



Stanislaus County

# Responsible and Effective Government

Community Services Agency  
- 2008 Annual Report



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## Mission Statement

To build a stronger community, the Stanislaus County Community Services Agency works with the people of Stanislaus County to help with a safe place to live, access to food, health care, and opportunities to work.

### Quick Facts

- The Stanislaus County Community Services Agency (CSA) functions as the County Welfare Department and operates Federal and State mandated social welfare programs, with the primary focus on sustaining a healthy community.
- CSA provides child and adult protective services, as well as public assistance, to children and elders at risk of abuse and neglect, and families suffering from economic hardships.
- CSA serves approximately 130,000 county residents annually, or approximately 25% of the total county population of over 500,000.
- CSA has almost 900 staff located in 10 offices throughout the county, with an agency operating budget of around \$250 million.
- CSA is organized into four divisions, plus Human Resources and Information Technology operations:
  - o Adult Services: Operations include Adult Protective Services, In Home Supportive Services, General Assistance, and the Multipurpose Senior Services programs.
  - o Child and Family Services: Responsible for Child Welfare Services, including Child Protective Services, Foster Care, Adoptions, Kinship Guardianship Assistance, and the Families in Partnership programs.
  - o StanWORKs: Provide public assistance, such as cash aid, supportive services, and determines eligibility for low cost health care. Key programs include CalWORKs cash aid, Welfare to Work, Food Stamp Program, Medi-Cal, and Child Care programs.
  - o Finance and Operations: Support services include Accounting, Fiscal Operations, Office Services, Special Investigations, State Hearings, and Quality Control.

Select program highlights follow

# Message from the Director



Hello. I'm Christine Applegate, Director of the Community Services Agency (CSA) which is one of the largest county agencies with nearly 900 staff members serving the public in 10 locations. Our program services touch the lives of over 25% of the county's population by serving 130,000 community members annually. 2008 has been a tumultuous year with a steep decline in the national economy, a new President elected, and challenges on the local and state level that impact our ability to stay afloat among a series of budget cuts throughout all of 2008 due to less revenue coming in from taxes and other sources. It's been a wild ride to stay ahead of the curve with constant changes, but our staff have risen to the occasion and met these challenges to keep providing needed services to a community where the need for our services keeps growing.

Along with the Board of Supervisor's Motto of "Striving to be the best county in America," we at CSA share the goal of striving to be the best in serving the needs of the community in the areas of safety and protection for: child abuse victims and victims of elder abuse or neglect; families in need of assistance with Food Stamps, Medi-Cal or StanWORKS services, including Welfare to Work employment services and cash assistance; General Assistance and Refugee Assistance. CSA and our staff have been known as progressive leaders statewide, and we pride ourselves on implementing best practices in how we deliver services so that we can serve as one of the best resources possible within the community for families and individuals in need.

This year, we have seen successes and increasing challenges stemming from the ongoing budget shortfalls. Budgets will continue to challenge us into the future, but we are committed to serve those at risk and those in need in our community. Our strong partnerships within the community, our talented and committed staff and our county colleagues will all work together with us to get through these difficult budget times. We are proud of what we've done in 2008, and I invite you to take a few minutes to read about what our programs have provided in needed services this year in these pages.

*Christine C. Applegate*

Christine Applegate  
Director, Community Services Agency



## Community Services Agency Location and Contact Information

Stanislaus County Community Services Agency  
251 E. Hackett Road, Modesto  
(209) 558-2500  
[www.csa-stanislaus.com](http://www.csa-stanislaus.com)

Program	Local Telephone Number	800 Number
Adult Protective Services Hotline	(209) 558-2637	1-800-336-4316
Child Protective Services Hotline	(209) 558-3665	1-800-558-3665
Public Assistance	(209) 558-2777	
Fraud Hotline	(209) 558-2020	



District 1  
William O'Brien



District 2  
Vito Chiesa



District 3  
Jeff Grover  
Vice-Chairman



District 4  
Dick Monteith



District 5  
Jim DeMartini  
Chairman

# Child & Family Services

## Families in Partnership Program

The Families in Partnership (FIP) Program is a collaborative effort between Stanislaus County Chief Executive's Office, the Health Services Agency, Behavioral Health and Recovery Services, Probation, and Community Services Agency. It is intended to provide strength based integrated services to a high-risk population of families in Stanislaus County. The rationale behind the development of FIP is based on Stanislaus County's strong commitment in keeping families together in a safe and appropriate environment. Children function best with their families when provided with accessible and appropriate services. FIP attained ongoing program status in August, 2000.

The Families in Partnership (FIP) Program provides intensive voluntary multidisciplinary services to child welfare families who due to their multi problems are at risk of the removal of their children or need intensive support to transition children home on a trial visit from foster care. The program utilizes its intra agency and community linkages to provide mental health services, substance abuse counseling, medical support services, domestic violence services, StanWORKs services, and inter agency collaborations to promote family independence and success. FIP services are available for a yearlong duration or on a short-term stabilization basis based on the Family Preservation model. FIP voluntary cases conform to all Child Welfare Family Maintenance regulations.

The FIP target population encompasses families with infants and children who struggle with multiple issues including but not limited to substance abuse and neglect. The families are involved in family preservation planning with children often at risk for removal, or with children temporarily in voluntary placement while the family is stabilized.

Without FIP this population of children served would likely be in foster care and due to their special needs would receive a high level of intensive services. FIP's success in keeping families together and preventing costly out of home placements can be attributed to the fact that FIP multidisciplinary personnel are co-located in order to effectively provide child safety, substance abuse, health, mental health, and domestic violence services. However, program funding is an ongoing challenge. Efforts are underway to identify funding options that can sustain FIP operations.

### By the numbers:

- FIP has served on average around 200 children per month during the past three fiscal years.
- Of the 319 children whose families' completed/ended serves in 2007-2008, 269 or 84% remained out of foster care at the time of case closure
- FIP efforts prevent Foster Care placements, which translate to a county cost savings of around \$1 million per year for the past three fiscal years
- FIP has grown into a \$3 million program; FY 2007-08 expenditures were \$3.3 million
- FIP funding sources include the Child Welfare Services and State Family Preservation allocations, in addition to Probation Title IV-E pass through funds. Federal and State funds cover 80% of program cost, leaving a local match requirement of 20%

# Helping Children and

## Shaken Baby Syndrome Prevention

The Child Abuse Prevention Council (CAPC) of Stanislaus County, of which CSA is an active member, recognized the need to establish a countywide Shaken Baby Syndrome Prevention Program in order to prevent the needless permanent medical, and sometimes fatal, conditions caused by the violent shaking of children. CAPC took action in response to seven shaken baby incidents reported over an 18 month time period prior to program implementation in November 2007.



The CAPC sought the advice of experts in Sacramento County, and moved forward with the development of a program based on a successful New York state model. Shaken Baby Syndrome Prevention Program efforts are coordinated by CSA.

On November 1, 2007, the program was implemented in all local birthing hospitals (Doctors Medical Center, Emmanuel Medical Center, Memorial Hospital, and Oak Valley Hospital). Efforts are underway to add Kaiser Permanente to the shaken baby prevention education partnership. In addition to the program's hospital component, Shaken Baby Syndrome education is also provided to families by the Stanislaus Chapter of the American Red Cross, Gleeson Counseling Services, Sierra Education, Sierra Vista Child and Family Services and by the Healthy Birth Outcomes program at the various Family Resource Centers throughout the county.

## Council on Accreditation



ACCREDITED  
COUNCIL ON ACCREDITATION  
OF SERVICES FOR FAMILIES  
AND CHILDREN, INC.

CSA's Child and Family Services division has set a standard for government transparency by participating in an accreditation process every four years that examines the effectiveness of local child welfare service delivery. The Council on Accreditation, an international, independent, not-for-profit, child and family service and behavioral healthcare accrediting organization, partners with CSA to improve service delivery outcomes.

CSA is committed to an independent review process that evaluates the organization against social services best-practice standards. The accreditation process holds CSA accountable to standards of quality practice, not just minimal standards of performance. Attaining accreditation makes a statement to the community that

Standards include:

Service Standards	Administration and Management
<ul style="list-style-type: none"> <li>• Child Protective Services</li> <li>• Family Preservation and Stabilization Services</li> <li>• Foster Care Services</li> <li>• Adoption Services</li> <li>• Youth Independent Living Services</li> </ul>	<ul style="list-style-type: none"> <li>• Administration and Management</li> <li>• Ethical Practice</li> <li>• Financial Management</li> <li>• Human Resources Management</li> <li>• Performance and Quality Improvement</li> <li>• Risk Prevention and Management</li> </ul>

# Adults at risk of Abuse and Neglect

## Program

Program funding comes from a grant awarded by the Stanislaus County Children and Families Commission. Program funds cover the costs of training hospital staff and education material.

The result is a local hospital-based program that educates all new parents of the more than 8,000 children born in Stanislaus County each year on how to prevent shaken baby syndrome. The simple solution is to never shake your child, but a parent can be overwhelmed by newborn responsibilities and may not know how to deal effectively with a crying infant, the usual trigger for shaken baby violence.

The program instructs parents that shaking an infant or child is never okay. Parents receive information about normal child development, including the role of infant crying, and the dangers of shaking a child and the ways to avoid that conduct. It is important that parents of all income levels and ethnic groups understand that the violent shaking of an infant or child can result in medically serious conditions, such as irreversible brain damage, and even death.

Program outcomes, November 2007 through June 2008:

- A total of 4,279 parents were educated on shaken baby syndrome prevention; this represents 73% of newborn parents during the outcomes time period.
- Only one shaken baby syndrome incident has been reported since November 2007

For additional information, please visit the National Center on Shaken Baby Syndrome web site at <http://www.dontshake.com/>

CSA strives to provide the highest quality of services to children and families.

CSA first achieved accreditation in 1988. The COA re-accreditation process occurs every four years, and it involves a comprehensive review of agency operations from service delivery to administration and management functions. The re-accreditation process occurs over many months and involves the development of a self study which is submitted to COA, followed by a site visit by a team of COA peer reviewers. The site visit involves interviews with CSA's governance board, leadership team, personnel, foster parents, customers and other CSA stakeholders.

Acknowledgement by your peers that you are doing your job right is a powerful incentive to maintain a high level of performance and seek opportunities for professional development. That is CSA's

### Service Delivery Administration

- Administration and Service Environment
- Behavior Support and Management
- Client Rights
- Training and Supervision

objective, to challenge the organization to maintain high standards in service delivery, as well as administrative operations. For these reasons, CSA proudly displays the accredited logo in its letterhead.

# Child & Family Services

## Systems Improvement Plan process

Several years ago, the State of California implemented the Child Welfare System Improvement and Accountability Act established under Assembly Bill 636. This legislation defined statewide outcome goals for the Child Welfare System and required that state performance measures be developed in order to assess progress toward the goals via a continual improvement process. A realized benefit is the fact that counties are using data outcome measures to work with community partners on developing strategies to improve the safety, permanency, and well-being of children in their care.

A key element in the continuous improvement cycle is the System Improvement Plan, which relies on a self assessment process to identify local child welfare strengths and challenges. The Self Assessment is a comprehensive assessment of child welfare outcomes and systemic factors in Stanislaus County's Child and Family Services Division and Probation Department. The System Improvement Plan (SIP) identifies the strategies by which the Child and Family Services Division and Probation plan to improve targeted outcome and/or systemic factors. CSA, Probation Department, and other public and private partners and stakeholders were involved in a series of focus groups to evaluate our County's performance and develop the plans for improvement. The result of these efforts is a System Improvement Plan (SIP) for 2007-2009, approved by the Board of Supervisors. So what happens after the System Improvement Plan is approved? A Self-Evaluation group, in place since 2002 as part of the implementation of the Family to Family Initiative, will monitor the plan's progress. The Child and Family Services areas targeted for improvement include:

Improvement Area	Improvement Goal(s)
Recurrence of maltreatment	<ul style="list-style-type: none"> <li>• Reduce repeat maltreatment for children, with particular emphasis on children 0-5 years of age.</li> <li>• Engage families at children at risk of abuse or neglect in community-based preventive services.</li> </ul>
Placement stability	<ul style="list-style-type: none"> <li>• Improve caregiver (foster parent/relative) skills in parenting preteen and adolescent children/youth that are victims of abuse and/or neglect.</li> </ul>
Re-entry into Foster Care after Reunification	<ul style="list-style-type: none"> <li>• Connect reunifying families to community-based support/aftercare services.</li> </ul>

Strategies and milestones have been developed to track goal progress for these three areas of significant concern. This agency and its partners will use the System Improvement Plan as part of the continuing efforts to improve child welfare services in support of the Board's priorities for a safe community, a healthy community, effective partnerships, and efficient delivery of public services.

# Adult Services

## Helping Children and Adults at risk of Abuse and Neglect

### Adult Protective Services

Section § 15766 of the State Welfare and Institutions Code requires counties to operate an emergency response adult protective services program 24 hours per day, seven days per week. Abuse types include physical abuse, emotional abuse, sexual abuse, neglect or abandonment by caregivers, financial exploitation, and healthcare fraud and abuse. This mandate does not take into the account the emotional toll on the staff involved in dealing with the investigation of elder and dependent adult abuse. However, the professional social workers assigned to the Adult Protective Services (APS) Program work effectively to respond appropriately to all reports of alleged abuse, even in an era of declining resources. The following table exemplifies the rising program activity the past several fiscal years, whereas State funds to administer the APS program have not kept pace with program growth, nor recognized the increasing cost of doing business.

Adult Protective Service Data (abuse reports and cases are based on 12 month average)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	04 to 08 % Change
APS reports of alleged abuse	152	171	179	158	4
APS case management	402	518	669	688	71
State funds	\$851,089	\$864,043	\$849,021	\$843,012	-1

What better way to convey the impact APS has on a community than to describe a real life situation that is typical of many of the APS cases:

APS recently assisted an 85 year old homeless man in frail condition, named Leon, who would spent his days wandering around one of the county's incorporated cities. Leon had been evicted from several places in the past due his difficult nature, and usually ended up sleeping in parks. APS soon discovered that Leon's son was 'holding his money', primarily Social Security payments, and that prevented Leon from obtaining a more stable housing situation.

Leon refused APS efforts to provide him board and care placement or room and board placement. He wanted to stay independent, but his emotionally confused and medically fragile condition ruled out homelessness as an option. APS went to work and obtained Leon's Social Security checks from his son, assigned Leon a representative payee to help with his finances, secured housing for him at a local hotel, purchased clothes and some needed household items, and connected him to community resources, such as In Home Supportive Services and Brown Bag Commodities. Leon is currently doing well and living independently.

# Adult Services

## CalWORKs

CalWORKs is the name of the California program that provides cash aid to families in financial crisis, otherwise known as Temporary Assistance for Needy Families (TANF) at the Federal level. This program is intended to provide short term cash aid to enable adults to obtain employment or skills that will lead to employment and increased earnings. CalWORKs provides aid to families in which a child is deprived because of the absence, incapacity or death of either parent, or unemployment of a parent living in the home. Benefits may be provided to citizens and legal immigrants. CalWORKs cash assistance is generally limited to a maximum of 60 months per each adult.

Dealing effectively with policy changes is a critical component of responsibly managing the CalWORKs program. Each fiscal year brings new Federal and State legislation that impacts program eligibility rules and operations. Some examples from FY 2007-08 that impact cash assistance include:

- Removing the personal property retention limits on restricted accounts, such as saving for a home or education purposes
- Excluding principal and interest in 401K retirement and 457 deferred compensation accounts from consideration as property
- Translating forms into eight additional languages

### CalWORKs by the numbers during FY 2007-2008, July 1, 2007 through June 30, 2008:

- CalWORKs cash aid totaled \$63.7 million
- On average, 9,872 families per month received CalWORKs; the average monthly payment was \$537 (\$660 for two parent families, and \$522 for single parent families)
- Total persons receiving cash aid averaged 25,167 per month, of which 19,088, or 76%, were children
  - 18,994 children and adults were from single parent families
  - 4,211 children and adults were from two parent families
  - 1,962 children were from families where the adults had reached their CalWORKs 60 month time limit and only the children were aided: Safety Net cases
- Ethnic origin of persons receiving CalWORKs, as of July 2008
  - 44.1% Hispanic
  - 42.3% White
  - 7.1% Black
  - 6.5% Asian and Other

## Child Care Program

The availability of quality child care is essential to the success of CalWORKs families becoming self sufficient. CSA assists current and former CalWORKs customers become self sufficient through administration of the StanWORKs Child Care Program. The purpose of this program is to support CalWORKs customers by subsidizing their child care costs, which promotes participation in Welfare to Work activities and retain employment thereby allowing families to transition off cash assistance.

The StanWORKs Child Care Program partners with parents to improve the future of their children by providing child care assistance to individuals residing in Stanislaus County who are receiving CalWORKs cash assistance and are transitioning from CalWORKs to full time employment. In addition, former CalWORKs recipients maybe eligible to receive child care assistance. Services and subsidies are provided for children from birth through twelve (12) years of age. The program strives to provide timely, accurate, and efficient services to parents and providers and to support the quality of child care in our county through education and information provided to our parents. In the continuing effort to provide effective and responsible services, CSA administers all three stages of the CalWORKs Child Care Program, one of only two counties in the state to do so. This provides families a seamless transition among all stages of child care as they work toward self sufficiency.

Child care three stages include:

- Stage One begins with a family's entry into the CalWORKs program. Clients leave Stage One within six months or when their situation is stable, and when there is a slot available in Stage Two or Three. (Funding source: California Department of Social Services)
- Stage Two begins when the county determines the family has secured stable child care. Clients may continue to receive child care in Stage Two up to 24 months after they are no longer eligible for cash assistance. (Funding source: California Department of Education)
- Stage Three begins when a funded space is available and when the client has reached their 24th month of child care in either Stage 1 or Stage 2. (Funding source: California Department of Education)

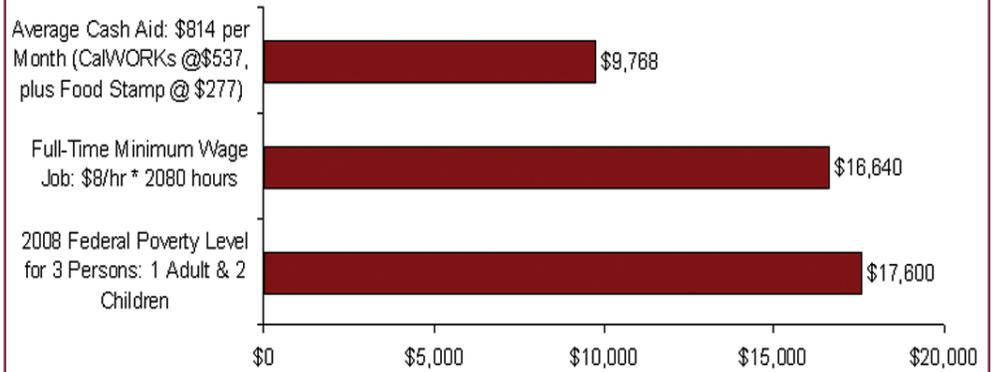
Child care program data during FY 2007-2008, July 1, 2007 through June 30, 2008:

Element	Value
Average number of families enrolled per month	1,494
Average number of children enrolled per month	2,738
Average number of providers reimbursed per month	733
Total value of Child Care reimbursements	\$9,660,183
Average reimbursement per child per month	\$361

## Basic needs for living

Public assistance provides a necessary safety net for low income families under economic duress. The StanWORKS Division functions as the public's main point of contact in assessing family needs for cash aid, processing applications, dispensing aid and services, and managing cases. The demand for public services is on the rise due to the poor local economy, and the programs serving on the front line for income support include CalWORKs, Food Stamps, Medi-Cal, and Child Care.

## Public Assistance Annual Income Gap: Cash aid is less than a minimum wage job and is under the Federal Poverty Level



## Integrated Services for Families in Crisis

How do you help a single mother living on the brink of poverty whose children are at risk of abuse and neglect due to the mother's constant struggle with substance abuse, and an abusive relationship? Help is available from the Stanislaus County Community Services Agency's (CSA) Integrated Services Program, which provides the following array of services: Child and Family Services to help ensure the safety of children, access to public assistance to help families pay the rent and put food on the table, and Welfare-to-Work services to help adults remove barriers to employment and attain self-sufficiency .

CSA accepted the challenge of helping coordinate services among agency programs and community partners to ensure that families in crisis get help without delays and gaps in aid. CSA took the initiative several years ago to become one of the first county welfare departments in the state to implement the CalWORKs/Child Welfare Partnership Project, also known as Linkages at the state level and Integrated Services in Stanislaus County.

CSA has fully embraced integrated services as evidenced by the effective partnerships established with the county mental health, health services, and probation departments, as well as community based organizations, in order to provide critical services such as substance abuse treatment and domestic violence counseling. The First Step Perinatal Substance Abuse Treatment Program is a prime example of an effective, integrated services partnership: CSA teams up with Stanislaus County Behavioral Health and Recovery Services to offer women in crisis, along with their children, substance abuse treatment at a live-in residential facility administered by Sierra Vista

Child and Family Services and the Center for Human Services. Comments from an Integrated Services customer who graduated from First Step:

- "Keeping it real- I lost my faith, children, and family. I found coaching, restored faith and now maintain a family connection."

CSA accepted the challenge of helping coordinate services among agency programs and community partners to ensure that families in crisis get help without delays and gaps in aid.

CSA uses Coordinated Case Plans as a method to help ensure successful outcomes. Integrated Services works as one multi-disciplinary team to develop a plan of action, done in partnership with the family to ensure requirements of Child and Family Services and Welfare to Work are being met. Activities are strategically planned to make sure that they do not compete with each other. The coordinated plan prioritizes activities and support services to achieve the best outcomes.

Another key component of Integrated Services is co-location of Child and Family Services and Welfare to Work staff. The Integrated Services team shares the same office location in order to offer families greater access to services. For example, a family can discuss their parenting classes with their Social Worker, and then immediately meet with their Welfare to Work case manager to get assistance with an employment activity. Co-location results in seamless services that help breakdown artificial barriers and establishes a "we are all in it together" atmosphere.

There are no quick solutions or easy fixes for families in crisis. CSA recognizes this fact and knows that the Integrated Services program provides an opportunity for families willing to work for a better life. CSA buys into the integrated services philosophy that through improved coordination, Child and Family Services can serve as an anti-poverty program, and CalWORKs can help prevent child abuse and neglect.

# for Families in Need

## Food Stamp Program

The Food Stamp program, a Federal program that helps low income families and individuals buy the food they need for good health and nutrition is administered by the CSA StanWORKS Division in Stanislaus County.

The inability of low income families to adequately feed their families on their take home wages is a growing problem in Stanislaus County. Just look to the local growth in the Food Stamp program for evidence of this economic reality:

A major contributor to this dramatic increase in Food Stamp program participation has been the dramatic fall in the economy, both local and national. CSA is seeing many first time applicants, many displaced from the real-estate and related businesses, as evidenced by the increased unemployment rate.

Food Stamp Program point in time comparison	June 2007	June 2008	% Change
Number of House Holds on Food Stamps	16,462	19,819	+20.4%
Number of Individuals on Food Stamps	41,897	49,519	+18.2%
Value of Food Stamp benefits issued	\$4,366,686	\$5,493,318	+25.8%
Unemployment rate	8.5%	10.9%	+28.2%

CSA uses technology to help with the increased demand for Food Stamp benefits. The online Food Stamp application web site, 'C4 Yourself' at [www.c4yourself.com](http://www.c4yourself.com), has generated 2,221 e-applications since it went live in October 2007. Also, the public can call (209) 558-2777 to apply for Food Stamps.

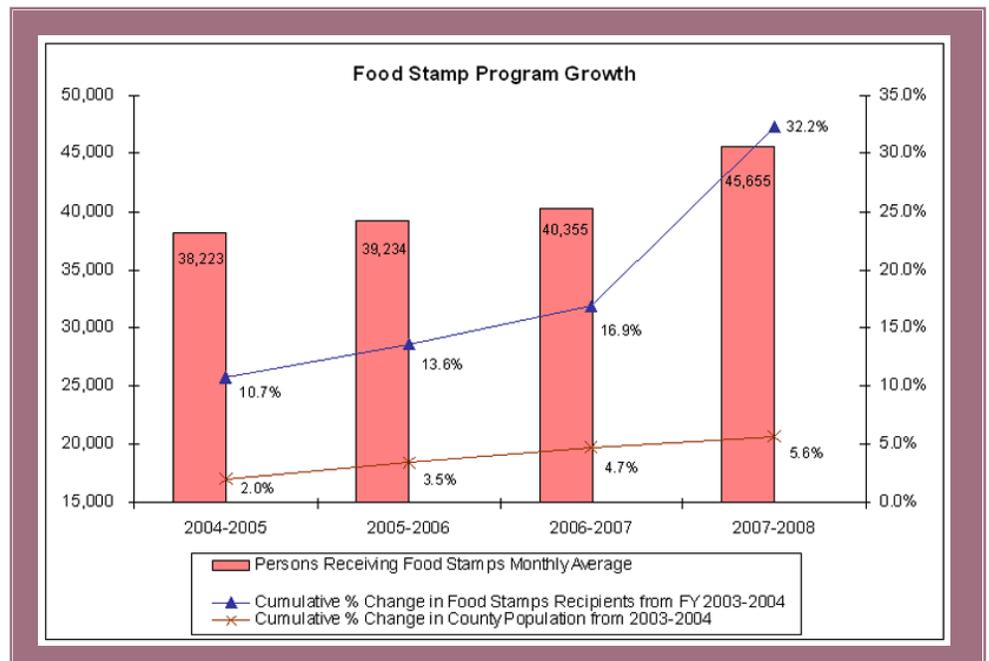
Accountability can be a challenge when agency resources are stretched to deal with an increased demand for services. However, the StanWORKS Division's due diligence is evident in a Food Stamp error rate of only 2.3% since October 2007; Stanislaus' rate is significantly less than the Statewide County error rate of 4.5% for the same time period. Stanislaus County was recognized for this achievement via an award from the Food and Nutrition Service which manages the Nation Food Stamp Program for the Department of Agriculture (USDA).

A recognized community impact pertains to the multiplier effect Food Stamp benefits have on the local economy. The Food and Nutrition Service estimates that every Food Stamp dollar issued and spent generates three economic dollars to the community in the form of income, taxes and jobs. For Stanislaus County, this means that the \$60 million in Food Stamp benefits issued during FY 2007-2008 returned \$180 million to the local economy.

Program change in progress:

- Congress enacted the Food, Conservation, and Energy Act of 2008 (P.L. 110-246), also known as the Farm Bill which went into effect October 1, 2008. The Federal law provides guidelines for the Food Stamp Program which now has a new name, the Supplemental Nutrition Assistance Program, or SNAP. USDA is working closely with State agencies, retailers, community and faith-based organizations and other partners to ensure successful and seamless implementation of the national name change and other components of the Farm Bill.

The following chart shows the multiyear trend in the Food Stamp Program compared to county population growth.



## Employment Services Programs

The CSA StanWORKS Division continues its commitment to provide employment services programs for families receiving CalWORKs cash aid. The purpose of employment services is to provide adults in

The purpose of employment services is to provide adults in low-income families the opportunity to acquire work skills needed to become economically self-sufficient.

low-income families the opportunity to acquire work skills needed to become economically self-sufficient. Employment services activities are funded via the Welfare-to-Work (WTW) component of the CalWORKs allocation to administer public assistance.

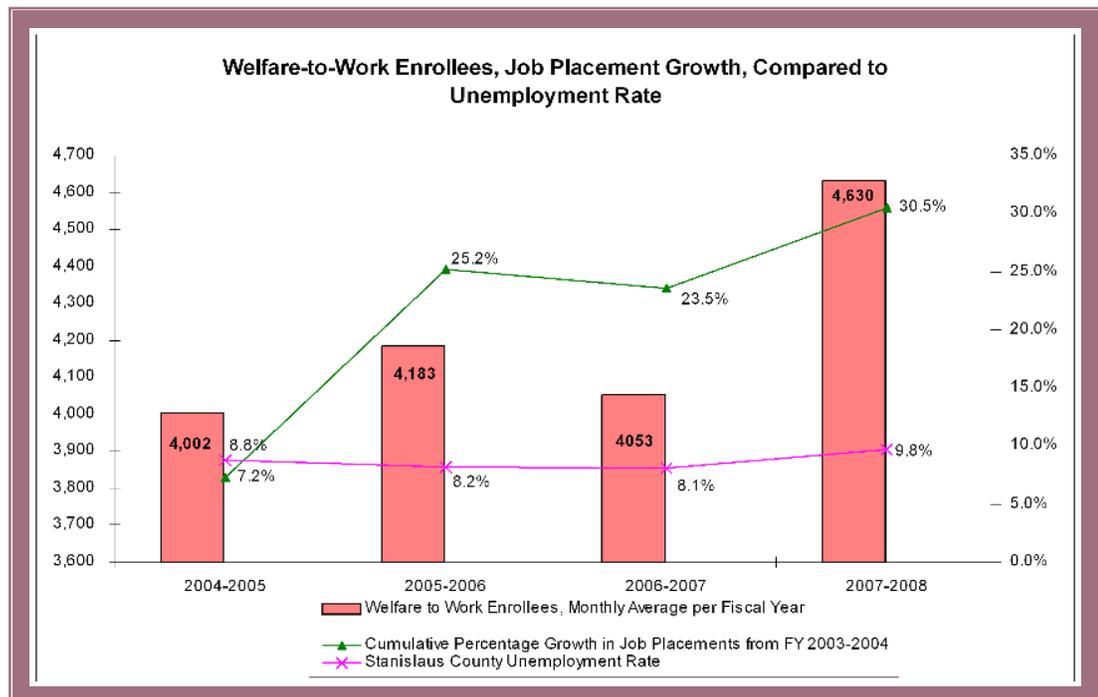


Employment services program highlights during FY 2007-2008 include:

- The request for proposal process to solicit unique employment services delivery plans that address new WTW program standards resulted in the selection of three job readiness service providers: Alliance Worknet, Arbor E&T LLC, and Central Valley Opportunity Center.
- Implementation of early engagement strategies has resulted in an increase in the percentage of CalWORKs adults who attend their assigned employment services activities.
- Job readiness classes are now offered in the cities of Patterson and Oakdale in an effort to enhance services to CalWORKs customers living in these locations.
- Family Resource Centers (FRC) are being utilized as pro-active venues to inform CalWORKs customers of work training and employment opportunities to help them overcome barriers to participation in employment services activities. The FRC's also offer various types of skill development classes.
- The number of WTW enrollees averaged 4,630 per month during FY 2007-2008, a 14% increase over the previous fiscal years monthly average 4,053 enrollees.

- Job placements continue to be a program priority; the emphasis on work first is evidenced by the program efforts to keep CalWORKs adults engaged in work preparedness activities

Like most public human service programs, the CSA CalWORKs WTW employment services programs have to deal with the challenge of balancing increased demand for services with reduced State funding. CSA is moving forward with budget strategies that involve vital service partners in an effort to ensure that WTW customers have access to employment services activities that lead to employment.



## Medi-Cal

Medi-Cal is California's Medicaid program. In Stanislaus County, Medi-Cal provides health care coverage for more than 116,000 low-income children and families as well as elderly, blind, or disabled individuals. Medi-Cal is jointly funded by the state and federal government, and administered by the California Department of Health Care Services. People enroll in Medi-Cal through their county social services department.

Medi-Cal eligibility is based on a number of factors, such as income, assets, family size, age, and disability, among others. Some groups eligible for Medi-Cal include low-income children and pregnant women, families receiving or eligible for cash aid (CalWORKs), low-income individuals with specific health needs, and individuals who are aged, blind, or disabled according to Social Security rules.

Federal law requires the Medi-Cal program to provide a set of basic services, including hospital inpatient and outpatient care, skilled nursing care, doctor visits, laboratory tests and x-rays, family planning, and regular examinations for children under the age of 21. California also covers many optional services, such as prescription drugs, dental care, medical supplies, occupational therapy, eyeglasses, podiatry, prostheses, non-emergency



transportation, home health, and hospice care, among others. The cost of Medi-Cal is dependant on the income and resources of the family. While some families are only responsible for visitation co-payments, when applicable, other have a share of cost that requires a monthly out-of-pocket expense before Medi-Cal payments kick-in.

Administering a program that serves one out of every five residents in the county can be a challenging task, and the program is growing: Since 2006, Medi-Cal applications have risen 9% from a monthly average of 2,570 to the 2008 level of 2,800 applications per month. This equates to 33,600 applications per year. Also, Medi-Cal policy changes impact operations, such as the mandate imposed by the Deficit Reduction Act (DRA) of 2005 passed and implemented in 2007 that requires Medi-Cal applicants and recipients to provide evidence of citizenship and identity as a condition of eligibility.

An example of how Medi-Cal case managers have met these challenges is evidenced by the operations improvements made by StanWORKs and Adult Services staff to streamline the application and reevaluation processes for IHSS/Medi-Cal linked cases. In redesigning how Medi-Cal eligibility is established for these impacted clients, CSA has reduced the need for workers to make home visits to IHSS clients for Medi-Cal determinations by 70%, while maintaining program integrity and accountability. This allowed the redirection of staff resources to other vital program areas, to help deliver effective customer service.

## Multipurpose Senior Services Program

The CSA Adult Services Division continues to effectively administer and manage the Multipurpose Senior Services program (MSSP) by providing services to frail elderly residents, age 65 or older via a contract with the California Department of Aging. The purpose of MSSP is to help local elderly residents maintain independent living in order to prevent or delay placement in expensive nursing facilities.

During FY 2007-08, July 1, 2007 through June 30, 2008, the MSSP utilized \$837,000 in Federal and State funds to help an average of 200 clients per month remain in their own homes, providing services for 258 elderly residents. These outcomes are accomplished by caseworker

assessments and regular contact and coordinated supervision by the MSSP case manager and a Public Health nurse. In addition, MSSP purchases an array of contracted services and equipment to insure client safety in their own home. Services include, but are not limited to: personal care, chore services, respite care for the live-in care givers, adult day care and communication services for clients seeking assistance in emergency situations. Equipment could include, but is not limited to: wheel chair ramps, bathtub grab bars, new front doors or new locks for doors. MSSP cost effectiveness is proven by the fact that the average monthly cost per client of \$350 is only about 6% of

the monthly cost of a skilled nursing facility at \$5,500. With cost savings readily apparent, MSSP has proven to be responsive to the needs of the local community. This was exemplified in a program audit conducted by the Department of Aging in April 2008 that resulted in no findings and revealed that MSSP personnel perform their jobs responsibly and efficiently.

The challenge to sustain MSSP operations is evident in the current funding contract with the Department of Aging, where declining state resources have resulted in a 10% reduction in program funds effective July 1, 2008 forward. MSSP staff will continue to provide valued services, although the program now serves only 180 clients per month, with a growing waiting list.

## General Assistance – Supplemental Security Income Advocacy Efforts

Unfortunately, there are residents in our community who are unable to work or perhaps live independently due to illness, injury, or disability. General Assistance (GA), a county funded temporary relief program for adults, can provide some minimal funds for living expenses. For more permanent help, there is a program called Supplemental Security Income, or SSI, administered by Social Security.

The CSA Adult Services Division could see the benefit to developing an SSI Advocacy Program to assist the GA recipients, who otherwise might be too ill or disabled to manage the tasks themselves, with the complex and time consuming SSI application process. The SSI Advocate helps the applicant to successfully complete the arduous physical and/or mental health evaluation requirements.

SSI Advocacy is a win-win service. The recipient benefits by having a regular income source to rent housing and purchase food, other goods, and services. The GA program is reimbursed by Social Security for payments made to the recipient during the SSI application process. Thus, SSI advocacy efforts boost the local economy and have leveraged the cost of the GA Program by reimbursing the County with federal funds.

Relevant data for FY 2007-2008:

- The GA program cost \$1.2 million and served 350 adults per month on average
- Social Security reimbursed the GA program around \$435,000 for 140 GA customers who now receive monthly SSI payments that range from \$888 for aged or disabled to \$955 for blindness depending on the needs of the recipients
- Also, former GA recipients who now receive SSI voluntarily repaid the GA program around \$30,000 for past GA payments received while going through the SSI application process
- All told, SSI advocacy reimbursements helped offset GA costs by \$465,000, which equates to 39% of total GA payments, a direct savings of county general funds

A recent case situation helps portray successful GA-SSI advocacy efforts:

Ms. C was referred from the GA Program to the SSI Advocate. Because her partner physically battered her over a long period of time, the effect of the abuse has left her confused and anxious. Due to her mental limitations, Ms. C is unable to follow through with simple tasks. The client needs to be redirected constantly. For example, Ms. C did not follow through with her attorney regarding her SSI appeal,

nor did she follow through with her doctor appointments even though both were critical to making a successful application. The SSI Advocate assisted Ms. C by providing transportation to her M.D. and attorney appointments. She was referred to Haven Women's Center for counseling regarding the physical abuse. With the assistance of the SSI Advocate, Ms. C's SSI claim was approved in June. At this time, Ms. C now has a regular monthly income and she is living free from her abusive partner.

## In-Home Supportive Services and the link to the Public Authority

The In-Home Supportive Services (IHSS) program is designed to help elderly, blind, or disabled persons remain in their own homes. This entitlement program, mandated by Federal and State law, has become the largest publicly funded, non-medical program in the United States. In Stanislaus County alone, almost 6,000 residents per month were authorized to receive IHSS during the 12 months ending June 30, 2008, encompassing FY 2007-08. The IHSS program, administered by CSA, works closely with the Public Authority of Stanislaus County, Link2Care, which helps IHSS recipients obtain individual providers to perform the authorized services. Combined program operations total over \$55 million per fiscal year.

Pertinent IHSS program facts:

- Without IHSS, existing clients would suffer less favorable outcomes, such as frequent hospitalizations and placement in expensive out-of-home care facilities.
- IHSS is cost effective: the average monthly cost per case was \$693 in FY 2007-08; this rate compares favorably to the average private pay rate for nursing facility services at \$5,496 per month
- Since any individual that meets eligible criteria must be served, an ongoing challenge is how to deal effectively with a program that is growing at a faster rate than the resources needed to manage the growth.
- IHSS is expected to grow more in the next 15 years due to an aging population
- The disabled population is the fastest growing segment of the IHSS program
- IHSS quality assurance ensures accurate client assessments and reassessments; it also ensures that clients receive quality care
- IHSS provides employment to over 4,700 local residents

# for Families in Need Adult Services



## Link2Care

Link2Care, the local IHSS Public Authority, began operations in 2004, and its responsibilities include, but are not limited to:

- Negotiating wages and benefits for IHSS Providers
- Operating a Registry and Referral Service
- Providing background investigations on potential Registry Providers
- Providing training to IHSS Consumers and Providers

Work effort highlights:

- Average number of Registry Referrals per month - 104
- Average number of Providers receiving insurance per month - 549
- Average number of Providers who received CPR/First Aid training per month - 27

Total IHSS/PA Costs: FY 2007-08	\$55,718,659
Components	
IHSS Case Management	\$ 4,936,538
IHSS Program: Provider wages	\$ 46,609,608
Public Authority Operations	\$ 1,248,381
Public Authority Benefits	\$ 2,924,132

Since Link2Care's inception, IHSS provider wages have grown from an hourly rate of \$6.95 in September 2004, to \$9.11 in October 2008, an increase of 31%.



## Maintaining Program and Fiscal Integrity and Accountability

Accountability is a critical component in any organization, but even more so in public agencies where operations can be subject to scrutiny by the various government entities that provide funding for service programs. CSA strives to maintain program and fiscal integrity in all aspects of its operations. The following reviews conducted during FY 2007-2008 exemplify CSA's due diligence in maintaining effective fiscal and regulatory controls for agency operations.

Review	Time Period	\$ at Risk	Exposure	Results
Food & Nutrition Services Status of Food Stamp Claims Against Households (recovery of Food Stamp overpayments)	April 2008 - June 2008	\$4,820,324	<ul style="list-style-type: none"> <li>• Participation in Fed/State Tax Intercept program</li> <li>• Loss of incentives funds if collection accounts mismanaged</li> </ul>	100% compliance with no corrective action and no funds at risk
California Department of Education Child Care Audit	July 2007 - June 2008	\$10,536,194	<ul style="list-style-type: none"> <li>• Possible sanctions</li> <li>• Loss of child care funds</li> </ul>	100% compliance with no corrective action and no funds at risk

## Special Investigations Unit

The CSA Special Investigations Unit (SIU) continues to fulfill its responsibility to help deter public assistance fraud. Program integrity is enforced through SIU's fraud awareness, prevention, and detection efforts. Key accomplishments for FY 2007-2008 include:

- \$3.4 million in savings from aid denials, discontinuances, and benefit reductions
- \$2.1 million in benefits overpayments identified and established for recovery
- \$1.3 million in actual fraud collections
- 6,886 fraud referrals received
- 61% fraud findings on referrals
- 94 cases referred for criminal prosecution
- 92 criminal convictions



# Summary



## Summary Financial Operations

### Overall Financial Operations

	Fiscal Year ended June 30, 2008 FY 2007-2008	Fiscal Year ended June 30, 2007 FY 2006-2007	Fiscal Year ended June 30, 2006 FY 2005-2006
Community Services Agency (CSA) Fund	\$240,924,361	\$218,301,283	\$209,397,407
Other Financing Uses: Operating Transfers	3,393,095	3,698,265	2,249,612
<b>Total Community Services Agency Fund Operations</b>	<b>\$244,317,456</b>	<b>\$221,999,548</b>	<b>\$211,647,019</b>
Public Authority (PA) Fund	4,172,513	3,734,240	3,098,494
<b>Grand Total CSA &amp; PA Combined Operations</b>	<b>\$248,489,969</b>	<b>\$225,733,788</b>	<b>\$214,745,513</b>

### Community Services Agency (CSA) Fund

#### Expenditures

Labor: Wages & Benefits	\$61,666,583	\$55,971,939	\$53,269,054
Operating Costs	21,550,742	19,654,846	17,133,362
Direct Services	72,276,705	63,389,318	60,177,819
Cash Aid	85,430,331	79,285,179	78,817,172
<b>Total CSA Expenditures</b>	<b>\$240,924,361</b>	<b>\$218,301,283</b>	<b>\$209,397,407</b>

#### Matching Revenues

Federal	\$116,234,289	\$97,402,038	\$86,549,930
State	114,275,176	112,282,973	115,132,972
County	6,447,279	7,038,442	4,577,560
Other Sources	3,967,616	1,577,830	3,136,944
<b>Total CSA Revenues to Match Expenditures</b>	<b>\$240,924,361</b>	<b>\$218,301,283</b>	<b>\$209,397,407</b>

#### Number of Employees Based on 12 Month Average

	888	842	820
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#### Value of Food Stamp Benefits

	\$60,269,000	\$49,904,832	\$45,543,479
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### Number of persons receiving cash aid, direct services, or eligible for services per month based on 12 month average

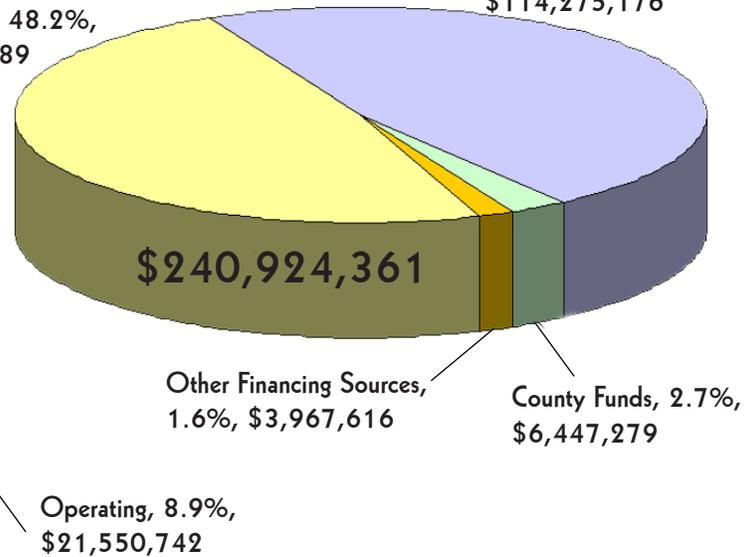
Program	FY 2007-2008	FY 2006-2007	FY 2005-2006
<b>StanWORKs Division</b>			
CalWORKs Public Assistance	25,167	22,966	22,167
Welfare-to-Work	4,630	4,053	4,183
Food Stamps	45,655	40,355	39,234
Medi-Cal	116,123	113,082	114,094
Child Care	2,738	2,650	2,657
<b>Child and Family Services Division</b>			
Child Welfare Services	2,133	2,204	2,316
Foster Care	527	510	545
Adoptions Assistance	1,023	1,015	1,004
<b>Adult Services Division</b>			
Adult Protective Services	846	848	689
General Assistance	354	331	321
In-Home Supportive Services	5,970	5,636	5,308

# Operations Data

## Community Services Agency Fund: Revenues FY 2007-2008

Federal Funds, 48.2%,  
\$116,234,289

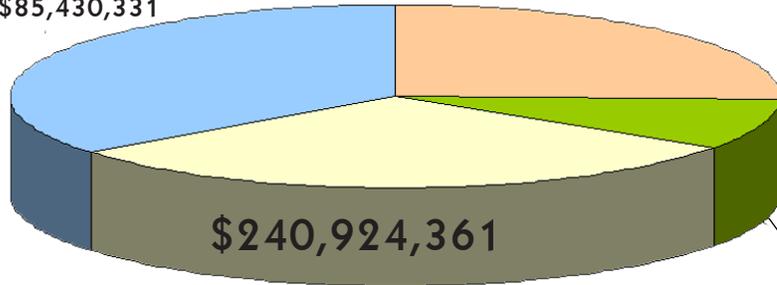
State Funds, 47.4%,  
\$114,275,176



## Community Services Agency Fund: Expenditures FY 2007-2008

Cash Aid, 35.5%,  
\$85,430,331

Labor, 25.6%,  
\$61,666,583



Direct Services, 30.0%,  
\$72,276,705

## Selected State and County Demographics<sup>1</sup>

Characteristic	Category	California	Stanislaus County	Interpretation
	<b>Total Population, July 2008</b>	<b>38,148,493</b>	<b>526,047</b>	<b>Stanislaus' population is 1.4% of the total State population</b>
Age	Median age	34.7	31.6	<b>Stanislaus' population is younger than the total State population</b>
	Under 5 years	7.3%	8.1%	
	18 years and over	74.3%	71.3%	
	25 years and over	63.7%	60.6%	
	65 years and over	10.9%	10.3%	
Race	Hispanic or Latino	36.2%	39.0%	<b>Stanislaus' population consists of more Hispanics and less Asians and Blacks than the total State population</b>
	Asian	12.8%	6.2%	
	Black or African American	6.4%	3.4%	
Language	English Only	57.4%	61.1%	
	Spanish	28.5%	29.3%	
Education <sup>2</sup>	High school graduate or higher	80.2%	75.8%	<b>Stanislaus' population is less educated than the total State population</b>
	Bachelors degree or higher	29.5%	16.4%	
Economic	Median family income	\$67,484	\$53,624	<b>Stanislaus' population is poorer than the total State population</b>
	Mean family income	\$91,156	\$71,570	
	Per capita income	\$28,678	\$21,267	
	Families below poverty level	9.3%	9.4%	
	Individuals below poverty level	12.4%	13.5%	
Labor	In labor force (age 16 and over)	64.3%	61.4%	<b>Stanislaus' population is less likely to be employed than the total State population</b>
	Unemployment rate, 2008avg <sup>3</sup>	7.0%	11.0%	

<sup>1</sup> Sources:

- U.S. Census Bureau, 2007 American Community Survey

- State of California, Department of Finance, Population Estimates and Components of Change by County, July 1, 2000-2008. Sacramento, California, Dec 2008.

<sup>2</sup> Rates pertain to population ages 25 years and over

<sup>3</sup> Source: California Employment Development Department, Unemployment Rates

