

063 - SOCIAL SERVICES AGENCY

Operational Summary

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.

Strategic Goals:

- 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.
- To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.
- To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promotes employment opportunities and family self-sufficiency.
- 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.

Key Outcome Indicators:

| Performance Measure | 2005 Business Plan Results | 2006 Business Plan Target | How are we doing? |
|--|---|--|--|
| CHILD WELFARE SERVICES PERFORMANCE MEASURES What: Percent of child welfare services performance measures that exceed the State outcome target. Why: Placements give children permanency & stability in family environments free from abuse and neglect. | SSA is exceeding State Performance Improvement Plan goal for each of the performance measurements identified. SSA's recurrence rate of maltreatment was relatively stable over last 3 years; however, there was a slight increase from 6.2% to 7.1% since FY 03/04. Efforts continue to reduce this rate. | By developing a Differential Response program and expanded implementation of Family Resource Centers, Wraparound, Team Decision Making meetings, and Icebreaker meetings, SSA anticipates reduction in numbers of children requiring out-of-home care to meet/exceed State performance standards/outcomes. | SSA continues to meet/exceed State PIP goals, Children & Family Svcs placed greater emphasis on family engagement, Adoptions program implemented changes to case review & finalizations process, and emphasis continues to improving service delivery through use of Structured Decision Making. |

At a Glance:

| | |
|---|-------------|
| Total FY 2005-2006 Projected Expend + Encumb: | 402,047,310 |
| Total Recommended FY 2006-2007 | 414,513,861 |
| Percent of County General Fund: | 14.17% |
| Total Employees: | 4,072.00 |



Key Outcome Indicators: (Continued)

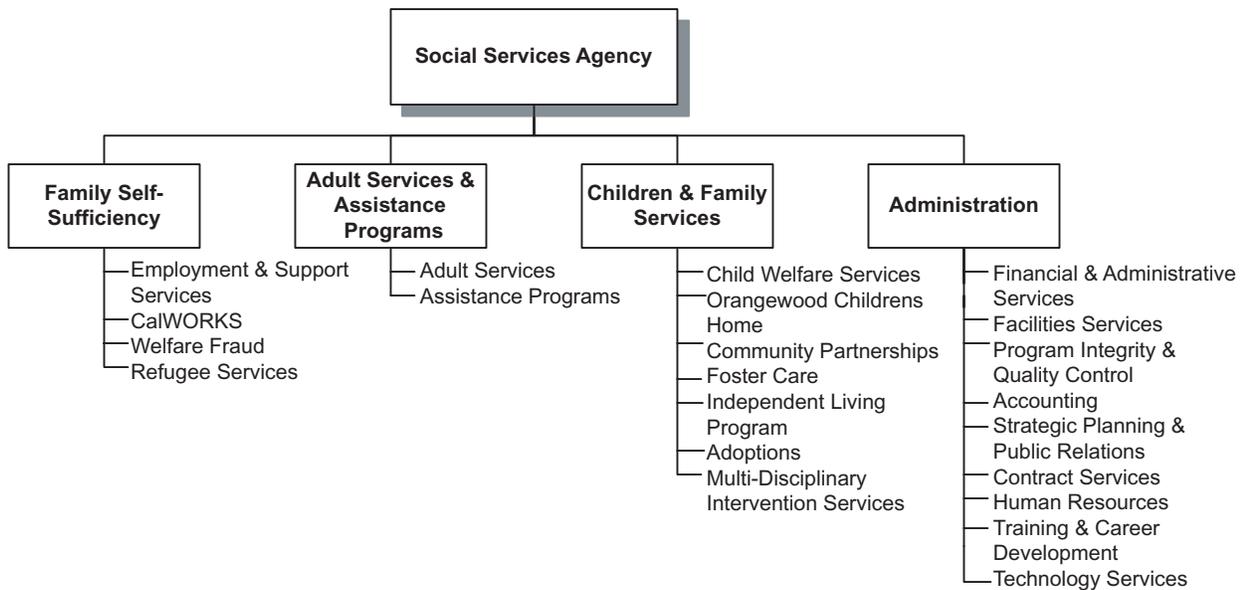
| Performance Measure | 2005 Business Plan Results | 2006 Business Plan Target | How are we doing? |
|---|--|--|--|
| <p>ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY</p> <p>What: This measurement depicts the cumulative amount of preserved/recovered funds of exploited elders.</p> <p>Why: Ability to preserve assets is difference between expected quality of life or facing severe hardship.</p> | <p>In FY 04/05 over 17.3 million in assets were protected or recovered for clients that fell victim to financial abuse. This collection amount represents 86.5% of SSA's goal.</p> | <p>To protect or recover approximately \$20,000 in assets for abused or exploited elder and dependent adults.</p> <p>Continuation of this program at the same resource level while expanding the opportunity for collaborative efforts and increased use of best practices as a means to increase our recovery rate.</p> | <p>The Agency continues to support collaborations and practices which have proven successful in protecting and recovering assets and providing resources to maintain current service levels. Strategies include participation in the Financial Abuse Specialist Team and Elder Abuse Prevention Coalition.</p> |
| <p>MEDI-CAL COVERAGE</p> <p>What: Number of children and adults with Medi-Cal Coverage</p> <p>Why: Monitoring persons served by this program alerts us to the medical requirements of needy families.</p> | <p>The monthly average number of people with Medi-Cal coverage was 298,964. Enrollment for Medi-Cal increased by 1.1% compared to the prior fiscal year due to regulation changes. Outreach efforts and instituted mandated program changes simplified and eliminated some of the barriers to participation.</p> | <p>Continue exploring innovative processes and partnerships to maximize the use of resources and maintain program integrity. Additional social workers are being hired to perform community outreach and eligibility determination for low-income families that have not enrolled in Medi-Cal.</p> | <p>The Agency continues to maintain existing projects, where feasible, coupled with legislation and business process enhancements that simplify and expedite the application processing which is resulting in continued coverage for those determined eligible.</p> |
| <p>PERCENT OF CALWORKS PARTICIPANTS FULLY ENGAGED IN EMPLOYMENT, EDUCATION, AND/OR SERVICE ACTIVITIES.</p> <p>What: The movement of participants toward employment and economic self-sufficiency.</p> <p>Why: Welfare reform laws stress client self-sufficiency & personal responsibility through employment.</p> | <p>Three areas of employment measurement in the Welfare-to-Work program have increased since FY 04/05. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities. A local group was formed to improve work participation rates.</p> | <p>Evaluate and build on outcomes of prior year strategies that were effective in meeting program mandates and bringing positive client outcomes. Enhance practices supporting child safety and family well-being and placing participants in quality jobs offering opportunities for long range success.</p> | <p>All three areas of measurement have increased since FY 2004/05. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities.</p> |

FY 2005-06 Key Project Accomplishments:

- SSA was successful in accomplishing its strategies set forth in the 2005 Business Plan. Success is determined through a combination of factors including learning how to better serve our clients; determining which business practices are most efficient and effective; and identifying how SSA efforts have contributed to improved client outcomes. The following list provides a brief summary of our key accomplishments:
- Ensured that Medi-Cal eligibility determinations, reinvestigation, and Medi-Cal Eligibility Data Services (MEDS) worker alerts were processed within State and Federal tolerance levels.
- Increased the number of "Medi-Cal Only" eligible recipients by 101% over the past five years and the total program growth including individuals receiving Medi-Cal benefits linked to other programs was 58%.
- Developed an effective collaboration between Children and Family Services and Family Self-Sufficiency to support implementation of the CalWORKs Structured Decision Making tool in all regional offices; fully integrated staff into the Family-to-Family initiative through attendance at Team Decision Making meetings; and ultimately increased the number of mutual clients receiving CalWORKs supportive services.

- Developed and implemented a Welfare-to-Work mandatory participant monitoring tool to assess effectiveness of case management strategies for achieving greater effectiveness to meet increased outcome requirements anticipated under welfare reform reauthorization.
- Optimized the use of Wraparound program services to meet the individual and unique needs of children, which resulted in a substantial reduction in the number of children in congregate care.
- Continued the expansion of support services for birth parents and relative caregivers to include Wraparound and Multi-dimensional Treatment Foster Care (MTFC).
- Implemented In-Home Supportive Services Independence Plus Waiver, significantly increasing the federal funding for the program by partnering with California Department of Social Services (CDSS) to develop procedures and protocols for complying with new mandates.
- Partnered with California State University Long Beach and Ventura and Santa Barbara counties to secure a grant for graduate education on the aging population.
- Ensured that all Divisions continued planning and transformation of business processes to gain maximum value of CalWIN implementation for the Agency and all of its collaborative partners.

Organizational Summary



Family Self-Sufficiency (FSS) - CalWORKS - 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.

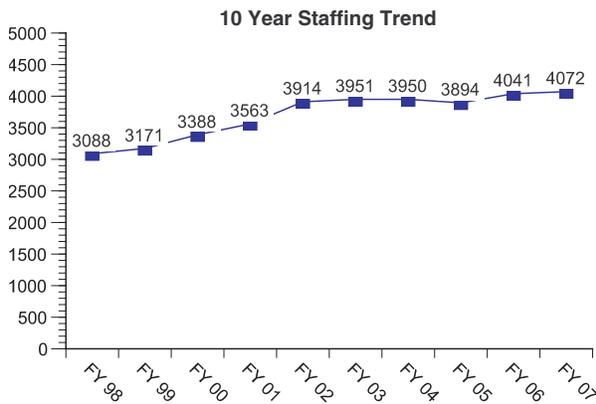
Adult Services & Assistance Programs - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

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.

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

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

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Although the number of CalWIN limited term positions was reduced in the third quarter of FY 05/06, the overall SSA staffing level in FY 06/07 has increased from 05/06. This is due to mid year increases in Medi-Cal, IHSS, and Administrative support.
- SSA staffing levels have increased from FY 04/05 to FY 05/06 due to mid-year adjustments in meeting state standards in the Medi-Cal and IHSS programs. In addition, limited-term positions were added in FY 05-06 in support for CalWIN implementation in February 2006.
- SSA staffing levels have decreased from FY 02/03 to FY 04/05 due to deletion of long term vacant positions and an early retirement incentive offered in FY 02/03.
- SSA staffing levels increased from FY 97/98 to FY 01/02 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

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA 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 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 2006 and they all have expected accomplishment dates of December 30, 2006.



Complete a Peer Quality Case Review and a Children and Family Services Review, as required by AB636, and findings will be used in 2007 for the development of an updated System Improvement Plan.

Implement strength-based best practices to increase the percentage of families who reunify within twelve months, increase the percentage of children experiencing no more than 2 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 child abuse and neglect referral within six months, and increase the percent of adoptions finalized within 24 months.

Collaborate with community partners to conduct outreach and implement a specialized staffing unit to enroll eligible uninsured children in Medi-Cal.

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.

Implement training for identifying lifelong relative connections for our youth through the California Project for Youth Permanency and Creating Family Connections.

Maintain Assistance Programs accuracy during and after CalWIN implementation.

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.

Changes Included in the Recommended Base Budget:

Retirement Cost Increase - Due to increased retirement contribution requirements, SSA has budgeted an increase in appropriations of just over \$11 million for retirement rate increases. Projected program allocations are not sufficient to cover the increased cost of doing business. Therefore, the increased retirement costs are being offset by 1) an NCC cost avoidance of \$4.1 million associated with holding positions vacant in accordance with State and Federal funding limitations as staff leave or retire; 2) the \$2.5 million reallocation of the projected Foster Care, CalWORKs, and General Relief Aid Payment NCC savings; and 3) a \$4.4 million contract reduction savings. In order to absorb other salary related increases, SSA is also delaying the purchase of non-critical Information Technology purchases until funding levels are established by the State in the summer of 2006.

CalWIN Maintenance and Operation Support - All California counties are mandated to participate in a Statewide Automated Welfare System for supporting eligibility determination, benefit calculation, case management tracking, client correspondence issuance, and report generation for the CalWORKs, Medi-Cal, Food Stamps, Foster Care, Refugee Cash Assistance, Cash Assistance Program for Immigrants, and General Relief programs. Orange County is one of 18 counties that make up the Welfare Client Data System (WCDS) Consortium and have developed the CalWORKs Information Network (CalWIN) system.

Orange County went live with CalWIN in February 2006 and will switch over to the Maintenance and Operation (M&O) funding from the State in August 2006. The unmet needs of the CalWIN M&O allocation exceed \$2 million and are being absorbed within SSA's Federal and State allocations.

The successful implementation and maintenance of CalWIN is a top priority for SSA. If Orange County exceeds the national error tolerance for Food Stamps as a result of CalWIN implementation, SSA must repay all federal benefits issued in error. Non-com-

pliance with Medi-Cal performance standards and/or inappropriate processing of quarterly MEDS reconciliation reports could each result in a 2% fiscal sanction, which collectively represents an exposure to paying \$3.4 million in fiscal penalties.

Ongoing Funding for IHSS Provider Payments - SSA has budgeted a total County cost share amount of \$18.9 million to manage the increased provider wage of \$9.00, the benefit costs, and the increased caseload growth assuming with full State participation. This funding amount is offset by \$12.2 million in realignment revenue and \$1.9 million in 14T funds.

Workload Projections - Adult Protective Services (APS) is forecasted to experience a 5% growth, which could be further impacted by the implementation of mandated financial abuse reporting by financial institutions. IHSS is also projected to experience a 9% growth. Both APS and IHSS program cost increases are being absorbed within the Agency's current NCC target and 14T reserve funds.

Medi-Cal is projected to increase 4% while CalWORKs caseloads may decline by 5% and children's services caseloads will most likely remain relatively flat or slightly decline. Federal and State revenue program allocations are projected to remain essentially status quo with the FY 2005-06 program allocations and not fully fund increased costs of doing business. Agency position vacancies have been prioritized in accordance with program revenue reimbursement limitations.

Increased Costs of Doing Business and Funding Limitations - Costs associated with an increase of \$2.3 million in cost applied County provided services, negotiated county salary and benefit changes, and legislative program changes will require close monitoring of workload requirements and enhanced quality assurance measures. The optimization of staff deployment will be continuously assessed and modified to mitigate degradation of services and maximize Federal and State allocated program revenue. When the Governor's budget is finalized and SSA has received the FY 2006-07 funding allocation levels, SSA will return to the Board in the CEO's First Quarter Budget Report to make any necessary budgetary and staffing adjustments.

Requested Budget Augmentations and Related Performance Results:

| Unit Amount | Description | Performance Plan | BRASS Ser. |
|---|---|---|------------|
| Add 6 Positions and Funding for Medi-Cal/CalWORKs Records Retention/Files Management Amount:\$ 217,884 | Add 6 positions to assist in the purging of records to provide additional storage capacity. | Reduce the need for extra help positions and purge at least 150,000 files annually. | 3217 |
| Add 2 Positions and Funding for Wraparound Program Support Amount:\$ 87,384 | Add 2 positions to support increasing caseloads in the Wraparound Program. | Provide the necessary support to serve approximately 300-380 families per month. | 3306 |
| Add 3 Positions and NCC for Emergency Response Recovery Operations Plan Development Amount:\$ 180,058 | Add 3 positions to develop an Emergency Response Recovery Plan for SSA clients and resources. | Develop ERRP to ensure the smooth long-term recovery operations of SSA facilities. | 3353 |
| Add 3 Positions and Funding for Cash Assistance Program for Immigrants Program Amount:\$ 149,832 | Add 3 positions to address growing caseloads and requirement of the CAPI. | Reduce the current 270 case backlog and assist with the applications of SSI/SSP eligible clients. | 3360 |
| Add 63 Positions and Funding for Children & Family Services Amount:\$ 3,559,105 | Add 66 positions to meet growing caseloads and mandates for Children and Family Services. | Increase the completion of TDMs by 100 per month and reduce caseloads per worker. | 3370 |
| Add 5 Positions and Funding for Purchasing Unit Amount:\$ 238,466 | Add 5 positions to address increasing workload in department purchasing and contracts. | Ensure timely processing of procurements and processing of department RFPs. | 3526 |



Proposed Budget History:

| Sources and Uses | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|--------------------|--------------|-------------------------|--|--------------|--------------------------|----------------------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Projected Percent |
| Total Positions | 3,986 | 4,072 | 4,072 | 4,072 | 0 | 0.00 |
| Total Revenues | 381,456,308 | 370,114,716 | 369,579,184 | 379,378,793 | 9,799,609 | 2.65 |
| Total Requirements | 384,378,084 | 406,048,636 | 407,594,691 | 414,513,861 | 6,919,170 | 1.70 |
| Net County Cost | 2,921,776 | 35,933,920 | 38,015,507 | 35,135,068 | (2,880,439) | -7.58 |

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page A73

Highlights of Key Trends:

- 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 gov-

erning 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 proud of its record this past year in complying with all program mandates.

Budget Units Under Agency Control:

| No. | Agency Name | Family Self-Sufficiency (FSS) - CalWORKs | Adult Services & Assistance Programs | Children & Family Services | Administration | SSA Director | Total |
|-----|---|--|--------------------------------------|----------------------------|-------------------|------------------|--------------------|
| 063 | Social Services Agency | 101,430,458 | 93,130,170 | 130,671,506 | 79,707,969 | 9,573,758 | 414,513,861 |
| 064 | In-Home Supportive Services (IHSS) | 0 | 24,346,741 | 0 | 0 | 0 | 24,346,741 |
| 065 | CalWORKs Family Group / Unemployed Parents | 96,484,989 | 0 | 0 | 0 | 0 | 96,484,989 |
| 066 | Aid to Families with Dependent Children - Foster Care | 0 | 0 | 112,754,361 | 0 | 0 | 112,754,361 |
| 067 | Aid to Refugees | 260,862 | 0 | 0 | 0 | 0 | 260,862 |
| 069 | General Relief | 0 | 803,078 | 0 | 0 | 0 | 803,078 |
| 102 | Santa Ana Regional Centre Lease Conveyance | 0 | 0 | 0 | 3,311,557 | 0 | 3,311,557 |
| 12S | SSA Donations & Fees | 0 | 0 | 3,602,762 | 0 | 0 | 3,602,762 |
| 12W | Wraparound Program | 0 | 0 | 14,061,075 | 0 | 0 | 14,061,075 |
| 14T | Facilities Development and Maintenance | 0 | 0 | 0 | 9,296,237 | 0 | 9,296,237 |
| 590 | In-Home Supportive Services Public Authority | 0 | 777,599 | 0 | 0 | 0 | 777,599 |
| | Total | 198,176,309 | 119,057,588 | 261,089,704 | 92,315,763 | 9,573,758 | 680,213,122 |



063 - Social Services Agency

Summary of Proposed Budget by Revenue and Expense Category:

| Revenues/Appropriations | FY 2004-2005 | | FY 2005-2006 | | FY 2005-2006 | | Change from FY 2005-2006 | |
|--|---------------------|-------------------------|--|-----------------------------|-----------------------|----------------------|--------------------------|--|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | FY 2006-2007 Recommended | Projected Amount | Projected Percent | | |
| Taxes | \$ 0 | \$ 0 | \$ 62 | \$ 0 | \$ (62) | -100.00% | | |
| Revenue from Use of Money and Property | 43,464 | 438,461 | 27,575 | 5,273 | (22,302) | -80.88 | | |
| Intergovernmental Revenues | 379,656,233 | 363,149,434 | 365,093,305 | 371,532,228 | 6,438,923 | 1.76 | | |
| Charges For Services | 697,189 | 220,813 | 872,834 | 2,090,475 | 1,217,641 | 139.50 | | |
| Miscellaneous Revenues | 898,559 | 140,060 | 262,867 | 140,000 | (122,867) | -46.74 | | |
| Other Financing Sources | 160,863 | 6,165,948 | 3,322,541 | 5,610,817 | 2,288,276 | 68.87 | | |
| Total Revenues | 381,456,308 | 370,114,716 | 369,579,184 | 379,378,793 | 9,799,609 | 2.65 | | |
| Salaries & Benefits | 243,914,527 | 263,640,756 | 260,309,930 | 260,198,180 | (111,750) | -0.04 | | |
| Services & Supplies | 102,531,265 | 123,090,933 | 126,811,237 | 129,574,910 | 2,763,673 | 2.18 | | |
| Other Charges | 40,669,350 | 21,075,641 | 22,201,492 | 24,889,473 | 2,687,981 | 12.11 | | |
| Fixed Assets | 7,936 | 619,591 | 959,272 | 983,358 | 24,086 | 2.51 | | |
| Other Financing Uses | 0 | 0 | 0 | 1,318,915 | 1,318,915 | 0.00 | | |
| Intrafund Transfers | (2,744,994) | (2,378,285) | (2,687,241) | (2,450,975) | 236,266 | -8.79 | | |
| Total Requirements | 384,378,084 | 406,048,636 | 407,594,691 | 414,513,861 | 6,919,170 | 1.70 | | |
| Net County Cost | \$ 2,921,776 | \$ 35,933,920 | \$ 38,015,507 | \$ 35,135,068 | \$ (2,880,439) | -7.58% | | |

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Proposed Budget Summary of Family Self-Sufficiency (FSS) - CalWORKs:

| Revenues/Appropriations | FY 2004-2005 | | FY 2005-2006 | | FY 2005-2006 | | Change from FY 2005-2006 | |
|--|--------------------|-------------------------|--|-----------------------------|---------------------|----------------------|--------------------------|--|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | FY 2006-2007 Recommended | Projected Amount | Projected Percent | | |
| Taxes | \$ 0 | \$ 0 | \$ 62 | \$ 0 | \$ (62) | -100.00% | | |
| Revenue from Use of Money and Property | 639 | 0 | 191 | 0 | (191) | -100.00 | | |
| Intergovernmental Revenues | 100,878,234 | 99,159,726 | 95,107,679 | 97,678,424 | 2,570,745 | 2.70 | | |
| Charges For Services | 0 | 0 | 854 | 0 | (854) | -100.00 | | |
| Miscellaneous Revenues | 40,082 | 0 | 3,780 | 0 | (3,780) | -100.00 | | |
| Other Financing Sources | 0 | 2,955,434 | 2,955,436 | 0 | (2,955,436) | -100.00 | | |
| Total Revenues | 100,918,955 | 102,115,160 | 98,068,002 | 97,678,424 | (389,578) | -0.40 | | |
| Salaries & Benefits | 53,300,879 | 57,045,016 | 52,581,775 | 51,261,203 | (1,320,572) | -2.51 | | |
| Services & Supplies | 35,625,699 | 37,201,974 | 36,042,091 | 31,704,276 | (4,337,815) | -12.04 | | |

Proposed Budget Summary of Family Self-Sufficiency (FSS) - CalWORKs:

| Revenues/Appropriations | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|---------------------------|--------------|-------------------------|--|--------------|--------------------------|---------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Percent |
| Other Charges | 13,544,267 | 17,131,225 | 15,924,135 | 18,464,979 | 2,540,844 | 15.96 |
| Fixed Assets | 0 | 5,000 | 409,000 | 0 | (409,000) | -100.00 |
| Total Requirements | 102,470,845 | 111,383,215 | 104,957,001 | 101,430,458 | (3,526,543) | -3.36 |
| Net County Cost | \$ 1,551,890 | \$ 9,268,055 | \$ 6,888,999 | \$ 3,752,034 | \$ (3,136,965) | -45.54% |

Proposed Budget Summary of Adult Services & Assistance Programs:

| Revenues/Appropriations | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|--|-----------------|-------------------------|--|-----------------|--------------------------|---------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Percent |
| Revenue from Use of Money and Property | \$ 15,277 | \$ 0 | \$ 1,856 | \$ 1,762 | \$ (94) | -5.06% |
| Intergovernmental Revenues | 134,126,724 | 125,668,023 | 127,893,549 | 131,801,447 | 3,907,898 | 3.06 |
| Miscellaneous Revenues | 330,536 | 0 | 3,909 | 0 | (3,909) | -100.00 |
| Other Financing Sources | 0 | 4,250 | 0 | 0 | 0 | 0.00 |
| Total Revenues | 134,472,538 | 125,672,273 | 127,899,314 | 131,803,209 | 3,903,895 | 3.05 |
| Salaries & Benefits | 74,313,903 | 82,527,892 | 81,546,628 | 82,631,607 | 1,084,979 | 1.33 |
| Services & Supplies | 11,866,514 | 11,078,542 | 10,577,711 | 9,802,229 | (775,482) | -7.33 |
| Other Charges | 23,585,686 | 178,768 | 1,874,528 | 1,970,145 | 95,617 | 5.10 |
| Intrafund Transfers | (1,502,915) | (1,273,811) | (1,575,161) | (1,273,811) | 301,350 | -19.13 |
| Total Requirements | 108,263,188 | 92,511,391 | 92,423,706 | 93,130,170 | 706,464 | 0.76 |
| Net County Cost | \$ (26,209,350) | \$ (33,160,882) | \$ (35,475,608) | \$ (38,673,039) | \$ (3,197,431) | 9.01% |

Proposed Budget Summary of Children & Family Services:

| Revenues/Appropriations | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|--|--------------|-------------------------|--|--------------|--------------------------|----------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Percent |
| Revenue from Use of Money and Property | \$ 5,251 | \$ 0 | \$ 1,647 | \$ 3,000 | \$ 1,353 | 82.15% |
| Intergovernmental Revenues | 117,997,363 | 123,214,918 | 120,881,506 | 121,988,917 | 1,107,411 | 0.92 |
| Charges For Services | 697,189 | 220,813 | 871,980 | 2,090,475 | 1,218,495 | 139.74 |
| Miscellaneous Revenues | 123,838 | 135,000 | 212,312 | 140,000 | (72,312) | -34.06 |
| Other Financing Sources | 160,787 | 3,206,264 | 367,105 | 5,160,817 | 4,793,712 | 1,305.81 |
| Total Revenues | 118,984,429 | 126,776,995 | 122,334,550 | 129,383,209 | 7,048,659 | 5.76 |
| Salaries & Benefits | 93,849,121 | 95,556,328 | 92,466,144 | 93,510,822 | 1,044,678 | 1.13 |
| Services & Supplies | 28,680,275 | 33,747,281 | 31,390,627 | 35,065,087 | 3,674,460 | 11.71 |
| Other Charges | 2,023,952 | 2,920,849 | 2,553,731 | 3,011,235 | 457,504 | 17.92 |

Proposed Budget Summary of Children & Family Services:

| Revenues/Appropriations | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|---------------------------|--------------|-------------------------|--|--------------|--------------------------|---------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Percent |
| Fixed Assets | 0 | 148,200 | 83,881 | 30,000 | (53,881) | -64.24 |
| Intrafund Transfers | (412,656) | (838,474) | (846,080) | (945,638) | (99,558) | 11.77 |
| Total Requirements | 124,140,692 | 131,534,184 | 125,648,303 | 130,671,506 | 5,023,203 | 4.00 |
| Net County Cost | \$ 5,156,263 | \$ 4,757,189 | \$ 3,313,753 | \$ 1,288,297 | \$ (2,025,456) | -61.12% |

Proposed Budget Summary of Administration:

| Revenues/Appropriations | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|--|---------------|-------------------------|--|---------------|--------------------------|-----------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Percent |
| Revenue from Use of Money and Property | \$ 305 | \$ 0 | \$ 43 | \$ 511 | \$ 468 | 1,088.37% |
| Intergovernmental Revenues | 18,243,640 | 15,106,767 | 20,210,342 | 15,324,750 | (4,885,592) | -24.17 |
| Miscellaneous Revenues | 207,504 | 0 | 62,468 | 0 | (62,468) | -100.00 |
| Other Financing Sources | 0 | 0 | 0 | 450,000 | 450,000 | 0.00 |
| Total Revenues | 18,451,449 | 15,106,767 | 20,272,853 | 15,775,261 | (4,497,592) | -22.19 |
| Salaries & Benefits | 23,762,410 | 27,932,712 | 26,836,633 | 26,666,550 | (170,083) | -0.63 |
| Services & Supplies | 25,074,025 | 41,003,975 | 47,394,442 | 50,889,961 | 3,495,519 | 7.38 |
| Other Charges | 1,050,650 | 831,576 | 1,163,612 | 1,429,626 | 266,014 | 22.86 |
| Fixed Assets | 7,936 | 466,391 | 466,391 | 953,358 | 486,967 | 104.41 |
| Intrafund Transfers | (257,569) | (266,000) | (266,000) | (231,526) | 34,474 | -12.96 |
| Total Requirements | 49,637,451 | 69,968,654 | 75,595,078 | 79,707,969 | 4,112,891 | 5.44 |
| Net County Cost | \$ 31,186,002 | \$ 54,861,887 | \$ 55,322,225 | \$ 63,932,708 | \$ 8,610,483 | 15.56% |

Proposed Budget Summary of SSA Director:

| Revenues/Appropriations | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|--|--------------|-------------------------|--|--------------|--------------------------|----------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Percent |
| Revenue from Use of Money and Property | \$ 21,992 | \$ 438,461 | \$ 23,838 | \$ 0 | \$ (23,838) | -100.00% |
| Intergovernmental Revenues | 8,410,271 | 0 | 1,000,229 | 4,738,690 | 3,738,461 | 373.76 |
| Miscellaneous Revenues | 196,599 | 5,060 | (19,602) | 0 | 19,602 | -100.00 |
| Other Financing Sources | 77 | 0 | 0 | 0 | 0 | 0.00 |
| Total Revenues | 8,628,938 | 443,521 | 1,004,465 | 4,738,690 | 3,734,225 | 371.76 |
| Salaries & Benefits | (1,311,786) | 578,808 | 6,878,750 | 6,127,998 | (750,752) | -10.91 |
| Services & Supplies | 1,284,752 | 59,161 | 1,406,365 | 2,113,357 | 706,992 | 50.27 |
| Other Charges | 464,795 | 13,223 | 685,486 | 13,488 | (671,998) | -98.03 |

Proposed Budget Summary of SSA Director:

| Revenues/Appropriations | FY 2004-2005 | FY 2005-2006 | FY 2005-2006 | FY 2006-2007 | Change from FY 2005-2006 | |
|---------------------------|----------------|-------------------------|--|--------------|--------------------------|----------------------|
| | Actual | Budget As of 3/31/06 | Projected ⁽¹⁾ At 6/30/06 | Recommended | Projected Amount | Projected Percent |
| Other Financing Uses | 0 | 0 | 0 | 1,318,915 | 1,318,915 | 0.00 |
| Intrafund Transfers | (571,854) | 0 | 0 | 0 | 0 | 0.00 |
| Total Requirements | (134,093) | 651,192 | 8,970,601 | 9,573,758 | 603,157 | 6.72 |
| Net County Cost | \$ (8,763,030) | \$ 207,671 | \$ 7,966,136 | \$ 4,835,068 | \$ (3,131,068) | -39.30% |