUMMARY

INTRODUCTION

Glenn County is a small rural agricultural county with a population of 27,100. There are only two incorporated cities: Willows, population 6,000; and Orland, population 5,700. The County has one of the highest unemployment rates in California. The rate varies between 10 and 22 percent, depending on the time of the year. Approximately 20 percent of the county's population live in poverty. There are a substantial number of Southeast Asian refugees in the county which represent 20 percent of the County's AFDC population.

The Glenn County Human Resource Agency (HRA) was formed in 1992 by the merger of the Community Action Agency and the Department of Social Services. This action provided the framework for the county's subsequent welfare reform activities since the merger resulted in both the JTPA and GAIN programs jointly becoming the Agency's "Employment Services Program" under a single management structure. The mission for the newly formed agency was: "To remove obstacles and solve problems which block the achievement of self-sufficiency and to effectively, efficiently and equitably administer mandated social services and public assistance programs in a manner which respects the human dignity of recipients and employees while recognizing the need for diligent protection of public funds."

Since its formation, the agency has actively pursued this goal by focusing on those activities and resources that emphasize employment and self-sufficiency for individuals and families. Through such efforts, the AFDC caseload decreased from an average of 830 families in 1993 to 640 families (786 adults) in the first eight months in 1997. This reduction represents a 22 percent decrease in the caseload. During the same period, the average number of families seeking assistance was reduced at the rate of approximately 4.5 percent per year.

GLENN COUNTY CalWORKs GOALS AND OBJECTIVES

Glenn County Human Resource Agency has developed goals and objectives to meet or exceed the participation and case-reduction requirements mandated by the State's CAL-WORKs program and federal TANF requirements. The characteristics of the local indigent population and the local labor market needs were taken into consideration during the development of the following CalWORKs goals and objectives.

Goal 1: Reduce client dependency by increasing opportunities for self-sufficiency through employment, education, and job training activities with the following objectives: 1) Caseload reduction, 2) Increase in the number of public assistance recipients transitioning into the workforce, and 3) Increase in the number of public assistance recipients participating in education and job training activities.

Goal 2: Develop a marketing and an "access" infrastructure to promote employment and re-employment opportunities for "Calworkers" (The term developed to identify non-exempted CalWORKs participants). Objectives are: 1) Develop and implement an educational campaign, 2) Identify community networks and determine available job openings, 3) Utilization of kiosks, the INTERNET and other electronic tools for job match, and 4) Create and maintain an employer database that establishes a profile of the workforce and types of available jobs.

Goal 3: Maintain successful job placements by providing retention services to employers and employees. Objectives for this goal are: 1) Develop retention services program for clients and employers, 2) Increase the longevity of job placements, and 3) Increase employer satisfaction with job placements

Goal 4: Strive for employer satisfaction during implementation of Welfare-to-Work activities in order to achieve successful job placements with the following objectives: 1) Develop ongoing employer needs assessment, 2) Provide post-employment services to both Calworkers and employers, 3) Determine and measure elements of employer satisfaction including job placements exceeding six months, as well as the number and nature of employer

complaints, and 4) Investigate the feasibility of using a personnel placement organization for placement/management of Calworkers with employers.

Goal 5: Establish welfare reform implementation as a community issue and the responsibility of all Glenn County residents. The objectives are as follows: 1) Increased awareness of welfare reform among residents, employers, and clients, 2) Identify community structures, such as the faith community, to carry out welfare reform strategies for their own members, and 3) Participate in community forums, provide information to the media, and educate the community on welfare reform.

Goal 6: Conduct on-going review, evaluation and modification (as necessary) of the Glenn County CalWORKs plan and program, with objectives to: 1) improve incentives to employers, 2) Increase opportunities and incentives for CalWorkers, 3) Develop non-traditional partnerships and programs.

MAJOR PROGRAM ELEMENTS

As mandated by Section 10531 of the Welfare and Institutions Code, Glenn County is required to develop a plan that is consistent with state law and describes the full range of services available to move CalWORKs applicants and recipients from welfare-to-work. Major program elements of the County's plan are described below:

COLLABORATION WITH OTHER AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES: The HRA currently collaborates with the social service, employment and educational agencies serving Glenn County. The majority of job services will be provided by JTPA, CalWORKs and Employment Development Department (EDD) staff. Class-room training will be a collaborative endeavor involving the HRA, Glenn Adult Program, and Butte-Glenn Community College. The Agency is working closely with the Glenn County Office of Education's Child Care Resource and Referral Agency /Alternative Payment Program to develop a truly "seamless" child care payment structure. The County Office of Education is being considered as the contracted provider of "stage 1" child care funds after July 1, 1998. The

lack of public transportation remains a serious problem within the County. The HRA is working closely with other organizations to improve services using either transportation funds or other resources.

PARTNERING WITH PRIVATE SECTOR TO IDENTIFY JOBS: The Agency staffs an on-site Employer Resource Center serving private sector employers. In addition, a team of job developers made up of staff from EDD, CalWORKs and JTPA has been created. That team also meets regularly with other agencies with job development components. The partnership with the private sector is further strengthened through membership in the Chamber of Commerce, as well as Private Industry Council member participation in the Glenn County Welfare Reform Planning Council.

IDENTIFYING LOCAL LABOR MARKET NEEDS: The California Cooperative Occupational Information System (CCOIS) is used to identify projected growth within the local labor markets and works in conjunction with the EDD to identify growth industries. Publications from the California Bureau of Statistics provide information which is useful to HRA for planning purposes. The Agency will also survey employers to gather information regarding the county's labor market needs.

WELFARE-TO-WORK ACTIVITIES AVAILABLE TO RECIPIENTS: Many of the welfare-to-work activities identified in Welfare and Institutions (W&I) Code Section 11322.7(a) are currently offered by HRA Employment Services. Those that are not, will be phased in during the 12 months following the implementation of Glenn County's Plan. In addition, the County is investigating the feasibility of developing a revolving loan program for participants, contracting for job retention and job placement services, using grant diversion for subsidized employment, and using Trade and Commerce dollars to assist participants develop "cottage" or microenterprise businesses. A parent who has been exempted from participating in welfare-to-work activities because his or her child is under six months of age has the option of a further three-month exemption by attending a parenting or self-sufficiency class.

SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES: The Glenn County Health Services Agency (HSA) will be providing both substance abuse and mental health counseling services to CalWORKs recipients through an MOU with the HRA. All mandated services will be provided under the terms of the MOU. Additional services may be offered as funds become available. Substance abuse counseling will be offered at least twice and for no more than six months per episode.

MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS: CalWORKs recipients requiring mental health services after the 18 or 24 month time limit will be referred to the Health Services Agency. CalWORKs funds will not be available to recipients who do not have a Welfare-to-Work plan.

CHILD CARE AND TRANSPORTATION SERVICES: The Glenn County Office of Education will be on-site at the HRA and will provide all child care services for CalWORKs participants, including Stage 1 payments after July 1, 1998. Available transportation will include limited fixed route bus service both within Glenn county and to Butte County, bus service to the community college, and direct payment to participants for using their own vehicles.

COMMUNITY SERVICE PLAN: A comprehensive Community Services component is being developed by the Human Resource Agency's Community Action Division. When the details are completed, the county will submit an amendment to this plan.

WORKING WITH VICTIMS OF DOMESTIC VIOLENCE: The county will continue to follow GAIN criteria for providing exemptions from participation in Welfare-to-Work activities until regulations are adopted by the California Department of Social Services. Catalyst Women's Advocates will provide domestic violence training to HRA staff. Catalyst, along with the HRA's Community Services program staff, will be the primary service providers for adult victims. Child victims will be referred to Child Protective Services.

ASSISTING FAMILIES TRANSITIONING OFF AID: The county is planning to provide case management and supportive services to families transitioning off aid due to either

employment or exceeding the time limits. For employed individuals, services will include job retention services. Recipients transitioning off due to time limits will be eligible for further job search and job club activities. The County reserves the right to amend this section of the plan at a later date if necessary.

JOB CREATION EFFORTS: The county is applying for California Job Creation Investment Fund (JCIF) grant program funds. The funds will be used to develop a Job Creation Plan and implement initiatives consistent with that and other existing plans that meet JCIF requirements.

OTHER PROGRAM ELEMENTS: Glenn County's plan identifies how the specified outcome objectives will be tracked by the County, the means which the county used to obtain public input into the development of the plan, the source and expenditure of funds, certification that the plan meets the CalWORKs participation requirements, and the county's interaction with the federally recognized American Indian Tribes within Glenn County.

At this time, the County is not pursuing any pilot projects as part of its CalWORKs program. However, should the county later determine interest in developing a pilot proposal, it reserves the right to submit an addendum to the County Plan. In addition, as noted above, other elements are still in the process of being developed. The county also reserves the right to submit addendums to those program elements where appropriate.

PROGRAM ELEMENTS

A. Collaboration with Public and Private Agencies to Provide Training and Supportive Services

The Glenn County Human Resource Agency was created by consolidating the Welfare Department and the Community Action Agency in 1992. Currently, the Agency's Career Center fully integrates JTPA, the former GAIN program, CAL-Learn, and FSET services within the county. The HRA currently co-locates and/or partners with EDD, Glenn Adult Program, Green Thumb, and Literacy programs to provide a full range of services to the job/training seekers of Glenn County in a "One Stop" setting.

A major goal for the consolidated agency was to reduce the clients' dependency by increasing opportunities for self-sufficiency through employment, education, and job-training activities. The passage of federal legislation in 1996 further focused the agency's efforts and emphasized the need to involve the total community in the process. Agency representatives shortly began informing the various public and private organizations of the challenges that will impact the county and its residents as a result of Welfare Reform legislation.

The HRA currently collaborates with all relevant social service, employment, and educational agencies within the County. Agency staff have an active role on various committees, including the Glenn County Action Team, the Advisory Committee for the Glenn County Transportation Commission, the Southeast Asian Task Force, and the Hispanic Resource Council. New service strategies are explored through Agency staff's facilitation of the Labor Management Committee and their involvement in projects, such as the Rural Business Enterprise Grant Business Retention and Expansion program and the Community Development Block Grant Enterprise Fund grant for development of a Glenn County micro-enterprise program.

Job Services:

The Agency's CalWORKs and JTPA staff will provide a majority of job services. These services will include initial assessments, job club, job search services, On the Job Training (OJT) activities and direct placement with public and private employers. EDD staff will access job match services. In addition, the HRA also has several automated information kiosks placed in high-visibility locations throughout the county. These kiosks provide up-to-date labor market information and job openings to the public. Job seekers also have access to the Internet at the HRA on-site job and education center. The Agency plans to explore the possibility of contracting with a provider, such as Manpower Temporary Services, to provide job placement with incentives for job retention.

Training:

The local adult education program and Butte-Glenn Community College will provide services to participants with an identified need for classroom training. Appropriate training programs will be developed in cooperation with the Glenn County Office of Education and Butte-Glenn Community College to meet identified local labor market needs. However, On-the-Job training programs in the local community remain a preferred method of training for participants as it provides an opportunity to develop successful work "behavior" while learning vocational skills. On-the-Job placements will be developed in cooperation with local employers and will be designed to suit individual trainee's needs.

Education:

The Agency will continue to provide basic education and English as a Second Language (ESL) programs on site and in cooperation with the Glenn County Office of Education and Butte-Glenn Community College.

Child Care Services:

The Agency will likely manage "stage 1" child care funds at least through June, 1998. Serious consideration is being given to the concept of contracting the responsibility for "stage 1" to the Glenn County Office of Education. "Stage 2" and "stage 3" services will be provided by the Office of Education as the County's Resource and Referral Agency. The HRA will continue to participate in the development and continuing oversight of local child care services through its membership in the local Child Care Planning Council. The Southeast Asian and Hispanic communities within the county are seriously under-served by licensed family daycare services

and the number of licensed homes within the county has decreased over the past five years. Because of this continuing difficulty in recruiting and licensing family daycare homes, the Agency is considering entering negotiations with Community Care Licensing to transfer licensing responsibility back to Glenn County.

Transportation Services:

As in other small rural counties, public transportation services are seriously lacking. The County contracts with a local taxi service for limited services. Butte-Glenn Community College provides bus service between the main campus and Glenn County and is looking to expand those services. The county is planning to use some of its transportation funds to develop fixed-route bus services for county residents.

Refugee Employment Services:

Glenn County does not receive Refugee Employment and Training Funds. However, the Agency is considering the unique needs of its Southeast Asian community in developing the County's plan.

Future Plan Amendments:

The County reserves the right to amend this Plan when decisions are made and/or programs are finalized in the areas of child care, transportation, and use of contracting for job placement and retention services.

B. Partnerships with the Private Sector to Identify Jobs

The HRA's JTPA Rapid Response Coordinator staffs an Employer Resource Center on site and is responsible for contacting Glenn County's private sector employers. The Coordinator is also responsible for liaison activities with the Glenn Economic Development Corporation. That organization is the initial point of contact for new or expanding businesses in Glenn County seeking assistance to develop or expand their labor force. In addition, the HRA has developed a team of job developers, led by the Rapid Response Coordinator, which includes Career Center staff from EDD, CalWORKs, and JTPA. This team has regular meetings with the other agencies that have a job development component (Glenn County Office of Education's adult and youth programs, State Department of Rehabilitation, North Valley Services' Sheltered Workshop, and Green Thumb).

Both the Rapid Response Coordinator and the HRA Employment Services Manager are members of the Glenn County Action Team, a group committed to the economic well-being of the county and made up of representatives from both the public and private sectors. The HRA maintains contacts with the Chamber of Commerce through membership in that organization. In addition, both the Chair and Vice-Chair of the Private Industry Council attend the Glenn County Welfare Reform Planning Council.

C. Local Labor Market Needs

Local labor market needs are identified through a variety of sources. The California Cooperative Occupational Information System (CCOIS) is used to identify projected growth within the local labor markets. CCOIS works in conjunction with the EDD to identify growth industries. Publications from the California Department of Social Services and the California Bureau of Statistics provide information that is useful to HRA for planning purposes as well as providing demographic information for the County's Planning Department. The Agency also uses reports from both the County's ISAWS and GEMS automated systems, as well as client surveys, to help measure participant demographics. These demographic tools will continue to be utilized to measure overall participant readiness for employment, as well as identifying training and educational needs. The Agency will survey employers and also provide a voice-mailbox to gather information from employers regarding the county's labor market needs.

There is a diverse workforce need in a county with no major industry. Government services is the largest industry in the County. A recent study funded by the State Department of Housing and Community Development determined that approximately 80 percent of all employers have a workforce of 10 or fewer employees. Since a recent targeted industry study identified agriculture as the primary industry for expansion in Glenn County, much of the Job Development Team's activities will be directed towards agriculture with the goal of increasing both seasonal and year-round employment.

D. Welfare to Work Activities

The County plans to offer a full range of welfare-to-work services. Many of the services are currently being offered participants. Those that are not will be phased in during the first 12 months following the implementation of CalWORKs in Glenn County. The County certifies that participants will not be required to engage in job search and work experiences to the exclusion of the other welfare-to-work activities.

The County-- after orientation, appraisal, job club and assessment-- will provide the following services to participants when the County Plan is approved:

- Unsubsidized employment
- Self employment
- Job skills training directly related to employment
- Job Search and Job Readiness Assistance
- On the Job Training
- Vocational education and training
- Adult basic education (includes basic education, GED, and ESL)
- Work experience (public or private non-profits)

Within six months after implementation of CalWORKs in the County, the following services will be implemented:

- Education directly related to employment
- Supported work
- Community Service

Within one year after implementation of CalWORKs, the following services will be implemented:

- Subsidized private sector employment
- Subsidized public sector employment

- ❑ Grant-based on-the-job training, including community service positions
- ❑ Transitional employment

The County is seriously considering developing the following additional welfare-to-work activities:

- ❑ Grant diversion as subsidized employment
- ❑ Contracting with a personnel agency for job placement and retention services
- ❑ Revolving loan program. Loans will be tied to performance and loan obligations can be forgiven if employment is retained for specified time. Time limits and lump sum income/personal property requirements will restrict the amount and conditions of the loan.

Exemptions from Participation in Work Requirements for Single Parents with Infants

The county chooses a nine months of age or under time period for exempting parents with children. The basic exemption is six months but the parent may receive an additional three-month exemption by attending Parenting or Self-sufficiency Classes.

An individual who received an exemption for one infant shall be exempt upon the birth or adoption of any subsequent children for a period of twelve weeks.

E. Substance Abuse and Mental Health Treatment Services

Introduction

The Mental Health, Drug and Alcohol Advisory Board of Glenn County has reviewed the CalWORKs requirements and are participants in the development of the County Plan. Members of the Advisory Board also plan to participate in an ongoing oversight of services provided to CalWORKs participants by evaluating services, conducting needs assessments, and planning for changing or developing new services.

The Glenn County Health Services Agency (HSA) is responsible for the drug, alcohol, mental health, and public health services within the county. Using a Memorandum of Understanding, the HRA and HSA will collaborate their efforts and utilize available funding to provide counseling services to assist clients resolve issues affecting their ability to seek and maintain employment. Such services will be consistent with each CalWORKs participant's "Welfare-To-Work Plan" which will reflect counseling requirements as identified through a screening/assessment / evaluation process. A data collection method will be developed to track the number of participants to determine if the allocations for the services are sufficient.

Plan for Substance Abuse Services

As noted above, HSA staff will provide substance abuse services. Counseling will be offered no less than twice during the 60 months CalWORKs time limit and no counseling series will last longer than six months. The county certifies that the following services will be provided by the HSA substance abuse staff: evaluation, case management, substance abuse treatment, employment counseling, and the provision of community service jobs within the inadequate available resources. Other services may be provided when additional funds are identified.

Mental Health Services

The mental health services under the County's CalWORKs Plan will be consistent with the County's Consolidated Mental Health/Medi-Cal Services Plan. The services provided to participants shall qualify for federal reimbursement of the non-state share of Medi-Cal.

The county certifies that the following mental health services will be provided: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities. In addition, it is anticipated that the following activities will be developed when funding becomes available:

- Outreach educational services to individuals residing with participants requiring mental health services to increase the potential for successful treatment.
- Early intervention through educational programs and health education targeted to youth.
- Provide training to assist HRA staff to recognize symptoms and the need to refer for further mental health screening.

F. Mental Health Services Available After Time Limits

The Human Resource Agency does not, at this time, intend to offer CalWORKs funded mental health services to recipients who have exceeded the 18 or 24 month time limit. CalWORKs 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 county's mental health system.

G. Child Care And Transportation Services

Child Care

The Glenn County Office of Education (GCOE) is responsible for all Alternative Payment (AP) and Resource and Referral (R&R) activities within the county. Under a Memorandum of Understanding with the HRA, all CalWORKs participants requiring child care will be referred to the Department of Education for all child care related issues, including, after July 1, 1998, Stage 1 child care payments.

A representative from the GCOE will be on-site at the HRA to meet with participants. A single application will be used for all of the three child care stages.

The GCOE and HRA will jointly develop plans for an efficient flow of information, including the following, to adequately provide services to CalWORKs participants:

- The participants readiness to move to Stage 2 from Stage 1.
- Status of the waiting list.
- Applicants being diverted and requiring child care.
- Balance of funds available in each of the three stages.
- Sanctions and waivers.
- Availability of infant and other specialized child care.

The HRA and GCOE will help identify the training needs of CalWORKs staff and GCOE will provide training to staff to facilitate referrals for child care services. The two agencies will also work together to identify alternative funding sources for specialized child care services, such as infant or sick child care.

The Human Resource Agency will continue to be a voting member of the local Child Care Planning Council and help coordinate the services and fund allocations county-wide.

Transportation

CalWORKs participants assigned to participate in welfare-to-work activities, other than paid employment, will be provided with transportation assistance. Such assistance will be based on the county's responsibility to provide appropriate transportation at the least cost. For example, criteria will be developed to ensure that only one recipient will be reimbursed for car-pooling with others.

The county is in the process of using transportation funds to develop fixed routes between the three major communities in the county as well as intercounty service to Butte County. Butte-Glenn Community College personnel have indicated that they are planning to expand their bus schedule between Glenn County and the college campus to better serve CalWORKs participants. CalWORKs recipients may be reimbursed for driving their vehicles to job preparation activities authorized by their Welfare-to-Work Plan, or for transportation to a Community Service placement. The JTPA reimbursement standards will be used to determine the amount to be reimbursed.

The county will consider and plan for additional transportation services for CalWORKs recipients. The following activities or services are under consideration:

- A van-based transportation system operated by and for CalWORKs clients that is coordinated with the fixed route bus service.
- Free bus ride vouchers
- Developing a vocational program to teach vehicle repair and assist with the repair of vehicles to be used by CalWORKs clients.

The county will seek an amendment to its plan if any of these additional services are to be implemented.

The HRA will continue to actively participate with the County's Transportation Commission to coordinate the expansion of transportation services to all Glenn County residents.

H. Community Service Plan

Glenn County Human Resource Agency and its community partners are committed to having a comprehensive Community Services component for participants past the 18 to 24 month time limit. The component will also function as a viable work participation activity to supplement other required welfare-to-work activities when necessary.

The process of identifying which entities will provide Community Service placements has been initiated. The Community Action Division of the HRA will develop and manage both the fiscal and case management activities for this component of CalWORKs. However, the specific details of this comprehensive activity are still in the developmental stage.

The Glenn County Human Resource Agency will be presenting an addendum to this plan that will include processes the county will follow to determine where Community Service assignments will be located.

I. Working With Victims of Domestic Violence

CalWORKs applicants and recipients who are victims of domestic violence will be initially screened for referral and also will be encouraged to voluntarily and confidentially disclose abuse at any time during their involvement in the CalWORKs program. Until regulations are adopted by CDSS, the county will utilize existing GAIN criteria for providing exemption from participation in Welfare-to-Work activities. Waivers will be determined on a case-by-case basis and issued for a specific time period with extensions allowed as appropriate to insure that the individual, or their children, is able to escape the abusive environment. Verification of domestic violence will be through police reports, prior involvement in treatment, or the applicant's sworn statement. Adult victims will be referred to appropriate agencies for counseling, temporary shelter, assistance in obtaining a restraining order, or other supportive services. For identified child victims, referrals and coordinated services will be made and developed with child protective services.

The Welfare-to-Work Plan for victims of domestic violence will take the safety of the family into account in all goals and objectives. Alternative work activities may include counseling and/or participation in support groups for victims of domestic violence.

Catalyst Women's Advocates, a local shelter program for women and children, will provide domestic violence training to appropriate HRA staff about the issues of domestic violence. In addition, the training will teach staff to identify and be able to supportively assist participants who self-disclose violence in their lives, and properly refer participants for services with Catalyst, Victims of Violent Crimes, Glenn County Health Services Agency, or other local service providers.

J. Performance Outcomes to Meet Locally Established Objectives

While the primary performance outcome measure is the extent to which the HRA is successful in assisting families in achieving self sufficiency through employment, the county will use available statewide automated systems to gather data to measure, at a minimum, the following:

- Success of Welfare-to-Work, including rate of movement to employment, earnings, retention rates, and number of participants entering unsubsidized employment.
- Rates of Child Support payments and collection.
- Well-being of children, including entries into foster care, at-risk births, school achievement, child poverty, and child abuse reports.
- Supply, demand, and utilization of support services by participants--including child care, transportation, mental health, and substance abuse treatment.
- Number of families affected by domestic violence.

The county will also measure the outcomes of the six established goals and the associated objectives outlined in the County Plan's Executive Summary.

The sources for the above data elements will primarily be from the Interim Statewide Automated Welfare System (ISAWS), the GAIN Eligibility Management System (GEMS), the Child Welfare Services Case Management System (CWS/CMS), and the Medi-Cal Eligibility Data System (MEDS). Additionally, the county will also utilize local data systems to centrally collect additional client information.

K. Public Input to the County Plan

The HRA began gathering public input for Welfare Reform planning activities with the passage of the federal Welfare Reform legislation on August 22, 1996. Prior to the passage of CalWORKs, activities centered primarily on providing information to local service clubs and developing client surveys to gather input from current welfare recipients. The HRA also set up a special voice-mail box to allow the public an opportunity to provide input.

In addition to the above, special presentations and requests for input regarding the county's CalWORKs plan were made to the following community based groups:

- Community Service Clubs
- Hispanic Resource Council (3 meetings)
- Southeast Asian Refugee Taskforce
- Labor Management Council
- Chamber of Commerce
- Ministerial Association
- Management Council (County Department Heads)
- Southeast Asian Focus Group (3 meetings)
- RAP (Network of Education and Human Service Professionals)
- Family and Children's Network
- Mental Health Advisory Board
- County Transportation Commission

The HRA Director has provided regular updates to the Board of Supervisors regarding both federal and state Welfare Reform legislation. On September 2, 1997, the Board created the Glenn County Welfare Reform Planning Council to assist the HRA in preparing the county's CalWORKs plan. The Planning Council will also recommend strategies for successful collaboration and coordination of services, review the timeliness and compliance of staff work, and identify policy areas requiring broader state or county review before proceeding to the next step of the implementation process. In addition, the county will continue to utilize the Council to

review available data and to make recommendations for program changes that will effectuate greater outcomes for CalWORKs participants.

The Glenn County Welfare Reform Planning Council's membership includes representatives from the following organizations:

- Private Industry Council
- Colusa-Glenn-Trinity Community Action Agency
- Employment Development Department
- County Office of Education
- County Economic Development Services
- County Health Services Agency
- Butte-Glenn Community College
- Probation Department
- District Attorney Family Support
- Legal Services of Northern California
- Human Resource Agency
- Glenn County Board of Supervisors

The Council members from Legal Services and CAA also represent low-income families. Meetings are open to the public and the local media receive an agenda and summary of each meeting.

L. Source and Expenditures of Funds

Attached is a summary of budget information related to the Glenn County CalWORKs program.

M. Assisting Families Transitioning off Aid

The county will exercise the option to provide case management and supportive services to former recipients for up to 12 months of employment. The following supportive services will be offered: Medi-Cal for one year; Child Care for a maximum of two years; twelve months of retention services to both employer and employee; and employee access to ongoing training . There is interest in developing a revolving fund using both CalWORKs and other funding sources that could be accessed by employed former recipients.

Recipients exceeding the 18 or 24 month time limits will be assigned community service work. Supportive services will include required transportation, child care for children up to age thirteen, and supervised Job Search or Job Club.

The County reserves the right to amend this area of the plan at a later date if the revolving loan fund and/or other supportive services are developed for former recipients to assist them maintain their self-sufficiency.

N. Job Creation

The Job Creation Investment Fund grant program was created in legislation and is administered by the State Trade and Commerce Agency. Glenn County is assured of receiving at least \$51,811. Subsequent funding will be dependent on the year-to-year state budget process.

The Glenn County Board of Supervisors has taken action to recommend that Trade and Commerce monies be directed to the County Resource Planning and Development Department to be used for job creation activities. In addition to historical economic development activities, current proposals include activities to increase awareness and employment activities through an employer visitation program, and to encourage startup of "cottage" businesses through microenterprises.

It has been suggested that the Job Creation Task Force mandated by the California Job Creation Investment Fund Grant Program not only oversee the development of a Job Creation Plan and the implementation of Job Creation Activities but that the Task Force be given the responsibility for employer outreach and determining the needs of employers in job outreach and training.

The Welfare Reform Planning Council is recommending that the Job Creation Taskforce membership include representatives from the County Office of Education, Butte-Glenn Community College, Glenn Economic Development Organization, Glenn County Resource, Planning and Development Department, Human Resource Agency, Private Industry Council, and an employer representative.

O. Other Elements

At this time, Glenn County will not pursue any pilot projects as part of its CalWORKs program. An addendum to the CalWORKs County Plan will be submitted if the county determines an interest in the future.

P. Compliance with Requirements of TANF

Participation Requirements:

The County certifies that families will be enrolled in allowable and countable welfare-to-work activities as mandated in U.S. Code Section 607(c), Title 42.

The County certifies that for adults in one-parent families, county recipients enrolled in welfare-to-work activities will meet minimum participation requirements of at least 20 hours per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999. However, the county retains the option to amend the plan to require all recipients to participate up to 32 hours per week prior to July 1, 1999. All registered recipients will be offered the opportunity to volunteer for additional participation hours up to a maximum of 40 hours per week to more duplicate the normal "work week."

The County certifies that it will require enrolled two-parent family recipients to participate in welfare-to-work activities for a minimum of 35 hours per week.

Teen Parents:

The Cal-Learn program will continue to operate in accordance with the Cal-Learn county plan as approved and on file with the California Department of Social Services.

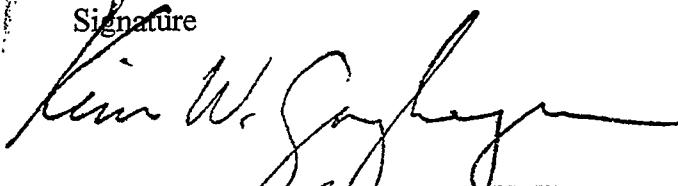
Q. Interaction with American Indian Tribes

HRA staff have communicated with representatives from the local Indian tribe (Grindstone Rancheria) and the California Indian Manpower Consortium (CIMC) regarding the CalWORKs requirements. The Rancheria does not wish to administer the delivery of the temporary financial assistance; however, CIMC will be providing some of the welfare-to-work services. Staff from HRA, the Rancheria, and CIMC will continue discussions to ensure effective coordination of services.

CERTIFICATION

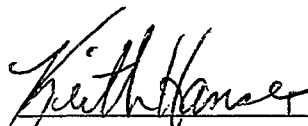
THIS PLAN HAS BEEN DEVELOPED IN ACCORDANCE WITH THE APPROPRIATE FEDERAL, STATE AND COUNTY LAWS AND REGULATIONS. THE TERMS OF THIS PLAN, INCLUDING ALL CERTIFICATIONS WITHIN THIS PLAN, AND ALL APPLICABLE LAWS AND REGULATIONS WILL BE FOLLOWED DURING THE IMPLEMENTATION AND EXECUTION OF THIS PLAN.

Human Resource Agency Director's
Signature



by [unclear], Deputy

Chairperson of the Board of
Supervisor's Signature



JAN 6 1998

the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

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

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

County Plan Budget 1997/98 Fiscal Year

Section 1

	Total	TANF/ State General Fund	County Funds	Other **
Total CalWORKS Assistance	\$5,430,573	\$5,294,809	\$135,764	
Benefit Payments	5,380,573	5,246,059	134,514	
Diversion Services	50,000	48,750	1,250	

	Total	FCS	State General Fund	County Funds *	Other **
Food Stamp Administration (For County MOE Purposes)	\$465,872	\$232,936	\$175,960	\$56,976	

* 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 those programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

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

County Plan Budget 1997/98 State Fiscal Year

Section 2

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

	Total	TANF/ State General Fund	CCDBG	Title XIX	County Funds*	Other **
Total CalWORKS Admin & Services Items (A) thru (D)	\$1,280,724	\$1,200,082			\$80,642	
(A) TOTAL CalWORKS Single Allocation Items (1) thru (7)	1,103,619	1,022,977			80,642	
(1) Benefit Administration	438,531	372,751			65,780	
(2) Program Integrity (Fraud)	84,110	77,802			6,308	
(3) Staff Development/Retraining	37,173	32,324			4,849	
(4) Welfare-to-Work Activities	415,311	411,606			3,705	
(5) Cal-Learn	46,559	46,559				
(6) Child Care- 1st half of 1997/98	81,935	81,935				
(7) Other Activities***						
(B) Child Care - 2nd half of 1997/98	142,488		142,488			
(C) Mental Health Treatment	9,356	9,356				
(D) Substance Abuse Treatment	25,261	25,261				

* 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

**Glenn County Welfare Reform
Implementation Advisory Council
Membership Information**

1. Keith Hansen Glenn County Board of Supervisors
526 W. Sycamore Street, Willows
2. Gary Freeman Glenn County Board of Supervisors
526 W. Sycamore Street, Willows
3. Jim Lambert Private Industry Council
305 N. Culver Street, Willows
4. Marcella Perault Community Representative/CAA
706 Date Street, Orland
5. Dr. Joni Samples Glenn County Superintendent of Schools
525 W. Sycamore Street, Willows
6. John Benoit Glenn County Resource, Planning & Development
125 Murdock Street, Willows
7. Mike Cassetta Glenn County Health Services Agency Director
253 N. Villa Street, Willows
8. Dr. Bill Brown Butte-Glenn Community College District Director
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9. Wayne Landberg Glenn County Probation Officer
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10. Bob Holzapfel Glenn County District Attorney
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14. Ron Guyer Glenn County ROP/Glenn Adult Program
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15. Sue Good

Legal Services of Northern California
P.O. Box 3728, Chico

Assigned Council Support Staff:

1. Ed Dimock

Welfare Reform Coordinator
Glenn County HRA

2. Robyn Zimmer

Work Participation Coordinator
Glenn County HRA

3. Scott Gruendl

Program Implementation Coordinator
Glenn County HRA