



# DEPARTMENT OF HEALTH AND HUMAN SERVICES

Susan G. Holgate, Ph.D., Director  
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& MENTAL HEALTH SERVICES  
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BISHOP, CA 93514  
TEL: (619) 873-6533  
873-5888  
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873-6505  
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PROGRESS HOUSE  
P.O. Box 448  
BISHOP, CA 93514

#### HEALTH SERVICES

ADMINISTRATION  
P.O. DRAWER H  
INDEPENDENCE, CA 93526  
TEL: (619) 878-0241  
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207-A.W. SOUTH STREET  
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#### SOCIAL SERVICES

PUBLIC ASSISTANCE  
& ELIGIBILITY  
162 A GROVE STREET  
BISHOP, CA 93514  
TEL: (619) 872-1394

GAIN  
785 N MAIN STREET  
BISHOP, CA 93514  
TEL: (619) 872-5591  
FAX: (619) 872-2594

CHILDREN AND ADULT  
SERVICES  
162-B GROVE STREET  
BISHOP, CA 93514  
TEL: (619) 872-1727

#### SATELLITE SERVICE LOCATIONS:

P.O. Box 514  
LOVE PINE, CA 93545  
TEL: (619) 876-5545  
FAX: (619) 876-5127

P.O. Box 490  
TEHOPA, CA 92389  
TEL: (619) 852-4209  
FAX: (619) 852-4209

January 27, 1998

Ms. Diane Just  
California Department of Social Services  
Employment Division  
744 "P" Street  
Sacramento, CA 95814

Dear Diane:

In response to your request of a copy of Inyo's Grievance Procedure, please find enclosed a copy of same. It is our intention to continue to use this procedure under the CalWORKS Program.

If you have any questions, please feel free to contact me or Sybil Gibbons at (760) 872-5591. Thank you.

Sincerely,

Susan Holgate, Ph.D.  
Director, Health and Human Services

Enclosure

XII  
GRIEVANCE PROCEDURE

In conformance with GAIN Regulations, Section 42-787, a client will be informed of their right to request a state hearing (MPR Division 22) or a formal grievance as set forth by the UIC, Section 5302 or as set forth by the County Board of Supervisors, if informal conciliation cannot be reached.

The following is an outline of the Grievance Procedure as established by the County Board of Supervisors.

1. The County Board of Supervisors authorizes the Director of the Department of Social Services (or Director's Designee) to enter into a Personal Services Contract with one person to serve as the GAIN Program Grievance Hearing Officer. This person must be familiar with the GAIN Program, be suited to conduct such hearings and must not have participated in making any decisions on the individual case of the client filing the grievance.
2. An Appeals Unit, consisting of the Program Director, Deputy Director and one assistant will monitor and coordinate all Formal Grievances filed with Department of Social Services.
3. Once a request for a Formal Grievance is received, a hearing will be scheduled no sooner than 10 nor more than 20 working days from the date of receipt of the grievance by the Appeals Unit. Any request for a hearing must be made within 30 days of the written notification of the action taken by the social services department with which the participant disagrees. The sole issue for resolution through a formal grievance procedure 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 either of the formal grievance procedures (UIC 5302 or County Board of Supervisors) to appeal the outcome of a State Hearing, the requirements to sign a basic contract, or the results of an assessment.
4. The notification of the scheduling of the Formal Grievance Procedure will advise the grievant of the following.
  - a. time, date and place of hearing (to be arranged in such a manner that the grievant shall have a fair opportunity to present his/her case).
  - b. the right to present evidence
  - c. the right to bring witnesses
  - d. the right to be represented by a representative of the grievant's choice
  - e. the right to have access to the case record
  - f. the right to have access to any relevant documents in advance
  - g. the right to a written Position Statement two working days prior to the grievance procedure

GRIEVANCE PROCEDURES (CONTINUED)

- h. that the proceedings at the grievance procedure shall be recorded by the county and a tape of the proceedings shall be retained by the county for at least one year
- as i. a final written decision shall be completed as soon possible but no later than thirty calendar days from the date of the conclusion of the grievance procedure  
The decision will be based upon the regulations and produced at the grievance procedure and shall specifically state the findings of fact and pertinent regulations
- j. the right to appeal the decision reached through the State Hearing Process
- k. the right to postpone for good cause only upon notification to the Appeals Unit prior to the scheduled grievance procedure.
- l. right to continue to receive aid during the grievance procedure as long as their participation in the component to which they are currently assigned also continues. The grievant will be subject to sanctions if he/she fails to participate during the grievance procedure or any subsequent appeal. If a participant files for a county grievance procedure after the sanction commences, the sanctions will not be suspended.
5. The grievance procedure will be conducted as follows:
- a. formal rules of evidence as used in a court of law are not required. The grievance will be conducted informally.
  - b. both the county and the recipient shall have the opportunity to question witnesses
  - c. The Grievance Hearing Officer may limit questioning that produces unduly repetitions, irrelevant or demeaning information to any party. He/She may also revise questions for clarification.
  - d. all testimony will be under oath
  - e. the Grievance Hearing Officer may postpone or continue the grievance procedure in order to obtain testimony or evidence not available, but required to reach a fair decision
  - f. the Grievance Hearing Officer will make a final written decision as soon as possible, but no later than 30 calendar days from the concluding date of the hearing
  - g. the grievance procedure shall not determine the validity or constitutionality of any applicable law or regulations.

6. Rescheduling of a County Formal Grievance Procedure

# COUNTY OF INYO

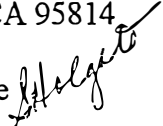
DEPARTMENT OF HEALTH  
AND HUMAN SERVICES  
DRAWER A  
INDEPENDENCE, CA  
93526  
TELEPHONE (760) 878-0247



ALCOHOL AND DRUG SERVICES  
HEALTH SERVICES  
MENTAL HEALTH SERVICES  
SOCIAL SERVICES

SUSAN G. HOLGATE, PH.D.  
DIRECTOR

TO: Diane Just, Regional Advisor  
744 P Street, MS 14-44  
Sacramento, CA 95814

FROM: Susan Holgate 

DATE: 23 January 1998

Thank-you for your prompt review and feedback on Inyo County's CalWORKs Plan. You have asked us to clarify several areas of our plan. Hopefully, the following will be sufficient to clarify the issues you raised. Please call me if any area needs further attention.

#### Page 11, Program Flow

Inyo will refer clients to Job Search/ Job Club Class only after the client is determined eligible.

#### Page 16, Child Care

We are currently developing a contract for Stage I Child Care to be handled by our Resource and Referral Agency in the County Superintendent of Schools Office. During the interim, our Health and Human Service Department is providing Stage I services including payments to vendors.

Both Stage II and Stage III Child Care are currently provided by the Resource and Referral Agency. Education and outreach to our clients will be a three part process: 1) the CalWORKs eligibility/ casemanager will have an initial discussion with the client at intake about child care and help to arrange coverage for the first week of the Job Class if needed, 2) the Resource and Referral Agency, Community Connection for Child Care (CCC), will present an orientation in the Job Class which will include information on programs and easy access to the system, and 3) some clients may choose to attend further education and resource classes on site at CCC. Other applicants, who may need child care but will not be eligible for CalWORKs will be referred to the CCC for services.

#### Page 19, Working with Victims of Domestic Violence

The current Gain "good cause" criteria will continue to be used until the State provides further criteria.

COUNTY OF INYO

DEPARTMENT OF HEALTH  
AND HUMAN SERVICES  
DRAWER A  
INDEPENDENCE, CA  
93526  
TELEPHONE 619-878-0247



ALCOHOL AND DRUG SERVICES  
HEALTH SERVICES  
MENTAL HEALTH SERVICES  
SOCIAL SERVICES

SUSAN G. HOLGATE, PH.D.  
DIRECTOR

29 December 1997

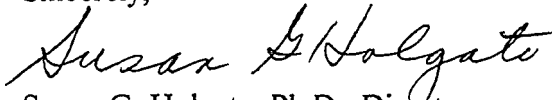
Curtis Howard, Welfare to Work Division  
California Department of Social Services  
744 P Street, MS 9-701,  
Sacramento, CA 9581

Please find attached Inyo County's CalWORKs Plan.

The plan has been developed following the guidelines of CDSS and the legislative requirements for input from all stakeholders including the public.

The Inyo County CalWORKs Plan is agendized to be approved by the Inyo County Board of Supervisors on 13 January 1998. The Certification will be submitted to you immediately upon this approval. When sufficiently developed, amendments to this plan will be submitted as indicated.

Sincerely,

  
Susan G. Holgate, Ph.D., Director

cc Diane Just, Regional Advisor

**INYO COUNTY CalWORKs Plan**

**Submitted**

**December 31, 1997**

**Prepared by:**

**Inyo County Health and Human Services Department  
Susan Holgate, Ph.D., 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.**

## EXECUTIVE SUMMARY

INYO COUNTY HEALTH AND HUMAN SERVICES IS COMMITTED TO ASSIST PERSONS IN NEED BY PROVIDING A RANGE OF INTEGRATED SERVICES WHICH ARE FOCUSED TO IMPROVE THE CLIENT'S ABILITY TO LIVE INDEPENDENTLY AND PRODUCTIVELY IN THE COMMUNITY.

This document describes Inyo County's welfare-to-work program plan, based upon the above commitment to clients and to community.

Inyo's plan is characterized by a network of partnerships which will provide the full range of services needed to move clients to unsubsidized work. Locations of services will pool resources, providing an efficient, user-friendly approach to job readiness, job matching, and job support.

Inyo's plan provides an individualized and highly personal service cluster to each client. Clients will have an assigned case worker, benefit from an initial home visit and be served by a multidisciplinary team which will assist with employment plan development and specific case decisions.

Inyo's CalWORKs program will prioritize work in several ways: we will offer employment and resource and referral services prior to eligibility services; case workers will be trained to present diversion services as a meaningful choice; work will be expected to be part of every program concurrently with those engaged in training or counseling .

### Major Program GOALS and OBJECTIVES

THE GOAL OF ALL PROGRAM SERVICES IS INCREASED SELF-SUFFICIENCY FOR THE FAMILY.

OBJECTIVE ONE: Initially reduce need for receiving on-going public assistance.

Program Element: Support and increase public marketing of employment, child care , child support and counseling services.

Program Element: Persons will be offered the above variety of services in the CalWORKs office prior to application.

Program Element: The Diversion Program will be offered by staff trained to help the applicant decide if their barriers to employment could be met by one-time assistance.



OBJECTIVE TWO: Participants will be rapidly provided employment, assessment and planning services.

Program Element: The four week Job Services Class will begin every Monday. This class will integrate Job Search and employment readiness services with assessment and barrier elimination services. Participants will leave this component with an Employment Action Plan.

Program Element: Home visits will be completed for all applicants within the first four weeks.

Program Element: A multidisciplinary team assessment will assist the case worker and client with the development of the Employment Plan. This team will include the eligibility case worker and a representative from the Job Services class and the Health and Human Services counseling staff.

OBJECTIVE THREE: The full range of Welfare-to-Work activities will be available to the client.

Program Element: One Stop Employment Services will be provided in the city of Bishop. CalWORKs clients will receive services from Employment Development and JTPA without being differentiated as welfare clients.

Program Element: Community Service and Supported Work will be coordinated from the Job Services Class location. This is the locus of our Community Action Agency, a partner with full referral ability for supportive services.

Program Element: The Education and Training partnership includes Cerro Coso Community College, Adult Education and Regional Occupational Programs, local businesses, and JTPA. Through their Education and Training Panel they are developing a range of training offerings that can be completed within the time limits and are relevant to the stated needs of the business community.

OBJECTIVE FOUR: Persons with barriers to employment will have access to appropriate and timely support services.

Program Element: Child Care and Transportation needs will be assessed and services coordinated by the case worker.

Program Element: A full range of accessible counseling services focusing on substance abuse, emotional health and domestic violence issues will be available from our own department.

OBJECTIVE FIVE: The Inyo County CalWORKS program will be county-wide.

Program Element: Negotiations are in process to provide services to our most remote areas through adjacent counties and the State of Nevada.

Program Element: Our Lone Pine Service Office will be the southern base for a full range of program services requiring travel of contractors and staff.

Section 10531 of the Welfare and Institutions Code (WIC) requires each county 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. Subsections (a) through (q) set forth specific plan requirements which are addressed below. The CalWORKs plan should not duplicate the planning processes which have already occurred within the county, rather it should incorporate other planning efforts where appropriate.

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

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

Does your county have a Refugee Employment Services Plan?

YES

NO

If so, please certify that welfare-to-work activities will be coordinated with the County Refugee Plan.

**a) Collaboration with Public and Private Agencies to Provide Training and Supportive Services.**

**COLLABORATION WITH OTHER AGENCIES**

Inyo County has an excellent history of collaboration with other public and private agencies for training and supportive services. We are currently engaged in program planning with those agencies listed below who provide training and supportive services. These services will be closely monitored by the county.

**BASIC LITERACY**

Those participants who are assessed as requiring a General Education Development (GED) Certificate, Adult Basic Education or English as a Second Language (ESL) will be referred to the following programs depending upon their location and need.

Inyo County Office of Education: provides ESL, Basic Education and GED preparation classes in Bishop, Big Pine, Independence, Lone Pine, Tecopa/Shoshone and Death Valley. These programs are held in the evenings with exception of the class at Tecopa/Shoshone which is held during the day to accommodate those who use the school bus for transportation. We are also working with the Native American Even Start Program and will continue to refer those clients to that program for GED services when appropriate.

**VOCATIONAL TRAINING/POST SECONDARY EDUCATION**

Clients will be referred to vocational training in order to meet

their employment goals. Referrals will be made by a team who will develop the employment plan based upon assessment information provided by the CalWORKER, Job Club instructor, Mental Health and/or Alcohol and other Drug workers, as appropriate, as well as the case manager who will make home visits.

Training services are limited in Inyo. There are no contracted training services through Job Training Partnership Act (JTPA) located in this county. Vocational training is provided by the following resources:

1. Inyo County Office of Education: provides ROP/Adult Education services in Bishop, Big Pine, Independence, Lone Pine and Death Valley (specifically Furnace Creek). The classes include, but are not limited to: Emergency Medical Training (EMT), Auto Mechanic, Cabinetmaker, Computer Operator, Floriculture and general exercise and fitness classes.
2. Eastern Sierra College Center: offers A.A. degree program and shorter term certificated programs in various areas. Certificated programs include, but are not limited to: Office Procedures, Fire Fighting and Resort and Community Recreation Management. We are in the process of dialoging with the college on other certificated programs or courses which could be offered to enhance employment for public assistance clients.
3. Sierra Vocational Schools: Offers an eight week program in Restaurant Management/Cooking School. It is accredited by the State of California.
4. Owens Valley Career Development Center: this center offers programs to both Native American and non Native American students for certificates in Substance Abuse Counseling; Certified Nurses Assistant; Computer Applications; Gaming Operations; Hotel/Motel Management through DQ University; Construction Trades through Lassen College.

#### OTHER PUBLIC AGENCIES

1. JTPA: Inyo County is a member of the Kern-Inyo-Mono Service Delivery Area. JTPA is under county management, physically located in the same building as social services and the case manager is supervised by Health and Human Services managers.
2. California Indian Manpower Consortium (CIMC): This is the Native American application of JTPA funded services. Through CIMC participants can access On-the-Job-Training, Classroom Training, Work Experience, Community Service Employment and Summer Youth Programs both on and off the reservation for economically disadvantaged youth.
3. Employment Development Department: This agency is downsizing and is interested in forming a one-stop center to be located at

their site. It is anticipated that a MOU will be signed with this agency in order to access job development services for CalWORKs participants. This model will allow CalWORKs participants to receive these services along with other employment seekers without marking them as welfare recipients.

4. Mental Health and Alcohol and other Drug Programs: The Department of Health and Human Services (HHS) in Inyo County is an umbrella agency which includes Health, Mental Health, Alcohol and Other Drug Services (AODS), Child Protective Services (CPS), JTPA and the Adolescent Family Life Program. All of these programs are delivered from one unified office in both Bishop and Lone Pine locations. These programs meet and staff cases from all programs once a week.

Toiyabe Indian Health Services provides counseling and social services on Inyo's reservations. With this partnership between Inyo County HHS and Toiyabe, Indian people will receive quality, culturally appropriate services.

5. Domestic Violence: Inyo County works closely with the community agency known as Wild Iris Women's Services which services victims of domestic violence. Members of that organization have provided training to staff on domestic violence issues and have participated in the GAIN Job Club component. It is anticipated that this level of cooperation will continue. Referrals are made for treatment of offenders to Alpine Center, where trained certificated staff specialize in this service.

The counseling division of Health and Human Services has trained staff in domestic violence issues and is committed to providing staff training and client services for this population.

6. Various Performance-based Contracts: Inyo County Health and Human Services (HHS) will contract with the local community action agency Inyo-Mono Advocates for Community Action (IMACA) for job club, job search and assessment services. It is anticipated another contract will be entered into with this agency for welfare-to-work services such as work experience and community work service. Negotiations are in progress. A meeting was held with IMACA, the County Office of Education and the Eastern Sierra College Center and the HHS in order to determine the most efficient way to deliver services. IMACA will enter into MOU's with the latter two agencies for the delivery of some of the components of the job search/job club class.

7. One-stop Employment Services: The Kern County Service Delivery Area (SDA) has received a grant to expand one-stop services to rural and remote areas of the SDA. The Bakersfield office has committed to assisting Inyo with the establishment of a one-stop center.

8. Local Child Care Planning Council: This council is in the process of being formed according to the requirements of AB 1542.

Two members of the council are representatives from the Department of Health and Human Services. The remaining members are consumers, child care providers, public agency and community representatives. This council is responsible for identifying local child care and development priorities.

9. Refugee Employment Services Plan: Not applicable due to small county population.

(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

Describe the county's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKs program recipients. [Reference: WIC Section 10531(b)]

**b) Partnerships with the Private Sector to Identify Jobs:**

An Educational Advisory Panel has been formed. Its members include private business, educators, child care providers and members of the department of Health and Human Services. This group is in the process of defining their goals and objectives. Some of the ideas that have come forth include: a kick off celebration inviting employers to learn more about CalWORKs and to share ideas and their needs for training and retention services; instituting a mentoring and job shadowing program and holding a job fair.

With the change in direction recently given to the Employment Development Department (EDD) Inyo County is considering entering into an MOU as well as locating a one-stop service center at the EDD office. No longer will the local EDD be serving unemployment benefit applicants, but will be focusing on job development and working more closely with the business community in accessing and filling open positions. We have met with the new manager of the Bishop EDD office who is interested in working with HHS in developing these business contacts.

A series of public meetings have been held in the county: two in the Bishop area and one in Lone Pine for the purpose of inviting businesses to participate in welfare reform in this county.

The faith community in Inyo County is organized into a Northern and a Southern Ministerial Association. Representatives from these organizations have been kept informed of all public meetings and outcomes. Presentations to these two groups will be offered as part of the community education efforts in early 1998.

(c) LOCAL LABOR MARKET NEEDS

Briefly describe other means the county will use to identify local labor market needs. [Reference: WIC Section 10531(c)]

**c) Local Labor Market Needs**

Inyo County Health and Human Services and its partners used the unemployment statistics from the Employment Development Department to identify local labor market needs. Subsequently, a survey of local businesses was conducted with the assistance of the local chambers of commerce.

In this recent Labor Market Survey employers cited "personal traits" and "people skills" as the most important assets looked for when hiring new employees. Employers also cited classes in customer service and job readiness as being the most beneficial training programs for their businesses. These priorities have been emphasized also by the Educational Advisory Panel members from business.

The county will continue to use information from the Labor Market Division of the Employment Development Department, information from the chambers of commerce, local economic development organizations and the Overall Economic Development Program in order to assess local labor market needs.

Inyo County is a sprawling rural community that encompasses the highest peak in the contiguous United States as well as the lowest point. Eighteen thousand persons live in an area of 10,000 square miles, the second largest county in California. More than 90% of the land is publicly owned and since 1980 Inyo County has experienced merely a 2.2% population growth. Employment is dependent upon the tourist economy and is often seasonal.

For 1996, Inyo County's unemployment rate (8.4), on the average exceeded the unemployment rate for California (7.2). The major employer in Inyo is government with a projected number of jobs in the year 2000 at 2,440 jobs, with the trade industry following as a close second with 2,110 jobs and services with 1,780 jobs. Those occupations with the greatest absolute job growth are Salespersons (30), cashiers (25), food preparation workers (20), waiters and waitresses (15), medical assistants (15), and home health workers (15) in that order. These projections were made from 1993-2000. It is clear that many more jobs will have to be created in order to meet the demand for welfare recipients to return to work. Additionally, the greatest growth in employment in Inyo is projected to be the service and trade industries which traditionally do not offer full time benefitted positions.

The unemployment rate for Inyo County for 1997 is reported by EDD as follows:



| Month     | Rate   | No. |
|-----------|--------|-----|
| January   | 10.00% | 750 |
| February  | 9.20%  | 690 |
| March     | 8.20%  | 610 |
| April     | 8.00%  | 590 |
| May       | 7.00%  | 520 |
| June      | 7.30%  | 550 |
| July      | 7.80%  | 610 |
| August    | 7.20%  | 550 |
| September | 7.50%  | 560 |
| October   | 7.90%  | 590 |

(d) WELFARE-TO-WORK ACTIVITIES

Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. [Reference: WIC Section 11322.7(a)] Pursuant to WIC Section 11322.7(b) "No plan shall require job search and work experience of participants to the exclusion of a range of activities to be offered to recipients." Activities allowed by state law include, but are not limited to, those listed below. Please indicate which of the following activities will be provided and identify any allowable activities that will not be provided. [Reference: WIC Section 10531(d) and WIC Section 11322.6]

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Unsubsidized employment  | <input checked="" type="checkbox"/> Work study   |
| <input checked="" type="checkbox"/> Subsidized private sector employment                           | <input checked="" type="checkbox"/> Self-employment                                    |
| <input checked="" type="checkbox"/> Subsidized public sector employment                            | <input checked="" type="checkbox"/> Community Service                                  |
| <input checked="" type="checkbox"/> Work experience  | <input checked="" type="checkbox"/> Job search and job readiness assistance            |
| <input checked="" type="checkbox"/> On-the-job training  | <input checked="" type="checkbox"/> Job skills training directly related to employment |
| <input checked="" type="checkbox"/> Grant-based on-the-job training                                | <input checked="" type="checkbox"/> Supported work                                     |
| <input checked="" type="checkbox"/> vocational education & training                                | <input checked="" type="checkbox"/> Transitional employment                            |
| <input checked="" type="checkbox"/> Education directly related to employment                       | <input checked="" type="checkbox"/> Other (list)                                       |
| <input checked="" type="checkbox"/> Adult basic education (includes basic education, GED, and ESL) |  |

d) Welfare to Work Activities

**PROGRAM FLOW**

Upon initial contact, applicants will be screened for a determination of services required. Clients will be appraised for diversion, immediate needs payments or receipt of cash aid. In all cases, clients will be referred to the job search/job club class which will begin each Monday. Orientation by a representative from the DHSS will be given each Monday at which time opportunities, rights and responsibilities will be presented. Those clients who are receiving diversion payments may received services at the Job Search/Job Club class. Those clients who have qualified for public assistance will be required to attend four weeks of the class, unless mental health, drug and alcohol or domestic violence barriers prevent them from participating. The Caseworker will

arrange for barrier elimination services in such cases. Job search, including job search techniques, will be the focus of the class with supportive service needs, life skills, and assessment included. By the end of the third week, all assessment testing and evaluation will be completed. During the fourth week of the class, an Employment Plan will be developed, the client will sign a contract and the week following the completion of the class will be the beginning of the employment plan activities. The client and caseworker will be assisted in Employment Plan development by a multidisciplinary CalWORKs Team, which will include at a minimum, a representative from employment and counseling services. During this four week period of time broadly-focused home visits will be done on each application for public assistance. Focus will include barriers to employment, family service needs and fraud detection.

The Employment Plan will offer concurrent activities which may include any combination of basic skills, GED, vocational training or educational certificated programs and work, the latter being in work experience or subsidized or unsubsidized work slots. The client's plan may also include a selection of counseling or treatment activities.

If, at the conclusion of the employment plan activities, the participant is not employed, a referral will be made to the CalWORKs Team who will ascertain if the participant has done all that was necessary in order to seek employment, will certify that no job exists for the participant, if appropriate, and will authorize a referral to Community Work Service.

It is the intent of Inyo County to provide all of the components listed above. We are in the process of defining subsidized private and public employment and how this could be best applied to Inyo County's business and public assistance population. In the past, Inyo has elected to provide grant-based-on-the-job-training and is planning to make use of this component again. We are in the process of discussion with the local community action agency for the provision of: work experience, subsidized public and private employment, supported or transitional employment as well as grant-based-On-the-Job Training.

Inyo will continue to dialogue with the Office of Education, the Eastern Sierra College Center and the Owens Valley Career Development Center in order to address the needs of the public assistance population with regard to educational vocational and job skills training.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

Plan for Substance Abuse Services

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



Certify that the county's substance abuse treatment services will include at least the following: evaluation, case management, substance abuse treatment, and employment counseling, and the provision of community service jobs.

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

Plan for Mental Health Services



Certify that the county will provide at least the following services: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.

Please describe any additional services the county will provide.

**e) Substance Abuse and Mental Health Treatment**

Inyo County Health and Human Services Department includes the programs of Substance Abuse and Mental Health as well as Social Services. In addition, the Mental Health Director also manages the Substance Abuse program. The county program will be used to supply the counseling needs of the CalWORKs participants. Most of the counseling staff are cross-trained in both disciplines. This organizational reality assures good access to services for CalWORKs clients.

Plan for Substance Abuse and Mental Health Services

The CalWORKs staff will present client needs at weekly multidisciplinary team staff meetings. Clients may be referred at that time for substance abuse or mental health counseling services. All staff, including reception, are trained to make direct referrals to the counseling program at any stage of the CalWORKs process. The counseling program is co-located with the CalWORKs offices, facilitating access.

The multidisciplinary staffing is the team setting for development of the client's Employment Plan. This team approach assures that the counseling staff are knowledgeable about the clients and their work responsibilities, and that CalWORKs staff understand the barriers to employment their clients are facing.

Federal financial participation will be utilized to the extent possible for mental health services. Inyo County is not a MediCal provider for substance abuse. All allocations will be used for their intended purposes.

(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS

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

**f) Mental Health Services Available After Time Limits**

Clients whose mental health needs are primary to their inability to become employed shall continue to be served by the County Mental Health program after reaching their 18 or 24 month service time limits as long as such service is seen to be likely to lead to employment. This does not preclude a CalWORKS client who may meet medical necessity criteria from continuing with mental health treatment in the MediCal program.

(g) CHILD CARE AND TRANSPORTATION SERVICES

Child Care

Please briefly describe how child care services will be provided to CalWORKs participants. This should include a description of how the county will provide child care for families transitioning from county funded providers to non-county funded providers of child care services. It should also indicate what criteria the county will use to determine, on a case-by-case basis, when parents who have primary responsibility for providing care to a child six months of age or younger, may be exempt from welfare-to-work participation. The exemption period must be at least twelve weeks and, at county discretion, can be increased to one year for the first child. The exemption period for subsequent children is twelve weeks, but may be increased to six months. Briefly describe the criteria the county will use to determine the period of time a parent or other relative will be exempt considering the availability of infant child care, local labor market conditions, and any other factors used by the county. Additionally, briefly describe how the county will ensure parents needing child care services can access the Resource and Referral Agency.

Transportation

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

**g) Child Care**

Health and Human Services will continue to work with the Inyo County Superintendent of Schools, Child Care Connection, in providing access to child care slots. Once it is determined that a participant is in need of child care, he/she will be referred to the Child Care Connection for referrals. The participant will complete the necessary paperwork with the Health and Human Services Technician of Inyo County who will also provide information on choosing child care. The HHS Technician will communicate with the provider in order to complete paperwork and be instructed in procedures for payment and/or trustfunding.

Inyo County is in negotiations with the County Superintendent of Schools to take over the administration of Stage I Child Care. We believe a totally integrated program will give the best service to clients. If these negotiations are successful, less will be done by the HHS Technician.

For stage II child care, the participant will be referred to the Child Care Connection for services. At this time the participant will also be placed on the waiting list for subsidized child care. Prior to this referral, the HHS Technician will ascertain if child care money is available in stage II. If it is not, the participant will continue to receive stage I child care until additional money is available. The HHS Technician will assist the participant in making this transition.

Parents with children age six months and under will be exempt from participation on a case-by-case basis. For the first child, this exemption may be increased to twelve months, again on a case-by-case basis. The following criteria will be used in determining the exemption:

1. Availability of child care
2. Availability of transportation
3. Medical/Health issues of the child, to be verified by a physician

The minimum exemption will be for twelve weeks for the second or subsequent children. Exemptions will be considered on a case-by-case basis using the criteria outlined above.

### **Transportation**

The local Transportation Commission has designated an outside consultant to study the transportation system in Inyo with the intention of recommending a system which will serve the residents of the county within allocation parameters. This survey is in the process of being conducted. Members of the Social Services Advisory Panel to the commission have been contacted for input. It is hoped that a fixed route will be instituted in the Bishop area for local residents. However, it is unrealistic to plan that this mode of transportation will accommodate those who go to work when the local labor market offers tourist based occupations. Outlying areas will offer unique challenges where the population is low and very remote.

Mileage reimbursement and gas vouchers will continue to be issued to participants for assistance with transportation. The development of alternatives to public transportation and the use of private vehicles will be prioritized.



(h) COMMUNITY SERVICE PLAN

Briefly describe the county's plan for providing community service activities. This should include a description of the process the county will follow to determine where community services assignments will be located, and the agencies/entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum. [References: WIC Section 11322.6 and WIC Section 11322.9]

**h) Community Service Plan**

It is the intention of Inyo County Health and Human Services to contract with the local Community Action Agency (Inyo-Mono Advocates for Community Action, IMACA) for the provision of community services for CalWORKs participants. This partnership will be based on the successful program currently in place for the General Assistance clients who participate in a community service work plan.

Further details of this program will be provided in an addendum as detail is developed.

(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE

Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKs recipients who are victims of domestic violence. [Reference: WIC Section 10531(i)]

Until regulations are adopted by California Department of Social Services in consultation with the Taskforce on Domestic Violence established by the Welfare-to-Work Act of 1997, the county may utilize other standards, procedures, and protocols for determining good cause to waive program requirements for victims of domestic violence, for example, those now used in the GAIN Program. [Reference: WIC Section 11495.15] Please describe the criteria that will be used by your county for this purpose and what approach the county would take to deal with recipients who are identified in this way.

i) Working with Victims of Domestic Violence

CalWORKs staff shall be trained to recognize and refer for help those persons whose families suffer domestic violence. Training shall be provided by the Health and Human Services counseling and Child Protective Service staff as well as local agencies specializing in domestic violence treatment. Weekly team staff meetings will provide the setting to decide if a case meets good cause criteria for domestic violence. All attempts will be made to get appropriate services for clients with domestic violence issues.

(j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES

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

**j) Performance Outcomes to Meet Locally Established Objectives**

At this time no local program outcome objectives are identified. An addendum will be submitted to this plan to report the specific outcomes that will be developed in our contracts development process.

We are committed to devising a plan to track realities in conjunction with persons leaving aid whether by employment or sanction.

(k) PUBLIC INPUT TO THE COUNTY PLAN

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

**k) Public Input to the County Plan**

Inyo County engaged in a series of public meetings and outreach to educate and gather information in the development of the CalWORKs plan.

Four public meetings in three towns were held specifically to address Welfare Reform. Over seventy different persons attended these active discussions including business owners and managers, public assistance recipients, former GAIN clients, human services staff in the public, profit and non-profit arenas, educators and trainers, employment developers and county and city officials.

Three presentations were given at Board of Supervisors meetings through the fall.

Presentations were made to local groups such as the League of Women Voters and Bishop Rotary Club. Presentations were made to the Children's Services Council, local Indian Tribes and the Toiyabe Indian Health Board. Broad radio and television coverage helped get information to those who did not attend public meetings.

The local Labor Market and Child Care surveys also gave citizens an opportunity to give input on related needs for the CalWORKs program.

This draft plan was distributed to all stake holders for comment 4 weeks prior to Board of Supervisors approval.

(1) SOURCE AND EXPENDITURES OF FUNDS

Provide a budget specifying your county's estimated expenditures and source of funds for the CalWORKs program on the forms provided (Attachment 2). Your budget should meet the requirement of WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 1996/97 fiscal year. [Reference: WIC Section 10531.(1)]

# County Plan Budget 1997/98 State Fiscal Year

## Section 1

|  | Total     | FCS       | State General Fund | County Funds * | Other ** |
|--|-----------|-----------|--------------------|----------------|----------|
| Food Stamp Administration<br>(For County MOE Purposes) | \$441,581 | \$220,791 | \$155,017          | \$65,773       | 0        |

- When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities 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 CaWORKs Admin & Services Items (A) thru (D)      | \$983,468 | \$780,897               | \$98,872 | 0         | \$103,699      | 0        |
| (A) TOTAL CaWORKs Single Allocation Items (1) thru (7) | \$870,060 | \$766,361               | 0        | 0         | \$103,699      | 0        |
| (1) Benefit Administration *                           | \$419,832 | \$356,887               | 0        | 0         | \$ 62,945      | 0        |
| (2) Program Integrity (Fraud)                          | \$ 37,588 | \$ 34,769               | 0        | 0         | \$ 2,819       | 0        |
| (3) Staff Development/Retraining                       | \$ 27,500 | \$ 27,500               | 0        | 0         | 0              | 0        |
| (4) Welfare-to-Work Activities                         | \$319,359 | \$281,424               | 0        | 0         | \$ 37,935      | 0        |
| (5) Cal Learn  | \$ 18,497 | \$ 18,497               | 0        | 0         | 0              | 0        |
| (6) Child Care - 1st half of 1997/98                   | \$ 47,284 | \$ 47,284               | 0        | 0         | 0              | 0        |
| (7) Other Activities ***                               | N/A       |                         |          |           |                |          |
| (B) Child Care - 2nd half of 1997/98                   | \$ 98,872 | 0                       | \$98,872 | 0         | 0              | 0        |
| (C) Mental Health Treatment                            | \$ 6,607  | \$ 6,607                | 0        | 0         | 0              | 0        |
| (D) Substance Abuse Treatment                          | \$ 7,929  | \$ 7,929                | 0        | 0         | 0              | 0        |

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

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

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

\* WE HAVE NO ESTIMATE OF DATA COSTS ATTRIBUTED TO CalWORKS.

**(m) ASSISTING FAMILIES TRANSITIONING OFF AID**

Please describe how the county will work with families transitioning off aid. The description should include (1) assistance for those individuals who transition off aid due to time limits, and (2) those who leave aid due to employment. [Reference: WIC Section 10531(m)]

**m) Assisting Families Transitioning Off Aid**

Inyo County will continue to supply job retention services to persons who become employed through the CalWORKs program for 12 months, if those services are needed and otherwise unavailable to the client. These services may include counseling, coaching and tangible support for which the client and family may be eligible. Support in a group setting will be offered by the department's counseling program.

Clients who transition off aid because of time limits will be eligible for continuation of services if such services are recommended by the service team, the client chooses to continue in community service work if recommended, and the service slots are available. Clients will be referred to One Stop employment services and available training and education services.



(n) JOB CREATION

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

n) Job Creation

DHHS will ask the Board of Supervisors to approve a resolution for the application of the Job Creation Investment Fund monies in order to work on economic development issues in our county.

Inyo County of a member of the Kern-Inyo-Mono Service Delivery Area for Employer's Training Resource. Each quarter a representative from the Inyo Private Industry Council (PIC) travels to Bakersfield in order to participate in the SDA PIC meetings. These meetings provide an excellent resource for ideas. The Private Industry Council in Inyo County also meets quarterly. This council has been designated by the County Administrator as the group who, each year, develops the Overall Economic Development Program. In December, 1997, this group is scheduled to meet with the County Administrative Officer, the new director of Employer's Training Resource from Kern County and representatives from local Economic Development Organizations in order to address the economic development issue in Inyo County. A presentation will also be made by the Director of the Community Action Agency of his attendance of a workshop given by the State of California Trade and Commerce Agency regarding the Job Creation Investment Fund Grant Program. The Private Industry Council has included in its membership business owners as well as both public and private agencies. The JTPA program is administered by the Inyo County Department of Health and Human Services and, as such, has an active role to play in this organization.

(o) OTHER ELEMENTS

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

o) No Pilot projects are planned at this time.

(p) COMPLIANCE WITH REQUIREMENTS OF CalWORKs

Under CalWORKs counties are required to enroll single parent families in welfare-to-work activities for a minimum of 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. [Reference: WIC Section 11322.8(a)]

Prior to July 1, 1999, counties have the option to require adults in single-parent assistance units to participate up to 32 hours per week. Does your county intend to exercise that option? [Reference: WIC Section 11322.8(a)]

p) Compliance with Requirements of CalWORKs

Our county intends to require 26 hours of participation from adults in single parent assistance units when our program begins March 1, 1998. We intend to begin the 32 hour requirement July 1, 1999.

(q) INTERACTION WITH AMERICAN INDIAN TRIBES

Please describe the discussions that have occurred with respect to administration for the federally recognized American Indian Tribes located within your county. This should include whether the county will administer the program, whether the tribes will administer their own approved tribal TANF program, or whether there will be joint county/tribal administration. [Reference: WIC Section 10553.2]

**q) Interaction with American Indian Tribes**

Inyo County Health and Human Services staff participated in a one day conference with local tribes in May, 1997. During this day we presented information about welfare reform and learned about changes in the reservation-based training programs. At that time no tribes voiced interest in developing their own TANF programs.

Letters were sent to the five tribes in Inyo County, requesting them to inform us if any of them were intending to pursue their own programs. At meetings of the Big Pine Paiute Tribal Council and the Toiyabe Indian Health Services Board in December, 1997, we were assured that no tribe intended to develop their own TANF program at this time. In addition, we assured tribal leaders that we would assist in every way possible should that interest develop in the future.

We have been requested to participate in the training of Toiyabe staff around CalWORKs issues. The first training is set for February, 1998. Toiyabe has a service delivery system on the reservations that could be very helpful for CalWORKs staff: Community Health Representatives are social workers who work in their communities to assist with health and social services needs. We look forward to developing a program of joint home visits.

*In the Rooms of the Board of Supervisors*  
 County of Inyo, State of California

I, HEREBY CERTIFY, that at a meeting of the Board of Supervisor of the County of Inyo, State of California, held in their rooms at the County Administrative Center in Independence on the *13th* day of *JANUARY, 1998*, an order was duly made and entered as follows:

H&H-Soc. Serv/  
 CalWORKS Plan  
 Approval

Dr. Susan Holgate, Director of Health & Human Services, provided a detailed review of the County's CalWORKS' Plan. She indicated that she expected this plan to be amended as the program evolved and the County developed more in-depth program requirements to meet the clients specific needs. The Board and Dr. Holgate talked about job development, economic development, job markets and participation numbers as they related to the program. Dr. Holgate mentioned that during the first year of the plan she would be providing monthly program progress reports and, at the request of the Board, said she would include updates on the status of the program funding. Moved by Supervisor Bear and seconded by Supervisor Dorame to approve the Inyo County CalWORKs Plan and authorize the Chairperson to sign the required Certification. Motion carried unanimously.

The foregoing instrument is a full, true and correct copy of the original on file in this office.

Attest January 14 19 98  
 René L. Mendez, Administrative Officer and  
 Clerk of the Board of Supervisors, Inyo County, California  
 By Patricia Gunsolley

WITNESS my hand and the seal of said Board this *13th*

Day of JANUARY 1998

|                        |
|------------------------|
| Routing                |
| CC                     |
| Purchasing             |
| Personnel              |
| Auditor                |
| CAO                    |
| Other: Health          |
| DATE: January 14, 1998 |



RENÉ L. MENDEZ  
 Clerk of the Board of Supervisors

By Patricia Gunsolley  
 Patricia Gunsolley, Deputy

**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.

Susan G. Holgate Ph.D.  
Director, Health and Human Services

Linda Arcularius  
Chairperson, Inyo County Board of Supervisors

APPROVED AS TO FORM  
AND LEGALITY

[Signature]  
DEPUTY COUNTY COUNSEL