

SECTION I: DEPARTMENT MISSION, MANDATE OR GOAL

CONTRA COSTA COUNTY EMPLOYMENT AND HUMAN SERVICES DEPARTMENT COUNTY PERFORMANCE REPORT TO ACCOMPANY FY 2017-2018 RECOMMENDED BUDGET

I. DEPARTMENT MISSION, MANDATE OR GOAL

The Employment and Human Services Department (EHSD), in partnership with the community, provides services that support and protect families, individuals, and children in need, and promotes personal responsibility, independence, and self-sufficiency. The second largest department in Contra Costa County, EHSD consists of the following Bureaus:

- Administrative Services Bureau / Office of the Director
- Aging & Adult Services Bureau
- Children & Family Services Bureau
- Community Services Bureau
- Workforce Development Board
- Workforce Services Bureau
- Alliance to End Abuse

EHSD is an important part of the safety net in Contra Costa, providing access to benefits and over 60 other programs and services to more than 250,000 of our most vulnerable residents in need of basic protection or support services each year. The majority of the services the Department provides are to children and families; the elderly; persons with certain disabilities; those who are eligible for financial, medical, or food assistance; and to persons who are attempting to enter or advance in the workforce.

EHSD offers its programs at over 39 locations throughout the county. Approximately 95% of the Department's program funding comes from federal, state and state-funded revenue sources. The remaining 5% is the net county cost covered with county general fund. The majority of the 5% county general fund is required as the County's matching funds to meet requirements in the federal and state funding sources that cover EHSD's programs.

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II. MAJOR PROGRAM DESCRIPTIONS

2017 EHSD BUDGET: \$500,785,110

2017 EHSD FTE: 1971.5

Staff Profile by Function and Level 2016

OCCUPATIONAL CATEGORY	FILLED POSITIONS
Officials and Administrators	65
Professionals	516
Technicians	343
Administrative Support	710
Service Maintenance	12

Staff Profile by Race, Ethnicity, and Gender 2016

RACE/ETHNICITY	MALE	FEMALE	TOTAL	PERCENT
White	93	449	542	33%
African American/Black	63	411	474	29%
Hispanic/Latino	53	328	381	23%
Asian American	49	193	242	15%
American Indian/Alaskan Native	1	6	7	<1%
TOTAL	259	1,387	1,646	100%
PERCENT	16%	84%	100%	

Note: The above Equal Employment Opportunity (EEO) data represents regular full-time and part-time employees who worked at least one day in 2016. The data do not include temporary employees, employees who are on a leave of absence during the entire year, per diem employees, and department heads. This EEO data is carried over from the 2016 report, as 2017 data is not currently available in the new PeopleSoft upgrade.

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A. ADMINISTRATIVE SERVICES BUREAU / OFFICE OF THE DIRECTOR

The Administrative Services Bureau provides administrative support services to all bureaus within EHSD. The major supportive services include:

1. **ADMINISTRATIVE SERVICES SUPPORT**
Processes accounts payable, requisitions and purchases for supplies and materials. Administers fleet operations and oversees the central management of stored records; oversees the mailroom for the headquarters building.
2. **FACILITIES, SAFETY & EMERGENCY MANAGEMENT**
Plans for efficient use of department facilities including long range facilities planning and obtaining approval for capital projects; coordinates safety and security at EHSD sites. Oversees emergency preparedness and disaster coordination planning, response, and training.
3. **CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS INFORMATION NETWORK (CALWIN) MANAGEMENT AND ADMINISTRATION**
Provides systems administration and help desk support for the complex system used to administer benefits for local, state and federal assistance programs; serves as the liaison between EHSD and the CalWIN Consortium, which consists of 17 other counties also using CalWIN; administers EHSD's document imaging process to facilitate a paperless environment as well as document availability across the department.
4. **FISCAL SERVICES**
Develops and oversees EHSD's budget, financial claims and reports, auditing, fiscal compliance; processes contract payments and billings and requests for services payments; handles receipt and collections of client overpayments, collects data and compiles statistical and other reports for the various agencies providing funding. Oversees EHSD's contracts and grants, works with vendors to ensure understanding of EHSD's needs, and issues Requests for Proposals (RFP) and Requests for Information (RFI) to procure services for EHSD.
5. **FRAUD AND APPEALS**
Receives information of suspected welfare fraud from the public and other sources; conducts early fraud investigations; makes investigation and prosecution referrals to the District Attorney; computes fraud overpayments and takes collection action on welfare benefits overpayments; represents the department at state-level appeals hearings; conducts evidentiary and grievance hearings; and conducts investigations of civil rights complaints from clients relating to public assistance programs.
6. **INFORMATION TECHNOLOGY SERVICES**
Works in partnership with program staff to support Department operations. Develops computer applications, acquires and maintains hardware and software; provides support and maintenance of hardware, software, and applications; analyzes data and prepares special management reports; supports welfare assistance and program systems essential to line staff performance; operates a consolidated technology help desk for rapid response to assist staff with all

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technology related issues.

7. PERSONNEL

Supports hiring and retention of EHSD staff. Works in partnership with managers to maintain effective employee relations. Acts as the liaison with County Human Resources (HR) on activities overseen by HR, participates in union negotiations, processes grievances and works closely with management to ensure compliance with union Memoranda of Understanding (MOUs), provides payroll services, leave administration and develops internal personnel policies.

The Office of the Director provides additional administrative support under the direct supervision of EHSD Director Kathy Gallagher. The major supportive services include:

1. OMBUDSMAN SERVICES

Provides direct support to applicants/recipients of services who have difficulties in navigating the Department's complex systems or have complaints that require investigation and resolution.

2. POLICY AND PLANNING DIVISION

Provides leadership for the department in planning, data development, analysis and reporting, legislation tracking, policy development and grants; this division's goal is to create a rich picture and a shared vision of who EHSD's customers are, how EHSD is serving them and how EHSD continues to enhance services in the future.

3. STAFF DEVELOPMENT

Builds capacity within EHSD by developing and delivering a variety of mandated and requested trainings, including supporting staff in implementing process and procedural changes in state and federal services programs, supervisory and management training and computer systems training. Supports the Eligibility Worker Training Program, which is the threshold training for new staff entering into service areas that directly benefit EHSD's customers.

The Alliance to End Abuse, included as a bureau in this report, also is part of the Office of the Director.

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B. AGING AND ADULT SERVICES BUREAU

The Aging & Adult Services Bureau's (AAS) mission is to promote the maximum independent functioning of elderly and disabled individuals who are at risk of institutionalization; to protect elders and dependent adults from abuse, neglect or exploitation and to administer programs designed to meet the minimum needs of unemployed county residents. AAS also manages the Volunteer and Emergency Services program. The major service delivery programs provided by the Aging & Adult Services Bureau include:

1. ADULT PROTECTIVE SERVICES

Adult Protective Services (APS) receives, screens and investigates reports of physical, emotional or sexual abuse, financial or material exploitation, neglect, isolation or abandonment of individuals 65+ and dependent adults age 18 or over who are unable to protect their own interests, have been harmed or are threatened with harm. APS includes County Services Block Grant (CSBG) funding that supports the Supplemental Security Income (SSI) Advocacy program that is managed within the Workforce Services Bureau. APS includes grants from the Office of Emergency Services that will allow for the provision of additional services in preventing elder financial abuse, adding an elder death protocol review, and a multidisciplinary team.

2. AREA AGENCY ON AGING

The Area Agency on Aging (AAA) supports senior independence and access to community-based services through service contracts and direct staff involvement. Planning and advocacy services are provided for County residents age 60 and over. Direct services include:

- a. HEALTH INSURANCE COUNSELING AND ADVOCACY: Health Insurance Counseling and Advocacy Program (HICAP) provides Medicare related health insurance counseling and community education services to seniors and adults with disabilities through a corps of trained volunteers. It is an impartial program not affiliated in any way with the insurance industry.
- b. INFORMATION AND ASSISTANCE: I&A is a helpline service for seniors age 60 and older, adults with disabilities and caregivers. Knowledgeable and friendly social workers provide information, referrals to appropriate resources, and support in problem solving. Areas of assistance include housing options, long-term care programs, transportation, personal care, financial, and legal services.
- c. OLDER AMERICANS ACT (OAA) GRANTS FOR COMMUNITY PROGRAMS ON AGING: Older Americans Act and Older Californians Act provides grants for Community Programs on Aging. These grants provide information and assistance, supportive social services, congregate meals, home delivered meals, family caregiver support, and elder abuse prevention services to seniors. The Supplemental Nutrition Assistance Program (SNAP)-Education grant was awarded with the goal of improving the likelihood that persons eligible for SNAP will make healthy choices within a limited budget and choose active lifestyles consistent with the current Dietary Guidelines for Americans and MyPlate.
- d. TAX AID PROGRAM: AAA provides space and materials for AARP Tax Aid program. This partnership provides free assistance to low and moderate income households to file tax returns and claim eligible deductions.

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3. GENERAL ASSISTANCE ELIGIBILITY

Determines the GA eligibility for primarily single, unemployed adults who are not eligible for federal or state-funded cash assistance programs (e.g. CalWORKs). The program is designed to meet the minimum needs of county residents who are unemployed or disabled.

4. GENERAL ASSISTANCE CASH ASSISTANCE

The General Assistance (GA) program provides cash assistance to primarily single, unemployed adults who are not eligible for federal or state-funded cash assistance programs (e.g. CalWORKs). The program is designed to meet the minimum needs of county residents who are unemployed or disabled. Staff also review and grant eligibility for the CalFresh and Medi-Cal program for GA clients.

5. INDIGENT INTERMENTS: The County Interment program authorizes payment for the interment of those deceased county residents who do not have resources or whose next of kin are unable to assume this responsibility.

6. IN-HOME SUPPORTIVE SERVICES

In-Home Supportive Services assesses the eligibility of low-income seniors and adults with disabilities for funding of housekeeping, personal care, paramedical and protective supervision services in order to allow these individuals to live at home safely and avoid institutionalization.

7. IN-HOME SUPPORTIVE SERVICES PAYMENTS

Funds county share of wages, health and retirement benefits for providers of In-Home Supportive Services (IHSS).

8. SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM:

Senior Community Services Employment Program (SCSEP) provides employment services to 48 low income individuals age 55 and older including employment training in Host Agencies (non-profit and government agencies), career counseling and skills assessments as well as unsubsidized job placement. Participants have barriers to employment such as disability, homeless or at risk, low literary, limited English, frail and 75 or older. This program is a four-year Department of Labor program funded by Title V of the federal Older American Act (OAA) through National Asian Pacific Center on Aging.

9. IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

The In-Home Supportive Services Public Authority (IHSS Public Authority) is associated with the Aging and Adult Services Bureau and provides registry and referral service, screens registry applicants, assist IHSS recipients with hiring IHSS providers, and provides provider orientations. The Public Authority also serves as the employer of record (for purposes of collective bargaining) for IHSS providers, provides staff support to the IHSS Advisory Committee and performs other Board-approved functions related to the delivery of In-Home Supportive Services. Eligible providers have the option of enrolling in the Contra Costa Health Plan.

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10. CASH ASSISTANCE PROGRAM FOR IMMIGRANTS: Cash assistance program for immigrants (CAPI) is a state- funded program that provides cash assistance for aged, blind and disabled legal immigrants who do not qualify for federal Supplemental Security Income/State Supplemental Program (SSI/SSP) because of welfare reform changes.

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C. CHILDREN AND FAMILY SERVICES BUREAU

The primary responsibility of Children & Family Services is intervention to assure the safety of children and prevent further abuse and/or neglect. Once safe, ongoing services are provided to reunify the child with the family and/or find a permanent, supportive living environment that promotes the well-being of the child and supports permanency and lifelong connections.

The Children and Family Services Bureau is also responsible for administration of recruitment, approval and financial support for placement homes when children cannot remain in the family home. Programs, practice and strategy locate safe, stable environments for children and promote stability and lifelong connections. For these programs, the budget includes Adoption and Foster Care Administration and Adoption Foster Care Payments.

Some funds are specifically designated for child abuse prevention. Decisions regarding use of these funds are made in collaboration with the state Office of Child Abuse Prevention (OCAP). Services are generally provided through contracts with Community Based Organizations. The array of services, funded under Child Abuse Prevention and Family Preservation programs, include services such as parenting classes, substance abuse treatment programs, addressing domestic violence issues and providing after school programs for children and youth.

CHILD WELFARE SERVICES

1. CHILD WELFARE SERVICES

- a. EMERGENCY RESPONSE: Emergency Response provides a 24-hour, 365-day response to allegations of child abuse and neglect.
- b. FAMILY MAINTENANCE: Court-ordered and Voluntary Family Maintenance services are provided and arranged by Children's Services staff in order to safely keep children in their homes.
- c. FAMILY REUNIFICATION: When the Juvenile Court orders a child removed from the parent's care due to abuse or neglect, services are provided to remedy the conditions that led to the removal. A reunification case plan is developed, services are provided and ongoing monitoring and support is given to the family/child.
- d. PERMANENCY PLANNING: Permanency Planning Services assist children in establishing a permanent home, including services to routinely review and evaluate the permanency.
- e. EXTENDED FOSTER CARE: Foster youth ages 18-21 years old may be served through extended foster care. These young adults are referred to as Non-minor Dependents (NMDs). Extended foster care is an opt-in program in which NMDs are provided case management and foster care placement until age 21. The Juvenile Court continues court oversight of these cases.

ADOPTION/FOSTER CARE ADMINISTRATION

2. ADOPTION SERVICES

This program provides adoption services to children who are freed for adoption under the Civil

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Code and Welfare & Institutions Code so that they can find loving, permanent homes.

3. FOSTER CARE/ADOPTION ASSISTANCE ELIGIBILITY

This program provides eligibility determination for cash assistance for the care of children placed in foster homes and group and residential care. In addition, the Kinship/Foster Care Emergency Fund removes barriers that may impede successful placements in foster family homes or with caregivers who are relatives.

4. RESOURCE FAMILY HOME APPROVAL (FORMERLY FOSTER HOME LICENSING)

The County administers the approval of Resource Family Homes (foster and relative placement homes) in Contra Costa County under a Memorandum of Understanding with the California Department of Social Services. This program processes applications and provides support services to approved Resource Family Homes. With the implementation of Continuum of Care Reform in 2017, changes in policy and procedure include the streamlining of the approval for all types of Resource Family Homes (Kin/Relative Placement, Licensed Foster Home, Guardianship, and Adoption).

ADOPTION/FOSTER CARE PAYMENTS

5. AID TO ADOPTIONS PROGRAM

Provides payments to families in the adoption process or who have adopted children into their care.

6. FOSTER CARE AND OTHER OUT OF HOME CARE PAYMENTS

a. COUNTY BOARD AND CARE: Provides for children not eligible for federal or state foster care.

b. KIN GUARDIANSHIP ASSISTANCE PAYMENT (Kin-GAP) PROGRAM: Provides payments to relative caregivers who have established a guardianship through the Juvenile Dependency Court. In 2015, the definition of "relative" was expanded to include certain eligible non-relatives. These non-relatives are referred to as "fictive" kin and will also be eligible for Kin-GAP.

c. FOSTER CARE PAYMENTS: Payment for the care of children in the custody of Children and Family Services and placed in out of home care. These payments are for children residing in all levels of foster care including residential treatment, relative or non-relative foster care or Foster Family Agency homes.

d. APPROVED RELATIVE CAREGIVER FUNDING OPTION: The Approved Relative Caregiver Funding Option provides funding equal to the basic foster care rate to an approved relative caregiver with whom a non-federally eligible child is placed.

ADDITIONAL CHILD WELFARE & SUPPORTIVE SERVICES

7. CHILD ABUSE PREVENTION, INTERVENTION, AND TREATMENT (CAPIT)

State and Federal funds provide allocations for prevention, early intervention, intervention and/or

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treatment of child abuse and neglect. Priorities, coordination, and maintenance of contracts with Community Based Organizations are managed by the Family and Children's Trust committee (FACT). Services include education services for pregnant and parenting teens, substance abuse counseling, education programs advocacy, consultation and outreach for special need youth, multi-lingual support groups for new refugees and immigrants. Eight CBO providers offered a variety of services to children, youth and families under approved programs for Child Abuse prevention, intervention and treatment.

8. FAMILY PRESERVATION PROGRAM

Promoting Safe and Stable Families supports coordinated child and family services to prevent the unnecessary separation of children from their families, to improve the quality of care and services to children and their families and ensure permanency for children. The Promoting Safe and Stable Families program was established under the federal Omnibus Budget Reconciliation Act of 1993 (now the Adoption and Safe Families Act). Promoting Safe and Stable Families has four components; expenditures must be balanced between these four components: Family Preservation, Community-based family support, Time-limited family reunification and Adoption promotion and support.

Contracts with 7 CBO's provided services to children, youth and families under approved programs that meet the PSSF criteria; PSSF funded programs include information and referral, crisis intervention, case management, family support, parenting groups, after school and summer activities for youth, employment training, community development and teen services.

9. INDEPENDENT LIVING SKILLS PROGRAM (ILSP)

Helps youth 15 ½ years and older in the foster care system prepare for emancipation and independence by supporting them in education, employment, vocational training and housing. Recent legislation now requires counties to extend services to youth in foster care up to 21. ILSP also provides transitional housing for youth who have emancipated from the foster care system through age 24.

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D. COMMUNITY SERVICES BUREAU

Community Services Bureau (CSB) has provided services to Contra Costa County residents since 1965. As the Community Action designee for Contra Costa County, CSB offers comprehensive Head Start and state funded childcare programs for families and children, ages 0-5; energy assistance and weatherization and CalWORKs childcare vouchers for welfare-to-work recipients. CSB has partnerships with dozens of non-profit community organizations that provide an array of family services. CSB utilizes a comprehensive approach to childcare, providing high quality educational care to children and their families, physical health, nutritional, mental health, disabilities and school readiness services to the families

1. HEAD START

Head Start provides part-day and full-day educational and comprehensive services to 1,351 income-eligible children three to five years old and their families. Approximately \$5.9 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to children in full-day childcare. Head Start revenue also funds enhancement services to three partnering childcare agencies and home visitation services to children and their families.

2. COMPREHENSIVE FUNDING MODEL

The Comprehensive funding model combines Head Start, Early Head Start and Child Development funds to provide year-round childcare 10.5 hours per day for about 787 children of low-income working parents. This program also funds family development services including employment assistance, health access, food referrals and housing support. Services are available at 15 centers with 51 classrooms in or close to neighborhoods where the children live.

3. EARLY HEAD START

Early Head Start provides infant, toddler and family comprehensive services to eligible children and their families. Approximately \$2.2 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 204 children in full-day childcare. Services are provided at sites located in Richmond, Bay Point, Rodeo, San Pablo, Oakley, Concord, and Brentwood, as well as through partner agencies in Richmond, Concord, El Cerrito, Martinez, Pittsburg, Antioch and multiple community partnerships.

4. CHILD NUTRITION

Nutritional counseling for families and meal services for low-income and disabled children enrolled in Head Start and Children Development childcare centers throughout the County.

5. COMMUNITY ACTION PROGRAMS

Community Action Programs (CAP) assists to low-income families and individuals to remove obstacles and solve problems that block the achievement of self-sufficiency. Utilizing Federal Community Services Block Grants (CSBG) and other local funds, the program supports activities that can achieve measurable outcomes in educational capability, literacy skills, housing attainment, income enhancement, disaster preparedness, and nutritional needs. The program

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is also used to support the developmental needs of at-risk youth in low-income communities.

The CAP's advisory body, the Economic Opportunity Council (EOC) has declared the following priority areas for ameliorating poverty in Contra Costa County: Housing/Shelter, Food/Nutrition, Employment/Job Training, and Comprehensive Health Services. CSB operates an in-house job-training program funded by CSBG and subcontracts with 10 community-based agencies to support work in these priority areas.

6. HOME ENERGY ASSISTANCE PROGRAM

Federally funded program that provides utility bill payment assistance and energy education via the Low Income Home Energy Assistance Program (LIHEAP), and weatherization services to low-income residents of the County. In addition, the department also has a Low-income Weatherization Program (LIWP), which assists in the installation of energy efficiency and renewable energy projects in single and multifamily low-income housing units within disadvantaged communities to help reduce GHG emissions. This program leverages existing Low-Income Home Energy Assistance Program funds, Weatherization Assistance Program funds, workforce development agency funding, utility-funded incentives, and other similar resources to increase the health and safety benefits of weatherization services to low-income families.

7. CHILD DEVELOPMENT FUND

The Child Development Fund provides funding for the California State Preschool Program (CSPP) and General Child Care & Development Program (CCTR) that serves about 1,272 children of low- and middle-income families in 13 centers with 49 classrooms and eight partner agencies throughout the County. In addition, the Child Development Fund provides funding to CalWORKs Stage 2 and CAPP programs that serve children of families transitioning from TANF to work. Participation in CalWORKs Stage 2 and CAPP enables parents to remain stable in their new job environment. State funding also provides childcare services to six partnering childcare agencies.

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E. WORKFORCE DEVELOPMENT BOARD

The Workforce Development Board (WDB) is a 25-member, business-led body whose members are appointed by the Contra Costa County Board of Supervisors to shape and strengthen local and regional workforce development efforts. The WDB brings together leaders from business, economic development, education, labor, community-based organizations, and public agencies to align a variety of resources and organizations to enhance the competitiveness of the local workforce and support economic vitality in our region.

The WDB promotes a workforce development system that meets the needs of businesses, job seekers, and workers, to support a strong and vibrant economy in Contra Costa County.

1. WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

The Workforce Innovation and Opportunity Act (WIOA) of 2014 supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

WIOA brings together, in strategic coordination, the core programs of Federal investment in skill development:

- Employment and training services for adults, dislocated workers, and youth and Wagner-Peyser employment services administered by the Department of Labor through formula grants to states; and
- Adult education and literacy programs and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment administered by the Department of Education

WIOA's three hallmarks of excellence:

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located.
- American Job Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

Programs overseen by the WDB serve more than 18,500 individuals and 1,000 businesses annually. The Workforce Development Board staff includes additional direct service staff working in four EASTBAY Works America Job Centers of California.

The WDB currently operates four America's Job Centers of California through Contra Costa County

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in San Pablo, Concord, Antioch, and Brentwood. The WDB administers and coordinates the following:

ADULT PROGRAM

Through the local network of EASTBAY Works America Job Center of California (AJCC) sites, this program provides basic and individualized career services. Basic career services are universally accessible and must be made available to all individuals seeking employment and training services in at least one comprehensive AJCC per local area. Basic Career Services include initial skill assessment, labor exchange services, provision of information on programs and program referrals, and eligibility determination. Individualized Career Services include specialized assessments, developing an individual employment plan, career counselling, job search and placement assistance, and may include Training Services and Supportive Services. Training Services may include career technical education, on-the-job training, and other training programs that combine work-based learning with related instructional activities and services. Supportive Services may include childcare assistance, transportation assistance, educational books/supplies, work related needs, cost of industry-recognized certifications, etc.

DISLOCATED WORKER PROGRAM

Provides the same services as the Adult Program except that Dislocated Worker funding may only be used for recently unemployed participants identified as eligible “dislocated workers” as defined in Federal and State regulations. Rapid Response funding augments this program by providing outplacement services to individuals being displaced from employment due to a layoff or business closure.

YOUTH PROGRAM

Provides services for low-income youth and young adults between the ages of 14-24 years old (in-school and out-of-school) beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education. Services include paid and unpaid work experience, occupational skills training, tutoring, study skills training, alternative secondary school services, mentoring and comprehensive guidance, career training, and counseling. WIOA requires a minimum of 75% of State and Local youth funding be used for out-of-school youth and 20% must be used for work based learning opportunities.

GRANT-FUNDED PROGRAMS

The WDB administers grant-funded programs of varying duration and scope. Grant funds are often WIOA funds obtained through competitive processes, but may include other federal, state, local, and private sources as well. Currently the WDB administers AB109 and AB2060 (Forward Focus), totaling \$600,000 in funding to work with the reentry population. WBD also received SlingShot/Accelerator funding (\$134,000) to support regional partnerships in identified priority sectors, and Contra Costa is the lead WDB receiving funding (\$286,000) to support the development of the East Bay Regional Planning Unit as designated under the California Workforce Development Board.

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2. SMALL BUSINESS DEVELOPMENT CENTERS

Partially funded by the Small Business Administration (SBA), the Contra Costa Small Business Development Center (SBDC) is hosted by the WDB and delivers individualized advising and training in collaboration with community partners to business owners, self-employed, and emerging entrepreneurs seeking assistance in starting, growing or managing their operations. All services are no cost and offered throughout the County. In FY17, the SBDC delivered 137 trainings to 760 participants.

Types of assistance may include:

- Financing/small business loans
- Government contracting
- Corporate procurement
- Exporting
- Action, business and strategic planning
- Financial projections, analysis and cash flow management
- Operations
- Sales, marketing and promotion

3. SPARKPOINT

SparkPoint Contra Costa provides a partnership of public and private community-based organizations to provide more integrated services for clients through a continuum of care from public benefits to SparkPoint financial services to workforce development to resource giveaways (turkeys, bikes, toys, clothing, etc.) In the past year, 65% of SparkPoint clients were using public benefits (Medi-Cal, SSI/SSDI, WIC, CalWORKs, etc.).

Over the past six years, 5,844 individuals entered SparkPoint Contra Costa. SparkPoint services move people toward self-sufficiency goals measured by four components; income of \$63,027 for a family of four with two school-age children, no revolving debt, a credit score of 700 or above, and/or three months' liquid savings. Thirty-two percent of SparkPoint clients achieved at least one of the four components of financial stability in the past year. In the past year, SparkPoint clients looking for employment were placed in jobs, earning an average of \$16.09 well above minimum wage.

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F. WORKFORCE SERVICES BUREAU

The Workforce Services Bureau (WFS) provides financial support and services to low-income individuals, including supportive services, necessary for heads of families and single adults to obtain and retain employment.

1. CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS (CALWORKS) PROGRAMS

The California Work Opportunity and Responsibility to Kids (CalWORKs) Program implements the Federal Temporary Assistance to Needy Families (TANF) program.

- a. **CALWORKS ELIGIBILITY:** Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management.
- b. **CALWORKS EMPLOYMENT SERVICES:** Provides case management of CalWORKs recipients who have a Welfare-to-Work (WTW) requirement. WTW activities are intended to help participants obtain and retain employment, and include supportive services such as housing, transportation, childcare, and referrals for substance abuse, mental health and domestic abuse. Subsidized employment and special support programs are also included.
- c. **CALWORKS CHILD CARE:** Provides eligibility determination for subsidized childcare. This program is responsible for State-required reporting and documentation, and making payments to childcare providers. The California Department of Social Services provides Stage One childcare funding for CalWORKs recipients. Stage One supports childcare services to CalWORKs participants who receive aid, stabilizing their current situation with work and/or educational activities.
- d. **CALWORKS FAMILY STABILIZATION:** Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
- e. **EXPANDED SUBSIDIZED EMPLOYMENT:** The Expanded Subsidized Employment program (Expanded CCWORKS) provides work opportunities in the public, private and nonprofit sectors and the wage is subsidized for six (6) months. The program focuses on serving participants who have limited English proficiency, veterans, those challenged by domestic violence, disabled individuals, pregnant and parenting teens, those with a criminal or arrest record/history, and those participants completing the new family stabilization component of the Welfare-to-Work program.
- f. **CALWORKS HOUSING SUPPORT:** CalWORKs Housing Support (HousingWORKs) program provides eligible homeless CalWORKs families assistance in locating a residence and provides a rent subsidy for up to six (6) months. The Employment and Human Services Department (EHSD), in partnership with the Contra Costa County Health Services Behavioral Health Division Office of Homeless Programs (CCHP), oversees the *HousingWORKS!* Program.

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2. CALWORKS CASH ASSISTANCE

Cash assistance to eligible families based on income levels. As of January 1, 2013, a 24-month Welfare-to-Work clock was implemented requiring participants to meet specific work participation requirements in order to continue eligibility for the remaining 24-month period.

3. CALFRESH ELIGIBILITY

Provides application processing and eligibility determination for both cash and non-cash assisted families, as well as ongoing case management.

4. MEDI-CAL ELIGIBILITY

Provides application processing, eligibility determination, and ongoing case management for more than 50 Medi-Cal and Covered CA programs and the implementation of new programs due to the Affordable Care Act. These major Medi-Cal programs provide comprehensive medical services to children and adults in low-income families.

5. REFUGEE PROGRAMS ELIGIBILITY

Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA).

6. REFUGEE PROGRAMS CASH ASSISTANCE

Provides payments for the Refugee Cash Assistance (RCA).

7. SUPPLEMENTAL SECURITY INCOME ADVOCACY

The SSI Advocacy program assists disabled individuals to apply for Supplemental Security Income/State Supplemental Program (SSI/SSP) public assistance benefits from the Social Security Administration. This program serves CalWORKs, GA, and Cash Assistance Payments for Immigrant (CAPI) recipients who have been identified as possessing permanent, long-term mental, physical and/or learning disabilities rendering them inappropriate for long-term, gainful employment.

SECTION II: MAJOR PROGRAM DESCRIPTIONS

G. ALLIANCE TO END ABUSE¹

The Alliance to End Abuse (formerly Zero Tolerance for Domestic Violence Initiative, or ZTDVI), founded by the Board of Supervisors in 2001, is a multi-jurisdictional partnership designed to effect a systems change that reduces interpersonal violence (domestic violence, sexual assault, elder abuse, human trafficking, and other forms of interpersonal violence). This mission is accomplished by linking the County and the community, aligning policies, practices and protocols, fostering the development and implementation of collaborative strategies, and creating a climate where violence and abuse are not tolerated.

The Alliance's approach to system change includes 1) advocating with public and private agencies to apply best and promising practices 2) building partnerships and facilitating open sharing of resources and 3) educating professionals.

The Alliance has several key strategies currently underway: supporting the continued development of the Family Justice Centers, a collaborative multi-service center(s) for victims of interpersonal violence and their families; the Human Trafficking Coalition; Domestic Violence Homicide Prevention, Justice and Legal Interventions including a specialized Domestic Violence Court and strengthening Trauma Informed Practices.

The Alliance includes two special funds. The Domestic Violence Victim Assistance Special Revenue Fund provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence, and SB 968 Administration provides oversight and coordination of system responses to and prevention of interpersonal violence.

¹ On December 20 2016, the Board of Supervisors approved changing the name of the Zero Tolerance for Domestic Violence Initiative to the Contra Costa Alliance to End Abuse.

SECTION III: ACCOMPLISHMENTS

III. DEPARTMENT ACCOMPLISHMENTS

A. ADMINISTRATIVE SERVICES BUREAU / OFFICE OF THE DIRECTOR

INTERNAL TECHNOLOGY UPDATES

The Department maintains state of the art technology through updating our fleet of personal computers (PC) on a regular cycle of approximately 25 percent per year. This year we replaced approximately 600 PCs. We also deploy laptops and smart devices to ensure our staff can best serve our customers using technology and in acknowledgement that many of our staff work in the field to serve our customers.

CUSTOMER-FACING TECHNOLOGY

EHSD, through its Administrative Services Bureau has focused on customer-facing technology. In partnership with program staff, worked to continuously upgrade the use of technology to assist customers in interacting with EHSD to apply for and receive benefits. Self-service scanning kiosks allow our customers to deliver forms quickly and efficiently to speed up the delivery of services and greatly shorten the time needed to ensure their request for benefits is processed. The use of video conferencing was tested and proved highly successful. This tool is being implemented at all EHSD benefits offices and will soon be available to customers from their smart devices. The Workload Distribution Tool was implemented and greatly assists staff and customers by assigning tasks to the next available worker, ensuring efficient processing of customer transactions and the timely delivery of services. A state audit in October 2017, was highly laudatory of the level of technology provided in EHSD reception areas for customer use. The role of the Program/Technology Advisory Council has been strengthened and it continues to address the challenges of ever changing technology by prioritizing and monitoring technology projects monthly.

DOIT COLLABORATION

EHSD is heavily dependent on technology to operate its benefits programs. To avoid having data connections that represented a single point of failure, we worked with the County Department of Information Technology (DoIT) to install second, fault tolerant circuits in major service buildings to ensure systems are available in the event one carrier is down. This project was largely completed in the 17/18 Fiscal Year, but the final, crucial step of making the switch to the second connection automatic will be completed by the start of the 18/19 Fiscal Year.

TRANSLATION PILOT

EHSD studied the use of clerical staff across the Department to determine if efficiencies could be achieved through pooling resources. This review identified two areas where pooling could be beneficial. The first area involved the expanded use of clerical staff that receive bi-lingual pay for Spanish resulting in better customer service at a reduced cost. This pilot project is underway and did not require any physical moves of staff. A second pilot involving consolidating clerical staff into a pool is progressing and we expect this pilot to start before the end of the fiscal year.

SPACE PLANNING

EHSD has space in 23 buildings (does not include Head Start or Community Services Bureau) that are county-owned or leased. Accommodating approximately 2,000 staff can be a challenge. We

SECTION III: ACCOMPLISHMENTS

engaged a professional architect to assess the efficient utilization of facilities and to maximize occupancy. Based on this review, most buildings are over 90% occupied. At the same time, we developed a long-range space plan to ensure facilities keep pace with needs, are efficiently used, and fully occupied.

PC DONATION PROGRAM

Over 245 families have received a no cost or low cost personal computer (PC) with Internet access, training and service through the program authorized by the Board of Supervisors and in partnership with a nonprofit. There is an additional 75 families in the pipeline. This program is covered in state legislation and is intended to help low-income residents bridge the digital divide by providing them with surplus computers that have been refurbished by the nonprofit. Through this program, low-income families can obtain a PC to assist with homework and job searches from their homes. Through data gathered from our customers, we know that the Richmond area is the most in need of PCs in the home. We are currently sending a targeted mailing to our customers in the Richmond area to let them know about the availability of free or low cost PCs and to help them bridge the digital divide.

TIME STUDY

The Chief Financial Officer has greatly streamlined information that is essential to the effective management of EHSD's very complex budget and claiming process. The update process to the Department Director and Executive Team informs the decision process on the utilization of staff, service coverage, use of contracts, and monitoring of expenditures. The change to monthly time studies speeds up the availability of accurate and timely information to assist EHSD maximizing the use of available funding allocations and ensuring a high level of customer service.

DISASTER RESPONSE

In partnership with the American Red Cross, EHSD trained additional staff in Care and Shelter Operations, strengthening our ability to respond to a disaster requiring sheltering operations. We deployed staff to Red Cross Shelters and worked with Sonoma County to deploy workers to provide Emergency CalFresh benefits during the Northern California Wildfires.

FRAUD

Through an aggressive effort and in collaboration with the District Attorney's office, the EHSD Fraud Unit has processed overpayment computations that resulted in the referral of over 160 cases of potential welfare fraud to the DA for investigation and possible prosecution during 2017. The relationship between the District Attorney and EHSD continues to be strong.

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B. AGING AND ADULT SERVICES BUREAU AREA AGENCY ON AGING

EVENTS AND OUTREACH

During the annual public hearing to review the four-year AAA Plan, changes were made to make the plan more accessible to the public and many redundant goals were eliminated. The campaign, “Know Abuse, Report Abuse”, included collaborating with the Ombudsman Program, APS, and Family Justice Center. Staff members from Congressman DeSaulnier’s office and Supervisor Michoff’s office assisted with recognition and outreach events. During the month of June, two events were held in Concord’s “Music in the Park” event, with attendance of several thousand-community members. Approximately 3,000 purple flags were planted in the park square, with each flag representing a report of elder abuse in Contra Costa County the previous year. Additionally, in September, education and recognition around Employ Older Americans Week went out to the public via announcements and public recognition.

OLDER AMERICANS ACT GRANTS

The Board of Supervisors honored Meals on Wheels of Contra Costa County in February for exceeding the five-millionth meal served to homebound seniors. Averaging about 1,600 meals per day, this program has allowed some of Contra Costa County’s most frail citizens to remain in their own homes. Meals on Wheels is also the largest recipient of Older American Act Funding in the County.

ADVISORY COUNCIL ON AGING

The Council’s leadership was instrumental in coordinating a Senior Rally Day for Sacramento’s Seniors Count initiative. They organized this rally to educate state legislators and to advocate for expansion of the Assembly Committee on Aging and Long Term Care. There were 14 Senators and Assembly Members who spoke at the rally. Most were concerned with the national dialogue around health care. All pledged to support senior concerns about health insurance and poverty. In August, the Council launched a new Elder Abuse Prevention Work Group, which will focus on education activities to help prevent financial abuse. The Transportation Work Group held a Senior Transportation Forum in September. Congressman Mark DeSaulnier provided opening remarks. Additional speakers included Debbie Toth from Choice in Aging, the Hon. Rod Diridion, Sr. who spoke about Sustainable Mobility for All, Peter Engel from CCTA who spoke about GoMentum, and Jim Wunderman from the Bay Area Council who spoke on Social Justice and Transportation. There were approximately 250 attendees from local government, non-profit leadership, and community members.

HOUSING WORK GROUP

The Housing Work Group was able to work with Episcopal Senior Community Services to establish a shared housing program in Concord, which will match older adults with available rooms to roommates who will pay rent or work out an arrangement for service exchange for housing.

STATE OVERSIGHT

The California Department of Aging monitored the Area Agency on Aging Programs, there were several Administrative finds that were “minor” that can be resolved with policy and procedural updates. There were some minor findings for our Nutrition Programs around voluntary

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contributions to the program and posting of the grievance procedure.

HICAP

HICAP provides Medicare-related health insurance counseling, helping seniors understand and find their way through the complexities of the program. People seek HICAP services for initial and ongoing information, help when claims are denied, and help when Medi-Cal and Medicare are supposed to coordinate, but do not do so smoothly. These efforts could not be achieved without the work of 43 highly trained volunteers. During a recent monitoring visit by the California Department of Aging (CDA), the analysts stated they were impressed by the number of registered counselors Contra Costa County has, as well as by how complete their client intakes are. The program received no corrective findings.

One highlight from the 2017 open enrollment period was saving one individual \$57,000 in out-of-pocket drug expenses by researching the best drug plan for them. HICAP also saved several people around \$4,000 each and at least one person over \$10,000 by counseling them about switching drug plans. In aggregate, HICAP saved 427 individuals over \$657,500 this past open enrollment season. HICAP is active in outreach and public education events. In FY 16-17 1,872 people attended interactive presentations by HICAP. HICAP has also had success this past year in winning appeals for denied ambulance trips. Savings realized from these appeals generally range around \$2,100 - \$2,500 per ambulance trip. HICAP on a national level (known as SHIP) is subject to the same stresses affecting the Healthcare delivery system overall. HICAP is the only free, unbiased consumer-oriented Medicare counseling service not affiliated with the insurance industry in any way.

INFORMATION AND ASSISTANCE (I&A)

I&A published over 12,000 copies of a comprehensive Senior Resource Directory. The directory contains public and non-profit services and resources for seniors in Contra Costa County. The response to the directory was very enthusiastic and I&A was able to distribute almost all of the 12,000 copies over the span of three weeks. The directories were distributed to seniors and agencies such as libraries, hospitals, senior centers, and non-profit senior organizations. The directory was made possible by a grant from the Older Americans Act. In FY 17-18, I&A will work on updating and reprinting the directory. During the California Department of Aging monitoring visit in December 2017, the program had no corrective findings.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM

Area Agency on Aging (AAA) continues to receive funding from the USDA to administer the Supplemental Nutrition Assistance Program for Education (SNAP-Ed), a health promotion and disease prevention program that includes instruction in "Tai Chi for Better Balance" for approximately 150 seniors per year. Each class meets twice weekly for 17 weeks at two locations. The program operates in two senior centers in locations identified as serving seniors the most in need (the San Pablo Senior Center and Ambrose Senior Center in Bay Point). This program is in its third year and continues to have a waitlist for participation. Additional services include: Nutrition Education (mail) for 2,000 recipients, four classes of approximately 25 participants per class on Nutrition Education that includes cooking demonstrations, as well as distribution of materials at various health fairs/events.

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SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM (SCSEP)

SCSEP program provides opportunity for low-income seniors to bridge the gap between Bay Area living expenses and their social security (SS) payment and, in some cases, with seniors under 62 to provide some income until they reach SS age. This year, the program transitioned from paper time sheets to electronic time reporting on a web based Paychex program. This has created teaching moments for seniors who have a technology barrier. SCSEP has provided numerous trainings and assistance for our seniors to become computer literate at the America's Job Centers in the East Bay Works locations.

ADULT PROTECTIVE SERVICES

During the past year, with the availability of realignment funding, EHSD was able to grow to meet the continual growing needs of the community, expanding the APS program by adding a third unit. APS continued providing services that are more tangible and, for the coming year, plans include expanding tangible supports for elders in need of emergency shelter, transportation, food, and housekeeping and heavy-duty cleanup.

APS social workers continue to work on-site at the West County and Central County Family Justice Centers one day a week (from 9 am to noon). During this time, they are available for consultation, education for service providers and education and intervention for community members. Social workers continue to build and strengthen partnerships with community providers and have had opportunities for additional training provided by the Family Justice Center.

APS has been awarded two grants. As a result, the multidisciplinary team grew in agency representation and participation this past year and both financial abuse multidisciplinary team meetings and elder death review meetings began. As a result, APS continues to enhance the program's ability to respond to victims of crime.

GENERAL ASSISTANCE

General Assistance (GA) workers continue to expand access to programs and benefits for GA applicants by offering a single entry process to apply for GA, as well as CalFresh and Medi-Cal for qualifying applicants. The GA overall compliance rate for December 2017 for processing Cal Fresh applications is 99%. GA's consistent high compliance rate supports meeting the department goal of an overall compliance rate of at least 90% or above. GA continues to reach eligibility determinations on all GA program applications at 99.7 % completion prior to 45 days.

IN-HOME SUPPORTIVE SERVICES

The program has successfully partnered with Adult Protection and the Area Agency on Aging in the development of a centralized call center. The new call center allows clients to access multiple services with a single phone call, as well as to begin the application process for IHSS. It is anticipated that this will reduce the workload on social workers and allow them to dedicate their time to competing reassessments. In FY2016-2017, eligible clients received more than 8.1 million hours of paid in-home care. As of June 30, 2017, approximately 9,200 clients per month had home care hours authorized

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IHSS PUBLIC AUTHORITY

The Public Authority reinstated the Rapid Response program in July 2017. This program provides temporary critical personal care services to IHSS consumers whose regular providers are unexpectedly unavailable. Since its reinstatement, the Public Authority has received 127 service requests. The number of service requests has progressively increased as clients become aware of this service. The issue of extended delays in receiving Criminal background check results from California Department of Justice has been resolved. The Public Authority has been receiving these results in a timely manner.

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C. CHILDREN AND FAMILY SERVICES BUREAU

STRUCTURED DECISION MAKING (SDM) PRACTICE

Structured Decision Making is an evidence-based suite of assessment tools that helps the child welfare worker gather and organize information at key decision points. The information guides the decision maker through critical analysis of the case information, thus increasing accuracy and consistency of responses across diverse populations. Guided decisions include determining the level of response to referrals of suspected abuse, evaluating family strengths and needs, determining if a child is safe to remain in the family home and supporting decisions about if and when a child can be reunified and returned to the family home. SDM is now supported by the California Department of Social Services and is utilized in all 58 counties. During fiscal year 2016-17, Contra Costa continued training Social Workers and their supervisors to various components and expanded utilization. SDM integrates with and complements practices and processes of Safety Organized Practice (SOP), a family centered and strengths based approach to partnering with the children and family that promotes critical thinking and information gathering thus enhancing safety. Evaluation of SDM implementation and efficacy is supported by Safe Measures, a desktop reporting tool that tracks data and generates reports, graphs from global countywide levels down to case specific.

CONTINUUM OF CARE REFORM (CCR)

The new state initiative, Continuum of Care Reform (CCR), also known as AB 403, was officially launched in Contra Costa on January 1, 2017; the fundamental principle of CCR is that all children should live in a committed nurturing family home. To that end, the initiative focuses on children stepping children down from residential care into family home care within their community. Increased supportive services, including a strong mental health services component, assist the child's and/or resource home family in sustaining the child in the family home environment. Additionally, CCR builds family engagement through regular Child Family Team Meetings and streamlines the approval process for Resource Homes. Contra Costa County's focus for Fiscal years 2016-17 and 2017-18 included planning and implementation; assessing and acquiring needed resources; and identifying and enlisting homes to accept children with special needs.

CHILD AND FAMILY TEAM MEETINGS

CFS has used family teaming meetings in a variety of models over past years including Team Decision Making and Youth Transition Planning Meetings. Child and Family Team Meetings is the new model implemented as a component of Continuum of Care Reform. Mental Health leads these meetings if the child's assessments indicates a need for intensive care coordination of mental health services. For other children, the Child and Family Team meetings are led by Children and Family Services; these meetings address strengths and challenges of children and families and provide a forum for collaborating with the family for service needs assessment and case planning. The primary focus of the CFT is always the safety and well-being of children and youth.

IMPLEMENTATION OF RESOURCE FAMILY HOME APPROVAL

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Resource Family Home Approval is a primary component of Continuum of Care Reform that streamlines approval of homes dedicated to the care and well-being of children who are not able to remain in family homes. A single approval process replaces multiple paths previously used to assess and evaluate homes such as foster care licensing, relative home approval and adoption home assessments. The streamlined process paves the way for timelier permanency for children. RFA requires an overhaul of the home approval process and has a direct impact on staff, department organization, policies and procedures, and current and future caregivers.

FOSTER HOME RECRUITMENT CAMPAIGN

To address the need for more foster homes, the Children & Family Services Bureau conducted a Foster Parent recruitment campaign that included transit ads, cinema ads, Facebook ads and various forms of media and community outreach. In West County, a series of orientations were held at the San Pablo Community Center from March through December 2017; 30-second ads were shown at the Richmond Hilltop 16 theaters in San Pablo; and ads were posted on West CAT buses (Richmond to Hercules). The campaign was launched in conjunction with California's Child Welfare Services' Continuum of Care Reform. Major funding for the campaign was provided by the state's Foster Parent Recruitment & Retention dollars.

In addition to the media campaign, CFS has contracted for services of a Foster Home Recruiter who serves as a link to the community to recruit family homes to increase the pool of Resource Family Homes available for children requiring placement.

FAMILY ENGAGEMENT AND FINDING FOR FOSTER YOUTH

When CFS intervention is necessary, efforts are made to find extended family and other non-related significant people in a child's life. Extended family can become important as a temporary Resource Family Home for a child and/or as a permanent stable home environment for children and youth should reunification with parents not be successful. In addition, family finding and connections with other important non-related significant people in the child/youth's life become important for the sense of belonging that is so critical to well-being. CFS contracts with Seneca Family of Agencies to conduct family finding for children/youth entering the child welfare system. A contract with Lilliput provides this same service for children within the system receiving ongoing care and support. In addition, CFS has staff dedicated to the family finding function to support Social Workers to meet state requirements to explore all options for placement with relatives.

PARTNERING WITH MENTAL HEALTH

CFS has always partnered with Contra Costa Health Services Department recognizing that child protective services frequently have direct links to Mental Health Services needs of parents and children. Prior to Continuum of Care Reform, the Katie A. initiative has been a collaborative endeavor between CFS and Behavioral Health; the Katie A lawsuit, settled in 2011, launched the program entitled Pathways to Wellness which has been fully expanded and enhanced through the Continuum of Care reform. CCR now requires full Mental Health assessments when a Child Welfare Services case is opened and annually thereafter throughout the life of the CFS intervention while the child's case remains open. The focus of these assessments has more fully identified the need for specialty mental health services. To further enhance the ability of Contra

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Costa Children's Mental Health to address specific individualized Mental Health services' needs, Children & Family Services is transferring funds Realignment Funds to Behavioral Health through a structured Interdepartmental Agreements that defines goals, checkpoints and accountability for expenditures.

LINKAGES

"Linkages," the collaborative endeavor between CFS and Work Force Services, continued in FY 2016-17. Linkages focuses on families that are co-served by CFS and WFS to ensure a coordinated case planning experience for families. The benefit to families is a single focused approach to what is needed for both self-sufficiency and child protection and nurturing, avoiding conflict in time and resources in addressing two separate case plans. East County continues to lead this effort; it is anticipated that this model will be expanded to Central and West County.

CALIFORNIA STATE ASSOCIATION OF COUNTIES (CSAC) MERIT AWARD RECIPIENT: PARENT PARTNER PROGRAM

The success and innovation of Contra Costa CFS Parent Partner Program was acknowledged this year with a 2017 CSAC Merit Award. CFS collaborates with the Child Abuse Prevention Council (CAPC) to hire Parent Partners. Parent Partners work within the Child Welfare framework serving as advocates in the empowerment of parents who are dealing with challenges such as substance abuse and domestic violence that has resulted in their children being removed from their homes. As these parents work toward reunification and reconnection with their children, Parent Partners who formerly were recipients of children services interventions and therefore can offer "peer support", guide them through the complexity of the court system and policy and requirements of Child Welfare Services. The Parent Partner program is voluntary and is designed to "meet the parents where they are at", while coaching and guiding them as they make positive life changes. Parent Partners do not replace Social Workers but rather, work alongside them as an additional support to the parent and for the Social Worker. Parents in the system with partners are 50% more likely to be reunified with their children and 50% less likely to experience recidivism of abuse. Contra Costa's program is a national model for peer support programs.

YOUTH AND KIN PARTNERS

CFS also collaborates with the Child Abuse Prevention Council (CAPC) to bring Youth and Kin Partners into CFS. Currently, there are three Youth Partners who formerly lived and experienced life in foster care. They have multiple roles, a primary role being to support youth in navigating through the child welfare system, helping to destigmatize the need for Mental Health Services and encouraging case plan cooperation. Other roles include attending Child and Family Team meetings, accompanying youth to court, and representing the youth voice in committees and workgroups. CFS will also be collaborating with CAPC to add Kin Partners as a resource for Kin/Relatives who are providing a Resource Family Home for related children. Kin Partners will help relatives navigate the Resource Family Home Approval process and support them in their role as Resource Family Home Providers.

CAREGIVER LIAISON AND NAVIGATOR AND EDUCATION LIAISON

Child Abuse Prevention Council also collaborates with CFS for three additional liaisons as resources and advocates for caregivers of children in care: The Caregiver Liaisons and the Caregiver serve

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Resource Family Home caregivers in addressing problems, finding resources and connecting with CFS and other agency staff that can best address current issues. The Caregiver Navigator is focused on Mental Health services for children in their care while Caregiver Liaisons provide a broader support and advocacy by working with CFS staff directly. Education Liaisons are available as resources for staff, parents and Resource Family Home providers through contracts with Contra Costa Office of Education; they are advocates for children with Individualized Education Plans and other education concerns.

SOCIAL WORK TEMP AGENCY

In order to meet mandated service and family engagement requirements, CFS has contracted with a Social Worker Temp Agency to fill gaps in staffing and cover extended leaves of absence. In addition to providing immediate workload support to staff, this has become an effective recruitment campaign as these temp workers can and have become part of the pool of potential Social Worker employees.

SUPERVISION FRAMEWORK

As Contra Costa CFS addresses issues of high turnover rates for Social Workers, it is even more critical that Social Work supervisors gain expertise and receive support for strengthening supervision skills, facilitating case conferencing and providing one on one training to staff under their supervision. CFS has contracted with a consultant to develop and implement a Supervision Framework. Launched in July 2017, the training and support model is being piloted and full rollout is expected in 2018.

COLLABORATION WITH PUBLIC HEALTH

Collaborative efforts with Contra Costa Health Services has led to the hiring of a team of Public Health Nurses and Community Health Workers to serve foster youth in ensuring ongoing and timely medical care. The collaboration also supports resource families in scheduling and keeping medical appointments to ensure medical oversight for psychotropic medication needs assessment and usage.

CREATING A HEALTHY WORKPLACE

Beginning in January 2017, CFS began work with the Sanctuary Institute to address organizational change and create a trauma-responsive agency. In February 2017, consultants conducted a Needs Assessment and wrote a comprehensive report analyzing CFS' readiness to implement the model. In May 2017 approximately 40 staff from a variety of classifications and office participated in a 4-day training to form a Steering Committee and a Core Team. Ongoing meetings discuss successes and challenges of the model; next steps include further training, which will begin in 2018; the intent is that all CFS workforce will be trained.

CONTRA COSTA LOCAL GOVERNMENT LEADERSHIP ACADEMY

Supporting professional growth is a priority for CFS as it is for all EHSD Bureaus. The Leadership Academy as a forum for leaders and emerging leaders to receive training and embrace important skills such as critical thinking, seeing the big picture, communication, budgeting, and political astuteness and resiliency. All CFS managers have completed the course, currently CFS supervisors, Administrative Assistants are being scheduled for participation as staffing, and time,

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permits.

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D. COMMUNITY SERVICES BUREAU

PROGRAM COMPLIANCE

During the year, CSB successfully went through six audits and reviews with no findings. They were:

- Community Services Block Grant Desk Audit
- Department of Energy Audits – 2 (desk review and on-site)
- Low Income Energy Assistance Program Review
- California Department of Education Audit
- Single Audit

PARENTING CURRICULUM

Make Parenting a Pleasure is a positive parenting curriculum that is research and evidence-based and promotes child and family well-being by focusing on parental strengths. The curriculum offers resources and information to train parents on topics such as child development, parents as teachers and positive interactions between parents and children. The goal is for parent participants to enhance their understanding of developmental milestones for children 0-6, interventions to support parents with coping skills and understanding children's temperaments, strengthening families to effectively address stress management and communication. Four CSB staff members have been trained to present and deliver this full curriculum and all parents have the opportunity to participate via their regularly scheduled parent meetings.

FINANCIAL LITERACY

CSB, in collaboration with the Community Financial Resource CFR (Funded by Annie E. Casey Foundation), implemented a Financial Literacy Program directed family financial fitness. CSB comprehensive services staff, as well as delegate staff, attended a Train the Trainer workshop to gain an understanding of the program and coaching techniques to co-facilitate this training at our CSB sites. As part of the training, parents participated in at least three workshops-modules and received training materials. The Parent Financial Fitness workshops present the following modules: Setting Financial goals; Taking Control of Your Cash Flow; and Banking and Credit. In addition to these trainings, the CFR obtained a new grant that would allow CSB to bring the CFR workshops to our staff. In collaboration with REading ADvantage, Inc. (READ), the Itsy Bitsy Read Me a Story Literacy Program is being offered to our EHS families. Home Visitor Coaches and Comprehensive Services staff work directly with the Early Head Start Home Visiting program who are trained to work with pregnant women, new moms, fathers, and father figures in order to instill the habit of reading 20 minutes a day to their babies. As part of their education, families receive training packages containing: statistics about the impact on reading to their children, tips on reading to young children, county library resources, a reading pledge to read 20 minutes a day to their children, a calendar to document weekly readings, an age-appropriate book, a bib with the Itsy-Bitsy logo and a beanie or a puppet depending on the child's age. In addition, after 2 months of the initial presentation, families receive a second book incentive.

EARLY CHILDHOOD LITERACY

Parent Power Literacy Program is the counterpart of the Itsy-Bitsy Read Program, but it is directed to the HS sites or preschool children. Site Supervisors were trained on how to present the program to their families, including a reading activity modeling interactive reading to the children. At the

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end of the presentation, parents receive a training package including important facts about reading to children, county library resources, reading pledge, and an age-appropriate book.

ENGLISH AS A SECOND LANGUAGE

ESL-Beginner level classes are offered in collaboration with the Martinez Adult Education. All interested CSB families have the opportunity to sign up for ESL classes. ESL classes are provided at a county central location twice a year. Participants receive instructions to advance their English conversational skills, grammar, reading, writing, pronunciation, and vocabulary. Childcare and dinner are provided to the families to support their ability to participate in the classes.

GRANT FUNDING

CSB was awarded \$3.4 million to serve 190 additional children in the Early Head Start-Child Care Partnership program. These children are placed countywide, with an emphasis on East County where the low-income population is rising.

QUALITY CARE

CSB child development centers continue to participate in Quality Rating Improvement System, which is now called "Quality Child Care Matters". Quality Child Care Matters uses individualized professional development strategies to support overall quality improvement in early care and education sites. Los Arboles Head Start Center in Oakley, Marsh Creek Head Start Center in Brentwood, Los Nogales Head Start Center in Brentwood, and Balboa Head Start Center in Richmond earned the highest rating in the Quality Rating Improvement System (QRIS) for early care and education within Contra Costa County. The QRIS rating system is a five-tiered rating system with five being the top level. The rating system measures the quality of teacher/child interactions, child classroom environments, child skills and observation, health and development, and teacher qualifications.

REFLECTIVE SUPERVISION

In keeping up with Head Start trends, CSB implemented the use of Reflective Supervision strategies and practices throughout the agency. Reflective Supervision is a collaborative reflection that builds on the use of higher thoughts, feelings, and values within a services encounter, including team meetings, management meetings, coaching, and staff check-ins. Reflective practice is also a way for each person to reflect on his or her own experiences and to improve the way he or she works, which supports professional growth.

TRAUMA INFORMED TRAINING

As trauma impacts the workplace, staff, and families, CSB implemented Trauma Informed Training for all early care and education staff. CSB conducted a survey after the training of what a healthy workplace should look like. As a result, we implemented a staff wellness program and a peer recognition program. The need for reflective supervision was evident and is incorporated into a second and third progression of this training.

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COMMUNITY ACTION

In 2017, CSB, selected by the Department of Community Services and Development (CSD) to receive \$32,000 in discretionary dollars to further assist Community Action programs to operate more efficiently and successfully. Funding was provided to address three (3) categories: Capacity Building, Homelessness, and Earned Income Tax Credit and could be spent in any combination of the three (3) categories. After careful consideration and in response to the growing numbers of county residents who are homeless or on the verge of homelessness, the Economic Opportunity Council (EOC) awarded five (5) subcontractors with discretionary dollars to further support them in the fight against homelessness. The purchase of various materials and equipment such as socks, flashlights, hotel vouchers, transportation vouchers, ready-made meals, metal bunkbeds, bedding sets and brand new furnishings was all made possible through the CSBG discretionary contract.

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E. WORKFORCE DEVELOPMENT BOARD

PERFORMANCE REVIEW

The Workforce Development Board of Contra Costa exceeded both service-level and performance targets for services to job seekers and businesses, continuing to be a “High Performing Board” certified by the California Workforce Development Board (CWDB).

INCREASED BUSINESS ENGAGEMENT

The WDB business services continues to provide oversight to the following programs that involve increased business engagement. These include the Small Business Development Center (SBDC), CCWORKS Program, Earn and Learn East Bay, and AB 2060 Reentry Employer Engagement.

SBDC: The Contra Costa Small Business Development Center (SBDC), provided advising to 1,056 individuals and 604 business owners, 137 trainings to 758 participants, helped start 66 new businesses, increase in annual sales by \$18,489,669, secure \$7,032,744 in debt/equity investments, create 203 jobs, and retain 31 jobs.

CCWORKS: Under the direction of the WDB the CCWORKs program placed 151 CalWORKS participants in subsidized employment: 104 interdepartmental (County) and 47 with external employers. The program successfully implemented a pilot Volunteer Income Tax Assistance Program (VITA), helping CCWORKS participants become trained to provide tax preparation assistance to Contra Costa County residents. Five new VITA worksites were established; three CCWORKS participants successfully completed their assignments and gained full-time unsubsidized employment.

EVENTS

The WDB co-hosted a career fair with Contra Costa College on October 5th that helped businesses fill hundreds of jobs with qualified and diverse talent, including AB 109 participants, additionally the WDB hosted 182 on-site-recruitments at our 4 local AJCC sites, connecting employers to their workforce and supported CenterPoint’s Reentry Employment & Resource Fair in Concord on February 28th.

YOUTH SERVICES

The WDB successfully continued its transitioning of youth services around a redesigned model focusing more resources on out-of-school youth, a development required by the new Workforce Innovation & Opportunity Act (WIOA). The WDB issued an RFP for youth services in December of 2016

WORKFORCE BOARD LEADERSHIP

The WDB is the lead Workforce Board in the East Bay Region and has received \$1,211,845. In multiple regional awards to accomplish the regional organizing and training work that has been outlined in the State WDB plan under WIOA. This work includes the SlingShot next generation and sustainability planning.

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The WDB continued serving as the lead organization for the East Bay “Slingshot” initiative, which brings together stakeholders from economic development, education, and workforce development to support industry sector partnerships that are driving the growth and prosperity of the regional economy. Targeted industry sectors include advanced manufacturing, biomedical, healthcare, information communication technology (ICT), and transportation / logistics. While this specific funding source is ending, the WDB secured additional funding in May of 2017 to continue the work around Advanced Manufacturing and Transportation & Logistics. The work focuses on developing sustainable models for these partnerships to continue.

The WDB continued serving as the lead organization for CoCoSOARS (Contra Costa Sustainable Occupational Advancement and Reentry Success), now State-branded as Forward Focus. Individuals under community supervision at moderate to high risk for recidivism are referred by Probation to One-Stop to be trained and employed in priority sectors deemed “felony-friendly”: construction, transportation and technology. This grant has been extended through May of 2018 and we are anticipating a second round of funding to be available soon. Through this grant, the WDB successfully hosted two Fair Chance Educational Hiring Summits, one on May 24th at the Pleasant Hill Community Center and one on October 18th at the El Cerrito Community Center. Both events were well attended, received excellent reviews and resulted in 30 Fair Chance Pledges being signed by employers. A third event is planned for May in East Contra Costa County.

EARN AND LEARN EAST BAY

Earn & Learn East Bay (ELEB) is an engagement and recruitment campaign coordinated by the WDBCCC, the Contra Costa Economic Partnership (CCEP) and Diablo Gateways to Innovation (DGI). DGI is a collaborative effort among a wide range of educational and workforce partners actively supporting career pathways for youth and young adults in our region. The Earn & Learn East Bay initiative provides compensated work-based learning opportunities to youth through meaningful workplace experiences, summer and year-round placement, internships and apprenticeships, or in industry-led summer learning experiences.

The WDB continues to be the lead in organizing this initiative regionally and has developed a regional steering committee to build capacity and sustain this initiative, which is garnering both state and national recognition as an emerging best practice. The WDB, through the Alameda CPR4 grant, recently hired an operations manager to assist with alignment of technology platforms, operational protocols, project management and internal operations.

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F. WORKFORCE SERVICES BUREAU

AFFORDABLE CARE ACT (ACA) ACTIVITIES

In the past three years, the number of low-income Contra Costa County residents with health care jumped from 65,000 to more than 132,000. This was the result of the ACA and the extremely dedicated and hardworking EHSD staff, particularly in the WFS Bureau. Even with critical staffing shortages, 45,093 new Medi-Cal applications were processed from January 2017 through December 29, 2017, helping thousands of residents to access free and affordable health care and approximately 6,700 cases were reviewed and transitioned into the new ACA coverage codes.

The Health Care Access Center (HCAC) continues to answer phone calls routed from the two State Call Centers. Staff at HCAC assisted callers in accessing Medi-Cal and CalFresh benefits in the same phone call. Since its inception, the HCAC has stayed within key performance indicators, including answering all phone calls on average in 20 seconds or less. The HCAC provided call center coverage for Sonoma County in mutual aid response to the 2017 Northern California wildfires.

WFS continued to partner with Health Services and the Contra Costa County Clinic Consortium to expedite the processing of Medi-Cal applications for people receiving medical care at county facilities. The inclusion of CalFresh is currently being discussed and should be rolled out by early spring. Other partnerships were introduced including Code For America, providing over 4,000 new CalFresh applications through our online portal during the months of August through December. These applications were processed and assigned in a timely manner by our Clerical and Benefits Expedited Services Team (CBEST).

TECHNOLOGICAL IMPROVEMENTS

In collaboration with the department's IT staff, the WFS Bureau successfully implemented an electronic Workload Distribution Tool (WDT), for use in the Income Maintenance Programs. WFS operational staff were closely involved in the design, testing and final approval of the WDT system and continue to work with IT in the resolution of final fixes and report creation.

A new Automated Call Distribution (ACD) system was implemented in two of the WFS Bureau's three Service Centers: Medi-Cal Fresh Service Center (MCSC) and the Medi-Cal Mail In Unit (MMIU). Implementation of the new system required retraining of approximately 200 employees, and provided enhanced call management and reporting features.

WFS has also expanded the use of technology to improve customer service in the areas of texting and video conferencing. For texting, we are using the business process of opting-in all households into the texting program with an opt-out option. Text message reminders and information are currently being provided to CalWORKs customers during redetermination and CalFresh customers during the application and recertification process. In collaboration with Fresh Approach, we have been sending out text messages to our CalFresh customers regarding the benefits of using Market Match at our local farmers' markets. After a six-month video conferencing pilot in CalWORKs, the technology was fully implemented by the end of December 2017. Video conferencing merged with eligibility procedures provides an alternative method to both customers and eligibility staff to have more flexibility in meeting their appointment times by utilizing smart technology and other remote

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audio and video capable technology. As a result, the incorporation of this technology to service delivery has minimized traditional barriers imposed on customers to travel to district offices, as well as staff turnover rates and downsizing.

DISASTER ASSISTANCE

WFS staff recently received state and federal recognition for assisting in Sonoma County to provide Disaster CalFresh to those impacted by the Northern California Wildfires.

COMPLIANCE

In the most recent publication of the County Work Participation Rate from California Department of Social Services (CDSS), Contra Costa is in the top 14 counties. Additionally, 94% of Welfare-to-Work (WtW) clients were engaged in an employment, education or training activity in 2016.

The WFS Bureau has consistently exceeded the 90% target for processing both regular CalFresh applications (within 30 days) as well as Expedited Service (ES) applications (within 3 days). For the regular CalFresh applications, staff processed 96% within 30 days, and 97% of the ES applications within 3 days, while also achieving the highest percentage ever reached of 98% within this period. With our current efforts and commitment to the ES process, we will have met the ES compliance rate of 90% for a fifth year and exceeded 95% for the past 13 months.

The WFS Bureau continues to excel in granting applications within the required periods. For Medi-Cal, the goal to process 75% of the applications received within 45 days and 83% was achieved. For CalWORKs, the goal to process 75% of the applications received within 45 days and 97% was achieved.

PROGRAM REVIEWS

In October 2017, California Department of Social Services (CDSS) conducted a Management Evaluation (ME) of the CalFresh Program (formally known as Food Stamps). The evaluators provided a complimentary review highlighting the level of excellence in quality customer service and our exemplary CalFresh Case and Procedural Error Rate (CAPER) training related to negative error rate reduction.

NEW PROGRAMS

CALFRESH E&T

The WFS Bureau has partnered with Rubicon Programs and Opportunity Junction to develop an Employment and Training (E&T) program for eligible CalFresh recipients. The CalFresh E&T program was launched in April 2017. In 2017, 149 referrals have been made and 79 CalFresh participants have been enrolled.

FAMILY STABILIZATION

The WFS Bureau continued to implement the Family Stabilization Program (FSP) which provided holistic evaluations and wrap around services to assist 53 families in crisis. This includes homelessness, domestic violence, mental/behavioral health issues, physical health limitations, substance abuse, learning disabilities, and/or lack of parenting support. A cumulative total of 193 families have enrolled in Family Stabilization (FS) since implementation. Ten 10 families have

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enrolled since 2017.

HOUSINGWORKS!

The rapid re-housing program for homeless CalWORKs families called HousingWORKS! continues to be a success. In partnership with Health Services and Shelter Inc., the WFS Bureau housed approximately 76 homeless CalWORKs families in 2017.

CCWORKS

Dedicated WFS staff helped place more than 103 participants in 2017 in the CCWORKS subsidized employment program. CalWORKs recipients obtain marketable job skills and experience through our CCWORKS program by being placed with local employers and other county departments. These work opportunities allow them to gain valuable work experience in office administration, community/social service, sales/retail, food preparation, and maintenance/repair. Fifty percent (50%) of CCWORKS participants have transitioned into unsubsidized employment. According to Beacon Economics (2009), every dollar expended in CalWORKs generates \$1.47 in economic activity. We further developed strong partnerships with approximately 250 local employers including businesses, nonprofit organizations, and public agencies.

MULTI-FAITH ACTION COALITION

EHSD staff continue to partner with the Food Bank of Solano & Contra Costa County, the Multi-Faith ACTION Coalition, Ensuring Opportunity, First 5 and Meals on Wheels to form the CalFresh Partner group. This group's goal is to increase CalFresh participation so that more low-income residents have sufficient food on the table.

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G. ALLIANCE TO END ABUSE

In 2017, the Alliance to End Abuse continued to leverage the investment in our work through the awarding of grants. In 2017, the Alliance was awarded a \$1.2 million supplemental grant through the Office of Violence Against Women, Domestic Violence Homicide Prevention Demonstration, to continue our efforts to prevent domestic violence related homicides and expand the Lethality Assessment Protocol to an additional jurisdiction. Furthermore, we assisted our partner agencies in leveraging \$695,688 in additional funding. This additional funding was awarded through a California Office of Emergency Services grant to provide direct services to seniors in a coordinated manner. The program takes into account the 2000-3000 annual APS caseloads and focuses on the areas where direct service is most required: financial abuse, case management and counseling. Funding will support putting in place a common data collection tool to ensure that high-risk cases are handled in a more coordinated fashion. A multi-disciplinary team will be developed and supported through the Family Justice Centers.

STRENGTHENING SYSTEMS

In 2015, the Alliance successfully launched the Federal Demonstration project, Domestic Violence Homicide Prevention (DVHP) pilot, in Richmond, Concord and Brentwood. The DVHP is helping law enforcement better identify the most potentially harmful domestic violence cases and immediately connect them to critical, sometimes lifesaving, services and resources. The DVHP identifies victims who have never accessed and/or may not have been aware of domestic violence services. The DVHP program provided an access point for victims at risk of being killed to services they may not have otherwise accessed. Local police departments and the County's Domestic Violence service provider, STAND! for Families Free of Violence administered 2,658 lethality screens over the course of the DVHP (October 2015 to present); over two-thirds of these victims were identified as high-risk of being killed, of which almost three-quarters spoke to a hotline worker at STAND! Moreover, nearly half of those victims decided to access services. Based on the strength of Alliance's ability to build strong partnerships among public and private agencies and successful launch of the program, funding for the DVHP received supplemental funding (\$1.2 million) for phase III of program, which includes expanding the Lethality Assessment program to an additional jurisdiction. In addition, the supplemental funding will continue to support staffing on the crisis line, emergency shelter services, case management and therapeutic services provided by the local domestic violence service provider, STAND! for Families Free of Violence, as well as the in-depth evaluation and analysis of the DVHP, by a national evaluation team, and the promise of a robust report on the overall impact and effectiveness of the DVHP.

HUMAN TRAFFICKING COALITION

The Alliance continues to lead and expand the Contra Costa Human Trafficking Coalition by uniting a diverse, culturally relevant group of community agencies, law enforcement, and social services agencies. The Coalition works to increase awareness about human trafficking, provide training and technical assistance, and establish policies and protocols. In January 2018, the Coalition once again partnered with the District Attorney's office to launch a human trafficking awareness campaign. The campaign focused on labor trafficking, highlighting the restaurant, cleaning service and hotel/motel industries. Awareness ads ran on buses throughout the County including WestCat, Tri-Delta Transit

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and County Connection. In addition to the awareness campaign, the Coalition hosted two documentary screenings of “Me Facing Life: Cyntoia’s Story” (a documentary that highlights the story of a survivor of human trafficking) and put on several trainings including Human Trafficking 101 and Trauma 101. Additionally, in the summer of 2017 the Coalition launched its first “Red Sand Project” event in Contra Costa. The Red Sand Project is an interactive art exhibit in which volunteers spread red sand in sidewalk cracks to raise awareness about survivors of human trafficking who have “slipped through the cracks.” The Red Sand Project has now happened in both Martinez and Antioch. In June, the Coalition continued its work around SB1193, which requires certain businesses and agencies to post visible information about human trafficking. Teams of volunteers went to specific mandated businesses in East County in partnership with the Antioch Police Department to distribute posters.

TRAUMA-INFORMED SYSTEMS

In 2015, the Alliance began an effort to create trauma-informed organizations following the Sanctuary Model. The Sanctuary Model is a blueprint for organizational change that, at its core, promotes safety and recovery from adversity through the active creation of a trauma-informed community. In 2016, as part of that effort, a Healthy Workplace initiative was launched in two of the Contra Costa Employment and Human Services Department Bureaus (Workforce Services and Community Services Bureau (CSB) Head Start). In 2017, the Alliance has continued in their efforts to offer trauma informed trainings and support of trauma informed practices in Employment and Human Services Bureaus. There were 140 staff from CSB Head Start who received trauma awareness foundational training. Eighty percent or more of the participants said that their knowledge increased because of the training and that they expected to apply the information and skills they learned. Based on staff requests for more in-depth trauma training, the Alliance collaborated with Contra Costa First Five and CSB Head Start to support the creation of a Trauma 201, Train the Trainer curriculum. The curriculum is designed to train early childhood educators in culturally sensitive and trauma informed principles and practices to use in the classroom or in family childcare throughout Contra Costa County.

Children and Family Services instituted a week- long training for 40 staff and supervisors in The Sanctuary Model for trauma informed workplaces. A core team was formed out of the training to guide the implementation of the trauma informed framework within the Bureau. The Alliance continues to work closely with the CFS Sanctuary steering committee and core team to provide consultation and planning for further training and implementation that will take place in 2018.

Support of countywide partnerships continued with the Alliance’s leadership in the Trauma Awareness and Resilience Leadership group. Awareness of the importance of trauma informed practices are beginning to influence long-term system change. Behavioral health, a partner in TARL, has included trauma informed care as part of their 5-year strategic plan.

Responding to requests from County partners to include trauma informed training to support their staff, The Alliance offered trainings to The Child Abuse Council, the Human Trafficking Coalition, First Five Contra Costa, Public Health and Contra Costa Office of Education. During 2017, The Alliance developed a Train the Trainer curriculum in Human Trafficking and Trauma. The curriculum was developed in response to an increased need to raise the awareness of trafficking and the impact of

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trauma on the victims as well as service providers. The training program will launch early in 2018 and pilot a group of 10 to 15 trainers who will offer trainings in Contra Costa County.

BUILDING PARTNERSHIPS

A key achievement of the Alliance is the establishment and ongoing support of the Family Justice Centers. In 2017, the Family Justice Center added six new partner agencies to their sites in Central (Concord) and West (Richmond) County to provide services. Additionally, the Family Justice Centers launched several new programs including an emergency program to assist with transportation and groceries for clients in need; career planning and resume services for clients on the rise and a project that connections agencies serving refugees and individuals coming from targeted countries. Each Family Justice Center (Central County and West County) has 19 on-site partners providing services under one roof, including law enforcement agencies, community based organizations and county departments. Both Centers are community hubs for education and integrated services for victims of interpersonal violence. This year, the Alliance led planning and implementation of a robust governance structure and fund development approach to support long-term sustainability of the Centers. In addition, plans for the development of a FJC are underway in East County.

The Alliance, in collaboration with the Family Justice Centers, launched two multidisciplinary teams in 2016 with a focus on high risk and complex domestic violence and human trafficking cases. Both multidisciplinary teams include multiple agencies (law enforcement, District Attorney's office, service providers, and culturally responsive agencies) with a focus on helping survivors meet their personal and family goals. Agencies have reported increased collaboration, increased access to services for survivors and increased relationships built across systems.

EDUCATION AND CAPACITY BUILDING

The Alliance provides intensive training, technical assistance and facilitation on the impact of and strategies to address trauma and interpersonal violence as well as human trafficking. The Alliance provided trauma-informed care approach training and practical tools for over 140 staff from CSB Head Start. Eighty percent or more people said that their knowledge increased as a result of the training and that they expected to apply the information and skills they learned. In addition, The Alliance and partners provided over 20 trainings on Human Trafficking Awareness, Intervention and Prevention to over 400 victim service providers, law enforcement and community members. After these various trainings and technical assistance, participating organizations conveyed numerous improvements, including improved working relationships, enhanced screening tools to identify people experiencing abuse, better organizational and victim-centered problem solving, enhanced organizational practices and policies, better communication between agencies, and improved client outcomes.

RAISING COUNTY PROFILE

In recognition of the strength of the Alliance's coordinated response, the Family Justice Center (FJC) was awarded the Richmond Main Street Award and was recognized as the Nonprofit of the Year at California Nonprofit Day. These awards highlighted the innovative approach Alliance of the Family Justice Centers.

SECTION IV: DEPARTMENT CHALLENGES

IV. DEPARTMENT CHALLENGES

A. ADMINISTRATIVE SERVICES BUREAU / OFFICE OF THE DIRECTOR

STRATEGIC PLAN

EHSD developed an ambitious technology strategic plan that covers the next three-year period to ensure that it continues to innovate in customer facing technology and to support staff effectiveness in providing a high level of customer service. Resources will continue to be a challenge in keeping the innovation tempo high.

RECRUITMENT AND RETENTION

Social Workers are essential to success in several of our program areas. Attracting and retaining these workers in the highly competitive Bay Area employment market is a significant challenge. Our Personnel Office is working closely with County Human Resources on outreach strategies to attract candidates from a greater variety of sources. This will also include maintaining open recruitments so that as ongoing outreach occurs, Human Resources can receive applications. Retaining experienced staff is also a challenge in this market and EHSD is working on strategies to retain staff.

EHSD has many well-qualified, talented and experienced staff. In recent years, the differences in salaries and benefits for classifications that are common to other social services departments have led to increased turnover in front line positions such as Social Workers and Eligibility Work Supervisors. The disparity in benefits reduces take home pay for our workers and impacts staff retention.

With staff turnover and reduced staff, the error rate for the CalFresh program is rising. This error rate is closely tracked by federal and state funders and can result in financial sanctions to counties if the statewide error rate rises too high. EHSD is using a number of tools to lower the error rate, but must rely on the hundreds of staff that process CalFresh cases to process cases timely and accurately.

Our workforce is nearly 2,000 and the need for strong leadership is great. We embarked on a leadership development program that started with Division Managers and is progressing through successive cohorts of managers below Division Managers. This leadership development program is comprehensive and intended to ensure the entire leadership team has a common basis for communicating and interacting. This training is also part of succession planning. The challenge is to free up resources to continue this effort to ensure the next generation of leaders is ready to step up.

SECURITY

EHSD's reliance of technology requires that we maintain a high level of security on our network and information technology systems. As with any large user of technology, we are vulnerable to attacks using sophisticated viruses, bogus websites, phishing, and ransomware. While we use training tools with our staff, we must remain vigilant and continue to minimize our vulnerability.

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BUSINESS INTELLIGENCE

We strive to be a data driven organization. The complexity of our programs and the amount of data available can be overwhelming. We have a relationship with Santa Clara County Social Services to build on their business intelligence platform and we are also using the business intelligence platform developed by the CalWIN Consortium. The challenge is to ensure our managers are using available data to make sound decisions.

DISASTER RESPONSE

Our reliance of technology requires that we be able to quickly resume operations in the event of a major disaster. Disaster recovery and business resumption is critical to our customers to ensure they can sign up for and continue to receive benefits. We have located a disaster recovery site and we are in the process of equipping it along with engaging a contractor to assist.

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B. AGING AND ADULT SERVICES BUREAU

ADULT PROTECTIVE SERVICES

Caseloads in APS have remained high over the past year, as well as demonstrating greater complexity. Combined caseloads of new investigations and ongoing cases are twice as large as the national recommended size.

APS experienced turnover and loss of workers due to being extended leaves. There continues to be a focus on strengthening the foundation of the division and its operations, with a particular emphasis on assuring best practices, coordination with other community resources and staff training and development. While a third unit has been added to meet the demands, the unit still has not been fully staffed.

AREA AGENCY ON AGING

DATA MANAGEMENT

Due to changes in personnel and gaps in oversight, data monitoring was not consistent and complete data entry did not occur. Trying to correct these issues and identify the problem areas has been difficult, as we do not have in-house technical expertise. We are in the process of getting the needed training and expanding roles so that staff is routinely reviewing contractor data for compliance. Many errors in our data do not reflect all the services that provided to older adults in Contra Costa County reflecting a decrease in services when in fact we know that there have been increases from our contractors.

VOLUNTEER MANAGEMENT

We applied for a grant to provide a Volunteer Program to work in conjunction with our Senior Employment Program. We were not selected for that grant. At this time, there is no centralized place to recruit and train volunteers, although all of our senior programs rely on volunteers to ensure the work is accomplished. Well over 2,400 volunteers assist with meal delivery, health insurance counseling, tax aide, home visiting, etc. We will continue to look for potential funding that will establish a centralized volunteer center.

INFORMATION & ASSISTANCE (I&A)

In FY 2017-2018, the scope of I&A's responsibility will expand to include taking initial reports of elder and dependent adult abuse and referring them to the Adult Protective Services Division for formal screening, as well as conducting initial intake for In-Home Supportive Services. This improves the client experience because I&A becomes a one-stop shop whereby clients can access programs in Aging & Adult Services. However, coordinating the expectations and streamlining response between APS, IHSS, and I&A requirements to ensure that services are effectively and efficiently delivered requires some process changes.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

While our program has stepped into the 21st century by requiring electronic timesheets, this continues to be a challenge. Seniors with disabilities or cognitive impairments require additional assistance to receive a paycheck in the program. Utilization of the computer labs at the America's Job Centers in Contra Costa has provided a safe place for the seniors to ask questions and continue

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to train on the Paychex program. However, if the East Bay Works satellite locations close, SCSEP will be hard pressed to provide hands on training throughout the county.

Given the target population for the SCSEP grant, low-income seniors with barriers to employment such as disability, English as a second language, low literacy, or homelessness (or risk of), make meeting unsubsidized employment goals difficult. While SCSEP utilized the job developers at East Bay Works, age discrimination continues to prevail in the employment world for those seniors, both those with and without additional employment barriers.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM

There are many missing components to this program that staff will need to complete and update to be in compliance with our state contract. The program is anticipated to have a growth in funding and citizens in East County that will benefit greatly from that expansion.

IN-HOME SUPPORTIVE SERVICES

The shortage of social workers has become the single and most significant challenge facing the program. Our county has become the training ground for the surrounding counties for recruitments. Reductions to the California Department of Social Services administrative funding for the program in FY 18/19 will exacerbate this issue.

IHSS PUBLIC AUTHORITY

The Public Authority has delayed IHSS cases granting due to an inadequate number of Social Workers to handle the process. It continues to impede timely enrollment of IHSS providers into the payroll system, causing delays in payment for services rendered which in turn can cause an interruption of services for IHSS consumers.

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C. CHILDREN AND FAMILY SERVICES BUREAU

STABILITY IN STAFFING

Recruitment and retention of social workers has continued to be challenging in FY 2016/17 for Contra Costa County. All counties are reporting a decline in qualified social worker candidates, which confirms that there is less interest in social work as a profession. Of course, when the potential pool of candidates is smaller, counties other than Contra Costa, with more competitive salary and benefits have a greater advantage; this affects recruitment as well as retention as many social workers are resigning from contra costa to accept positions in neighboring counties.

The staffing instability impacts the already demanding workload of the remaining workers, as they must pick up extra cases to fill gaps. The high turnover rate in assigned social workers in turn negatively influences families and their attainment of case plan goals as working relationships and engagement must be reestablished with every new social worker. In addition, as an end result, staffing instability makes it difficult to attain and sustain high performance in federal and state outcome measures such as attaining permanency for children in care and limiting recurrence of maltreatment for children returned to parents since achieving those goals are influenced by the ongoing shortages.

To illustrate just one workload challenge, consider that social worker contacts with families and collaterals ensure safety and wellbeing of children and engagement with the family during critical times when CFS intervention is necessary. Social workers must respond timely to investigate referrals of suspected abuse (either 24-hour immediate response or 10-day response depending on severity of allegations) and must visit all children receiving ongoing services monthly. This is not just good practice but is also mandated by federal and state regulations. In FY 2016-17 there were approximately 7,300 referrals of suspected abuse involving 11,300 visits; there were an additional 15,000 required monthly visits on open cases.

There is also a fiscal impact of staffing instability: since federal funding is received based on the completion of mandated activities, the opportunity to maximize revenue is lost when CFS is understaffed and/or there are vacancies. CFS is working with Contra Costa County Human Resources to enhance social worker recruitment efforts.

CHILD AND FAMILY TEAM MEETINGS

While child and family team meetings is listed as an accomplishment, it is also a challenge for CFS. Every child in placement is required to have child and family team meetings to engage the family, assess strengths and needs, and to support informed decisions for case planning, placement determination, emancipation planning for older youth and/or safety. With the implementation of CCR, state requirements prescribe that the first meeting must occur within sixty days of entering placement and for children with mental health needs, every 90 days thereafter as long as the child is in foster care to reassess the needs and adapt the plan to the address changing needs. The purpose and intent of these meetings are laudable; the challenge is the time commitment to meet compliance for every child in placement in a social workers' workload as well as the added time for coordination and scheduling of these meetings.

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OFFICE SPACE

Balancing the needs of CFS for office space with the needs of other bureaus in EHSD continues to be a challenge particularly as CFS has increasing space needs: additional social workers are needed to meet the higher demands of social work, maintain compliance with timely referral response and monthly visits and facilitate timely ongoing child and family team meetings. Additional staff are also needed for the new resource family home approval process and continuum of care reform requirements. CFS continues to work with department facility management staff in identifying resources to accommodate these changes.

RESOURCE FAMILY HOMES FOR CHILDREN WITH HIGH END PHYSICAL, BEHAVIORAL/EMOTIONAL, AND HEALTH NEEDS

The continuum of care reform requires counties to redirect placements for children with high-end special needs from facilities such as group homes to loving, resourced and supportive family home settings. For many of these children, identifying a family home willing to make the commitment depends on planning for resources and services that can be wrapped around the child to stabilize the family placement – all this takes skill, advocacy and time of CFS staff as well as resources of other partner agencies and providers. Short-term residential therapeutic program homes (previously used for longer placements and referred to as group homes) can be utilized while family home settings are identified but only for limited periods. The goal of family homes for these children is lofty and worthy: the challenge lies in locating placements for the approximately 102 children currently still residing in group homes. Collaboration with mental health and other organizations that can support the parents and meet and addresses challenges as they arise is critical to the success of the program.

IMPLEMENTATION OF LEVELS OF CARE PROTOCOL

CCR has introduced the level of care rate protocol, considered a strengths-based approach to identifying the individual needs of foster children and matching those needs to the rate board and care rate for a home-based family care (HBFC). The protocol allows the addition of an intensive services foster care (ISFC) rate to support the child's placement in a family setting. The protocol considers five domains for scoring the individual needs of children/youth while in foster care (physical, behavioral/emotional, health, educational and permanency/family services domain). Implementation begins March 2018.

APPROVAL OF RESOURCE FAMILY HOMES

Recruiting and retaining foster parents for children with special needs is a particularly acute and immediate challenge. In addition, with the overarching changes under continuum of care reform, all levels and types of placements are being impacted by new regulations for approval and certification. Kin placement continue to be priority but these homes must now meet the same rigorous requirements for approval and training as all other resource family homes. Short-term residential therapeutic placement homes must now be certified by mental health prior to approval as a viable interim placement and there are delays in the certification process.

Additionally, recruiting and maintaining foster homes in areas that are in or near neighborhoods

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where children are removed is a continual need. Uprooting children is always disruptive, and placing them in homes far from their neighborhoods, with new schools and no friends or family close by is especially disruptive. Placement with relatives continue to be a goal for CFS with an emphasis on first placements being with relative to lessen the trauma and disruption of children removed from family homes. Ongoing challenges include emergency approvals for kin, targeted recruitment to find homes specifically matched to children, supporting and equipping homes for placement of high needs children with development, behavioral and/or mental health needs.

CHILD ADOLESCENT NEEDS AND STRENGTHS (CANS ASSESSMENT TOOLS)

Continuum of care reform includes a component for the assessment of wellbeing of children. CFS and Contra Costa Children's mental health program are planning for implementation of the CANS assessment tool that supports decision making in areas such as level of care and individualized service planning for children and youth. The challenge will be the integration into existing assessment tools and the impact of another required assessment on workload for both mental health and CFS. Requirements are indicating this assessment will be completed in an already agenda-filled child and family team meeting.

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)

In collaboration with the department of justice (DOJ) and in response to SB1322, the CSEC project's aim is to support and direct services of county agencies and communities to address the commercial sexual exploitation of children. The CSEC initiative includes child trafficking response, training and Prevention (referred to as the child trafficking response unit harm reduction project). Sexually exploited youth are an underserved population: challenges with providing services include the youth's mobility and resistance to being served. Additional staff will be hired in the next year to assess needs, plan intervention, and support for youth being sexually exploited.

NEW CFS TRAINING MODEL: FIELD BASED TRAINING

Contra costa introduces social workers to employment with new social worker training units, which lays a theoretical groundwork and county specific class instruction; however, fieldwork is optimal in learning what social work really entails. California has implemented a new training model for all child welfare workers. This training, previously delivered in a classroom setting, now includes classroom, "learning," and field based activities. Both trainings recognize that new employees require a lot of close training oversight and mentoring. The challenge for contra costa is that with such high turnover of social workers there are fewer experienced social workers who can support new social workers by presenting models of experienced social work for new workers to shadow. The social work supervisor with an already stretched workload has even greater responsibility in guiding and directing the field based activities of new staff.

SECTION IV: DEPARTMENT CHALLENGES

D. COMMUNITY SERVICES BUREAU

IMPACT OF MINIMUM WAGE INCREASE, FEDERAL ELIGIBILITY GUIDELINES, AND HIGH COST OF LIVING IN CONTRA COSTA COUNTY

Many families in California will not qualify for Head Start and other safety net services due to the low federal eligibility income guidelines compounded by the efforts to increase the minimum wage in Bay Area communities so that families can afford to live and work here. Beginning on January 1, 2018, California's minimum wage was increased to \$11 per hour and even higher in local communities such as \$13.60 per hour in El Cerrito, \$13.41 in Richmond, \$15.20.00 in Emeryville, and \$14 in San Francisco but increasing to \$15 on July 1, 2018. Rent in the Bay Area has increased 10 percent across the region in 2015. Average rent prices in the Bay Area are over \$2,000 for a one-bedroom apartment, totaling \$24,000 a year. The annual federal income guidelines for a family of two is \$16,460, much lower than the cost of living in this area. This is creating a crisis for our children and families.

LACK OF DENTISTS

A lack of pediatric dental providers accepting Medi-Cal in Contra Costa County continues to be a challenge for CSB to meet the 90-day Head Start Performance Standard deadline for exams as well as follow-up treatment in a timely manner. CSB staff is documenting the delays in the children's files and working diligently with the Contra Costa Dental Society to bring volunteer dentists to the program.

INCOMPLETE EXAMS PER THE BRIGHT FUTURES EARLY AND PERIODIC SCREENING, DIAGNOSIS AND TREATMENT (EPSDT) SCHEDULE

Complete physical exams per the Bright Futures EPSDT Schedule for high quality care are mandated by the Head Start Performances Standards but not recognized by all local health providers.

BARRIERS TO ACCESS OF CHILDREN'S HEALTH CARE RECORDS

An increasing number of health providers are charging fees for completing health forms such as the physical exam and Asthma Plan even when the form is provided at the time of service. In addition, fewer clinics are allowing faxes or phone updates even with the consent of the parent.

TRANSITIONAL KINDERGARTEN DISCONNECTED FROM EARLY CARE AND EDUCATION

As Transitional Kindergarten continues to grow and four year olds are enrolled into a public school setting, Community Services struggles with a drop in enrollment of four-year-olds. In FY 2015-16, CSB enrolled 839 four-year-olds. Currently in FY 2017-18, the numbers dropped over 15% to 717 four year olds that are actually enrolled.

LACK OF FACILITIES SPACE TO REPLACE OLDER BUILDINGS

CSB strives to create quality environments that are suitable for learning. Many of our centers are in older buildings that require frequent maintenance to remain safe and conducive to providing high quality care. There has been a challenge in obtaining facilities space to replace older centers that are deteriorating due to age. Potential facilities that have been visited require extensive and expensive renovations. The Local Planning Council currently has an Ad Hoc committee working on this issue that is facing all childcare providers in this county.

SECTION IV: DEPARTMENT CHALLENGES

CSB is currently working with Public Works Real Estate Division, to acquire a 38,000 square foot facility (total space for interior and exterior) in the San Pablo area. The facility would require adequate space to accommodate ten classrooms, playground, small kitchen/food prep area, laundry room, staff office space, small conference/break rooms and sufficient parking for clients & staff.

STAFFING

Community Services has been faced with on-going staffing shortages in key teaching positions in our Head Start and Early Head Start Centers, which impacts CSB's ability to enroll to capacity and therefore to provide services to children and families who qualify for and need these services. The unemployment rate in Contra Costa has been below 5% since 2015 and is currently as low as 3.1%. Successive years of low unemployment rates is unprecedented and has impacted our ability to recruit and hire qualified candidates. Head Start Program Performance Standards require Head Start Teachers to hold a BA degree and Associate Teachers to hold an AA degree. With this high level of education, these candidates have many options for employment. Regular periodic salary studies show that CSB's salaries are in the mid-range for the Bay Area, however we are competing against school districts and other employers for these highly qualified staff. This issue is experienced by Head Start and Early Head Start programs statewide, and CSB is implementing creative local solutions to "grow our own" and retain staff to mitigate the impact of this statewide Early Care and Education teacher shortage.

UNCERTAIN FUNDING FOR COMMUNITY ACTION PROGRAMS

One challenge LIHEAP and the Community Services Block Grant program faced in 2017 was the possibility of elimination for Program Year 2018 as presented in the President's "Skinny Budget." CSB worked to determine what impact these cuts would present to the health and safety of our community. By sharing stories from clients in our county as well throughout the nation, the voices were heard and funding was maintained for Program Year 2018. Although this was a big success, it does not mean our program will not be faced with the same situation for 2019

SECTION IV: DEPARTMENT CHALLENGES

E. WORKFORCE DEVELOPMENT BOARD

FUNDING

The most critical issue before the WDB is the decrease in funding. Over the past three years WIOA allocations have decreased 13%, that coupled with an increase in staff wages and a significant decrease in monetary support from CalWORKS funding, 2016-2017 was an exceptionally dire year for the WDB. The WDB eliminated or did not backfill 5 positions in 2016-17. 2017-2018 is anticipated to see further cuts and the procurement of Adult and Dislocated Career Services resulting in the closure of the four America Job Centers of CA run by Contra Costa County and an additional 17 county positions eliminated.

WDB continues to augment and diversify funding base. The WDB continues to work with the EHSD Fiscal division to enhance budget tracking and reporting systems, as the costs of doing business continue to increase while funding for the WDB's operations continues to experience significant reductions over the past two years. Addressing the budget picture is critical to ensure that things can continue to operate smoothly.

WIOA IMPLEMENTATION

The most challenging work before the Workforce Development Board (WDB) remains the full implementation of WIOA. Although WIOA was signed into law in July of 2014, the final rules were not issued until August 19, of 2016.

Below is a list of the most pressing WIOA implementation work completed in 2016-2017:

- Selection of AJCC Operators and Career Services Providers: The WDB issued an RFI for One-Stop Operator in February of 2017 and selected an Operator to start as of July 1, 2017. The WDB applied to be the Career Services Provider but due to unsurmountable budget deficits has since issued an RFP to procure out Career Services.
- MOU Phase I: Completed as of September 2017
- MOU Phase II: Completed as of December 5, 2017
- Regional and Local Planning: Completed and approved as of May 2017
- WIOA Youth Program Requirements: Updated and integrated into the new youth contracts as of July 1, 2017

PARTNERSHIPS AND OUTREACH

Enhancing coordination between the Workforce Development Board and its economic development and education partners to meet the needs of East Bay businesses from priority industry sectors that support economic growth and the creation of good jobs.

We strive to amplify marketing and outreach efforts to further promote the resources of the WDB to the business community. Additionally, WDB aims to strengthen partnerships with other bureaus within EHSD, including Aging & Adult Services, Children & Family Services, Community Services, and Workforce Services Bureaus. Staff are improving customization and responsiveness of training strategies to meet the real-time needs of businesses and employees. WDB is currently working on AJCC certification process.

SECTION IV: DEPARTMENT CHALLENGES

F. WORKFORCE SERVICES BUREAU

FUNDING AND STAFFING SHORTAGES

Over the last couple of years, both CalWORKs and CalFresh have sustained considerable allocation reductions, impacting staffing from a hard hiring freeze to the loss of positions. During 2017, the Workforce Services Bureau has experienced a loss of approximately 229 positions due to allocation reductions and directed downsizing efforts in the bureau (not impacting the Department). This equates to an approximate 24% reduction of total Bureau staff. This staffing and position loss coupled with a hard hiring freeze has created many challenges in providing adequate client service delivery. Program and regulatory compliance is also at risk.

The impact of the staffing crisis is longer wait times for low-income residents in need of food and other resources, higher risks of program noncompliance and lower staff morale as vacancies remain unfilled, new needed positions remain unapproved and unfilled, and staff are unable to manage their work assignments.

STATE POLICY AND PROGRAM CHANGES AND REQUIREMENTS

Policy and program changes in the CalWORKs/Welfare-to-Work area have escalated because of many recent state budgetary decisions. The implementation of significant policy and program changes require complex processes and procedures to be developed at several levels and within required timeframes, which challenges operations, existing systems, and staff.

For example, changes to the Welfare-to-Work Program due to the recommended implementation of CalWORKs 2.0 creates a need for new business processes, tool development and comprehensive training for staff. Our staffing challenges will result in delayed implementation of these services, which are intended to serve families more holistically and promote engagement through meaningful, customer centered goal setting.

PROGRAM SERVICE DELIVERY

The continual problem of inadequate staffing compromises all services to Medi-Cal, CalWORKs, Welfare-to-Work, and CalFresh recipients. Ensuring the timely granting of applications is an ongoing challenge and failure to do so can result in further jeopardizing already at risk families, including legal action and financial penalties. Given these risks, overtime is consistently required to ensure timelines and services delivery mandates are met.

INCREASED DEMAND ON SERVICES

Health Care Reform has continued to create an unprecedented demand for services with record numbers of County residents seeking Medi-Cal as well as CalFresh, CalWORKs and other services. Customer expectations continue to rise for expedited and more efficient services and benefits issuance. In the FY 2016-17, approximately 225,962 monthly client contacts were made at our district offices throughout the county. Due to inadequate staffing levels and technology failures at the Medi-Cal CalFresh Service Center (MCSC), caller hold times have increased.

SECTION IV: DEPARTMENT CHALLENGES

NEW PROGRAM ADMINISTRATION

Over the previous three years, there has been a significant increase in Medi-Cal applications due to the Affordable Care Act. The majority of those required by law to obtain insurance did so by the end of 2015. In turn, the number of new applicants in 2016 decreased resulting in the processing of 43,570 applications during the 2015-16 Fiscal Year.

Although applications have decreased, we are continuing to experience system related issues resulting in receipt of overdue and significantly delayed applications through the State's operating system for ACA, CalHEERS. The incongruence that exists between our County client eligibility system, CalWIN; Covered California's customer eligibility system, CalHEERS; and the State of California's MEDS system (Medi-Cal Eligibility Data System) continues. Additional challenges brought about by the ACA include county-level responsibility for determining eligibility for and enrolling customers in various private health care coverage plans certified through the State Health Care Exchange.

IMPLEMENTING NEW CALWORKS/WELFARE-TO-WORK PROGRAM CHANGES

We will continue to face challenges in implementing CalWORKs 2.0 due to the significant loss of staff positions compounded by a hard hiring freeze for the last half of 2017.

CALFRESH ELIGIBILITY AND OUTREACH

Due to a lack of staffing resources in the CalFresh program (although we continue to work robustly with our community partners), we are challenged in our efforts to outreach to potentially eligible Contra Costa County residents who have not applied for CalFresh benefits. Our lack of resources and loss of staff prevents us from assisting with processes that provide support to our community partners with processing applications and data gathering.

SECTION IV: DEPARTMENT CHALLENGES

G. ALLIANCE TO END ABUSE

While the Alliance has become integral in organizing, convening and training agencies to more effectively respond to the impact of trauma, violence, and abuse within communities, an increased demand for information, tools, and training cannot be met without additional resources.

DATA AND EVALAUTION

Partner organizations have conveyed their interest and commitment to the importance of the Alliance's mission and have conveyed a shared focus on stronger alignment of strategies, policies and approaches. In order to evaluate the impact of Alliance's work and improve its quality, the Alliance prioritized enhancing its analytic capacity and has committed resources to this effort. This year the Alliance is contracted with an outside evaluator to revamp evaluation metrics to better document the impact of the Alliance through establishing baseline data from which the Alliance can set measurable goals. This will allow the Initiative to move from being reactive to strategic, and improve the outdated data collection strategies. Recognizing this need for robust data and evaluation, the evaluators will also develop a database that will enable all the Alliance partner agencies and organizations to enter and track client level data and store it within a single data depository. The database envisions integrating a number of agency- and non-profit-sourced quantitative data as well qualitative data gleaned from a countywide survey to be administered later in the year. In addition to providing a baseline, the database will also provide statistics and other data required for the development of grant proposals, and the procurement of other funding streams. However, it is anticipated that many of the data points necessary to answer questions related to the impact of the Alliance are either not currently collected, or if they are, they are not easily extracted. One of the outcomes of revamping metrics will to be to identify those data elements that are critical for the Alliance to understand and help inform where to invest limited resources.

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V. PERFORMANCE INDICATORS

B. AGING AND ADULT SERVICES BUREAU

ADULT PROTECTIVE SERVICES

Adult Protective Services provides casework intervention and investigation services to elderly and dependent adults who are reported to APS as being victims of abuse, neglect, exploitation or self-neglect. In FY 2016-2017, APS evaluated 3,552 referrals, a 9% increase from the previous year.

AREA AGENCY ON AGING

INFORMATION & ASSISTANCE

Information & Assistance (I&A) is a helpline service for seniors age 60 and older, adults with disabilities, and caregivers. Knowledgeable social workers provide information, referrals to appropriate resources, and support in problem solving. Areas of assistance include housing options, long-term care programs, transportation, personal care, financial, and legal services. The program assisted approximately 8,200 callers during FY 2016-2017. The top ten needs were: housing (33% of calls), home care (16% of calls), insurance (15% of calls), abuse/neglect/crime (8% of calls), legal (7% of calls), health/medical (6% of calls), case management (5% of calls), mental health (4% of calls), transportation (3% of calls), and financial/tax support (3% of calls).

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

This grant requires Contra Costa County to strive to meet several performance indicators related to Most In Need (MIN) characteristics as well as a threshold for positive exits to employment and retention of employment. The program's basic eligibility requirements are that participants are 55 or older, low income, reside in Contra Costa County, are eligible to work in the US, and are currently unemployed. The Most In Need (MIN) characteristics include Veteran status, disabled, homelessness (or at risk), limited English, low literacy, or 75 year of age or older. Contra Costa County's benchmark from the Department of Labor is 2.66 for the participants with MIN characteristics. This indicator is the average number of barriers per participant. Enrolling participants with these barriers to meet the MIN requirements make it difficult to meet the unsubsidized employment/retention goals. Contra Costa County's goal is to reach 45.6% reach unsubsidized employment and have 77.9% retain employment the third quarter after exit. As of January 2018, our MIN rate is 2.25 and the unsubsidized common measure is 41.2%

HEALTH INSURANCE COUNSELING AND ADVOCACY PROGRAM (HICAP)

The Health Insurance Counseling and Advocacy Program (HICAP) provides Medicare related health insurance counseling and community education services. In FY 2016-17, 3,451 seniors and adults with disabilities received counseling services through a corps of highly trained volunteers. An estimated 1,872 county residents received information through interactive presentations, such as HICAP's "Welcome to Medicare" class, and an additional 2,360 people were reached through outreach activities, such as health fairs and exhibits.

OLDER AMERICANS ACT GRANTS FOR COMMUNITY PROGRAMS ON AGING

Under contracts with a variety of public entities and community-based organizations, the AAA provided the following services in FY 2016-2017 for the elderly residents of the county: 157,172

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congregate meals, 3,068 rides to congregate meal sites, 4,355 nutrition education sessions, 5,887 hours of legal assistance, 10,923 hours of long-term care ombudsman services, in-home and respite registry services for 157 unduplicated seniors, 24,888 hours of home visiting, and 6,261 hours of adult day care. Additionally, during FY 2016-2017 there were 414,924 meals delivered through Meals on Wheels, a slight increase of 1.2% from the previous year. Far East County showed significant increase (17.7%) in meal delivery service and West County had a 5.1% decrease, due to removing “ineligibles” from their lists. Concord added mini frozen meals delivered by volunteers.

GENERAL ASSISTANCE

The General Assistance (GA) program (100% county funds) provides cash assistance to primarily single, unemployed adults who are not eligible for federal or state-funded cash assistance programs (e.g. CalWORKs). The program is designed to meet the minimum needs of county residents who are unemployed or disabled. In FY 2016-2017 the program determined GA benefits for approximately 11,300 individuals, also reviewing and granting eligibility for the CalFresh and Medi-Cal program for GA clients. As of December 31, 2017, there were 771 individuals receiving GA benefits.

CASH ASSISTANCE PROGRAM FOR IMMIGRANTS

CAPI is a state-funded program that provides cash assistance for aged, blind, and disabled legal immigrants who do not qualify for Federal Supplemental Security Income/State Supplemental Program (SSI/SSP) because of welfare reform changes. For the FY 16/17, \$3,890,078.12 was issued in aid.

COUNTY INTERMENTS

The County Interment program authorizes payment for the interment of those deceased county residents who do not have resources or whose next of kin are unable to assume this responsibility. For the FY 2016/17, there were 50 requested interments of indigent individuals; of which 15 were approved, three (3) were referred to either the Veteran’s office or the Public Administrators office (PAO) and 32 denied. The majority of the denials for Interment of indigent individuals were due to the next of kin being over income.

IHSS PUBLIC AUTHORITY

The Public Authority maintains a registry of In-Home Supportive Services providers for those recipients that require assistance with locating a caregiver. The Public Authority Provider Registry has approximately 300 active caregivers listed. In FY 2016-2017, there were 2,068 referral lists of Registry providers sent to IHSS consumers. There were 125 new care providers added to the Registry this year. The Public Authority conducts state-mandated orientations for new providers as part of the enrollment requirements. Orientations are held thrice weekly in all three regions of the county. There were 2,122 attendees in 2017.

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C. CHILDREN AND FAMILY SERVICES BUREAU

The primary responsibility of Children & Family Services is intervention to assure the safety of children and prevent further abuse and/or neglect. Once safe, ongoing services are provided to reunify the child with the family and/or find a permanent, supportive living environment that promotes the well-being of the child and fosters permanency and lifelong connections.

Child Welfare Services policy and practice reflect the following values: Family engagement; individualized, culturally competent services to children and families; youth and family voice in planning and implementing policy and practice; trauma informed services that consider the impact of the family circumstances on children served; and strength of families, community and family home environments for the wellbeing of children.

CORE SERVICE DELIVERY

Service delivery for CFS programs includes 24/7 response and coverage for addressing reports of abuse and neglect; development and oversight of service plans for parents seeking reunification and/or continued care of their children; case management for families as issues impeding safety and wellbeing of children are being resolved; monthly visits that assure ongoing safety and wellbeing of children; enhanced family engagement that provides oversight and support for parents in meeting case plan objectives; and initial and ongoing reports to the Juvenile Court regarding parent's and children's progress. Approximately 41,000 people were seen and 5,500 juvenile court hearings were completed in FY2016/17.

PREVENTING RECURRENCE

Multiple strategies and opportunities assist families in addressing emerging family problems, eliminate or reduce the need for intervention, prevent recidivism of the behaviors that brought the family into Child Welfare Services thus minimizing the recurrence of further intervention, and shortening timelines for child welfare involvement. Examples of these include Differential Response (services offered as early intervention to address issues before they require Child Welfare Services intervention); Family Team Meetings (meetings that bring together Children Services, family and other stakeholders for the wellbeing of the family in a collaborative environment that supports family engagement and participation); and services for foster youth transitioning to adulthood to promote success in ongoing education, employment and independent living skills. In FY 2016/17, there were approximately 1,950 children who, along with their families, received intervention services from Children & Family Services.

EMERGENCY RESPONSE INVESTIGATIONS

A child welfare case typically starts with a call to CFS from a member of the public or a public agency concerned with a child's safety. In Fiscal Year 2016/17, CFS handled approximately 36,000 child

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abuse hotline calls. Of these 36,000 inquiries, approximately 7,300 met statewide criteria as a suspected child abuse and neglect referral.

Of those 7,300 referrals, approximately 3,650 were deemed necessary to receive an intensive assessment, called an Emergency Response Investigation. These in-depth investigations generated over 11,250 in-person visits, with roughly half in the home and half outside of the home in places such as official offices or schools. In total, more than 32,000 children, parents, family, and community members were contacted during the course of child abuse and neglect investigations in FY 16/17. During the investigation phase, the family is engaged and strengths and challenges are assessed. CFS collaborates with other agency partners such as mental health, probation, and legal counsel assigned to the full team, with oversight by the Juvenile Court, plan the best response for the child's safety and wellbeing.

Investigations completed in fiscal year 2016/17 determined that approximately 540 children and their families required intervention to ensure the safety of children and new Child Welfare cases were opened.

If the child can remain safely in the family home with ongoing support and oversight from Children and Family Services, cases are opened to Family Maintenance. If the child is best served by removal from the family home and placement in a Resource Family Home, the case is opened to Family Reunification. When it is determined that the child will not be returning to the family home, the child is moved to a Permanency Planning component. Children frequently move between service components as circumstances of the child and/or family change or as indicated by the legal timeframes allowed for various service components.

FAMILY MAINTENANCE & FAMILY REUNIFICATION

When a case is opened to Family Maintenance or Family Reunification component, the Social Worker and the family create a case plan to establish goals and identify resources and services that will support the family in demonstrating that the child can be safe in the family home. Generally, timelines for completion of goals are one year though intervention can be shorter if the family's improvement warrants or the timelines for the goals can be extended when extenuating circumstances or court dictates.

As case plan goals are met or are not met, children can be transferred between FM and FR service components as needed --- if more intervention is required, a child still residing in the home can be removed to a resource family home (foster care); a child that has been in foster care can be returned to the home while still being supported and monitored by CFS (Family Maintenance) to assure the child is safe and nurtured in the family home.

Under the Family Maintenance service component, a social worker visits the home monthly at a minimum and provides ongoing assessments of the child's safety and the family's progress in

SECTION V: PERFORMANCE INDICATORS

meeting case plan goals. If additional resources or services are needed, the SW supports the family in addressing the need. Court reports and/or entries to the online Child Welfare Services system document progress, obstacles and challenges. In FY 2016-17, there were approximately 550 children who received Family Maintenance services for periods up to 12 months. The average monthly count of children served in Family Maintenance was 200.

Family Reunification services include all the items listed above plus the additional responsibility for CFS to find a safe, stable, and nurturing relative or foster home, facilitate supervised visitations between child(ren) and parent(s), monitor the child's foster placement, monitor the parents' progress, and present it to the Juvenile Court. In FY 2016-17, there were approximately 1,025 children who received Family Reunification services for up to one year. The average monthly count of children served in the Family Reunification programs was 425.

PERMANENCY PLANNING, ADOPTIONS, KINGAP AND SUPPORTED TRANSITION

The goal for Child Welfare is to help families be (and stay) together safely. When this fails to happen, the Juvenile Court Judge will terminate Family Maintenance or Family Reunification services to the parents and order CFS to develop a permanent plan for the child. A court hearing will be held and the child will transition into the Permanent Placement (PP) program.

At this point, the goal for CFS is to find a new permanent, stable home for the child. Permanency options include Guardianship and Adoption. When CFS is unable to return a child to his or her birth or legal parent(s), or is unable to find a new permanent family (through Adoption or Guardianship), youth will continue in an Alternative Planned Permanent Living Arrangement (APPLA, formerly Long Term Foster Care) until an Adoptive or Guardian home can be found, or until they emancipate at the age of 18 years. In FY 2016-17, approximately 929 children in out-of-home care received ongoing permanency planning services. The average monthly count of children served was 600.

Adoptions Social Workers are involved in finding a loving home willing to adopt, ensuring a good fit between child and prospective adoptive parents/family, terminating the parental rights of the birth/legal parents, and processing the detailed court reports and legal documents to finalize the Adoption. In FY 2016/17 Adoptions were finalized for 145 children.

Children for whom permanency is found in Guardianship can receive financial support under the KINGAP payment program. In FY 2016/17, approximately 320 children received financial support from KINGAP payments.

Effective January 1, 2012, AB 12 extended foster care up to age 21 to young adults who meet the federal participation criteria after age 18. These young adults, referred to as Non-minor Dependents (NMDs) are provided transition-planning support, case management and foster care placement until

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age 21. The Juvenile Court continues court oversight of these cases. In FY 2016-17, there were approximately 308 youth receiving services under Extended Foster Care program. The average monthly count of youth served was 150.

CFS CHILD ABUSE PREVENTION SERVICES

Children and Family Services also receives some state, federal and local funding that are outside the scope of Child Welfare Services and are specifically designated for child abuse prevention, early intervention, intervention and/or treatment of child abuse and neglect. Decisions regarding use of these funds are made in collaboration with the state Office of Child Abuse Prevention (OCAP). State and Federal funds provide allocations for. The Family and Children's Trust committee (FACT) manage priorities, coordination, and maintenance of contracts with Community Based Organizations. Services include education services for pregnant and parenting teens, substance abuse counseling, education programs advocacy, consultation and outreach for special need youth, multi-lingual support groups for new refugees and immigrants. Eight Community Based Organizations offered a variety of services to children, youth and families under approved programs for Child Abuse prevention, intervention and treatment.

When an investigation reveals a family is facing some issues that impact their lives, but it is not enough to rise to the level of court intervention, CFS may provide family stabilization services through the Family Preservation & Promoting Safe and Stable Families (PSSF) program. PSSF supports coordinated child and family services to prevent the unnecessary separation of children from their families, to improve the quality of care and services to children and their families and ensure permanency for children. The Promoting Safe and Stable Families program was established under the federal Omnibus Budget Reconciliation Act of 1993 (now the Adoption and Safe Families Act). Promoting Safe and Stable Families has four components; expenditures must be balanced between these four components: Family Preservation, Community-based family support, Time-limited family reunification and Adoption promotion and support. PSSF funded programs include information and referral, crisis intervention, case management, family support, parenting groups, after school and summer activities for youth, employment training, community development and teen services. Contracts with seven CBO's provided services to children, youth and families under approved programs that meet the PSSF criteria.

PSSF funds supported the following programs in the community: After School programs and family oriented programs to expand opportunities for low income youth through the Ambrose Teen Center; pre and post Adoptions Services and education advocacy for Adoptive children through AspiraNet REACH (Resources, Education, Advocacy, Crisis Counseling and Hope): Mental Health support services and academic support and Life and Parenting classes to help homeless and vulnerable families through Contra Costa Interfaith Housing; father involvement workshops and parenting classes through Supporting Father Involvement Parenting Program; Supervised Visitation support by Uplift; parenting classes by Nurturing Parents Program at STAND!; and grief and trauma

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support for CFS families and at risk families including immigrants, undocumented parents and parents of learning disabled and mentally ill students.

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D. COMMUNITY SERVICES BUREAU

This year, the Community Services Bureau (CSB) helped more than 10,000 children, families, and individuals through child development and community action programs.

EARLY CARE AND EDUCATION PROGRAMS

Our Early Child Development Education and Nutrition Programs include Head Start, Child Start, Early Head Start, and Child Nutrition, which provide part-day and full-day educational and comprehensive services for low income and disabled children ages 0 to 5 years, along with meals and nutritional counseling for families.

Head Start provided part day and full-day educational and comprehensive services to 1,810 low-income children three to five years old and their families. This program also funds family development services including employment assistance, health access, food referrals and housing support. Services are available in or close to neighborhoods where the children live. Early Head Start provided comprehensive services to 591 children aged 0 to 3 years, pregnant women, and their families. Additional aspects of the programs provided home visitation services to 154 children and their families, as well as to expectant mothers.

Child Nutrition prepared and delivered 454,475 meals and snacks in 2017 to more than 1,075 children enrolled in Head Start and Child Development childcare centers throughout the county. Additionally, CSB educated over 2,750 parents last year about nutrition through flyers, meetings, newsletters and direct services. These programs provided crucial services to disadvantaged children and families. In fact, nearly half of children aged 0 to 5 years were re-enrolled for two or more years, indicating the critical nature of these services.

Furthermore, medical indicators for children attending Head Start and Early Head Start indicate that 100 percent of our children in both Head Start and Early Head Start obtained health insurance, rising from 99.9 percent for Head Start and 98.3 percent in Early Head Start in 2015. Children were more likely to have consistent doctors and dentists, indicating they have cultivated a partnership with their health care providers. 100 percent of both Head Start and Early Head Start children were up-to-date with the state's guidelines for immunizations.

COMMUNITY ACTION PROGRAMS

As the designated Community Action Agency for Contra Costa County, Community Services Bureau is also considered an anti-poverty agency. To assist low-income county residents, CSB addresses multiple needs with a comprehensive approach. Partnerships with community organizations help involve low-income clients in the agency's operations and programs designed to measurably reduce poverty. The Bureau provided many services, including:

- More than 250,000 pounds of fresh food distributed to nine (9) organizations serving the homeless in Contra Costa County and over 130,000 nutritious meals were served to individuals, families and children struggling with food insecurity.
- Over 1,200 clients received high quality legal assistance in combating illegal evictions, discrimination, foreclosures, and other housing right violations.

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- Close to 1,400 residents enrolled in job trainings programs that serve individuals who are low-income and confront one or more barriers to employment.
- Assistance to more than 300 adults recovering from serious mental illness to help improve upon the skills and competencies needed for gaining and retaining paid employment with the goal of becoming respected and fully participating members of society.

As the Community Action Agency, CSB also provided support and funding to many local organizations, including:

BAY AREA COMMUNITY RESOURCES (BACR): Focuses on workforce development and youth leadership. Funding from the Community Services Block Grant (CSBG) is used to support violence prevention and safety programs through the HEART: Healing, Education, and Reducing Trauma program. This employment training and violence prevention initiative targets high-risk youth living in Antioch ages 14-17. Services are provided on-site at Antioch High School and comprise after-school violence prevention, life skills and job-readiness workshops, paid work-experience, academic engagement, and intensive case management.

BAY AREA LEGAL AID (BALA): Assists in preventing homelessness and preserves affordable housing by representing clients facing illegal evictions. BALA also works with local governmental and other agencies to develop strategies for working with lending institutions, utility providers, and housing authorities to provide additional remedies for families facing homelessness.

CONTRA COSTA HEALTH SERVICES DEPARTMENT-BEHAVIORAL HEALTH DIVISION: Provides outreach, short-term shelter, food, showers, basic health care, goal-orientated counseling for youth and family members, and educational, vocational, and social recreational opportunities to over 1,000 homeless runaways. These services have enabled many youth to return home safely and assisted those who are ready for independent or transitional living to become self-sufficient, productive adults.

CONTRA COSTA INTERFAITH HOUSING (CCIH): With CSBG funding, CCIH provides permanent, affordable housing and family-centered, culturally appropriate, and evidence-based supportive services to over three hundred (300) low-income residents residing at Los Medanos Village in Pittsburg and Bella Monte Apartments in Bay Point. Secondary priority areas that are addressed include training-specifically for youth in high school. Students are provided with college applications and financial support.

OPPORTUNITY JUNCTION: Serves the high-need communities of East Contra Costa with a menu of job training programs to help low-income job seekers overcome employment barriers. Aside from the employment programs, Opportunity Junction offers free access to computers and the Internet, tax assistance, and English as a Second Language classes to the community.

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LOAVES AND FISHES OF CONTRA COSTA: During the 2017 grant cycle, Loaves and Fishes distributed 130,000 nutritious meals and provided 160 tons of food from their food pantry to low-income residents. To better serve the areas of the county with the greatest need, Loaves and Fishes has five (5) dining rooms located in Oakley, Antioch, Pittsburg, Bay Point, and Martinez to reach the hungriest populations.

SHELTER, INC. OF CONTRA COSTA: Provides year-round emergency shelter for homeless families with young children, allowing mothers and fathers to stay together with their children. Residents also have access to case management, employment assistance, counseling, educational services and linkages to community resources with the goal of helping families transition to permanent housing.

STAND! FOR FAMILIES FREE OF VIOLENCE: Leads the community in building safe and strong families in order to end the cycle of violence in our community. Services are designed to surround the problem from all sides-intervening when violence strikes, supporting individuals, and educating parents and the community-at-large to prevent domestic violence from happening in the future. On an annual basis, STAND! provides services for over 10,000 clients in the county.

THE CONTRA COSTA PUTNAM CLUBHOUSE: Provides an onsite work-ordered day program at which participants learn and improve prevocational skills by volunteering to work alongside staff and their peers. Additionally, Clubhouse's career development unit operates weekdays to provide additional individual and group support to assist participants to gain and sustain employment (including transitional, supported, and independent employment) at area businesses.

WHITE PONY EXPRESS: Provides access and availability of fresh food and produce to the homeless by continuing partnerships with shelters and other organizations working primarily with the homeless in Contra Costa County.

HOME & ENERGY PROGRAM

Community Services Bureau (CSB) administers the Low-Income Home Energy Assistance Program (LIHEAP) throughout Contra Costa County. The program targets the most vulnerable population by providing payment assistance to their heating and cooling utility bills. The number of low-income households LIHEAP served in Fiscal Year 2016-2017 was 5,782. These families were also supported in moving toward self-sufficiency through budget counseling and energy conservation education. In addition, the Weatherization Program served 286 low-income residents with living in energy-burdened homes. The measures taken in this program included caulking, attic insulation, kitchen appliance replacement, and thermostat replacement in order to provide energy savings.

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E. WORKFORCE DEVELOPMENT BOARD

The 25-member, business-led Workforce Development Board (WDB) works to shape and strengthen local and regional workforce development efforts. WDB promotes a workforce development system that supports a strong economy in Contra Costa County. WDB tracks the activities of adults, dislocated workers, and youth (14-24).

The WDB currently manages approximately 31 contracts for a total dollar amount of \$3,518,928: 14 contracts are related to the WDB for a total of \$2,991,494; 11 contracts are related to SBDC for \$377,500; and six contracts are related to SIT/SparkPoint for \$149,934.

Approximately 18,698 people were assisted through Eastbay *Works America's* Job Centers in Contra Costa County. The following are indicators for people who received intensive services through the WDB:

NEW WIOA ENROLLMENTS

During FY 16-17, 355 adults, 117 dislocated workers, and 125 youth were enrolled.

TRAINING

During FY 16-17, 116 adults, 72 dislocated workers, and 8 youth received classroom training; eight received on-the-job-training resulting in permanent placements.

AVERAGE EARNINGS FOR SIX MONTHS

During FY 16-17, the average earnings for adults participating in WDB programs were \$15,743.50 compared to the negotiated performance level of \$14,950. The average earnings for Dislocated Workers were \$22,536 compared to the negotiated performance rate of \$20,250.

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F. WORKFORCE SERVICES BUREAU

In 2017, WFS served:

- **8,437 families** (all with children) received cash assistance through the CalWORKs program
- **33,773 families** (primarily children) received assistance to purchase fresh food through the CalFresh program
- **128,057 families** received reduced cost health care coverage through Medi-Cal

BENEFIT PROCESSING

We have continued to prioritize timely and accurate benefit issuance with the following success:

*AVERAGE GRANTING OF APPLICATIONS WITHIN THE REQUIRED TIME FRAMES
THROUGH THE END OF CALENDAR YEAR 2017*

Program	Mandated Processing Timeframe	Target	Actual
CalWORKs	Grant within 45 days	75%	97%
CalFresh	Grant within 30 days	90%	88%
CalFresh Expedited Services	Grant within 3 days	90%	97%
Medi-Cal	Grant within 45 days	75%	83%

ENGAGE AT LEAST 50% OF WELFARE-TO-WORK CLIENTS IN ACTIVITIES

Last year, 94% of the Welfare-to-Work clients were engaged in an employment, education, or training activity.

MAINTAIN THE CALFRESH ERROR RATE BELOW THE FEDERAL SNAP ERROR RATE

FNS is currently evaluating all States QC procedures to ensure that there is no bias applied to the final outcome of the error rate. The error rate for FFY 2017 (October 2016 through June 2017) is at 5.85% compared to the state error rate of 4.65%. As the county error rate is higher than the state, our county is at risk of being placed on a Corrective Action Plan (CAP) as not currently meeting performance standards which could result in a fiscal sanction. Staff and consultants are currently reviewing existing business practices as well as internal case review process for reducing the current error rate and mitigating future errors.

ANSWER 80% OF CALLS TRANSFERRED FROM COVERED CALIFORNIA WITHIN 30 SECONDS OR

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LESS

At the end of the 2015-2016 Program Year, the Bureau had answered 96% of all calls in 30 seconds or less.

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G. ZERO TOLERANCE FOR DOMESTIC VIOLENCE

INCREASING KNOWLEDGE AND SKILL

Central to the mission of the Alliance is increasing knowledge and skills on interpersonal violence. To support this mission, the Alliance provided trainings that resulted in increased capacity among professionals. In 2017, the Alliance held over 45 in-person trainings for over 900 professionals.

After trainings and technical assistance on interpersonal violence, participating organizations conveyed numerous improvements, including improved screening tools to identify people experiencing abuse, better problem solving, enhanced organizational practices and policies, better communication between agencies, and improved client outcomes.

IMPROVING COORDINATION

The Alliance also increased the coordination between programs within EHSD, among county agencies, and with nonprofit community organizations. These efforts improved responsiveness of systems to client needs.

A key achievement of the Alliance was the establishment of the Family Justice Center in West County in 2011, integrating services in one location for victims and their families. In 2017, the Family Justice Center at two locations served about 2,442 clients (compared to 1,900 in 2016) experiencing interpersonal violence. They accomplished this with 38 on-site partners, which includes six law enforcement jurisdictions, 2 County agencies and 20 non-profit community based organizations and a number of faith-based organizations. In addition, the two Centers hosted 317 community education events, attended by 689 individuals while our staff participated in 46 outreach events reaching 10,244 individuals.

INCREASING AVAILABLE FUNDING TO END INTERPERSONAL VIOLENCE

The Alliance's coordinated approach to addressing the devastating impacts of domestic violence, elder abuse, and human trafficking received a vote of confidence with the announcement of two significant grants in 2017. The Office on Violence Against Women granted a 1.2 million dollar supplement for the Domestic Violence Homicide Prevention Demonstration Initiative (DVHPI). The funds will be used to continue the implementation of the Lethality Assessment Program (LAP) model and expand to an additional jurisdiction. The LAP model is used to identify victims of domestic violence who are at the greatest risk of being killed and encouraging them to utilize services of a domestic violence service provider.

The California Office of Emergency Services awarded another \$695,688 to support the Elder Abuse Prevention Project (EAPP). The EAPP is designed to provide direct services to seniors in a coordinated manner. The program design takes into account the 2000-3000 annual Adult Protective Services caseload, and focuses on the areas where direct service is most required: financial abuse, case management, and counseling. This focus will increase justice for, and safety of, senior residents of Contra Costa County. The EAPP also allows the County to put in place a common data collection tool to ensure that these cases are handled in a more coordinated

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fashion. Finally, the EAPP provides a platform to raise awareness in the community, helping all providers to better identify and respond to cases of elder abuse.