

CONTRA COSTA COUNTY EMPLOYMENT AND HUMAN SERVICES DEPARTMENT COUNTY PERFORMANCE REPORT TO ACCOMPANY THE FY 2023-24 RECOMMENDED BUDGET

I. DEPARTMENT MANDATE AND MISSION

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. EHSD is the second largest department in Contra Costa County, and consists of the following program areas:

- Children & Family Services
- Aging & Adult Services
- Workforce Services
- Community Services
- Workforce Development Board
- Administrative Services
- Policy & Planning

EHSD is an important part of the safety net in Contra Costa, providing access to public benefits through over 60 programs and services to nearly 350,000 of our most vulnerable residents in need of basic protection or support services. EHSD services touch the lives of approximately 30% of all Contra Costa County residents. 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 93.3% of the Department's program funding comes from federal, state and state-funded local revenue sources. The remaining 6.7% is the net County cost covered by the County General Fund (GF). The majority of the 6.7% County contribution is used as matching funds to meet requirements in the federal and state funding sources that cover EHSD's programs.

II. MAJOR PROGRAM DESCRIPTIONS

FY 2022-23 EHSD BUDGET: \$547,210,000

FY 2022-23 EHSD FTE: 1,911.5

EHSD Staff Profile by Function and Level 2022

| OCCUPATIONAL CATEGORY | FILLED POSITIONS* |
|------------------------------|--------------------------|
| Officials and Administrators | 62 |
| Professionals | 582 |
| Technicians | 28 |
| Administrative Support | 897 |
| Service Maintenance | 12 |
| TOTAL | 1,581 |

Note: The above table shows the occupational category breakdown only for filled positions. The Contra Costa County Equal Employment and Opportunity (EEO) Officer provided this data.

A. CHILDREN AND FAMILY SERVICES BUREAU

The Children and Family Services Bureau (CFS) promotes the safety, permanency and well-being of children residing in Contra Costa County. Major service delivery programs provided by CFS include:

1. CHILD WELFARE SERVICES – Includes the core services components of Child Welfare.
 - a. EMERGENCY RESPONSE – 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.
 - b. FAMILY MAINTENANCE – Provides services 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.
 - c. FAMILY REUNIFICATION – Provides services to remedy the conditions that led to the removal of a child from a parent's care due to abuse or neglect.
 - d. PERMANENCY PLANNING – Services assist children in establishing a permanent family with a relative caregiver, an adoptive family or guardian when reunification is not feasible.
 - e. EXTENDED FOSTER CARE (SUPPORTED TRANSITION) – Supports foster youth ages 18-21 years old who can choose to be served through extended foster care. These young adults, referred to as Non-Minor Dependents, are provided transition-planning support, case management, and foster care.
2. ADOPTION SERVICES – Provides services for abused and neglected children when the child is

unable to return to the care of their guardian. The agency finds families that can best meet the specific needs of these children. The agency also provides post-adoption support services to the families and children. Provides payments to families in the adoption process or who have adoptive children in their care.

3. FOSTER CARE/ADOPTION ASSISTANCE – Provides administrative costs for eligibility determination for cash assistance for the care of children placed in foster, relative, guardianship or adoptive homes and institutions.
4. RESOURCE FAMILY APPROVAL – Supports approval and ongoing review and assessments for all types of out-of-home placements including relative and non-relative placements for children who are not able to remain in family-of-origin homes.
5. FOSTER CARE AND OUT-OF-HOME CARE PAYMENTS – Provides monthly financial compensation to Resource Family Homes and other placement facilities for children in their care.
 - a) COUNTY BOARD AND CARE – Provides for children not eligible for federal or state foster care.
 - b) KIN GUARDIANSHIP ASSISTANCE PAYMENT PROGRAM – Provides payments to relative caregivers who have established a guardianship through the Juvenile Dependency Court.
 - c) FOSTER CARE PAYMENTS – Provides payments to Resource Family Homes and other placement facilities for children receiving Family Reunification and Permanency Planning services and to older youth in the extended Foster Care (Supported Transition) program.
 - d) ADOPTIVE RELATIVE CAREGIVER FUNDING OPTION (ARC) – 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.
 - e) EMERGENCY ASSISTANCE (EA) – 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.
6. CHILD ABUSE PREVENTION, INTERVENTION, AND TREATMENT – The State Office of Child Abuse Prevention (OCAP) administers grants, contracts, and state programs based on the Child Abuse Prevention and Treatment Act. Services are provided through contracts with Community Based Organizations (CBO's). Services funded under Child Abuse Prevention and Family Preservation include services such as parenting classes, substance abuse treatment programs, addressing domestic violence issues and providing after school programs for children and youth.
7. FAMILY PRESERVATION PROGRAM PROMOTING SAFE AND STABLE FAMILIES (PSSF) – A federal program under Title IV-B, Subpart 2 of the Social Security Act, provides funds for CBO's to operate coordinated child and family services under. CFS utilizes the Request for Proposal (RFP) bid process to CBO's to provide services to meet PSSF objectives. PSSF expenditures must be balanced between these four components: family preservation, community-based family support, time-limited family reunification, and adoption promotion and support.

8. INDEPENDENT LIVING SKILLS PROGRAM – Provides individual and group support services 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.

B. AGING AND ADULT SERVICES BUREAU

The Aging and Adult Services Bureau (AAS) provides protective and supportive services to older adults, adults with disabilities, and family caregivers. Major service delivery programs provided by the Aging & Adult Services Bureau include:

1. 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 age 60 and older, and dependent adults age 18 or over who are unable to protect their own interests, have been harmed, or are threatened with harm. Manages grants from the Office of Emergency Services and the Home Safe Program.
 - a) CALIFORNIA OFFICE OF EMERGENCY SERVICES (CAL-OES) GRANT – Administers 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 Multidisciplinary Team meetings and Financial Abuse Strike Team.
 - b) HOME SAFE PROGRAM –In partnership with Contra Costa Health Services (CCHS), Health Housing and Homelessness Division (H3) leverages existing resources within EHSD and H3's Coordinated Entry System (CES) to provide short-term, time-limited housing supports to vulnerable older adults, and referrals to coordinated entry for homeless clients with longer-term housing needs.
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.
 - a) 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.
 - b) INFORMATION AND ASSISTANCE (I&A) – Operates a telephone 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.
 - c) OLDER AMERICANS ACT GRANTS FOR COMMUNITY PROGRAMS ON AGING – Provide information and assistance, supportive social services, congregate meals, home delivered meals, family caregiver support, legal services and elder abuse prevention services to seniors. Other services include friendly visiting, , adult day health care, disease prevention and transportation.
3. GENERAL ASSISTANCE – Determines the General Assistance (GA) eligibility for primarily single, unemployed adults who are not eligible for federal or state-funded cash assistance programs

(e.g. CalWORKs) as mandated by the Welfare Institutions Code Sections 17000 through 17410, "County Aid and Relief to Indigents". GA case managers also assess other needs of GA applicants and make referrals to services, such as homeless shelters, food banks, veteran services, mental health, substance use disorder and Supplemental Security Income Advocacy services.

- a) SUPPLEMENTAL SECURITY INCOME (SSI) ADVOCACY – Assists disabled individuals in applying for Supplemental Security Income/State Supplemental Program (SSI/SSP) public assistance benefits from the Social Security Administration. This program serves CalWORKs, General Assistance (GA), and Cash Assistance Payments for Immigrant (CAPI) recipients who have been identified as possessing permanent, long-term mental, physical and/or learning disabilities which make long-term, gainful employment inaccessible .
 - b) HOUSING DISABILITY ADVOCACY PROGRAM (HDAP) – Provides outreach, benefits advocacy, housing subsidies, and case management to house homeless individuals or individuals at risk of homelessness who are assessed as having potential eligibility to any of the SSI/SSDI, veterans, or disability benefits. The HDAP team consists of SSI advocacy Social Workers, General Assistance workers and the Contra Costa Health Services (CCHS), Health Housing and Homelessness Division (H3)
 - c) INDIGENT INTERMENT – Authorizes payment for the interment of deceased County residents who do not have resources, or whose next of kin are unable to assume this responsibility.
 - d) CAPI-Cash Assistance Payments for Immigrant provides monthly cash benefits to aged, blind and disabled non-citizens who are ineligible for SSI solely due to their immigration status.
6. IN-HOME SUPPORTIVE SERVICES – Provides administration of the In-Home Supportive Services (IHSS) program and determines eligibility for services, assesses the need for in-home services, and assists with payroll questions from those who provide services.
 7. IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY – Serves as the employer of record (for purposes of collective bargaining) for IHSS providers, provides staff support to the IHSS Advisory Committee and performs other Board-approved functions related to the delivery of In-Home Supportive Services.
 8. ENHANCED CARE MANAGEMENT (ECM) formally Whole Person Care (WPC) – Provide Enhanced Care Management services under CalAIM using Whole Person Care approach to address underlying social determinants of health. An interdisciplinary team of case managers (including EHSD Social Workers, Social Service Program Assistants and IHSS Social Workers) provide and coordinate case management services that focus on addressing a client's health and social needs. EHSD and CCHS have collaborated for the past seven years, within the Whole Person Care/Enhanced Care Management Program (ECM). This partnership involves collaborative efforts between county health and social service departments to address health insurance, clinical and non-clinical needs of high-risk Medi-Cal patients through data driven efforts, co-location of staff and case management services. This partnership allows EHSD staff to have access to EHSD and CCHS databases to better serve clients, it also allows EHSD staff to serve as experts in both public benefits and social determinants of health, and provides data sharing agreements that support more efficient client service.

C. WORKFORCE SERVICES BUREAU

The Workforce Services Bureau (WFS) assists eligible low-income families with employment assistance, health insurance, food, childcare and other financial support to promote health, safety, security and self-sufficiency.

1. CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS (CALWORKS) PROGRAMS – Implements the Federal Temporary Assistance to Needy Families (TANF) program. Provides cash assistance to eligible families based on income levels and provides CalWORKs services, including:
 - a) CALWORKS ELIGIBILITY SERVICES – Provides eligibility determination and case management for CalWORKs cash aid to eligible low-income residents.
 - b) HOME VISITING PROGRAM – Provides in-home services to pregnant and parenting women, families, infants and children born into poverty. This voluntary program matches eligible clients with trained professionals to support families with children under 24 months.
 - c) CALWORKS EMPLOYMENT SERVICES – Provides case management for CalWORKs recipients required to participate in Welfare-to-Work (WTW). WTW activities help participants obtain and retain employment, and include supportive services such as housing, transportation, childcare, and behavioral health support.
 - d) CALWORKS CAL-LEARN – Provides intensive case management, supportive services and financial incentives to encourage pregnant and parenting teens to graduate from high school, become independent, and form healthy families.
 - e) CALWORKS STAGE ONE CHILDCARE – Provides subsidized full-time childcare for CalWORKs Welfare-to-Work recipients until they stabilize and exit CalWORKs due to increased earnings.
 - f) CALWORKS MENTAL HEALTH/SUBSTANCE ABUSE – Provides treatment services to CalWORKs recipients experiencing mental health or substance abuse barriers to employment.
 - g) CALWORKS TRAFFICKING AND CRIME VICTIMS ASSISTANCE PROGRAM (TCVAP) – Provides non-citizen victims of trafficking, domestic violence, and other serious crimes with state-funded cash assistance, food benefits, employment and social services to assist in becoming self-sufficient.
 - h) CALWORKS FAMILY STABILIZATION – Provides comprehensive evaluations, intensive case management, and wraparound services to Welfare-to-Work families who are experiencing destabilizing situations and/or crises.
 - i) EXPANDED SUBSIDIZED EMPLOYMENT – Provides subsidized public, private and nonprofit work opportunities for a maximum of 6 months. The program targets participants with significant barriers to employment, including individuals with limited English proficiency, veterans, domestic violence victims, disabled individuals, pregnant and parenting teens, and

individuals with a criminal history.

- j) CALWORKS HOUSING SUPPORT — Assists eligible homeless CalWORKs families with housing location and rental subsidies for a maximum of 6 months. EHSD oversees the CalWORKs Housing Support Program in partnership with the CCHS's Health, Housing and Homeless Services Division.
3. REFUGEE PROGRAMS CASH ASSISTANCE – Provides payments for the Refugee Cash Assistance.
- a) REFUGEE PROGRAMS ELIGIBILITY – Provides eligibility determination and case maintenance for the Refugee Cash Assistance (RCA) program and the Cash Assistance Program for Immigrants (CAPI). Refugee Cash Assistance provides cash aid to refugees and other qualified immigrants with time-limited cash assistance to assist the refugee in becoming self-sufficient.
4. CALFRESH – Provides food benefits to eligible families and single individuals based on income levels. CalFresh services include:
- a) CALFRESH ELIGIBILITY AND EMPLOYMENT TRAINING PROGRAM – Provides support and training to increase CalFresh recipients' ability to obtain regular employment that leads to economic self-sufficiency.
 - b) STANDARD UTILITY ASSISTANCE SUBSIDY (SUAS) AND WORK INCENTIVE NUTRITIONAL SUPPLEMENT (WINS) CASH ASSISTANCE – SUAS provides an annual \$20 utility assistance benefit to eligible CalFresh households. CalFresh benefits are paid directly by the State of California through a third-party vendor and not included in the EHSD budget. Cash assistance for the SUAS and WINS programs are paid directly from the Department budget.
5. MEDI-CAL – Provides medical assistance to eligible families based on income and resource levels. Medi-Cal Eligibility provides application processing, eligibility determination and ongoing case management for more than 50 Medi-Cal programs.
6. 4 OUR FAMILIES NAVIGATORS – Utilizes a streamlined intake process to quickly assess immediate needs of vulnerable community members and provide connections to critical services, including health coverage, food, housing, transportation, immigration assistance, legal support, and more.
7. SERVICE INTEGRATION TEAM (SIT) / SPARKPOINT – SITs staff provide intensive case management to eligible families to serve as a path forward in providing holistic wrap-around services to families. SIT locations are in Richmond and Bay Point. SparkPoint Contra Costa (SPCC) is a program that provides a partnership of public and private community based organizations to provide integrated services through a continuum of care, including public benefits.

D. COMMUNITY SERVICES BUREAU

As the Community Action designee for Contra Costa County, the Community Services Bureau (CSB) offers comprehensive Head Start and State funded childcare programs for families and children ages 0-5 and pregnant women, energy assistance and weatherization, and vouchers for childcare services

for eligible children up to 13 years of age with working parents. Major programs provided by CSB include:

1. HEAD START – Provides part-day and full-day educational and comprehensive services to income-eligible children three to five years old and their families. Comprehensive services include assistance in accessing health services, support in accessing mental health or special education services, nutritional support, and parent, family, and community engagement in program activities.
2. EARLY HEAD START – Provides infant, toddler and family comprehensive services to eligible children and their families. CSB partners with Aspiranet to use Early Head Start’s home based model and to serve County CalWORKs participants.
3. STATE FUNDED PRESCHOOL AND INFANT TODDLER SERVICES – This funding is typically braided with Head Start and Early Head Start to provide year-round childcare up to 10.5 hours per day for eligible children with working parents.
4. CHILD NUTRITION – Prepares and delivers meals (breakfast, snacks, and lunch) to children enrolled in childcare centers throughout the County.
5. COMMUNITY ACTION PROGRAMS – Provides assistance to low-income families and individuals to remove obstacles and solve problems that block the achievement of self-sufficiency. The programs are also used to support employment assistance, mental health access, food access, housing support, and the developmental needs of at-risk youth in low-income communities.
6. HOUSING AND ENERGY – 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 low-income households in the County.
7. CHILD DEVELOPMENT FUND- Provides funding for the California State Preschool Program (CSPP) and General Child Care & Development Program (CCTR) that serves low and middle-income families in operated centers, classrooms and partner centers throughout the County.

E. WORKFORCE DEVELOPMENT BOARD

The Workforce Development Board of Contra Costa County (WDBCCC) 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 Workforce Innovation and Opportunity Act (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.

1. ADULT PROGRAM – Provides career services to all individuals seeking job search assistance, employment and training opportunities. The Adult Program will ensure that the unemployed, underemployed and other job seekers have access to high-quality workforce services. Contra Costa County delivers services through its comprehensive America’s Job Center of California (AJCC) site located in Concord as well as the 10 access points of the Contra Costa Workforce Collaborative. Most services are available virtually as well.

2. **DISLOCATED WORKER (DW) PROGRAM** – Provides career services to recently unemployed individuals seeking job search assistance and employment and training opportunities. DW program services are targeted for workers who have been laid off through no fault of their own, or who have exhausted their Unemployment Insurance (UI) benefits, and are unlikely to return to their previous occupation.
3. **YOUTH PROGRAM** – Provides services for disconnected youth and young adults between the ages of 14-24 years old (in-school and out-of-school). 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.
4. **DISCRETIONARY GRANT PROGRAMS** – Administers time-limited funding to expand service capacity in response to critical job seeker needs. Funds are obtained through a competitive process for adult dislocated workers and youth programs.
5. **BUSINESS SERVICES** – Assists businesses by serving critical hiring needs. Connects employers to talent within negatively impacted populations. Provides referrals to partners and financial assistance opportunities, subsidies for on-the-job employee training, layoff and outplacement services for businesses that are downsizing or closing, access to Unemployment Insurance Benefit and Disability Insurance information, access to labor market data, and links to other business resources.

F. ADMINISTRATIVE SERVICES BUREAU

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

1. **ADMINISTRATIVE SERVICES SUPPORT** – Provides central management of stored records, operates the mailroom and provides reception services for the EHSD administrative headquarters building and manages the STARS communication system for the department. Sets up payments through the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) system for customers receiving child care, employment services and foster care.
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. Processes accounts payable, requisitions and purchases of supplies and materials. Oversees fleet operations.
3. **CALIFORNIA STATEWIDE AUTOMATED WELFARE SYSTEMS (CaSAWS) IMPLEMENTATION AND ADMINISTRATION** – Implements and 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 California Statewide Automated Welfare System (CaSAWS) Consortium.
4. **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.

5. 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.
6. BUSINESS SYSTEMS APPLICATION SUPPORT – Provides direct systems and application support to the various EHSD users of the State and County systems, which are utilized to administer benefit assistance programs. Develops and generates reports, troubleshoots systems issues, analyzes data, administers and maintains user accounts and systems operations of the statewide systems.
7. FISCAL SERVICES – Develops and oversees EHSD’s budget, financial claims and reports, auditing, and fiscal compliance. Processes contract payments and billings and requests for services and payments. Handles receipt and collections of client overpayments, collects data and compiles statistical and other reports for the various agencies providing funding.
8. CONTRACTS – 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 Interest (RFI) to procure services for EHSD.
9. 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.
10. 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.

G. POLICY & PLANNING

Policy & Planning provides support to program bureaus and leads engagement functions including policy development, strategic planning, reporting, program evaluation, staff development, community and media relations, volunteer and emergency services, and the Contra Costa Alliance to End Abuse.

1. POLICY AND PLANNING – Provides leadership for the department in planning, data, analysis and reporting, legislation, policy, strategic initiatives 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 will continue to enhance services in the future.
2. 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.
3. COMMUNITY MEDIA RELATIONS – Builds EHSD capacity for communicating with staff, community partners, and the public on services provided. The goal of Community Media Relations is to strengthen relationships within EHSD and throughout the community. Identifies key audiences, develops messaging, and provides information & expertise. Communicates face-to-face, via print, internet, social media, TV, and radio to get the word out about EHSD programs and services.
4. THE ALLIANCE TO END ABUSE – Works to reduce interpersonal violence (domestic violence, sexual assault, child abuse, elder abuse, stalking, and human trafficking) by linking the County and the community to foster the development and implementation of coordinated intervention and prevention services, policies and practices. The Alliance to End Abuse brings together county departments, service providers, law enforcement and CBOs to collaborate on grant-funded programs, special projects and countywide initiatives.

III. ACCOMPLISHMENTS

A. INCREASED COLLABORATION AND PARTNERSHIPS

CHILDREN AND FAMILY SERVICES

- Continued collaboration with Contra Costa Health Services (CCHS) and Behavioral Health for the Fostering Youth project. The focused attention on health service needs of foster children and youth has enhanced the availability of skilled medical evaluations, timely appointments and quality health care for foster children.
- Continued implementation of AB2083, Children and Youth System of Care, which formalizes a Systems of Care approach by bringing together many partners with shared responsibility, engagement and resource allocations to facilitate an analysis of gaps in placement types, services and other issues with plans to increase capacity for placements at the level of care required for foster children. There are two levels of collaboration in the AB2083 model: the executive level addresses policy and practice, and the administrative level provides case specific collaboration for best meeting needs and minimizing duplication of efforts for parents, families and caregivers who require support from multiple agencies to provide the best care for the children in their care.
- Implemented components of the Family First Prevention Services Act (FFPSA) Part IV, a new

program that will offer enhanced prevention services to help children remain in their homes and avoid congregate care placements. It includes the addition of a Qualified Individual (QI) to review and assess all placements into Short Term Residential Treatment Programs.

- Continued planning for the Comprehensive Prevention Plan (CPP) for Family First Prevention Services Act (FFPSA) Part I. The CPP planning team includes a broad collaboration of staff from CFS, Mental Health, Probation, Office of Education, Regional Center, the Child Abuse Prevention Council, CBOs, early childhood programs, tribal representatives, individuals with lived experience, consultants and data support staff. In addition to an extensive needs assessments analysis, which included input from community members CFS conducted Pilot Community Cafés, which were planned and facilitated by youth partners with lived experience in the child welfare system. Other community engagement efforts are also being planned.
- Completed the comprehensive Child Welfare Services County Self-Assessment (CSA), which occurs every 5 years and informs the county's 5-year Systems Improvement Plan. The self-assessment included a Peer Review (case review by peer child welfare county staff), review from agency partners and community service providers, and focus groups of CFS and Probation staff, resource home providers and recipients of services. The CSA was completed while adhering to COVID-19 social distancing and provided a promising model for future CSA's: the virtual meetings were significantly more cost effective, required less staff time and commitment and provided comprehensive feedback.

AGING AND ADULT SERVICES

- Continued the Elder Abuse Prevention Project (EAPP), which supports elder abuse early identification and intervention, victim safety, provider coordination, and community awareness. EAPP helps address difficult cases of elder abuse, reduces duplication of efforts, and increases information sharing and referrals for victims. EAPP collaborated with partner agencies to host four (4) Elder Abuse Awareness events as part of the Elder Abuse Awareness Month.
- Continued collaboration with Contra Costa Public Health on the Housing Disability and Advocacy Program (HDAP), which assists General Assistance clients on their search to obtain housing and SSI benefits and allowed 98 individuals to be housed in FY 2021-22.
- Continued collaboration with Contra Costa Public Health and Health, Housing and Homeless Services (H3) on the Adult Protective Services (APS) Home Safe program, which assists APS customers that are homeless or at risk of homelessness. These customers were provided housing resource navigation, housing coordination, and case management.
- Collaborated with CCHS on CalAIM Justice-Involved Initiatives to provide key pre-release services to justice-involved individuals, enrolling them in Medi-Cal coverage, and connecting them with social services that can support their re-entry.
- Expedited In-Home Supportive Services (IHSS) assessments of high needs clients by establishing data-sharing agreements with Contra Costa Health Services (CCHS), so that participants can remain in their homes. These agreements have further allowed eligibility staff to assist participants with Medi-Cal retention, help prevent insurance lapses and help with CalFresh

eligibility determinations.

- Collaborated with CBO's by providing presentations on the IHSS Program to assist mutual clientele navigating to the services they may need, and to provide clarification on the role of Public Authority, IHSS Social Workers, and payroll departments.
- The Area Agency on Aging (AAA) co-organized the Seniors and Disabled Provider Network with more than 50 multi-agency and multi-sector representatives participating in monthly meetings to share information, hear updates about the pandemic, and to support to each other.

WORKFORCE SERVICES

- Expanded our partnership with the Contra Costa Community Colleges to assist CalWORKs, CalFresh, Medi-Cal, and Welfare-to-Work participants who attend community college. Designated WFS bureau liaisons to serve as points of contact for the community colleges to increase public social services program access and make the connection between students in need of public assistance programs and the WFS bureau.

COMMUNITY SERVICES

- Continued to support CBO's through Community Services Block Grant (CSBG) funding which mitigates poverty in four service areas: affordable housing and shelter; food and nutrition; mental health access; and employment and job training leading to skill-based, "living wage" jobs. During the year, over 216,000 meals were provided, over 560 people received referrals to legal advice and housing services, and approximately 100,000 low-income residents received food assistance.
- Expanded collaboration with Tandem, partners in the Early Learning Program. Previously, Tandem did in-person classroom read aloud visits to support early literacy in our Early Head Start centers. Tandem has now facilitated virtual family workshops in both English and Spanish for our families to share books and stories that promote children's social-emotional development, and share practice techniques with interactive stories. Through continued partnerships, CSB will continue offering in-person read-along events and virtual workshops.

WORKFORCE DEVELOPMENT BOARD

- Convened listening sessions for public input as a member of the EASTBAY *Works* partnership to update Regional and Local Strategic Plans with Two-Year Modifications. Strategies and goals to advance workforce equity with regional workforce stakeholders, address disparities in access to employment and accelerate re-employment.
- Partnered with the John Muir Land Trust Family Harvest Farm and Contra Costa Health Services (CCHS) to secure \$2.4M in grant funds to provide paid work experience/trainings to disadvantaged populations on projects that address food insecurity, climate change and community health needs.

- Partnered with the Department of Rehabilitation and Contra Costa County Office of Education to launch STEPS (Summer Training and Employment Program for Students) which will provide workplace readiness training and paid work-based learning experiences for students with disabilities.
- Expanded regional IT Pre-Apprenticeship offerings by partnering with Bitwise Industries, Love Never Fails and the three other East Bay workforce boards. The IT Pre-Apprenticeship provides industry-specific work readiness instruction and paid information technology training to disadvantaged youth and young adults ages 18-24.
- Secured nearly \$2M in awards from four State competitive grants to expand the EMT program (EMT 4 Equity) to include a Paramedic Apprenticeship program: Workforce Accelerator Fund 10; Division of Apprenticeship Standards State Expansion, Equity and Innovation; Employment Training Panel; and High Roads Training Partnership.
- Collaborated with Rubicon Programs for their successful application to AB 628 funded grant, *Breaking Barriers to Employment: Innovative Approaches to Addressing Racial, Ethnic and Socio-Economic Disparities in the Labor Market*. Grant funds training and employment for youth, women, English learners, CalWORKs recipients, veterans, Native Americans, migrant farmworkers, people with disabilities and justice involved. Provided letters of support to an additional seven organizations.

ADMINISTRATIVE SERVICES

- Improved internal collaboration to advance outcomes and meet mandates. Investigators fostering a better relationship with Eligibility Staff has led to a 25% increase in referrals. Partnerships between Fiscal and Collections staff led to recovery of \$178,786 in CalFresh over-issuances and \$106,490 in CalWORKs overpayments in FY 2021-22.
- EHSD Safety continues to work closely with the Red Cross and the EOC (Emergency Operations Center) to prepare for disasters. During prolonged heat waves, EHSD opened District Offices to the community as places to cool during office days and weekends.
- Developed public outreach campaigns using various communication elements to inform and increase awareness surrounding topics such as CalSAWS, Resource Family (Foster Parent) Recruitment, Emergency Rental Assistance Program, CSB Teacher Recruitment, and Earned Income Tax Credit (EITC).
- Developed departmental presentations to Board of Supervisors, Family Health & Services Committee (FHS), and partner agencies. Topics included Annual CalFresh Report, Annual Youth Services Report, CalSAWS, Community Services Bureau Quality Improvement Plan, and Awareness Months/Observances (i.e., Foster Caregiver Month, Sexual Assault Awareness Month, National Adoption Month, etc.)
- Increased engagement and collaboration with staff through five (5) EHSD Live! Staff Meetings and ten (10) issues of EHSD Headlines and the EHSD Staff Newsletter.

- Initiated projects and workgroups to improve and streamline EHSD Contracts processes. Established the Contracts Charter Workgroup, where Contracts, Fiscal, and Bureaus participated in ongoing process improvement meetings. Collaborated with the Department of IT (DoIT), other County departments, and DocuSign to develop the first phase of the CLM (Contract Lifecycle Management) DocuSign project.

POLICY & PLANNING (ALLIANCE TO END ABUSE)

- Developed departmental presentations to Board of Supervisors, Family Health & Services Committee (FHS), and partner agencies. Topics included Annual CalFresh Report, Annual Youth Services Report, CalSAWS, Community Services Bureau Quality Improvement Plan, and Awareness Months/Observances (i.e., Foster Caregiver Month, Sexual Assault Awareness Month, National Adoption Month, etc.)
- Increased engagement and collaboration with staff through five (5) EHSD Live! Staff Webinars and ten (10) issues of EHSD Headlines and the EHSD Staff Newsletter.
- Collaborated with Contra Costa Public Health, Contra Costa First Five and the Family Justice Center to convene the *Mission Possible: Preventing Violence in Our Community* conference, where 90 individuals attended in person and more than 60 participated virtually, representing 30 agencies. The conference focused on understanding violence prevention through a public health lens and included community expert speakers on topics of anti-violence, racial equity and interpersonal violence work.
- Applied and received *Improving Criminal Justice Responses to Sexual Assault, Domestic Violence, Dating Violence, and Stalking (ICJR) Grant Program* from the U.S. Department of Justice, Office on Violence Against Women. The \$1M, three-year grant will focus on traditionally underserved populations in Contra Costa County specifically: elder, deaf, disabled, and immigrant communities (especially Southeast/South Asian), along with the sometimes-hidden victims of strangulation, and other victims who have faced increased barriers in accessing support due to COVID-19. Partners on this grant include the Contra Costa Family Justice Center, STAND! For Families Free of Violence, Bay Area Legal Aid, Community Violence Solutions, DeafHope and Narika.
- Applied and received *Improving Criminal Justice Responses to Domestic Violence, Sexual Assault, and Stalking Grant Program* a \$1M three-year grant with 6 community partners.
- Received \$150,000 in funding from the Blue Shield Foundation to continue the Family Violence Prevention Coalition and implement the four goals of the Call to Action.
- Assisted Office of District Attorney's Office and Community Violence Solutions the *Enhanced Collaborative Model Task Force to Combat Human Trafficking* grant application for \$1.5M for three-year period.
- Facilitated STAND! for Families Free of Violence and Community Violence Solutions collaboration in application for *CalOES Human Trafficking Victim Assistance Program*. Program awarded for funding for 2022-2023.

B. CONTINUED INNOVATION AND SERVICE DELIVERY IN THE FACE OF CHALLENGES

CHILDREN AND FAMILY SERVICES

- Increased focus on locating and engaging fathers and their families in case planning and decision-making, placements, and permanency planning as part of continuous efforts to improve permanency options and outcomes for children in care. Sustained father engagement efforts are important as children placed with relatives achieve permanency at higher rates than children placed with non-relatives.
- Increased relative placements and reached targets of 30% for predominant placements as identified in the Systems Improvement Plan. Children in Foster Care thrive in family home settings and the goal is to place children with relatives and extended family whenever feasible.

AGING AND ADULT SERVICES

- Completed reorganization of the In-Home Supportive Services (IHSS) program in response to an increase in Intake cases starting in October 2021, resulting in improvement amidst difficult staffing issues due to the pandemic. We continued to meet and exceeded State Compliance measures removing IHSS from the Quality Improvement Action Plan with an average of 91.53% cases granted timely for the year.
- Maintained compliance rates of over 97% for cases processed timely for the year for the General Assistance Program.
- Enhanced Care Management (ECM) continued to focus on patient engagement and quality assurance, and standardized documentation and expanded connections with other county departments to meet CalAIM initiatives.

WORKFORCE SERVICES

- Implemented Business Process Redesign (BPR) to serve CalFresh, Medi-Cal, and CalWORKs customers more effectively. The BPR streamlined service delivery across the county eliminating unnecessary hand-offs and delays in order to create efficient and effective business processes utilized throughout the WFS Bureau.
- Responded to increase in CalFresh cases due to COVID-19 by making Pandemic Electronic Benefit Transfer (P-EBT) benefits available to families with eligible children to receive emergency nutrition benefits in response to schools closing or not operating. Approximately 95,261 Contra Costa children received P-EBT benefits, consisting of 80,374 school-aged children and 14,887 childcare-aged children. A total of \$124.5M in P-EBT benefits were issued to Contra Costa County residents.

COMMUNITY SERVICES

- Continued to provide resources to families and the community using a multi-layered approach. Families continued to receive monthly menus, photos of their children hard at work in learning,

and regular communication from site supervisors via electronic communications. CSB also shared community and family resources compiled in weekly Friday Flyers, which were shared via email, on the bureau's website www.CSBConnect.org, and on the bureau's social media pages.

- Received funding to provide services through the Low Income Household Water Assistance Program (LIHWAP) and has served over 747 households for the year, preventing disconnection from water services and paying past due water bills.
- Continued to put trauma-informed care and wellness at the forefront of its efforts. CSB launched its first Reflective Supervision Community of Practice consisting of managers from various classifications who meet monthly to strengthen and put into practice reflective tools from the lens of trauma-responsiveness, diversity, equity, inclusion and self-care to enhance their supervisory and teambuilding skills. Held a retreat focusing on healing and empowerment through movement and reflective practices. Additionally CSB introduced a wellness coach to its first meeting with the Comprehensive Services Team to provide a motivational workshop on the topic of diversity, equity, and inclusion.

WORKFORCE DEVELOPMENT BOARD

- Met and often exceeding National and State Compliance Standards, despite unprecedented staffing shortages, limited resources, and the implementation of numerous new initiatives. Increased grant revenue by 42% from ~\$7M to ~\$10M to expand capacity and service to meet demand.
- Offered services both remotely and in-person to businesses and job seekers. Services were promoted via website, social media newsletters, and virtual network meetings.
- Implemented the WIOA Youth Waiver, which increased access to WIOA Programs for systems involved youth (homeless, foster youth and justice involved). This doubled the number of systems-involved youth be served by the WIOA Youth Program.
- Continued the *Bounce Back Contra Costa* hotline established in 2020 in response to the pandemic. For the past two years, the WDB has continued to update its resource collection and assist callers with current information and referrals. Provided businesses with no-cost advice on wage and hour laws, recruitment, training, unions and other topics from HR experts at California Employers Association through the *HR Hotline*.
- WDB produced events to educate employers about advantages of hiring justice-involved individuals. Parole and Community Team (PACT) meetings (attended by recently released) were hosted at the career center received additional funding to increase efforts in job training and employer outreach.
- Received additional funding from a National Dislocated Worker Grant (NDWG) to assist COVID-19 impacted job seekers to provide subsidized employment for participants in high-demand careers.
- Enrolled 95 Contra Costa County residents who lost their jobs due to COVID-19 into short-term

training programs that resulted in 58 job placements averaging over \$19 an hour in sustainable high-growth industries such as healthcare, advanced manufacturing and transportation.

- Trained and placed 44 people of color from underserved communities into EMT jobs with the American Medical Response ambulance company or medical administrative jobs with University of California San Francisco (UCSF).
- The WDB offers in-person and virtual services for business and job seeker customers, and has found a mix of online and in-person meetings are preferred for partners. Board and committee meetings are online; partners hold advisory committee meetings in person. The WDB remains flexible and responsive to customers, partners and other stakeholders.

ADMINISTRATIVE SERVICES

- Installed the auto lock/unlock feature at the Ellinwood campus, which boosted efficiency by eliminating the need of security personnel to monitor the doors, as well as lock/unlock the public entry doors. This permitted security personnel to spend more time monitoring the inside and outside of the facilities, making the campus safer for all occupants.
- Continued to use the Office Space Application (OSA) to assist with space planning and maximizing the use of space. OSA also assists EHSD with the relocation of staff to other District Offices should the need arise to shut down a building due to power or water shortage issues.
- Procured Siemens COVID-19 Antigen self-tests through a blanket purchase order, which made it possible for EHSD to purchase COVID tests in December 2022, to conduct COVID testing as required for several EHSD locations in outbreak status.
- Developed new procedures for agreements initiated externally to be able to track them in the EHSD Contracts System, and updated the open bid procurement procedures (RFI/RFP) to add specific information pertaining to CBOs.
- Developed workflow and timeline for type of agreements to improve department-wide collaboration and performance of EHSD contracting system. Developed planning system for agreements and produced list of agreements with target deliverables.
- Continued to participate in the development and implementation of county-wide finance system Workdays, which is an initiative lead by the Auditor Controller office.
- Continued to participate in the development and implementation of the county-wide Contract Life Cycle Management system, which is lead by DoIT.

POLICY & PLANNING (ALLIANCE TO END ABUSE)

- The Domestic Violence Multi-Disciplinary Team (DV MDT) and Human Trafficking Multi-Disciplinary Team (HT MDT) continued to meet virtually to deliver services to clients faster and improve collaboration amongst agencies. DV MDT convened 11 meetings and reviewed 13 high risk or complex domestic violence cases. The HT MDT convened a total of 7 meetings and

reviewed 7 high-risk or complex human trafficking cases of which all of those nominated were Commercially Sexually Exploited Children (CSEC) victims.

- Disseminated four alignment messages to partners and identified four Calls to Action to encourage community efforts on violence prevention and intervention: build sustainable infrastructure, foster early childhood development, encourage community connectedness, and improve economic opportunity and stability
- Funded 5 Collective Impact projects to implement innovative and collaborative projects aimed at prevention and/or intervention in domestic/family violence, elder abuse, child abuse, sexual assault and/or human trafficking. Community Violence Solutions, CHAT Project, Family Justice Center, Justice At Last, and STAND! for Families Free of Violence received funds to execute innovative programs which include restorative justice services, anti-bullying workshops in schools, telehealth services, advocates for human trafficking survivors and teen dating violence intervention workshops in schools.

C. SUSTAINED TECHNOLOGY INVESTMENTS AND MAINTENANCE

CHILDREN AND FAMILY SERVICES

- Switched Resource Family Approval orientation trainings from in-person to virtual, which increased attendance without compromising quality or participant engagement.
- Collaborated with IT to implement a contracts management system, for CFS using Salesforce software. Previously, CFS staff maintained contractor and account data on disparate Excel spreadsheets and several manual processes. After implementing Salesforce, CFS had one place for dashboards to manage contractor services, reminder triggers for tasks, notes detailing communication with the contractors, and contract status tracking. This allowed dynamic pulling of reports, creating documents from templates, and sending emails. Salesforce dramatically increased the efficiency of CFS staff as they manage the contractors and services provided to CFS clients. Salesforce usage has increased productivity for contract management staff by centralizing and integrating contract information and automating many contract-related operations.

WORKFORCE SERVICES

- Continued to collaborate with IT to implement and use technology to improve customer service and customer experience, including telephonic access to intake services and expanded use of Adobe Sign, telephonic signature, and video conferencing. Expanded use of Microsoft Teams as a training access tool for staff being trained to various programs and preparation for the implementation of CalSAWS scheduled in February 2023. Utilization of Teams for trainings, meetings, and check-ins has proven valuable for staff to access real-time assistance when working in a new program.

COMMUNITY SERVICES

- Administrative functions were added and updated in CLOUDS. An integrated electronic Purchase

Requisition module was added to CLOUDS to track and approve partner purchases with federal and state funds needing approvals. Fiscal and CSB staff have access to this module and can monitor and approve purchase requests. Asset Management was also implemented to track electronic assets in CLOUDS.

- CSB's website/portal, CSBConnect.org, continued to evolve and meet the varied needs of the community. To facilitate the access for website visitors to apply for services including childcare and energy assistance, an option to translate the page contents to Spanish was implemented. The page also provides links for CSB childcare center locations, volunteering information, various community resources, and employment opportunities. CSB continued providing resources to client families using a multi-layered approach, providing families with monthly menus, photos of their children hard at work in learning, and regular electronic communication from site supervisors. Additionally, CSB also shares community and family resources compiled in weekly "Friday Flyers" which are shared via email, on CSBConnect.org, and on the bureau's social media pages.

WORKFORCE DEVELOPMENT BOARD

- Updated and replaced all computers in the career center and assessment lab. Job seekers can now acquire skill in current software. Continued investments in virtual service delivery including supportive services for internet access, hardware and software as appropriate to each individual's needs.

ADMINISTRATIVE SERVICES

- Responded to increased phishing attacks at the County by implementing additional security efforts to defend EHSD against the attacks by monitoring emails and hardening EHSD protocols by consulting with the County's Chief Security Officer and implementing his recommendations. Information Technology (IT) implemented ProofPoint to monitor all the incoming phishing email and quarantine the unwanted emails before they reach the recipients or EHSD systems.
- Continued to maintain and support approximately 800 users of complex statewide systems, including the Medi-Cal Eligibility Data System (MEDS), California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS), the Child Welfare Services/Case Management System (CWS/CMS), and much more.

IV. CHALLENGES

A. MEETING SHIFTING DEMAND FOR SERVICES

CHILDREN AND FAMILY SERVICES

- Limited availability of placements and placement options for children/youth that require mental health services as well as educational, social and physical health support, continues to be a challenge. Approximately 7% of children under the jurisdiction of CFS are placed in high level placement facilities such as Short Term Residential Treatment Programs (STRTPs), Group Homes and Regional Center Homes. For the most difficult placements, Short Term Residential

Treatment Programs (STRTPs) facilities are rejecting placements or giving 14-day notices to end placements for children and youth in their care. Moreover, the number of STRTPs available statewide has been decreasing precipitously since the implementation of the Continuum of Care Reform in 2017. The Families First Prevention Services Act (FFPSA) initiative has also added additional barriers for these placements in terms of available funding and the requirement of court approval prior to placement. Significant staff time and financial resources are required to address these issues as they arise.

- The current capacity and availability of beds in Regional Centers does not meet the need. Regional Centers serve children with developmental delays and mental health issues. CFS often faces the difficult task of identifying alternative placement solutions for these children.

WORKFORCE SERVICES

- CalFresh applications continued to increase. This has led to challenges in supporting our community with timely service.
- Continued to prepare for the transition from the current eligibility system, CalWIN, to the new statewide CalSAWS system in February 2023. In addition to transitioning to a new eligibility system, other supporting business processes such as appointment scheduling, imaging, task management, and lobby management also required transition, and impacts both customers and staff.

ADMINISTRATIVE SERVICES

- Responding to unique and specific contracting needs continued to be a challenge. Some Program funding is uncertain and when it materializes, it must be spent quickly or the services and funding are lost. EHSD is seeking effective ways to quickly respond to changes in funding.
- Continued to comply with the COVID-19 mandates and worked closely with Risk Management to stay well-informed of ever changing regulations and to ensure all of our staff are well informed of regulations and remain in compliance.

B. CHALLENGES ASSOCIATED WITH CONTINUOUS IMPROVEMENT

CHILDREN AND FAMILY SERVICES

- As part of the Child Welfare Services County Self-Assessment (CSA), stakeholders commended the strong array of services available to CFS-involved families and substitute care providers but pointed out the challenge of ensuring that families are actually aware of the services and connected.
- Due to the statewide shortage of placements for children with high-level needs, CFS continues to struggle to find emergency and long-term placement for children discharged to CFS from Psychiatric Emergency (PES) once they are no longer an imminent danger to themselves or others but still require significant specialized psychiatric care and support to be stabilized.

- Finding support for youth with substance use issues is challenged by the lack of treatment providers and facilities who focus on youth substance abuse.

POLICY & PLANNING (ALLIANCE TO END ABUSE)

- A continuing challenge has been the collection and analysis of interpersonal violence data throughout the county. There is no cohesive system to compile data on clients or services to survivors of interpersonal violence (domestic violence, sexual assault, child abuse, elder abuse, stalking, and human trafficking). The Alliance is working on mapping the existing data landscape in order to create a comprehensive database.

C. ONGOING STAFFING CHALLENGES

CHILDREN AND FAMILY SERVICES

- Experienced challenges in providing drug testing services to parents whose case plans require them due to collection site closures and reductions in drug testing sites working hours due to staffing issues. Active efforts are underway to identify other reliable collection site options at central locations throughout the county.
- Continued to experience challenges to sustaining full staffing include a statewide deficit of Social Work candidates. Thus, new Social Worker candidate pools are small. Remaining staff are dedicated to ensuring ongoing safety and well-being of children under CFS jurisdiction, but the high level of vacancies increases the workload and demands on these workers, which increases the likelihood of burnout and possible loss of additional staff. In spite of the challenges, operations has sustained strong performance.

WORKFORCE SERVICES

- High turnover in Eligibility Worker classifications, a phenomena seen throughout the state, contributes to high vacancy rates and increased workload pressures and backlogs.

COMMUNITY SERVICES

- Staffing shortages continue across all programs in the bureau. This has presented challenges in providing consistent, quality customer service, and the ability to meet enrollment requirements mandated by the Office of Head Start. Most of these are Associate Teacher positions. These and other teaching positions have been increasingly difficult to fill due to nationwide teacher shortages, low-wages in the field.

WORKFORCE DEVELOPMENT BOARD

- Staffing continues to be a challenge for partners who used to offer appointments in the career center. They continue to receive referrals and serve customers by phone and email.

ADMINISTRATIVE SERVICES

- The Safety Team worked with Health Services Security Unit to allocate security coverage at client-facing locations during a severe staffing shortage of rangers. The allocation of security personnel was determined using various critical factors such as historical data, incident reports, facility layout, etc.

V. PERFORMANCE MEASURES

| EHSD Service Levels and Performance Measures | Mandate | FY 20-21 | FY 21-22 |
|--|---------|----------|----------|
| Children and Family Services | | | |
| Number of reports to Child Protective Services hotline | - | 13,980 | 16,030 |
| Percent of CPS investigations completed on time: Immediate Response | 90% | 97% | 98% |
| Percent of CPS investigations completed within mandated timeframes: 10-day Response | 90% | 97% | 97% |
| Number of Children in Foster Care or Guardianship | - | 1,269 | 1,188 |
| Rate of Children in Foster Care per 1,000 Children in the Population | - | 2.5 | 2.4 |
| Percent of Children in Foster Care placed with Siblings | - | 68% | 76% |
| Percentage of social worker visits completed on time: Out of Home Care | 95% | 92% | 95% |
| Permanency In 12 Months For Children Entering Foster Care | 41% | 29% | 40% |
| Recurrence of Maltreatment | 9% | 6% | 8% |
| Aging and Adult Bureau | | | |
| Number of IHSS Participants | - | 13,703 | 14,950 |
| Number of IHSS applications | - | 3,653 | 4,032 |
| Percentage of IHSS Reassessments completed within 30 days | 90% | 85% | 66% |
| Number APS reports | - | 3,218 | 3,287 |
| Percentage of APS initial face-to-face visits completed within 10 days | 90% | 88% | 91% |
| Number of General Assistance Cases | - | 1,097 | 1,458 |
| Number of home-delivered meals | - | 307,749 | 877,968 |
| Workforce Services Bureau | | | |
| Number of Medi-Cal Recipients | - | 294,954 | 319,871 |
| Number of Medi-Cal applications | - | 47,461 | 43,480 |
| Percent of Medi-Cal applications processed within 45 days | 90% | 64% | 71% |
| Number of CalFresh Recipients | - | 107,551 | 115,021 |
| Number of CalFresh applications | - | 49,014 | 44,785 |
| Percent of CalFresh applications processed within 30 days | 90% | 87% | 73% |
| Number of CalFresh renewals | - | 23,569 | 28,335 |
| Percent of CalFresh renewals processed within 30 days | 90% | 99% | 99% |
| Number of CalWORKs Recipients | - | 17,800 | 18,100 |
| Number of CalWORKs applications | - | 7,338 | 5,048 |
| Percent of CalWORKs applications processed within 45 days | 90% | 93% | 88% |
| Number of CalWORKs renewals | - | 6,209 | 6,350 |
| Percent of CalWORKs renewals processed within 45 days | 90% | 92% | 93% |
| Community Services Bureau | | | |
| Number children enrolled in early childhood education (e.g. Head Start) | - | 2,675 | 2,103 |
| Percent of pre-Kindergarten children ready for school | - | 83% | 82% |
| Number of children enrolled in childcare (Stage 1, Stage 2, & Alternative Payment Program) | - | 1,378 | 2,005 |
| Number of households weatherized (includes utility assistance & weatherization services) | - | 5,410 | 5,953 |
| Workforce Development Board | | | |
| Number of adults served by Workforce Innovation and Opportunity Act programs | - | 521 | 565 |
| Rate of Attaining Credential within 1 Year of Exit | 66% | 32% | 37% |
| Employment Rate - 4th Quarter After Exit | 61% | 62% | 63% |
| Number of dislocated workers served by Workforce Innovation and Opportunity Act programs | - | 448 | 202 |
| Rate of Attaining Credential within 1 Year of Exit | 69% | 55% | 66% |
| Employment Rate - 4th Quarter After Exit | 67% | 66% | 69% |
| Number of youth served by Workforce Innovation and Opportunity Act programs | - | 145 | 165 |
| Rate of Attaining Credential within 1 Year of Exit | 60% | 74% | 46% |
| Education and Employment Rate - 4th Quarter After Exit | 66% | 66% | 77% |
| Number of Worker Adjusted and Retraining Notification (WARN) notices received | - | 261 | 15 |

Note: Measures that count people are unduplicated counts for each fiscal year
Last updated: 3.1.2023