

# **CONTRA COSTA COUNTY EMPLOYMENT AND HUMAN SERVICES DEPARTMENT COUNTY PERFORMANCE REPORT TO ACCOMPANY THE FY 2022-23 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 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 public benefits through over 60 programs and services to nearly 300,000 of our most vulnerable residents in need of basic protection or support services. EHSD services touch the lives of approximately 25% 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 94% of the Department's program funding comes from federal, state and state-funded local revenue sources. The remaining 6% is the net County cost covered by the County General Fund (GF). The majority of the 6% 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 2021-22 EHSD BUDGET: \$589,037,703

FY 2021-22 EHSD FTE: 1,900

**Staff Profile by Function and Level 2021**

OCCUPATIONAL CATEGORY	FILLED POSITIONS
Officials and Administrators	67
Professionals	589
Technicians	32
Administrative Support	947
Service Maintenance	12
TOTAL	1647*

\* Note: 1647 is the number of full-time permanent staff excluding those on Leave of Absence (LOA). There are an additional 160 temporary employees not included in this count. Temporary employees account for 8% of the total authorized FTE count.

**EHSD Staff Profile by Race and Ethnicity 2021**

EHSD Staff Profile by Race and Ethnicity 2021							
	White	Black	Hispanic	Asian	American Indian / Alaska Native	Native Hawaiian / Pacific Islander	Two or More Races
Admin Support	28.0%	24.0%	31.0%	11.0%	0.0%	1.0%	5.0%
Officials and Administrators	43.0%	30.0%	16.0%	2.0%	2.0%	0.0%	7.0%
Professionals	29.0%	27.0%	24.0%	10.0%	1.0%	1.0%	8.0%
Service Maintenance	25.0%	0.0%	50.0%	25.0%	0.0%	0.0%	0.0%
Technicians	41.0%	16.0%	6.0%	19.0%	0.0%	3.0%	15.0%

Note: The above Equal Employment Opportunity (EEO) data represents regular full-time and part-time employees who worked at least one day in the year 2021. The data does not include temporary employees, employees who are on a leave of absence during the entire year, per diem employees, and department heads. This is the latest information available as of February 2022.

## **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** – Provides central management of stored records, operates the mailroom and provides reception services for the EHSD administrative headquarters building, manages the Shared Text Automated Retrieval System (STARS) communication system for the department, and sets up payments through the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) system for customers receiving childcare, 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. Manages fleet operations.
3. **CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS INFORMATION NETWORK (CALWIN) MANAGEMENT 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 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 ensuring documents are available to users across the department. This Division has also taken the leadership in the conversion to a single, state-wide automated system called the California Statewide Automated Welfare System (CalSAWS). For Contra Costa County, CalWIN will cease and CalSAWS will go live in October 2022.
4. **FRAUD AND APPEALS** – Receives information of suspected welfare fraud and 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. 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. **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.

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.
8. Office of the Director provides additional administrative support under the direct supervision of EHSD Director. The major supportive services include:
  - a. 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.
  - b. 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.
  - c. 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.
  - d. 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, 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.

**B. AGING AND ADULT SERVICES BUREAU**

The Aging and Adult Services Bureau (AAS) provides protective and supportive services to disabled adults and seniors. 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. APS manages the grants from the Office of Emergency Services.
  - a) SUPPLEMENTAL SECURITY INCOME (SSI) ADVOCACY – 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, 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 rendering them inappropriate for long-term, gainful employment.
- b) CALIFORNIA OFFICE OF EMERGENCY SERVICES (CAL-OES) GRANT – Provides 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 Multidisciplinary Team Meetings and Financial Abuse Strike Team.
  - c) HOME SAFE PROGRAM – EHSD’s AAS Bureau, in partnership with Contra Costa Health Services’ (CCHS) Health Housing and Homelessness Division (H3), has been successfully awarded an allocation from the California Department of Social Services for the Adult Protective Services (APS) Home Safe Program. The program 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) – 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 – These grants provide information and assistance, supportive social services, congregate meals, home delivered meals, family caregiver support, and elder abuse prevention services to seniors. Provides 19 grants for services ranging from senior nutrition (Meals on Wheels), friendly visiting, family caregiver support, adult day health care 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). 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 and substance use disorder services, Supplemental Security Income Advocacy services, and employment search services. GA staff also process requests for indigent internments. General Assistance payments provide cash assistance to 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”.

4. HOUSING DISABILITY ADVOCACY PROGRAM (HDAP) – Provides outreach, benefits advocacy, housing subsidies, and case management to house homeless individuals who are assessed as having potential eligibility to any of the SSI/SSDI, veterans, or CAPI benefits.
5. 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.
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 processes payments to those who provide services. Funds the required county Maintenance of Effort (MOE) to support the wages and benefits for providers of In-Home Support Services. 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.
7. WHOLE PERSON CARE (WPC) – A statewide waiver pilot program for vulnerable Medi-Cal recipients to improve health outcomes and reduce utilization of high-cost services. 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. Contra Costa County is one of 25 counties participating in the program.

### **C. 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 – 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.
  - c. FAMILY REUNIFICATION – When a child is removed from a parent's care due to abuse or neglect, Family Reunification (FR) services are provided to remedy the conditions that led to the removal.
  - 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) – 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, 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) awards federal 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, for states to operate coordinated child and family services. 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.

#### **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, energy assistance and weatherization and CalWORKs childcare vouchers for Welfare-to-Work recipients. 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. COMPREHENSIVE FUNDING MODEL – Combines Head Start, Early Head Start and Child Development Funds to provide year-round childcare (10.5 hours per day) and comprehensive services for children of low-income working parents.
3. 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.
4. CHILD NUTRITION – Prepares and delivers meals (breakfast, snacks, and lunch) to children enrolled in Head Start and Child Care and Development Division (CCDD) 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, employment and training opportunities. DW program services are targeted for workers who are unemployed and have lost a job through no fault of their own, or who have exhausted their Unemployment Insurance (UI) benefits.
3. 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). 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 – WDB 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 – Helps businesses access resources to help with talent recruitment. 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. 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.
2. CALWORKS CASH ASSISTANCE – Provides cash assistance to eligible families based on income levels. CalWORKs services include:
  - 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 CHILDCARE – Provides subsidized full-time childcare for CalWORKs 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 (FORMERLY KNOWN AS FOOD STAMPS) – Provides food benefits to eligible families and single individuals based on income levels. CalFresh services include:
  - a) CALFRESH ELIGIBILITY AND EMPLOYMENT TRAINING PROGRAM – Provides application processing, eligibility determination and ongoing case management for the CalFresh food assistance program for low-income families and individuals. The CalFresh Employment and Training (E&T) 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. SERVICE INTEGRATION TEAM (SIT) / SPARKPOINT – SITs are a partnership with the Family Justice Centers (FJCs). SIT has staff co-located at the Richmond and Concord FJC locations. The staff provide intensive case management to eligible families to serve as a path forward in providing holistic wrap-around services to families. 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.

**G. ALLIANCE TO END ABUSE**

Founded by the Board of Supervisors in 2001, 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 collaborative, coordinated, and integrated intervention and prevention services, policies and practices.

### III. ACCOMPLISHMENTS

#### A. INCREASED COLLABORATION AND PARTNERSHIPS

##### ADMINISTRATIVE SERVICES

- Continued to partner with Red Cross to staff a shelter during a pandemic as the need arose, in response to continued annual record-setting wildfires in California. EHSD coordinated with Red Cross to hold in-person and virtual trainings to educate staff on sheltering during a pandemic. These trainings helped alleviate staff concerns related to personal health and safety related to COVID and working inside a shelter for 12-hour shifts.
- Implemented the organics recycling/composting program at all County-owned buildings to ensure compliance with SB 1383 and in support of the County's Climate Action Plan. EHSD is working with our landlords and property management companies to implement the organics recycling program in 2022.
- Coordinated with Risk Management to implement COVID-19 testing sites for all County staff who are exempt from the COVID vaccines. EHSD has 3 buildings that are COVID testing sites. Staff requiring testing can come to an EHSD site 4 out of the 5 working days of the week to get tested.

##### AGING AND ADULT SERVICES

- Sustained collaborative efforts with community partners in various program areas:
  - Sustained 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.
  - Collaborated with Contra Costa Public Health on the Housing Disability and Advocacy Program (HDAP), which assists General Assistance clients seeking to obtain housing and SSI benefits. HDAP allowed 86 individuals to be housed during 2021.
  - Collaborated 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 who are homeless or at risk of homelessness.
  - Collaborated with CCHS on the Whole Person Care (WPC) CommunityConnect Project, which has continued to make progress on program goals on its 6<sup>th</sup> year. In addition to supporting COVID-19 efforts during the year, CommunityConnect resumed focus on pre COVID-19 initiatives including CalAIM transition planning, increasing standardization across CCHS case management programs, and sharing evaluation outcomes with broad audiences.

- In collaboration with UC Berkeley, the WPC evaluation team drafted a manuscript describing the impact of Contra Costa’s WPC pilot on health care utilization, demonstrating social case management programs can lead to substantial reductions in inappropriate emergency and inpatient utilization. Findings from the randomized clinical trial have shown that WPC enrollees in Contra Costa are 25% less likely to be admitted to the hospital after one year of services and 14% less likely to use the emergency department.
- Additionally, CommunityConnect has focused significant efforts on increasing integration among County agencies, health plans, providers, and other entities in preparation for delivery system reforms under the CalAIM initiative that will take effect in 2022:
  - WPC led efforts to implement a new Plan Do Study Act (PDSA) focused on streamlining the Medi-Cal application process for uninsured and underinsured patients calling into the CCHS Appointment Unit. Project teams leveraged the unique expertise of EHSD Eligibility Specialists and their visibility into the CalWIN system to pilot multiple models for integrating this staffing group within the Appointment Unit and/or Financial Counseling Unit in 2022. This PDSA will help secure Medi-Cal coverage for patients seen in the safety net health system.
  - EHSD WPC Eligibility Specialist staff partnered with CCHS to ensure correct demographic information within the client’s MEDS records for CCHS dashboards that track rates of administration by age, sex, race/ethnicity, city, and patient characteristics including homeless, detention, and empaneled populations. Dashboards were used to track vaccination progress, identify disparities, and prioritize targeted outreach campaigns. This ensured that equitable COVID-19 outreach could be performed.
  - CCHS and EHSD WPC Social Workers partnered to perform outreach and food delivery to COVID-19-positive individuals within our County to address food insecurity while in quarantine.
- 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.
- Collaborated with CBO’s by providing presentations on the In-Home Supportive Services (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.

#### CHILDREN AND FAMILY SERVICES

- Continued collaboration with CCHS and Behavior 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.

- Addressed service needs of children and youth specific to the pandemic including:
  - Worked closely with CCHS to ensure vaccination for Group Home and Short Term Residential Treatment Placement facility staff and providers as well as accurate and up-to-date information regarding vaccinations for children.
  - Facilitated video conferencing Child and Family Team meetings requested by families to safely increase participation in team decision making.
  - Acquired COVID-19 rapid tests for youth to take prior to returning to placement from AWOL status.
- Continued to work with Behavioral Health to plan and implement components of the Family First Prevention Services Act, a new program that will offer enhanced prevention services to help children remain in their homes and avoid unnecessary congregate care placements. The program includes the recent addition of a Qualified Individual (QI) to review and assess all placements into Short Term Residential Treatment Programs made after October 2, 2021.

#### COMMUNITY SERVICES

- Collaborated with partners to provide emergency childcare with State-Funded childcare vouchers for essential workers through the end of June 2022, serving 61 children and their families.
- The Community Action Program hosted community forums to solicit feedback regarding the draft Community Action Plan to determine priority areas to lessen the effects of poverty that the Community Action Program will focus on for the next two years. With the community response and that of the Economic Opportunity Council, the four areas with the most community need were determined to be affordable housing and shelter, food and nutrition, mental health access and employment and job training leading to skill-based, “living wage” jobs.
- CSB’s Early Head Start and Head Start programs have partnered with the Early Childhood Mental Health Program, which provides comprehensive mental health services for children, families, and staff. Enhancements include social support groups for children, staff and parents, along with classroom consultation for teachers.
- For the past three years, CSB’s Early Childhood Education (ECE) Work Study program has helped Teacher Assistant Trainees (TATs) acquire the classes they need to become eligible for the Associate Teacher permit and advance in the ECE field. Partners include Diablo Valley College, Contra Costa College and the YMCA East Bay. Last year, despite the pandemic, five program participants completed and graduated from the program and continued their ECE careers with CSB. In the last three years, a total of 18 CSB TATs completed the program, 61 percent of whom are now Associate Teachers with CSB. CSB continues to provide these

programs to “grow our own” and expand services to further provide high quality programs for our children and families.

#### WORKFORCE SERVICES

- Partnered with the California Department of Social Services (CDSS) and the California Department of Education (CDE) to provide Pandemic EBT (P-EBT) benefits for qualified families with young children.
- Partnered with our Alliance to End Abuse, CCHS, Family Justice Center, the Crisis Center and STAND! to launch the Social Services Rapid Response Team (SSRRT). Our “4 Our Families” Navigators were equipped with a streamlined intake process to quickly assess the immediate needs of vulnerable community members and refer them to services as needed.
- Since launching in March 2020, SSRRT has referred Contra Costa families to over 4,300 services. Approximately 20% of individuals and families served by the program have identified themselves as undocumented immigrant members of our community – a group that has fewer options for assistance than others.

#### WORKFORCE DEVELOPMENT BOARD

- Partnered with neighboring Workforce Development Boards, convened public input listening sessions to develop Regional and Local Strategic Plans. Strategies and goals to advance workforce equity with regional workforce stakeholders, address disparities in access to employment and accelerate re-employment.
- Multi-agency partnership comprised of EHSD, CCHS, and the WDB to create employment opportunities and respond to the needs of communities disproportionately impacted by the Covid-19 pandemic. Community Health Workers were provided wage subsidies, on-the-job training, and permanent jobs to address urgent workforce challenges in health care.
- Coordinated with Aging and Adult Services to support the Great Plates Delivered Program. Business services team provided outreach and recruitment in support of the county-wide initiative to deliver breakfast, lunch and dinner to help seniors stay home and avoid exposure to the coronavirus.
- Multi-agency partnership to advance the integration between the homeless serving organizations and the workforce development system. Development of system-level changes that improve access to existing resources.

#### ALLIANCE TO END ABUSE

- Continued efforts to build a network of trustworthy and healing systems across Contra Costa County:
  - Partnered with First 5 Contra Costa to launch online learning modules around trauma to support shared language and response to Adverse Childhood Experiences (ACES)

fostering holistic family and early childhood development and resilience through the ACES Aware Network grant the Alliance received

- Partnered with Contra Costa Public Health to co-lead the Call to Action (Violence Prevention Plan), a countywide initiative to promote safety and reduce interpersonal violence. The Call to Action launched the virtual pilot Generations Connect, an intergenerational community-building and interpersonal violence prevention online learning community. The first cohort pilot that included training in online safety, safe and healthy relationships, and intergenerational community building ended in June 2021.
- In partnership with Contra Costa Senior Legal Services and the Family Justice Center we launched an Elder Abuse Community Needs Assessment Survey in Spanish and English to collect information on better understanding the needs and services that might be helpful for older adults experiencing abuse in our County. The results were analyzed and used to structure the Outreach and Services Strategic Planning Guidelines document for the Abuse in Later Life Program grant.
- Released the Domestic Violence Death Review Team (DVDRT) report in partnership with the Family Justice Center, it examines domestic violence related deaths from 2010-2019. Our DVDRT laid out four recommendations they believe could reduce the incidents of domestic violence related homicides and suicides within Contra Costa County. The report also discusses the current programs the County has in place to prevent future domestic violence related deaths.
- Worked with Community Strengths to translate the Human Trafficking 101 training to be available fully in Spanish. This Spanish Human Trafficking 101 was piloted in 2021. English and Spanish versions of the Human Trafficking 101 and Trauma 101 trainings are available to take online through the Alliance's website.

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

### ADMINISTRATIVE SERVICES

- Prepared for implementation of the California Statewide Automated Welfare System (CalSAWS), a new statewide benefits system which will replace CalWIN, and is expected to "go live" in October 2022. A significant amount of preparation and planning is underway for CalSAWS. The new business processes are developed, and there are various data clean-up and migration activities in progress. Organizational change management and training activities are in effect, and the CalSAWS team continues to prepare for the increase in training and support required for successful CalSAWS implementation.
- Conducted internal and external campaign to promote awareness about the Emergency Rental Assistance Program (ERAP), including articles, website, social media, texts, phone recording, partner, mailer and newsletter communications. Expanded reach with translation into up to eight languages (in addition to English) for some tools.



- Developed and implemented outreach campaigns using various communication elements to inform and increase awareness including topics such as CalSAWS, CSB Teacher Recruitment, EBT Scam Alert, Domestic Violence Death Review Report (Alliance to End Abuse), Earned Income Tax Credit (EITC), expansion of Child Tax Credit (CTC), and the COVID vaccine mandate for County workers, among others.
- Staff Development Division provided online and instructor-led training to select staff to cover and address key areas of concerns to meet the CalFresh Program Management Evaluation audit which resulted in no findings in the area of program access, and far fewer findings overall than in previous audits.
- Implemented a Performance Management pilot program for supervisors and managers, entitled “Empower to Perform,” to deliver a structured, consistent, equitable and comprehensive progressive discipline system. Full implementation is set to begin in January 2022.
- Continued to maximize the use and efficiency of our buildings. EHSD has space in 23 buildings (excluding Head Start and other Community Services Bureau facilities) that are leased or county-owned. This past year, to facilitate space needed for Personnel, non-administrative staff were relocated from 40 Douglas to district offices where front-facing services are provided. This is in line with our key goal of ensuring staff performing similar functions are located close to each other. This move also ensures that the Personnel staff are sitting in the same area and are in an area that maintains confidentiality.

#### AGING AND ADULT SERVICES

- Our General Assistance Program maintained compliance rates of over 98% for cases processed timely and assisted with processing Medi-Cal and CalFresh during the onset of the pandemic.
- Our IHSS program went through a reorganization and updated assignment processes and workflows to improve customer service and ensure timely issuance of benefits.
- The Area Agency on Aging implemented several innovative programs in response to the challenges of the pandemic, including: the Great Plates Delivered Program which delivered 307,749 restaurant-cooked meals to 500 older adults; boosting the Health Insurance Counseling & Advocacy Program’s (HICAP) online resources, resulting in upwards of 50% increase in traffic to its website compared to the previous year; and partnering with community-based contractors to distribute over 300 iPads to seniors, so they can continue participating in programs remotely.
- CCHS WPC developed protocols to support safe return to in-person case management services. Successfully implemented new safety standards and navigated evolving guidance, which have been resource-intensive efforts that highlighted the complexities of balancing field-based services with strict infection control practices.
- Performed targeted outreach to patients eligible for COVID-19 vaccination to encourage

COVID-19 vaccination among enrollees' WPC case managers and provide education and support appointment scheduling. During outreach calls case managers reviewed all additional outstanding health maintenance items and facilitated connections to a Primary Care Provider (PCP) for annual appointments. These care coordination efforts were made possible due to the integration of vaccination status into the health maintenance section of CCHS' Electronic Health Records (EHR).

#### CHILDREN AND FAMILY SERVICES

- In response to the shifting pandemic environment of the last 2 years, Contra Costa Juvenile Court has moved between in-person, virtual and hybrid court hearings. Despite these shifting environments, CFS has continued to meet legal process requirements for dependent children receiving Child Welfare Services. Each month, court hearings are held for approximately 30% of all children receiving services.

#### COMMUNITY SERVICES

- In 2021, CSB continued to provide distance learning while transitioning back to classrooms. A communication survey was sent out to families to reassess preferred methods of communication, including email and text. Using what was learned, CSB continued to provide resources using a multi-layered approach. Families receive Friday Flyers that include family resources via email, CSB's social media, and our new website at [www.CSBConnect.org](http://www.CSBConnect.org). Through electronic communications, families received monthly menus, communication with site supervisors, and photos of their children hard at work in learning.
- CSB implemented two new online learning experiences for families: Fathering in 15 and Make Parenting a Pleasure. Fathering in 15, which was created for dads and father figures, was implemented over the summer of 2021 and has since been extended to families in all 13 CSB directly operated programs. Make Parenting a Pleasure is a parent curriculum designed to build parent resilience. Through these trainings, CSB provided tools and skills to families to balance day-to-day work at home with their children.
- Head Start and Early Head Start programs continued to host parent meetings virtually. On November 23, 2021, the Contra Costa County Board of Supervisors adopted the recommendation to continue teleconference meetings under Government Code Section 43 (e). With this adoption, the Monthly Policy Council and Site Parent meetings will continue to be held via Zoom, allowing safe access to all families. This virtual service model continues to retain a high level of parent, family and community engagement. CSB is grateful for the continued support of the Board of Supervisors in continuing to adopt this recommendation into 2022.
- Provided walk-in service delivery for the Low Income Home Energy Assistance Program (LIHEAP) and Alternative Payment Program at CSB's administration office located in Concord, which re-opened in February 2021. Programs continued to use AdobeSign, Zoom Meetings and Interactive Voice Response System (IVR) for faster service delivery.

## WORKFORCE SERVICES

- Continued to build our capacity to meet the increased demand for our services by hiring and beginning training for 130 new Eligibility Workers. These workers will specialize in Medi-Cal, CalFresh and CalWORKs.
- Reduced Medi-Cal application backlog by more than 7,500 applications during the pandemic, also maintained CalFresh application timeliness. Consistently outperformed the State average on Expedited CalFresh benefit processing timeliness.
- Changed application assignment process to be proportionally distributed based on available eligibility staff, rather than applicant city of residence, to improve application timeliness and equitable workload distribution.
- Contra Costa families have been severely impacted by the pandemic resulting in an increase in CalFresh applications. As a response, Pandemic Electronic Benefit Transfer (P-EBT) benefits were made available to families with eligible school children to receive emergency nutrition benefits in response to schools closing or not operating. The total number of Contra Costa residents who received P-EBT benefits were 98,771 children; a total of 83,609 being school-aged and 15,162 being childcare aged. The total amount of P-EBT benefits issued to Contra Costa County residents was \$129,102,302.00.

## WORKFORCE DEVELOPMENT BOARD

- Reopened career center to public and continued to offer remote services to businesses and job seekers via hotline, social media, newsletters, and webinars.
- Assisted over 230 callers with information and referrals through our *Bounce Back Contra Costa* hotline.
- Businesses continued to receive phone advice from the California Employers Association at no cost.
- National Dislocated Worker Grant (NDWG) provided subsidized employment for 40 participants in high-demand careers.
- Improved Innovative Employment Options with Grant Funding:
  - Prison to Employment (P2E) regional grant funded services for justice-involved individuals
  - Workforce Accelerator Fund (WAF) 8.0 aligned homeless and workforce systems
  - Employer Training Panel (ETP) funding-assisted incumbent employees to upgrade their skills.

## ALLIANCE TO END ABUSE

- Domestic Violence Multi-Disciplinary Team (DV MDT) and Human Trafficking Multi-Disciplinary Team (HT MDT) continued to meet virtually to help get services to clients faster and understand how other agencies work with victims. DV MDT convened 11 meetings and reviewed 13 high risk or complex domestic violence cases. The HT MDT convened a total of 6 meetings and reviewed 9 high risk or complex human trafficking cases of which 8 were Commercially Sexually Exploited Children (CSEC) victims.

## **C. SUSTAINED TECHNOLOGY INVESTMENTS**

### ADMINISTRATIVE SERVICES

- Our Information Technology (IT) Division initiated an inventory of all of the department's IT equipment including on premise, remote work and mobile equipment. IT leveraged this activity by also updating the equipment with the most current security software. This inventory will provide a comprehensive view of the types of equipment in use and the location of the equipment, and support EHSD staff by employing the most current and effective equipment possible.
- IT consulted with the County's Chief Security Officer and implemented his recommendations to address the increase in phishing attacks at the County, which include additional security efforts to defend EHSD against the attacks by monitoring software alerts and acting appropriately, and hardening EHSD protocols. IT worked with Staff Development to publish a mandatory training for all EHSD staff on ways bad actors attempt to hack into EHSD systems. IT increased reminders to staff to be vigilant using the "Stop Look Think" approach emphasized in the training.
- IT implemented protocols to support EHSD moving into a hybrid work environment where some staff will continue to work remotely while others will return to work on premise. IT continues to support the extension of EHSD network to a worker's home securely, with more than 600 PCs, laptops and iPads and 700 iPhones deployed in response to the pandemic.
- Fraud and Appeals Division adopted WebEx Monitors provided by the State Hearings Division for onsite appeal hearings. These monitors will allow participation in the hearings through a link connecting parties to the WebEx Monitors located in our hearing rooms at 400 Ellinwood Way. The State Administrative Law Judge (ALJ), Authorized Representatives, or other parties are now able to participate online while the claimant and County participate in-person. This provides an additional option for the Claimant, State, County Staff, and other parties involved in the hearing process while maintaining COVID-19 safety precautions.
- Personnel Services Division implemented an electronic task monitoring tool, Personnel Track-It, to improve service delivery, provide status of Personnel Services requests via a self-service portal, and allow leadership to create metrics and reports to track trends and identify areas of improvement for the division and the department.

- Created a confidential, secured COVID Vaccination Database maintained by the Personnel Services Division to track vaccination status, proof of documentation, and statistics.
- Procurement Unit revised the S-Receipt inventory and disbursement process. The revised process focuses on strengthening internal controls, checks and balances, and supporting documentation.

#### COMMUNITY SERVICES

- In 2020, CSB piloted a touchless QR scan code for use in our Child Care Centers for families to safely drop off and pick up their children, which continued to be an immense success in 2021 as part of efforts to streamline processes and adhere to COVID-19 safety requirements. In 2021, CSB added the QR code feature to mobile classroom tablets increasing flexibility for use at the center.
- The CSB website, [www.csbconnect.org](http://www.csbconnect.org) became fully operational to the public in October 2021. Through the website, community members can apply for services including childcare and energy assistance, and check the status of their applications. There are also links for locations of CSB childcare centers, volunteer information, community resources, and employment opportunities.
- Continued use of the automated Interactive Voice Messaging system, which was developed within Child Location Observation Utilization Database System (CLOUDS), allowing clients to call a dedicated line and request essential items (such as diapers and formula). Three additional enrollment intake lines were added, which clients can access and call directly from the CSBConnect.org web-portal. The use of text messaging and emails via the CSB CLOUDS database allowed distribution of over 10,000 messages to inform families of emergency updates, provide activities to enhance their time at home, provide community resources, and direct them to the new CSBConnect.org web-portal.

#### WORKFORCE SERVICES

- Partnered with IT to implement and use technology to improve customer service and customer experience. Implemented telephonic access to intake services and expanded use of Adobe Sign, telephonic signature, and video conferencing.
- Implemented secure texting of verifications to reduce delays in application and redetermination processing.
- Implemented the use of Microsoft Teams as a training access tool for staff being trained in additional programs. Utilization of Teams for training meetings and check-ins has proven valuable for staff to access real-time assistance when working in a new program.

## IV. CHALLENGES

### A. MEETING SHIFTING DEMAND FOR SERVICES

#### ADMINISTRATIVE SERVICES

- CalWIN counties have been more advanced with innovative and state-of-the-art systems compared to non-CalWIN counties (Consortium IV and LEADER Replacement System counties). This has been making the transition of the CalWIN counties to CalSAWS more complicated, as CalWIN counties must address loss of critical functionality with the move to a single platform for ancillary systems such as task management, call centers, appointment scheduling, et.al.
- The COVID-19 pandemic and its repercussions have impacted the department's ability to retain and recruit workers. Employees are leaving to pursue new opportunities, making hiring and retaining talent a challenge for EHSD. The County has implemented a new remote work program for employees that may increase our ability to retain and recruit workers. We will monitor how the department's remote workforce impacts service delivery as virtual technologies became the norm.
- Until June 2021, EHSD had been without a permanent Facilities Manager and a Safety Coordinator, which was especially challenging during the pandemic. EHSD has a newly hired Facilities Manager and a Safety Coordinator, both of whom have strong backgrounds in safety management. EHSD remained in compliance with COVID-19 Health Orders and ensured the health and safety of all staff in spite of the aforementioned challenges.

#### AGING AND ADULT SERVICES

- Our In-Home Supportive Services program faced an increasing caseload, with a 5% increase in the number of clients over the past Fiscal Year. The increase in caseload was not commensurate with the increase in funding; our IHSS Maintenance of Effort (MOE) funding is based on the previous year's budget, and does not reflect the amount of staffing needed to address the current caseload. Social Workers have transitioned to processing both applications and ongoing caseloads to mitigate the increased caseload sizes, allowing more flexibility to meet the demands of the most vulnerable populations.
- Our Area Agency on Aging faced increased service demands for home-delivered meals as older adults vulnerable to COVID remain sheltered in place. Clients that attended congregate onsite café services shifted to takeout or delivered meals. The availability of additional funds through the CARES Act and Families First Coronavirus Response Act enabled the AAA to deliver a total of 828,902 meals, an approximately 19% increase from the previous year.

#### CHILDREN AND FAMILY SERVICES

- Recruitment and retention of Social Workers presents challenges to CFS. Contra Costa's salary and benefits as well as opportunities for remote work are less competitive than

neighboring counties, thus new Social Worker candidate pools are small, and experienced staff are opting to leave to work for other counties. A high rate of Leaves of Absence due to COVID related issues and/or stressors further impacted workload capacity. 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 possibly loss of additional staff.

- Continued to address challenges in finding placements for children/youth with high needs. 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. There is limited availability of placements and placement options for these children/youth that require mental health services as well as educational, social and physical health support. Additionally, for the most difficult placement, 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. The new 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.
- Regional Center Homes serve children with developmental delays and mental health issues. The current capacity and availability of beds in these homes does not meet the need, and CFS is left with the difficult task of identifying alternative placement solutions for these children.
- Initial and ongoing assessments of children/youth to identify those requiring mental health services continued to be a challenge. Once youth have been identified, there are long delays in obtaining necessary mental health services to address the identified issues. CFS is working with Behavioral Health to improve capacity and timely access to these services.

#### COMMUNITY SERVICES

- Experienced staffing shortages, especially for associate level teachers in both the infant and toddler and preschool programs, which can be attributed to the nationwide shortage for teachers in these classifications and to the high cost of living in the Bay Area. These staffing shortages affect CSB's ability to provide services to children and families and meet enrollment requirements mandated by the Office of Head Start.
  - A salary study was previously completed in early 2021, which resulted in salary increases for some teaching classifications, including Associate Teacher and Teacher Assistant Trainees, yet CSB is still struggling to fill various teaching vacancies. As a result of the pandemic, we have seen teachers leave the field of Early Care and Education to stay home to care for family members or work in another field altogether.
  - Federal enrollment requirements are scheduled to return to full capacity as of January 2022. However, the Community Services Bureau has had to close classrooms intermittently due to the staffing shortage. CSB has implemented creative strategies to help with this issue, such as increasing our virtual and grassroots hiring efforts, working

closely with EHSD Personnel to update and share employment opportunities on teacher-focused employment websites, and participating in in-person community events to share information on open teaching positions.

- Some classrooms that were closed at the start of the shelter in place remain closed due to staffing shortages. 4 classrooms that were closed at the start of the pandemic are still currently closed. At present, CSB has a total of 52 infant, toddler, and preschool classroom open. CSB continues to experience intermitted classroom closures when we do not have a sufficient number of staff to operate safely within ratio regulations. The closures are typically only for a day or two, or until staffing stabilizes in a specific room.
- On November 17, 2021, all families of our directly operated sites were notified of the teaching shortage at CSB and on a national level, and how this can continue to cause classroom closures, sometimes with little to no advance notice. The federal requirement to return to full capacity is on hold from the Office of Head Start as they too recognize the national teacher shortage, especially in the area of Early Childhood Education.

#### WORKFORCE SERVICES

- CalFresh applications continued to increase during the pandemic. Additional outreach and advertising for CalFresh by CDSS and Employment Development Department (EDD) have contributed to the ongoing up-tick in applications. This has led to compliance challenges in timely processing of applications for CalFresh and Expedited Services.
- Long lead times in recruitments and hiring list promulgation, combined with high turnover in worker classifications, continues to result in high vacancy rates and increased workload pressures and backlogs. The Workforce Services Bureau hired a total of 137 Eligibility Workers. Of those hired, 53 were lost during the training process. In addition to other vacancies in the position, the WFS Bureau held an average vacancy rate of 13%. During 2020-2021, 16 existing Eligibility Worker positions were eliminated.
- Contra Costa County continues to prepare for the transition from the current eligibility system, CalWIN, to the new statewide CalSAWS system in October 2022. This will not only impact the eligibility system, but also other supporting business processes such as appointment scheduling, imaging, task management, and lobby management. There will be significant business process overhauls required in addition to required data cleanup efforts and training in the coming 18 months. Training resource limitations will also impact the Bureau's ability to continually train new eligibility staff.

### **B. CHANGING SERVICE DELIVERY IN RESPONSE TO THE PANDEMIC**

#### AGING AND ADULT SERVICES

- Our Adult Protective Services (APS) program faced restrictions to face-to-face visits because of the pandemic, challenging the ability of our staff to screen and investigate reports. In response, staff used the phone to research, investigate, and resolve issues when possible. APS social workers were still able to conduct home visits whenever there was concern about the safety of the victim.



- Our General Assistance (GA) program experienced a decrease in applications during the pandemic period. Restrictions on face-to-face visits made it difficult to assess needs and provide supplies (sleeping bags, coats, and food) to our recipients. In response, staff conducted interviews with clients over the phone. Since many of the clients needing assistance are homeless, we offered clients the option to drop into offices and pick up supplies as needed.
- Our In-Home Supportive Services (IHSS) Public Authority experienced challenges in interacting with providers due to lack of in-person access. Limited outreach options also impacted our ability to expand our IHSS provider participation registry.
- Our In-Home Supportive Services Social Worker staff have developed a model to reduce the amount of close contact by conducting a phone interview followed up with a face-to-face home visit. IHSS is closely monitoring the direction from both the State and County on safely returning Social Workers to the home full-time. Some consumers are resistant to meeting the face-to-face requirement, causing a delay in administering benefits.
- Whole Person Care (WPC) provided over 39,000 case management visits to more than 11,000 patients. Due to the COVID-19 pandemic, case managers pivoted their work to phone visits; however, protocols were developed in collaboration with CCHS risk management to support safe return to home visiting by July 2021. Implementing new safety standards and navigating evolving guidance has been a resource intensive effort, but critical to WPC's vision of meeting patients where they are and reducing barriers to care.

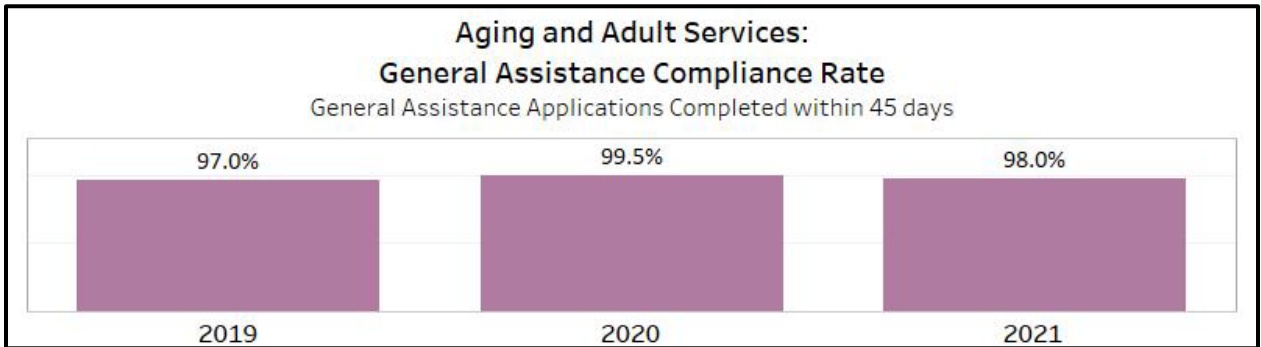
#### WORKFORCE DEVELOPMENT BOARD

- Many conferences, trainings, and recruitments continue to be offered online, but WDB cautiously emerged from the pandemic to host or be present at a limited number of in-person events as impacted sectors gradually recover. In spite of challenges, WIOA experienced increased conversions to enrollments and increased individuals completing programs, resulting in an improved ability to spend down WDB's Workforce Innovation and Opportunity Act (WIOA) formula funding and special grants.
- Unemployment insurance issues continued to drive traffic to the career center. When federal extensions ended, and vaccination rates increased, more people began to reengage in job search activities. At the end of 2021, the career center remained open even as EDD had to shut down and move unemployment insurance services remote.

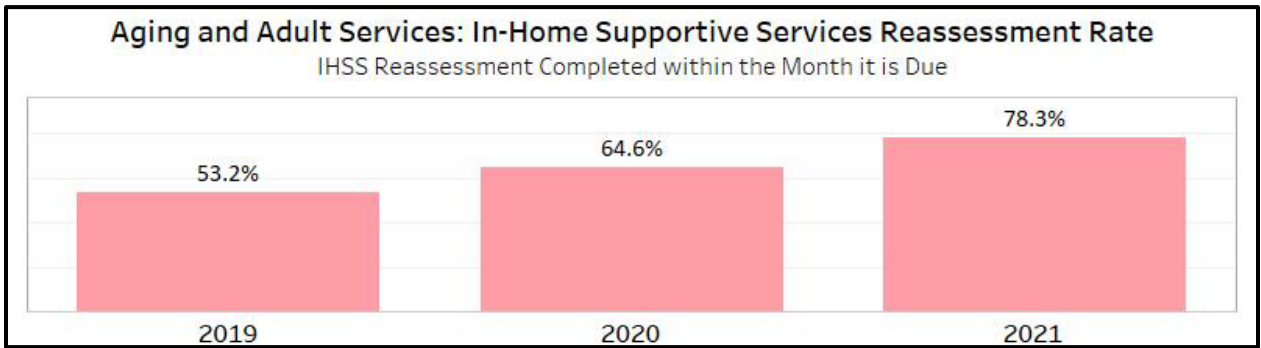
**V. PERFORMANCE INDICATORS**

**A. AGING AND ADULT SERVICES**

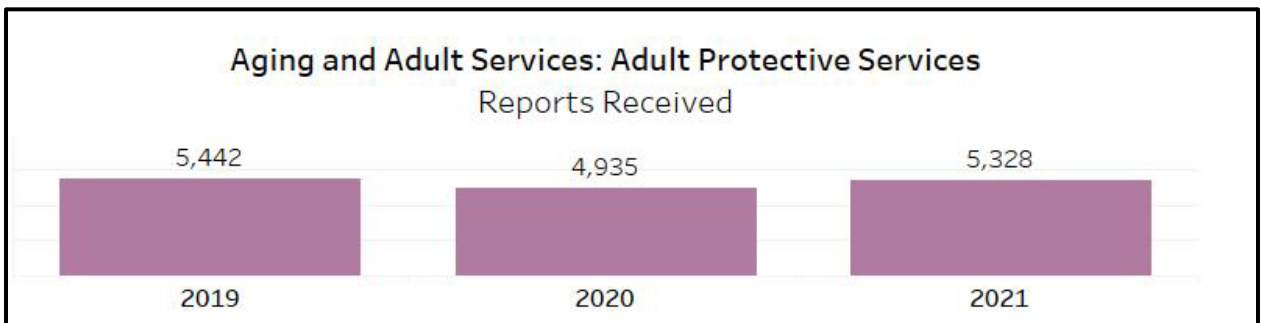
State guidelines provide mandates for reassessment processing timelines in the General Assistance (GA) and In-Home Supportive Services (IHSS) programs. GA applications must be processed within 30 days. The following chart shows average monthly General Assistance compliance rates for each of the last three fiscal years.



IHSS reassessments must be processed within the month it is due. In 2019, ten (10) new IHSS staff were added, and in 2020 a new Division Manager was hired who has implemented new operational practices and guidelines. As a result, the chart below shows significant improvement in annual monthly average IHSS reassessment rates for the last three years.

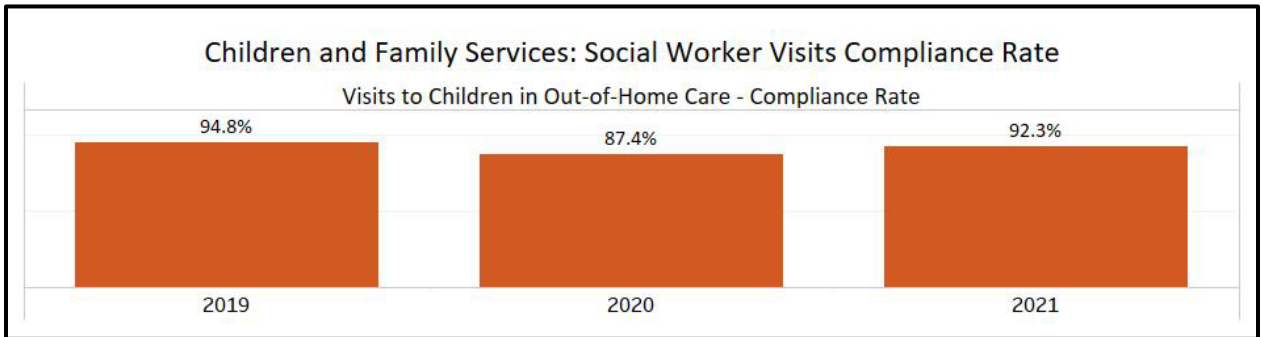
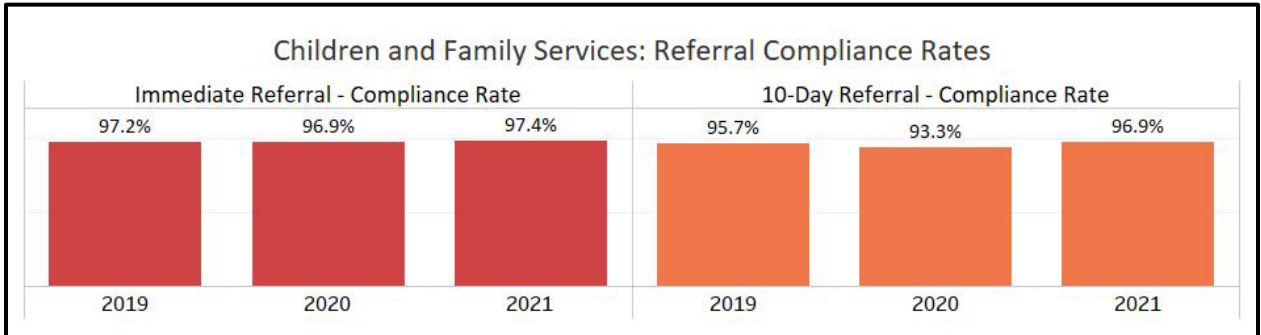


During the early months of the pandemic, APS saw a decline in referrals, however, since the County reopened and moved into the Orange Tier, there has been an increase in reports:



## B. CHILDREN AND FAMILY SERVICES

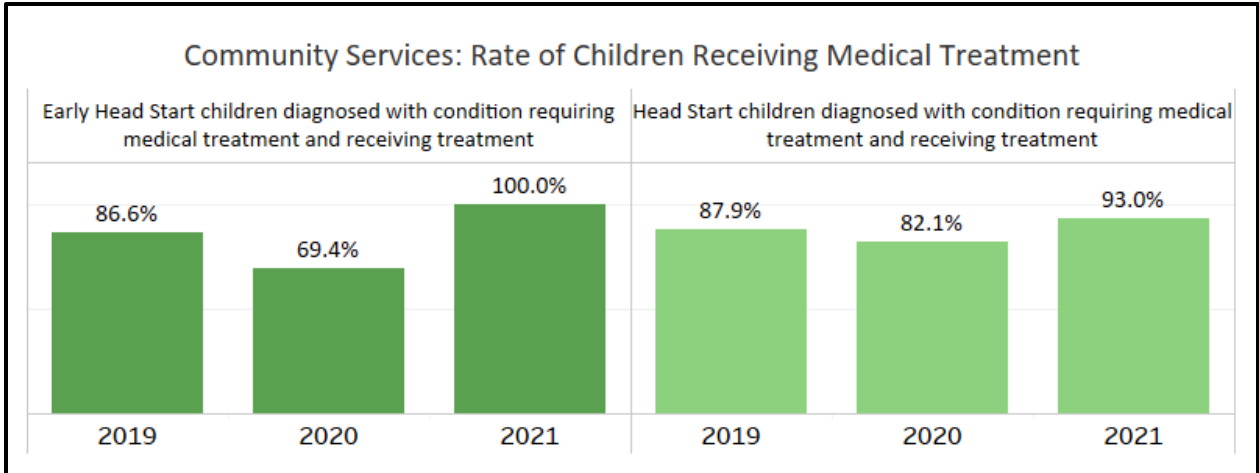
The State Department of Social Services sets a compliance standard of 90% for timely investigated referrals and 95% for monthly visits of children in placement. The following charts show annual average performance rates as calculated for the quarterly Children and Family Services Review (CFSR) reports:



Despite numerous challenges faced over the past two years, CFS improved and met and exceeded compliance standards for timely investigated referrals in 2021. It also improved performance in monthly visits of children in placement and nearly met compliance standards in 2021. The strong performance amid a pandemic and staffing shortages is an example of CFS staff's continued dedication and strength.

## C. COMMUNITY SERVICES

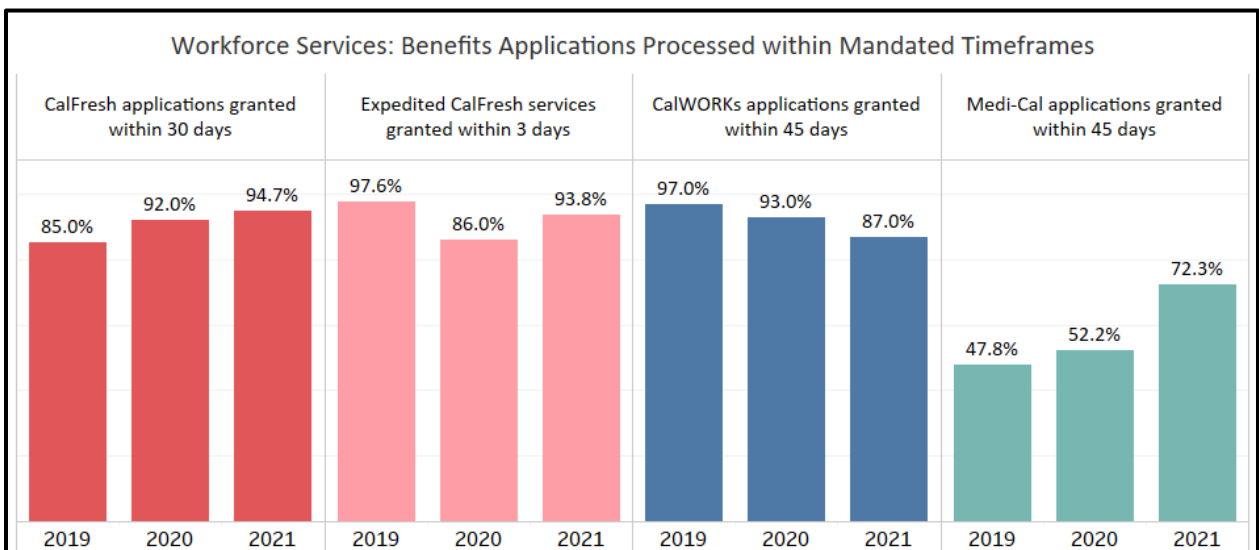
A goal of the Community Services Bureau is to ensure that the children served are benefiting from high quality services, are healthy, and able to learn. The following chart shows the percentage of children in Early Head Start and Head start that are diagnosed with a condition and received medical treatment in the last three fiscal years:



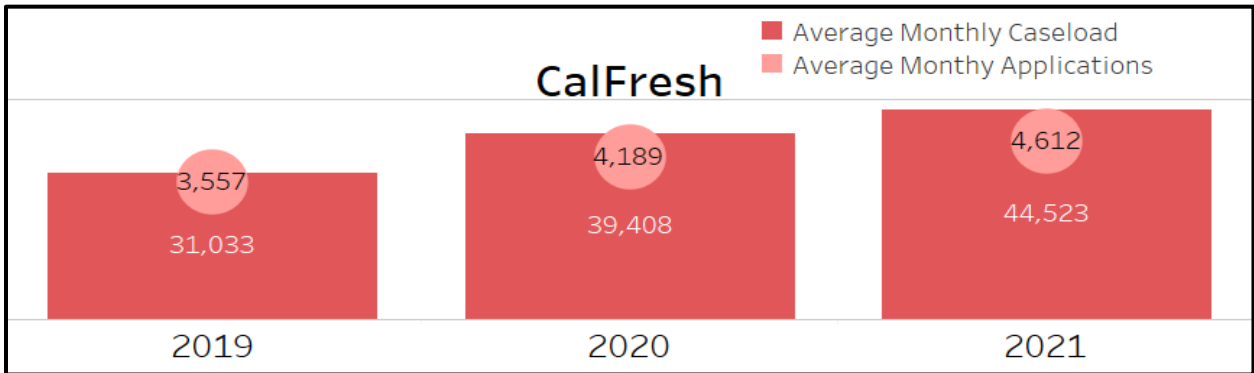
In Early Head Start, the overall number of children diagnosed with a condition decreased during the 2020-21 program year, resulting in an increase in the percentage of Early Head Start children who received medical treatment. In Head Start, there was an increase in the overall number of children diagnosed with a condition. There was an increase in the percentage of Head Start children receiving treatment in 2021, due to families resuming in-person doctor visits once COVID restrictions were lifted.

#### D. WORKFORCE SERVICES

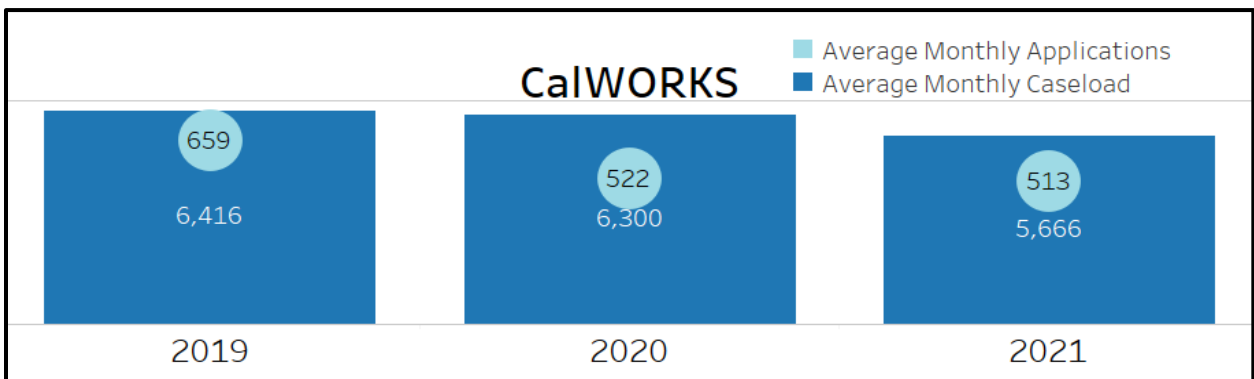
Workforce Services (WFS) is bound by State compliance mandates to timely and accurately issue benefits to program participants. In 2021, WFS continued to experience high application volumes and staffing resource challenges. In response, WFS continued to prioritize CalFresh applications and urgent Medi-Cal applications to meet the most critical needs. These challenges contributed to continued lower compliance rates for other benefits programs. The following data points show application processing compliance rates for each of its main benefits programs for the last three calendar years:



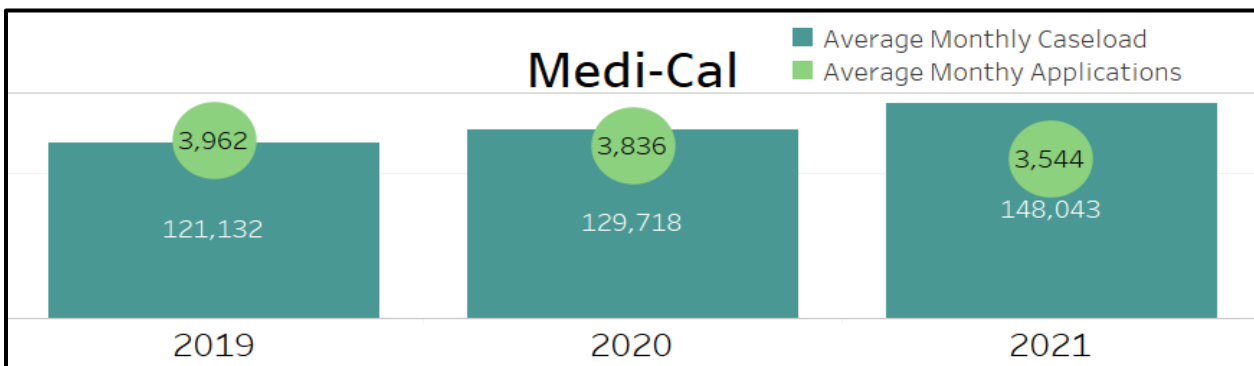
On March 16, 2020, the Contra Costa County Health Officer issued a Shelter-in-Place Order in response to the Coronavirus pandemic. There was an immediate surge in demand for food assistance, which is reflected in the data. Enrollment has remained elevated since April 2020. Starting July 2021, enrollment increase even more significantly due to advertisement of CalFresh benefits by state and federal agencies.



The COVID Pandemic Unemployment Assistance made available to individuals increased the amount of income received by households resulting in a decrease in CalWORKs applications and caseloads.

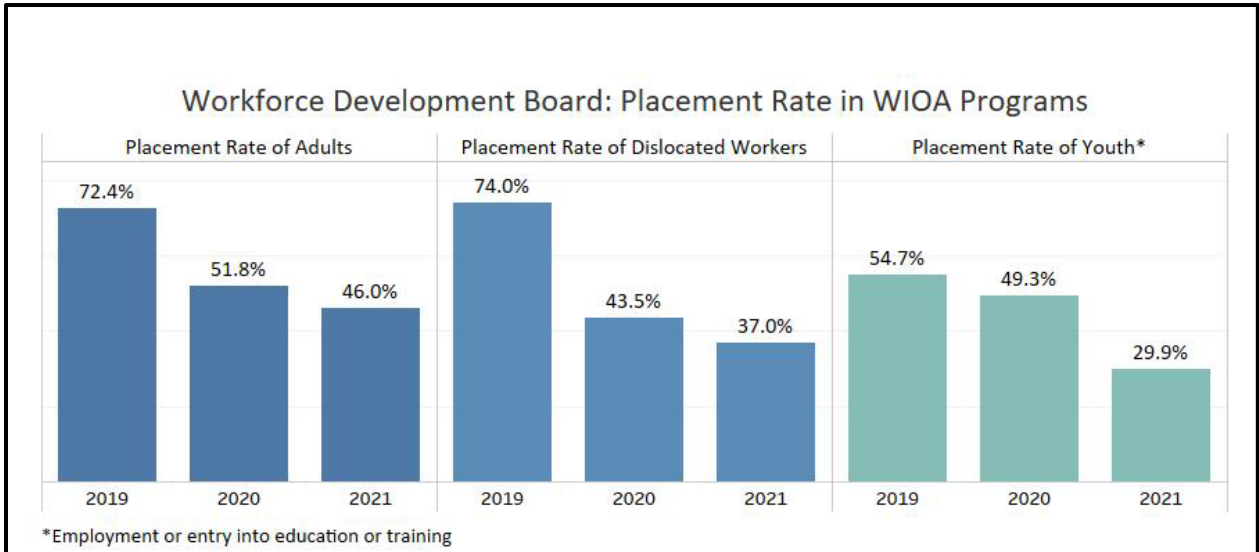


Medi-Cal applications have decreased slightly year over year prior to the pandemic, however, since the beginning of the pandemic, Medi-Cal caseload levels have increased almost 26%. This caseload increase is heavily influenced by fewer discontinuances under the State “No Negative Action” policy.



## E. WORKFORCE DEVELOPMENT BOARD

The Workforce Development Board (WDB) of Contra Costa is bound by service-level and performance targets for services to job seekers and businesses. The following shows placement rates of participants in Workforce Investment and Opportunity Act (WIOA) activities for the past three fiscal years:



Due to COVID and the subsequent shelter-in-place orders, conferences, training, job fairs, and employer events had to be canceled or moved online. Even with virtual services available, job seekers faced a tight job market. WDB received fewer referrals, fewer conversions to enrollments, and fewer individuals completing programs, resulting in difficulty in spending down WDB's Workforce Innovation and Opportunity Act (WIOA) formula funding and special grants.

Specifically, WDB experienced challenges with youth placements as entry-level jobs they would usually take and the secondary educational programs they would typically enter (both of which count as "placement" for youth) were affected. Many education/training programs were suspended, and those that were not were moved online. WDB Youth Programs were able to quickly pivot to remote learning through partnerships with school districts and the Office of Education. All WIOA youth were provided with Chromebooks and internet hot spots regardless of their school status. Case managers routinely used text, email, and other virtual tools to remain connected to their clients.

However, there continued to be challenges finding appropriate places to study/work remotely, as low-income families rarely have extra office space in their homes. Other factors also contributed to low placement rates, including increased responsibilities at home such as providing childcare for younger siblings, suspension of hands-on in-person post-secondary options, and virtual class burn-out and disengagement from virtual learning.

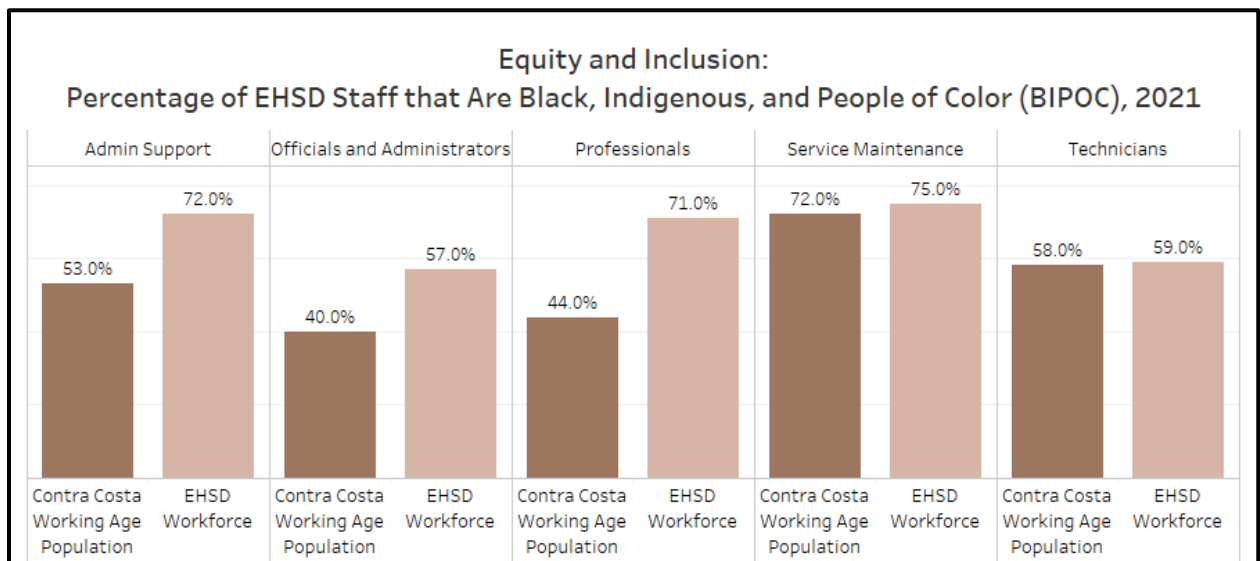
**F. RACE EQUITY AND INCLUSION**

EHSD remains committed in efforts to promote diversity, race equity, and inclusion in Contra Costa County. The following are highlights of our efforts in 2021:

- As part of the County’s Gateways for Growth (G4G) Technical Assistance award, EHSD in collaboration with HSD has drafted a detailed “Welcoming Plan for Immigrant Inclusion” that will be presented to the Board in 2022. A broad range of community members participated.
- EHSD’s Equity and Inclusion (E&I) Core Team has engaged a consultant and generated a list of priority areas to include in a Racial Equity Action Plan.
- Provided over 800 service referrals to undocumented community members through the EHSD Social Services Rapid Response Team (SSRRT), a unit which quickly assesses and addresses the immediate needs of vulnerable community members during the pandemic. These individuals otherwise have limited access to resources.
- Launched a mandatory training for all eligibility staff which explains the importance and State requirements of collecting race and ethnicity data in CalWIN for CalFresh, CalWORKs, and Medi-Cal, and provided for interviewing clients and the use of CalWIN for data collection various eligibility systems. This contributed to a sharp decline in the percentage of benefits program records where race and/or ethnicity is listed as “declined to state” or “unknown”.

In the coming year, EHSD will continue to work with our Equity and Inclusion Core Team to improve and secure fair treatment, access, opportunity and advancement of all EHSD employees and our clients.

The following chart shows the percentage of EHSD staff identified as Black, Indigenous, and People of Color (BIPOC) based on the latest data available from the Contra Costa County Equal Employment and Opportunity (EEO) Office.



The following charts show race and ethnicity percentage breakdowns for households participating in

major EHS benefit programs, compared to the Contra Costa County population, as of February 2022.

