

SECTION I: DEPARTMENT MISSION, MANDATE OR GOAL

CONTRA COSTA COUNTY EMPLOYMENT AND HUMAN SERVICES DEPARTMENT COUNTY PERFORMANCE REPORT TO ACCOMPANY FY 2019-2020 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 200,000 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 used as 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

2018 EHSD BUDGET: \$500,785,109

2018 EHSD FTE: 1,971.5

Staff Profile by Function and Level 2018

OCCUPATIONAL CATEGORY	FILLED POSITIONS
Officials and Administrators	74
Professionals	608
Technicians	32
Administrative Support	1049
Service Maintenance	12
TOTAL	1775

Staff Profile by Race, Ethnicity, and Gender 2018

RACE/ETHNICITY	MALE	FEMALE	TOTAL	PERCENT
White	81	484	565	32%
African American/Black	53	401	454	26%
Hispanic/Latino	54	408	462	26%
Asian American	27	119	146	8%
Two or more races	25	95	120	7%
Pacific Islander / Native Hawaiian	2	19	21	1%
American Indian/Alaskan Native	2	5	7	>1%
TOTAL	244	1,531	1,775	100%
PERCENT	14%	86%	100%	

Note: The above Equal Employment Opportunity (EEO) data represents regular full-time and part-time employees who worked at least one day in 2018. 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.

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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 AND CONTRACTS

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 technology related issues.

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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.

4. COMMUNITY RELATIONS

Builds the EHSD capacity for communicating with staff, community partners, and the general public on services provided; the goal of Community Relations is to strengthen relationships within EHSD and throughout the community. Identifies key audiences, develops messaging, provides information & expertise, serve as a resource; communicates face-to-face, via print, internet, social media, TV, and radio to get the word out about EHSD programs and services.

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. 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. FY 2017-18, APS received over 4,200 reports, an 18.7% increase from the previous year.

- i. SUPPLEMENTAL SECURITY INCOME (SSI) 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. In FY 2017-18, there were 246 SSI applications and an average monthly caseload of 213 individuals.
- ii. CALIFORNIA OFFICE OF EMERGENCY SERVICES (CAL-OES) GRANT: California Office of Emergency Services (Cal-OES) provided two grants to improve elder abuse prevention and intervention services within our Adult Protective Services Program. Partner agencies have networked to provide community based case management and participate in the newly formed Multi-Disciplinary Team Meetings, Financial Abuse Strike Team and the Elder Death Review. The two grants are funded for a total three-and-a-half years each.
- iii. WHOLE PERSON CARE: Whole Person Care (WPC) is a statewide waiver pilot program for vulnerable Medi-Cal recipients to improve health outcomes and reduce utilization of high-cost services. Contra Costa County Health Services is one of 19 counties participating in the program. The WPC, called CommunityConnect in Contra Costa County, strives to provide client-centered social services coordination and benefit counseling/assistance to high-risk Medi-Cal patients. EHSD participated in an Interagency Agreement with Health Services provide coordinated health care from a social services perspective. EHSD has entered into an Interagency Agreement with

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Health Services to co-locate 16 EHSD staff including a division manager, social work supervisor, 12 social workers, and two eligibility workers within the pilot to provide coordinated health care from a social services perspective.

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:

- i. **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. In FY 2017-18, approximately 6,421 older adults were reached through counseling, outreach, and other informational sessions.
- ii. **INFORMATION AND ASSISTANCE:** Information and Assistance (I&A) is a helpline for seniors aged 60 and older, adults with disabilities, and caregivers. Knowledgeable social workers provide information, referrals to appropriate services and support in problem solving. Areas of assistance include housing options, long-term care programs, transportation, insurance, personal care, financial, and legal services. For FY 2017-18, the Center responded to over 13,000 calls. The top 5 needs were homecare/IHSS (41%), housing (13%), abuse/neglect/crime (11%), insurance (9%) and legal (3%).
- iii. **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. AAA has 18 grants for services ranging from senior nutrition (Meals on Wheels), friendly visiting, caregiving, adult day health care and transportation. AAA also works with approximately 2,200 volunteers to provide support to seniors.
- iv. **TAX AID PROGRAM:** AAA provides space and materials for the AARP Tax Aid program. This partnership provides free assistance to low and moderate income households to file tax returns and claim eligible deductions. FY 2017-18, over 200 volunteers prepared 5,871 free tax returns for seniors in Contra Costa County.

3. GENERAL ASSISTANCE ELIGIBILITY

General Assistance (GA) determines eligibility for primarily single, unemployed adults who are not eligible for federal or state-funded cash assistance programs (e.g. CalWORKs). The program

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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. In FY 2017-18 the program determined GA benefits for approximately 8,410 individuals, also reviewing and granting eligibility for the CalFresh and Medi-Cal program for GA clients. As of August 2018 there were 670 individuals receiving GA benefits. General Assistance is at 99% compliance rate for determining applications within 30 days.

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. For the FY 2017-18, there have been 66 requested interments of indigent individuals; of which 23 were approved, 11 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.

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. Assesses the need for in-home services and processes payments to those who provide services to over 9,757 aged, blind and disabled recipients, allowing them to safely remain in their own homes.

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)

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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. In FY 2017-18, the Public Authority received 300 provider applications and added 121 new providers to the registry.

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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. In FY 2017-18, there were approximately 2,219 children who, along with their families, received intervention services from Children & Family Services under one or more service components.

CHILD WELFARE SERVICES

1. CHILD WELFARE SERVICES

- i. **EMERGENCY RESPONSE:** Emergency Response (ER) provides 24-hour, 365 days per year response to allegations of child abuse and neglect. Social Workers assess and determine the level of response. Assessments of potential safety risk to children are investigated and interventions are initiated as deemed necessary. In FY 2017-18, there were approximately 26,665 calls to the Child Abuse Hotline resulting in approximately 8,010 referrals of suspected abuse, 668 requiring Immediate Response. Approximately half of those required further investigation to assure the safety of children resulting in approximately 307 new cases opened, an average of 26 new cases (children) per month.
- ii. **FAMILY MAINTENANCE:** Family Maintenance (FM) Services are provided to maintain children in their homes while risk of abuse and neglect are addressed and issues that brought the family to the attention of Child Welfare services are addressed. In FY 2017-18, there were approximately 425 children who received Family Maintenance services with their families for periods up to one year. The average monthly count of children served in Family Maintenance was 209.
- iii. **FAMILY REUNIFICATION:** When a child is removed from a parent's care due to

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abuse or neglect, Family Reunification (FR) services are provided to remedy the conditions that led to the removal. The family is engaged and a reunification plan is developed to resolve those issues. In FY 2017-18, there were approximately 733 children who received Family Reunification services for up to one year. The average monthly count of children served in the Family Reunification programs was 421.

- iv. PERMANENCY PLANNING: When reunification is not feasible, Permanency Planning (PP) services assist children in establishing a permanent family with a relative caregiver; an adoptive family or guardian and provides ongoing services until permanency is achieved. In FY 2017-18, approximately 849 children in out-of-home care received ongoing permanency planning services. The average monthly count of placement until age 582. The Juvenile Court continues court oversight of these cases.
- v. EXTENDED FOSTER CARE: Foster youth ages 18-21 years old can choose to be served through extended foster care. These young adults, referred to as Non-Minor Dependents (NMDs) are provided transition planning support, case management and foster care. The number of youth served in FY 2017-18 were 194 youth who received services between the ages of 18 and 21. The average monthly count of youth served was 148.

ADOPTION/FOSTER CARE ADMINISTRATION

2. ADOPTION SERVICES

The County's adoption agency exclusively provides services for abused and neglected children when the child is unable to return to the care of their parent. The agency looks to find families that can best meet the specific needs of these children. The agency also provides post adoption support services to the families and children. In FY 2017-18, approximately 120 children had Adoptions finalized.

3. FOSTER CARE/ADOPTION ASSISTANCE ELIGIBILITY

This program provides administrative costs for eligibility determination for cash assistance for the care of children placed in foster, relative, guardianship or adoptive homes and institutions. This funding also supports ongoing maintenance and eligibility determination for monthly payments. Programs supported are described below in the Adoption/Foster Care payment portion of this report. In FY 2017-18, approximately 2,460 Foster Care and Adoptions payment cases received ongoing financial support each month for care of children placed in their homes.

4. CONTINUUM OF CARE REFORM (FORMERLY RESOURCE FAMILY HOME APPROVAL)

- i. RESOURCE HOME APPROVAL: Emergency Response (ER) provides 24-hour, 365 days

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per year response to allegations of child abuse and neglect. Social Workers assess and determine the level of response. Assessments of potential safety risk to children are investigated and interventions are initiated as deemed necessary. In FY 2017-18, there were approximately 26,665 calls to the Child Abuse Hotline resulting in approximately 8,010 referrals of suspected abuse, 668 requiring Immediate Response.

Approximately half of those required further investigation to assure the safety of children resulting in approximately 307 new cases opened, an average of 26 new cases (children) per month.

- ii. CHILD AND FAMILY TEAM MEETINGS (CFT): Continuum of Care Reform builds family engagement through regularly scheduled Child and Family Team Meetings. 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.

ADOPTION/FOSTER CARE PAYMENTS

5. ADOPTION ASSISTANCE PROGRAM

The Adoption Assistance Program (AAP) provides payments to families in the adoption process or who have adoptive children into their care. In FY 2017-18, there were approximately 1,650 families per month that received Aid to Adoptions payments.

6. FOSTER CARE AND OTHER OUT OF HOME CARE PAYMENTS

This program provides administrative costs for eligibility determination for cash assistance for the care of children placed in foster, relative, guardianship or adoptive homes and institutions. This funding also supports ongoing maintenance and eligibility determination for monthly payments. Programs supported are described below in the Adoption/Foster Care payment portion of this report.

- i. COUNTY BOARD AND CARE: County Board and Care (CBC) provides for children not eligible for federal or state foster care. In FY 2017-18, funding from County Board and Care was paid for an average of 20 children per month.
- ii. KIN GUARDIANSHIP ASSISTANCE PAYMENT (Kin-GAP) PROGRAM: Kinship 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-related extended family. 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. The Kinship Guardianship Assistance (Kin-GAP) program enhances family preservation and stability by recognizing many foster children are in long-term, stable placements with relatives. In FY 2017-18, approximately 322 families per month received funding for related children in their care through the Kin-GAP program.
- iii. FOSTER CARE PAYMENTS: A federal, state, and county funded program that

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provides payment for the care of foster children who are legal dependents of the County. 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. In FY 2017-18, approximately 806 children per month received foster care funding and approximately 100 children per month were approved for emergency foster care funding for new foster care placements.

- iv. APPROVED RELATIVE CAREGIVER FUNDING OPTION: The Approved Relative Caregiver Funding Option supplements CalWORKs payments so that funding is equal to the basic foster care rate to an approved relative caregiver with whom a non-federally eligible child is placed. In FY 2017-18, an average of 51 children per month received ARC funding.
- v. EMERGENCY ASSISTANCE: The Emergency Assistance (EA) program provides short term (12 months) of federally funded foster care aid to children entering Foster Care who do not qualify for other federally funded Foster Care programs. If foster care is needed at the end of 12 months, it is funded by Foster Care. A monthly average of 100 children received EA in FY 2017-18.

ADDITIONAL CHILD WELFARE & SUPPORTIVE SERVICES

7. CHILD ABUSE PREVENTION, INTERVENTION, AND TREATMENT CONTRACTS

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. State and Federal funds provide allocations for prevention, early intervention, intervention and/or treatment of child abuse and neglect. Priorities and coordination and maintenance of contracts with Community Based Organizations are managed by the Family and Children's Trust committee (FACT).

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

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services.

9. INDEPENDENT LIVING SKILLS PROGRAM (ILSP)

Independent Living Skills Program (ILSP) provides individual and group support services, including practical skill building for foster youth eligible for federal foster care funds when transitioning out of the foster care system. This program assists participants to function as self-sufficient adults; the program provides outreach and offers services to over 431 youth between the ages of 16 and 18 and 436 non- minor dependents between the ages of 18 and 21 years.

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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 \$3.77 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 580 children in full-day childcare. Head Start revenue also funds enhancement services to three partnering childcare agencies and home visitation services to 12 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 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 13 centers with 56 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 573 eligible children and their families. Approximately \$2.93 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 229 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 with Contra Costa Child Care Council (via 13 Family Child Care Homes), Crossroads, Martinez ECC, First Baptist Church, KinderCare, Tiny Toes, YMCA, and Baby Yale Academy.

4. CHILD NUTRITION

Child Nutrition prepares and delivers approximately 466,925 meals (breakfast, snacks, and lunch) to more than 1,000 children enrolled in Head Start and Child Development childcare centers throughout the County.

5. COMMUNITY ACTION PROGRAMS

Community Action Programs (CAP) assists to low-income families and individuals to remove

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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 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. HOUSING AND ENERGY

The Housing & Energy program combines funding from the U.S. Department of Energy and the U.S. Health and Human Services Department to provide utility bill payment assistance, energy education and weatherization services to approximately 4,610 low-income residents of the County. The average grant for energy assistance in Contra Costa County is \$337.00 per household per year.

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 children of low- and middle-income families in 13 centers with 56 classrooms and six 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 12,000 individuals and 1,000 businesses annually. The WDB administers and coordinates the following:

ADULT PROGRAM

Through the local network of EASTBAY Works America Job Center of California (AJCC) and partner

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access sites, this program provided basic and individualized career services to over 12,000 people in FY 2017-18. 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: child care 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. 138 individuals were served through the program in FY 2017-18. 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. 256 youth participated in FY 2017-18. 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. The WDB was also awarded WIOA discretionary funding for being a high performing board in the amount of \$59,839. The WDB continues to receive approximately \$208,000 of AB109 funding annually to support capacity building and businesses engagement focusing on supporting the needs of the reentry population. In addition to the AB109 funding, AB2060 funding of \$341,300 has been granted to the WDB further support the reentry efforts. On behalf of a regional proposal the WDB has received \$250,000 for the Disabilities Employment Accelerator grant which provides work experience for people with disabilities. The WDB’s also received SlingShot/Accelerator funding in the amount of \$134,000 to support regional partnerships in identified priority sectors, which ended in December of 2018. Contra Costa is the lead local workforce board in receiving funding (\$286,000) to support the development of the East Bay Regional Planning Unit under the California Workforce Development Board and was awarded an additional \$750,000 for regional implementation for the period of January 2018 through June of 2019; it is anticipated that there will be additional regional funding forthcoming.

SECTION II: MAJOR PROGRAM DESCRIPTIONS

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. 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

SECTION II: MAJOR PROGRAM DESCRIPTIONS

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.
 - i. CALWORKS ELIGIBILITY: Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. In FY 2017-18 there were 9,316 applications received, a 1% decrease from the prior year. There was a decrease in caseload during this same period. This program component also includes funding for staff development and welfare fraud investigation.
 - ii. 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. In FY 2017-18 there were 2,825 registered WTW recipients. Approximately 1,778 of those individuals entered employment, 942 exited CalWORKs due to employment and 688 exempt individuals volunteered into receiving WTW services.
 - iii. CALWORKS CAL-LEARN: Provides eligibility determination and related service costs of providing intensive case management, supportive services and fiscal incentives/disincentives to eligible teen recipients who are pregnant or parenting and participating in the Cal-Learn Program.
 - iv. 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. In FY 2017-18, there were 698 childcare subsidy cases. Once CalWORKs recipients have stabilized, they are referred to the Community Services Bureau for *Stage Two* childcare services. *Stage Two* childcare is funded through the California Department of Education.
 - v. CALWORKS MENTAL HEALTH / SUBSTANCE ABUSE: Provides CalWORKs case management and treatment services for mental health and substance abuse.
 - vi. CALWORKS SB 1569: Provides case management of CalWORKs recipients who are victims of trafficking or crime.

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- vii. CALWORKS FAMILY STABILIZATION: Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises. In FY 2017-18, there were 43 Family Stabilization cases.
 - viii. 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. In FY 2017-18 there were 157 individuals placed in subsidized employment positions.
 - ix. 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. In FY 2017-18 82 participants received Housing Support assistance.
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. The average monthly caseload for FY 2017-18 was 8,585, an 2% decrease in the average monthly caseload from the previous year.
3. CALFRESH ELIGIBILITY
Provides application processing and eligibility determination for both cash and non-cash assisted families, as well as ongoing case management. During FY 2017-18 34,814 CalFresh applications were received. There are approximately 72,632 individuals enrolled in the program.
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. In FY 2017-18 there were approximately 45,344 Medi-Cal applications received, a 3% decrease from the previous year. Throughout the fiscal year, there were an average of 128,124 Medi-Cal cases per month.
5. REFUGEE PROGRAMS ELIGIBILITY
Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and the Cash Assistance Program for Immigrants (CAPI).
CAPI is a state- funded program that provides cash assistance for aged, blind and disabled

SECTION II: MAJOR PROGRAM DESCRIPTIONS

legal immigrants who do not qualify for federal Supplemental Security Income/State Supplemental Program (SSI/SSP) because of welfare reform changes. For FY 2017-18, General Assistance staff have taken 326 CAPI applications.

6. REFUGEE PROGRAMS CASH ASSISTANCE

Provides payments for the Refugee Cash Assistance (RCA). In FY 2017-18, there were 31 cases.

7. SERVICE INTEGRATION TEAMS / SPARKPOINT

- i. SERVICE INTEGRATION TEAMS (SIT): Workforce Services partners with the Family Justice Center (FJC) to co-locate Social Service Program Assistants (SSPAs) at FJC locations in Richmond and Concord. These SSPAs continue to provide intensive case management to serve as a path forward in providing holistic wrap-around services to eligible families, averaging 7 families assisted annually, using an assessment tool (FAR) to determine the client's employment needs and any barriers. Via continual collaboration with the nonprofit Diablo Women's League, SIT also helped provide 120 families with additional food supplies throughout the year.

For economic-related programs, the North Richmond Service Integration Team provided fax, typing and other business related services on site to 375 individuals. The SIT SSPAs continue to complete the entire County's CalFresh certifications for cases transitioning off CalWORKs due to obtaining employment.

SIT continues to be the beacon for assisting Welfare-to-Work participants through the CCWORKS program. Last year 6 CCWORKS participants earned subsidized wages to terminate their CalWORKs grant. Approximately 50% of the participants took their training from their SIT employment and went on to secure unsubsidized employment.

- ii. 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 (e.g. 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, approximately 975 individuals per year 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 of liquid savings. 32% 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, which is well above minimum wage.

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G. ALLIANCE TO END ABUSE

The Contra Costa Alliance to End Abuse, founded by the Board of Supervisors in 2001, works to reduce interpersonal violence (domestic violence, sexual assault, elder abuse, child abuse, and human trafficking) by linking the County and the community, aligning policies, practices and protocols and fostering the development and implementation of collaborative, coordinated, integrated services, interventions and prevention activities. The initiative supports three of Contra Costa's community outcomes: "Children and Youth are Healthy and Preparing for Productive Adulthood", "Families that are Safe, Stable and Nurturing" and "Communities that are Safe and Provide a High Quality of Life".

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.

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. We strive for a replacement cycle of approximately 20 percent per year. This year we replaced approximately 500 PCs but funding for the fiscal year 2019-20 is expected to be constrained and we may need to stretch out the replacement cycle. We also changed the model for our PC fleet from standard size PCs to Tiny PCs. The technology has progressed where the Tiny PCs deliver the power needed but are very small. The use of the Tiny PCs allows us to improve staff work areas and ergonomics. To assist staff working in the field and enhance staff mobility for better customer service, we deploy laptops and smart devices to many of our field staff. We are updating the wireless access points in our buildings to allow for better use of mobile technology to serve customer needs.

CUSTOMER-FACING TECHNOLOGY

EHSD, through its Administrative Services Bureau continues to focus on customer-facing technology. In partnership with program staff, work 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 scan their own documents, get a receipt and be on their way. This speeds up service delivery because the documents are very quickly incorporated into the system and generate a task for an assigned worker to complete the case. This greatly shortens the time needed to ensure their benefits are processed. EHSD is expanding the use of video conferencing with the next step being that our customers can conference from any location using 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. We know that over 95% of our customers have smart phones and we communicate with them using text messaging. As a service to our customers, we provide charging stations in the reception areas of our major buildings so our customers can charge their phones as they wait. A state audit in October 2018, 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.

INTERPRETATION PROJECT

EHSD is required to provide services in the preferred language of the customer. The most prevalent language used by non-English speaking customers is Spanish. We piloted a project to use in-house clerical staff that receive bi-lingual compensation to provide interpreter services for our customers across the Department. The pilot was successful in reducing costs for contracted interpretation services as well as speeding delivery of services. In addition, we are making greater use of technology such as iPads to provide video interpretation for non-English languages as well as American Sign Language. The use of video interpretations was called out for recognition during a recent management evaluation by the California Department of Social Services.

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DOCUMENT IMAGING

EHSD continues to strive to be paperless and use electronic records management where possible. We completed electronic document imaging of our In-Home Supportive Services (IHSS) documents and we are wrapping up a project to store Personnel records in an electronic format. The ability of IHSS case workers to access documents electronically greatly enhances their ability to deliver quality and timely customer services while they are in the field doing home visits. The use of electronic documents also enhances security since paper documents are no longer being transported or used in the field.

SPACE PLANNING

EHSD has space in 23 buildings (excluding Head Start and other Community Services Bureau facilities) that are leased or county-owned. We continue to maximize the use and efficiency of our buildings. A key goal is ensuring that staff performing similar functions are located close to each other. This past year, we have made a number of moves within our building inventory to enhance staff proximity.

DISASTER RESPONSE

In partnership with the American Red Cross, EHSD has continued to train staff in Care and Shelter Operations, strengthening our ability to respond to a disaster requiring sheltering operations. We have also trained a number of staff as Functional Assessment Service Team (FAST) members to assist in sheltering operations for those with functional issues. We deployed staff to assist the Red Cross in sheltering operations during recent Northern California fires and EHSD also provided program Eligibility Workers to assist neighboring counties to assist residents to receive benefits.

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 86 cases of potential welfare fraud to the DA for investigation and possible prosecution during 2018. The relationship between the District Attorney and EHSD continues to be strong.

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B. AGING AND ADULT SERVICES BUREAU

AREA AGENCY ONAGING

EVENTS AND OUTREACH

The AAA worked closely with Adult Protective Services (APS) and the Ombudsman program to educate the public about elder abuse prevention in June with the “Know Abuse, Report Abuse” campaign. This campaign used bus ads and BART ads to alert the public to the signs of abuse. Advisory Council on Aging members accompanied APS staff in making city proclamations. During FY 2017-18, 18 cities within Contra Costa declared the month of June as Elder Abuse Prevention month. There were 5,000 purple flags planted at the Pleasant Hill Senior Center, each flag representing a case of elder abuse in Contra Costa County during the past year. CNBC reported on Contra Costa’s Elder Abuse campaign and highlighted our local issues on the radio.

OLDER AMERICANS ACT GRANTS

The AAA has 18 contracts to provide information and assistance, supportive social services, congregate meals, home delivered meals, family caregiver support and elder abuse prevention services to older adults. This year a concerted effort was made by contractors to expand their scope of services to east county and as a result more seniors were served in east county.

ADVISORY COUNCIL ON AGING

The Council’s leadership was instrumental in coordinating a second Senior Rally Day for Sacramento’s Seniors Count initiative. There were 17 Senators and Assembly Members who spoke at the rally. The focus was on housing and the numerous bills that were on the ballot to support housing issues. The new Elder Abuse Prevention Work Group completed 9 financial abuse trainings during the fiscal year. The Transportation Work Group held a Senior Transportation Forum in September 2017. Congressman Mark DeSaulnier provided opening remarks. Additional speakers included Debbie Toth from Choice in Aging, the Honorable Rod Diridion, Sr. who spoke about Sustainable Mobility for All, Peter Engel from Contra Costa Transportation Authority 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.

STATE OVERSIGHT

The California Department of Aging monitored the Area Agency on Aging Programs in December 2017. The following areas were monitored: Administration, Data Management, HICAP, Information and Assistance, Title III B Support Services, Title III C Senior Nutrition, Title III D Health Promotion, Title III E Family Caregiving, and SNAP-Ed. Findings were resolved and program policy and procedures have been updated to reflect most current requirements.

HEALTH INSURANCE COUNSELING AND ADVOCACY PROGRAM (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. California Department of Aging (CDA) analysts stated they were impressed by the number of registered counselors Contra Costa County has, as well as by how

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complete their client intakes are. The program received no corrective findings during the CDA audit.

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 last open enrollment season. HICAP is active in outreach and public education events. In FY 2017-18 6,421 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 (known as SHIP on a national level) 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 15,000 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 15,000 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. During the California Department of Aging monitoring visit in December 2017, the program had no corrective findings.

There are multiple portals of entry to receive services from Aging and Adult Services - I&A, IHSS and APS- and a caller may need the support of more than one of these services so we expanded the I&A line to become an Integrated Call Center in December 2017 so that a caller has immediate access to all three programs. The integrated call center streamlines the intake processes of IHSS and APS while improving access to services. The integrated call center allows for:

- Immediate access to multiple programs
- Timely follow-up calls from a trained social worker
- IHSS application
- Initial APS screening
- Better customer service

Social Workers in this program have extensive exposure to all the preventative and safety programs offered by Aging and Adult Services thus providing excellent professional development.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM

The Area Agency on Aging (AAA) receives 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 fourth year and continues to have a

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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.

SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM (SCSEP)

The 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. Over 2,300 community service hours were provided to Contra Costa County by this program.

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 that was funded beginning of FY 2017-18. APS continued providing services that are more tangible in nature and, for the coming year, continues to expand 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 was awarded two grants that were scheduled to end June 30, 2018. However, both grants were extended another 18 months, extending both projects to December 31, 2019. As a result, the multidisciplinary team, the financial abuse multidisciplinary team, and elder death review team grew 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.

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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. In FY 2017-18, the Public Authority received 381 service requests and provided 1119.50 service hours.

WHOLE PERSON CARE (WPC) COMMUNITY CONNECT PILOT PROJECT

Whole Person Care (WPC) is a statewide waiver pilot program for vulnerable Medi-Cal recipients to improve health outcomes and reduce utilization of high-cost services. Contra Costa County Health Services is one of 19 counties participating in the program. There are over 100 staff working with the Contra Costa Whole Person Care pilot, which is locally called the Community Connect (CMCT). Staff from a variety of Public Health and EHSD classifications work together.

In order to improve the staff's knowledge of the complex rules and regulations of Medi-Cal, the EHSD Social Work team developed a Medi-Cal training entitled "Medi-Cal Roadshow" and presented training to all CMCT staff meetings. This training covered the basics of Medi-Cal as well as the CMCT workflows developed to assist clients with restoring their benefits. Additionally, the Social Work Team has integrated social work concepts and expertise into the CMCT Onboarding training series in the areas of Outreach and Engagement of Clients and Case Management of Clients. And finally, social workers, most of whom have worked in a variety of EHSD programs (such as CalWORKs, IHSS, General Assistance, etc.) share their social work expertise within the interdisciplinary teams on which they sit.

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C. CHILDREN AND FAMILY SERVICES BUREAU

CONTINUUM OF CARE REFORM (CCR) IMPLEMENTATION

Continuum of Care Reform (CCR), Assembly Bill 403, is a state initiative under the direction of California Department of Social Services (CDSS). Officially launched January 1, 2017, implementation and conversion activities of this broad initiative began January 1, 2017 and continued throughout FY 2017-18 and beyond. The primary premise of CCR is to support the placement of children in caring, nurturing family homes when they must live apart from their biological parents. This overarching goal impacts many aspects of Child Welfare Services. Working under the umbrella of the CCR Implementation Steering Committee, the following taskforces have directed efforts in various areas: Resource Home recruitment and approval, placement decisions, service needs assessment and supportive services and permanency. The successful coordination of the various components is recognized as an accomplishment for the Children & Family Services Bureau in FY 2017-18. Many of the other accomplishments for this past fiscal year related to CCR implementation are described below.

RESOURCE FAMILY APPROVAL (RFA)

Resource Family Approval is a primary component of Continuum of Care Reform that streamlines approval of family homes dedicated to the care and well-being of children who are not able to remain in family of origin homes. Previously there were multiple paths with differing requirements and standards for approval of family homes and Substitute Care Providers including licensed foster care, relative and non-related extended family member homes and Foster Family Agency Homes. RFA merges the varying standards and provides a single streamlined approval process that offers more timely permanency for children, increased Foster Parents' preparedness, and improved efficiency by allowing one home approval to accommodate different types of placements.

The new model identifies all family homes as Resource Family Homes; the relationship of the Substitute Care Provider to the child still identifies homes as relative and Non-Related Extended Family Member homes separately from "community" homes. This shift to the new model requires conversion of all individual family placement home types to a Resource Family Home. To support conversion and processing new home approvals, Contra Costa has designed a new approval process, increased training capacity for new RFH providers, enhanced contracts with agencies that complete Family Evaluations and Emergency Placement applications, created 8 new auto-populating report templates to assist and expedite writing permanency assessments and family evaluations, and hired and trained additional Resource Home staff. Work continues to complete the conversion of existing homes.

RESOURCE FAMILY APPROVAL PROCESS AND DATABASE REVIEW

California Department of Social Services is conducting reviews of all of the California counties to assess implementation of the Resource Family Approval model, audit the approval process and offer technical support when needed. Contra Costa has completed the review and has received praise for its successful implementation, consistency and organization of case file records, collaboration with Probation as a partner agency and efficient processing timelines. State staff were also impressed by the robust and efficient RFA Database, designed and maintained by county staff, that supports management of the approval process, tracking status of all homes, locating and matching homes for placements and Adoptions and generating statistics required for fiscal and state reporting. The system

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used in conjunction with the Emergency Home Database also utilizes search criteria to identify available homes for emergency placement thus expediting placement of children upon removal from their family home.

CHILDREN/YOUTH STEPPING DOWN FROM CONGREGATE CARE TO FAMILY HOMES

A primary effort to meet the CCR goal that children are better served in family homes has been to find family homes for children who have been or continue to be placed in congregate care. Prior to CCR, Group Homes offered various levels of care and were utilized for long periods of placement not only for children with higher medical and/or mental and developmental health needs, but also for youth nearing emancipation. Under CCR, congregate care has been redefined as Short Term Residential Therapeutic Program (STRTP). Since CCR implementation, the focus has been stepping down the level of care for children in Group Homes to Resource Family Homes. Group Homes can convert to STRTP and Contra Costa has been supporting Group Homes in the conversion process; however, not all Group Homes qualify for conversion and there is a shortage of available beds for STRTP placements for children with higher needs.

Recognizing the shortage, AB1811 allows extension of placements in Group Home placements through June 30, 2018. CFS is working diligently to recruit families willing and able to provide nurturing family homes for children and youth currently residing in Group Homes and to anticipate and address service needs for those families. Though there has been success in stepping down many placements, still this is also listed as a challenge.

PARTNERING WITH MENTAL HEALTH

EHSD CFS has partnered with Contra Costa Behavioral Health Services Children's Mental Health (BHS-CMH) in providing initial and ongoing mental health needs assessments and coordinating availability and delivery of Mental Health services since the Katie A lawsuit settlement in 2011 launched the program entitled Pathways to Wellness. This program has been expanded and enhanced through the Continuum of Care reform. CCR now requires Mental Health assessments when a Child Welfare Services case is opened and annually thereafter as long as the child welfare services case remains open. The focus of these assessments has more fully recognized the need for specialty mental health services.

To address this need, CFS and Children's Mental Health collaborated in FY 2017-18 on an interdepartmental agreement to transfer CFS Realignment Funds to Behavioral Health. The Interdepartmental Agreements defines goals, checkpoints and accountability for expenditures of the transferred funds and documents the ongoing collaboration between the two departments.

CHILD AND FAMILY TEAM (CFT) MEETINGS

CCR builds family engagement through regularly scheduled Child and Family Team Meetings. 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. With the implementation of CCR, state requirements prescribe that the first meeting must occur within sixty days of the child entering placement and every 90 days for children receiving Specialty Mental Health services or every 6 months for all other children as long as the child is in foster care. Children's Mental Health takes the lead for CFT meetings for children with moderate to severe Mental Health diagnosis where the assessment indicates a need for intensive care coordination of mental health services; CFS

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has responsibility for CFT's for children who do not need Mental Health Intensive Care Coordination. In these meetings, the Safety Organized Practice (SOP) model and Structured Decision Making (SDM) assist facilitators and staff in focusing on safety plans, trauma informed case planning and service needs. CFS has staff specifically trained to facilitate CFT's. Work continues to assure all children are receiving timely CFT's.

FOSTER HOME RECRUITMENT CAMPAIGN

Continuing the work started last fiscal year, EHSD Media Bureau, collaborating with CFS, is addressing the need for more Resource Family Homes through a Foster Parent recruitment campaign. The campaign includes transit ads, cinema ads, Facebook messages 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 advertisements were posted on West CAT buses which run between Richmond to Hercules. 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.

INTEGRATED CALIFORNIA CORE PRACTICE MODEL (ICPM)

During FY 2017-18, CFS has begun readiness assessment and strategic planning to embrace a structured approach to delivery of child welfare services labeled Integrated California Core Practice Model. Most of the components of ICPM are already part of the culture of Contra Costa CFS but ICPM formalizes these into a recognized model for all policy, practice and trainings. The intention of the ICPM is to provide a framework to support family engagement including recognition of trauma, cultural differences and individualized needs of children, youth and families. ICPM incorporates the long standing goals for children served by Child Welfare Services of safety, permanency and wellbeing. Values that guide ICPM promote collaborative interactions with clients and complement an environment that embraces foundation, practice and leadership behaviors.

EMERGENCY FOSTER BRIDGE CHILD CARE PROGRAM

In partnership with Community Based Organization, CoCoKids, CFS is offering a Child Care Alternative Payment program (CAPP) for 26 children. This program helps Foster Families find a child care program that fits the specific child's need. Funding for the child care is provided. Social workers are enrolling families in Family Maintenance or Reunification programs for this service.

IMPLEMENTATION OF LEVELS OF CARE RATE STRUCTURE

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 board and care rate for a home-based family care (HBFC). The protocol allows the addition of an intensive services foster care (ISFC) rate for children who need higher levels of care to support the placement of children 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 of this new rate structure began in March 2018 for FFA placements. LOC rates will be implemented for all other home based foster care placements upon further direction and policy from CDSS.

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YOUTH AND KIN PARTNERS

CFS has long recognized the value of peer support programs. The Family Engagement Unit offers CFS involved parents, Parent Partners and Early Intervention Outreach Specialists to help families navigate the court and service provider systems and substance use treatment systems. Beginning in 2016, CFS initiated a collaboration with the Child Abuse Prevention Council to (CAPC) to bring Youth and Kin Partners into CFS. Youth Partners who formerly lived and experienced life in foster care bring the knowledge, skills and recognition of challenges of foster youth. Youth Partners support youth in navigating through the child welfare system, destigmatizing the need for Mental Health Services and encouraging case plan cooperation. Other roles include attending and advocating for Child and Family Team meetings, accompanying youth to court, and representing the youth voice in committees and workgroups. During FY 2017-18, a third youth partner was added.

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.

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D. COMMUNITY SERVICES BUREAU

PROGRAM COMPLIANCE

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

- Community Services Block Grant Desk Audit and Single Audit: No findings
- Department of Energy Audits, On-site monitoring and Single Audit: No findings
- Low Income Energy Assistance Program Single Audit: No findings
- California Department of Education Audit – No finding for the FY 2017-18 audit (Audit Report is in progress).
- Single Audit – no finding for FY 2016-17 audit. Single audit for FY 2017-18 is not yet complete.

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 ages zero to six, interventions to support parents with coping skills and understanding children's temperaments, and 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. Data we collected shows that families that completed these trainings last year feel more knowledgeable and confident after completing the curriculum.

FINANCIAL LITERACY

CSB, in collaboration with the Community Financial Resource (CFR) (Funded by Annie E. Casey Foundation), implemented a Financial Literacy Program directed by Family Financial Fitness (FFF). 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 workshop 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, CFR obtained a new grant that would allow CSB to bring the CFR workshops to CSB staff.

Three Financial Literacy Program were scheduled, one at Balboa Center exclusively for CSB staff and two others at Brookside and Marsh Creek Centers for CSB families. We had a total of 50 participants. Training Evaluations collected at each location reflected that staff and parents gained knowledge, skills and confidence to manage their personal/family finances. They also expressed appreciation of the opportunity given to participate in the Financial Fitness trainings and they are looking forward to have many more of these trainings in the future.

EARLY CHILDHOOD LITERACY

Parent Power Literacy Program is the counterpart of the Itsy-Bitsy Read Program (for Early Head Start programs and families), but supports the preschool classrooms and families. Site Supervisors were

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previously trained on how to present the program to their families, including a reading activity modeling interactive reading to the children. At the 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. This is an ongoing initiative the site supervisors continue to present once a year during parent meetings at all CSB preschool sites.

In addition to Parent Power, all of our preschool classrooms participate in another literacy program; Raising a Reader (East/Central county preschool classrooms) and Tandem (West county preschool classrooms). Raising a Reader and Tandem are book sharing programs where, weekly, children and families receive a book bag to read and share at home and then return to school for another bag. Families love the rotating bags that offer a variety of books, including bilingual, wordless, and family-oriented literature. Weekly feedback from parents and caregivers indicate the success of the programs.

CSB has also established a partnership with the Brentwood Union School District (BUSD) and other local agencies, including First Five, Reading Advantage, and the Brentwood Library to help support and focus on early literacy in East county. The early literacy group holds events, such as family open houses and parent workshops, in the community to promote literacy and learning skills. The goal of the initiative is for children to have the skills necessary to succeed in school.

SECOND STEP CURRICULUM-SOCIAL/EMOTIONAL SUPPORT

The Second Step curriculum is a carefully designed program implemented by CSB in preschool classrooms that helps teachers and families guide children to learn, practice, and apply skills for self-regulation and social-emotional wellness. The skills and strategies used in these units are designed to help children express their many emotions and feelings, as well as helping to promote success in school and life. Each week, there is a different Home-Link activity sent home with families giving the children an opportunity to practice skills they have learned at school. Families have expressed their appreciation of learning what is being done at school to carry over into their home.

TEACHING PYRAMID

The Teaching Pyramid is a comprehensive approach designed to help educators promote social-emotional competence, address challenging behaviors in young children, and develop safe and nurturing group environments for all children. CSB successfully piloted this approach in 5 preschool classrooms and will continue to do so in the upcoming years. Classroom teams attend training modules that focus specifically on nurturing and positive relationships, supportive environments, social emotional strategies, determining challenging behavior, and individualized intensive intervention.

ENGLISH AS A SECOND LANGUAGE (ESL)

ESL beginner level classes are offered in collaboration with Martinez Adult Education. All interested CSB families and community members 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.

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ESL program parent evaluations results noted that families expressed satisfaction with the classes. The convenience of having dinner, childcare and after hour class schedules made it possible for them to sign-up for classes that otherwise they wouldn't have access to.

GRANT FUNDING

CSB was awarded a total of \$5.7 million in additional funding through various funding opportunities such as Program Improvement Grants (PIG), Low Income Home Energy Assistance Program (LIHEAP), CalWORKs Stage 2 Childcare Program (Stage II), Community Services Block Grant (CSBG), Childcare Alternative Payment Program (CAPP) and Cost of Living Adjustments (COLAs) to better serve the children in our programs.

QUALITY CARE

CSB child development centers continue to participate in the Quality Rating Improvement System program, 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 in Oakley, Marsh Creek Head Start in Brentwood, Ambrose Early Head Start in Bay Point, George Miller III Head Start in Richmond, Riverview Head Start in Bay Point, 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. CSB Managers/Supervisors will continue to receive training and support in 2018-19 to effectively implement reflective practice.

TRAUMA INFORMED TRAINING

As trauma impacts the workplace, staff, and families, CSB implemented Trauma Informed Training for all early care and education staff. To date, 68 CSB staff of various classifications have completed at least one of the Trauma Informed Systems modules in a series of three, and two CSB staff have been deeply engaged in a year-long Train-the-Trainer program that they will complete in December 2018. Upon completion, CSB will have two certified in-house trainers to continue our efforts in ensuring all staff receive the full series of three trainings in Trauma Informed practice by 2021 to support our goal to become a more trauma-informed community.

STAFF HEALTH IMPROVEMENT PLAN (SHIP)

CSB conducted a survey of what a healthy workplace should look like. As a result, we implemented the Staff Health Improvement Plan, or SHIP, that will work to address staff wellness in the areas of organizational supports, physical activity and nutrition, and stress management. CSB has also

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partnered with the health services department to develop a wellness initiative that will more effectively embed physical activity and valuable information about health at staff meetings. Because wellness also encompasses the emotional health and well-being of staff, we have also implemented an employee-to-employee recognition program that has already recognized a number of staff of various classifications throughout our agency who truly reflects CSB's three values: Respect, Responsiveness, and Relationships.

INNOVATION THROUGH USE OF TECHNOLOGY

Community Services Bureau has developed a system to utilize SMS technology (text messaging) as efficient means of communicating with clients via their mobile device. Through text messaging, we are further able to record and analyze data to make program enhancements to meet State and Federal requirements such as attendance reporting. CSB is also in the process of implementing streamlined systems through the use of technology to more broadly enhance communication with clients and support access to services. This will be achieved through the use of an online application and portal, allowing clients to access program information remotely or via kiosk stations.

COMMUNITY ACTION

As the Community Action Agency of Contra Costa County, CSB received \$35,000 in discretionary dollars to further assist community-based programs designed to reduce poverty, revitalize low-income communities, and empower low-income families and individuals to achieve greater self-sufficiency.

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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 a request for proposals (RFP) for youth services in December of 2016 and is set to release a new RFP in the fall of 2019.

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 while there was a second round of funding the WDB was not a recipient. 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 ACTIVITIES

In the past four years, the number of low-income Contra Costa County residents with health care jumped from 65,000 to more than 128,000. 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, 45,344 new Medi-Cal applications were processed in FY 2017-18, helping thousands of residents to access free and affordable health care.

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. Other partnerships continue, including a partnership with Code for America, providing new CalFresh applications through our online portal. 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 continues to utilize 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.

We continue to use an Automated Call Distribution (ACD) system that 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 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 farmer's markets. After a six-month video conferencing pilot in CalWORKs, the technology was fully implemented by the beginning of 2018. 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 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.

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DISASTER ASSISTANCE

WFS staff recently received state and federal recognition for assisting in Sonoma County to provide Disaster CalFresh to those impacted by the 2017 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, 95% of Welfare-to-Work (WTW) clients were engaged in an employment, education or training activity in FY 2017-18.

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 85% 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.

OTHER 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 2018, 283 referrals have been made and 73 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 43 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. 10 families have enrolled since 2018.

HOUSINGWORKS!

The rapid re-housing program for homeless CalWORKs families called HousingWORKS! continues to

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be a success. In partnership with Health Services and Shelter Inc., the WFS Bureau housed approximately 82 homeless CalWORKs families in 2018.

CCWORKS

Dedicated WFS staff helped place more than 157 participants in 2018 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.

SERVICE INTEGRATION TEAMS (SIT)

Workforce Services partners with the Family Justice Center (FJC) to co-locate Social Service Program Assistants (SSPAs) at FJC locations in Richmond and Concord. These SSPAs continue to provide intensive case management to serve as a path forward in providing holistic wrap-around services to eligible families, averaging 7 families assisted annually. For economic-related programs, the North Richmond Service Integration Team provided fax, typing and other business related services on site to 375 individuals. The SIT SSPAs continue to complete the entire County's CalFresh certifications for cases transitioning off CalWORKs due to obtaining employment.

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G. ALLIANCE TO END ABUSE

The mission of the Contra Costa Alliance to End Abuse is to affect a systems change that reduces interpersonal violence (domestic violence, family violence, sexual violence and human trafficking) by fostering the development and implementation of collaborative, coordinated and integrated services, supports, interventions and prevention activities.

STRENGTHENING SYSTEMS

DOMESTIC VIOLENCE HOMICIDE PREVENTION

In 2015, the Alliance successfully launched the Federal Demonstration project, Domestic Violence Homicide Prevention (DVHP) pilot, in Richmond, Concord and Brentwood. The DVHP is an Office on Violence Against Women (Department of Justice) grant that 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 through the use of a screening tool used by law enforcement. The DVHP program provides an access point for victims at risk of being killed to services they may not have otherwise accessed.

Based on the strength of Alliance's ability to build strong partnerships among public and private agencies and successful launch of the program, 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 the Spring of 2018 planning began with San Ramon to roll out the Lethality Assessment Protocol within their 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.

COMPREHENSIVE SERVICES FOR VICTIMS OF HUMAN TRAFFICKING

The Alliance has managed a Comprehensive Services for Victims of Human Trafficking grant through the Office of Victims of Crime (Department of Justice) since 2014. This grant has four main goals: increase the number of trafficking victims served; increase the number of services provided to human trafficking victims; increase the number of professionals trained in human trafficking identification and serving victims; and increase cross-agency collaboration to enhance and expand services for victims of human trafficking. Grant partners work to provide wrap-around services to all victims of human trafficking as well as increase training and outreach. The Alliance has supported the coordination of services, data collection, data analysis and evaluation of programming. In the last year grant partners have served close to 200 victims of human trafficking. The most frequent services recorded for survivors were "emotional/moral support" followed closely by "protection and safety planning." Additionally, legal services and ongoing case management remain some of the top services provided.

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MULTI-DISCIPLINARY CASE REVIEW TEAMS

The Alliance, in collaboration with the Family Justice Centers, launched two multidisciplinary teams (MDTs) 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. In early 2017 the MDTs launched a year one survey to collect information on the effectiveness of the MDT process. 79% of partners surveyed had learned about different services because of the MDT. 13 out of 14 partners surveyed wanted to see the MDT continue and over 29 new connections to partner agencies were made in the first year of the MDT.

IMPROVING CRIMINAL JUSTICE RESPONSE TO INTERPERSONAL VIOLENCE

Since 2004, the Improving Criminal Justice Response (ICJR) program has been successfully implemented by the Alliance and its partners. ICJR is funded through the Office on Violence Against Women (Department of Justice). The four overarching goals for the program are: 1) strengthen support and advocacy for victims of domestic violence, sexual assault, stalking, and human trafficking; 2) enhance judicial handling of cases of domestic violence, sexual assault, stalking, and human trafficking; 3) enhance law enforcement response to domestic violence, sexual assault, stalking, and human trafficking; and 4) enhance and revitalize the coordinated community response to domestic violence, sexual assault, stalking, and human trafficking. These goals are met through providing wrap-around services, training and deepening relationships with key partners. In 2018 the Alliance was re-awarded this grant with close to an additional \$1 million in funding. New improvements to the program will include expansion of services in East County, strengthening risk assessment protocols and policies, and engagement of more culturally relevant services.

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 and 2018, the Alliance has continued in their efforts to offer trauma informed trainings and support of trauma informed practices in Employment and Human Services Bureaus.

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 an Early Childhood 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. The Early Childhood Train the Trainer program was launched in 2017 and the Alliance plays a lead role in advising and evaluation of the program.

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In 2016 Children and Family Services (CFS) 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 works 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 2019.

Support of countywide partnerships continued with the Alliance's leadership in the Trauma Awareness and Resilience Leadership (TARL) 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. The Alliance continues to lead a Trauma 101 training on an ongoing basis for new staff in behavioral health.

BUILDING PARTNERSHIPS

FAMILY JUSTICE CENTERS

A key achievement of the Alliance is the establishment and ongoing support of the Family Justice Centers (FJC). The Family Justice Center coordinates with on-site partners so clients can get safer sooner. FJC's services are organized into two groups: crisis support and long term safety. Crisis support services are coordinated through FJC Navigators, who connect clients to the services they need to leave their abusive situations or deal with their present crisis. After dealing with crisis, FJC staff offer services to get clients to long term safety and independence by working on four domains: health, education and training, wealth and community. Highlights from their last year include:

- The number of IPV clients served (2,297) increased, compared to the previous one-year period.
- FJC expanded their partnerships by adding more on and off site partners.
- Out of the 903 clients who filled out client survey, 98% were satisfied with the services, 98% felt safe and comfortable at the FJC, and 98% would recommend the FJC to a friend in need.
- FJC's Women Inspired to Grow and Succeed (WINGS) program completed two 6-week series with 30 participants. As a result, participants created resumes (two of which resulted in new jobs), signed up to complete GED courses, and signed up to further their education in ESL and computer skills. 12 continued to engage with the Center by joining Project Connect.

FJC strives to support resident-centered and community-based prevention strategies. They aim to engage residents and foster resident ownership of the Family Justice Center, build on community assets, and improve connections among residents, public agencies and non-profit organizations. FJC's Community Fellowship Program has advanced this approach, engaging 10 local resident survivors with leadership development training and opportunities for 10 months. In turn, these Community Fellows have brought community input and survivor insight to FJC's work. They have been involved in every facet of FJC's work and have made significant contributions.

FJC also hosts monthly Project Connect gatherings, intended to build community, offer learning opportunities and share stories. 114 individuals, many of them current or former clients, have come

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together for Project Connect.

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. As a collaboration of agencies, the Coalition's goals include; conducting public awareness activities; providing training, technical assistance and a forum to share best practices; establishing policies and protocols; and creating a coordinated system of care. Coalition meetings occur quarterly and include a training component, highlighting the work of one partner agency and the sharing of resources/networking.

VIOLENCE PREVENTION BLUEPRINT

The Alliance and the Contra Costa County Department of Public Health are co-leading a planning and capacity-building process to develop a countywide Blueprint to promote safety and reduce interpersonal violence, with consultation support from Prevention Institute. This initiative began in 2017. The Blueprint will provide vision and values and identify goals and strategies to create a unified direction for multiple stakeholders. It will be grounded in prevention and public health principles, and acknowledge that multiple forms of violence and abuse are preventable sources of harm in our communities, shaped by structural and community conditions, that can be significantly reduced through collective, strategic action. It is called a Blueprint because it is not a work plan but rather a tool to guide change, co-created with a diverse range of partners and stakeholders. Pre-planning for the Blueprint has been ongoing since 2017. This has included key stakeholder interviews, data collection and analysis. In Fall 2018 the Blueprint Workgroup will be launched and this group will begin the Blueprint creation and design process.

EDUCATION, AWARENESS AND CAPACITY BUILDING

TRAIN THE TRAINER PROGRAM

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. In an attempt to streamline accurate, clear and unified information on human trafficking and trauma informed care, The Alliance developed a Human Trafficking 101 and Trauma 101 curriculum. In Spring of 2018, The Alliance launched its first train the trainer cohort. These individuals focus on either human trafficking or trauma, and complete the year-long program in order to become Alliance certified trainers - able to train their own agencies, and respond to community requests for training. This cohort has completed over 50 hours of instructional time and about half of the cohort have now led or co-led trainings throughout the County.

AWARENESS CAMPAIGNS

The Alliance launched the "NO MORE" campaign in both October of 2017 and April 2018. "NO MORE" is a unifying symbol and nationwide campaign to raise public awareness and engage everyone in the effort to end domestic violence and sexual assault. The Alliance partners with community leaders in the County to send the "NO MORE" message into schools and beyond. In 2018 the campaign was launched on County busses, BART and billboards. The campaign also included partnering with local community colleges (such as Los Medanos college) to screen documentaries such as "The Hunting

SECTION III: ACCOMPLISHMENTS

Ground” highlighting incidence of sexual assault on college campuses in the United States.

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 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. 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. More Red Sand and SB1193 events are planned for the Fall and Winter of 2018.

SECTION IV: DEPARTMENT CHALLENGES

IV. DEPARTMENT CHALLENGES

A. ADMINISTRATIVE SERVICES BUREAU / OFFICE OF THE DIRECTOR

TECHNOLOGY STRATEGIC PLAN

EHSD's technology strategic plan provides a vision for the use of technology to provide exceptional customer service, enhance staff mobility and ensure staff have up to date equipment and software to support the work of the Department. In the past fiscal year, the state allocations that support administration of EHSD have declined. This decline has resulted in a slowing of some uses of technology. We anticipate resources will continue to be a challenge for the next several years and will adversely impact our ability to maintain a high innovation tempo.

RECRUITMENT AND RETENTION

EHSD faces challenges in recruiting Social Workers that are essential to success in several of our program areas. We also have challenges attracting classroom staff for our Head Start sites. 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 process applications and refer candidates for positions. Retaining experienced staff is also a challenge since many of the occupations used by EHSD are also used by surrounding counties where total compensation is more favorable.

LEADERSHIP DEVELOPMENT

EHSD continues to develop its leadership team. We recently completed the final cohort in our Leadership Academy and we are moving forward with the next level. These development efforts train our current leadership team and are also part of our succession planning. However, we face a significant challenge due to declining state allocations and freeing up resources to continue this effort to ensure the next generation of leaders is ready to step up in the face of staffing reductions.

SECURITY

As with many public and private sector organizations EHSD has been the subject of attacks on our technology. We know, as with any large user of technology, we are vulnerable to attacks using sophisticated viruses, bogus websites, phishing, and ransomware. We are using a comprehensive training and testing approach to train staff in security awareness followed by phishing security tests to determine if the training was effective. Moving forward, we must remain vigilant and continue to minimize our vulnerability. Information security is enhanced by a trained and vigilant staff and protective software that helps monitor for attacks.

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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.

SECTION IV: DEPARTMENT CHALLENGES

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, caseloads continue to increase along with the number of reports of suspected abuse and neglect.

AREA AGENCY ON AGING

INFORMATION & ASSISTANCE (I&A)

In FY 2017-18, the scope of I&A's responsibility expanded 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. Client experience improved because I&A became a one-stop shop whereby clients can access programs in Aging & Adult Services. Coordinating the expectations and streamlining response between APS, IHSS, and I&A requirements required process changes to ensure that services are effectively and efficiently delivered. As access increased so did demand for services, and I&A is working with IHSS to develop procedures that will make service delivery more effective.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

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. There are limited spots due to funding, and waitlists usually exceed over 100 clients. Pending raises in minimum wage for the City of Richmond and California will reduce the number of participant hours available, as the federal subsidy will remain the same.

IN-HOME SUPPORTIVE SERVICES

The hiring and retention of qualified IHSS Social Workers has been the single most difficult challenge facing the program. Turnover is very high, and new staff frequently leave soon after training to join other counties that offer better compensation.

IHSS PUBLIC AUTHORITY

The backlog in assessments for IHSS consumers continued to impede timely enrollment of IHSS providers into the payroll system, causing delays in payment for services rendered which in turn can cause interruption of services for IHSS consumers.

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WHOLE PERSON CARE (WPC) COMMUNITY CONNECT PILOT PROJECT

A large component of the Whole Person project and collaboration between EHSD and HSD is that of sharing data between the two departments. There is wide support to share data, however, there are federal regulations that appear to prohibit sharing Medi-Cal related eligibility data, of which EHSD is the holder. While numerous staff, outside counsel and other counties are working for resolution, the issue remains pending.

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C. CHILDREN AND FAMILY SERVICES BUREAU

STABILITY IN STAFFING

Recruitment and retention of social workers has continued to be challenging for Contra Costa County. During FY 2017-18, there was a 28% turnover rate and an average of 25-30 Social Worker vacancies at any time.

All counties are reporting a decline in qualified social worker candidates; this 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 CFS 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 assure case coverage. The high turnover rate in assigned social workers in turn negatively impacts families in their attainment of case plan goals since working relationships and engagement must be reestablished with every change in 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 performance in achieving those goals is influenced by the ongoing staff shortages.

To illustrate the workload challenge, consider that Continuing Services Social Workers must contact every child in their caseload every month to ensure safety and wellbeing of the children. In FY 2017-18, 12,377 visits with children were required; 92% of those were completed timely. Continuing Services Social Workers must also engage families each month to support reunification when feasible and/or explore avenues for permanency when reunification is not possible.

Emergency Response 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). In FY 2017-18, there were 2,281 referrals requiring immediate response: 96% met the 24-hour compliance timeline. There were also 8,837 10-day referrals: 92% met the 10-day compliance response.

These requirements for children and family contacts are not just good practice to ensure children are safe and not harmed but are also mandated by federal and state regulations.

Other areas impacted by staffing instability include:

Federal Fiscal Funding: Federal Fiscal 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 that limit the ability to complete the activities. CFS is working with Contra Costa County Human Resources to enhance social worker recruitment efforts.

Managing Staff Training: It is very difficult and time consuming to manage training when there is a revolving door of staff hiring and exiting employment because of better opportunities in other counties. This is exacerbated during times of intense training requirements such as implementation

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of Continuum of Care Reform which has such a broad scope of impact to many facets of Child Welfare Services.

Inability to Staff Support Functions: When full staffing cannot be sustained in core Child Welfare Services programs, limited staff are available for support functions such as Resource Family Approval. This means that caseloads for RFA Workers are higher than in surrounding counties which impacts Contra Costa's ability to remain current in annual reviews or Resource Homes, processing new applications and responding to complaints. Though outside agencies have been contracted to supplement these functions, managing the contracts agencies also takes time. This then further complicates the counties ability to plan and execute plans for stepping children down from Group Homes and Short Term Residential Therapeutic placements to family based placements.

LEVEL OF CARE RATE RESTRUCTURE

While the initial phase of Level of Care rate structure has been implemented for children placed in Foster Family Agency homes there are challenges in implementing the new rate structure for other Resource Family Homes. All County Letters received from the State Department of Social Services have not clarified conflicting rate setting policy, implementation dates and retroactivity of applied rates. The delays in receipt of clarifying regulations, guidance instructions and training material from the state has complicated ongoing implementation. In addition, Contra Costa cannot move forward with conversion to their new state approved Special Care Implement component of Foster Home funding until Level of Care implementation is complete. The changing implementation instructions and rate protocols in state policy also presents difficulties in making fiscal projections for the upcoming fiscal year.

CHILD AND FAMILY TEAM MEETINGS AND THE CHILD ADOLESCENT NEEDS AND STRENGTHS (CANS ASSESSMENT TOOLS)

Continuum of Care Reform includes a component for the assessment of each child's needs and strengths. The model designated by the state for this purpose is the CANS Assessment. Contra Costa Children's Mental Health has been utilizing this assessment for children with moderate to severe Mental Health diagnoses who are receiving Intensive Care Coordination (approximately 30% of children receiving Child Welfare Services); CFS must now assure this assessment is completed in Child and Family Team meetings for children with no Mental Health service needs or for children with mild to moderate needs.

The intention of the Child and Family Team Meeting is 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. The challenge is to find time when the agendas for these meetings are already packed. It has also been challenging given Contra Costa's staffing instability to assure that the Child and Family Team meetings are occurring consistently.

RESOURCE FAMILY HOMES FOR CHILDREN WITH HIGHER NEEDS

The coordination, case planning and tracking step-down of children from Group Homes into Short Term Residential Therapeutic Programs and/or into longer term or permanent Family Resource Homes has been listed as an accomplishment. However, the recruitment of family homes willing and able to make the commitment to children with higher mental health, behavioral, developmental and medical needs present challenges. As CFS identifies potential homes, social workers and agency

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partners also plan for resources and services that can be wrapped around the child to stabilize the family placement. All this takes skill, advocacy and time. Compounding the issue is that many former Group Homes are not qualifying for designation as STRTP so there is a shortage of residential placements for children who do need the higher level of care until a family based placement can be located and supported.

INCREASING FEDERAL/NON FEDERAL DISCOUNT RATE

Federal funding is discounted based on percent of children whose families do not meet the federal requirements for Foster Care but do meet the requirements for state funding. Since the federal Foster Care requirements have been based on requirements established in 1986, the number of families that do not qualify for federal funding is decreasing thus increasing the discount of federal funding. This is a national problem that is being addressed by the Federal Families First Act; however, the impact of the changes in federal regulations is not yet known.

PRESUMPTIVE TRANSFER

AB1299 effective July 1, 2017 implemented the Presumptive Transfer protocol. This provides children and youth in Foster Care who are placed outside their county of original jurisdiction but within the state of California), timely access to Specialty Mental Health Services by the county in which they now reside. However, it does generate a need for increased collaboration between the county of jurisdiction and the county of residence as well as ongoing coordination of service needs assessments and monitoring of effective delivery.

CASE REVIEWS

In August 2015, county Child Welfare staff began conducting qualitative case reviews using dedicated case review and quality assurance staff in response to a Federal Administration for Children and Families (ACF) which allowed states to conduct their own case reviews utilizing the Federal Onsite Review Instrument (OSRI). The state of California passed this responsibility on to California counties. The reviews are intensive and comprehensive, requiring significant allotments of time and resources to complete. A small unit of high level Child & Family Services staff work on these reviews but with staffing issues and constraints, Contra Costa is challenged to complete these reviews timely and efficiently. Contra Costa CFS is exploring other options to supplement and modify the process to make it more doable.

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). CFS recognized that sexually exploited youth are an underserved population. Challenges include limited placements and service organizations with this focus for the sexually exploited children and youth as well as youth's mobility and, in many instances, lack of receptiveness to services.

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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 January 1, 2018, California's minimum wage was increased to \$11.00 per hour and even higher in local communities such as \$13.60 per hour in El Cerrito and \$13.41 in Richmond. El Cerrito and Richmond's minimum wage are set to increase on January 1, 2019. Other cities have already increased minimum wage on July 1, 2018 such as Emeryville with \$15.20/\$15.69 and San Francisco with \$15.00. Rent in the Bay Area continues to be a challenge. 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 Denti-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 is representing the 0-5 year of age population at the Contra Costa County Oral Health Committee where Prop 56 is supporting the Contra Costa County Oral Health Plan to address the needs of Contra Costa County. Mobile dental vans have been instrumental in meeting the oral health needs of CSB children and linking them to La Clinica and Lifelong dental homes.

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. CSB was represented at the Community Provider Network where these concerns were shared with local health care providers and the outcome was positive. Staff reported an increase in the number of complete exams however 30 month physicals are still not recognized by all providers in our county.

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 individualized care plans, 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. CSB is partnering with health care providers/clinics and Child Health and Disability Prevention (CHDP) to address these issues, however these challenges remain.

ACCESS TO COMMUNITY LIBRARIES

Based on parent surveys gathered during a literacy program, it was identified that almost 54% of CSB families do not take their children to the libraries due to the following reasons:

- The library is too far from where they live
- Lack of transportation

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- Families don't feel safe walking in their neighborhoods
- They are not aware of the library services

CSB will continue supporting literacy programs at our centers. We will work directly with the community libraries to bring trainings to our sites during parent meetings on how parents can access library resources from the convenience of their homes.

TRANSITIONAL KINDERGARTEN DISCONNECTED FROM EARLY CARE AND EDUCATION

As Transitional Kindergarten continues to grow and as 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. In FY 2017-18, the numbers dropped almost 20% to 673 four year olds served in the Head Start program.

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.

CSB is currently working with Public Works Real Estate Division, to acquire a 40,000 square foot facility (total space for interior and exterior) in the Richmond area. The facility would require adequate space to accommodate commercial central kitchen which will providing 40,000 meals service to all centers and 4 classrooms, playground, laundry room, staff office space, small conference/break rooms and sufficient parking for clients & staff.

STAFFING

Community Services Bureau has been faced with on-going staffing shortages in key teaching positions at our Head Start and Early Head Start Centers, which impacts CSB's ability to enroll to capacity and 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 less than 3%. 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 an AA or BA degree and Associate Teachers to hold an AA degree or be enrolled in a program leading to AA degree. With this high level of education, these candidates have many options for employment.

Regular periodic salary studies show that CSB 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. Recently CSB started a Teacher Apprenticeship Program which provides financial support to low income individuals interested in pursuing a profession in early care and education to attend local community colleges and obtain the units required to qualify for

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Associate Teacher positions while working in our centers and building valuable job skills.

SECTION IV: DEPARTMENT CHALLENGES

E. WORKFORCE DEVELOPMENT BOARD

FUNDING

Decreases in funding – volume and sources – continue to be a challenge for the WDBCCC. Over the past three years, WIOA formula allocations have decreased by approximately 20.5%, and due to COLA's and other factors, expenses continue to rise. In FY 2017-18, the WDBCCC made a difficult decision to procure out Adult & Dislocated Worker Career Services along with the comprehensive America Job Center of California (AJCC). This alone was costing the WDBCCC over \$3 Million dollars per year and with the decreases in funding the WDBCCC could no longer support this. During the course of 2017-2018, three of our four AJCCs were closed down and at the end of the program year, 17 County positions were eliminated. The majority of employees were placed in positions within the Employment and Human Services Department of Contra Costa County (EHSD); two of the staff decided to retire. The new contract was procured out at roughly one-third of the WDBCCC's previous cost to operate the system under the County-EHSD structure. The WDBCCC has gone through a fairly comprehensive restructuring in order to balance a deficit budget and ensure cost savings in the future based on funding predictions.

ADDITIONAL FEDERAL AND STATE REQUIREMENTS

With the reauthorization of the WIA in July of 2014, to WIOA, a myriad of new requirements were instituted with no additional funding to support the onerous administrative burden associated with these. Local WDB's are now required to procure out a One-Stop Operator role, establish MOU's with mandated partners (Phase I and Phase II MOUs), convene mandated partners on a regular basis, certify all comprehensive and affiliate AJCCs, and the CWDB has designated RPUs, creating another host of administrative burdens local WDB's are mandated to comply with. One example: as a result of the RPU designation *local and regional plans* are now required essentially doubling the administrative burden in this area alone.

CONTRACTS

With the new changes in WIOA (Phase I and Phase II MOUs) and the required RPU lead designation, the volume and obligated amounts related to procurement has increased dramatically for the WDBCCC. Local WDB's in the state of California are being asked to be flexible and agile in the mist of constant changes in both federal and state requirements. Working under the administrative structure of Contra Costa County is not conducive to a "flexible and agile" atmosphere.

The WDBCCC is constantly up against short deadlines imposed by the CWDB in a County administration that is not equipped to help the WDBCCC meet these deadlines. WDBCCC staff are spending an exorbitant amount of time trying to navigate county processes in an effort to meet required deadlines for expenditures and reporting.

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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 FY 2017-18, the Workforce Services Bureau has experienced a loss of over 300 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 2017-18, approximately 207,000 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 decreased resulting in the processing of 45,344 applications during FY 2017-18.

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 FY 2017-18.

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.

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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 EVALUATION

Partner organizations have conveyed their interest and commitment to the importance of the Alliance's mission and 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. Last year the Alliance contracted with an outside evaluator to revamp evaluation metrics in order 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 developed a pilot database that allows Alliance partner agencies to enter human trafficking data within a single system. This database will be expanded beyond human trafficking in years to come. In this pilot phase human trafficking data is used for grant reports and County-wide human trafficking briefs. The database integrates a number of agency- and non-profit-sourced quantitative data. In addition to providing a baseline, the database eventually will also provide statistics and other data required for the development of grant proposals, and the procurement of other funding streams.

The human trafficking database was launched in August of 2018 and is in the beginning phases of testing. Moving beyond collecting human trafficking data may be challenging. A core team of partner agencies were engaged in a data sub-committee over the last year and found 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 be to identify those data elements that are critical for the Alliance to understand and help inform where to invest limited resources.

Tracking the success of the Alliance continues to remain a challenge, as doing so requires pulling information and data from systems over which the Alliance has little control or authority. In 2017 the contractor hired to help the Alliance with evaluation methods produced a detailed report on how to move forward in evaluation methods. This included refining goals, and making sure all goals are measurable and track-able.

SECTION V: PERFORMANCE INDICATORS

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 2017-18, APS evaluated 4,214 referrals, an 18.7 % 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. In December 2017 the Call Center expanded to include taking initial reports for APS and initial intake for IHSS. For FY 2017-18, the Center responded to over 13,000 calls. The top 5 needs were homecare/IHSS (41%), housing (13%), abuse/neglect/crime (11%), insurance (9%) and legal (3%).

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

SCSEP provided 35,000 hours of community service to Contra Costa County in FY 2017-18; subsidized employment at the following job sites included: Department of Rehabilitation, Contra Costa County Public Works, Community Housing Development Corporation, Catholic Charities, Salvation Army, Contra Costa Humane Society, Shelter Inc., Choice in Aging, Richmond Works, and America's Job Center.

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. There were 3,467 seniors and disabled adults who received counseling services in FY 2017-18. An estimated 1,982 county residents received information through interactive presentations, such as HICAP's "Welcome to Medicare" class, and an additional 710 people were reached through outreach activities, such as health fairs and exhibits.

OLDER AMERICANS ACT GRANTS FOR COMMUNITY PROGRAMS ON AGING

The Area Agency on Aging (AAA) served 32,572 people during FY 2017-18 through federal funding. The following services were provided: 150,891 congregate meals, 4,104 rides to congregate meal sites, 6,669 hours of legal assistance, 2,666 complaints were resolved by long-term care ombudsman services, 133 seniors received in-home and respite services, and 5,385 hours of adult day care were provided. There were 421,032 home delivered meals during FY 2017-18.

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. Individuals who are considered unable to sustain gainful employment may receive ongoing GA benefits while attending drug and alcohol counseling or working with our SSI

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Advocacy unit to obtain benefits. In FY 2017-18 the program determined GA benefits for approximately 8,410 individuals, also reviewing and granting eligibility for the CalFresh and Medi-Cal program for GA clients. On average, there are 682 individuals receiving GA benefits monthly.

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) due to welfare reform changes. Contra Costa County is a member of the Bay Area Consortium, a multi-county Consortium in which San Mateo is the fiscal agent and determines eligibility to CAPI. For the FY 2017-18, Contra Costa GA staff received 304 CAPI applications, which were sent to the San Mateo CAPI unit for eligibility determination. In total, the San Mateo CAPI unit granted 5,208 CAPI applications and issued \$3,643,742.67 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 2017-18, there were 66 requested interments of indigent individuals; of which 23 were approved, 11 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.

IN-HOME SUPPORTIVE SERVICES

In FY 2017-18, eligible clients received more than 10.2 million hours of paid in-home care. As of June 30, 2018, approximately 9,757 clients had home care hours authorized.

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 400 active caregivers listed. In FY 2017-18, there were 2,256 referral lists of Registry providers sent to IHSS consumers. There were 122 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 2,289 attendees in FY 2017-18.

WHOLE PERSON CARE (WPC) COMMUNITY CONNECT PILOT PROJECT

CommunityConnect has a robust evaluation plan, both internal and external. The EHSD social work team will participate in these evaluations. Since October 2017, the social work team has made 5,512 phone calls, conducted 1,342 home visits, and created 1,617 goals for a total of 904 clients. The eligibility staff (SSPAs) has reviewed over 5,600 lapsed Medi-Cal cases.

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C. CHILDREN AND FAMILY SERVICES BUREAU

The primary responsibility of Child Welfare Services is to promote the safety, permanency and well-being of children residing in Contra Costa County.

Core Components of Child Welfare Services include: Emergency Response, Family Maintenance, Permanency Planning, and Extended Foster Care Support. These core components are described in more detail below.

In FY 2017-18, there were approximately 8,010 referrals of suspected abuse evaluated and 2,219 children, along with their families, who received intervention services from Children & Family Services under one or more service components. Statistics of number of children served in individual service components are provided below.

Service activities include investigating 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 well-being of children are being resolved; monthly visits that assure ongoing safety and well-being of children; enhanced family engagement that provides collaboration and support and oversight for parents in meeting case plan objectives; and initial and ongoing reports to the Juvenile Court regarding parent's and children's progress.

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.

EMERGENCY RESPONSE

The primary responsibility of Emergency Response is to receive and investigate reports of possible child abuse and neglect and initiate necessary action to keep children safe based. In Contra Costa, the rate of substantiation of abuse is approximately 3.7 per 1,000 children.

Emergency Response (ER) provides 24-hour, 365 days per year response to allegations of child abuse and neglect. Social Workers assess and determine the level of response necessary to address the concern: Evaluate Out (allegations have been assessed and collaterals contacted and no further action is necessary), Immediate Response (the safety of the child is potentially at imminent risk) or 10 Day Response (children are at risk of abuse).

During the investigation phase, the family is engaged, strengths and challenges are identified and allegations of abuse are investigated. CFS collaborates with other agency partners such as mental health, probation, and legal counsel to plan the best response for the child's safety and wellbeing. Oversight is provided by the Juvenile Court.

In FY 2017-18, there were approximately 26,665 calls to the Child Abuse Hotline resulting in approximately 8,010 referrals of suspected abuse. Approximately half of those required further investigation to assure the safety of children; 668 of the investigated referrals required Immediate

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Response.

Following family engagement and investigation of allegations of abuse, the referral disposition is determined (Open New Case or Close after Investigation). For children for whom cases are opened, the appropriate Continuing Services programs is selected: If it is determined that 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 and efforts are focused on reunifying the child safely with the parents. When it is determined that the child will not be returning to the family home, the child is moved to a Permanency Planning component where alternative permanent placement plans are developed. 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.

In FY 2017-18, approximately 307 new cases were opened following investigation of allegations of abuse, an average of 26 new cases (children) per month.

During the investigation and continuing services phase, multiple strategies and opportunities assist families in addressing emerging family problems, eliminating or reducing the need for intervention, and preventing recidivism of the behaviors that brought the family into Child Welfare Services. Programs include: Differential Response (services offered as early intervention to address issues before they require Child Welfare Services intervention); Safety Organized Practice (ongoing safety and risk assessments), Parent Partner advocacy and support including help with utilizing available resources, Child and 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), parent training and counseling, and Mental Health Services.

One of the factors that is monitored to insure Contra Costa CFS is supporting parents in alleviating the factors that put the child at risk and making viable decisions regarding returning children to homes is the rate of recurrence of abuse following intervention and service. In Contra Costa for FY 2017-18 the rate or recurrence is approximately 9.2%, slightly above the National Standard of 9.1%.

CONTINUING SERVICES: FAMILY MAINTENANCE, FAMILY REUNIFICATION AND PERMANENCY PLANNING

Continuing Services is comprised of 3 components: Family Maintenance, Family Reunification and Permanency Planning.

When a case is opened, 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 safely remain in or be returned to 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 service components as needed.

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Family Maintenance (FM) -- FM Services are provided to maintain children in their homes while risk of abuse and neglect are resolved and issues that brought the family to the attention of Child Welfare services are addressed.

In FY 2017-18, there were approximately 425 children who received Family Maintenance services with their families for periods up to one year. The average monthly count of children served in Family Maintenance was 209.

Family Reunification (FR) – FR services are provided when a child is removed from a parent's care due to abuse or neglect and are focused on remedying the conditions that led to the removal. The family is engaged and a reunification plan is developed to resolve those issues.

In FY 2017-18, there were approximately 733 children who received Family Reunification services for up to one year. The average monthly count of children served in the Family Reunification programs was 421.

Permanency Planning (PP) -- When reunification is not feasible, Permanency Planning services assist children in establishing a plan for a permanent family. Permanency goals can be placement with a relative caregiver, a non-related extended family member or other substitute care providers as either an adoptive family or guardian. Youth may 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. Ongoing services are given until permanency is achieved. The Juvenile Court continues court oversight of these cases.

In FY 2017-18, approximately 849 children in out-of-home care received ongoing permanency planning services. The average monthly count of placement until age 582.

In FY 2017-18, approximately 1,298 resource families received financial assistance for children in their care while FR or PP services were given.

National Standards and State Averages provide guidelines to determine the success of Contra Costa Children & Family Services in achieving reunification or other permanency options such as guardianship or adoption within one year of the opening of the Child Welfare Services case. In Contra Costa for Fiscal Year 2017-18, approximately 34.2% of children reached reunification or permanency within 12 months. This performance exceeds the National Standard of 40.5 % and is better than the state average of 35.2%.

Another standard that is watched to determine the success of the intervention is the percent of children who reenter foster care within 12 months of exiting. The National Standard set for this is 8.3%; for FY 2017-8, approximately 8.8% re-entered foster care, just slightly above the National Standard.

CONTINUING SERVICES: FAMILY MAINTENANCE, FAMILY REUNIFICATION AND PERMANENCY PLANNING

The Continuum of Care Reform (CCR) is a state initiative, launched January 1, 2017 that advocates that children should live in committed nurturing family homes surrounded by services that

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promotes family engagement and permanency. Programs and services funded by CCR include a streamlined Resource Family Home Approval process, Children and Family Team Meetings and Foster Parent Recruitment, Retention and Support, enhanced Mental Health services surrounding the child to support stability in the Resource Family Placement Home.

Resource Home Approval - All types of family homes for out of home placements of children who are not able to remain in family of origin homes require approval including relative and non-relative placements. Resource Family Home Approval is a primary component of Continuum of Care Reform that streamlines the approval process.

In FY 2017-18, approximately 1,023 children per month resided in various types of family homes that required approval, review and ongoing support. An average of 170 new placements are approved each month.

Child and Family Team Meetings (CFT) - CCR builds family engagement through regularly scheduled Child and Family Team Meetings. 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

Foster Parent Recruitment, Retention and Support (FPRS) - CCR emphasizes placement in family based homes. CCR allocates funding for the recruitment of new foster homes and retention and support for existing family Homes

CFS has collaborated with Children's Mental Health on an Interdepartmental Agreement to supplement funding for enhanced Specialty Mental Health services to support children residing in family homes rather than congregate care.

Under the umbrella of Child Welfare Services and Continuum of Care Reform and in collaboration with other partners in Child Welfare Services, various other strategies and models support the family and/or Resource Home in resolving issues of concern and in nurturing children. These include step-down in level of care from congregate to family home environments; utilization of the Child and Adolescent Needs Assessment to support case planning, placement decisions and service needs assessments and the Presumptive Transfer Protocol that assures children residing outside the county of jurisdiction receive timely and effective Mental Health services from the county of residence.

ADOPTIONS AND KINGAP

The goal for Child Welfare is to help families be (and stay) together safely. When this fails to happen, Adoptions or Guardianship becomes the primary permanency goal.

Adoptions -- 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 2017-18 Adoptions were finalized for 121 children and there were approximately 1,650

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families per month who received financial support for adoptive children.

KINGAP -- Children for whom permanency is found in Guardianship can receive financial support under the KINGAP payment program. In FY 2017-18, approximately 322 children received financial support from KINGAP payments.

CFS CHILD ABUSE PREVENTION SERVICES

Though prevention of child abuse is not the primary goal of Children and Family Services, some limited 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 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 1,739 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 704 children aged 0 to 3 years, pregnant women, and their families. Additional aspects of the programs provided home visitation services to 159 children and their families, as well as to expectant mothers.

Child Nutrition prepared and delivered 425,359 nutritious meals and snacks in 2018 to more than 1,329 children enrolled in Head Start and Child Development childcare centers throughout the county. Additionally, last year CSB educated over 2,800 parents 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, for the second consecutive year. 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. In addition, parent education on health related topics was provided to 100% of Early Head Start and Head Start families on topics such as safe sleep, handwashing, tooth brushing, lead poisoning prevention, Idle Free Bay Area and the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Schedule for thorough and high quality well child exams.

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:

- Shelter, food, shower, basic health care, goal oriented counseling, case management, life skills, education and social recreational opportunities to over 1,300 homeless youth from all

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regions of Contra Costa County, as well as from other counties and states.

- Over 250,000 pounds of fresh food distributed to thirteen (13) organizations serving individuals, families and children struggling with food insecurity.
- Comprehensive health screening through the RotaCare Urgent Mobile Clinic to over 500 individuals in the community.

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.

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 1,300 homeless runaways. These services have enabled many youths 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 1,100 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.

LOAVES AND FISHES OF CONTRA COSTA: During the 2018 grant cycle, Loaves and Fishes distributed 180,000 nutritious meals and provided 240 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.

MONUMENT CRISIS CENTER: Provides wrap-around, safety net services at one central location. Food & nutrition, adult education, resource & referrals, and health & wellness are delivered through dynamic service programs, presenting a strong path to independence, safety and stability.

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,

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tax assistance, and English as a Second Language classes to the community.

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.

ST. VINCENT DE PAUL OF CONTRA COSTA COUNTY: Provides a framework for systematic change by mitigating the challenges that residents in Contra Costa County face as they overcome issues of hunger, homelessness, high unemployment, suffering and low health outcomes, by providing a complement of safety-net services.

THE CONTRA COSTA PUTNAM CLUBHOUSE: Provides an onsite work-ordered day program at which participants learn and improve pre-vocational 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 2017-2018 was 4,372. These families were also supported in moving toward self-sufficiency through budget counseling and energy conservation education.

In addition, the Weatherization Program served 211 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 board of the WDBCCC works to shape and strengthen local and regional workforce development efforts. The WDBCCC promotes a workforce development system that supports a strong economy in Contra Costa County. The WDBCCC tracks the activities of adults, dislocated workers, and youth (14-24).

Approximately 18,698 people were assisted through Eastbay Works AJCCs in Contra Costa County. The following are indicators for people who received intensive services through the WDBCCC:

NEW WIOA ENROLLMENTS

During FY 2017-18, 258 adults, 108 dislocated workers, and 160 youth were enrolled.

TRAINING

During FY 2017-18, 186 adults, 36 dislocated workers, and 15 youth received classroom training; three received on-the-job-training resulting in permanent placements.

AVERAGE EARNINGS FOR SIX MONTHS

During FY 2017-18, the median 2nd quarter earnings for adults participating in WDB programs were \$6,900 compared to the negotiated performance level of \$5,585. The median 2nd quarter earnings for Dislocated Workers were \$8,400 compared to the negotiated performance rate of \$8,300.

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F. WORKFORCE SERVICES BUREAU

In FY 2017-18, Workforce Services served:

- **7,370** received cash assistance through the CalWORKs program
- **31,190 individuals** received assistance to purchase fresh food through the CalFresh program
- **Approximately 130,000 families** received reduced cost health care coverage through traditional 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 2018*

Program	Mandated Processing Timeframe	Target	Actual
CalWORKs	Grant within 45 days	75%	97%
CalFresh	Grant within 30 days	90%	97.5%
CalFresh Expedited Services	Grant within 3 days	90%	97.57%
Medi-Cal	Grant within 45 days	75%	85%

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 FY 2017-18 is at 6.07% compared to the state error rate of 7.93%. California’s error rate falls within the tolerance level for QC related liability assessments for FY 2017-18. CDSS does anticipate a request from FNS for a corrective action plan which they will do in partnership with counties.

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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. In 2018, the Alliance held over 50 in-person trainings and awareness presentations for over 1,000 individuals.

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 East County. While not currently open yet the Family Justice Center has secured a location and is in the process of ramping up to open their doors to East County residents. This will be the third Family Justice Center opened in Contra Costa County with the support of the Alliance.

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 and renewal of several significant grants in 2017 and 2018.

The Office on Violence Against Women granted a \$1.2 million 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.

Additionally, the Office of Violence on Women awarded an additional \$1 million in funding in Fall 2018 to support the Improving Criminal Justice Response to Domestic Violence, Sexual Assault and Human Trafficking program. With this new funding the Alliance will sustain and add more high quality services in existing and new locations (East County and rural areas); increase awareness and understanding, at the judicial level, of interpersonal violence, particularly risk assessment, and intersections between different forms of violence; improve practice and protocols for law enforcement's handling of interpersonal violence cases; as well as improve policy and practice, and enhance coordination, among service partners who address various forms of interpersonal violence.

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Lastly, the Office of Victims of Crime re-awarded the Alliance over \$700,000 in funding to continue its work providing comprehensive services to victims of human trafficking. Through this funding partners will continue to identify new trafficking survivors, provide wrap around services and increase training and awareness around human trafficking County-wide.