



2007

BUSINESS
PLAN

Social Services Agency





County of Orange
SOCIAL SERVICES AGENCY

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May 31, 2007

Dear Interested Stakeholder,

On behalf of the 4,100 employees of the Social Services Agency, I am pleased to present our 2007 Business Plan. This document demonstrates our commitment to share our goals and strategies to efficiently and effectively deliver social services to the residents of Orange County.

The annual Business Plan process provides us with the opportunity to reflect on our vision, mission and goals; develop strategies and new initiatives to achieve our goals; and assess our outcomes and measure our performance. It also provides an important platform for detailed program planning and employee goal setting.

This past year SSA implemented several new initiatives while maintaining compliance with Federal and State program mandates and performance standards. With the support of the Board of Supervisors, the County Executive Office, and with the commitment of our community partners, SSA will continue to review our business processes and explore new ways of providing services to successfully achieve our vision for Orange County residents to enjoy a safe and supportive environment that supports stability and self-reliance.

SSA has a very highly skilled and professional staff that carries out their work with integrity, compassion and efficiency and is one of our most valuable resources.

Please visit our website at www.ssa.ocgov.com for more information about our programs and services.

Sincerely,

Ingrid Harita
Director



ORANGE COUNTY SOCIAL SERVICES AGENCY

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“We need to be the change we seek in the world.”

--Mahatma Gandhi



Orange County Social Services Agency



Ingrid Harita
Social Services Agency
Director

Executive Summary

The County of Orange Social Services Agency (SSA) employs over 4,100 dedicated and hard working staff. SSA administers Federal, State, and County social service programs that protect children and adults from abuse or neglect; enable the frail and disabled to remain in their homes rather than being institutionalized; move eligible families from dependency to self-sufficiency; and, provide benefits for eligible CalWORKs, Food Stamps, Refugee, General Relief, and Medi-Cal recipients.

The Agency is comprised of the following four divisions: Adult Services and Assistance Programs (ASAP); Children and Family Services (CFS); Family Self-Sufficiency (FSS); and Administrative Services. (Refer to Appendix A for an organization chart). In addition, vital links to the community and public partners have been established to assist with the provision of services.

SSA administers a total budget of \$660 million in appropriations and \$601 million in revenues, with a Net County Cost of \$58.8 million. Approximately 91% of the Agency's budget is funded through Federal and State sources. SSA also has fiduciary responsibility for approximately \$2.1 billion in expenditures paid directly by the State to clients and service providers. SSA works with its partners to protect local funding streams and identify

opportunities to optimize and leverage resources.

SSA assists one out of every nine Orange County residents, from newborns to the elderly. The services SSA provides impact the health, safety, and well-being of children, disabled adults, seniors, and families. SSA works with children, adults, and families to support their efforts for achieving self-sufficiency.

Vision

Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.

Mission

To deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, and protect vulnerable adults and children.

Core Values



- Integrity
- Fairness
- Diversity
- Compassion
- Respect
- Courtesy
- Teamwork
- Initiative
- Thoroughness
- Efficiency
- Creativity



Goals & Outcomes

The following primary goals have been identified to reflect the desired result the Agency plans on achieving in carrying out its mission. Corresponding Primary Outcome Indicators discern the level of impact SSA has on clients and the community. Specific objectives, strategies, and performance measures contained within the SSA Business Plan delineate operational priorities for achieving success through leadership and teamwork. (Refer to *Appendix B* for additional performance measures, which support the Primary Outcome Indicators.)

1. **To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.**
 - Percent of child welfare services performance measures that exceed the State outcome target with emphasis on safety, permanency, stability, and well-being.
 - Number of abuse reports received from financial institutions.
2. **To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.**
 - Number of adults and children with Medi-Cal coverage.
3. **To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.**
 - Percent of CalWORKs participants fully engaged in employment, education, and/or service activities.
4. **To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient,**

responsive, and mandated services to residents of Orange County.

- Number of Orange County residents receiving mandated services from the Social Services Agency.

SSA recognizes that the achievement of these goals and improving outcomes is dependent on coordinating and supporting the collective efforts of many partners, which includes County and State agencies, contracted service providers, community and faith-based organizations, and the community.

Ensuring compliance with State and Federal program mandates for providing social services is a primary focus of the Agency. Regulations specify the types of services; amounts of assistance benefits; time frames for delivery of services and/or benefits; accuracy levels that must be maintained in administering programs; and Statewide statistical measurements for tracking performance. The mandates, laws, and regulations governing programs administered by the Agency are subject to frequent changes due to Federal and State legislative and government agency actions; funding reductions; and sometimes court rulings.

These changes present many challenges and often require major changes in the service environment. SSA is dedicated to meeting the challenges and responding positively to the ever-changing service environment. SSA is proud of our record this past year in complying with all program mandates.





Client Profile

Orange County has 3.08 million residents and is the third largest county in California. The population grew by 7% from FY 2000-01 to FY 2005-06 and continued growth is projected for FY 2006-07. SSA provides one or more services and/or assistance to an average of 330,292 persons and their families each month. At any given time, approximately one out of every nine residents of the County has contact with our Agency.

Children, birth to 17 years of age

Orange County has a population of 801,703 children under the age of eighteen. The population grew by 3% from FY 2000-01 to FY 2005-06 and continued growth of 0.2% is projected for FY 2006-07. SSA provides one or more services and/or assistance to an average of 176,491 children each month. At any given time, approximately one out of every five children has contact with our Agency.

Adults, ages 18-64 years of age

Orange County has a population of 1,976,806 adults between the ages of eighteen and sixty-four. The population grew by 8% from FY 2000-01 to FY 2005-06 and continued growth of 1% is projected for FY 2006-07. SSA provides one or more services and/or assistance to an average of 112,445 adults each month. At any given time, one out of every eighteen adults of the County has contact with our Agency.

Seniors, ages 65 or more years of age

Orange County has a population of 314,929 seniors age sixty-five and older. The population grew by 10% from FY 2000-01 to FY 2005-06 and continued growth of 2% is projected for FY 2006-07. SSA provides one or more services and/or assistance to an average of 41,356 seniors each month. At any given time, one out of every eight seniors in the County has contact with our Agency.

SSA clients have diverse backgrounds and ethnic origins. All of our employees and contracted service providers are trained to have awareness, understanding, sensitivity and cultural competence when interacting with people of diverse cultural backgrounds.



Challenges

CalWIN Maintenance Orange County implemented the CalWORKs Information Network (CalWIN) automated system to assist staff in their eligibility determination, benefit calculation, and case management tracking in 2006. This is the largest automated welfare system in the United States, and requires enhanced resources to maintain accuracy, and timeliness. Since CalWIN is a person-based system, not case-based as the prior system, it requires ongoing analysis and adaptation of local business processes. In addition, the validation of management reports during the coming year will be a critical component of system usage and require dedicated resources.

Program Funding SSA continues to face budgetary and legislative uncertainties, which require flexibility in planning to ensure mandates and performance standards are met. Adequate program funding must be maintained to meet County funding match requirements for drawing down Orange County's allocated Federal and State program funding. In support of maintaining quality services, continuity of funding and prevention of fiscal penalty sanctions, SSA continually monitors its compliance with State and Federal performance measures. SSA continually maximizes and leverages revenue to secure the needed resources for



administering State and Federal programs, offset the Agency's overhead cost, and save County general fund dollars.

TANF Reauthorization The Federal Temporary Assistance for Needy Families Program was reauthorized as part of the Deficit Reduction Act of 2005, enacted in February 2006. This legislation substantially increased the percentage of families that must meet the Federal work participation rates. This presents a challenge in that the State's regulations for the CalWORKs Program are not consistent with Federal requirements.

Foster Parent Recruitment Finding caring, nurturing families to provide temporary shelter, food, guidance and support to children in the foster care system has been an on-going challenge for the Agency. Nationally, there has been a decline in the number of interested families who become foster or adoptive parents. SSA focuses outreach efforts on building stronger relationships with the community and faith based organizations. Some foster families have benefited from advanced training and supportive services to care for children with specialized needs. SSA believes that all children deserve to grow up in a safe, supportive, and loving home.

Workforce Development SSA has a critical need to maintain highly trained and professional staff to perform complex job duties and responsibilities. Plans include enhancing recruitment and outreach efforts in partnership with colleges and universities to attract quality applicants with needed human services and technology skills. In order to preserve a quality workforce, training and higher education opportunities for current SSA staff will be continued and enhanced.



Resources

SSA's total fiscal and fiduciary responsibility is approximately \$2.1 billion annually. The Federal and State governments fund approximately 91% of the Agency's budget. SSA administers a total budget of \$660 million in appropriations and \$601 million in revenues, with a budgeted Net County Cost of \$58.8 million. Budget units include an operations budget; assistance payment budgets; a facility development and maintenance budget; In-Home Supportive Services Public Authority budget; and the Santa Ana Regional Center Lease Conveyance. The SSA Operations Budget Unit is \$416 million and it includes employee salaries and benefits; services and supplies; and other expenses for client services. SSA strives to fully maximize all Federal and State program funding allocations and continues to explore methods to leverage funding in support of optimizing resources for providing services to clients.

Strategies

SSA has confirmed strategies for focusing staff efforts and using available resources towards the achievement of the Agency's goals. Monthly meetings of the SSA Management Leadership Team are used to track the achievement of goals; assess progress made on improving outcomes and performance measures; and to confirm that identified strategies are on target.

The following key strategies were developed with the input of all SSA divisions to embrace the achievement of the Agency's



vision, mission, and goals and to support the priorities of the Board of Supervisors as outlined in the Strategic Financial Plan and approved budget. The strategies are for 2007 and they all have expected accomplishment dates of December 30, 2007.

Accomplishments

SSA was successful in accomplishing its strategies set forth in the 2006 Business Plan. The following provides a brief summary of key accomplishments:

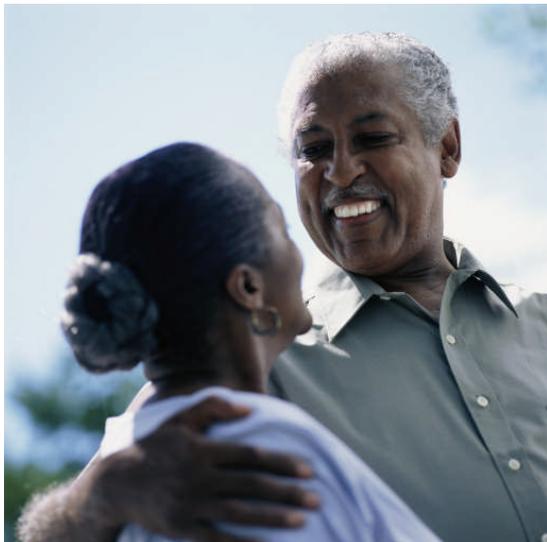
- Continue to implement strength-based practices to increase the percentage of families who reunify within twelve months, increase the percentage of children experiencing no more than two out-of-home care placements in the first 12 months in foster care, decrease the percent of cases with a substantiated referral that had another substantiated referral within six months, and increase the percent of adoptions finalized within 24 months.
- Protect vulnerable elderly and dependent adults through the provision of timely Adult Protective Services and In-Home Supportive Services.
- Monitor Medi-Cal accuracy and performance measurements and take corrective action, if necessary, to comply with Performance Standards.
- Ensure CalWORKs parents are provided with the opportunities and support needed to obtain adequate jobs and to retain employment by working with staff and service contractors in developing innovative practices for improved client engagement and job retention.
- Develop and identify services that will enhance the skills of Children and Family Services resource families and stabilize placements during reunification and permanency planning.
- Develop and maintain a coordinated response for shelter operations in collaboration with the American Red Cross and the County Executive Office for emergency shelter, as part of the County's disaster response plan.
- Expanded Medi-Cal Outreach efforts in support of the Orange County Children's Health Initiative.
- Expanded the number of Family Resource Centers to include the communities of Stanton, La Habra, South Orange County and Tustin.
- Maintained the Agency's high Food Stamp accuracy rate and innovative outreach program.
- Expanded the Linkages initiatives to include utilization of Structured Decision Making Tools to assess CalWORKs family needs and assist in making service plan decisions for prevention of child abuse and neglect.
- Completed the Peer Quality Case Review and a Children and Family Services Review, as required by Assembly Bill 636 to assist with the development of an updated System Improvement Plan.
- Implemented training and supportive services to create permanency for transitional aged youth served by Children and Family Services.
- Improved SSA facilities to provide services to our clients residing in Central and South County.
- Implemented quality assurance enhancements for the IHSS program as required by the Independence Plus Waiver.
- Expanded the Training and Career Development Center to augment the capacity to develop our workforce and service partners.

(Refer to *Appendix E* for a detailed summary of SSA Accomplishments.)



Conclusion

The 2007 SSA Business Plan guides Agency staff in their work performance and provides information to the public on the Strategies planned to achieve the Agency's Vision, Mission and Goals for the coming year. Collaboration with our County partners and the community is critical for our continued success. SSA is dedicated to providing efficient and effective quality services to children, adults, seniors, and families in their time of need. SSA works to maintain integrity as an Agency by delivering courteous services, appreciating diversity, thinking creatively, ensuring thoroughness and promoting teamwork.





SSA Highlight: CalWIN



Under the authority of the Welfare & Institutions Code 10823, CalWIN (CaWORKs Information Network) was approved as one of four system projects in California to comply with a federal mandate to automate welfare eligibility systems. CalWIN replaced the 30-year old “case-based” mainframe Welfare Case Data System; also known as CDS, with a person based Windows application. Orange County is a member of the eighteen county consortium in California that designed, developed and is currently utilizing CalWIN.

CalWIN is the largest human services system project in the United States, which maintains the data for over 40 percent of California’s financially assisted clients and is used by 28,000 workers. Orange County was the thirteenth county to implement CalWIN. CalWIN is a fully integrated, on-line interactive and automated client-based welfare system which assists with eligibility determinations, benefit calculation, case tracking, reporting, and the generation of client correspondence for CalWORKs, Cal-Learn, Food Stamps, Medi-Cal, General Relief, Foster Care, Refugee Cash Assistance, and the Cash Assistance Program for Immigrants (CAPI). This updated system allows clients to be served more efficiently. Orange County implemented CalWIN on February 2, 2006.

CalWIN implementation was a success in Orange County! As a result of extensive pre-

implementation planning and staff support, Orange County went live with the system as scheduled on February 2, 2006. Orange County had a 99.97% conversion rate of its nearly 200,000 cases and the highest benefit pass rate of all implementing counties. In addition, Orange County corrected its discrepant cases within six months from go-live. These rates have received high praise from the CalWIN Consortium, and the Project Development Team. Orange County received special recognition by the State Department of Social Services and the Orange County Board of Supervisors for superior organizational and planning efforts that led to a successful implementation.

Orange County made staff training a priority to support successful implementation and minimal disruption to SSA client services. These efforts entailed customizing the end-user training materials for specific job functions and business processes. It also involved the development and implementation of fourteen different curriculums, and the training of 2,428 individuals. To ensure staff understood the CalWIN system prior to go-live, staff attended 240,000 hours of training on topics, which included discrepancy training, customized job function training, end user training and refresher training. Orange County also developed 150 separate detailed resource guides in lieu of the project’s generic materials, which were used to support training efforts. SSA was seen as a leader across the eighteen county consortium in providing highly qualified trainers and coaches to assist other counties in their go-live efforts. The investment in providing needed resource and commitment made by staff resulted in little disruption to client services.

SSA’s dedicated staff has been instrumental to the success of CalWIN. However, ongoing work will continue through validation efforts, case reviews, document control, and system maintenance to continue providing the most efficient and accurate services to our clients. SSA will work with the consortium to update CalWIN to program future Federal and State mandate changes.



Section I. Agency Overview

The Orange County Social Services Agency (SSA) operates under the policy direction of the Orange County Board of Supervisors, the California Department of Social Services, and the California Department of Health Services. SSA administers Federal, State, and County social service programs that protect children and adults from abuse or neglect; enable the frail and disabled to remain in their homes rather than being institutionalized; move eligible families from dependency to self-sufficiency; and, provide benefits for eligible CalWORKs, Food Stamps, Refugee, General Relief, and Medi-Cal recipients.

The Agency is comprised of four major divisions: Adult Services and Assistance Programs (ASAP); Children and Family Services (CFS); Family Self-Sufficiency (FSS) and Administrative Services (please refer to *Appendix A* for an organizational chart). In addition, vital links to the community and to other public partners have been established for assisting with the delivery of the following key social service programs.

Adult Services

Adult Services administers programs for the elderly and disabled. These programs include Adult Protective Services, In-Home Supportive Services, and Multipurpose Senior Service Program.

Adult Protective Services

Sometimes adults 65 years of age and over or dependent adults ages 18 to 64, who are physically, developmentally, or emotionally disabled, are abused, mistreated, or neglected. These types of abuse or neglect may include:

General Neglect

- Abandonment
- Deprivation of basic needs: water, food, housing, clothing, or medical care

Self-Neglect

- Unable or unwilling to care for self
- Unable or unwilling to provide for self
- Unable or unwilling to protect self

Physical Abuse

- Hitting
- Pushing
- Causing unnecessary pain
- Intentional misuse of medication
- Causing injury
- Unauthorized restraint

Sexual Abuse

- Inappropriate exposure
- Inappropriate sexual advances
- Inappropriate sexual contact
- Sexual exploitation
- Rape

Emotional or Verbal Abuse

- Humiliation
- Threats of harm or abandonment
- Isolation
- Non-communication
- Intimidation

Financial Abuse

- Undue influence to change legal documents
- Misuse of property
- Theft or embezzlement

On average, ten percent of older adults are victims of some type of abuse although national studies indicate that only one in 14 cases are reported. Orange County receives over 5,000 reports of suspected abuse annually.

In-Home Supportive Services

Many aged, blind, or disabled persons are limited in their ability to care for themselves and cannot live safely at home without assistance. This includes those who would be able, with help, to return to their home from a hospital, nursing home, or a board and care facility. Assistance may be provided to eligible low-income persons through the In-Home Supportive Services (IHSS) Program. Using guidelines developed by the California Department of



Social Services, a social worker assesses the need for in-home care based on the individual's medical condition, living arrangement, and assistance provided by family, friends, or available community services. The needs assessment determines which services are authorized. Medical service providers are often consulted about medical condition needs.

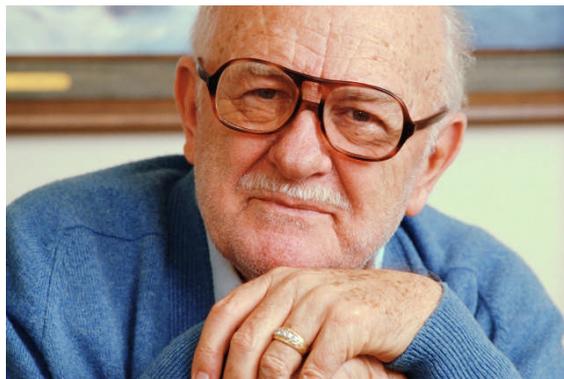
IHSS includes a wide range of services to assist individuals with the activities of daily living and to live safely at home. These services may include:

- Domestic services, such as house cleaning, shopping, cooking, and laundry.
- Personal services, such as bathing and dressing.
- Paramedical services, such as changing bandages or tube feeding.

SSA social workers conduct a needs assessment and authorize the type(s) and hours of services provided. The provider is paid directly by the State of California. SSA partners with the IHSS Public Authority to locate a provider who works with the community to serve IHSS consumers so they may remain safe and independent in their own homes.

Multipurpose Senior Services Program

The Multipurpose Senior Services Program fosters independent living in the community to prevent or delay the placement of persons in nursing facilities. Services are provided for eligible clients to enable them to remain in their homes. The program provides social and health case management services designed to provide cost-effective ways to delay institutionalized care for seniors. Case managers provide access to needed services and service delivery coordination.



Assistance Programs

The primary assistance programs administered by the ASAP Division includes Medi-Cal, Food Stamps, and General Relief. Medi-Cal (also called Medicaid in other states) provides health care coverage for California residents who have limited resources and income. Medi-Cal is administered by the California Department of Health Services, and locally by the County of Orange Social Services Agency.

Medi-Cal Program

To be eligible for Medi-Cal an individual or family must meet asset, income, institutional status, residence, and citizenship/alien requirements. These requirements vary based on the Medi-Cal category under which a person is eligible.

Medi-Cal Public Assistance Categories:

A person is automatically eligible for Medi-Cal if cash benefits are received under any of the following:

- Supplemental Security Income / State Supplementary Program (SSI/SSP)
- California Work Opportunity and Responsibility to Kids Program (CalWORKs)
- Refugee Cash Assistance (RCA)
- Foster Care or Adoption Assistance
- In-Home Supportive Services (IHSS)

Other Medi-Cal Eligible Categories:

- Children under 21 years of age.
- Persons 65 years of age or older.
- Blind or disabled, including working disabled, persons.



- Persons receiving care in a skilled or intermediate care facility.
- Pregnant women.
- Certain adults between 21 and 65 years of age if they have minor children living with them.
- Persons with certain chronic conditions such as tuberculosis or kidney dialysis.
- Certain refugees, asylees, Cuban/Haitian entrants.
- Families transitioning from CalWORKs to employment (Transitional Medi-Cal).
- Qualified low-income Medicare recipients (Medicare Savings Programs).

Food Stamp Program

The Food Stamp Program is a Federal nutrition program to help eligible low-income households obtain enhanced nutrition.

Food Stamp Program Requirements

- A resident in Orange County.
- Everyone in the household who benefits from food stamps must have a Social Security Number (SSN). If someone in the household does not have one, assistance must be sought to obtain one.
- There are property and income limits that vary depending on the number of persons in the household and their ages.
- Vehicles are not counted as assets.
- SSI recipients in California are not eligible for food stamps per California State law.

General Relief

General Relief (GR) is a cash assistance program funded by the County of Orange for needy persons who do not qualify for other cash assistance programs. Persons who are eligible for Federal or State funded programs due to non-cooperation with program rules or imposition of a period of ineligibility are not eligible to receive GR. GR benefits are considered to be a loan and must be repaid to the County.

Medical Services for Indigents (MSI)

SSA contracts with the Health Care Agency to administer eligibility for the Medical Services for Indigents (MSI) program. The eligibility criteria is similar to the California Medi-Cal program except that MSI uses an income cap of 200 percent of the Federal poverty level and there is no share of cost. MSI services are provided through an agreement with the County of Orange and contracted hospitals and community clinics. The MSI program is available to persons not otherwise eligible for Medi-Cal or other health programs who lack the means and ability to pay for needed care to protect life, prevent disability, prevent serious deterioration of health, provide medically necessary follow-up services, and provide for necessary prescribed medications.

Child Welfare Services

The Children and Family Services Division's role is to provide services to families and children for the protection of children endangered by abuse, neglect or exploitation. SSA staff and community partners work to strengthen and stabilize families and to create an environment where children are free from abuse in permanent nurturing homes. The CFS Division has been an Annie E. Casey, Family-to-Family site since June 2003. The Family-to-Family Guiding Principles are as follows:

- Build Community Partnerships
- Recruit, train and support foster parents and relative caregivers
- Support Team Decision Making
- Engage in continuous Self Evaluation

These aforementioned principles are accepted nationally as Best Practices in child welfare services and are considered to be strength-based.

The System Improvement Plan (SIP) approved by the Orange County Board of Supervisors represents a commitment to specific, measurable improvements in outcomes for children. SIP implementation in Orange County included the launching of innovative



services such as expansion of Wraparound, Team Decision Making and the First Step Assessment Center. The focus of these programs is to divert children from congregate care; reduce the number of placements and duration; and safely reunify children and their families in a timely manner.

The Child Abuse Registry receives over 33,000 reports of suspected child abuse annually. Allegations may include physical, sexual, and emotional abuse; caregiver incapacity; and neglect, abandonment, and exploitation of children.

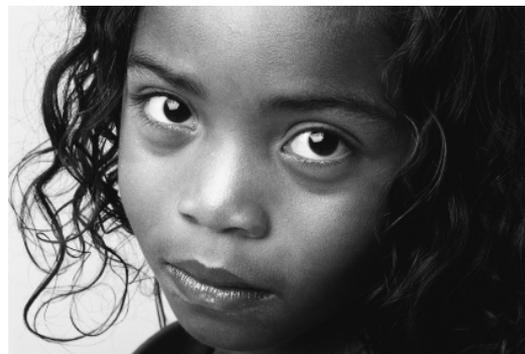
Children are placed into protective custody when there are substantiated charges of abuse or neglect and it is not safe for them to remain at home. Orangewood Children's Home and Emergency Shelter Foster Homes provided temporary shelter for over 1,500 victimized children during FY 2005-06. After an assessment of the family's situation and review by the Juvenile Court, the child is either sent home under supervision or placed in out-of-home care. The placement may be with a relative, a non-related extended family member, a foster family, or in a group home.

On average, 2,531 children are in out-of-home care receiving family reunification or permanent placement services monthly, approximately 50% reside in homes with relatives, 22% reside in Foster Family Agency placements, 11% reside in licensed County foster homes, 16% reside in group homes, and 1% reside in other/unspecified placements.

Reunification services are offered in the majority of cases. Social Workers make every effort to maintain children in their own homes. When reunification is not possible, a permanent plan is developed for the child.

Foster and adoptive families are urgently needed to provide a safe and nurturing home for a variety of children from diverse ethnic and cultural backgrounds, and who may have language and special medical needs. Families able to care for siblings are also in great demand.

Adoption staff carefully evaluates and matches families with children who need a permanent home, in some cases when termination of parental rights occurs, and in many more cases, at the time it is determined that reunification with the birth family is unlikely.



California Work Opportunity and Responsibility to Kids (CalWORKs)

The CalWORKs Program provides cash benefits for needy families when one or both parents are absent, disabled, deceased, or unemployed. The SSA Family Self-Sufficiency Division administers the CalWORKs program, in accordance with State and Federal regulations. Time on aid is limited to 60 months in a lifetime for adults, unless exempt.

Most adult recipients are mandated to participate in the Welfare-To-Work (WTW) Program, which is designed to help families become stabilized and economically self-sufficient. WTW provides a wide range of services to support families working towards this goal.

For single parent families, the parent must participate at least 32 hours per week of work related activities. For two-parent families, one parent, or both parents together, must participate at least 35 hours per week. If both parents are in the household, and both are in a Self-Initiated Program for education, each must participate 32 hours for a total of 64 hours. An individual's Welfare-To-Work plan may



include participation in any of the following activities:

- Employment, including unsubsidized employment, subsidized employment, and self-employment
- Paid work experience
- Work study
- On-the-job training
- Community service
- Vocational training
- Adult basic education
- Job search/job readiness activities
- Certain education programs
- Mental health, substance abuse, and domestic abuse services
- Child Abuse and Neglect Prevention Services

When participating in the CalWORKs WTW, individuals may have their child care expenses paid directly to an approved childcare provider. Assistance is also available to support all approved Welfare-To-Work activities, which may include transportation needs and items such as tools or uniforms that may be needed for employment. If education is part of the approved Welfare-To-Work plan, school supplies such as books may also be covered.

Cal-Learn is a special program component designed to help pregnant or parenting teens under the age of 19 obtain a high school diploma or General Equivalency Diploma, (GED). If the teen is eligible for CalWORKs, he or she may also be eligible for the Cal-Learn Program. While participating, teens may receive supportive services such as childcare and transportation.

Administrative Services

The services delivered by the program divisions of SSA are supported by the work of staff in the Administrative Services Division. Responsibilities of the Division include:

- Developing and implementing the County's largest and most complex budget.
- Meeting the Agency's long term and strategic recruitment, retention, hiring, and employee relations needs.
- Ensuring appropriate training and career development of all SSA employees and specific community service partners to help meet with Agency mandates.
- Streamlining and automating the solicitation and procurement of Agency's requests for goods and services.
- Developing, negotiating, and administering service contracts and purchasing agreements.
- Accounting for operational expenditures, assistance payment benefit issuances, collection activities, and claiming reimbursements.
- Developing and maintaining over 76 automated case management systems and technology applications.
- Providing help desk support for technical and application business users.
- Providing facility services to 24 SSA work locations and ancillary support to staff at over 70 community based sites.
- Maintaining the Agency warehouse for Agency forms, client files, office equipment, Information Technology hardware, and surplus items.
- Monitoring, and controlling Agency's fixed assets inventory.
- Conducting research on caseload trends, performance measures, and outcomes.
- Coordinating legislative analysis, strategic planning, emergency shelter operations, community charitable giving events and public information and communications.
- Conducting quality control reviews to ensure client's rights are protected.
- Designing and developing new automated systems that improve and enhance tracking, processing, and accountability.



Administrative Services support the continued delivery of quality social services that are accessible and responsive to the community. SSA employs over 4,100 staff and indirectly employs approximately 90 full-time accounting staff through the Auditor-Controller's Department. In addition, SSA has 118 non-financial agreements and over 200 contracts with government and educational institutions and private sector for-profit, non-profit, community-based and faith-based organizations that employ staff to provide social services.

The Agency is comprised of dedicated, caring, and efficient staff dedicated to providing effective social services in accordance with our values. The following vision, mission, goals, and outcomes represent the primary focus of the Agency for enhancing the lives of clients served.





Section II. Mission and Goals

County of Orange Social Services Agency

Vision: Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.

Mission: To deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, and protect vulnerable adults and children.

Core Values: Integrity • Fairness • Diversity • Compassion • Respect • Courtesy • Teamwork • Initiative • Thoroughness • Efficiency • Creativity

Goals & Outcomes:

The following primary goals have been identified to reflect the desired result the Agency intends to achieve in carrying out its mission. Corresponding primary outcome indicators will discern the level of impact SSA has on clients and the community. Specific objectives, strategies, and performance measures contained within the SSA Business Plan delineate operational priorities for achieving success through leadership and teamwork.

1. To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.
 - Percent of child welfare services performance measures that exceed the State outcome target with emphasis on safety, permanency, stability, and well-being.
 - Number of adult abuse reports received from financial institutions.
2. To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.
 - Number of adults and children with Medi-Cal coverage.
3. To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.
 - Percent of CalWORKs participants fully engaged in employment, education, and/or service activities.
4. To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.
 - Number of Orange County residents receiving mandated services from the Social Services Agency.



Primary Outcome Indicators

The Agency's commitment to residents of Orange County is to meet or exceed State and Federal program performance mandates for providing social services. Agency staff work collaboratively with our partners to achieve the County of Orange's Mission and Vision and actively support the development of the County's Strategic Financial Plan and Budget. The following provides highlights on the status of achieving our performance standards and primary outcome indicators.

Indicator: Percent of child welfare services performance measures that exceed the State outcome target with emphasis on safety, permanency, stability, and well-being.

How is SSA doing?

In 2004, SSA implemented the System Improvement Plan to meet or exceed the mandatory outcome measurements of the Adoption and Safe Families Act and the California Child and Family Services Review. The safety performance measures included the percent of cases with a substantiated referral that had another substantiated referral within 6 months. Permanency and stability performance measures specifically included the percent of children with 1 or 2 placements within the first 12-months; percent of children reunified with their parent(s) within 12 months; and percent of adoptions finalized within 24 months.

Since FY 2003-04, SSA has met or exceeded the State Performance Improvement Plan (PIP) goals, in each of these areas. Through the Family-to-Family Initiative, SSA Children and Family Services has placed greater emphasis on family engagement and implemented several programs and services. Family Resource Centers, Wraparound, Team Decision Making and Icebreaker meetings focus on the delivery of family centered services. The Adoptions program in coordination with the Juvenile Court, County Counsel, Panel Attorneys, and the Continuing Court Services Programs have implemented changes to the case review and adoption finalization process. Emphasis continues to be placed on improving service delivery through the use of Structured Decision

Making (SDM); intensive preventive and intervention services; Voluntary Family Services; and coordinated case planning with the CalWORKs program, Health Care Agency's Behavioral Health Services and Probation Department. Families also receiving court and non-court Family Maintenance services have access to an extensive array of contracted and community based services.



Fiscal Year 2005-06 Results

SSA is exceeding or meeting the State PIP goal for each of the performance measurements identified. SSA's recurrence rate of maltreatment has remained relatively stable over the past three years and CFS continues to make efforts to decrease this rate.

Placement stability has increased 7.1% from FY 2003-04, with a current rate of 86.3%. In regard to time to reunification, there was an 8.1% increase over FY 2003-04, with a current rate of 65.5%. There was tremendous improvement in the rate of adoptions completed within 24 months of entering the child welfare system: in FY 2005-06 a 19.3% increase over FY 2003-04 with a current rate of 44.9%

Fiscal Year 2006-07 Plan

The Agency is continuing with its Family-to-Family Initiative as it develops and implements outcome based strategies designed to keep children safe, with their families, and connected to the community. SSA will be focusing on early



prevention and intervention strategies such as the implementation of a Differential Response pilot program and expanded implementation of Family Resource Centers, the development of Intensive Services Workers, expansion of our Police Field Response, Wraparound, and Team Decision Making meetings. SSA will also be completing a new self-assessment and System Improvement Plan to help improve and guide our practice as well as focus efforts on continuing to meet and exceed State performance standards and outcomes.

As a result of efforts to find permanency for older youth, who have been in the child welfare system for an extended period of time, there may be a slight decrease in the percentage of adoptions completed within 24 months.

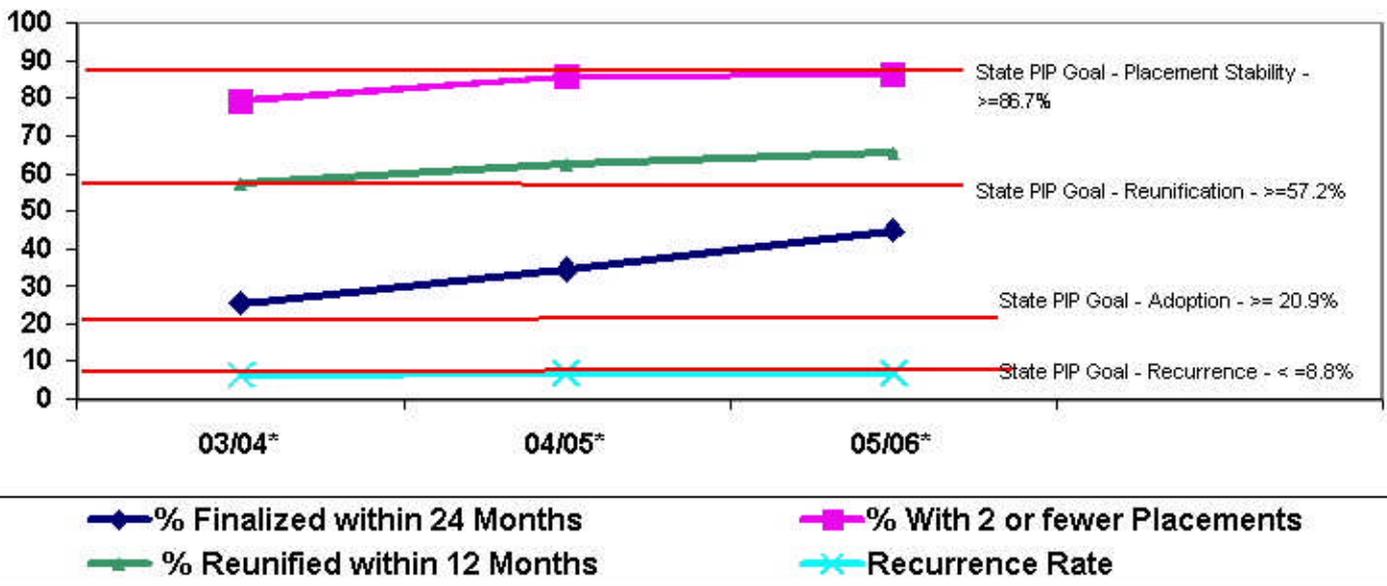
“...You have made me laugh a lot and that makes me feel glad that I am here at Orangewood. I know once I get out of Orangewood, I will have a step ahead in having a great life.”

Submitted by youth at Orangewood Children’s Home, Adolescent Boys’ Cottage

Fiscal Year 2006-07 Anticipated Results

SSA expects to continue exceeding the State PIP Goals for Placement, Stability, Reunification and Adoption. SSA anticipates experiencing a continued reduction in the number of children requiring out of home care. Current forecasts indicate SSA will continue to meet and exceed State performance standards and outcomes.

**ORANGE COUNTY SOCIAL SERVICES AGENCY
CHILDREN AND FAMILY SERVICES
SAFETY and PERMANENCY PERFORMANCE MEASURES**



*Based upon a 12 month study periods that reflect April-March



Indicator: Number of adult abuse reports received from financial institutions.

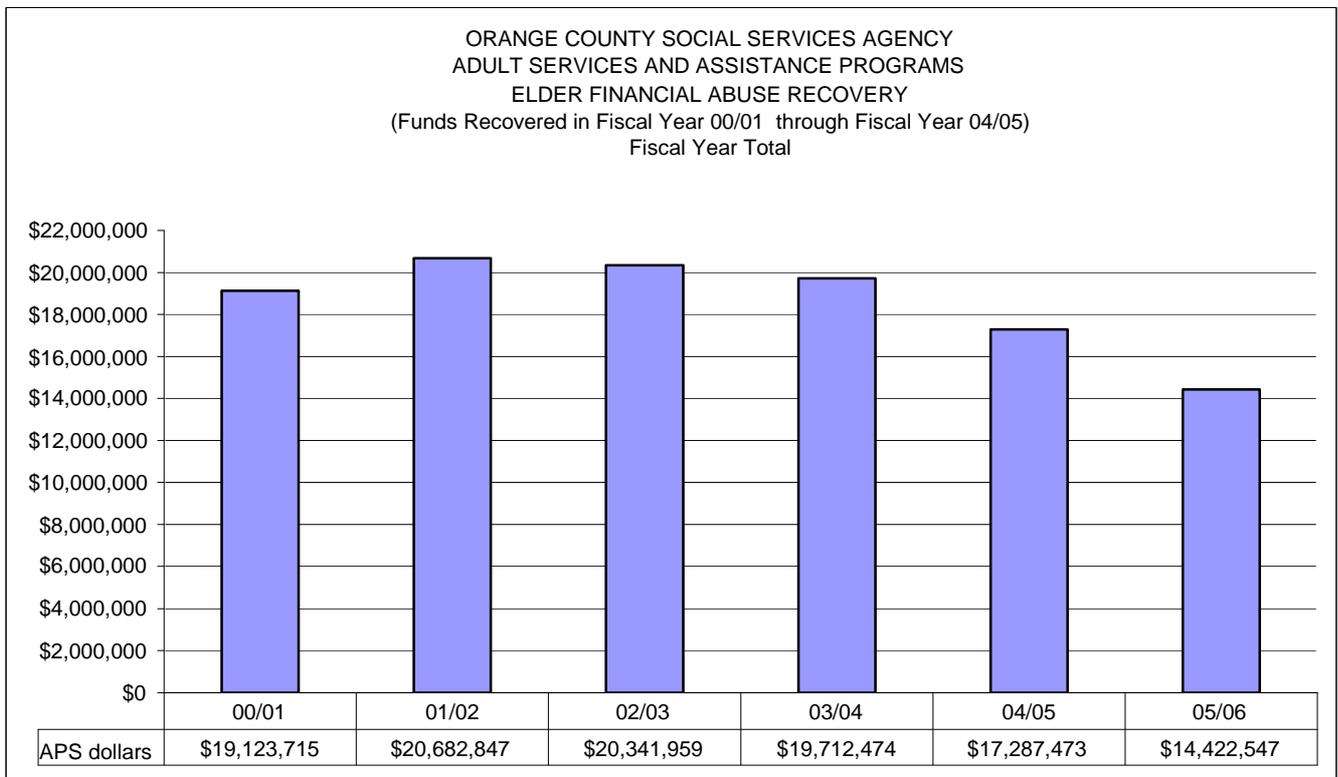
How is SSA doing?

SSA, through Adult Protective Services (APS), responds to reports of elder and dependent adult abuse and exploitation, much of which is financially motivated. When abuse is identified and there is no appropriate family member to intervene, the APS social worker collaborates with the County of Orange Public Guardian’s office to protect the victim and their assets. Although this collaboration continues to be a valuable way to protect vulnerable adults, the Public Guardian and APS staff have become much more effective at identifying alternatives to Public Guardian intervention. This has resulted in reductions in the amount of funds being recovered/protected by the Public Guardian. Currently, the challenge is to assure that financial abuse is being reported to APS.

Financial institutions are in an ideal position to become aware of fiduciary abuse, which is why the California Legislature felt it necessary to pass Senate Bill 1018: Financial Elder Abuse Reporting Act of 2005. Effective January 1, 2007, SB 1018 requires all financial institution employees to be “Mandated Reporters” of financial elder and dependent adult abuse. In order to maximize the effectiveness of this new law, SSA will be required to provide effective outreach and work collaboratively with financial institutions.

Fiscal Year 2005-06 Results

Almost \$14.5 million in assets were recovered or protected for clients who were victims of financial abuse in FY 2005-06. This amount has continued to decline since FY 2001-02. The decline is due to the increased effectiveness of the Public Guardian and APS to find alternate ways to protect clients.





In FY 2005-06 a total of 76 reports were received from financial institutions, only 1.3% of all financial abuse reports received by APS. This number was a 100% increase over the 38 reports received in FY 2004-05; and was most likely due to the increased awareness resulting from the year-long preparation for implementation. SSA expects the number of fiduciary abuse reports to increase significantly, as financial institution employees are mandated reporters.

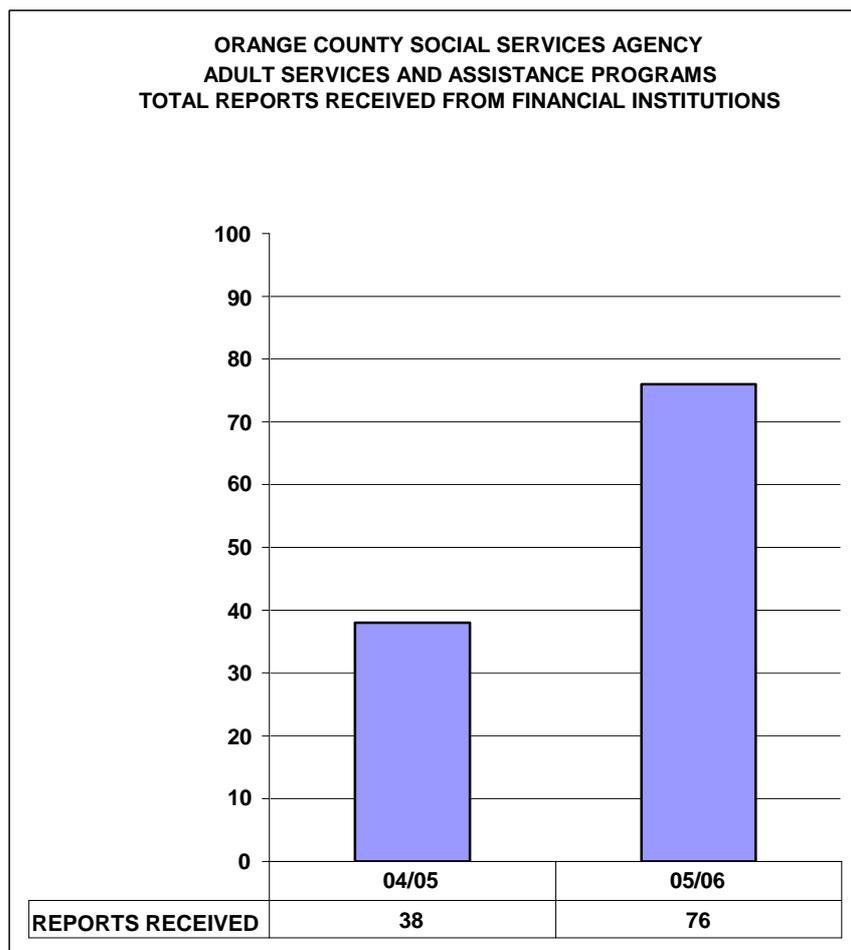
Fiscal Year 2006-07 Plan

This new measure will track SSA’s effectiveness in implementing what is expected to be the most significant change to the APS program since 1999. APS has provided outreach and training opportunities to local financial institutions, and participated in training conferences sponsored by the California Bankers Association. SSA’s

Internet site provides updated information and resources to financial institutions on the new regulations. SSA will continue to utilize resources such as the Financial Abuse Specialist Team and the Elder Abuse Forensic Center to respond to these reports.

Fiscal Year 2006-07 Anticipated Results

SSA anticipates that the number of reports received from financial institutions will continue to grow significantly.





Indicator: Number of adults and children with Medi-Cal coverage.

How is SSA doing?

Medi-Cal provides health care coverage for low-income families and individuals. Monitoring the number of persons served under this program enables SSA to be more responsive to the medical needs of low-income households and plan collaborative strategies for reaching out to uninsured residents. Medi-Cal is considered a safety-net benefit as it helps low-income families and those leaving CalWORKs to maintain self-sufficiency.

With the support of the Orange County Board of Supervisors, SSA expanded its outreach efforts by hiring seven Social Workers to provide intensive outreach and enrollment to uninsured children and families. This outreach coupled with existing collaborative projects, legislation and business process enhancements has expedited application processing, and has resulted in continued coverage for those determined eligible.

Fiscal Year 2005-06 Results

The monthly average number of individuals with Medi-Cal coverage was 316,949. Medi-Cal enrollment numbers have increased by 6%, compared to the prior fiscal year. This increase is attributed to collaborative outreach efforts and regulation changes.

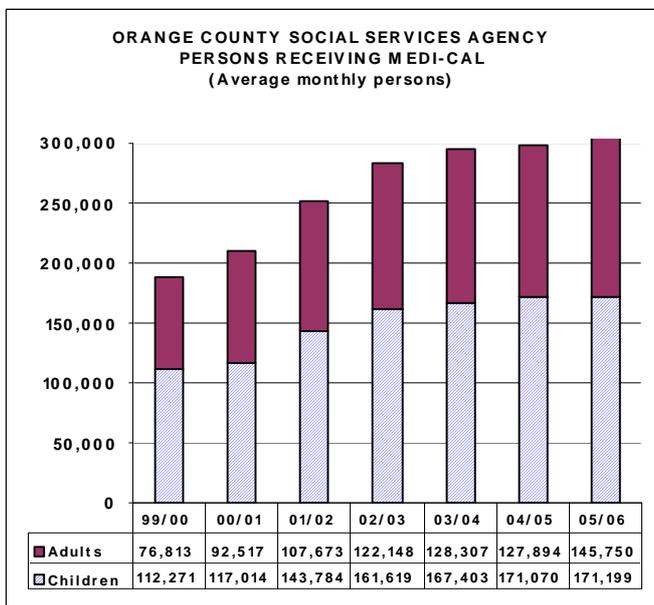


Fiscal Year 2006-07 Plan

SSA is maintaining its existing collaborations and out-stationed Medi-Cal staff to reduce barriers to enrollment in Medi-Cal. The Agency plans to continue exploring innovative processes and partnerships to maximize the use of resources and maintain program integrity. Strategies include maintaining staff at out-stationed hospitals, clinics, and Family Resource Centers; advertising health services through flyers and other means; partnering with the Office on Aging for usage of their mobile van at community events; and collaborating with CalOPTIMA and the Health Care Agency on strategies to cover eligible individuals. With the Board of Supervisors' support, SSA applied for a California Department of Health Services three-year allocation totaling \$5.9 million for Medi-Cal Outreach, Enrollment, Retention and Utilization (OERU). SSA plans to contract with the Children's Health Initiative of Orange County to provide collaboration OERU services.

Fiscal Year 2006-07 Anticipated Results

SSA will continue its Medi-Cal outreach and retention activities to increase Medi-Cal participation; however, the Federal Deficit Reduction Act (DRA) of 2005 when implemented in California will increase barriers to enrollment. United States citizens will have to provide specific citizenship and identification documentation. States that have already implemented these requirements have reported decreased participation in their Medicaid programs.





Indicator: Percent of CalWORKs participants engaged in employment, education, and/or service activities.

How is SSA doing?

Most adults on CalWORKs must participate in the Welfare-To-Work (WTW) employment services program. To move participants to employment and economic self-sufficiency, WTW provides a service strategy that involves stabilizing difficult family circumstances, resolving barriers to employment, determining necessary work preparedness activities, and sustaining active participation. These activities are measured by WTW participation rates and State pay-for-performance outcomes.

The rate at which WTW participants are enrolled in employment, education and service activities are critical performance measures for assessing compliance with Federal and State program mandates. The Work Participation Rate (WPR) is the primary outcome indicator for achieving SSA's vision of helping create a safe and supportive environment that promotes stability and self-reliance.

Fiscal Year 2005-06 Results

All three areas of measurement have increased or remained constant since FY 2005-06. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities.

As "work-ready" participants have left the program, many of the remaining families require interventions such as education, training, and other specialized services. An expanded focus on child abuse prevention has resulted in increased identification and response to critical family needs resulting in team meetings with multi-disciplinary providers and development of family-orientated service plans.

Fiscal Year 2006-07 Plan

SSA has concentrated on WPR to identify best practices for meeting revised Federal and State requirements, which include expanding the number of participants counted in this

performance measure. SSA workgroups are developing strategies related to engagement, case for work practices and development of additional services that will meet the needs of the participants. Additionally, the Agency has convened four collaborative workgroups with partners and stakeholders designed to improve internal communication and customer service. SSA staff are reviewing cases for work participation compliance, calculating the County's work participation rates, and communicating performance results. Staff is utilizing data to track high performance, and to research for best practices.



The Agency will monitor and participate in statewide regulatory processes for the new pay-for-performance standards that were deferred to 2007. As regulations are developed, SSA will integrate these into current business practices to optimize performance while maintaining compliance with existing program mandates and to support positive outcomes for families.

Fiscal Year 2006-07 Anticipated Results

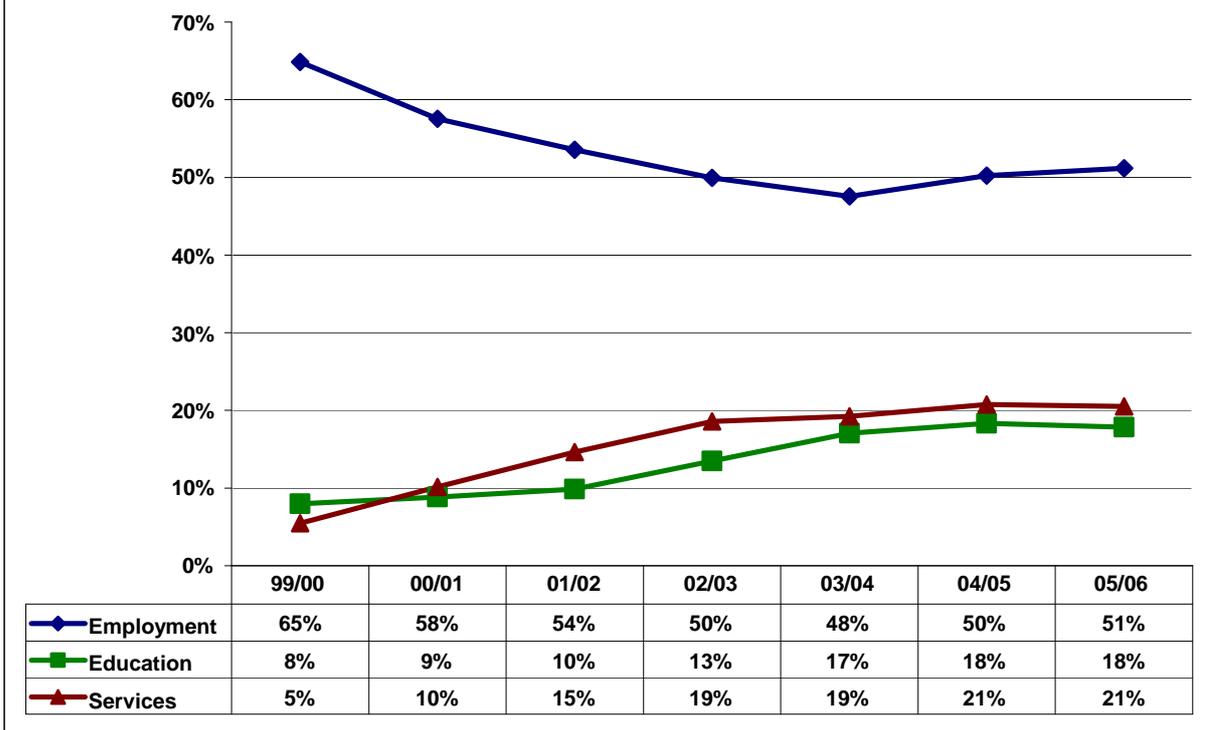
CalWORKs participants will be provided with timely and accurate benefits and a wide range of employment and family services so that families have access to basic needs and are provided with the support, resources, and opportunities for a successful transition to self-sufficiency. SSA anticipates achieving a favorable work participation rate, which may result in receiving performance incentive funding and the avoidance of financial penalties.



“Thank you so much for your resources that were so helpful in my search for a career. You helped my children and I get a fresh new start on life! Thank you for the encouragement and guidance with my interviewing techniques and definitely for the Job Fair! I got hired in 2 days starting immediately on Monday April 10th! My life is going to make a turn for success and I give thanks to you and the staff at Arbor for going the extra mile to care about us!!”

From a client at CalWORKs South

**ORANGE COUNTY SOCIAL SERVICES AGENCY
FAMILY SELF-SUFFICIENCY CalWORKs
PERCENTAGE OF WELFARE-TO-WORK ENROLLED PARTICIPANTS
INVOLVED IN EMPLOYMENT, EDUCATION, AND SERVICE ACTIVITIES**





How is SSA doing?

Through the combined efforts of all divisions, SSA provided services and/or assistance to an average of 330,292 Orange County residents each month in FY 2005-06. Based on the current population in Orange County, approximately one in nine residents received services and assistance at any given time in FY 2005-06. During this same time period, a monthly average of 176,491, or one in five children under age 18, received services and/or assistance.

Medi-Cal, CalWORKs, and Food Stamps assistance accounted for the largest volume of services provided to children. A smaller percent of children received child welfare services. A monthly average of 112,445, (one in eighteen), adult residents 18 through 64 years of age were served and a monthly average of 41,356, (one in eight) adults age 65 or more years of age, received services or assistance for the same period. Medi-Cal and Food Stamps accounted for the largest volume of services provided to adults, 18 through 64 years of age; Medi-Cal and In-Home Support Services were the most frequent types of assistance received by adults who are 65 or more years of age.

Fiscal Year 2005-06 Results

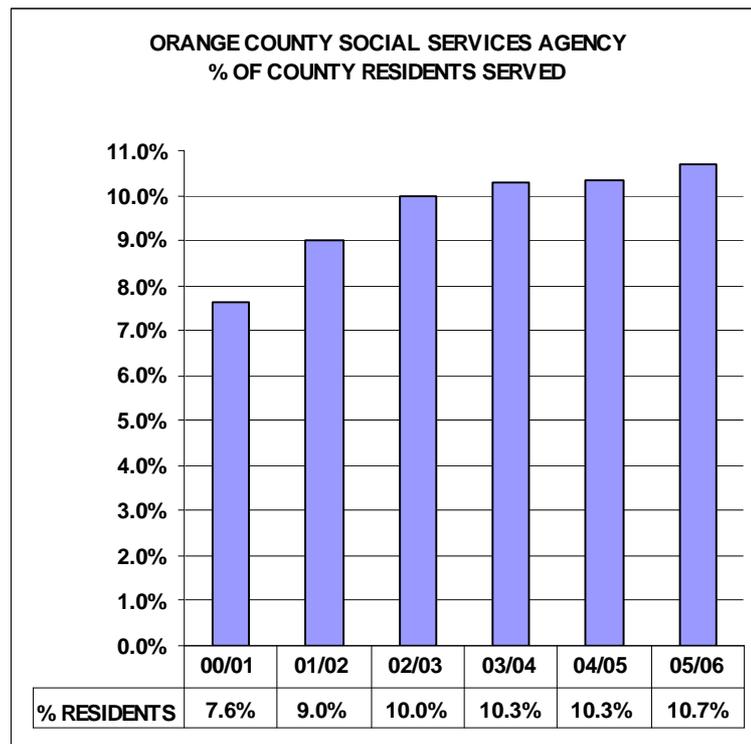
The percent of Orange County residents served in FY 2005-06 has moderately increased relative to the prior fiscal years at 10.7%.

Fiscal Year 2006-07 Plan

SSA will continue to ensure resources and training are made available for all of our employees and contracted service providers to maintain an awareness, understanding and sensitivity in dealing with people of diverse cultural backgrounds. Training topics include: identifying and understanding barriers to effective communication and positive relationships, recognizing and understanding how cultures differ and how differences can affect interactions in the workforce. SSA Training and Career Development staff has participated in specialized cultural diversity and sensitivity training and conducts in-house training on these topics to Agency staff.

Fiscal Year 2006-07 Anticipated Results

Through these combined efforts, we anticipate that our ability to serve all eligible Orange County residents will continue.





Section III. OPERATIONAL PLANS

The SSA Management Leadership Team, which includes the Agency Director, Chief Deputy Director and the four Division Directors along with their Deputy Directors, meets monthly to develop, implement, and monitor the SSA Business Plan. This team focuses on enhancing cross agency communication; sharing best practices; discussing operational issues; and discussing business strategies and process improvements. (See *Appendix C* for the list of SSA’s Management Leadership Team).

In developing its operational strategies and action plans, SSA considers the needs of its clients and the residents of Orange County; challenges impacting the work and service delivery environment; and projected available resources.

Client Profile

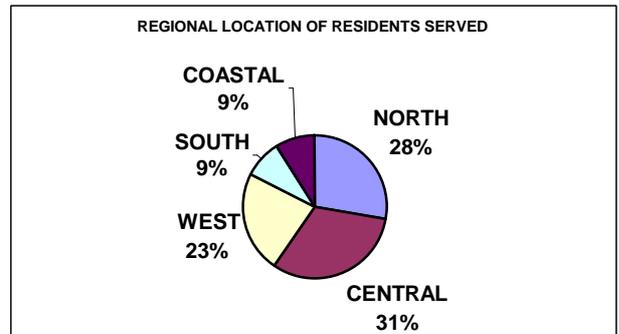
The Agency provides an array of services and assistance to an average of 330,292 individuals each month. One out of every nine residents is served, which encompasses a broad spectrum of individuals ranging in age from newborns to the elderly.

Clients have diverse backgrounds and ethnic origins. All of our employees and contracted service providers are trained to have an awareness, understanding, and sensitivity in dealing with people of diverse cultural backgrounds. Topics covered include: identifying and understanding barriers to effective communication and positive relationships; recognizing and understanding how cultures differ and how differences can affect interactions in the workforce. SSA Training and Career Development staff has participated in specialized cultural diversity and sensitivity training and conducts these in-house training on these topics to Agency staff.

Orange County has a population of 3.08 million people. The population grew by 7% from FY 2000-01 to FY 2005-06 and continued growth is projected for FY 2006-07. Of the total population, 28% resided in the North region, 31% in the Central region, 23% in the West

region, 9% in the South region, and 9% in the Coastal region. The need for social services is most heavily concentrated in the Central and North regions of the County, and our larger offices are located accordingly. SSA continues to collaborate with the County’s Homeless Coordinator, Health Care Agency, and Housing and Community Services Department, as well as cities and nonprofit agencies to provide greater outreach efforts in the areas with greater need.

The following chart shows the geographical distribution of SSA clients served in FY 2005-06. In addition to the cities listed, SSA provides services to various unincorporated areas, known as County islands, located within each geographic area.



North: Anaheim, Brea, Fullerton, La Habra, Placentia, Yorba Linda

Central: Orange, Santa Ana, Tustin, Villa Park

West: Buena Park, Cypress, Garden Grove, La Palma, Los Alamitos, Stanton, Westminster

South: Aliso Viejo, Dana Point, Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, San Juan Capistrano

Coastal: Costa Mesa, Fountain Valley, Huntington Beach, Newport Beach, Seal Beach

The following provides a brief summary of individuals served based on age group and the monthly averages for FY 2005-06.



Profile of Children Served By SSA

Orange County has a population of 801,703 children under the age of 18. The population grew by 3% from FY 2000-01 to FY 2005-06 and continued growth of .2% is projected for FY 2006-07. SSA provides one or more services and/or assistance to an average of 176,491 children each month. At any given time, approximately 1 out of every 5 child residents of the County has contact with the Agency.

PROGRAM	CHARACTERISTICS FOR CLIENTS SERVED	MONTHLY AVERAGE	% OF COUNTY POPULATION	PERSONS PER POPULATION
1 Adoptions	Children placed with adoptive parents	25	0.003%	1 in every 32,612 children
2 Child Abuse Registry	24-hour hotline for reports of suspected child abuse	2,782	0.347%	1 in every 288 children
3 Children in Foster Care/Relative Care	Children receiving services to reunite families and children who cannot safely return home	2,531	0.316%	1 in every 317 children
4 Children in their Own Home	Children receiving child welfare services while in the home	1,625	0.203%	1 in every 493 children
5 Orangewood Children's Home	Average daily population of children in protective custody	115	0.014%	1 in every 6,956 children
6 CalWORKs	Children who meet eligibility criteria, including legal residency, income and property limits and welfare-to-work requirements	33,618	4.193%	1 in every 24 children
7 Food Stamps	Low income children who meet legal residency, income and property limits, including CalWORKs recipients	54,576	6.808%	1 in every 15 children
8 Medi-Cal	Children who meet eligibility criteria for medical services, including those receiving other public assistance services	171,199	21.354%	1 in every 5 children
9 In-Home Supportive Services	Low income disabled and blind children who require and receive assistance with activities of daily living	682	0.085%	1 in every 1,176 children



Profile of Adults Served By SSA

Orange County has a population of 1,976,806 adults between the ages of 18 and 64. The population grew by 8% from FY 2000-01 to FY 2005-06 and continued growth of 1% is projected for FY 2006-07. SSA provides one or more services and/or assistance to an average of 112,445 adults each month. At any given time, 1 out of every 18 adults of the County has contact with the Agency.

PROGRAM	CHARACTERISTICS FOR CLIENTS SERVED	MONTHLY AVERAGE	% OF COUNTY POPULATION	PERSONS PER POPULATION
1 CalWORKs	Adults who meet eligibility criteria, including legal residency, income and property limits and welfare-to-work requirements	6,838	0.346%	1 in every 289 adults
2 Food Stamps	Low income adults who meet legal residency, income and property limits, including CalWORKs recipients	23,829	1.205%	1 in every 83 adults
3 General Relief	Indigent adults who meet legal residency, income and property limits	287	0.015%	1 in every 6,893 adults
4 Refugee Cash Assistance	Clients with an INS classification of Refugee and who meet eligibility criteria	121	0.006%	1 in every 16,310 adults
5 Medi-Cal	Adults who meet eligibility criteria for medical services, including those receiving other public assistance services	105,367	5.330%	1 in every 19 adults
6 In-Home Supportive Services	Low income frail, disabled and blind adults who require and receive assistance with activities of daily living	3,287	0.166%	1 in every 601 adults
7 Adult Protective Services	Number of reports of suspected abuse received for physically or mentally disabled adults	128	0.006%	1 in every 15,480 adults



Profile of Seniors Served By SSA

Orange County has a population of 314,929 seniors age 65 and older. The population grew by 10% from FY 2000-01 to FY 2005-06 and continued growth of 2% is projected for FY 2006-07. SSA provides one or more services and/or assistance to an average of 41,356 seniors each month. At any given time, 1 out of every 8 seniors of the County has contact with the Agency.

PROGRAM	CHARACTERISTICS FOR CLIENTS SERVED	MONTHLY AVERAGE	% OF COUNTY POPULATION	PERSONS PER POPULATION
1 CalWORKs	Seniors who meet eligibility criteria, including legal residency, income and property limits and welfare-to-work requirements	12	0.004%	1 in every 25,398 seniors
2 Food Stamps	Low income seniors who meet legal residency, income and property limits, including CalWORKs recipients	1,082	0.344%	1 in every 291 seniors
3 Medi-Cal ¹	Seniors who meet eligibility criteria for medical services, including those receiving other public assistance services	40,383	12.823%	1 in every 8 seniors
4 In-Home Supportive Services	Low income frail, disabled and blind elderly individuals who require and receive assistance with activities of daily living	7,908	2.511%	1 in every 40 seniors
5 Adult Protective Services	Number of reports of suspected abuse received for physically or mentally disabled adults	316	0.100%	1 in every 996 seniors
6 Multipurpose Senior Services Program	Active cases of elderly Medi-Cal clients who require case management to avoid or delay placement in a nursing facility	345	0.110%	1 in every 913 seniors
7 Cash Assistance Program for Immigrants	Applications for aged, blind and disabled legal aliens who are not eligible for federal SSI due solely to their immigrant status	62	0.020%	1 in every 5,080 seniors

Footnote:

¹ Does not include SSI



Challenges

CalWIN Maintenance In February 2006, Orange County implemented the CalWORKs Information Network (CalWIN) automated system to assist staff in their eligibility determination, benefit calculation, and case management tracking. This is the largest automated welfare system in the United States, and requires enhanced resources to maintain accuracy and timeliness. Since CalWIN is a person-based system, not case-based as the prior system, it requires ongoing analysis and adaptation of local business processes. In addition, the validation of management reports during the coming year will be a component of system usage and require dedicated resources. The County will continue to actively participate with the 18-County consortium in the updating, design and programming of the system. Staff will be provided with refresher trainings, a fully functional help desk and tools needed to ensure compliance with State and Federal program mandates. The County will also establish local workgroups to address critical business processes, change needs and the management report validation.

Program Funding SSA continues to face budgetary and legislative uncertainties, which require flexibility in planning to ensure mandates and performance standards are met. SSA must leverage funding from a variety of sources to maintain and expand programs where necessary. The constant threat of fiscal sanctions for substandard performance outcomes and the lack of funding for cost of doing business increases at the State level have given a new meaning to doing more with less.

SSA Financial Services will continue to be active at the State level through participation in California Welfare Director's Association (CWDA) workgroups to represent Orange County's interests in program funding and cost-of-doing business discussions.

TANF Reauthorization The Federal Temporary Assistance for Needy Families

Program was reauthorized as part of the Deficit Reduction Act of 2005, enacted in February 2006. Federal law requires a higher percent of program participants to be engaged in Welfare-To-Work activities. This legislation substantially increased the percentage of families that must meet the Federal Work Participation Rates. This presents a challenge in that the State regulations in the CalWORKs program are not consistent with Federal requirements.

In working toward implementing effective strategies and improving outcomes, SSA is currently convening collaborative workgroups with local Workforce Investment Boards, Education Providers, Child Care service providers, and other partners and stakeholders. The Agency has also established several internal workgroups that are reviewing current business processes and known best practices for work participation improvement. In addition, SSA shares data and effective strategies among counties. These and other measures will be continued to improve client engagement and meet the challenge of the Federal regulation changes.

Foster Parent Recruitment SSA has embraced the challenge of finding caring, nurturing families to provide temporary shelter, food, guidance and support to children in the foster care system. Nationally, there has been a decline in the number of interested families who become foster or adoptive parents. One of the primary reasons that families chose not be foster parents in Orange County is the high cost of living. In order to meet the need, one of the key areas SSA has focused on is providing outreach to building stronger relationships with the community and faith based organizations. Also for some of our challenging placements, foster families have benefited from advanced training and supportive services with children with specialized needs. These specialized services include medical, mental health and educational services. It is our hope that all children will have a safe, supportive and loving home.

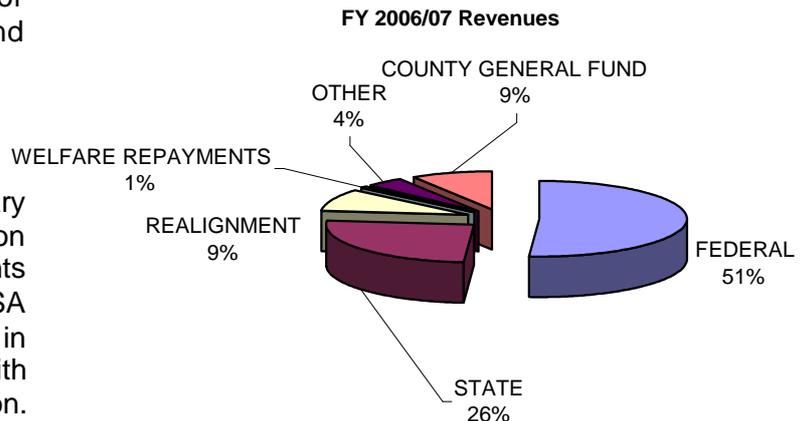


Workforce Development SSA has a critical need to maintain highly trained and professional staff to perform complex job duties and responsibilities. Plans include enhancing recruitment and outreach efforts in partnership with local colleges and universities to attract quality applicants with needed human service and technology skills. In order to preserve a quality workforce, training and higher education opportunities for current SSA staff will be continued and enhanced.

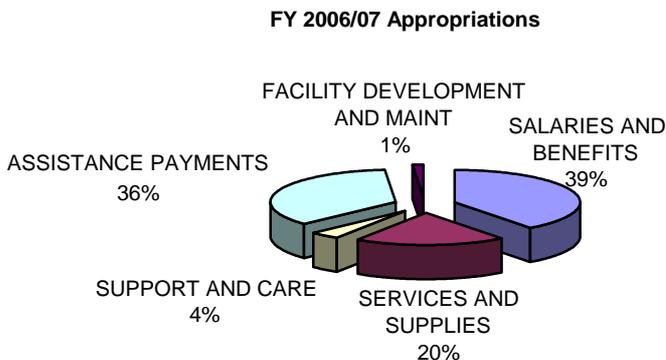
Resources

The Agency's total fiscal and fiduciary responsibility is approximately \$2.1 billion annually. The Federal and State governments fund approximately 91% of SSA's budget. SSA administers a total budget of \$660 million in appropriations and \$601 million in revenues, with a budgeted Net County Cost of \$58.8 million. Budget units include an operations budget; assistance payment budgets; a facility development and maintenance budget; In-Home Supportive Service Public Authority budget; and the Santa Ana Regional Center Lease Conveyance.

Mandated Federal program funding flows first to the State and subsequently to the counties. A State participation requirement is usually necessary to obtain Federal funding. A portion of the State's "matching funds" or maintenance of effort requirement may be passed on to the counties. General Relief is the only SSA program that is mandated by State law but funded entirely with County funds.



Complex laws and regulations that are contained in both Federal and State statutes govern the Agency's programs. These laws and regulations mandate eligibility determination requirements and the level of program service SSA is required to provide eligible Orange County residents. Federal and State regulations dictate specifically how these programs will be administered. The regulations also specify the type of services and amounts of benefits that the Agency will provide; the time frames for delivery of the services or benefits; the accuracy levels we must maintain in administering the programs; and, the statistical measurements for tracking performance.



The SSA Operations Budget Unit is \$416 million and it includes employee salaries and benefits; services and supplies; and other expenses for client services. SSA strives to fully maximize all Federal and State program funding allocations and continues to explore methods to leverage funding in support of optimizing resources for providing services to clients.

Financial sanctions can be and have been imposed in the past when Orange County and other counties have not met required mandates and performance requirements. Maintaining staffing levels in accordance with State productivity standards is necessary for administering accurate and timely business processes. The filling of essential administrative support positions is also necessary to support program service delivery requirements, maintain adherence to County Board policies, and provide required services to County partners such as the



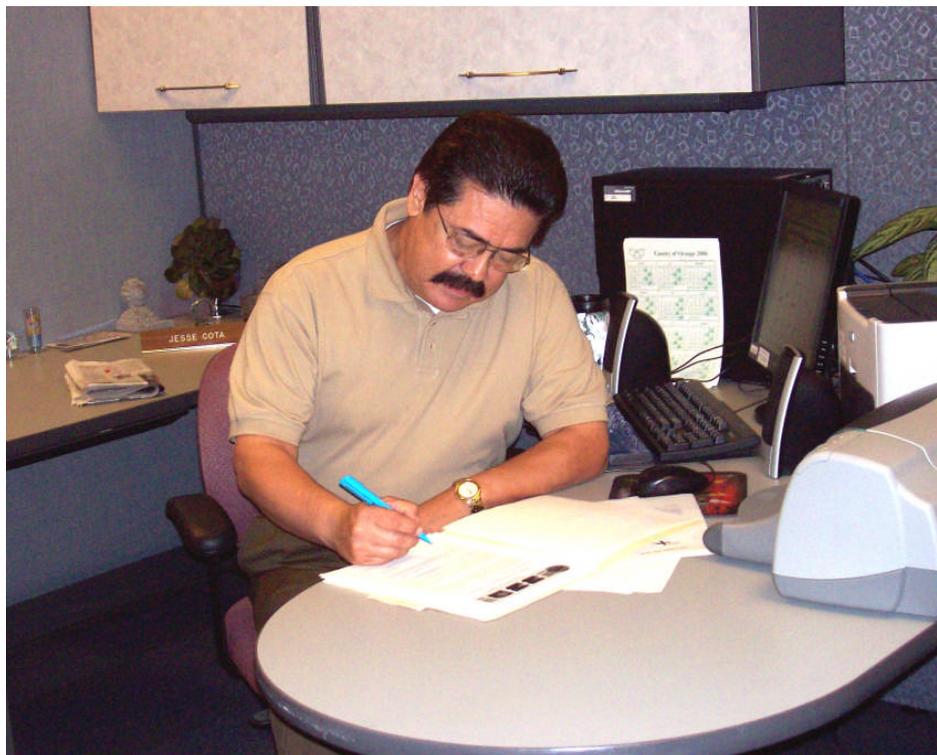
courts (Refer to *Appendix F* for Legal Mandates).

SSA explores methods to maximize resources by analyzing workforce utilization and service delivery. SSA continues to restructure its organization and workflow to achieve efficiencies. SSA reviews the roles of supervisors and managers, as needed, to accommodate changes due to retirements and other workforce issues. In addition, SSA seeks grant funding where appropriate.

SSA demonstrates its commitment to fiscal responsibility by developing, implementing, and monitoring its annual budget to ensure funding limitations are adhered to and revenue is maximized. SSA supports the development of the County's Strategic Financial Plan and participates in the CWDA fiscal committee, subcommittees, and workgroups.

"I would like to personally thank you for the outstanding support provided by Social Services Agency employees Mona and Dee who served on the County's 2006 Volunteer Recognition Committee. Mona and Dee contributed to the success of this year's event through their dedication, hard work and leadership."

from CEO Thomas Mauk





Strategies for Fiscal Year 2007

The Agency has confirmed strategies for focusing staff efforts and use of available resources for the achievement of the Agency's goals. Monthly meetings of the SSA Management Leadership Team are used to track the status of goal obtainment; assess progress made on improving outcomes and performance measures; confirm that identified strategies are on target; and identify needed modifications to action plans.

The following strategies were developed with the input of all SSA Divisions to embrace the achievement of the Agency's vision, mission, and goals and to support the priorities of the Board of Supervisors as outlined in the Strategic Financial Plan and approved budget. The following 2007 strategies have an expected completion date of December 30, 2007.

Goal 1: To lead and support a shared community responsibility for the safety and well being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.

- Continue to implement strength-based practices to increase the percentage of families who reunify within 12 months, increase the percentage of children experiencing no more than two out-of-home care placements in the first 12 months in foster care, decrease the percent of cases with a substantiated referral that had another substantiated referral within six months, and increase the percent of adoptions finalized within 24 months.
- Continue implementation and possible expansion of the Differential Response pilot in key cities with the highest number of child abuse reports.
- Provide coordinated services for victims of elder and dependent adult abuse through collaboration with community

partners, in multidisciplinary team meetings.

- Continue collaboration with the Public Guardian to refer and investigate cases involving suspected financial abuse of the most vulnerable adults.
- Implement and improve collaborative Linkages program efforts among CalWORKs and Children and Family Services clients, ensuring that child safety and family well-being are priorities.
- Evaluate countywide rollout of the Prevention Services Program, which utilizes a CalWORKs version of the Structured Decision Making Tool, including family acceptance and disclosure issues, while expanding the program to additional work units and locations.
- Continue developing needed strength-based motivational skills for CalWORKs staff and develop best practices.
- Ensure the availability of effective contracted services for support of child and adult abuse prevention and protective services.
- Develop the Tustin Family Campus, a multi-service residential campus scheduled to open in early 2009.
- Expand the ability to identify lifelong relative connections for our youth through the California Project for Youth Permanency and Creating Family Connections.
- Protect vulnerable elderly and dependent adults through the provision of timely APS services.

Goal 2: To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.

- Collaborate with community partners to conduct outreach, enrollment, and retention of eligible uninsured children in Medi-Cal.



- Children and Family Services staff are completing initial Medi-Cal Assessments and referring eligible clients.
- Assist vulnerable elderly and disabled adults/children through provision of timely IHSS services.
- Implement new State mandated Hourly Task Guideline policy in the IHSS program.
- Monitor Food Stamp accuracy and take necessary corrective action to maintain the Agency's high accuracy rate.
- Ensure that quality control case reviews for Food Stamps are completed within mandated timelines.
- Ensure that client benefits are determined and issued within the established timeframes.
- Continue to lead successful volunteer and fundraising activities such as Operation Santa Claus and Toys for Tots campaigns.
- Implement the recommendations identified in the Orangewood Children's Home Re-Use plan dated September 2, 2005.
- Lead the County as Chair of the annual United Way Campaign.

Goal 3: To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.

- Provide CalWORKs parents with the opportunities and support to obtain adequate jobs and to retain employment by working with staff and service contractors in developing innovative practices for improved client engagement and job retention.
- Build on One-Stop and Workforce Investment Board employment strategies by being proactive with private industry, including engaging local employers in SSA job fairs.
- Evaluate and implement effective case management strategies, including offering an expanded range of

Welfare-To-Work activities that meet the diverse needs of participants.

- Develop and utilize management reports to monitor staff performance and the effectiveness of service strategies.
- Ensure effective contracted services are available to provide services necessary to promote employment opportunities and family self-sufficiency.
- Continue collaboration between CFS and FSS divisions through utilization of CalWORKs Prevention Services Screening tools in all regional offices and full integration of the Family-to-Family Initiative.
- Expand the ability to identify lifelong relative connections for our youth through the California Project for Youth Permanency and Creating Family Connections.
- Complete a self-assessment of Orange County's Emancipation Services and develop a plan to address the unmet needs of transitional aged youth.

Goal 4: To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

- Ensure that SSA's facilities are functional and operated in compliance with all safety and health code requirements.
- Develop timely recruitments to fill staffing vacancies to have adequate staffing levels for providing services necessary to meet Federal and State program mandates.
- Implement information technology security enhancements to protect data.
- Develop and provide quality internal training opportunities to enhance delivery of services.



- Continue refining budgetary monitoring tools to provide management information that will ensure maximization of funding sources.
- Ensure timely procurements of commodity purchases for the provision of services, goods, and supports.
- Ensure client case file requests are completed timely.
- Continue to work with the Child Welfare Services Planning Council to oversee the CFS Family-to-Family Initiative, Quarterly Community Forums and identifying resources/services needed to support the community.
- Identify training opportunities within SSA for our contracted service providers that will enhance service delivery.
- Develop and identify services that will enhance the skills of CFS resource families and stabilize placements during reunification and permanency planning.
- Develop and maintain a coordinated response for shelter operations in collaboration with the American Red Cross and the CEO's office for emergency housing, as part of the County's disaster response plan.
- Provide human service related data for inclusion into the *13th Annual Conditions of Children Report*, the *Conditions of Older Adults Report*, and the *2007 Orange County Community Indicators Report*.

“The past few months have been both difficult and stressful for me trying to keep my family afloat and healthy. I wouldn’t be able to do it if it weren’t for caring people like you. Thank you for that. Your sincere compassion and understanding is what I’m sure makes you a blessing in the lives of everyone who knows you.”

From a client Adult Services and Assistance Program Division

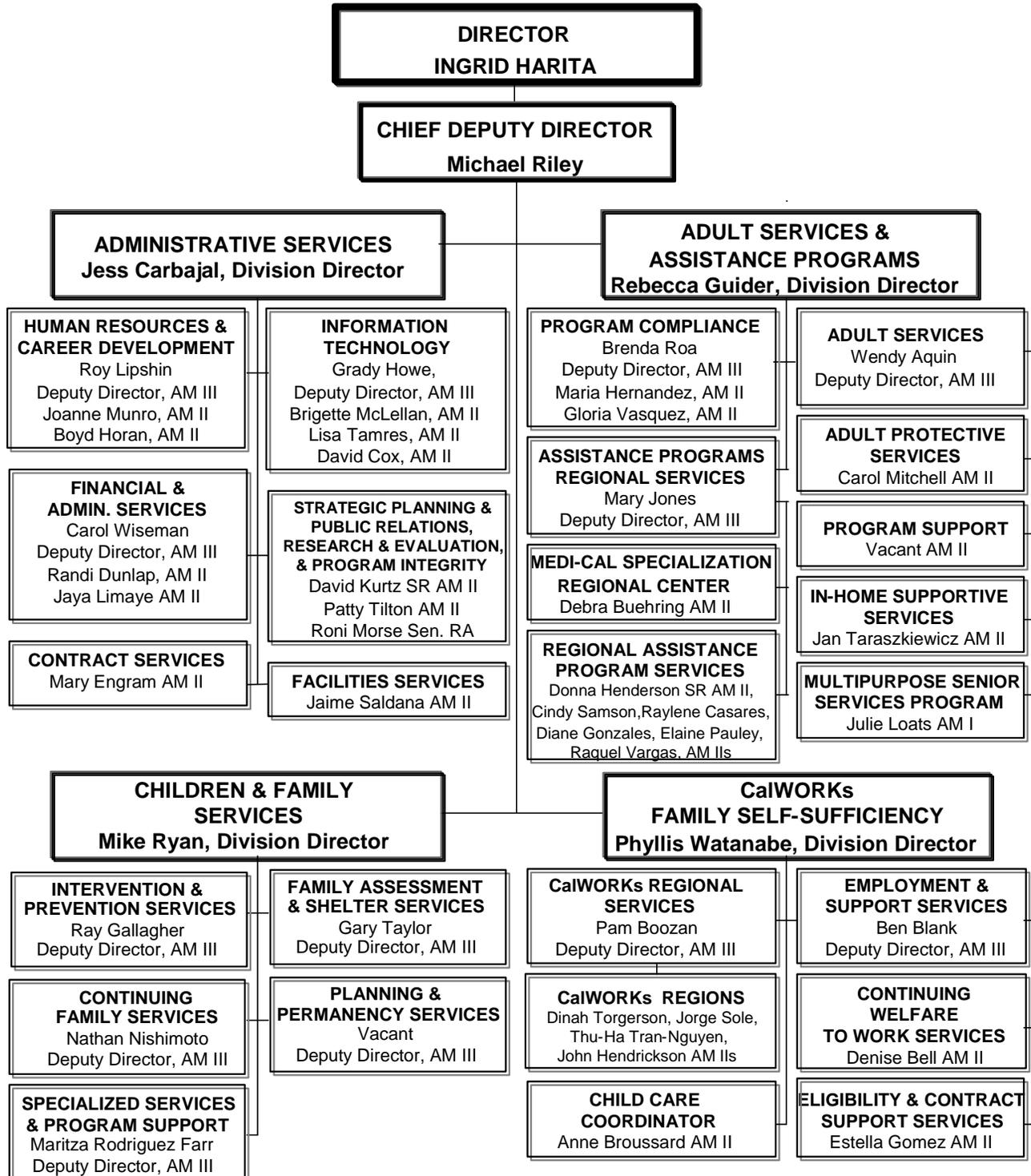
SSA employees are focused on achieving results through tracking and measuring outcomes, and providing quality service to our clients. Annual staff performance evaluation process, through the Performance Incentive Plan (PIP), the Management Appraisal Programs (MAP), and the Executive Management Appraisal Programs (EMAP) link individual performance expectations with the accomplishment of the Agency's Goals and Strategies (please refer to *Appendix D* for membership of the Labor Management Committee).



Appendix A

COUNTY OF ORANGE SOCIAL SERVICES AGENCY
Organizational Chart

As of 5/31/2007





Appendix B

Adult Services and Assistance Programs Performance Measures and Service Expectations

Goal	Target	Present Rate	Desired Trend	Present Trend	Strategies
Reducing Hunger-Food Stamp Program					
<p>Improve Services provided to help adults and children in need receive food</p> <p>Measure: Percentage of correctly determined eligible Food Stamp cases</p>	93%	95%	Increase	Increase	<p>Continue to monitor and take corrective action as needed.</p> <p>Develop and implement plan for mitigating errors when transitioning to CalWIN.</p> <p>Continue to collaborate with community based organizations and other agencies in outreach to families to increase program enrollment and issuance of correct benefits.</p>
Increasing Access to Medical Care-Medi-Cal Program					
<p>Improve services provided to help children in need receive health insurance</p> <p>Measure: Percentage of increased number of children enrolled in Medi-Cal</p>	New Measure	6% increase	Increase	Increase	<p>Continue collaboration with county and community partners to develop opportunities that leverage Medi-Cal funding and maximize resources for the purposes of enhancing outreach to uninsured children.</p> <p>Dedicate a unit to perform outreach and enrollment activities.</p>
<p>Measure: Percentage of correctly and timely completed Medi-Cal applications and annual reinvestigations</p>	90%	97%	Increase	Increase	<p>Continue to monitor and take corrective action as needed.</p> <p>Develop and implement plan to timely process applications and reinvestigations during CalWIN implementation.</p>
<p>Measure: Percentage of timely corrected State Medi-Cal Eligibility Data System (MEDS) error alerts that affect Medi-Cal beneficiaries' eligibility or share of cost</p>	95%	94%	At or above state performance level	Decrease	<p>Continue to monitor State MEDS error alerts reports to identify trends.</p> <p>Instruct staff on how to avoid State MEDS error alerts and correct the alerts in CalWIN.</p>
Promote Safety and Well-Being of Vulnerable Adults					
<p>Provide Adult Protective Services to at-risk adults in a timely manner</p> <p>Measure: Percentage of APS initial face-to-face within 10 days</p>	100%	100%	Remain Constant	Remain Constant	<p>Monitor using quarterly random sample developed in consultation with SSA Research.</p> <p>Continue to emphasize with staff the importance of timely first contact with vulnerable and at-risk adults.</p> <p>Provide feedback to supervisors on staff compliance for corrective action.</p>



Goal	Target	Present Rate	Desired Trend	Present Trend	Strategies
<p>Measure: Percentage of APS subsequent face-to-face every 30 days</p>	100%	59%	Increase	Decrease	<p>Monitor using quarterly random sample developed in consultation with SSA Research.</p> <p>Continue to emphasize with staff the importance of meeting case management client contact mandates.</p> <p>Provide feedback to supervisors on staff compliance for corrective action.</p>
<p>Provide In-Home Care Resources For Vulnerable Adults and Children</p>					
<p>Provide In-Home Supportive Services in a timely manner</p> <p>Measure: Percentage of IHSS applications assessed within the 30 day requirement</p>	100%	73%	Increase	Decrease	<p>Utilize CMIPS data to monitor 30-day assessment mandate.</p> <p>Continue to emphasize with staff the importance of timely processing requirements.</p> <p>Provide feedback to supervisors on staff compliance for corrective action.</p>
<p>Measure: Percentage of IHSS annual reassessments completed timely</p>	100%	82%	Increase	Decrease	<p>Utilize CMIPS data to monitor the annual reassessment mandate.</p> <p>Continue to emphasize with staff the importance of timely processing requirements.</p> <p>Provide feedback to supervisors on staff compliance for corrective action.</p>
<p>Protect Assets Of Financially Abused Frail Adults</p>					
<p>Collaborate with the Public Guardian to protect client assets</p> <p>Measure: Total APS Client Assets saved in collaboration with Public Authority/Public Guardian. Cumulative dollars, in the calendar year</p>	\$20M	\$14.4M	Increase	Decrease	<p>Use current database to track cumulative total of assets protected.</p> <p>Provide feedback and information to APS Senior Social Workers and Public Authority/Public Guardian Deputies in regular meetings.</p>



Appendix B

Children and Family Services Performance Measures and Service Expectations

Goal	Baseline Rate ¹	Target	Current Rate	Desired Trend	Present Trend ²	Strategies
Safety Outcomes						Safety
For all children with a substantiated referral, the percent of another substantiated referral within 6 months ⁴	5.80%	<= 6.1%	6.90%	Decrease	Constant	Structured Decision-Making Safety & Risk (Re)Assessments • Pre-TDM Intensive preventative and intervention services including Voluntary Family Services.
Rate of child abuse and/or neglect in foster care ⁴	0.00%	<= 0.57%	0.02%	Decrease	Constant	Thorough Foster Care clearances, assessment, monitoring, and support Wraparound services.
Percent of Child Abuse/Neglect Referral with a Timely Response	96.80%	>= 90%	95.20%	Increase	Constant	Continue expedited referral processing and Emergency Response.
Timely Social Worker Visits with Child ³	94.20%	>= 90%	96.10%	Increase	Constant	Continue required contacts and timely CWS/CMS data entry--monitor through Business Objects Report Complete waivers for Exceptions.
Permanency and Stability Outcomes						Permanency and Stability
Percent of children reunified within 12 months ⁴	57.20%	>= 76.2%	65.50%	Increase	Increase	Expedited Family Reunification, mutual client, and special needs services. Perm. Team Decision Making Timely Service Component changes in CWS/CMS • Ice Breakers Engage parents in case plan development.
Percent of children adopted within 24 months ⁴	17.70%	>= 32.0%	44.90%	Increase	Increase	Concurrent Planning Services Multidisciplinary case Reviews Foster/adoptive parent recruitment and retention services.



Goal	Baseline Rate ¹	Target	Current Rate	Desired Trend	Present Trend ²	Strategies
Percent of children with one to two placements within first 12 months ⁴	73.60%	>= 86.7%	86.30%	Increase	Increase	First Step Assessment Center triage TDM for all key decision making points Ice Breakers Foster Parent Support Parent Leadership Program
Percent of children who re-entered foster care within 12 months of a prior exit from foster care ⁴	5.00%	<= 8.6%	7.80%	Decrease	Decrease	Team Decision and Family Group Decision Making Wraparound Community-based supportive services Pre Family Reunification assessment.
Well-Being Outcomes		State Avg.				Well-Being Outcomes
Percent of children placed with some and/or all of their siblings ³	69.10%	66.80%	74.90%	Increase	Increase	First Step Assessment Center Family Group Decision Making Residential Family Services Program
Percent of children placed with relatives while in foster care ³	36.50%	36.00%	52.50%	Increase	Increase	Relative Assessment Unit New "parachute" case field response protocols. Family-to-Family Initiatives- Recruiting Training and Supporting Resource Families.

Footnotes:

All data is derived from UC Berkeley's data analysis which originates from the CWS-CMS Computer System

¹ Rate used as a basis of comparison is from January 2004 AB 636 Quarterly Report

² General Pattern Over Time

³ State Measure Only

⁴ Federal Measure Only



Appendix B

Family Self-Sufficiency Performance Measures and Service Expectations

Measure	State Average	Target	Current Rate	Desired Trend	Present Trend	Rx for Continued Success
Determine CalWORKs Eligibility within 45 days of application	N/A	95%	92.9%	Increase	Decrease	<p>Validate and utilize CalWIN management reports to monitor pending cases.</p> <p>Work individually with staff struggling with application processes and caseload Management.</p>
Percentage of Welfare-To-Work fully engaged in employment, education, and/or service activities	N/A	70%	67.4%	Increase	Constant	<p>Evaluate and develop effective case management tools.</p> <p>Monitor staff performance and the effectiveness of service strategies.</p> <p>Establish wider range of Welfare-To-Work activities to meet the complex needs of CalWORKs participants.</p> <p>Develop case management strategies for non-compliant and sanctioned individuals.</p>
Percentage of CalWORKs cases that meet or exceed federal work participation rates	27.9%	50%	41.1%	Increase	Decrease	<p>Continue efforts to fully engage WTW participants according to California law, including development of short- term, easy access activities.</p> <p>Advocate at the State and Federal level for reasonable work participation rate methodologies and an effective range of allowable activities.</p>
Percentage of families per month who are screened for preventative services	N/A	50%	13%	Increase	Decrease	<p>Ensure that staff are provided with necessary support and ongoing training as a follow-up to the recent Phase II roll-out.</p> <p>Continue to develop strength – based motivational skills.</p> <p>Evaluate barriers to family acceptance..</p> <p>Develop best practices.</p>



Measure	State Average	Target	Current Rate	Desired Trend	Present Trend	Rx for Continued Success
Average hourly wage of participants in new jobs	N/A	\$6.75/hr	\$9.43/hr	Increase	Increase	Expand strategies to build on One-Stop and WIB-based collaborations. Develop best practices.
Percentage of cumulative Supportive and Support Services in comparison to WTW population <i>* Includes duplicate service counts per participant</i>	N/A	70%	73%	Increase	Increase	Continue reinforcement education to ensure appropriate referrals are initiated. Explore further access initiatives.
Percent of participants who retain employment (90 days)	N/A	70%	75%	Increase	Constant	Continue to work with contractor to develop continued engagement and services to enhance retention. Develop best practices.



Appendix B

Administrative Services Division Performance Measures and Service Expectations

Goal	Target	Current	Desired Trend	Present Trend	Strategies
Financial Services					
Percent of total of all SSA budgets that close within three percent of the 3rd Available Financing Projections.	98%	97% of modified budget	Increase	Increase	Monthly tracking and monitoring of each budget unit as well as quarterly updates of the Walk for the Operations budget and input from each Division on their programs will be utilized to assess budgets and update projections throughout the fiscal year.
Centralized Operations					
Percent of commodity purchasing procurements completed by SSA Purchasing within 30-days of receipt of requisitions that are accurately completed including all required back up documentation.	75%	YTD average is 89.64%	Increase	Increase	Monthly monitoring and tracking of requisitions to ensure timely completion. Training will be developed and shared with Agency staff to ensure all necessary documentation is provided with requisitions.
Percent of client case file requests completed within 24-hours.	95%	YTD average is 97.23%	Increase	Increase	Monthly tracking and monitoring of case files to ensure request.
Facilities Services					
Percentage of all SSA facilities will be operating in compliance with all safety and health codes and requirements.	97%	97%	Constant	Increase	Monitoring consists of a safety review checklist with program management to ensure compliance with all requirements.
Percent of SSA leases that are renewed in a timely manner to ensure there are no disruptions to service delivery.	99%	100%	Increase	Remain Constant	All existing leases will be reviewed monthly and the matrix will alert of due dates for lease terminations and renewals.



Goal	Target	Current Rate	Desired Trend	Present Trend	Strategies
Contract Services					
Percent of SSA contracts that are implemented and renewed within established schedules with no disruption of service delivery.	95%	95%	Increase	Increase	Streamline project schedule. Streamline approval process for all renewals and multi-year agreements. Authorization for Director signature. State approval for multi-year contracts.
Human Resources					
Percent of recruitments requested by program, opened and completed within required, and predicted time commitments.	98%	98%	Increase	Increase	Work closely with all Divisions to ensure recruitment needs are met. Monthly review of tracking log to ensure recruitments are completed in and orderly fashion
Average number of days between approved position fill date and start date of selected employee.	2 Weeks	10 working days	Decrease	Decrease	Improve internal paper processing methods to reduce lost time. Increase emphasis on setting workload priorities and efforts to increase staffing in recruitment.
Information Technology					
Percent rate of IT Help Desk service requests resolved to the number of tickets opened during the month. IT response/resolution target will be 24 hours from time of call.	98%	98.20%	Increase	Increase	Track and collect statistics on open/resolved Service Requests. Report Monthly Trend.
Percent of IT project milestones completed to the number of current overall projects within target date.	97%	98.60%	Increase	Increase	Track and collect statistics on project/milestones. Report Monthly Trend.
Percent of training participants rating training as satisfactory or above.	97%	97%	Increase	Increase	Continue to seek feedback and recommendations for improvement from participants attending Training and Career Development delivered and facilitated training.



Goal	Target	Current Rate	Desired Trend	Present Trend	Strategies
Strategic Planning and Public Relations					
Percent of public general inquiries responded to within two working days.	95%	1. Response initiated to webmail 98% within 2-days. 2. Custodian of Records response varies due to County Counsel involvement. 3. Response to subpoena initiated within 2-days, to a letter within one week.	Increase	Increase	Increase web-page contents to provide additional information electronically.
Number of toys distributed – Operation Santa Claus	47,250	50,000	Increase	Increase	Contact County employees through flyers with paycheck; send brochures to past corporate/other donors; provide CEO/Volunteer Coordinator with electronic version of flyer to expand dissemination of information.
Amount of funds contributed in support of County United Way campaign.	\$95,835	\$80,000	Increase	Decrease	Utilization of eWay for pledges, Entertainment Book sales, soda sales, candy sales, and other fundraising events.
Program Integrity					
Percent of case reviews completed accurately within required timelines. TANF – 80 days Food Stamps Primary – 90 days Food Stamps Secondary – 60 days	98%	100%	Remain Constant	Remain Constant	CDSS sets mandated transmission deadline for QC case reviews. Food Nutrition Services (FNS) reviews a random sample of our Federal Food Stamp QC cases and will cite Federal differences if they are in disagreement with the County of Orange findings. Our goal is to provide accurate QC reviews with a target of 98%.



Goal	Target	Current Rate	Desired Trend	Present Trend	Strategies
Accounting					
Percent of required reports and claims provided to the State and other regulatory agencies in a timely manner.	100%	100%	Remain Constant 662 Claims & Reports per year.	Remain Constant	Monthly and quarterly reports and claim deadlines are monitored by Managers on Accounting Status Reports.
Percent of benefits released within established time frames.	100%	100%	Remain Constant	Remain Constant	Daily and monthly runs are released within 1-2 days of receipt. Monitored on monthly statistical reports.
Percent of mileage claims and pay adjustments completed in a timely manner.	98%	98%	Remain Constant	Remain Constant	Completed within 10-working days. Monitored on monthly statistical reports.



Appendix C

Business Development Plan Team

SSA Executive Management Team

The Executive Management Team is responsible for overseeing the daily operations of the Orange County Social Services Agency and ensuring compliance with all applicable Federal, State, County, and local policies, procedures, and performance standards.

Ingrid Harita, Director

Alisa Drakodaidis, Chief Deputy Director

Michael Riley, PhD, Chief Deputy Director, as of 5/4/2007

Jess Carbajal, Division Director for Administrative Services

Rebecca Guider, Division Director for Adult Services and Assistance Programs

Michael Riley, PhD, Division Director for Children and Family Services

Mike Ryan, Division Director for Children and Family Services, as of 5/30/2007

Phyllis Watanabe, Division Director for Family Self-Sufficiency

Management Leadership Team

SSA Division Directors and the Deputy Directors are committed to meeting monthly to develop, implement, and monitor the SSA Business Plan; enhance cross agency communication; share best practices; discuss operational issues; and discuss business strategies and process improvements. The Chief Deputy Director facilitates the meetings and the Director of the Agency attends as her schedule permits. This group decided to collectively refer to itself as the SSA Management Leadership Team.

Wendy Aquin

Deputy Director, ASAP Adult Services

Nathan Nishimoto

Deputy Director, CFS Continuing Family Services

Ben Blank

Deputy Director, FSS Employment & Support Services

Brenda Roa

Deputy Director, ASAP Assistance Program Compliance

Pam Boozan

Deputy Director, FSS CalWORKs Regional Services

Maritza Rodriguez Farr

Deputy Director, CFS Specialized Services & Program Support

Ray Gallagher

Deputy Director, CFS Intervention and Prevention Services

Vacant

Deputy Director, CFS Planning & Permanency Services

Mary Jones

Deputy Director, ASAP Assistance Programs Regional Services

Gary Taylor

Deputy Director, CFS Family Assessment and Shelter Services

David Kurtz, PhD

Program Manager II, Strategic Planning & Public Relations

Grady Howe

Deputy Director, Information Technology Services

Roy Lipshin

Deputy Director, Human Resources & Career Development

Carol Wiseman

Deputy Director, Financial and Administrative Services

Business Plan Development Team

David Kurtz Lynda Bengtsson-Davis
Stacy Dyer Elliot Bubis
Lisa Follmer Judy Fritz
Roni Morse Robin O'Neil



Appendix D

Labor Management Committee

Social Services Agency participates in a Labor Management Committee (LMC) with employees represented by the Orange County Employees' Association (OCEA) and SSA management. This committee is co-chaired by a member who represents the labor group and a representative of the SSA management team.

OCEA Labor Management Committee

The purposes of the OCEA LMC is to:

- Support the Agency's mission and goals
- Promote a positive working environment
- Promote positive morale in the workplace
- Establish guidelines for addressing workplace issues
- Provide a forum for identifying and addressing workplace issues
- Encourage diverse viewpoints in the decision-making process
- Develop solutions for issues raised
- Encourage effective communication and education among employees, management and the LMC
- Support the PIP process
- Apply the principles of Enlightened Leadership

It is a goal of the OCEA LMC to meet on a quarterly and as-needed basis to address employee-employer related issues, discuss the SSA Business Plan, determine any cost saving opportunities, and review the various County workplace issues. The SSA/OCEA LMC produces a newsletter to keep staff informed of the different activities.

Chairs: Anita Walker (retired September 2006), Vicki Des Roches, (retired February 2006), and Eusebio "Butch" Garcia

Sponsor: Dr. Michael Riley, SSA Management

Committee Members:

Cheryl Bowman-Argudin
Luisa Camino
Vicki Des Roches
Rachel Forman
Eusebio "Butch" Garcia
Sherilani Garrett
David Kurtz

Terrie McGown
Brigette McLellan
Maritza Rodriguez Farr
Ken Santini
Jan Taraszkievicz
Anita Walker



Appendix E

Accomplishments

The Agency provides quality social services to the Orange County community through its responsiveness to community needs and its commitment to collaboration, continued technology enhancements, a strengthened workforce, fiscal responsibility, and innovation. The leadership and dedication of staff ensures success in administering complex programs, accomplishing special projects, and ultimately achieving Agency goals. The following provides a brief summary of accomplishments related to the implementation of the 2006 Business Plan.

Goal 1: To lead and support a shared community responsibility for the safety and well being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.

- Completed the Peer Quality Review and a Children and Family Services Review, as required by AB 636.
- Developed a Differential Response System for child abuse and neglect referrals.
- Increased the number of Family Resource Centers in the communities of Stanton, La Habra, South Orange County and Tustin.
- Collaborated in the multi-agency Elder Abuse Forensic Center, which has received national attention as an innovative best practice for addressing elder abuse.
- Evaluated Phase One of the Prevention Services Program for family acceptance and disclosure issues.

Goal 2: To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.

- Successfully led volunteer and fundraising activities, including Operation Santa Claus, Senior Santa, and the annual United Way campaign.
- Monitored food stamp accuracy and took corrective action to maintain the Agency's exceptionally high accuracy rate.
- Implemented the recommendations that were identified in the Orangewood Children's Home Re-use plan.
- Implemented and improved collaborative Linkages program efforts among CalWORKs and Children and Family Services Divisions, regarding child safety and family well-being issues. FSS and CFS are currently serving 528 mutual clients.
- Collaborated with community partners to conduct outreach and staffed a specialized unit to enroll eligible children in Medi-Cal.
- Successfully implemented both the significant program changes required by the IHSS Independence Plus Waiver and quality assurance enhancements for the In-Home Supportive Services Program.



Goal 3: To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.

- Utilized and managed CalWIN management reports to monitor staff performance and the effectiveness of service strategies.
- Managed seventeen service contracts to promote employment opportunities and family self-sufficiency.
- Evaluated and implemented effective case management strategies, including offering an expanded range of Welfare to Work activities that met the needs of participants. To date, 54 percent of referrals were successfully resolved.
- Successfully utilized One-Stop and Workforce Investment Board employment strategies to work with private industry, and engaged employers in SSA job fairs.
- Ensured CalWORKs parents are provided with opportunities and support needed to obtain adequate jobs and retain employment by working with staff and service contractors in developing innovative practices for improved client engagement and job retention. Of the 737 participants referred to Job Retention Services, 552 retained their employment for at least 90 days.
- Implemented a training program for Children and Family Services staff to identify lifelong relative connections for our youth through the California Project for Youth Permanency and Creating Family Connections.

Goal 4: To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

- Ensured SSA facilities were functional and operated in compliance with all safety and health code requirements.
- Provided timely information technology user support and systems project development assistance to support the provision of efficient and effective service delivery.
- Developed and provided quality internal training opportunities to enhance the delivery of services.
- The timely completion of required budget, accounting, and research analysis reports to the State and other regulatory agencies to ensure receipt of Federal and State funds.
- Ensured payroll, reimbursement, and invoice payment transactions were completed timely.
- Refined budgetary monitoring tools to provide management information that ensured maximized usage of funding sources.
- Collaborated with the Child Welfare Services Planning Council to oversee the CFS Family-to-Family Initiative Quarterly Community Forums and identified resources/services needed to support the community.
- Maintained Assistance Programs accuracy during and after CalWIN implementation.



Additional Unanticipated Accomplishments

- SSA has applied for and received a \$5.9 million dollar three-year Outreach Enrollment, Utilization and Retention (OERU) Grant from the State of California to increase enrollment into Medi-Cal and the Healthy Families Program, in addition to other outreach efforts already occurring in the community.
- SSA programs, including CalWORKs, Children and Family Services and Adult Protective Services, have participated in collaborative partnerships with Anaheim Justice Center, Differential Response Strategic Planning Meetings, and the Truancy Court to enhance service delivery, to have better outcomes for our clients.
- Expansion of the Public Health Nurse agreement with the Health Care Agency to fully utilize an effective service that assists families in overcoming barriers and participating in Welfare to Work activities.
- Developed a clerical training series module for implementation in January 2007.





Appendix F

Legal Mandates

A listing of programs and functions by each Agency Division is provided below along with the respective legal authorities.

PROGRAM	PROGRAM COMPONENTS	LEGAL AUTHORITY
<p>Administration: Supports the Agency with a variety of services that include strategic planning and public relations, financial and administrative services, facilities services, human resources, contract services, information technology, program integrity, and training and career development.</p>	<p>Program Integrity Information Technology Services Fiscal Services Training and Career Development Human Resources Administrative Services Contract Services Disaster Services Strategic Planning/Legislation/ Research and Evaluation/ Volunteer Services Media Coordination</p>	<p>State Welfare and Institutions Code Department of Information Technology State of California Penal Code State Manual Policies and Procedures CDSS Manual-CFC Civil Rights Act 1964 Social Security Act Board Resolution 72-1116 Code of Federal Regulations State Government Code County of Orange Contract Provider Manual</p>
<p>Adult Services & Assistance Programs: Adult Services - Provides resources and services that protect the aged, blind, and disabled from abuse and exploitation and allow them to live in a safe environment. Assistance Programs - Administers Federal, State and county public assistance programs, determining eligibility in a manner that promotes program integrity.</p>	<p>In-Home Supportive Services Multipurpose Senior Services Program Adult Protective Services IHSS Provider Registry Board and Care Certifications Medi-Cal Food Stamps General Relief Medical Services for Indigents Cash Assistance Program for Immigrants</p>	<p>State Welfare and Institutions Code State of California Penal Code Board Resolutions, State Executive Orders 42 Code of Federal Regulations 7 Code of Federal Regulations 45 Code of Federal Regulations United States Code, Title 42 Social Security Act California Administrative Code Food Stamp Act of 1977 State Manual Policies and Procedures Health Insurance Portability and Accountability Act of 1996 (HIPAA)</p>
<p>Children and Family Services: Provides services to families and children for the protection of children endangered by abuse, neglect or exploitation.</p>	<p>Emergency Response Child Abuse Registry Family Maintenance Orangewood Children's Home Family Reunification Permanent Placement Adoptions Foster Care FaCT (Families and Communities Together)</p>	<p>State Welfare and Institutions Code State Manual of Policies and Procedures State Health and Safety Code State of California Penal Code State of California Probate Code Immigration Act of 1990 Adoption and Safe Families Act of 1997 United States Code, Title 25 and 42 Promoting Safe and Stable Families Amendments of 2001 Omnibus Reconciliation Act of 1993 Child Welfare Improvement and Accountability Act (AB 636)</p>
<p>Family Self-Sufficiency: Provides services and temporary cash assistance to enable low- income individuals and families to become self-sufficient through employment.</p>	<p>Welfare-To-Work CalWORKs Diversion Supportive Services CallLearn Child Care Programs Homeless Assistance Refugee Cash Assistance</p>	<p>Personal Responsibility and Work Opportunity Reconciliation Act of 1996 Code of Federal Regulations California AB 1542 (1997) State Welfare and Institutions Code State Manual of Policies and Procedures Board Resolution</p>

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