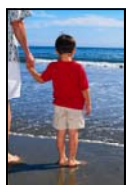
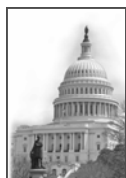


## Moving Through "The GATES"

Inside...



**Differential Response, Monterey Style**



**Washington Update**



**Wheels to Work**

*Transitional Living Program Helps Young Women Emancipating from Foster Care*



Transitional living programs like The GATES offer a stable, secure environment for foster youth entering adulthood.

★ BY CC AND SHAMEYAH  
 The GATES Program Participants  
 Hillsborough County, Florida

Children today, particularly youth aging out of foster care, face greater challenges than previous generations. Today's youth, at times, make choices void of stable family and social support systems. Some lack the rudimentary skills required to survive, let alone thrive. Many have been negatively affected by the instability of multiple foster care placements.

The GATES (**G**irls **A**dvancing **T**o **E**mpowerment and **S**elf-Sufficiency) is committed to positively affecting the future - one young woman at a time. The GATES is an eight-bed transitional living program located in Tampa, Florida. It serves young women aged 16 to 20 who are aging out of the foster care system. The GATES has been successfully operating since 2002, under the direction of the Hillsborough County, Florida, Department of Children's Services.

The mission is to provide an empowering life experience in a stable, safe and secure home-like living environment for young women who are not able to live with their families or guardians and need assistance in preparing for adulthood. The program provides living accommodations, independent living skills training, job assistance, educational opportunities, mental health counseling, substance abuse counseling, advocacy, referral and links those services in a person-centered, strength based approach. The ultimate goal is to provide each young woman with the tools necessary to be a productive and thriving member of an ever-changing society.

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Visit us on the web at:  
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# The President's Desk



★ BY DARRYL MARTIN  
Assistant County Manager  
Clark County, Nevada

An article in the Sunday edition of our local newspaper reported 13 states, including my home state of Nevada are facing budget shortfalls next year. The shortfall is estimated to be at a minimum, \$23 billion and include states from all four corners of the country, from California, Arizona and Nevada to Maine, Rhode Island and Virginia. The article goes on to say that another 11 states will probably be reporting shortfalls in the next year and additional States may be added to the list once their budgets are reported (Center on Budget and Policy Priorities). The article did not report on the effects of these shortfalls on local government but daily briefs by the ICMA (International City/County Management Association) almost always include reports on budget crisis facing cities and counties across the country.

As the belt tightening begins, human service programs are usually the first to be targeted for budget cuts and reductions,

forcing many of our member agencies to make difficult choices about which services remain, and what segment of the population must endure more suffering because of an inability to meet their needs due to insufficient resources. Specifically during times like this we need the collective voice of an organization such as NACHSA to ensure that any federal resources needed to maintain at least a baseline level of service are protected from cuts at both the federal and state level. In addition, the networking with colleagues from around the country is an invaluable resource of ideas, and support. The Legislative Conference in March was an opportunity to come together as a group to dialogue on the challenges we face in providing a needed service to our communities with limited resources. The Annual Conference in Kansas City in July will be another important opportunity. Please join us this critical year as we establish and advocate for our federal agenda around human service issues.

## Don't Miss the Next NACHSA Meetings in Summer 2008!

The National Association of County Human Services Administrators will meet in Kansas City, Missouri, in conjunction with the National Association of Counties Annual Conference, scheduled for July 11 through July 15 at the Kansas City Convention Center hotel and conference center. NACHSA meetings will take place on Friday, July 11 in the morning.

We are also in the planning stages of an evening dinner event for NACHSA members —please watch your email for more information.

Watch [www.naco.org](http://www.naco.org) and [www.nachsa.org](http://www.nachsa.org) for more information on this conference and further details on the timing of the NACHSA meetings. Contact NACHSA staff Tom Joseph at (202) 898-1444 or [tj@wafed.com](mailto:tj@wafed.com) for more information on the association and upcoming meetings and events.



# The Award Goes To ...

## *NACHSA Recognizes Exemplary Human Services Programs and People*

★ **BY TOM JOSEPH**, NACHSA Liaison, Waterman & Associates

Each year, NACHSA recognizes outstanding programs and individuals that are making a difference in their communities. The winners of the 2008 awards were announced during the National Association of Counties' legislative conference and presented by Roger Dickinson, Sacramento County Supervisor and Chair of the NACo Human Services and Education Steering Committee.

### Individual Achievement Awards

#### Directors Award

Bob Suver (left, with Supervisor Dickinson), Director of Job and Family Services in Clark County, Ohio, was awarded the 2008 Distinguished Director Award. Bob has served the residents of Clark County for 34 years.



Over 30,000 residents benefit from one or more of the services his department administers. He reaches outside his agency to develop the necessary partnerships within the community. He knows that innovative programs focusing on prevention, opening opportunities, and dialogue will do more to move citizens from poverty to self-sufficiency than traditional "welfare" programs.

Bob was instrumental in implementing a \$1.5 million federal healthy marriage waiver grant creating the "Parents as Partners" program, the first of its kind nationally. Bob also initiated and negotiated a ground-breaking collaboration with a major local foundation through which foundation funds are used as local match for federal funds requested by the Department. This partnership has leveraged an additional \$2.4 million for Clark County human services programs.

Bob has already been recognized for his leadership at the state level by being selected Ohio's Job and Family Services Director of the year in 2005. He is the immediate past president and a current board member of the NACHSA and also serves on NACo's Board of Directors.

#### Achievement Award



This year, a few California directors nominated an individual who provides them with continual support and advice. Winner of this special recognition was Frank Mecca, Executive Director of the County Welfare Directors Association of California (CWDA). Frank was the initial president of the current NACHSA organization as well as one of the

founding fathers to advocate for its incorporation and a dues structure.

Frank is recognized in California and nationally as a tireless advocate for county human services and the people they serve. Under his leadership, CWDA provides critical support and consultation on legislation at both the state and national level.

#### Elected County Official Contributions

NACHSA members understand completely that their work needs the support of their county elected officials. Each year, NACHSA recognizes the distinguished service of an elected county official with the Elizabeth Prebich award.

This year's winner was Rose Ferlita, County Commissioner in Hillsborough County, Florida. Commissioner Ferlita focuses on programs that help strengthen children and families. She has helped implement therapeutic recreational opportunities for children in care, as well as advocating for programs focused on helping children deal with the trauma of sexual abuse, incest and rape.



As a local pharmacist and business owner in Tampa, Commissioner Ferlita also shares her business expertise with those less fortunate, including working with psychiatric treatment facilities to ensure that clients are receiving quality treatment and support necessary for their recuperation. Ms. Ferlita's leadership on the County's Juvenile Justice Council has helped assure that children and families receive services from

# Pathways to Safety

## *Differential Response, Monterey Style*

★ BY DANIEL BACH

Senior Analyst, Family and Children's Services Branch  
Monterey County Department of Social & Employment Services

Differential Response is neither new nor novel; it embodies an approach to serving children and families early that is deeply imbedded within the social work discipline. But, in the world of public child welfare where funding is chronically inadequate for the outcome we are expected to achieve, the additional regulatory and procedural demands challenge our resources for stepping beyond the mandate. The road to implementing differential response in communities around the country has its challenges. Despite this, the movement to establish differential response programs is strong and this important approach to supporting at-risk families before foster care intervention is taking root in communities nationwide. In the Monterey County, CA Department of Social and Employment Services, our differential response program moved from pilot to policy in April 2007.

Implementing Differential Response has been an exciting effort. We renamed our program *Pathways to Safety* after seeing too many confused looks whenever we talked about differential response. But after testing out the program during a six-month pilot to work out the kinks and settling on a more comfortable name, this new program is bringing resources to families referred to the Child Abuse Hotline before family challenges become severe enough to require Child Welfare intervention. In the first year of operation our program is focusing on the community referral path for families that would otherwise be assessed as not meeting the mandate for a county investigation.

In the past, if a referral to the Child Abuse Hotline was not severe enough to meet California's mandates for a county investigation, the family would not receive any services and

would probably never know that there were concerns raised about their children's well-being. Now, the family is visited by a Family Resource Specialist who is not a County employee and does not have the ability to pursue protective custody. The only entry into *Pathways to Safety* is by calling the Child Abuse Hotline.



With *Pathways to Safety*, the Department of Social and Employment Services is working with the ACTION Council (a local non-profit) and several other community-based organizations that have hired and trained community Family Resource Specialists (FRS). Within 24 hours of the referral, the family is assigned to a FRS and sent a welcome card. Within one week of the referral, the assigned FRS visits the family in person and makes several attempts to connect with the family. Because the referral would otherwise be assessed out of the Child Protective System, families are not obligated to work with a FRS – engagement is absolutely voluntary. Once contact has been established, the FRS works with the family to

identify a list of problem areas that the family wants to address. The FRS chooses to work with the family on those issues that have the highest potential to move the family towards self-sufficiency, typically for up to 3 months.

*"Sometimes small things – such as connecting a family with free after school programs or family counseling can already make a tremendous difference in a family's dynamic. It is surprising how many families don't know about the many community resources that are available to them."*

Deirdre Banks, Family Resource Specialist

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**“Sometimes small things – such as connecting a family with free after school programs or family counseling can already make a tremendous difference in a family’s dynamic.”**

**— Deirdre Banks  
Family Resource Specialist**

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Between April and December 2007, Family Resource Specialists have seen or offered support to over 900 families. Diedre Banks shared a card that she received from a family she supported through difficult circumstances. The family included a mother and a 14-year old daughter. The mother was in a custody battle with the biological father, which was so traumatizing to the child that she was unable to sleep in the bedroom by herself when it was dark outside. She would scream and not want her mother to leave her side. Diedre referred the family to one of the partners of Pathways to Safety, a therapist, who worked with the family and linked the daughter to resources, including a self confidence group and a peer mentor group. The mother now has full custody and the daughter lives with her. Diedre reports they are doing very, very well.

Here’s the card:

*Dear Deirdre,*

*I cannot thank you enough for all of your help. You are truly a living angel. Where there was no hope, no end, there is now hope and an exciting future. We are learning about empowerment and love, respect and our right to our own dignity. We are also using our bookmarks! Thank you again. We hope to see you soon.*

*-Blessings & Peace*

Differential Response offers an ability to work with lower risk families referred to the Child Abuse Hotline and bring them needed resources without carrying the weight and the perceived threat of an assessment for potential foster care placement. The Family Resource Specialist is still a mandated reporter. If the resources they can bring to a family are not sufficient and the risk to children is not resolvable, then a formal assessment by a county social worker will follow. So far, only a small number of *Pathways to Safety* referrals have escalated to require formal assessments – less than a dozen. In the meantime, social workers are pleased to see that many families who were not served previously get resources early, and they see better options in the community to achieve the mission of preventing foster care. The County’s elected Board of Supervisors is happy to finally have an avenue for intervening earlier with families that struggle. And, of course, the community is pleased to play a bigger part in the effort to prevent children from being mistreated. Now, Monterey County is looking forward to expanding *Pathways to Safety* to include joint county Social Worker and community-based Family Resource Specialist responses with families whose challenges are greater.



## What is Differential Response?

Differential response is a new way of responding to the hundreds of thousands of abuse and neglect reports that child welfare agencies receive each year.

More than 90 percent of calls to child abuse hotlines do not qualify to become official cases. Yet these children and their families could benefit from services provided by the community. Differential response helps connect families to services that can help them be healthy and free of abuse.

Three key principles are at the heart of differential response:

- Children are safer and families are stronger when communities work together.
- Identifying family issues and stepping in early leads to better results than waiting until a family is in real crisis.
- Families can more successfully resolve issues when they voluntarily engage in solutions, services and supports.

Source: “Strengthening California Families Through Differential Response” (2005), Foundation Consortium

### FOR FURTHER INFO

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# Washington Watch



★ **BY TOM JOSEPH**  
NACHSA Liaison, Waterman & Associates

## And They're Off! (But Where Are They Going?)

As the second session of Congress convened, federal policy makers were buzzing about crafting an economic stimulus package of tax and spending provisions to provide the nation's sagging economy with a short-term boost. The administration, congress and presidential candidates rushed to propose items for such a package with little empirical evidence to demonstrate whether any of the policies are actually effective, or, if they are, whether they are timely enough to jump-start the economy. But the perceived political pressure was for them to 'do something'.

Within weeks, those 'somethings' were enacted into law. Proposals on three programs affecting low-income families made the short list but were left behind in favor of tax rebates from \$600 to \$1,200 for most Americans and tax breaks for small businesses. As with a similar debate in 2003, a temporary increase in the federal match for Medicaid was a top-tier candidate for the stimulus package. Such a provision was enacted that year. The vast majority of states are now projecting budget shortfalls and a Medicaid increase would have been given to those states that guarantee they would not reduce benefits. Also on the table was an increase in food stamp benefits for those currently eligible for the program, since such federal assistance is likely to be spent quickly. The Low Income Home Energy Assistance Program (LIHEAP) ranked number three on the poverty investment list, but some members questioned if a LIHEAP provision would actually reach the needy before the end of winter.

While there was a measure of bipartisanship in at least agreeing that something needed to be done, the good, bipartisan feelings in January were merely an interlude in the partisanship battles, rather than the mark of a new era. The overall debate on federal priorities began in early February when the president proposed his Federal Fiscal Year 2009 budget that proposed huge cuts to social programs. The Democratic-controlled Congress declared the budget 'dead on arrival' and most of the proposals will not even

receive a hearing in committee. The administration's budget will be used politically by both parties as the budget and appropriations process ensues.

### What will Congress likely do this year?

Given the November elections, the year will be a short one legislatively. Given the elections for president, all 435 members of the House and a third of the Senate, nearly everyone on Capitol Hill will be focused primarily on their home state rather than Washington. Pursuing legislative proposals will be affected by how each party perceives a bill will be embraced by the electorate.



The House and Senate Budget Committees have begun the budget process by marking up their respective budget resolutions which set broad spending parameters for the year. While the schedule often slips, such a resolution is slated to be completed and agreed upon by both houses by April 15. The resolution is ultimately not as important as the actual appropriations bills, but it is the vehicle which can be used to create a 'reconciliation' process to be used later in the year. A reconciliation provision in a budget resolution would direct the committees to craft certain tax and spending measures that are protected from the Senate filibuster process. Given the fact that Republicans succeeded in employing the filibuster frequently in 2007, some Democrats are arguing that reconciliation be an option in 2008 in order to enact policies that were thwarted last year.

If a reconciliation provision is included in a FFY 2009 budget resolution, the vehicle would be available for not only tax measures, but also investments in domestic programs. The president, however, still holds the veto pen.

Earlier this year, the House Ways and Means Committee conducted a hearing on child welfare legislation. Included in the discussion was a new bill introduced by Income Security and Family Support Chairman Jim McDermott (D-WA). The Invest in KIDS Act (H.R. 5466) will serve as a marker for potential action later in the year.

Still on the list is a restoration of the child support cuts made in the Deficit Reduction Act. Both the House and Senate bills (H.R. 1386; S. 803) continue to receive bipartisan support and may be included in a larger measure later in the year.

More certain is action of some sort on health. While Congress last December adopted a provision funding the State Children's Insurance Program (SCHIP) through March 31, 2009, some Democrats vow to bring up another reauthorization bill this year as a political effort to make it a campaign issue.

Funding under the legislation allows states to continue to cover their current eligible populations, but does not provide spending for new expansions contemplated by many states. The funding-only approach dropped a number of county-supported provisions, including a language which would have given states and counties additional flexibility in documenting citizenship for Medicaid.

The health bill that was adopted also contained a moratorium until June 30, 2008 on the implementation of HHS regulations to restrict the ability of states and counties to claim a variety of costs for rehabilitative services and school based services provided to Medicaid-eligible individuals, including child welfare populations in many states. That same law also

included a short-term delay until June 30 in a ten percent cut slated in Medicare for payments to physicians. The Medicare physician payment issue makes it very likely that Congress will

be forced to act upon health-related provisions by mid-year. Included in that effort will likely be a bill containing moratoria on implementing any Medicaid regulation until sometime next year. That bill, however, would have to be attached to a 'must-pass' vehicle because it faces a certain presidential veto.

These issues and many more will be discussed at the NACHSA's meetings in Kansas City during NACo's Annual Conference, July 11-15. I hope to see many of you there! In the meantime, watch for future e-Alerts updating you on late-breaking federal activity.

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**“Given this year’s elections for president, all 435 members of the House and a third of the Senate, nearly everyone on Capitol Hill will be focused primarily on their home state — rather than Washington.”**

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FOR FURTHER INFO

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# Moving Through “The GATES”

Young women are referred to the GATES through various community agencies. To date, 52 percent of the referrals to GATES have come from the child welfare system; 20 percent from the health and mental health agencies; 16 percent from teen shelters, 6 percent were self-referred; 4 percent from the school system and 2 percent from the Department of Juvenile Justice.

The total operating cost for FY 07-08 is approximately \$100,000 (excluding personnel costs). Hillsborough County Children’s Services is reimbursed \$80.00 per day from the local child welfare system for participants under the age of majority. All other costs are covered by Hillsborough County government.

In collaboration with community partners, the young ladies are afforded an array of comprehensive and community based support/wraparound services. With the help of partner agencies, each young woman has an educational/career plan, financial plan, housing, and a meaningful connection with an adult in the community.

The program has four components:

- ★ Education – Completion of a high school diploma or GED is required. The local schools, GED Centers, and the Hillsborough County School Homeless Education Project provide avenues to complete this requirement.
- ★ Vocation – Employment is an expectation for program participation. The program’s affiliations with the Workforce Empowerment Program of the Metro Tampa YMCA (WE) and the Department of Vocational Rehabilitation offers access to employability and job readiness skills.
- ★ Financial – Participants are required to save 50% of each paycheck in a personal savings account. Through the



program’s association with Washington Mutual Bank, the bank matches each participant’s account up to \$1000.

- ★ Life Skills – Participants enjoy attending weekly life skills groups covering 20 topics. Partnerships with *Connected by 25* and *The Ophelia Project* augment the program’s curriculum with additional life skills opportunities. The *LINKS Inc.* provide opportunities for establishing a connection with a mentor in the community. The participants are encouraged to “give back” to those in need in the community by volunteering at The Inn at Lakeshore Villas Retirement Community.

Generally, the program’s curriculum can be completed within 18 months. However, due to the uniqueness of each participant, discharge readiness is based on individual growth. Aftercare services are provided for up to six months post discharge.

## Foster Youth in Transition: A Snapshot

- ★ About 20,000 youth aged 16 or older make the transition from foster care to legal emancipation each year.
- ★ Within 2-4 years of emancipation, 25% of emancipated youth have been homeless for at least one night.
- ★ Nearly 40% of transitioning youth will be homeless within 18 months of leaving foster care.
- ★ From 44 to 77 % of emancipating youth have completed high school, vs. 93% of non-foster care youth.
- ★ Research shows that only 1% to 5% of foster youth ever graduate from college.

For sources and more info see: [http://waysandmeans.house.gov/hearings.asp?formmode=printfriendly&id=6359#\\_ftn5](http://waysandmeans.house.gov/hearings.asp?formmode=printfriendly&id=6359#_ftn5)



*Helping Clients Get “On the Road” to Self Sufficiency*

## Morrow County’s Award-Winning Wheels to Work Program

As the Morrow County, Ohio (pop. 34,300) Job and Family Services Agency (JFS) helped clients attain self-sufficiency, interesting data began to emerge. First, the vast majority of county citizens live in the country, down lanes and on county roads. The largest communities are Mount Gilead (pop. 3,300) and Cardington (pop. 1,850). Second, jobs are scarce. The labor force in 2006 was 17,800, and two-thirds commute out of county to work. The largest employer has 600 employees. Clearly, transportation is uniquely challenging in Morrow County.

Morrow County JFS, through the Prevention, Retention and Contingency (PRC) program has, for years, repaired or helped purchase automobiles for those eligible (individuals with children below 200% of poverty). The program was popular, but not very successful. The little that went toward the purchase of a vehicle meant that the clients were buying older cars that usually needed repair before the year was up.

In 2004 we refined the car purchase program to help clients purchase, maintain and finance more reliable vehicles. Creative staff thought of doing vehicle repair in-house. The idea to establish a mechanic shop was born. The rationale for a service shop is that more complex repairs can be performed because in-house labor/administrative costs are not charged against the client’s PRC limits. County Commissioner approval was attained by offering to contract with county agencies and offices to also repair county vehicles.

The advantage of the Service Shop was realized in the very first vehicle. A client came to the Agency for assistance with a \$900 estimate from a private garage to repair the vehicle, not including needed tires. Through the Service Shop, this car was repaired and new tires put on for a cost of \$222.99. Should this client’s car break down again, the client can return to the Agency for assistance still having nearly \$280 left on her PRC balance that can be used for repairs.

The program began in July 2006. In the first nine months of the program, 97 client vehicles were repaired at a cost of \$17,260, an average cost towards clients’ PRC limits of just \$177.94. This compares to the previous nine months in which 85 vehicles were repaired at private garages at a cost of \$353.03 per vehicle – nearly double the cost of doing it in-house.

As **Wheels To Work** developed, sustainability became a concern, and other sources of funding or income needed to be

developed. Since JFS is a combined agency with more than 40 different streams of funding, it became apparent that the program could benefit every unit in the Agency.

Since then, the shop was made a training site for a 24-month training program for older youth. A combination of classroom and on-the-job training introduces the youth to skills ranging from attendance, proper dress, and following rules, to full-fledged auto repair. Once a student completes the full 24 months, he/she will qualify to take the tests for ASE Certifications. By utilizing older youth funding, we are able to repair vehicles for people who fall through the PRC cracks, for example, older citizens on fixed incomes who need to get to their doctor or the pharmacy or the grocery store.

The youth program has become a high point of the Wheels To Work. Youth are paid a stipend equal to minimum wage for the two years of the program. Their training, training supplies and/or costs are covered. We receive referrals for the program from several sources, including the local Vocational School’s Automotive Program. Youth who have not finished school are encouraged to do so or are enrolled in a GED class.

Child Welfare and Food Stamp clients, as well as Child Support obligors are also served by Wheels to Work. The Shop has become a WEP (Work Experience Placement) for those who are on cash assistance and have work participation requirements. Clients can be trained in simple mechanical procedures like changing tires, changing oil, etc. They meet the work participation requirement and they come out with a certificate that improves employability.

A collaboration between JFS and our Transportation Collaborative (MCTC), separate agencies under the same director, provides transportation to PRC, Child Welfare and Medicaid

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# NACHSA Recognizes Two Innovative

a coordinated and collaborative juvenile justice and child welfare service system.

Ms. Ferlita has also supported Hillsborough County's efforts to develop a "Family Navigator System" for children and families experiencing the chaos and dysfunction of drug abuse in their lives. Navigators will enable them to access services and resources which can help them become self-sufficient.

## Innovative County Program Awards

Two innovative county programs were recognized this year.

### Care Not Cash \* City and County of San Francisco, CA

The primary goal of Care Not Cash (CNC) is to reduce homelessness and improve the health and welfare of homeless indigent adults receiving cash assistance through permanent housing opportunities and enhanced services.

For years, San Francisco's policies on homelessness vacillated between punitive measures against vagrancy and supportive approaches that relied on cash assistance. San Francisco's \$400 per month cash assistance program attracted new homeless persons. The city spent an average of \$13,000 per year on services for each homeless person, but the situation seemed to only get worse.

Then County Supervisor (now Mayor) Gavin Newsom, authored the CNC ballot initiative, and in November 2002, 59% of San Francisco voters approved it. The initiative lowered cash aid to \$59 a month to homeless General Assistance recipients and savings from the decreased benefit would be redirected to provide permanent supportive housing for them.

Based on the 'housing first' model, CNC houses people upfront and then provides them with supportive services. Each participating hotel has an on-site case management team to provide access to support services, including behavioral health, vocational and money management assistance

Since the program's launch in 2004, the annual amount spent on cash aid to homeless persons dropped from around \$11 million to approximately \$500,000. Now, 96 percent of San Francisco's spending on General Assistance for homeless persons goes to housing and supportive services. The number of new General Assistance applicants who declared themselves to be homeless dropped by 93 percent. The number of homeless persons receiving General Assistance has

declined by 77 percent. Over 2,100 homeless persons have exited homelessness and entered permanent housing. The housing retention rate for persons housed by CNC is over 96 percent.

### Wheels to Work Program \* Morrow County, Ohio

Morrow County is a rural county of approximately 34,000 residents. In 2000, the County conducted a needs assessment to understand the key barriers to self-sufficiency faced by human services clients. Transportation was identified as a key need. Nearly 70% of the working population drives outside the county to work and there is no public transportation.

The County administers a "Prevention, Retention and Continuity" (PRC) program which provides up to \$500 annually to eligible individuals for car repairs, but that assistance is often not enough to keep older cars operating.

Endorsed by the County Commissioners, the County decided that making an in-house service shop available could provide more extensive repairs if the labor was provided by County staff mechanics and considered administrative costs, allowing all \$500 towards parts for each client's vehicle. The service shop would also make repairs to county vehicles.

During the first nine months of operation, 97 client vehicles were repaired at half the cost since labor was no longer



(L-R) Morrow County Board of Commissioners Chairman Olen D. Jackson, Sacramento County Supervisor Roger Dickinson, Morrow County Director of Job and Family Services Don Wake.



# Programs; NACo Conference A Success

factored into the cost. Client follow up showed that 90 percent of them were able to keep their job with the support from the service shop.

Wheels to Work has quickly grown into a full service shop with three full time mechanics and three youth trainees. It has expanded its services to other Morrow County human services clients and other service agencies within the County. It has also implemented a Work Experience Program on-site for unemployed cash assistance clients.

## FOR FURTHER INFO

To learn more about this year's and past years' award winners, go to the NACHSA website at :

<http://www.nachsa.org/About/nachsaawrd.htm>

The 2009 NACHSA awards process will begin this fall with a call for nominations. Please watch your NACHSA e-Alerts for that announcement.

## 2008 Legislative Conference: Policy, Programs & Planning

In early March, NACHSA members met in Washington, DC in conjunction with the National Association of Counties' Legislative Conference for a series of meetings, workshops and networking opportunities.

**Policy:** As members of NACHSA, attendees are able to debate and craft national county human services policy alongside the elected county commissioners. During the conference, policy was adopted to support increased flexibility in the use of federal IV-E foster care funds and a call for a congressional moratoria on a host of proposed Medicaid regulations which will cut services to beneficiaries and shift costs to states and counties.

During the policy meetings, NACHSA members heard an update on Medicaid from Wendell Primus, Ph.D. senior health policy advisor to House Speaker Nancy Pelosi (D-CA). Dr. Primus informed the group that a bill placing a moratoria on seven pending Medicaid regulations until April of next year is likely to be introduced before Congress recesses later in March.

Later that day, NACHSA members attending the NACo Human Services and Education policy committee heard an update from Barbara Pryor, Senior Legislative Assistant to Senator Jay Rockefeller (D-WV). Senator Rockefeller is the chief sponsor of the Child Support Protection Act (S. 803) which would restore the Deficit Reduction Act (DRA) cuts made to the program. Ms. Pryor informed attendees that the bill is bipartisan and is one of Senator Rockefeller's top priorities for the year. With 31 cosponsors on the Senate side and 82 on the House, the legislation is a good candidate to move this year, provided that funding can be found to pay for the federal 'savings' realized by the DRA cut.

NACHSA members also participated in NACo's Aging Out of Foster Care Task Force. In addition to receiving an update on congressional developments, members heard from JooYeun Chang, Director of Public Policy for the Casey Family Programs who gave an overview of the numerous challenges faced by youth emancipating from foster care. NACHSA will continue to participate as a resource to NACo by identifying best practices to include in a report for counties later this year.

**Programs:** NACHSA conducted a joint session on the aging of the county workforce with its sister organization, the National Association of County Aging Programs. Steve Hill of the Service Employees International Union described the dual pressures of the projected increases and needs in the growth of the over sixty-five population and the large exodus of experienced baby boomers from the public sector during that same time. Networker readers will soon be able view his PowerPoint presentation on the NACHSA website.

A number of workshops were also offered at NACo, including sessions on affordable housing, adult protective services, foster care and maintaining federal eligibility for health benefits and other programs for persons in detention facilities.

**Planning:** During the NACHSA business meeting, members explored other ways of improving services to county human services administrators. Ideas included more focus on advocacy, conducting webcasts on hot topics in Washington and a number of conference programming ideas to include not only administrators but elected county officials. NACHSA staff will be working with the Board over the coming months to continue to move the organization forward.

# Care Not Cash Reaches Milestone

*Program places more than 2,100 into housing*



★ **SAN FRANCISCO COUNTY IN-SERVICE NEWS, SPRING 2008**  
 Reprinted with Permission of Trent Rhorer, Executive Director  
 Human Services Agency  
 City and County of San Francisco, CA

Care Not Cash was launched in May 2004 to help homeless County Adult Assistance Program (CAAP) clients secure permanent supportive housing. The program housed its 2,000th client last August, and had placed more than 2,100 individuals into housing by the end of the year.

“With Care Not Cash, not only do clients get a guaranteed bed and a hot meal, but they also move closer to self-sufficiency,” said Dorothy Enisman, CAAP Program Director. “The supportive housing provides increased access to medical and behavioral health services.”

And the good news doesn't stop there—over 97 percent of these individuals were still in housing or had moved to other stable housing after one year. A total of 1,321 units of supportive housing came online through funds that were rechanneled because of Care Not Cash, surpassing initial estimates of 1,000 units. These units were funded with a reallocation of benefits from cash grants to housing, and required no new tax dollars.

This means that CAAP cash benefits which previously weren't enough for individuals to secure their own housing now allow for housing with onsite and wraparound support services. Care Not Cash operates on a master lease model in which HSA nonprofit partners lease single-room occupancy hotels from owners, who accept lower rents in exchange for 100 percent occupancy. The nonprofit partners, seven in all, operate the hotels and are responsible for property management and onsite support services.

“The program really shows how great these partnerships are,” said Scott Walton, Deputy Director, Housing &



**The Elk Hotel at 670 Eddy Street, one of the newest in the Care Not Cash portfolio.**

Homeless Programs for HSA. “We're able to make economical and successful permanent housing available for CAAP clients who would otherwise be homeless.”

Along the way, it's become apparent that moving clients into housing as quickly as possible and offering wraparound services onsite are the keys to success for both housing stability and quality of life for clients. The onsite services continue to expand—a recent partnership with the San Francisco Food Bank has expanded a food pantry program to 10 buildings and customized services to meet the specific needs of tenants.

Other services are available off-site through referrals.

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**“With Care Not Cash, not only do clients get a guaranteed bed and a hot meal, but they also move closer to self-sufficiency.”**

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**— Dorothy Enisman  
 CAAP Program Director**

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Other services are available off-site through referrals.



Staff have encountered plenty of challenges. “What may be most challenging is we need to find the right pathway for each individual homeless person,” said Walton. “They may have issues of mental health, physical health, culture, language, past experiences and so forth that can be barriers to them connecting with the services they need. The challenge for front line staff is to keep being upbeat in the face of those barriers.”

### Care Not Cash At A Glance

- ★ The Department of Human Services officially began its implementation of the Care Not Cash initiative on May 3, 2004.
- ★ The voters of San Francisco adopted Care Not Cash as Proposition N in the November 2002 election.
- ★ Care Not Cash implementation was delayed due to court challenges, but the California Supreme Court eventually ruled that the plan could remain intact as passed by voters.

Walton said that there are many positive experiences as well. “With some clients, if we continue to go back and offer housing every opportunity we can, they may eventually accept it,” he said. “Sometimes clients have refused housing three times in four years, but then they accept it. That makes it all worth it.”

CONTINUED from Page 9

## Wheels to Work Helps Clients Get on the Road

clients under a contract with JFS. In turn JFS repairs MCTC’s vehicles at a reduced cost. The two working hand in hand to assure no client is unable to get to work.

The **Wheels To Work** program has been a cost savings program for MCJFS and MCTC. MCTC’s fleet of vans and busses, and MCJFS’ vehicles have all been repaired and serviced at substantial savings.



Adding a fuel station in August of 2007 within the first four months has saved county agencies over \$6,500

The real success, however, is not in cost savings but in the clients. For owners of the 97 vehicles repaired in the first 9 months, nearly 90% were still working and their cars were still running. As of December 2007, 221 PRC and 39 Seniors’ vehicles were repaired at little or no cost, and 5 FSET vehicles were repaired. Subsequent surveys have held the original success rate of 90% still working after 6 months of their repairs.

Morrow County JFS has been notified that the **Wheels To Work** program has been selected as one of 10 recipients of the NACo Sustainable Community Awards. The program was also honored by NACHSA in March with an Innovative County Program Award.

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# Health Care Rx

## States grapple with reforms in tig



★ **BY CATHY SENDERLING-MCDONALD**  
Senior Legislative Advocate  
County Welfare Directors Association of California

After declaring 2007 the year of health care reform, Sacramento legislators and California Governor Arnold Schwarzenegger saw their efforts stall early in 2008, after a key Senate committee killed a bill approved just weeks before by the Assembly.

While numerous aspects of the bill were at issue, Senators on the Health Committee expressed the greatest concern over potential cost overruns, an important factor in a state facing a multi-billion-dollar budget deficit. Still, Governor Schwarzenegger declared at the time that the issue would not die.

“Despite the Senate’s rejection of our comprehensive health care reform bill, I want the people of California to know I will not give up trying to fix our broken health care system,” the Governor said after the vote. “The issue is too important and the crisis is too serious to walk away after all the great progress we have made. The problems will not disappear. In fact, they are likely to get worse.”

Since that time, no formal action has taken place to revive the issue, as both the Legislature and the Governor have been distracted by discussions over how to close a record budget gap. However, the issue still is being discussed in the media and amongst pollsters, and health care seems to be on the minds of voters. In a new Field Poll released on April 28, a growing proportion of voters expressed concerns about the state’s health care system (see sidebar).

Interestingly, while more than 70 percent of those polled said they would have supported the health care plan being put forth by the Governor and Assembly, two-thirds also said that the proposed new tax revenues designed to help the state pay for the costs of covering more people would not be enough to keep up with rising health care costs.

In addition, 62 percent agreed that there were no real guarantees that the insurance policies that uninsured, moderate-income Californians would have been required to buy would actually have been affordable.

Of course, these ongoing (and growing) concerns about health care costs and affordability are not limited to California voters. Numerous other states are grappling with similar issues. In Oregon, for example, the Oregon Legislature passed the Healthy Oregon Act (Senate Bill 329) in July 2007, which called for a seven-member panel to develop a comprehensive plan to ensure access to health care for all Oregonians, contain health care costs, and address issues of quality in health care. The board is currently in the process of developing recommendations, which are due in October 2008. Pennsylvania Governor Ed Rendell introduced his “Prescription for Pennsylvania” in January of this year, and is supporting a series of reforms focusing on “affordability, accessibility, and quality.”

Perhaps the most talked-about state in recent years is Massachusetts, which developed and launched a comprehensive health-care reform effort in 2006. The reform package coupled a requirement for nearly every resident to purchase or obtain health care coverage with the development of a health care plan known as Commonwealth Care for those who are not otherwise eligible for the state’s basic Medicaid program or who work for employers that do not offer health coverage. While the Massachusetts effort has increased access to health care coverage (an estimated 342,000 are newly insured, either through Medicaid or the Commonwealth Care program), the state also has experienced costs above what was originally estimated, primarily due to more people enrolling in Commonwealth Care than was anticipated. According to the Boston Globe, the program is facing a short-term budget deficit of \$100 million and may raise cigarette taxes in order to fill the gap by a July 1 deadline. Commonwealth Care may double in

# ght fiscal times

size and costs by 2011, according to a report issued earlier this year by Massachusetts Governor Deval Patrick.

Other states are likely to be watching closely as the Commonwealth Care program seeks a new three-year commitment from the federal government for \$1.5 billion in Medicaid funds that are needed to ensure the program remains viable.

At the same time, national efforts to reform health care are also under debate by the presidential candidates. As the election draws nearer, the issue will likely be a topic for scrutiny by voters.

The Field Poll released on April 28, however, noted that California voters were divided on whether health care reform is a subject best tackled nationally or at the state level. About four in 10 (41 percent) favor the federal government enacting these changes, while 35 percent prefer the state government. Democrats were more likely to believe the federal government is better suited to reform the system, while Republicans and nonpartisans were more evenly divided on the question.

Whether the discussion is at the state or national level, it is clear that health care reform will continue to be a hot topic for the foreseeable future.

## Field Poll: Less CA Optimism Than In 2006

- ★ 59 percent of voters now say they are very concerned about not being able to pay for all the costs associated with a major illness or injury, up from 48percent who said this in late 2006.
- ★ 58 percent report being very concerned about having to pay more out of pocket for their health insurance coverage (up from 40 percent).
- ★ A 57 percent majority of voters are very concerned about either not having or potentially losing their health care coverage (up from 48 percent).
- ★ A similar 59 percent are very concerned about the possibility of their insurance provider canceling or severely limiting their coverage due to a health condition.
- ★ About half of voters (51 percent) now say they are very concerned about not having access to quality doctors and health care services (up from 40 percent).

Source:

<http://www.field.com/fieldpollonline/subscribers/RIs2267.pdf>

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MANUS O'DONNELL

# Editors' Notes

BY MANUS O'DONNELL AND JO WEBER

*Have you ever wanted to get published? Here's your chance!*

The *Networker* welcomes articles of interest to local Human Services agencies and their staff. From information technology innovations for service delivery to community development, treatment modalities and descriptions of best practices, we are anxious to learn about your most successful endeavors. We'd even love to hear about your less successful projects. (Sometimes we learn the most about how to do things right when things go wrong!)

Articles of 500-1,000 words can be e-mailed to Jo Weber at [jweber@schsd.org](mailto:jweber@schsd.org). And please don't forget to add pictures to make your stories even more interesting!

Feel free to e-mail articles at any time and we'll find a place for them in the *Networker* as soon as we can.



JO WEBER

*See you in Kansas City!*

*-Jo & Manus*

## *Our Mission*

To promote and strengthen networks of county and community human services that protect children, families and elderly, and that support self-sufficiency of disadvantaged populations. And, to participate in formulating and advocating the human services policies of the National Association of Counties.

The **NACHSA Networker** is published quarterly by the National Association of County Human Services Administrators, an affiliate organization of the National Association of Counties. Submissions are welcome from all members. The **NACHSA Networker** is not responsible for errors in submissions and reserves the right to edit all articles for publication.

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**NACHSA Networker**

