COUNTY OF LAKE
DEPARTMENT OF SOCIAL SERVICES
P.O. Box 9000
15975 Anderson Ranch Parkway
Lower Lake, CA. 95457

Carol J. Huchingson
Social Services Director

February 19, 1998

Mr. Jim Brown
CalWORKs Regional Advisor
California Department of Social Services
744 P Street
Sacramento, Ca. 95814

Dear Jim:

Attached for your review is a corrected copy of our CalWORKs County Plan, as per your request. After we receive your review and approval of these corrections, we will send you a final copy of the plan, with all "strike out" portions deleted, and all italics portions (used to show "new") converted to the standard font used for the document.

We will incorporate our GAIN grievance plan into our CalWORKs plan pending a revision of the entire grievance procedure.

Thank you for your assistance.

Sincerely,

Carol J. Huchingson
Social Services Director

attachment

☑ Administration Phone (707) 995-4260 FAX (707) 995-4294
☐ Adult/Childrens Services Phone (707) 995-4279 FAX (707) 995-4253
☐ Adult/Childrens Services Phone (707) 262-0235 FAX (707) 262-0299
☐ Public Guardian Phone (707) 995-4290 FAX (707) 995-4294
☐ Cal Works Phone (707) 995-4200 FAX (707) 995-4204
☐ Fraud Investigations Phone (707) 995-4265 FAX (707) 995-4204

(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 month 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. Please 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.

Based on current AFDC caseload data, there are approximately 2400 children, under the age of twelve, living in single parent recipient households. Of that group, approximately 240 are children under the age of two. The number of child care placements slots existing and available in the community is substantially less than these numbers. Priority will be given to the development of new child care resources in the County.

The County shall make child care services available to all non-exempt CalWORKs participants with children, ages ten and under. Child care for eleven and twelve year olds shall be provided to the extent that funding and placement slots are available. Child care services shall be available during the time CalWORKs participants are engaged in Welfare-to-Work activities.

~~Parents with primary responsibility for first born children 12 months of age or younger, or 6 months and younger for subsequent children, may be exempted from CalWORKs activities.~~ *The statutory based infant exemption for parents with primary responsibility for first born children is six months and can be reduced as low as twelve weeks or increased as high as twelve months. The statutory base for parents with primary responsibility for subsequent children is twelve weeks and can be increased up to six months.* County policy, with respect to infant age exemption, will be *based on statute months.* County policy, with respect to infant age exemption, will be *based on statute and will be* subject to periodic review. Parents with access to child care for their infant children will be urged to voluntarily participate in Welfare-to-Work activities and they will be eligible to receive child care services during hours of participation. Exemption criteria will be based on: availability of child care, special needs of the child, and availability of employment opportunities.

The department intends to contract out for Stage I Child Care. Our local alternative Payment Program (APP) service provider, North Coast Opportunities/Rural

I. Formal Grievance Provision

Whenever a participant in the Lake County GAIN program believes that any program requirement or assignment is in violation of his/her participant contract or is inconsistent with the GAIN program itself, he/she shall have the right to file a Formal Grievance based upon procedures established by either Section 5302 of the Unemployment Insurance Code or by the Lake County Board of Supervisors, or to request an appeal through the State Hearing process.[117]

The State Hearing process shall follow the same procedures as established for all State Hearings under M.P.P. division 22.

The grievance procedure under the Unemployment Insurance Code, section 5302, shall duplicate the Determinations/Conciliation process.[118]

The Formal Grievance procedure as established by the Lake County Board of Supervisors is detailed later in this section.

The participant shall be informed of his/her right to pursue a Formal Grievance, as well as the sole cause for such grievance, by the Case Management Counselor during Orientation.[119] This information shall be provided to the participant both verbally and in written form.

Whenever any GAIN staff person receives information, either from a participant or from an outside party such as a contractual service provider, that any participant may have a complaint resolvable by the procedures specified herein, that GAIN staff person shall take measures to ensure that the participant is aware of his/her rights as they relate to such procedures. These measures can include personal notification to the participant or written notification to the GAIN Specialist, who will then be obliged to personally notify the participant.

Complaints concerning possible discrimination shall be

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[117] EAS manual section 42-787, Unemployment Insurance Code section 5302, and M.P.P. division 22.

[118] See "Determinations/Conciliation", page 94.

[119] See "Orientation", page 69.

addressed through the standard Nondiscrimination in State and Federally Assisted Programs procedures.[120]

All other issues shall be addressed either by the State Hearing Process or Determinations/Conciliation procedures, whichever is appropriate.

In all cases, the participant's right to a timely and satisfactory resolution of the issue shall be aggressively pursued.

L.C.D.S.S. anticipates that only 39 formal grievances will have to be processed in the first year of program operation. The overall cost to GAIN for Formal Grievances and State Hearings is anticipated at $13,717. This includes $3,727 for L.C.D.S.S. staff and $9,990 for contractual services.

II. Formal Grievance Procedure

1. Whenever an issue arises as to whether a program requirement or assignment is in violation of the participant contract or inconsistent with the Lake County GAIN program, the affected participant shall have the right to file a Formal Grievance concerning that issue.

2. Said Formal Grievance shall be filed in writing, on a form provided by Lake County GAIN,[121] and with the assistance of the GAIN Specialist, and must be filed within thirty (30) working days of the incident or discovery which gave rise to the issue. The GAIN Specialist shall be responsible for attempting to informally resolve the issue with the participant. If this informal attempt is unsuccessful, than the GAIN Specialist shall forward the grievance immediately to the next level.

3. The first level of review shall be with the GAIN Project Manager, who shall be responsible for collecting all documentation relevant to the issue including but not limited to a copy of the disputed participant contract, case narratives, and appropriate GAIN program regulations, and who shall, within five (5) working days from receipt of the written grievance, arrange with the participant for an informal hearing regarding the matter.

4. The GAIN Project Manager shall render a decision, in writing, to the participant within five (5) working days of

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120 M.P.P. division 21.

121 See Appendix C for sample form.

his/her personal interview with the participant. A copy of this decision shall also be forwarded to the GAIN Specialist.

5. If this decision is unacceptable to the grievant, than he/she shall have five (5) working days in which to request that the matter go to the next level of review. This request shall be made in writing, on the grievance form, to the GAIN Project Manager, who shall have the responsibility of forwarding the grievance to the next level.

6. The second level of review shall be the Director of the Lake County Department of Social Services, or his/her chosen representative. The Director shall have ten (10) working days in which to review all documentation and conduct an informal hearing on the matter with the grievant and the grievant's representative, if any, and to render a decision in writing to the grievant. Such decision shall also be forwarded to the GAIN Specialist.

7. If the decision is unacceptable to the grievant, then he/she shall have five (5) working days in which to request that the matter go to the next, and final, level of review. This request shall be made in writing, on the grievance form, to the Director, who shall have the responsibility of forwarding the grievance to the next, and final, level.

8. The final level of review shall be with the Lake County Board of Supervisors, who shall schedule a hearing at the earliest opportunity allowed by their agenda. This hearing shall include all parties associated with the grievance, including but not limited to the grievant, the grievant's chosen representative, if any, and a representative of GAIN. The Board shall have thirty (30) calendar days from the date of the hearing to render a final decision in writing. This final decision shall be forwarded to both the grievant and the GAIN Specialist.

9. The grievant shall have the right to any representative of his/her choice at the second and final levels of review. Such representative shall provide written authorization from the participant in order to participate in any confidential proceedings or in order to review any confidential material.

10. If the final decision in the matter, as rendered by the Lake County Board of Supervisors, is unacceptable to the grievant, then he/she shall have the right to file an appeal of the decision under State Hearing provisions.[122]

11. At the time that a Formal Grievance is filed in writing, the grievant shall be placed in a deferred status by the GAIN Social Worker and shall remain in deferred status, with no adverse affect on his/her AFDC grant, until the grievance has been resolved or a final decision has been rendered by the Lake County Board of Supervisors. The grievant shall re-enter active GAIN status at the point of resolution or final decision by the Board.

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122 EAS manual section 42-787.

XIV. GRIEVANCE PROCEDURES

If at any time a participant in the GAIN program believes that any program requirement or assignment is in violation of the contract or is inconsistent with the program, the Lassen County Department of Health and Human Services shall inform the individual of their right to request a state hearing or to file a formal grievance, except that the formal grievance procedure shall not be used when a participant is dissatisfied with the results of an assessment made in accordance with 42-773 (Development of an Employment Plan) or 42-774.2 (Participation in Contract Amendments).

A. STATE HEARINGS

All procedures as set forth in SDSS MPP Division 22 shall be followed.

B. CAUSE DETERMINATION/FORMAL CONCILIATION

We will follow the procedures established by Section 5302 of the Unemployment Insurance Code as specified in 42-781 for cause determinations and formal conciliation.

C. FORMAL GRIEVANCE

We will follow the procedures as established by the County Board of Supervisors for grievance proceedings. These procedures provide that any person who is dissatisfied with the Lassen County Department of Health and Human Services actions because they believe the program requirements or assignment is in violation of their contract or is inconsistent with the programs has a right to have such action reviewed under the following procedures:

1. The claimant must file a request for hearing with the County's Department of Health and Human Services either in writing or verbally, stating his/her complaint, within 30 days of the date the action was taken. This request must be specific as to with which County action the claimant is dissatisfied.

2. The County Department shall acknowledge receipt of the request and set a date for the hearing within 30 days of the date of such request, or within 30 days of receiving satisfactory clarification of the issues if they are not clearly

stated in the original request. No hearing will be scheduled until the County determines the issues to be resolved are clearly identified.

3. The Administrator shall designate an independent, impartial hearing officer for all grievance proceedings.

4. The claimant shall have the right to be represented by an attorney or other representative.

5. The claimant and/or the designated representative shall have 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. In addition, they shall have access to relevant documents and information in advance of the hearing.

6. During the hearing the claimant shall have the right to present evidence and question witnesses.

7. A tape recording or other verbatim record of the hearing shall be maintained and provided to the participant upon request.

8. The participant shall receive a written decision making findings of acts and conclusions of law and informing the participant of his/her right to appeal the decision through the State hearing procedure. This decision shall be rendered within 30 days of the date this hearing is held.

COUNTY OF LAKE

DEPARTMENT
OF
SOCIAL SERVICES

CalWORKS Plan

Date Submitted: **January 9, 1998**

Prepared By: **Carol J. Huchingson, Social Services Director**

Patricia Shuman, Deputy Social Services Director

EXECUTIVE SUMMARY

The attached plan is the result of the collaborative efforts of numerous local agency representatives and individuals dedicated to the successful implementation of welfare reform in Lake County.

This effort represents only the beginning of substantial change in our community and in the way we administer services and programs. The plan provides for maximum local flexibility in the implementation of CalWORKs, serving as the foundation for the ongoing work of the Lake County Welfare Reform Planning Coalition and its resulting work groups and task forces. These groups and their respective priorities and objectives include, but are not limited to the following:

Welfare-to-Work Task Force

Recommend process for service delivery, flow of function
Recommend definition of "case management" services
Address labor issues related to CalWORKs implementation
Develop criteria for diversion
Recommend services to be offered through diversion
Monitor/adjust requirements for hours of participation
Recommend services to be offered after five year time limit
Recommend services to be offered to former recipients
Develop criteria for restricted payments
Develop criteria for "no job available"

Domestic Violence Work Group

Recommend criteria for exemption
Develop screening process
Set up system for referrals
Develop staff training protocols

Child Care Planning Council

Local Needs Assessment
Development of five year plan
Monitor/adjust recommended exemption criteria
Facilitate development of new child care placement slots

Transportation Work Group

Expand local transportation resources
Recommend system for processing of payments

Mental Health/Alcohol and Other Drugs Work Group

Develop screening criteria
Set up system for referrals
Develop staff training protocols
Set up system for monitoring immunizations

Educators Work Group

Recommend appropriate education/training curriculum
Assist in setting up system for monitoring school attendance

Community Services Projects Work Group

Recommend criteria for participation
Recommend criteria for qualification as a work site
Recommend system for project operations
Establish work sites, County-wide
Assist in setting up system to monitor participation

Tribal Work Group

Open lines of communication between tribes and County
Explore options for Welfare-to-Work Activities
Monitor effectiveness of service delivery to tribal members

As described in the plan, we intend to maximize collaboration with public and private agencies by continuing our past practice of contracting out, with a new structure appropriate to CalWORKs, for non-discretionary Welfare-to-Work activities. (We have requested clarification from our CDSS CalWORKs Regional Advisor, re: the definition of "non-discretionary" services and contracting for those services, and we will be able to establish a more specific process for service provision once said clarification is received).

In our small rural community we are acutely aware of the challenge we face in developing a sufficient number of jobs to meet the needs of individuals transitioning off aid. Thus, we are committed to building strong partnerships with the private sector, local employers, employer associations, the faith community and central labor councils. We believe that success cannot be achieved without effective collaboration in this area.

As indicated in the plan, we intend to eventually provide most Welfare-to-Work activities. However, given the magnitude of the task before us, we are being realistic about the need to allow sufficient time for planning which will lead to successful program implementation. Initial services to be provided include job search, self-employment, and unsubsidized employment. Services to be provided on a case-by-case basis, specific to individual need, include OJT, work experience, Voc Ed and Training, Adult Basic Ed, Community Service, work study, job skills training, and education related to employment. Expanded

services to be provided following more comprehensive program development include employment, grant based OJT, supported work, and transitional employment.

Equally as important as appropriate and effective Welfare-to-Work services, is the effectual implementation of substance abuse and mental health treatment services. We are acutely aware of the profound impact that drug abuse and alcoholism currently has on our existing local work force as well as prospective members of the work force who will soon be transitioning off aid. We believe that the State has demonstrated its wisdom by funding these critical services and we are confident that through effective service delivery, we can begin to address the most substantial barriers to employment for some individuals. We plan to contract with Lake County Mental Health and Lake County Office of Alcohol and Other Drug Services for the provision of substance abuse and mental health treatment services.

Other significant barriers to self-sufficiency, indigenous to our small, rural community include the limits of public transportation, the substantial driving distance between local communities and out-of-County employers, and the lack of available child care placement slots sufficient to meet the needs of both welfare recipients and the general public. Our success in reducing the impact of these barriers is paramount to the successful implementation of welfare reform in Lake County. Left unaddressed, these critical deficiencies would result in an exempt portion of our caseload which would far exceed allowable limits. For these reasons, specific work groups have been established to focus on the priorities of transportation and child care.

Our County Plan Budget anticipates a substantial amount of rollover from this fiscal year to the next. We are anticipating said rollover purposefully, because we are absolutely committed to efficient spending of our limited resources, followed only by the allowance of adequate time for effective program development. Given the fact that state approval of our plan is not expected until March or April 1998, we anticipate that changes in our local structure for service delivery will be relatively minimal during the current fiscal year. Thus, in light of the new option for rollover, we believe it would be imprudent to proceed any other way.

It is obvious that much work is yet to be done, but we believe that we have a truly unique and wonderful opportunity in Lake County, and we are fortunate to have the backing and support of our partners in reform. One of our primary tasks during the coming weeks, as we await state approval of our plan, will be to develop and circulate a survey to existing AFDC recipients, in an effort to gain a more comprehensive understanding of their needs.

We fully anticipate the need to request state approval of plan amendments, after said amendments have been reviewed by our Social Services Advisory Board and approved by our Board of Supervisors, as CalWORKs unfolds, and in the process, we look forward to an effective working relationship with the staff of the California Department of Social Services.

(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 the County have a Refugee Employment Services Plan? ( ) Yes (X) No

The County is committed to the provision of CalWORKs services through collaboration and partnerships with public and private agencies. The Lake County Department of Social Services, hereinafter referred to as the "department" shall build upon existing relationships, and shall initiate, develop, and implement new working partnerships with an array of service providers in the community.

Since July 1993, the County has contracted with MAXIMUS, a private-for-profit corporation, for the provision of GAIN services. The original contract term spanned three years and, in 1996, said contract was renewed for an additional three year period ending June 30, 1999.

The Lake County Board of Supervisors has indicated its desire to continue to contract out for non-discretionary CalWORKS Welfare-To-Work activities. Given the substantial programmatic changes prompted by the implementation of CalWORKS legislation, including unprecedented service offerings (i.e., substance abuse, mental health, and domestic violence treatment/intervention); new performance objectives and related time limits; and County spending flexibility for purposes of economic development and job creation, we anticipate that our existing service provision methodology will require restructuring.

Pending receipt of clarification from our CDSS CalWORKs Regional Advisor regarding discretionary vs. non-discretionary services, and based on collaborative decision making with our community partners, our implementation plan will include initial screening of CalWORKs applicants/recipients with respect to basic program eligibility, possible diversion options, and meeting Cal Learn or exemption criteria. Said screening shall also include an evaluation of need for supportive services, including child care and transportation. Based on screening results, applicants/recipients shall first be referred to job search, and if unsuccessful in this preliminary component, referral shall be made to appropriate contract providers for participation in specific Welfare-To-Work activities.

Through ongoing communication and collaboration with service providers, the department shall monitor and track each individual's progress in Welfare-To-

Work activities, and as appropriate, facilitate supportive services payments, carry out sanctions, restricted payments, etc.

Training, under CalWORKS, shall be geared to prepare individual participants with the job skills, knowledge and behaviors necessary to achieve and sustain self-sufficiency. Supportive Services shall include, but not necessarily be limited to:

- Child Care;
- Transportation;
- Ancillary Expenses;
- Personal Counseling.

The **Welfare-to-Work Task Force** and the **Educator's Work Group** have been formed to provide ongoing planning and consultation in the areas of Welfare-to-Work activities and education/training programs.

(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)]

The County shall build strong working relationships with the private sector. Small businesses represent the largest employer base in the County with 75% of such businesses employing less than five people. Small businesses typically do not get involved in the various government programs. Thus, the provision of information regarding potential employer incentives and advantages must be coupled with support activities for a connection to take place. It is expected that our partnerships will focus on issues such as work force needs, employment trends and economic development to increase the diversity of the County labor market, as well as coordinating County-wide information on available jobs. The County shall facilitate these new working relationship with the assistance of the Lake County Career Center, a local partnership currently providing employment, training, and economic development services.

Private sector partners are being sought from many areas and may include:

- Chambers of Commerce;
- Small Business Development Council;
- Private Employment Agencies;
- Local Labor Unions;
- Labor Contractors;
- Individual Employers;
- Local Ministerial Associations.

The **Economic Development Work Group** has been formed to provide ongoing planning, consultation, and program development in the area of private sector employment of CalWORKS recipients.

(c) LOCAL LABOR MARKET NEEDS

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

With the assistance of the Lake County Career Center, the County shall use a variety of methods to identify both local and regional labor market needs. It is clear that inclusion of a regional approach will be advantageous in light of the County's historically high unemployment rate. The region will consist of locations within a two hour commute.

Local community colleges have recently completed a labor market needs assessment, used in curriculum development activities for CalWORKs planning. The California Employment Development Department provides regular labor market information specific to Lake County. The County shall utilize these two resources in addition to:

- Reports from Economic Development Council;
- Statistics on actual job placements from the Lake County Career Center;
- Regional newspapers;
- Internet On-Line Resources;
- Demand Occupational Needs List;
- EDD Job Listings/Flyers;
- Direct Employer Contacts;
- Regional statistics for job placements and job forecasts.

Other options for the identification of labor market needs may become evident during the development of partnerships within the community. Such additional resources will be reviewed and analyzed for inclusion in the overall labor needs identification process.

(d) WELFARE-TO-WORK ACTIVITIES

[1] Unsubsidized Employment	[2] Work Study
[3] Subsidized Private Sector	[1] Self Employment
[3] Subsidized Public Sector Employment	[2] Community Service
[2] Work Experience	[1] Job Search and Job Readiness Assistance
[2] On-The-Job Training	[2] Job Skills Training Directly Related To Employment
[3] Grant-Based-On-The-Job Training	[3] Supported Work
[2] Vocational Education and Training	[3] Transitional Employment
[2] Education Directly Related to Employment	[ ] Other
[2] Adult Basic Education (includes basic education, GED, and ESL)	

1. The following Welfare-To-Work activities shall be provided for all non-exempt CalWORKS applicants/recipients:

   - Unsubsidized employment;
   - Job search and job readiness assistance;
   - Self Employment.

2. In addition, the following Welfare-To-Work activities shall be provided, on a case-by-case basis:

   - Work Experience;
   - On-The-Job Training;
   - Vocational Education and Training;
   - Education Directly Related to Employment;
   - Adult Basic Education (includes basic education, GED, and ESL);
   - Community Service;
   - Work Study;
   - Job Skills Training Directly Related to Employment.

3. Long-term welfare reform planning efforts will explore provision of the following Welfare-To-Work activities:

- Subsidized Private Sector Employment;
- Subsidized Public Sector Employment;
- Grant Based On-The-Job Training;
- Supported Work;
- Transitional Employment.

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

Briefly describe how the welfare department and the county alcohol and drug program will collaborate and utilize 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 determined 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]

The Department is currently working with the Lake County Office of Alcohol and Other Drug Services (AODS) in the development of a Memorandum of Understanding (MOU) for the provision of substance abuse services to CalWORKs applicants/recipients. Said MOU shall reinforce the parties commitment to work collaboratively to maximize federal financial participation to cover the cost of these services.

☒ The County hereby certifies that substance abuse treatment services for CalWORKs recipients shall include the following:

- Evaluation;
- Case Management;
- Substance Abuse Treatment;
- Employment Counseling;
- Provision of Community Service Jobs.

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

In the event the County determines to provide additional services at a future date, state approval will be requested via plan addendum.

Briefly describe how the welfare department and the county department of mental health will collaborate and utilize new funds available to provide effective mental health services. Counties should maximize federal financial participation to the extent possible in the provision of mental health services. [Reference: WIC Section 11325.7]

The Department is currently working with the Lake County Department of Mental Health (MH) in the development of a Memorandum of Understanding (MOU) for the provision of MH services to CalWORKs applicants/recipients. Said MOU shall reinforce the parties commitment to work collaboratively to maximize federal financial participation to cover the cost of these services.

☒ Lake County hereby certifies that MH services provided to CalWORKs recipients for the purposes of self-sufficiency shall include the following:

- Assessment;
- Case Management;
- Treatment and Rehabilitation Services;
- Identification of Substance Abuse Problems;
- A Process for Identifying Individuals with Severe Mental Disabilities.

Please describe any additional services the county will provide.

In the event the County determines to provide additional services at a future date, state approval will be requested via plan addendum.

The **MH/AODS Work Group** has been formed to develop a process for screening and referral to substance abuse and/or MH treatment services.

(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 18-24 month time limit. [References: WIC Section 10531(f) and 11454]

The County intends to make MH services available to ensure the well-being of CalWORKs families. Therefore, CalWORKs recipients who have exceeded the 18-24 month time limits may continue to receive MH services, as determined on a case-by-case basis, and to the extent funding is available.

In early 1999, based on evaluation of the effectiveness of local services and expenditures to date, **the MH/AODS Work Group** will formulate recommendations regarding the scope of MH services to be provided for recipients who have exhausted time limits.

(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 excempt 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.

Based on current AFDC caseload data, there a currently approximately 2400 children, under the age of twelve, living in single parent recipient households. Of that group, approximately 240 are children under the age of two. The number of child care placement slots existing and available in the community is substantially less than these numbers. Priority will be given to the development of new child care resources in the County.

The County shall make child care services available to all non-exempt CalWORKs participants with children, ages ten and under. Child care for eleven and twelve year olds shall be provided to the extent that funding and placement slots are available. Child care services shall be available during the time CalWORKs participants are engaged in Welfare-To-Work activities.

Parents with primary responsibility for first born children 12 months of age or younger, or 6 months and younger for subsequent children, may be exempted from CalWORKs activities. County policy, with respect to infant age exemption, will be subject to periodic review. Parents with access to child care for their infant children will be urged to voluntarily participate in Welfare-To-Work activities and they will be eligible to receive child care services during hours of participation.

The department intends to contract out for Stage I Child Care. Our local Alternative Payment Program (APP) service provider, North Coast Opportunities/Rural Communities Child Care (NCO/RCCC), is anticipated to operate Stage I, II and Stage III Child Care Components. Thus, contracting with NCO/RCCC for Stage I Child Care is consistent with the "seamless" intent of the

law. NCO/RCCC is the only child care resource and referral agency within the County, also facilitating the Trustline screening services. Given the role of NCO/RCCC in our community, CalWORKs participants will truly have a single point of contact for all child care services. The only exceptions to this planned mode of service delivery could be students enrolled in community college courses, who choose to utilize child care services provided through the colleges.

In coordination with the department, NCO/RCCC shall develop transition criteria and facilitate the transition process necessary to move CalWORKs recipients between Stages I, II and III. Said criteria shall ensure that recipients experience no break in services between stages. Transition criteria and movement between stages shall be based on recipient need, funding and available child care placement slots.

The department shall track, monitor, and report as required, regarding the supply, demand, and utilization of necessary support services for child care.

The local **Child Care Planning Council** has been established to continue with child care planning efforts. See Attachment "A", Pages 1 through 3, for an overview of the Council's recommendations to date, as well as impending goals and objectives.

Transportation

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

The County has identified transportation as one of the major barriers facing local CalWORKs participants in their efforts to seek and retain employment, or to participate in Welfare-To-Work activities. This barrier includes limited access to public transportation, and the high cost of using private vehicles given rugged terrain and substantial travel distance between communities.

The geography and size of Lake County makes it difficult to provide effective transportation services to large numbers of citizens. Currently one public transportation vendor operates two systems within the County, "Dial-a-Ride" and a regularly scheduled bus route. In addition, existing employment service providers operate individual van pools for their customers unable to utilize the public transportation.

To address the transportation needs of CalWORKs applicants/recipients, the department shall provide services through a County-wide collaboration of community partners who currently provide, or may in the future, provide needed transportation services. The **Transportation Work Group** has been formed to continue to address the transportation needs of local CalWORKS applicants/recipients, to develop recommendations regarding appropriate

supportive services expenditures for transportation, to address the need for expansion of local transportation resources, and to explore the feasibility of appropriate local projects.

Current plans for delivering transportation services utilize separate authorization and issuance agencies. The County intends to make efficient use of transportation funds by giving priority to the use of public transportation and van pools whenever possible. Additionally, transportation costs will not be duplicated if provided by another community partner.

The individual transportation needs of CalWORKs applicants/recipients will be addressed during the screening process prior to job search, development of the Welfare-to-Work plan and at appraisal/reappraisal, as necessary. Authorization will allow for issuance of public transportation passes, reimbursement of expenses related to the use of private vehicles or access to van pools.

Transportation services costs shall be payable up to regional transportation rates. Individual needs which exceed said rates shall be assessed on a case-by-case basis.

The department shall will monitor, track and report as required, regarding the supply, demand, and utilization of necessary support services for transportation.

(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]

A **Community Service Work Group**, specific to CalWORKs, has been formed locally. Said Work Group is in the process of identifying issues and prospective providers of community service work sites. The group is forwarding recommendations for solutions to related issues and for the expansion of work sites. Work Group objectives include:

- Identify current and potential providers of community service work sites;
- Identify target population to be served;
- Determine entities responsible for project development, implementation and operation;
- Develop, to the extent possible, community service activities in such a way as to be meaningful both to the community and participant, to provide the participant with marketable work habits and job skills, and to allow for exploration of paid employment opportunities within the work site.

Community service activities shall be performed in the public and private non-profit sector. Community service participants shall be provided job skills leading to unsubsidized employment. The County's community service plan shall be implemented in compliance with the anti-displacement provisions contain in WIC Section 11324.6.

Once developed, the department shall request state approval of its Community Service plan via County plan addendum.

(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(l)]

County and contract staff shall be properly trained regarding domestic violence and the impact on victims. We anticipate utilizing the services of independent contractor(s) to provide said training.

A **Domestic Violence Work Group** has been formed to develop criteria for Welfare-To-Work exemptions based on domestic violence. Once complete, said criteria shall be submitted for state approval via plan addendum.

(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]

The County recognizes the significance of federal and state objectives for welfare reform, and plans to develop evaluation criteria to evaluate the effectiveness of service provision, and to address local trends and unique social issues within our community. Specific objectives will center around the welfare of Lake County's children. Said objectives will measure how the future of our children can/will be improved, and when developed, will be submitted for state approval via plan addendum.

(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)]

The department has facilitated public forum meetings regarding welfare reform planning, the first of which was held in June 1997. This initial meeting was attended by over 50 individuals/agency representatives who expressed varying degrees of interest in being involved in local welfare reform planning processes. General information regarding possible changes resulting from adoption of welfare reform legislation was provided by the department. Various groups/individuals provided input regarding their perspective organizations/agencies issues, interests, services offered, and anticipated roles in the planning process.

CalWORKS planning meetings commenced on October 16, 1997, specifically for the purpose of providing input to development of the County plan and to establish work groups to address various aspects of local welfare reform.

See Attachment "B", Pages 1 through 3 for a listing of participants actively involved in the local welfare reform planning process.

Two public hearings will be held by the Lake County Board of Supervisors prior to submission of the County plan. The first such hearing will be held in the north end of the County, in Lakeport, on January 6, 1998. The second public hearing will be held in southern Lake County, in Clearlake, on January 7, 1998. These public hearings will be preceded by formal announcement via the local media, and copies of the draft plan shall be made available for public review. Written and oral testimony will be encouraged public hearings.

(I) 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)]

See Attachment "C", Pages 1 and 2.

(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)

The County recognizes the importance of a successful transition from assistance. This transition may occur because of employment or exhaustion of time limits. Some CalWORKs participants will have little or no experience providing for their families without welfare assistance payments. Thus, the County also recognizes the need to identify resources to provide assistance in problem solving, crisis management and/or advanced life skills. The County intends to be as flexible as possible in meeting the support and motivational needs of transitioning CalWORKs recipients within the framework of available funding and existing resources.

(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..

The **Welfare-To-Work Job Creation Work Group** has been formed to develop a grant proposal for seed money through the Job Creation Investment Fund. Said funds shall be used to develop a strategic plan for securing new private, unsubsidized employment within Lake County.

See Attachment "D ", Pages 1 through 7, for an overview of local job creation plans and activities to date.

(o) OTHER ELEMENTS

Pilot projects: please include a description of any pilot projects 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.

In the event the County determines later to participate in one or more pilot projects, state approval will be requested via plan addendum.

(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)]

The County shall require adults in single-parent assistance units to participate in Welfare-To-Work activities for up to 32 hours per week prior to July 1, 1999, to the extent that such activities are (or can be made) available for said participation.

(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]

The County has repeatedly encouraged the participation of local tribal representatives in welfare reform planning activities. However, to date, tribal participation has been very minimal, with only one of five local tribes represented in the process.

The participating tribe has indicated that it does not intend to administer its own tribal TANF program, but has also expressed the desire to have tribal recipients provided with the option to participate in either County Welfare-To-Work activities or utilize the services of the California Indian Manpower Consortium (CIMC). The County shall consult with its CDSS CalWORKs Regional Advisor to determine the feasibility of this tribal preference.

None of the remaining four tribes has expressed an interest in administering tribal TANF programs. Thus, the County shall continue to provide aid and services to local tribal recipients under the CalWORKs program. Moreover, the County shall continue in its efforts to encourage tribal representation in local welfare reform planning activities via formation of the **Tribal Work Group**. Such collaboration can only lead to more effective working relationships and increased success for tribal recipients in their efforts to achieve self-sufficiency.

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.

LAKE COUNTY DEPARTMENT OF SOCIAL SERVICES

Carol J. Huchingson 1/7/98
Carol J. Huchingson, Director / Date

BOARD OF SUPERVISORS

Louise Talley 1-7-98
Louise Talley, Chair / Date

BOARD OF SUPERVISORS
LAKE COUNTY, CAL

LAKE COUNTY - CAL WORKS IMPLEMENTATION PLAN
CHILD CARE PLANNING COMMITTEE
November 17, 1997

Recommendation:
Allow exemption for single parents from work participation requirements for up to twelve (12) months for their first-born child.

Basis:
It is critical that infants develop secure attachments in life. Infants can be negatively impacted by turnover of child care placements, especially during the first year of life. Potential impacts can include failure to thrive and/or personality disorders, ultimately leading to failure in school and society.

It is estimated that there are 238 children under the age of two, presently included in single parent AFDC households in Lake County. There are presently less than ten openings for this age group in local child care centers. There are 178 existing family day care slots for this age group, and the number of openings is unknown. Time is needed to fully assess the adequacy of existing slots, the number of actual vacancies, and to develop new slots.

We have concerns regarding the safety of children placed with license exempt providers, but we are also fully cognizant of each parent's right to choose their child care provider. Nonetheless, we need time to assess our authority to screen, train and monitor, and to the extent possible, we need time to develop a process for screening, training and monitoring of such providers. We hope to develop a "hot line" for support to license exempt providers.

We believe that pressure to utilize license exempt providers (before additional license child care slots are available) may result in parents making bad decisions about child care, resulting in children being placed in potential dangerous situations. Not only could children be placed at risk, we believe that resulting problems with child care would lead to the parent's failure to succeed at his/her work activities.

We believe that welfare reform efforts must be based on a multi-generational approach which leads welfare recipient/parents down the path toward self sufficiency AND prepares children for future successes in life, thus breaking the cycle of generational dependency.

Time is needed to develop various grant proposals to obtain special funding for additional child care slots, as well as for special training and monitoring efforts. We believe that training should include a focus on "consumer information", geared to assist parents in making good choices about child care.

Recommendation:
To the extent that funding and child care placement slots are available, provide child care to eleven and twelve year old children of Cal-WORKS recipients.

Recommendation:
To ensure a seamless system, the County should contract out (with local APP - North Coast Opportunities / Rural Communities Child Care) for the provision of Stage I Child Care.

Follow up:
The committee will re-evaluate its recommendation every six months from the commencement of Cal Works, and will recommend adjustment to policy as appropriate.

LAKE COUNTY - CAL WORKS IMPLEMENTATION PLAN
CHILD CARE PLANNING COMMITTEE
November 17, 1997

The committee will continue to meet on a monthly basis, as the Lake County Child Care Planning Council. The Council's next meeting is scheduled for November 20, 1997, at 6:30 p.m., at the NET, 14125 Lakeshore Drive, in Clearlake.

Child Care Planning Council Objectives:
Local needs assessment and five year plan for provision of child care.

LAKE COUNTY DEPARTMENT OF SOCIAL SERVICES - CHILDREN ON AFDC CASELOAD 10/97

AGE OF CHILD	UNDER 2*			2+ TO 5			6 TO 12			GRAND TOTALS
CASE TYPE	30	35	Sub Total	30	35	Sub Total	30	35	Sub Total	
LOCATION:										
Clearlake	69	38	107	248	92	340	459	85	544	991
Clearlake Oaks	17	6	23	52	14	66	94	22	116	205
Clearlake Park	11	7	18	42	9	51	61	16	77	146
Cobb	8	1	9	14	5	19	30	1	31	59
Finley	8	5	13	20	13	33	26	14	40	86
Glenhaven	1	-0-	1	3	1	4	6	2	8	13
Kelseyville	25	8	33	60	15	75	140	17	157	265
Lakeport	33	9	42	103	30	133	151	26	177	352
Lower Lake	11	9	20	46	10	56	79	20	99	175
Lucerne	15	4	19	31	11	42	60	9	69	130
Middletown	10	4	14	36	6	42	64	15	79	135
Nice	12	11	23	24	13	37	76	12	88	148
Unknown	1	-0-	1	11	3	14	10	3	13	28
Upper Lake	11	1	12	52	14	66	72	18	90	168
Witter Springs	1	2	3	1	2	3	-0-	1	1	7
***Only 3 of all children under two will be under 6 mo. of age on 3/10/98**										
GRAND TOTALS	238	105	343	853	238	1091	1286	261	1547	2908

Attn: Bill Jacobson
341 N. Main Street
Lakeport, CA 95453

Katrina Nichol
5725 Live Oak Drive, Space 31
Kelseyville, CA 95451

Lake County Administrative Office
255 No. Forbes
Lakeport, CA 95453

Lake County Career Center
Attn: Sharon Carini
341 N. Main Street
Lakeport, CA 95453

Lake County District Attorney
Family Support Division
926 S. Forbes
Lakeport, CA 95453

Lake County Farm Bureau
65 Soda Bay Road
Lakeport, CA 95453

Lake County Health Dept./AODS
Attn: Al Rodriguez
850 Lakeport Boulevard
Lakeport, CA 95453

Lake County Health Department
Attn: Sandy Boorn
922 Bevins Court
Lakeport, CA 95453

Lake County Mental Health
Attn: Barbara Drew
922 Bevins Court
Lakeport, CA 95453

Lake Co. Interfaith Vol. Care Givers
Attn: Lou Denny
9470 Mendenhall Avenue
Upper Lake, Ca 95485

Lake County Office of Education
Attn: Bill Cornelison
1152 S. Main Street
Lakeport, CA 95453

Lake County Office of Education
Attn: Dave Geck
1152 South Main Street
Lakeport, CA 95453

Lake County Transit Authority
Attn: Rob Azbell, Manager
2222 Park Place
Clearlake, CA 95422

Lake County Tribal Health
Attn: Merrill Featherstone
5116 Hill Road East
Lakeport, CA 95453

Lakeport Chamber of Commerce
Attn: Melissa Fulton, Director
P.O. Box 295
Lakeport, CA 95453

Latino Coalition
Attn: Maria Roma, Chairperson
P.O. Box 51
Lakeport, CA 95453

Latino Coalition
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Lakeport, CA 95453

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Lloyd Hance
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Lakeport, CA 95453

Louise Talley
Lake County Board of Supervisors
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Mendocino College
Attn: Ruth Lincoln
P.O. Box 3000
Ukiah, Ca 95482

Middletown Rancheria
22223 Highway 29
Middletown, CA 95461

North Coast Opportunities
Attn: Teri R. Sedrick
868 Lakeport Boulevard
Lakeport, Ca 95453

North Coast Opportunities
Attn: Sharon McClure
14130 Lakeshore Drive
Clearlake, CA 95422

Positive Action Committee
c/o Lakeport Chamber of Commerce
P.O. Box 295
Lakeport, Ca 95453

Redwood Coast Regional Center
1116 Airport Park "B"
Ukiah, Ca 95483

Redwood Legal
Attn: Jeremiah Guerin
P.O. Box 783
Clearlake, Ca 95422

Robinson Rancheria Tribal Office
1545 E. Highway 20
Upper Lake, CA 95485

Attn: Michael Schultz
18th Ave. & Highway 53
Clearlake, CA 95422

Attn: Doug Harris
413 N. State Street
Ukiah, CA 95482

Tribal Office
1490 Soda Bay Road
Lakeport, CA 95453

Jeff Lucas
Community Development
55 Workright Circle
Lakeport, CA 95453

Brad Onorato
Office of Senator Mike Thompson
1040 Main Street, Suite 10
Napa, Ca 94559

Bruno's Market
Attn: Bill Brunetti
355 Lakeport Boulevard
Lakeport, CA 95453

Goodwill Industries
Attn: Renee' Timmons
1005 North State Street
Ukiah, Ca 95482

Carrie White
P.O. Box 1602
Middletown, CA 95461

City of Clearlake
Mr. Jim McMurray, Mayor
14050 Olympic Drive
Clearlake, Ca 95422

Clearlake Chamber of Commerce
Attn: Frank Camaratta
10450 Olympic Drive
Clearlake, Ca 95422

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Literacy Coalition
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Lakeport, CA 95453

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767 Lake Mendocino Drive
Ukiah, CA 95482

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Kelseyville, CA 95453

Lydia Villalobos
Yuba College
15880 Dam Road Extension
Clearlake, CA 95422

Elem Indian Colony Tribal Office
c/o Bonnie Maranda
P.O. Box 1091
Clearlake Oaks, CA 95423

Employment Development Dept.
Attn: Laurel Groshong
991 Parallel Drive
Lakeport, Ca 95453

Employment Development Dept.
Attn: Tammy Gildea
991 Parallel Drive
Lakeport, CA 95453

GAIN/Maximus
Attn: Mary Rose Roberts
991 Parallel Drive, Suite E
Lakeport, CA 95453

GAIN/Maximus
Attn: Laura Dickinson
991 Parallel Drive, Suite E
Lakeport, CA 95453

Goodwill Industries
Attn: Cathleen Barnier
11 W. Barnham Avenue
Santa Rosa, CA 95407-6992

Goodwill Industries
Attn: Sam Tattelman
11 W. Barnham Avenue
Santa Rosa, CA 95407-692

Head Start
16250 Main Street
Lower Lake, CA 95457

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County of Lake
255 No. Forbes Street
Lakeport, CA 95453

Honorable Richard Freeborn
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Clearlake, CA 95422

Jack Devine
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Nice, CA 95464

Jim Coomes
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Clearlake Oaks, CA 95423

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Yuba College-Lake County Campus
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Clearlake, CA 95422

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Clearlake, Ca 95422

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Lakeport, Ca 95453

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200 "B", N. Main Street
Lakeport, CA 95453

Small Business Development Center
Attn: Marilyn Waites
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Lakeport, CA 95453

Social Security Administration
Attn: Pam Phillips
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Lakeport, Ca 95453

Social Services Advisory Board
Attn: Sissa Nelson/Yuba College
15800 Dam Road Extension
Clearlake, Ca 95422

Stacy Shummer
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Lakeport, CA 95453

Sutter Lakeside Community Services
Attn: Fernna Butcher
896 Lakeport Boulevard
Lakeport, Ca 95453

Sutter Lakeside Community Services
Attn: Gloria Flaherty
850 Lakeport Boulevard
Lakeport, Ca 95453

Sutter Lakeside Hospital
Attn: Paul Hensler
5176 Hill Road
Lakeport, CA 95453

Sutter Lakeside Community Services
Attn: Claudine Westbrook
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7665 Kelsey Creek Drive
Kelseyville, CA 95451

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)	2,924,531	2,829,011	62,590	32,930		
(A) TOTAL CalWORKs Single Allocation Items (1) thru (7)	2,306,767	2,244,177	62,590			
(1) Benefit Administration	1,132,067	1,132,067				
(2) Program Integrity (Fraud)	98,039	98,039				
(3) Staff Development/Retraining	30,548	30,548				
(4) Welfare-to-Work Activities	805,106	805,106				
(5) Cal Learn	115,826	115,826				
(6) Child Care - 1st half of 1997/98	125,181	62,591	62,590			
(7) Other Activities ***						
(B) Child Care - 2nd half of 1997/98	495,923	495,923				
(C) Mental Health Treatment	65,860	32,930		32,930		
(D) Substance Abuse Treatment	55,981	55,981				

Anticipated Roll-Over $ 429,565.

* 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.

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

County Plan Budget
1997/98 State Fiscal Year

Section 1

	Total	FCS	State General Fund	County Funds *	Other **
Food Stamp Administration (For County MOE Purposes)	765,786	382,893	268,025	114,868	

* 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.

CalWORKs/Job Creation Investment Fund
Plan Narrative

Economic Background

Due to the lack of a vital diversified economy, Lake County suffered from an unemployment rate in 1996 of 12.6%, fluctuating from a low in August during the agricultural harvest season to a high in January. Unemployment has been historically high in Lake County, 9.6% in 1990, 11.2% in 1991, 12.2% in 1992, 12.8% in 1993 and 12.1% in 1995. It is important to note that the state unemployment rate in October of 1996 was 6.9%, thus Lake County exceeded that rate substantially.

The local economy is highly dependent upon tourism-related, agricultural, services, retail trade, resource-based businesses. Those categories account for 61% of all the jobs in the county. Lake County's economy is dependent upon small business, as nearly three out of four firms have fewer than five employees. Only 12.1% of Lake County's firms are medium sized or small businesses with between ten and fifteen employees, and only 2.4% of Lake County's businesses have more than fifty employees according to the State Labor Market Information Division of EDD.

Existing Economic Development Implementation and Coordination Services

Community Development Services (CDS) is a local consulting firm co-located with the local economic development corporation at Lampson Field near Lakeport which provides economic development services to the County of Lake. This firm also obtains state and federal grants and loans on behalf of the County of Lake, City of Lakeport, and City of Clearlake for infrastructure, community coordination and revolving loan fund programs. In Lake County, CDS is responsible for managing loan portfolios in excess of five million dollars. Over sixty loans have been packaged and are being serviced by CDS in Lake County in the past three years.

CDS, on contract with the Lake County Office of Education/Career Center, provides community coordination and program integration services coordinating the direct business assistance services network of service providers in Lake County. This network includes, the Small Business Development Center for one-on-one consultations and workshops in the areas of business planning, business marketing, business management and business financing; the Career Centers which provide employee recruitment, counseling, assessment, placement and training services; the community colleges (Yuba Community College Lake County Campus in Clearlake, and Mendocino Community College Lake County Center in Lakeport) that offer customized training programs to businesses, vocational education programs and college preparation courses; and city and county community development departments who are responsible for permit approval tasks.

CDS, in close coordination with the Lake County Business Outreach and Response Team, integrates business assistance available from local resources to the business itself in order to enhance the capacity of the business to start up, stay in Lake County, or expand its operations.

Local Business Assistance Providers

The Small Business Development Center (SBDC) now located at Bank of Lake County in Lakeport provides free business consulting services to all businesses in Lake County. Consulting services are also provided at the offices of CDS on contract with the SBDC to provide consulting services in business management and business financing. Business start up, and business marketing services are provided by SBDC consultants and the program manager. Often, after a business plan has been developed and the SBDC client is ready for financing, CDS will then provide loan packaging, presentation and loan servicing services to the business. This close integration of services works well. The SBDC has assisted local businesses with obtaining over $15,000,000 in loans since its inception in 1987. The SBDC also conducts workshops for businesses covering such topics as employee relations, international marketing, catalog marketing, understanding financials and business management techniques.

The Lake County Small Business Development Center is part of the nationwide network of SBDC's and is funded by the State Trade and Commerce Agency, the Small Business Administration, and the community colleges Chancellors office. Under the umbrella of the Yuba Community College District Lake County Campus, SBDC operations are directed by the Lake County Campus Dean and implemented by the SBDC program manager, staff, and consultants. The Lake County SBDC is a participant in the statewide SBDC network which includes West Company in Mendocino County, and the Redwood Empire SBDC in Sonoma County.

Organization and Implementation of Tourism and Recreation Development

A citizen advisory committee, appointed by the Board of Supervisors recommends marketing activities to the Board. The priorities of the Lake County Marketing Plan are to improve the quality of life in Lake County; to instill pride and a positive image; to maximize physical resources; to facilitate, expand, and diversify county activities; and to increase tourism services and benefits.

The Board of Supervisors established the Lake County Marketing Program to implement and continually refine the Marketing Plan. The Marketing Director and staff provide technical assistance, promotion, data gathering and coordination to communities, organizations, businesses and individuals working to increase the county's aesthetic, cultural and recreational benefits.

The Marketing Program promotes Lake County tourism through media, trade shows, travel agencies, fairs, etc. It also maintains a Visitor Center in Lakeport year round offering personalized services and information to visitors. The Lake County Marketing Program is funded with County Transient Occupancy Tax (TOT) funds. Additional program funds are obtained from cooperative programs, such as, California Division of Tourism, Redwood Empire Association, and donor in-kind contributions for labor, products, and services.

In order to extend the tourist season and improve the economy of the area, the Lake County Resort and Restaurant Association and other organizations have pursued the development of multi-use pathways (hiking, bicycling, walking) throughout the county. An ad hoc committee meets to work on the continued development of the pathways. As a direct result of the efforts of this committee, road improvements have been made and continue to be made to allow for safe bicycling lanes along major thoroughfares. Funds are also used as the local (county) match for the construction of bicycle lanes near schools (Lakeport, Lower Lake and Kelseyville).

Business Attraction and Marketing Efforts

The Lake County Business Outreach and Response Team (BORT) is 501(C)(3) non-profit economic development corporation established in 1985 for the purpose of enhancing the local economy and creating more jobs in Lake County. The primary focus of the BORT now is business attraction and project advocacy. The BORT is well established in Lake County and has been responsible for assisting over fifty businesses and generating 250 jobs in the past two years alone. The BORT Board of Directors is made up of members from the community which represent finance, business, and government.

General membership meetings are held bi-monthly with Board of Directors meetings occurring on a monthly schedule. Much of the administrative support work necessary to pursue BORT related functions is provided by Community Development Services (CDS). The County of Lake supports the BORT through a contract with CDS for administrative support and economic development services.

Job Creation and Job Retention Efforts

Limited county funds have been augmented with Private Industry Council, Small Business Development Center (SBDC), and Community Development Block Grant (CDBG) funds over the past decade for the purpose of business development, job development, and job training. Heavy subsidization of job creation and retention efforts by the Private Industry Council ended in 1992 due to restrictions inherent in the Job Training Partnership Act Amendments regarding utilization of JTPA funds for employment generating activities.

During the period of 1983 through December 1993, the combined efforts of the County of Lake, City of Clearlake, City of Lakeport, the banking industry, the Small Business Development Center, and the Job Training Office resulted in acquisition of over $14 million in small business loans, and $2 million in infrastructure funds, which resulted in over 500 jobs created or retained. Funding sources include conventional financing, Small Business Administration (SBA) loan guarantees, Farmers Home Administration direct loans and loan guarantees, Community Development Block Grants, and the Rural Economic Development Infrastructure Program.

Since January, 1994, the current Community Development Block Grant (CDBG) Reservation of Funds program, managed by Community Development Services (CDS), has loaned out $583,000, matched by $3,755,000 in local bank participation in the unincorporated areas of Lake County.

In addition to operating the county and cities revolving loan fund programs, county and city economic development specialists (CDS) have also expanded their services to include working closely with our local banks on the SBA Low Documentation and Women's Pre-Qualification Loan Programs.

Throughout the past ten years, a very close relationship has existed between business development/job creation activities and job training activities. Specifically, the Small Business Development Center was co-located with the Career Center until December of 1993. Currently a close relationship continues to exist between economic development (business attraction, business retention), business development (loan packaging, business planning), and job training, job placement activities. Integration of these activities has been enhanced considerably due to funding provided by the North Central Counties Consortium for Community Coordination activities.

Specific CalWORKs/Job Creation Investment Fund Tasks

In order to utilize Job Creation Investment Funds in the limited amount of $54,640 for a one year period beginning May 1, 1998, and in order to build on the existing relationships, expertise, and capacity of the local economic development network, the following tasks will be pursued.

Infrastructure Improvements

An application to finance infrastructure improvements for sewer, roads, and storm drainage systems in support of two proposed commercial developments at the Clearlake Commercial Park will be completed by Community Development Services and submitted to the U.S. Department of Commerce, Economic Development Administration, and the USDA Rural Development office. Grant and low interest loan funds are necessary to fill the existing financial gap of over $1 million for the essential park improvements required for the development of a proposed water slide project (Outrageous Waters) and retail department store development.

Outrageous Waters is a project that will employ an estimated 15 full time and 35 part time employees from June through August. The employment is seasonal and based on enhancing tourism and visitor attraction to the area. The following tasks have been completed in support of this project: preparation of a business plan and financials, preparation of a lease/purchase agreement with the City of Clearlake, a site plan, preparation of conventional financing, investor financing, gap financing and permit applications, and a commitment to utilize local residents as employees.

A second proposed project is being pursued by established developers at the Clearlake Commercial Park site. Less direct financial assistance is expected to be required in order for this retail/department store complex to go forward. However, basic infrastructure is absolutely essential to make the project financially feasible, therefore, accessing public financing is critical. At full build out, this

project would generate over 100 jobs in retail management, sales, and support within three years. These jobs would be year round, full time equivalents.

In order to insure that CalWORKs clients are targeted for these employment opportunities, all employers benefitting from direct gap financing assistance and/or public infrastructure financing will be required to sign first source hiring agreements with the Career Center. CDS will assist the Career Center in tracking and reporting CalWORKs placements.

Labor Market Survey

In response to a request by Logistix, a large management, customer service and fabrication company based in the Silicon Valley, the County of Lake, Community Development Services, Lake County Business Outreach and Response Team and the State Employment Development Department are preparing a labor market survey to access information regarding skills, education, age, experience, and other relevant characteristics about the local labor market. Logistix will not expand to Lake County without clarity regarding our local labor market. Funds from county Community Development Block Grant reuse accounts will be utilized to access information regarding the employed and underemployed. Additional information is needed regarding TANF recipients in order to fully respond to Logistix's need for labor market information. Logistix personnel are working with the local partnership on this project. Subsequent investment in our county is dependent on our capacity to develop a thorough response product which would then be integrated into their own business expansion plans. It is anticipated that this tool will provide information leading to the development of at least 100 jobs in assembly work and, perhaps, 50 jobs in customer response work.

Program Marketing

The Lake County Business Retention and Expansion Survey conducted by CDS during the winter of 1996-97 provided information regarding the lack of awareness of many small businesses about the services provided by the local economic development and job training network. In order to address this information gap, it is planned that CDS will bundle the variety of available business and employee training programs available from local state and federal sources into one easy to understand format. CDS staff will be trained in these various programs and in basic marketing and listening skills. This staff will then go door-to-door to known small businesses in the cities and unincorporated areas. As information about business needs are accumulated and documented, referrals will be made at the business site to appropriate service providers and tracked for future follow up. It is unknown how many jobs will be generated for TANF participants from this activity, but it is absolutely essential that additional information regarding the services available to local businesses be made known to them, otherwise opportunities for expansion and job creation are lost.

Microenterprise Activities

As part of a comprehensive approach to poverty alleviation, microenterprise services must be provided on a long term basis. Readiness for business ownership is not an overnight phenomenon

when the starting point is public assistance or underemployment. Successful program operators must enter into a partnership with the fledgling microenterprise throughout the assessment, planning, start-up, stabilization, and expansion stages of business ownership. The microenterprise program operator should also facilitate a lasting network of peer support for those served which ultimately leads to participation in mainstream business associations.

Recruitment of potential microenterprise owners and an assessment of their capacity and willingness to succeed is an essential part of microenterprise program operations. Currently, in Lake County there is limited program capacity to provide microenterprise support and empowerment opportunities and, therefore, very little recruitment and assessment work has been done. In order to move forward with a microenterprise program, CDS will develop an assessment tool to determine capacity, history of commitment, areas of business interest and other traits essential to success, which will be utilized by DSS and Career Center staff. CDS will develop the necessary assessment tools in consultation with experienced service providers.

An orientation workshop would then lead to a series of workshops designed for potential microenterprise entrepreneurs. Part One in the series, "Assessment of Entrepreneurial Readiness and Market Research" would prepare participants for Part Two, "Development of a Business Plan. "The business plan development process is demanding and critical to future success." This is a very intense training step and provisions for one-on-one consulting should be arranged. Part Three is "Marketing a Small Business", and Part Four is "Financial Planning and Management." Participants should leave this training with a completed business plan and readiness to proceed to further technical assistance and the capital access program component. This training regime will average six months and there will be a high dropout rate.

The entrepreneurial training site should establish a resource library which would provide current business publications including business journals, periodicals, magazines, conference calendars and "How to's" of marketing, finance, management, and micro business operations. Additional resources available from West Company, Mendocino College, Yuba College, SBDC, local banks, and chambers of commerce will be brought into the planning and implementation of the program. Also, the local services capacity will be enhanced to provide outreach to the Hispanic population in Lake County.

Limited access to capital is one of the most restrictive barriers to low income people who seek self-employment. As part of the microenterprise program, a loan fund will be established to provide access to capital for participants who have completed the entrepreneurial training. During the loan preparation process, potential borrowers would be required to participate in credit education, financial management, and the responsibilities of incurring debt. Also, CDS will assist participants in developing personal and business assets through education regarding group investing and savings programs.

Continued peer support and networking will be formalized by the program operators with monthly group meetings and individual follow up to each borrower. An individual lending program, providing microloans between $1,500 and $5,000 to entrepreneurial training graduates should be operated by

the recruitment, assessment, and training service provider. For loans in the $5,000 to $25,000 range, referrals should be made to SBA microloan providers, conventional sources, and the small business assistance component operators.

Specific loan program policies, procedures, portfolio management practices and workout practices will be developed using the successful CDS model combined with successful microenterprise programs. An essential component of the program must be group and individual follow up support to insure business success and loan repayment.