

063 - SOCIAL SERVICES AGENCY

Operational Summary

Mission:

The Social Services Agency is comprised of dedicated, caring, efficient staff whose mission is to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity. We succeed in our mission through encouragement and respect for our clients, partnerships with the community and a commitment to innovation and excellence in leadership.

At a Glance:

Total FY 2002-2003 Actual Expenditure + Encumbrance:	369,781,548
Total Final FY 2003-2004 Budget:	377,996,497
Percent of County General Fund:	15.42%
Total Employees:	3,950.00

Strategic Goals:

- Provide services to help needy or vulnerable adults and children to receive health care, food, shelter, and clothing.
- Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.
- Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.
- Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.

Key Outcome Indicators:

Performance Measure	2002 Business Plan Results	2003 Business Plan Target	How are we doing?
<p>CALWORKS CASES WITH EARNED INCOME What: The percentage of CalWORKs cases with mandatory Welfare-To-Work participants who report earnings. Why: Welfare reform laws stress client self-sufficiency & personal responsibility through employment.</p>	<p>While there was a decline in FY 2001/02 due to economic and related employment conditions, the percentage of CalWORKs cases with mandatory Welfare-To-Work participants reporting earnings was 66%, representing a 100% increase from 33% in FY 1994/95.</p>	<p>Funding levels have been declining since FY 2001/02, and the trend will likely continue in FY 2003/04. Further reductions may occur. Numerous business alternatives are being explored to lessen the effects of these funding reductions while maintaining core services and collaborating with partners.</p>	<p>The longer term increase in cases with income is commendable and growth in previous years may be due to a good economy and sufficient funding. Many recipients have gone off aid due to becoming self-sufficient, and more are working to supplement the assistance provided to their families.</p>



Key Outcome Indicators: (Continued)

Performance Measure	2002 Business Plan Results	2003 Business Plan Target	How are we doing?
MEDI-CAL COVERAGE What: Monthly average no. of persons receiving Medi-Cal less those receiving Medi-Cal in other programs. Why: Monitoring persons served by this program alerts us to the medical requirements of needy families.	196,839 (43,643 increase over FY 2000/01) Note: This number excludes those who receive Medi-Cal under CalWORKs, Refugee Cash Assistance, Foster Care, In-Home Supportive Services and Supplemental Security Income.	SSA anticipates an increasingly challenging fiscal environment in FY 2003/04. SSA will continue to explore innovative processes and partnerships to maximize use of limited resources.	Enrollment by those receiving Medi-Cal increased 28% last year due to regulation changes and enhanced outreach efforts. Maintaining existing projects, where feasible, coupled with legislation and projects that simplify and expedite application processing, should result in continued increases.
ADOPTIVE HOME PLACEMENTS What: The number of children adopted in the County of Orange. Why: Placements give children permanency & stability in family environments free from abuse and neglect.	CFS placed 476 children in homes approved for adoptive placements, which represents a 12% increase over the previous year.	CFS anticipates an increasingly challenging fiscal environment in FY 2003/04. The Adoptions Program will continue to explore innovative partnerships and alliances within the community in an effort to maximize use of our limited resources.	During FY 2002/03, the Adoptions Program worked with private adoption agencies and added an Adoption Recruiter. The program was also successful in increasing the number of placements of sibling sets. In spite of this success, more families are needed, especially for older children and sibling sets.
ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY What: This measurement depicts the cumulative amount of preserved/recovered funds of exploited elders. Why: Reports of elder abuse and financial exploitation are increasing.	\$20,682,847 in assets were protected or recovered. This is the best performance yet in this 3-year-old program, and exceeded our expectations by 25%.	Further cuts in funding could require that we reduce the level of staffing for this project, which could decrease the amount of assets protected and recovered.	Although FY 2001/02 showed a significant increase in recoveries, continued growth is difficult to predict as the estates of many victims are not large. However, robbing an elderly or disabled person of their life savings is to rob them of their quality of life, whether the estate is large or small.

Fiscal Year FY 2002-2003 Key Project Accomplishments:

- The Interagency Network for Kids (INK) linking Children and Family Services dependents to Health Care Agency (HCA) services in the community was developed. Seven staff positions were filled, and 94 children were served. A satisfaction survey was developed and is currently being used. There was also an increase from 251 to 337 dependent children who received HCA contract services, and 613 dependent youth received Continuing Care Placement Unit services.
- One hundred youth are currently participating in Wraparound Services. The State has approved increasing the number of eligible youth in Orange County to 200, and contracts are being adjusted to serve the larger number. Wraparound Services for youth in the Adoption Assistance Program were not developed due to the State's decision that this population is not eligible.
- The Emergency Response On Call program implemented Structured Decision Making (SDM) in September 2002. Group Homes continues with its itemized full integration plan, and several trainings have been conducted. SDM has been implemented in Family Maintenance Non-Court (FMNC), and social workers are completing SDM risk reassessments on all cases at six months and when the case is closed. Training and Career Development (TCD) provided ongoing training to support the philosophy of SDM as well as to integrate this structured decision making process into child welfare business practice.
- Family Group Decision Making was implemented in January 2002, and approximately 40 family meetings were conducted. FMNC and Domestic Abuse Services Unit (DASU) started collaborating on monthly reviews of high risk cases to identify and utilize Strength Based Practice concepts.
- Social Services Agency (SSA) is providing intensive support services to victims of domestic abuse, community service participants, and families with extensive barriers to employment. In 2002, domestic abuse referrals from CalWORKs averaged 80 per month. DASU staff are co-located in CalWORKs offices, and SSA contracts with two community-based organizations to provide in-home parental aide services to DASU clients.

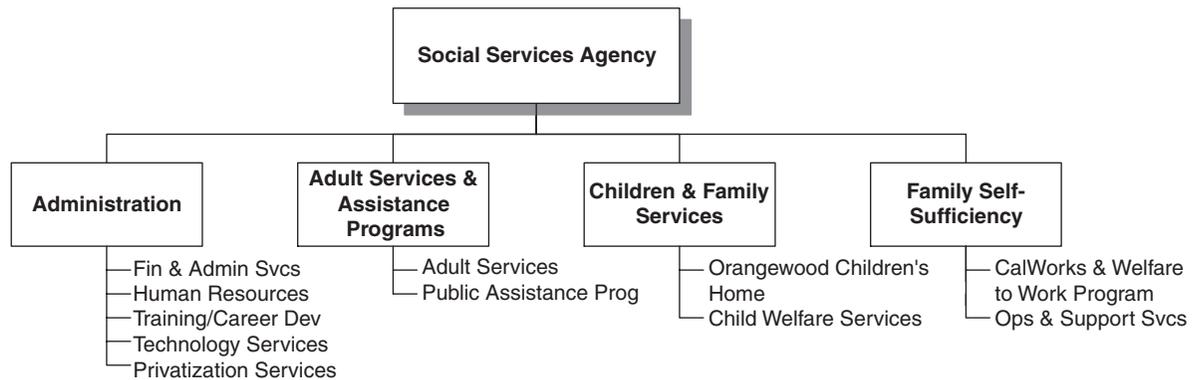
- The learning disability screening tool was successfully implemented for all new and existing CalWORKs Welfare-To-Work participants. Orange County was acknowledged with a merit award from the California State Association of Counties. TCD developed and presented a six-hour training module on the learning disability screening tool to over 450 SSA employees.
- Implementation of Electronic Benefit Transfer (EBT) for CalWORKs, Refugee Cash Assistance, General Relief and Food Stamps occurred in March 2003. TCD, in collaboration with other SSA divisions, developed and presented EBT related training to over 1,750 SSA employees.
- SSA maximized Medi-Cal and Food Stamp awareness by partnering with the Community Development Council to facilitate Food Stamp application processing. SSA also created informational flyers about Medi-Cal and Food Stamps that were distributed at community events and in application packets. In addition, SSA staff participated in a variety of community speaking engagements with the goal of promoting program awareness.
- SSA facilitated enhanced application access to Healthy Families and Medi-Cal by implementing a centralized call center (800 number) for Medi-Cal information and applications. This number, available to the public and various community groups, averages approximately 400 calls per month. In addition, the Health “e-app” (electronic application) became operational in November 2002.
- A second unit of concurrent planning social workers was added to the Adoptions Program.
- The mutual client project was implemented agency-wide, with coordinated case planning, shared resources, and the capability to identify these clients within our diverse automated systems.
- Utilization reports were developed to monitor Adoption and Foster Care Analysis and Reporting System, Health and Education Passport (HEP) and Contacts data entry. Distribution of these and other reports to all programs on a monthly basis has been implemented. HEP data collection and entry in all Children and Family Services (CFS) programs continues. 78% have the required educational data entered, and 91% have some health data entered into the Children's Welfare Services/Case Management System.
- SSA has partnered with the Kinship Center to provide Adoption Clinical Training to key CFS staff, supervisors and stakeholders. Eight sessions were completed by November 2002, with 70 staff participating.
- The Orangewood Active Therapeutic Teaching Approach has been developed to implement a comprehensive behavior management program at Orangewood Children's Home (OCH). All staff were trained by December 2002. TCD implemented a comprehensive behavior management program and training series at OCH which required four hours of specific training to all OCH staff who work with children 0-6 years of age.
- SSA has fully implemented a direct system for SSA assistance programs, including CalWORKs, Refugee Cash Assistance and Foster Care.
- SSA has been selected by the Public Health Institute/California Center for Research on Women and Families to participate in the CalWORKs/Child Welfare Partnership Project. The partnership will be providing both financial and technical assistance including a first year grant in the amount of \$30,000.
- The management and monitoring of referrals for CFS contract services has been streamlined through programmatic restructuring and implementation of the first phase of a newly developed Contract Services database.
- A “Child Abuse Reporting” video was written, developed and produced by SSA. The video will be utilized during training of SSA employees as well as other County of Orange agencies, educational partners, community-based organizations and the private sector toward the goal of educating and providing vital information on the dynamics and reporting responsibilities of child abuse.
- SSA implemented procedures to inform clients about CalWORKs time limits. Approximately 2,000 adults reached their 60-month time limits on December 31, 2002. The process being utilized is recognized as a Best Practice throughout the state in an All-County Information Notice.

- SSA continued to develop innovations to assist CalWORKs participants with transportation and accessible child care (including taxi cab emergency services and transportation to and from school for children) through refinement and enhancement of the Employment Support and Job Retention contract. Implementation of the car loan program was not accomplished due to budget constraints.
- The Independent Living Plan database is being used to track youth participation in alternate emancipated youth housing programs, and marketing activities have been implemented to increase the use of transitional housing (THPP) resources for appropriate foster care youth aged 16-19.
- There were several accomplishments related to new employment services for emancipating youth, as follows: 1) In conjunction with the local Workforce Investment Boards, SSA has continued development of voluntary employment programs for CalWORKs non custodial parents (NCP) and emancipated foster youth. The NCP program accomplished the following: approximately 625 CalWORKs-eligible NCP referrals were made, 120 were enrolled and 95 were placed in full time employment; 43 incarcerated NCP's were enrolled, and 30 were placed in full time employment. 2) Numerous youth in the community, including foster youth, participated in pre-employment workshops, labor market workshops, and work experience workshops. 3) Foster care youth continue to receive referrals for comprehensive vocational assessments to the Temporary Assistance to Needy Families Youth Program, Workforce Investment Act youth programs for academic support, and vocational training and job placements. 4) The school counselors contract with the Orange County Department of Education (OCDE) was reduced by 50% due to budgetary constraints, but a procedure has been developed to refer all foster care youth aged 14-16 who have not received OCDE California On-line Resources for Education services, so that they may obtain recommendations for services to assist them in high school graduation. Resource mapping results of services available for emancipating youth have been distributed to participating community organizations.
- SSA has developed the Case Data System, the Greater Avenues to Independence Information System, and the Time on Aid database that produces reports to track and monitor client information and to efficiently measure performance.
- Non-Assistance Food Stamp and Medi-Cal eligibility staff attended training designed to enhance awareness and skills in working with clients, especially those transitioning from CalWORKs. A CalWORKs overview class was added to Intensive In-Service Training for new hires and Understanding Poverty and Effective Communications classes were presented to all staff.
- Vocational assessments are being offered to all eligible youth in the Independent Living Program. The Transitional Independent Living Plan is being phased in, and as required by Assembly Bill (AB) 686 passed in 2000, CFS has completed an "exit package" to provide information on Medi-Cal benefits to emancipating youth.
- To ensure the self-sufficiency of CalWORKs families who discontinue cash assistance, staff evaluates ongoing Food Stamp eligibility, and Medi-Cal is automatically continued.
- SSA staff participated in numerous Community Based Organization (CBO) meetings and forums to provide information and program updates. In addition, SSA provides informational materials and presentations to the community upon request. Further, SSA convened a county agency work and solicited input from domestic violence service providers to develop a countywide strategic plan to address domestic violence.
- SSA collaborated with community partners and other agencies to expand opportunities for outstationing Medi-Cal and Food Stamp staff at locations throughout the county. Staff expansion included outstationing at Probation/Juvenile Hall; In-Home Supportive Services; and at the Brea, Corbin, Mission Viejo and Manzanita Family Resource Centers (FRC).
- In coordination with other county and community organizations, such as the Children and Families Commission of Orange County (CFCOC), expanded services are available at the FRC's. These services, such as domestic violence and health access services, increase child abuse prevention and promote family strengthening.
- The completion of a SSA media plan and guidelines provide a resource to staff in working with the media as well as strategies to promote effective media relations.

- SSA staff provides asylees service, resource and benefit information in response to referrals from agencies such as the Office of Refugee Resettlement and Immigration and Naturalization Service. Staff informs asylees about cash assistance programs, employment and support services, English as a Second Language and free health screenings provided by HCA. Further, staff has worked closely with other agencies to promote the provision of technical assistance to asylee and refugee organizations.
- SSA participates in the Financial Abuse Specialist Team (FAST), a partnership of public and private multidisciplinary professionals who coordinate intervention plans for complex financial abuse cases for elderly or dependent adults. Staff attends monthly meetings to present cases for consideration. As of October 1, 2002, Adult Protective Services (APS) senior social workers prepared and presented 152 case summaries at multidisciplinary case conferences, receiving input from various professionals on complex abuse cases, including FAST, Vulnerable Adults Specialist Team (VAST) and APS Multidisciplinary Team.
- The coordination between CalOPTIMA and SSA's Multipurpose Senior Services Program has been very successful. Both sites have reached their targeted caseload counts, coordinated waiting lists for new clients, and conducted monthly case reviews.
- To strengthen Orange County's child abuse prevention and identification services, HCA, SSA and the University of California, Irvine (UCI) have begun negotiating the terms of an agreement to fill the Child Abuse Services Team medical director position. Efforts to secure funding outside of HCA and SSA continue, and partial funding has been committed by the CFCOC.
- A total of 17 SSA facilities needing corrections to meet the Americans with Disabilities Act, Title II requirements were identified. Work continues with landlords and County contractors on repair, construction, and required modifications. A number of locations have been completed.
- In August 2002 a review of SSA's space planning process was completed, including revision of applicable policies and procedures. The process included meeting with SSA and other County stakeholders to ensure that any changes were consistent with County policies and procedures. The changes clarify, simplify, and improve the processes used to support SSA program operations.
- SSA participated in the CFCOC Fiscal Leveraging Workgroup, which developed a Leveraging Operations Manual to address revenue sources such as Medi-Cal, Title IV-E, Title IV-B and CalWORKs. Medi-Cal Administrative Activities claiming has been implemented.
- Collaboration with Orange County school districts and others to implement the requirements of AB 59, which was passed in 2001 in order to increase health care access for uninsured children participating in the school lunch program, has been placed on hold at the direction of the State.
- SSA collaborated with the HCA and others in disseminating educational materials and developing plans that achieved increased enrollment in Healthy Families, Medi-Cal and Food Stamps. Staff participated in speaking engagements, job, health and community fairs, and in outreach efforts in the community. Medi-Cal and Food Stamp staff partnered with the Office on Aging in use of a mobile van which touched the lives of approximately 465 residents each month at various community sites.
- Plans have been developed for the transformation of business processes to gain maximum value from implementation of the CalWORKs Information Network for SSA and all of its collaborative partners. These plans include clerical and reception services, Intake and Initial Services, Continuing and Ongoing Services, Employment/Welfare-To-Work and General Relief Work Program services, as well as Fiscal Services. A redesigned organizational structure has been formed to begin the complex process of refining and implementing the plans. These efforts are being coordinated with the appropriate labor groups (American Federation of Federal, State, County, and Municipal Employees and Orange County Employees Association).

- Implementation of the Service Management Access Resource Tracking (SMART) application within SSA has been completed. SMART manages and tracks the outcome of services provided to Family Self-Sufficiency families by SSA staff and associated partners by automating communications between the users of the system.
- SSA has completed the preparation needed to allow SSA access to the County's Enterprise ATM network to enhance communication between County agencies.
- Participation in the Children's Services Coordination Committee has resulted in development of two six-bed residential programs for developmentally delayed or emotionally disturbed youth operated by South Coast Children's Center, fiscal and programmatic support of Wraparound Services, and fiscal support for development of a therapeutic preschool program to serve 40 foster youth and their families.
- An increased number of county residents have attended our monthly volunteer orientations. SSA enlisted a record number of staff volunteers for the Operation Santa Claus/Senior Santas and Friends programs, as well as the SSA booth at the Orange County Fair, which garnered a first prize.
- SSA continues to encourage and provide all agency employees with numerous educational opportunities through the collaboration and partnership with California State University, Fullerton and Cypress College. During the 2002 calendar year, SSA held 22 different college courses at our on-site TCD facility for SSA employees, with an additional 10 scheduled for Spring 2003. In calendar year 2002, approximately 200,000 hours of staff training were provided.
- The Retiree Response Technical Team project has been created in Orange County to assist law enforcement, APS, Ombudsman, Public Guardian and prosecutors with elder financial abuse cases. Retired financial experts (CPAs, bankers, IRS agents and others) will be recruited to assist with the investigation of financial abuse cases and to act as expert witnesses. The program is modeled after the successful Oregon program, and funding for the first year was granted by the Archtone Foundation.
- SSA is proud to be part of the Countywide Elder Abuse Coalition and collaborating on the development of an Elder Abuse Forensic Center. This is an innovative project involving the Board of Supervisors, the Geriatrics Program of UCI College of Medicine's VAST, and representatives from a broad base of organizations (law enforcement, city, state, and federal government). The mission of the coalition is to reduce and prevent future cases of emotional, physical, and financial elder abuse, and to coordinate resources within local, county, state and federal agencies.
- In an effort to increase reporting of adult abuse, APS participated in 19 presentations on abuse of elderly and dependent adults to a total of 549 medical professionals, and 17 medical students accompanied staff on home visits to frail seniors. Senior social workers referred 140 cases to the UCI VAST.
- Management and labor worked collaboratively in a work group and completed development of workload equalization policies and procedures.
- Managers and staff continue to participate in the Management Performance Plan and Performance Incentive Plan, which help them to identify how their performance contributes to the Agency and increases productivity.

Organizational Summary



ADMINISTRATION - Supports the goals of the agency by implementing, facilitating, and coordinating administrative services and projects through fiscal management, human resources, accounting, systems, training, research, privatization services, strategic planning, legislative analysis, and program integrity functions.

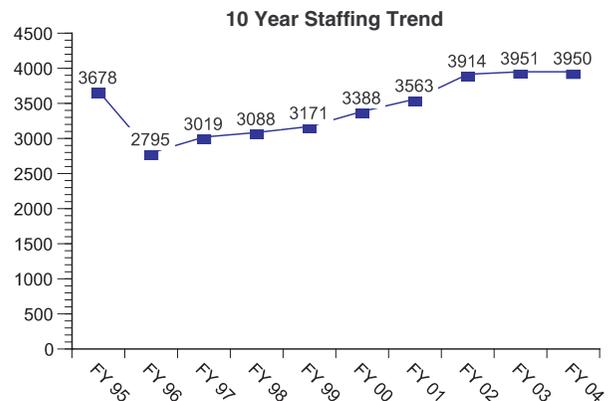
ADULT SVCS & ASSISTANCE PRGRM - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

CHILDREN & FAMILY SERVICES - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

FAMILY SELF-SUFFICIENCY - Administers Federal, State and County mandated Refugee Cash Assistance program and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

DIRECTOR - Supports the goals of the agency by directing all agency programs and operations.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- SSA staffing levels increased from FY 98 to FY 02 due to the following:
 - Medi-Cal, Food Stamps, Adult Protective Services, In-Home Supportive Services, Multipurpose Senior Services, Foster Care, Child Welfare Services Caseload Growth
 - Governor's Adoptions Initiative
 - County Restructuring
 - Welfare Reform
 - Orangewood Children's Home (AB 1197)
 - Technology Support for Mandated Systems
 - Placement Resources and Support



- Transfer of Multipurpose Senior Services Program from CSA
- Independent Living Program
- Child Welfare Services Workload Relief
- Transfer of Welfare Fraud Investigation Staff from District Attorney
- Transfer of Proposition 10 positions to SSA

Changes Included in the Base Budget:

Reduction in Adult Protective Services, CalWORKs, Food Stamps, Child Welfare Services, and Medi-Cal programs due to no state funding for the increased cost of doing business

Reduced CalWORKs funding per State budget

General salary increases, Performance Incentive Plan program, Management Performance Plan program

Retirement rate increases

Health and other insurance rate increases

CalWORKs Performance Incentive Funds not funded per State budget

Increased vacancy factor

Reduced costs in areas which would have a minimal impact on services to clients including overtime, extra help, office expense, contracted services, facility maintenance, and equipment to absorb net county cost increases

Deferral of capital projects and candidate systems

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA established the Facilities Development and Maintenance Fund (14T) to budget and account for facilities projects approved in the County's Strategic Financial Plan. 14T includes funds to cover the cost of a 60 bed facility at Tustin MCAS and a community treatment facility at the Intermediate Care Facility.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
RESTORE CURRENT LEVEL OF SERVICE - ADULT PROTECTIVE SERVICES Amount: \$ 74,668	Partially restores reductions made in the APS budget in order to meet the net county cost limit.	Meet State regulations that require face-to-face investigation within 10 days of receipt of report.	063-008
IN-HOME SUPPORTIVE SERVICES CASELOAD GROWTH Amount: \$ 6,010,774	To meet the increases in costs due to increases in caseload, hours per case, and eligible clients.	SSA projects an 18% increase in caseload for FY 02/03 and 15% in FY 03/04.	063-002
REINSTATE MULTI PURPOSE SENIOR SERVICES PROGRAM (MSSP) Amount: \$ 717,117	The State has instructed Social Services Agency to continue MSSP through December 31, 2003.	Indicators will be to authorize services to the eligible population reflecting the increased need.	063-009
IMPACT OF MAY REVISE Amount: \$ 3,425,442	Reflects the impact of the State's May budget revise on SSA.	N/A	063-010



Final Budget and History:

Sources and Uses	FY 2001-2002 Actual Exp/Rev	FY 2002-2003 Budget As of 6/30/03	FY 2002-2003 Actual Exp/Rev ⁽¹⁾ At 6/30/03	FY 2003-2004 Final Budget	Change from FY 2002-2003 Actual	
					Amount	Percent
Total Positions	-	3,950	3,950	3,950	0	0.00
Total Revenues	333,550,408	384,789,933	353,636,210	353,233,211	(402,999)	-0.11
Total Requirements	353,604,436	410,932,169	369,749,216	377,996,497	8,247,281	2.23
Net County Cost	20,054,029	26,142,236	16,113,006	24,763,286	8,650,280	53.69

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2002-03 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page 490.

Highlights of Key Trends:

- Moderate growth is projected for various programs administered by the agency. Consistent with the State budget, assumes no increased cost of doing business funding will be available from the State for administration of SSA.

Budget Units Under Agency Control

No.	Agency Name	Administration	Adult Svcs & Assistance Prgm	Children & Family Services	Family Self-Sufficiency	Director	Total
063	Social Services Agency	54,923,332	92,885,252	122,765,514	106,769,977	652,422	377,996,497
065	Calworks Family Group/ Unemployed Parents	0	0	0	113,766,221	0	113,766,221
066	AFDC - Foster Care	0	0	123,963,815	0	0	123,963,815
067	Aid To Refugees	0	0	0	309,044	0	309,044
068	Case Data System	0	0	0	0	0	0
069	General Relief	0	1,223,159	0	0	0	1,223,159
14T	Facilities Development And Maintenance Fund	0	0	13,664,203	0	0	13,664,203
590	In Home Support Services	0	1,122,369	0	0	0	1,122,369
	Total	54,923,332	95,230,780	260,393,532	220,845,242	652,422	632,045,308