Social Services Agency
2012 Business Plan

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SOCIAL SERVICES AGENCY

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Dear Interested Stakeholders:

On behalf of the Orange County Social Services Agency (SSA), I am pleased to present the Agency's 2012 Business Plan, which includes a newly developed Balanced Scorecard (Appendix A). The Balanced Scorecard reflects the goals of the Agency from four perspectives: customers/clients; financial; internal business processes; and, learning and growth. We felt this approach warranted a new Business Plan, as it differs significantly from the 2010 Business Plan Update provided in 2011. Additionally, the revised performance outcome measures in the Balanced Scorecard will enable staff to monitor SSA's compliance with Federal and State mandates, while concurrently planning strategically for both internal and external business and program issues.

The Agency Business Plan is organized following the County of Orange Strategic Initiatives: (1) Protecting our Community; (2) Promoting a Healthy Community; and, (3) Building for the Future of our Community. This report documents our determination to efficiently and effectively deliver critical social services to children, adults, and families in Orange County.

SSA's core values of integrity, fairness, diversity, compassion, respect, courtesy, and teamwork are reflected in our highly skilled and professional workforce, whose efforts demonstrate the Agency's commitment to achieving our goals through collaboration with the Board of Supervisors, the County Executive Office, our community partners, and the families we serve.

We will continue to review our business processes, refine our strategies, and explore innovative service delivery processes throughout the year as part of our ongoing efforts to provide a safe, supportive environment that supports stability and self-reliance for the residents of Orange County.

Please visit our website, www.ssa.ocgov.com, to obtain additional information about our programs and services. You may also visit us at Orange County Social Services Agency | Facebook.

Sincerely,

Michael L. Riley, Ph.D.
Director

ORANGE COUNTY SOCIAL SERVICES AGENCY
EXECUTIVE SUMMARY

The Orange County Social Services Agency (SSA) is the largest County Agency and serves an average of *1-in-every-7 Orange County residents, or 476,644 people,* each month.*

The Agency's four divisions and 3,657 dedicated employees work together seamlessly, as "One Agency Moving Forward Together, Serving Our Community," in administering Federal, State, and County social services programs designed to:

- Protect children and adults from abuse and neglect.

- Enable low-income adults who are frail and/or disabled to remain in their homes rather than being institutionalized.

- Move eligible families from dependency to self-sufficiency, and provide program benefits for eligible CalWORKs, CalFresh (Food Stamps), Refugee, General Relief, and Medi-Cal recipients.

SSA operates with a total budget of approximately $2.4 billion, of which 88% is received from Federal and State governments, 7% from Orange County's General Fund, and 5% from other sources.

The 2012 Business Plan outlines SSA's vision, mission, goals, values, and core services. It also highlights the Agency's strategic use of fiscal and human resources, technology, and business processes, including SSA's emphasis on providing staff training to ensure accurate, quality, timely service delivery.

Agency employees successfully responded to dramatically increasing caseloads during the past five (5) years, despite reductions in staffing levels, changes in mandated regulations, and severe budgetary constraints, all as a direct result of the national, state and local economic conditions.[1] Specifically, from FY 2006/07 to FY 2010/11, SSA experienced the most significant increases in the number of persons-per-month served in the following programs:

- 27 % increase in Medi-Cal
- 44% increase in In-Home Supportive Services (IHSS)
- 51% increase in CalWORKs
- 126% increase in CalFresh (formerly known as Food Stamps)
- 152% increase in General Relief

SSA staff are to be commended for responding to increased workloads with professionalism and ingenuity while concurrently accomplishing many noteworthy successes during FY 2010/11. Ongoing monitoring of SSA's performance outcome measures, which include a blend of objective, subjective, quantitative, and qualitative indicators of programs/services accomplishments, informed decision making and enabled SSA employees to take appropriate actions as required. Leveraging technology in SSA's daily operations contributed to increased cost-effectiveness, services and data collection efficiencies, and accurate reporting.

SSA employees are committed to exploring new innovations, adapting best practices, aligning Agency operations to internal and external changes, and charting the full implementation of the Balanced Scorecard planning and management system. This management tool will continue to help guide decision-making in SSA's ongoing quest to improve services to the residents of Orange County.

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* Number reflects unduplicated counts.
[1] From FY 2006/07 to FY 2010/11, the persons served per month in all SSA programs/services have increased by 36% (unduplicated persons count), staffing levels decreased by 8.41%, and budgeted revenues slightly increased by 1.18%.

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1. Social Services Agency Overview

1.1 Background

Operating under the policy direction of the Orange County Board of Supervisors and the California Departments of Social Services and Health Care Services, employees of the Orange County Social Services Agency (SSA/Agency) administer Federal, State, and County social services programs to residents of Orange County. SSA management and staff employ comprehensive strategies in planning, implementing, monitoring, and evaluating these programs to assist people in need, meet required mandates, and maximize the use of Federal, State, and County funds.

> **DID YOU KNOW?**
> ♦ SSA and its partners served 476,644 Orange County residents, from newborns to the elderly, in June 2011.
> ♦ SSA services and programs are provided to a monthly average of 1-in-every-7 Orange County residents.

1.2 Core Services

Integrated services are provided by Agency staff from four divisions: Children and Family Services (CFS); Adult Services and Assistance Programs (ASAP); Family Self-Sufficiency (FSS); and, Administrative Services (Appendix B). Additionally, SSA's committed, dedicated employees have established vital links with the community and other stakeholders to aid in delivering quality programs and services to children, families, adults, and seniors in Orange County.

Children and Family Services Division staff are committed to strengthening and stabilizing families, and creating environments where children are free from abuse in permanent, nurturing homes.

Adult Services and Assistance Programs Division staff have been entrusted to 1) provide benefits to eligible CalFresh (formerly known as Food Stamps), General Relief, Medi-Cal, and Cash Assistance Program for Immigrants; 2) enable low-income seniors, children and adults who are frail and/or disabled to remain in their homes rather than being institutionalized; and, 3) intervene in cases of abuse and/or neglect of seniors over age 65 years, and adults between ages 18-to-64 years who have disabilities.

Family Self-Sufficiency Division staff endeavor to move eligible families from dependency to self-sufficiency and to provide benefits and services to eligible clients for CalWORKs cash assistance, Welfare-To-Work, CalFresh, Refugee Services, Cal Learn, and Medi-Cal.

Administrative Services Division staff ensure that SSA's business activities are aligned with its vision and mission and that resources are effectively and efficiently employed to enable staff to implement new strategies and best practices in business processes, fiscal management, workforce training, and technological innovations in responding to ongoing challenges, such as declining Federal, State, and County funds, increasing caseloads, and a myriad of mandated changes.

(See Appendix B for specific program descriptions.)

SSA is committed to transparency of governance and accountability to its constituents. Agency staff are mindful of the importance of checks and balances as well as the public's fundamental right to see how government works. Thus, County residents and other interested parties may readily access SSA business operations and program information at the SSA Internet and SSA Facebook sites.

1.3 Vision, Mission, and Core Values

One Agency Moving Forward Together, Serving Our Community.	**Vision**	*Orange County 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 Courtesy ● Thoroughness Respect ● Compassionate Initiative ● Teamwork Efficiency ● Creativity*

SSA's vision provides guidance and motivation that reflects high ideals and challenging aspirations. This vision is widely shared with employees, community partners, and stakeholders.

The mission of the Social Services Agency serves as the nexus of the Agency's existence, the embodiment of SSA's identity, abiding purpose, philosophy, and ethical standards. The Agency's mission also guides employees' responses to clients' needs and key stakeholders.

SSA's motto, "***One Agency Moving Forward Together, Serving Our Community***," weaves through the Agency's vision, mission, and core values.

SSA supports Orange County's established Strategic Initiatives and Great Goals in:

- Protecting Our Community
- Promoting a Healthy Community
- Building for the Future of Our Community

1.4 Goals and Key Performance Measures

Established goals and key performance measures guide SSA's operational, tactical, and strategic objectives. Social Services Agency employees are committed 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.

- Provide services for helping low-income adults and children receive needed health care, food, shelter, and clothing.

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

2. SSA's Core Services

The Focus of Social Services Agency Services and Programs

- *Protecting our community by addressing client safety and well-being through prevention, intervention and protective services.*

- *Promoting a healthy community by eliminating food and medical insecurities through the provision of accurate and timely benefits for eligible CalFresh, Medi-Cal, Refugee Cash Assistance, and General Relief recipients.*

- *Building for the future of our community by fostering self-sufficiency through CalWORKs participation.*

- *Managing resources effectively and training our workforce for the future.*

SSA's core services support the Agency's vision that Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance. The Agency's core services are also reflective of SSA's 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. For additional information, please refer to the Balanced Scorecard in Appendix A.

As illustrated in Figure 1 on page 4, the demand for social services is higher in the more densely populated Central and North regions of the County, which accounts for more than 57% of the total clients served.[2] SSA's larger offices are correspondingly located in the North and Central regions to meet the needs of these clients.

[2] SSA Research and Evaluation Unit database.

As noted previously, the Social Services Agency serves an average of 1-in-every-7 OC residents each month. It should be noted that recipients may receive services through more than one program concurrently. Please refer to Appendix C for more detailed clients' profiles information.

2.1. Clients

Throughout the Business Plan, SSA will consistently compare the number of clients served this past year to FY 2006/07. FY 2006/07 is being utilized as the most recent baseline comparison year just before the economic downturn in Orange County, which brought historic highs in unemployment rates, accompanied by caseload increases in SSA programs.

Orange County Residents Served by SSA in June 2011, Unduplicated Regional Counts[3]
Figure 1
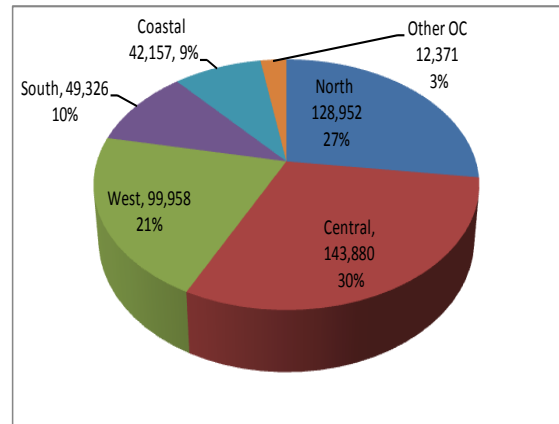
2.1.1 Safety and Well-Being

The Social Services Agency is tasked with protecting children and vulnerable adults from abuse, neglect and exploitation. *All Agency employees take this responsibility very seriously and, to that end, employees across all divisions collaborate and support one another to ensure that Orange County residents are provided with prevention, intervention, and treatment services designed to strengthen individuals and stabilize families.* Explicit responsibilities for protection have also been assigned to specific divisions within the Agency, as indicated below, to enable our staff to better meet the needs of the community.

♦ *The **Children and Family Services Division** is responsible for collaborating with the Juvenile Court, governmental agencies, community-based organizations, and others to serve children and families specifically endangered by abuse, neglect or exploitation.*

♦ *The **Adult Protective Services Program** is responsible for working with law enforcement, employees of financial institutions, and other community-based service providers to serve and protect vulnerable adults, including those over 18 years of age who are disabled and senior citizens over 65 years of age.*

♦ *The **Family Self-Sufficiency Division** works with families to promote stability, well-being and self-reliance, including enhanced services for victims of domestic abuse, and for mutual clients of both FSS and CFS.*

♦ *Agency employees from each of these divisions work with **Assistance Program** personnel to ensure that all clients receive additional benefits that are critical in contributing to clients' well-being, such as CalFresh (Food Stamps), Medi-Cal, General Relief and Cash Assistance Program for Immigrants (CAPI).*

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[3] Cities comprising the following regions are as follows: *North*: Anaheim, Brea, Fullerton, La Habra, Placentia, and Yorba Linda; *West:* Buena Park, Cypress, Garden Grove, La Palma, Los Alamitos, Stanton, and Westminster; *South:* Aliso Viejo, Dana Point, Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, and San Juan Capistrano; *Coastal:* Costa Mesa, Fountain Valley, Huntington Beach, Newport Beach and Seal Beach; *Central:* Orange, Santa Ana, Tustin, and Villa Park.

2.1.1.1 Child Welfare Services

The Children and Family Services (CFS) Division provides services designed to protect children from abuse and neglect, and delivers services to at-risk families. SSA staff and community partners work to strengthen and stabilize families and to create environments where children are free from abuse in permanent nurturing homes.

The CFS value statement: "*Families have the desire, strength and ability to make healthy choices for the well-being of their children and families,*" embodies the Agency employees' commitment to children and families. Thus, CFS social workers partner with families to ensure that children live in safe, nurturing environments in permanent homes.

The Child Abuse Registry receives a monthly average of 3,003 reports of suspected child abuse or neglect.[4] In FY 2009/10, SSA filed 1,874 dependency petitions in Dependency Court; this represents about 4.9% of the total number of child abuse reports received. On average, 156 dependency petitions were filed per month.[5]

Children are placed into protective custody only when they cannot safely remain in their homes and, in such cases, social workers make every effort to assist parents in successfully reunifying with their children. When reunification is not possible, a permanent plan is developed for the child. Foster and adoptive families are urgently needed to provide safe, nurturing homes for children from diverse ethnic, cultural and religious backgrounds, and for children who may have language, special medical, emotional and/or developmental needs. Families able and willing to care for sibling sets are also in great demand.

Family to Family Basic Principles

- *A child's safety is paramount.*

- *Children belong in families.*

- *Families need strong communities.*

- *Public Child Welfare systems need partnerships with the community and with other systems to achieve strong outcomes for children.*

SSA adopted the Annie E. Casey Foundation's Family-to-Family (F2F) Initiative in 2004. SSA is committed to F2F key principles and best practices, including:

- Partnering with families and the community to ensure their children live in safe, nurturing, permanent homes.

- Promoting services that are family-centered, culturally competent and community-based.

- Integrating input from families, staff, and community stakeholders to formulate strength-based practices and child welfare reform.

Please visit SSA's website, at Family-to-Family Orange County, to learn more about this exciting program.

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[4] SSA Child Abuse Registry database.
[5] SSA Research & Evaluation Unit Database

2.1.1.2 Older Adults and People with Disabilities

Elder abuse is less understood than child abuse and domestic violence. Unfortunately, the abuse of elder adults, ages 65 years and older, and adults with disabilities, ages 18-to-64 years of age, occurs at all income levels throughout Orange County. Reports of abuse are investigated by SSA social workers from **Adult Protective Services** (APS). Elder Abuse Reports include physical abuse, sexual abuse, financial abuse, neglect by self or others, abandonment, isolation, abduction, and psychological abuse.

The number of reports received by APS increased by over 31% between 2006 and 2010, reflecting a cumulative increase of 65% from 2000 through 2010. Additionally, the number of reports of financial abuse increased 196% between FY 2005/06 and FY 2006/07, after State law mandated that employees of financial institutions are responsible for reporting suspected financial abuse of elders. Reports of financial abuse continue to increase annually. [6]

Elder abuse by others is most frequently perpetrated by someone the victim knows, often a family member, relative, or caregiver, and the incidence of elder abuse increases significantly with age. Seniors over age 85 years are more than five times as likely to suffer from abuse as those ages 65-69 years.[7]

The most common type of elder abuse reported is called self-neglect, which includes neglect of physical care, medical care, health and safety, and malnutrition or dehydration. Individuals who are abused by others are most likely to have been neglected or financially abused; these two types of abuse often go hand-in-hand. Financial abuse is the most frequently reported abuse of elders received by SSA; 29% of the cases reported to Adult Protective Services alleging abuse by others are reports of financial abuse.

2.1.1.3 Domestic Abuse Services

SSA **Domestic Abuse Services Unit** (DASU) social workers assist survivors of domestic violence who are participating in the CalWORKs Program. CalWORKs and DASU staff work together to assess risk and provide vitally needed services to clients. CalWORKs and DASU social workers collaborate with their clients to create individualized case plans that meet the clients' needs while concurrently fulfilling CalWORKs requirements. DASU social workers also collaborate with Child Welfare Services social workers and the Juvenile Court to help parents address the issue of domestic violence in cases in which the children have been removed from their homes because of domestic violence.

The primary goal of this important program is to ensure the safety of victims of domestic violence and their children. Services are also designed to facilitate self-sufficiency for victims and their families. To that end, a client's case plan might incorporate activities such as, applying for a restraining order, making and keeping appointments with a legal advocate, attending court, and participating in weekly individual and conjoint therapy and empowerment groups. As clients progress through the healing process, mainstream Welfare-To-Work activities are gradually added to their case plans to help them obtain vocational training, engage in job search activities and/or part-time work, and find permanent employment to attain self-sufficiency.

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[6] SSA Adult Protective Services database.
[7] Bonnie, Richard J. and Robert B. Wallace, Editors, Elder Mistreatment: Abuse, Neglect, and Exploitation in an Aging America, Published by the National Research Council, 2003.

2.1.2 Health Care, Food, Basic Needs

The Social Services Agency promotes a healthy community by reducing food, medical, and financial insecurities through the provision of accurate and timely benefits for eligible CalWORKs, CalFresh, and Medi-Cal recipients, and cash payments for Refugee Cash Assistance and General Relief recipients. Additionally, through CalWORKs Welfare-To-Work participation, Agency services contribute to building for the future of our community by fostering self-sufficiency and a reduction in reliance on government assistance programs.

2.1.2.1 Health Care

SSA employees are tasked with determining eligibility for Medi-Cal services. During FY 2010/11, our staff served an average of 403,142 persons per month, which reflects a 27% increase in the number of Medi-Cal recipients served since FY 2006/07.[8]

The Medi-Cal Program provides eligible adults, families, and children access to free or low-cost health care services. To qualify for Medi-Cal, individuals or families must meet Federal and State established asset and income requirements, institutional status, residence, and citizenship/alien requirements. Requirements may vary based on the category under which an individual may be eligible.

A person may be automatically eligible for Medi-Cal if that individual receives cash benefits through any of the following programs:

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

Additional Medi-Cal eligible categories may include:

- In-Home Support Services (IHSS) recipients, if applicable.
- Children under 21 years of age.
- Certain adults between 21 and 64 years of age, if they have minor children living with them.
- Persons 65 years of age or older.
- People who are blind or disabled, including employed persons with disabilities.
- Pregnant women.
- Persons who receive care in skilled or intermediate care facilities.
- Persons with specific chronic conditions, such as tuberculosis or kidney dialysis.
- Qualified refugees, asylums, Cuban/Haitian entrants.

2.1.2.2 Food and Basic Needs

SSA's Assistance Program Division staff determine eligibility for CalFresh, formerly known as Food Stamps and federally known as the Supplemental Nutrition Assistance Program (SNAP). The CalFresh Program was designed to improve the health and well-being of qualified households and individuals by providing them a means to meet their nutritional needs. This program reduces food insecurity and enables people to obtain healthy, nutritious food by issuing monthly electronic benefits that can be used in most grocery stores.

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[8] SSA Research and Evaluation Unit database.

SSA employees served an average of 185,489 CalFresh recipients per month, or approximately 5.72% of the County's 3,242,691 total population,[9] in FY 2010/11, which represents a 126% increase since FY 2006/07.[10] SSA also collaborates with other agencies and community groups to assist clients obtain shelter and clothing.

Qualified CalFresh recipients who have minor children in their homes might also participate in the California Work Opportunity and Responsibility to Kids (CalWORKs) Program, which is administered by SSA's Family Self-Sufficiency (FSS) Division in accordance with State and Federal regulations. SSA employees served an average of 58,007 CalWORKs recipients per month. The role of the CalWORKs Program is to provide temporary financial assistance to meet a family's basic needs when one or both parents are absent, disabled, deceased, or unemployed, and to provide services that foster family stability, employment, and self-sufficiency.

The General Relief (GR) program which is funded by the County of Orange General Funds is State -mandated to provide cash assistance for indigents, to qualified adults in need who do not qualify for other cash assistance programs. GR cash payments are considered loans that must be repaid to the County.

The Social Services Agency also administers two additional State-funded assistance programs for persons who do not qualify for any other public assistance programs:

- The Cash Assistance Program for Immigrants (CAPI) provides cash assistance to qualified persons who are aged, blind, and/or disabled, legal, non-citizens who meet specific immigration criteria.

- The Refugee Cash Assistance Program provides eight months of cash aid to individuals in need who meet the requirements for refugee, asylum, or trafficking victim status, but who have been determined to be ineligible for CalWORKs or SSI/SSP.

SSA provides self-sufficiency services to both adults and children with disabilities through the **In-Home Supportive Services** (IHSS) Program, which is administered by Adult Services. Many persons who are aged, blind, or disabled are limited in their ability to care for themselves and cannot live safely without assistance. IHSS services enable children and adults with disabilities and frail elderly residents to remain in their homes rather than being institutionalized. In FY 2010/11, Orange County IHSS provided supportive services for a monthly average of 18,335 vulnerable County residents with disabilities, representing a 43.63% increase since FY 2006/07.

IHSS social workers use State guidelines to assess an individual's need for in-home care based on the individual's medical condition, living arrangements, and assistance that may be provided by family, friends, and/or through available community services. Social workers consult with medical service providers and clients regarding each client's needs for services to assist with the activities of daily living, to enable clients to reside safely in their homes. SSA staff partners with the IHSS Public Authority to aid clients who need help in finding qualified providers. Providers are paid directly by the State of California.

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[9] State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 2000–2050. Sacramento, CA, July 2007: most recent data as of 11/16/2011 with age breakdowns and multiyear projections; DOF expected to provide 2010 Census adjustments in 2012. (http://www.dof.ca.gov/research/demographic/data/race-ethnic/2000-50/).
[10] SSA Research and Evaluation Unit database.

SSA ASAP and FSS Division employees work together to ensure that eligible, low-income persons, families, and children in Orange County receive accurate, timely benefits to help meet their basic needs. The number of children, adults, and families served by the Adult Services and Assistance Programs and Family Self-Sufficiency Divisions increased 47% over the past 5 years, largely due to the economic recession.[11]

2.1.2.3 Employment Opportunities and Self-Sufficiency

The Social Services Agency is committed to building for the future of our community by fostering self-sufficiency through CalWORKs participation and encouraging foster youth to complete high school or earn their GED equivalency prior to emancipation. The CalWORKs Program provides temporary financial assistance and employment-related services to families with minor children. The program requires clients to become employed as quickly as possible, and services provided are designed to help participants become self-sufficient and no longer dependent on aid. Similarly, encouraging foster youth to complete high school prior to emancipation is an important milestone that will assist youth in preparing for their futures, contributing to their employability, and becoming self-sufficient.

SSA Family Self-Sufficiency Division employees collaborate with contracted service providers, other SSA divisions, and other governmental and community-based organizations to deliver CalWORKs services. Most adult CalWORKs recipients are mandated to participate in the Welfare-To-Work (WTW) Program, which provides a wide range of services designed to support families working toward the goal of self-sufficiency.

Orange County saw a 51% increase in the number of CalWORKs recipients between FY 2006/07 and FY 2010/11.[12] The services provided through the Family Self-Sufficiency Division CalWORKs Programs enhance participants' knowledge, experiences, and skills to enable them to become self-sufficient. Concurrently, SSA staff ensure that CalWORKs participants have access to cash assistance, CalFresh and Medi-Cal to assist these participants in meeting their basic needs while meeting the requirements and goals of their WTW service plans.

Welfare-To-Work Activities and Services

♦ *Employment, including unsubsidized, subsidized, and self-employment*

♦ *Paid work experience*

♦ *Work study*

♦ *Adult basic education*

♦ *Job search and/or job readiness activities*

♦ *Vocational education programs*

♦ *Mental health, substance abuse treatment, and domestic abuse services*

♦ *Child abuse and neglect prevention services*

♦ *Childcare, transportation, and other ancillary allowances to facilitate program compliance*
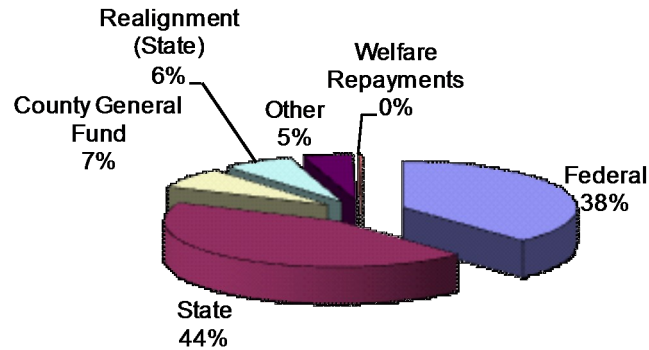
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[11] SSA Research and Evaluation Unit, database
[12] Ibid.

2.2 Financial

The Social Services Agency's total fiscal and fiduciary responsibility is approximately $2.4 billion annually. The Federal and State governments fund approximately 88% of SSA's annual budget; the County's General Fund contributes 7% of the Agency's budget; and 5% comes from other sources, such as grants. (see Figure 2).

FY 2011/12 BUDGETED REVENUES
Figure 2

- Realignment (State) 6%
- County General Fund 7%
- Other 5%
- Welfare Repayments 0%
- Federal 38%
- State 44%

FY 2011/12 budgeted appropriations are allocated among five categories, as illustrated in Figure 3: salaries and benefits; assistance payments; services and supplies; support and care; and, facility development and maintenance.

FY 2011/12 BUDGETED APPROPRIATIONS
Figure 3

- Facility Development and Maintenance 0%
- Assistance Payments 42%
- Support and Care 2%
- Services and Supplies 17%
- Salaries and Benefits 39%
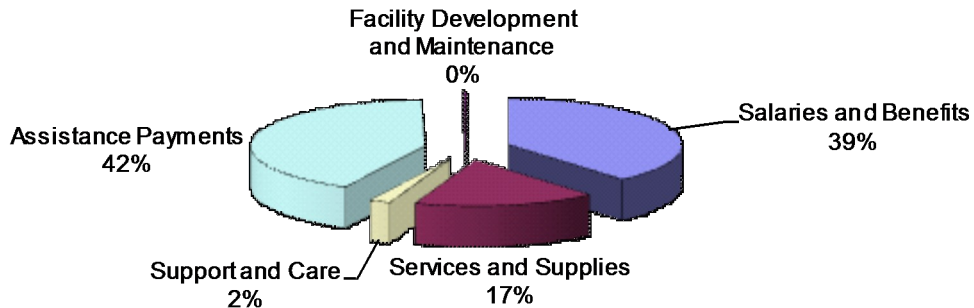
2.3 Internal Business Processes/Operations

The Agency's operations are highly influenced by Federal, State, and County mandates and available funding, the Board of Supervisors, and Court rulings. Additional external and internal events might also trigger changes with regard to how SSA conducts its business. Therefore, the Agency's objectives are focused on identifying existing internal business processes, as well as new ones that might impact service delivery and/or a more efficient use of resources. In developing its operational strategies and action plans, SSA management considers the needs of its clients and the residents of Orange County, the challenges impacting the work and service delivery environment, and projected available resources.

A variety of innovations have been integrated into SSA's internal business processes to improve the Agency's responsiveness to the community and to increase its overall efficiency and effectiveness while concurrently reducing costs. For example, SSA recently completed imaging operations, which resulted in improved access to case files and significant savings in facility costs that were realized by eliminating the need for case file storage in some programs.

The SSA Management Team is committed to leveraging technology to provide additional opportunities for clients to access services, such as the implementation of an Interactive Voice Response system, which provides self-service automation for all CalWORKs, Medi-Cal, and CalFresh recipients. Additionally, the Agency recently activated a Service Center that has changed the business model from individual caseloads to task management. This change has improved business efficiencies enough to enable SSA Intake staff to continue to meet program and Court mandates with record numbers of recipients without a corresponding increase in workforce.

Agency staff are also committed to streamlining internal processes to assist clients. For example, "Lobby Workers" are now deployed in every regional SSA facility to reduce wait times for clients and to enable our staff to serve more clients during peak hours. Another example may be seen in the increased availability of "Go-To" meetings and webcasts and e-training modules, all of which reduce non-productive employee travel time while concurrently enabling employees to conduct County business and/or obtain required training to enhance service delivery.

SSA's internal business processes and operations are continually focused on strategic initiatives that provide increased accountability, facilitate detailed learning, build momentum behind regulatory changes, and encourage the implementation of best practices in serving Orange County residents.

2.4 Learning and Growth

Underpinning many innovations in the internal business processes of the Agency is the overriding precept that SSA employees must be prepared to adapt to the influx of changes and challenges continually facing the Agency. SSA explores these opportunities by using the strengths of its employees, both individually and collectively, to improve its base as a learning-organization and a knowledge-worker Agency.

Agency employees are encouraged to adopt a continuous learning mode, both formal and informal. To that end, employees are provided with opportunities to participate in a variety of training activities, such as classroom trainings (County, Agency, accredited educational institutions, etc.), webcast trainings/e-learning, and/or mentorship programs. Throughout the year, SSA Training and Career Development staff identify mandated training needs for Agency employees and determine the most efficient, effective methods of delivering these services to SSA employees. The trainings satisfy mandated training

requirements and enable our employees to improve their skills and knowledge regarding SSA programs, and to remain current with respect to service delivery changes. Trainings also focus on creative problem -solving to facilitate critical thinking, which will enable SSA employees to be more effective public servants.

More importantly, the outcome of continuous learning and growth contributes to improving outcomes for both clients and staff, as benefit determinations become more accurate and timely, and as SSA staff remain up-to-date with respect to best practices in their individual and collective areas of expertise, which, in turn, serves to better inform and improve decision-making and service provision.

Incorporated into the strategic learning and growth objective for the Agency is its ability to maintain and enhance the capacities and capabilities of its diverse workforce. SSA effectively develops and utilizes its varied workforce for improved performance. It encourages a culture that is "diversity-friendly," which is important in serving the demographically varied Orange County population. SSA also engages in strong succession planning and employee development programs, which are in the forefront of our strategic initiatives.

3. Balanced Scorecard

The goals of the Social Services Agency support the County of Orange Strategic Initiatives: (1) Protecting Our Community; (2) Promoting a Healthy Community; and, (3) Building for the Future of Our Community. Each Agency goal is measured with specific indicators, the majority of which are in accordance with Federal and/or State mandates, and include the four critical perspectives of customers/ clients, financial, internal business processes, and learning and growth.

The Balanced Scorecard (Appendix A) reflects the results of performance outcome measures in relationship to targeted goals using the following key:

Balanced Scorecard Key	
⬆	Meets or Exceeds Goal
⬌	Needs Improvement
⬇	Needs Corrective Action

4. Challenges and Strategies

Critical factors, such as budget and staffing reductions coupled with ongoing caseload increases, are at the forefront of SSA's challenges, requiring more innovative and creative approaches to enable staff to "do more with less." Many of SSA's current concerns are a direct result of the economic recession, which contributed to a dramatically increased demand for SSA services, higher caseloads, and more stringent fiscal constraints that have hindered the Agency's ability to fill vacant positions.

The County-wide, unprecedented and extended, high unemployment correlates with the increased number of persons receiving aid (Figures 4-6). However, State and Federal allocations have not kept pace with increases in the number of persons served. The funding disparity is exacerbated by more rigorous program performance standards and related fiscal sanctions when such standards are not met.
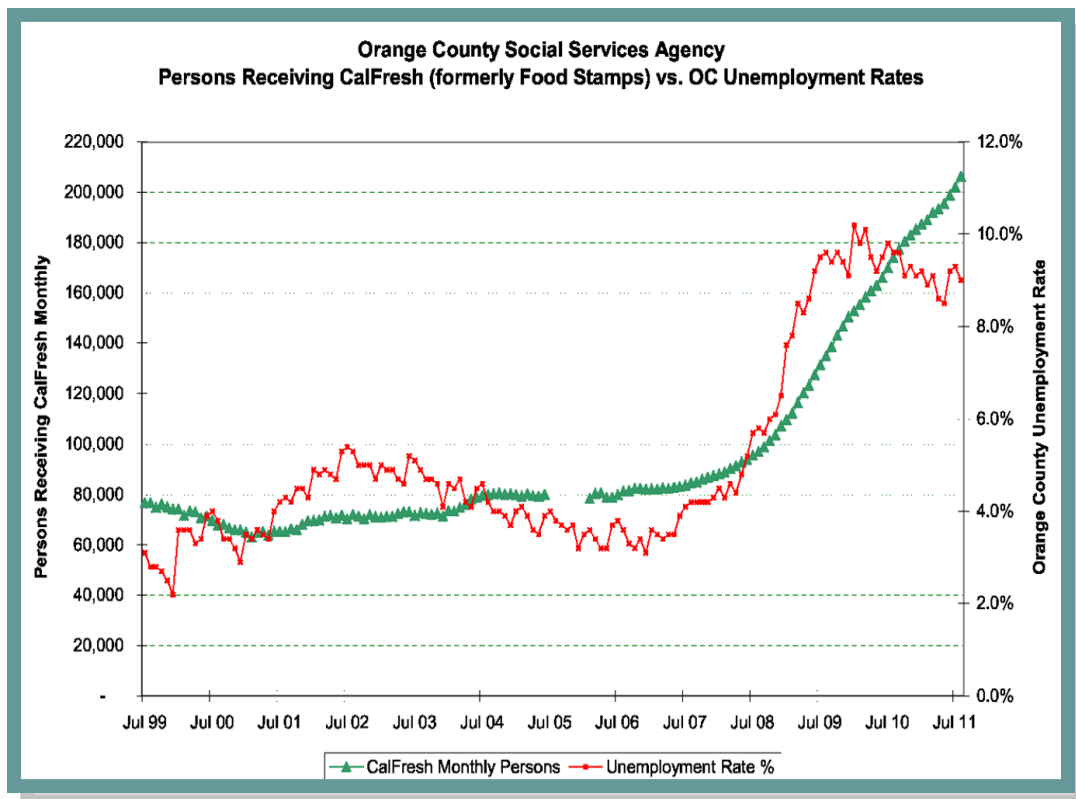
4.1. Challenges

4.1.1. Effect of Unemployment on Public Assistance Programs

In Orange County, the unemployment rates increased dramatically in recent years. Unemployment among persons in Orange County's civilian labor force increased from 3.5% in FY 2006/07 to historical highs of 9.6% in FY 2009/10, and remained at 9.2% in FY 2010/11.[13] The Legislative Analyst's Office (LAO) has reported that during economic downturns, the number of persons receiving public assistance increases; this has certainly been the case in Orange County, as illustrated in the accompanying charts (Figures 4-6). Nationwide, participation in the Supplemental Nutrition Assistance Program (SNAP, which is known as CalFresh in California) rose dramatically during the recession. To a lesser extent, so did cash assistance (CalWORKs) and Medicaid. SSA observed similar patterns (Figures 4,5 & 6) in CalFresh, Medi-Cal, and CalWORKs. Persons applying for General Relief have shown a corresponding increase during the same time period.

One of the significant challenges faced by the Social Services Agency has been to ensure that staff are able to immediately and efficiently meet this unprecedented rapid increase in caseloads. Families depend on the Agency's responsiveness to their individual needs. Thus, all Agency employees have been confronted with the task of proportionally increasing SSA's capacity in a timely manner with rising demands for public assistance as unemployment continued to climb.

The charts below clearly illustrate the correlations between increased unemployment and the increased number of CalWORKs, CalFresh, and Medi-Cal recipients in Orange County. The number of CalFresh recipients increased by 126% from FY 2006/07 to FY2010/11, and continued to set new record highs almost every month. The number of persons is expected to rise as the economy continues to stagnate.

Figure 4

Orange County Social Services Agency
Persons Receiving CalFresh (formerly Food Stamps) vs. OC Unemployment Rates

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[13] Employment Development Department website at http://www.labormarketinfo.edd.ca.gov/
Note: The gap in the trend of services in FY 2005/06 (Figures 4-6) was due to instability of data resulting from the change of systems from CDS to CalWIN.

During the same period, the number of persons receiving Medi-Cal increased at varying rates, with greater increases during higher unemployment, as reflected by a growth of 27% from FY 2006/07 to FY 2010/11.

Figure 5

Since its inception in 1998, the CalWORKs Program saw a decline in the overall trend in the number of aided persons until July 2007, at which time the number of CalWORKs recipients began a 51% increase from FY 2006/07 to FY 2010/11. The Orange County unemployment rate dropped below 9% but remained above 8% in FY 2010/11. However, the apparent decrease in the number of CalWORKs recipients is more a reflection of regulatory changes, which reduced a recipient's time on aid from 60 months to 48 months, than the result of the modest decline in unemployment.
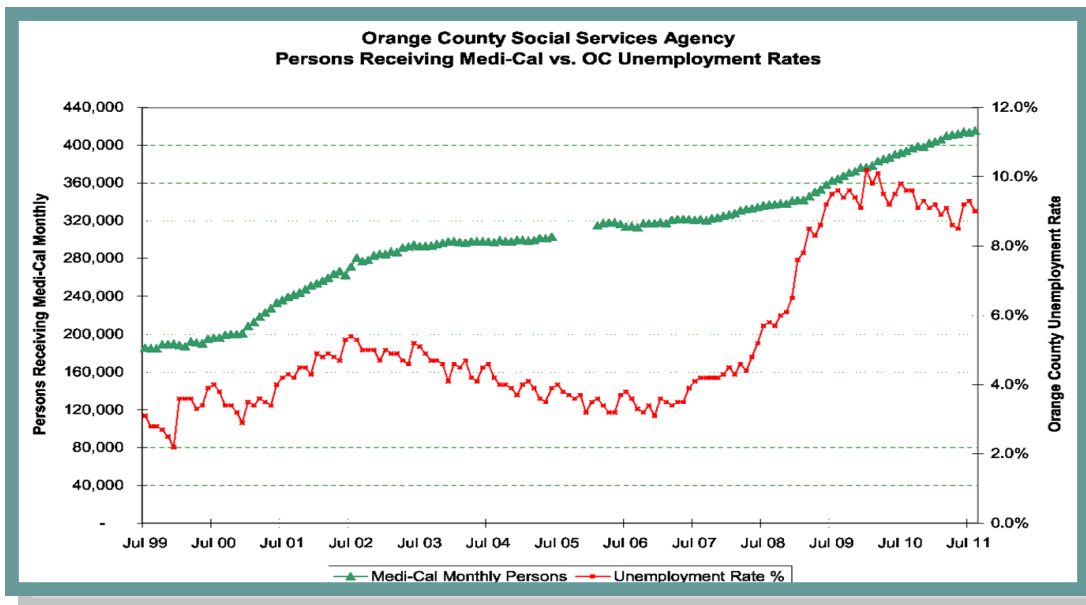
Figure 6

Note: The gap in the trend of services in FY 2005/06 (Figures 4-6) was due to instability of data resulting from the change of systems from CDS to CalWIN.
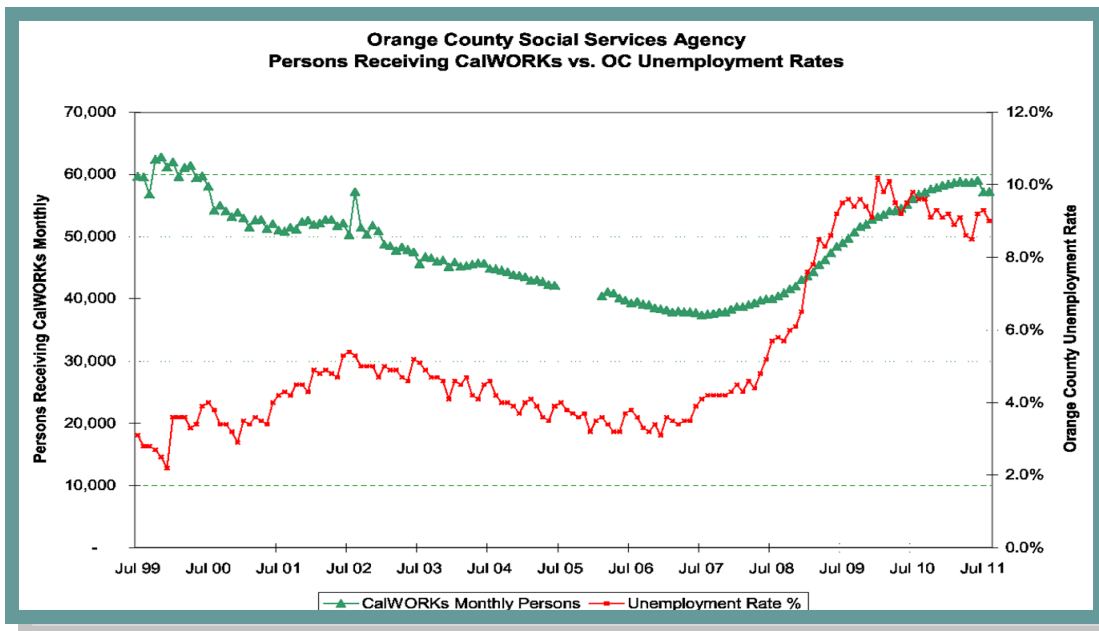
14

4.1.2 Revenue/Appropriations Limitations

As indicated in section 2.2, the Federal and State governments fund approximately 88% of SSA's annual budget, the County's General Fund contributes another 7%, and other sources provide the additional 5% of the Agency's budget.

One of the major challenges facing the Agency has been the fact that budgeted revenues have not kept pace with caseload growth rates. Between FY 2006/07 through FY 2010/11, the number of persons receiving assistance (Figures 4-6) skyrocketed, while budgeted revenues (Figure 7) in FY 2007/08 decreased by 6.9%, as compared to the previous fiscal year.

Since that time, the approximate average increase of budgeted revenues edged up slightly, by 1.18%, between FY 2008/09 and FY 2011/12. However, the Agency experienced a significant increase in the cost of doing business as a result of the heightened demand for services and concurrently increasing workloads, in addition to many regulatory changes that were not fully funded by Federal and State program allocations. SSA is legally required to allocate resources to meet regulatory changes regardless of the funding reductions. Thus, Federal and State budget realities present many additional challenges that may ultimately impact how SSA conducts business in the future.

Figure 7

Budgeted Revenues
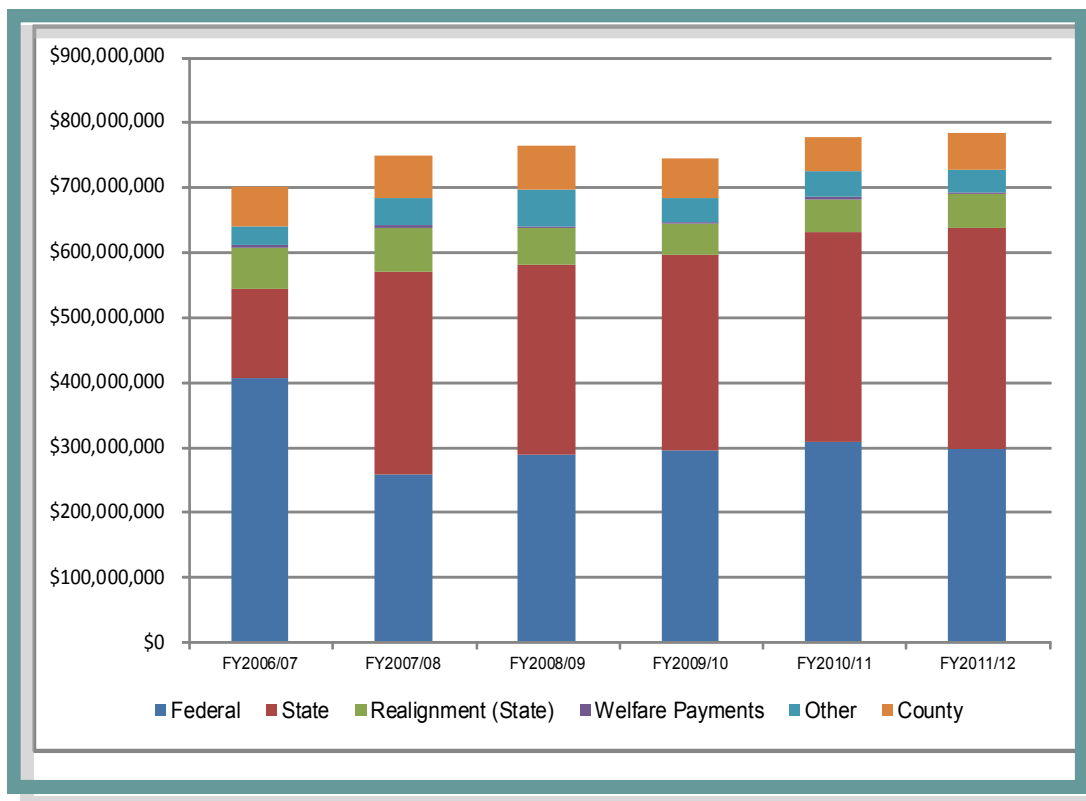
4.1.3 Workforce

Major challenges for the Agency include ensuring a well-prepared workforce and adequate staffing levels required by Federal and State laws, and continuing to meet the high standards of quality performance SSA has established.   Maintaining the Agency's characteristically high performing workforce has proven problematic due to the caseload increases and budgetary constraints experienced over the past few years. As illustrated in Figure 8, SSA's regular/limited term staffing levels decreased 8.41% with the loss of 332 employees[14] between FY 2006/07 and FY 2010/11, despite the fact that during the same time period the Agency saw the following significant increases:

- ♦ 27% increase in persons receiving Medi-Cal
- ♦ 44 % increase in persons receiving In-Home Supportive Services
- ♦ 51% increase in persons receiving CalWORKs
- ♦ 126% increase in persons receiving CalFresh (formerly Food Stamps)
- ♦ 152% increase in persons receiving General Relief

Figure 8
SSA Workforce Fiscal Years Ending 2006/07 through 2010/11
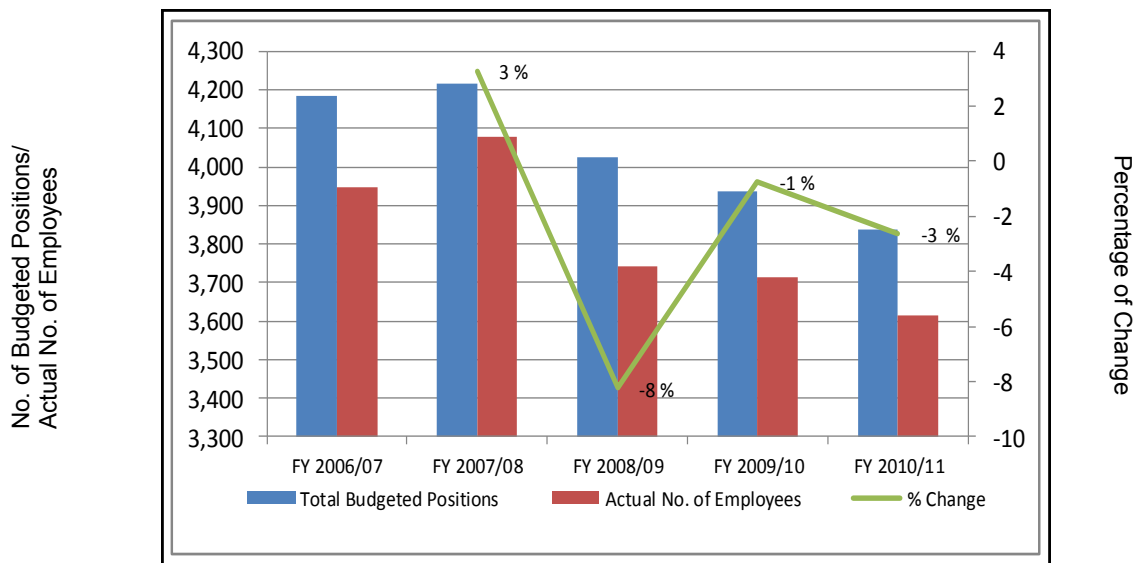
4.2 Strategies

To achieve it's goals despite decreasing budget appropriations and disproportionately increasing caseloads and a decreasing workforce, SSA is committed to:

- ♦ Maximize the use of resources for the achievement of the Agency's goals
- ♦ Enhance communication
- ♦ Plan strategically
- ♦ Promote innovative ideas
- ♦ Monitor the status of goal achievement
- ♦ Assess progress made on improving outcomes and performance measures
- ♦ Confirm that strategies and internal business processes remain on target
- ♦ Leverage technology
- ♦ Engage in interagency, interdivisional and interdepartmental collaboration regarding mutual clients
- ♦ Ensure staff participation in mandated trainings
- ♦ Identify required modifications to action plans.
- ♦ Foster additional community partnerships

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[14] This number includes the elimination of vacant positions that were not back-filled due to budgetary cuts.

While SSA grapples with many challenges by turning them into opportunities, the Agency continues to formulate action plans to achieve the high-level performance outcome measures as reflected in the Balanced Scorecard (Appendix A). Many program- and goal-specific challenges and strategies that affect the Agency's Balanced Scorecard performance outcome measures are listed in Appendix D. Finally, it is noteworthy that SSA's strategies generated many significant accomplishments, a few of which are illustrated in Appendix E.

5. CONCLUSION

SSA management, its employees, partners, and other stakeholders are committed to implementing the concepts and strategies presented   The proposed Balanced Scorecard performance outcome measures and strategies have been designed to meet the challenges of economic uncertainties and will be promoted, monitored, analyzed, and revised as may be needed to achieve the Agency's mission:

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

<center>###</center>

A CalWORKs applicant and his two children, including a child with special needs, visited a Social Services office to apply for benefits, as the family was in jeopardy of losing their housing. Economic circumstances had resulted in the applicant being laid-off by the employer for whom the applicant had worked for the previous eight years. Fortunately, the applicant was rehired by the same employer; but, in the meantime, he had fallen behind in rent payments and the family was now facing eviction. Homelessness would have been a family crisis resulting in a series of negative circumstances and posed a serious threat to this father's newly re-gained employment.

The CalWORKs Diversion Program is designed to divert applicants, such as this family, from extended assistance through a one-time benefit designed to meet specific needs necessary to obtain or maintain employment, or to keep an "at risk" family safe. This family was able to benefit from a one-time Diversion payment as an intervention to avoid eviction. The Diversion payment allowed the client to maintain stable housing for his children, secure his employment, retain the family's child care arrangements, and avoid on-going CalWORKs dependency.

COUNTY OF ORANGE SOCIAL SERVICES AGENCY

BALANCED SCORECARD AT A GLANCE

Score Card Codes: Meets or Exceeds Goal ⬆   Close Monitoring ⬌   Needs Improvement ⬇

PROTECTING OUR COMMUNITY				
Goal 1: Safety and well being of vulnerable children and adults	**Mandated by**	**Goal**	**Results FY 10/11**	**Results vs. Goal**
% of no recurrence of maltreatment of children investigated for abuse.	Federal	94.6%	95.4%	⬆
% of children's point in time foster care placement with relatives.	State	40.0%	44.3%	⬆
% of all children served in foster care for less than 12 months who have had two or fewer placement settings.	Federal	86.0%	83.4%	⬇
% of monthly average Service Center calls answered within two minutes	SSA	80.0%	78.6%	⬇
PROMOTING A HEALTHY COMMUNITY				
Goal 2: Health care, food, shelter, and clothing aid to low-income adults and children	**Mandated by**	**Goal**	**Results FY 10/11**	**Results vs. Goal**
% of timely health exams for children in foster care placement.	State	80.0 %	83.3%	⬆
% of timely reassessment of functional levels and needs of children and adults with disabilities for supportive home-based services.	State	90.0%	85.0%	⬇
% of accuracy in determination of: • Medi-Cal eligibility • CalFresh eligibility	State	90.0% 94.0%	98.0% 98.7%	⬆ ⬆
BUILDING FOR THE FUTURE OF OUR COMMUNITY				
Goal 3: Employment opportunities and family self-sufficiency	**Mandated by**	**Goal**	**Results FY10/11**	**Results vs. Goal**
% of Welfare-To-Work participants involved in monthly employment activities.	SSA	60.0%	58.9%	⬌
% of annual increase in Welfare-To-Work participants who entered employment.	SSA	10.0%	17.4%	⬆
Goal 4: Resource management, training and administrative support	**Mandated by**	**Goal**	**Results FY10/11**	**Results vs. Goal**
% of amount of initial State funding allocations expended and claimed in the fiscal year.	SSA	96.0%	96.1%	⬆
% of employees who completed required annual/biennial training mandates.	Fed & State	90.0%	93.4%	⬆

See the following pages for further detail.

Key Service Area: SAFETY AND WELL-BEING OF VULNERABLE CHILDREN AND ADULTS

PERFORMANCE MEASURE: Recurrence of maltreatment of children investigated for abuse
WHAT: % of no recurrence of maltreatment of children investigated for abuse
WHY: Mitigating children's abuse and neglect is critical to prevent recurrence of maltreatment

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬆
95.4% of the children with substantiated allegations of child maltreatment had <u>no</u> additional substantiated maltreatment allegations during the subsequent 6 months.	• Increase Prevention & Early Interventions services. • Continue to improve collaboration regarding mutual clients in Cal WORKS. • Increase use of Family Resource Centers. • Increase use of parent mentors to support birth parents. • Provide linkages to community-based resources to provide aftercare when families exit the Juvenile Dependency system.	SSA continues to perform <u>above</u> the National Standard of 94.6%. This trend has also shown an increase from past years, demonstrating that for the most part, children who have been abused in the past are not continuing to experience child maltreatment. This trend is due to expanding early family engagement, early intervention services, and improving family supports through linkages to community based resources

PERFORMANCE MEASURE: Foster care placement with relatives or non-related extended family members (NREFMs)
WHAT: % of children's point-in-time foster care placement with relatives or NREFMs
WHY: Foster care placement with relatives/NREFMs provide permanency and stability in family environments

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬆
44.3% of children in foster care were placed with relatives or NREFMs.	• Targeting recruitment of additional relative/NREFM families to help enable all children to be placed in family-based care, per best practice. • Providing increased support to relative/NREFM placements.	33.5% of all children in foster care in California are placed with relatives/NREFMs. In Orange County, close to one-half of all children in foster care are placed with relatives or NREFMs. This percent has been trending upward from past years.

PERFORMANCE MEASURE: Foster care placement setting
WHAT: % of children served in foster care for less than 12 months who have had two or fewer placement settings
WHY: Fewer placement settings provide increased stability and contribute to improved emotional well-being of foster children

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬇
83.4% of children in foster care were placed in two or fewer placement settings.	• Increase the number of youth diverted from entering OC Foster Care. • Provide increased support services to caregivers	The average for California's 58 counties for the same time period was 68.4%

PERFORMANCE MEASURE: Service Center calls
WHAT: % of monthly average Service Center calls answered within two minutes
WHY: Prompt response to client's call in the Service Center meet strict State and Federal performance mandates

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬇
A 78.6% Service Center calls were promptly answered within two minutes	Continue to promptly respond to Service Center calls with limited resources.	In the first year of the Service Center's implementation, SSA's internal performance goal was missed by 1.40% due to limited staffing levels and increased caseload growth.

Key Service Area: HEALTH CARE, FOOD, AND BASIC NEEDS

PERFORMANCE MEASURE: Health exams for children in foster care placements
WHAT: % of timely health exams for children in foster care placements
WHY: Health exams provide preventive medical care to children in foster care

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬆
83.3% of children in foster care placements received timely health exams.	Conduct health exam prior to 31st day in placement and thereafter based upon age/intervals specified by Child Health and Disability Prevention Program (CHDP).	• Public Health Nurse (PHN) obtains health information & takes appropriate actions • Health & Education Passport (HEP) Clerks update Child Welfare Services Case Management System (CWS/CMS) & generate reminders for Assigned Social Workers (ASW) and caregivers for updates.

PERFORMANCE MEASURE: Reassessment of functional levels and needs of children and adults with disabilities
WHAT: % of timely reassessments of functional levels and needs for supportive home-based services for children and adults with disabilities.
WHY: Assistance to address functional levels and needs of children and adults with disabilities could enable them to remain safely in their homes.

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬇
An 85.0% of timely reassessments of functional levels and need for supportive home-based services for children and adults with disabilities.	Fill vacant positions to achieve and maintain full staffing levels required to meet regulations and mandates.	The goal was not met due to the following: • Underfunded caseload growth. • Staffing shortages. • Implementation of major State regulation changes significantly increased workloads and effected staff's ability to complete timely reassessments.

PERFORMANCE MEASURE: Accurate determination of eligibility for Medi-Cal and CalFresh
WHAT: % of accuracy in determination of Medi-Cal and CalFresh eligibility
WHY: Accurate determination of eligibility ensures eligible residents receive the benefits to which they are legally entitled, reflects efficiency, and minimizes fiscal sanctions

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬆
• Medi-Cal eligibility (average of 4 audits): 98.0% • CalFresh eligibility ending FY 2009/10: 98.7%	• Utilize the Interactive Voice Response system. • Continue to implement the Service Center implementation, which changed the business model from individual caseloads to task management system.	Improved business efficiencies enough to enable SSA staff to continue to meet program and Court mandates with record numbers of recipients without a corresponding increase in workforce.

Key Service Area: EMPLOYMENT OPPORTUNITIES AND FAMILY SELF-SUFFICIENCY

PERFORMANCE MEASURE: Monthly employment activities
WHAT: % of Welfare-To-Work clients who participated in monthly employment activities
WHY: Participation in employment activities increases the likelihood of finding a job

FY10/11 Results	FY 11/12 Plan	How are we doing ? ⬌
58.9% of Welfare-To-Work clients participated in the monthly employment activities.	• Employment activities will include unsubsidized employment, subsidized employment, and self-employment. • In FY 2011/12 additional job skills training programs will enhance the ability of participants with lesser skills to obtain employment.	SSA's internal performance goal was missed by just over one percentage point. In an economy that continues to struggle, it is encouraging that employment remains the most common activity for Welfare-To-Work participants given prevailing employer needs.

PERFORMANCE MEASURE: Welfare-To-Work participants who entered employment
WHAT: % of annual increase in Welfare-To-Work participants who entered employment
WHY: Entering employment is a path to self-sufficiency

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬆
17.4% annual increase in Welfare-To-Work participants who entered employment	• Maintain at least a 10% increase over the previous year for participants who enter employment. • Develop work experience, on-the-job training, and community services activities to help prepare participants for the workforce.	Due to expansion of SSA's subsidized employment program, the Agency experienced a significant increase in participants entering employment from the previous year. SSA continues to explore best practices for matching Welfare-To-Work participants with prevailing employer needs.

Key Service Area: RESOURCE MANAGEMENT, TRAINING AND ADMINISTRATIVE SUPPORT

PERFORMANCE MEASURE: Funding allocation
WHAT: % of amount of initial State funding allocations expended and claimed in the fiscal year
WHY: This measure reflects good stewardship of State funds

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬆
96.1% of the amount on initial State funding allocations was expended and claimed in the fiscal year	96% of the amount on initial State funding allocations will be expended and claimed in the fiscal year.	SSA is meeting the Agency goal. All allocations are expended throughout the year. Analysis is applied to time study and direct costs in order to maximize allocations.

PERFORMANCE MEASURE: Training mandates
WHAT: % of employees who complete required annual/biennial training mandates
WHY: Changes in State/Federal regulations affect program operations which require annual/biennial training

FY10/11 Results	FY 11/12 Plan	How are we doing? ⬆
93.4% of SSA staff completed required program and mandated training.	• Increase performance to 95%.	• Maintaining current completion rate. • On-going meetings with the Training Advisory Committees within each division to address staff development strategies and compliance with required mandated training. • Training Partner is consistently utilized to track participation.

COUNTY OF ORANGE SOCIAL SERVICES AGENCY
Organizational Chart

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                          ┌──────────────────┐
                          │     DIRECTOR     │
                          └──────────────────┘
                          ┌──────────────────────┐
                          │ CHIEF DEPUTY DIRECTOR │
                          └──────────────────────┘
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DIRECTOR

CHIEF DEPUTY DIRECTOR

ADMINISTRATIVE SERVICES

ADULT SERVICES & ASSISTANCE PROGRAMS

FACILITIES SERVICES

HUMAN RESOURCES & CAREER DEVELOPMENT

STRATEGIC PLANNING & PUBLIC RELATIONS

PROGRAM COMPLIANCE

ADULT SERVICES

FINANCIAL & ADMINISTRATIVE SERVICES

ASSISTANCE PROGRAMS REGIONAL SERVICES

ADULT PROTECTIVE SERVICES

OPERATIONS & SPECIAL PROJECTS I

PROGRAM SUPPORT

INFORMATION TECHNOLOGY

OPERATIONS MANAGEMENT & SUPPORT SERVICES

OPERATIONS & SPECIAL PROJECTS II

IN-HOME SUPPORTIVE SERVICES

REGIONAL ASSISTANCE PROGRAM SERVICES

CHILDREN & FAMILY SERVICES

CalWORKs FAMILY SELF-SUFFICIENCY

INTERVENTION & PREVENTION SERVICES

FAMILY ASSESSMENT & SHELTER SERVICES

CalWORKs REGIONAL SERVICES

EMPLOYMENT & SUPPORT SERVICES

CONTINUING FAMILY SERVICES

PLANNING & PERMANENCY SERVICES

CalWORKs REGIONS

CONTINUING WELFARE TO WORK SERVICES

Operations Support

ELIGIBILITY & CONTRACT SUPPORT SERVICES

Foster Care Eligibility

Clients' Profiles Fact Sheet
Children Served by SSA

Orange County has a population of 798,699 children under the age of 18*. The population increased by .1% from FY 2005/06 to FY 2010/11; a decrease of 0.2% is projected for FY 2011/12. SSA provided one or more types of services and assistance to 231,150 children in June 2011. At any given time, approximately **1 out of every 3 child residents** of the County has contact with the Agency.

	PROGRAM	CLIENT CHARACTERISTICS	MONTHLY AVERAGE**	% OF COUNTY POPULATION	PERSONS PER POPULATION
1	Medi-Cal	Children who meet eligibility criteria for medical services, including those receiving other public assistance services.	212,331	26.58%	1 in every 4 children
2	CalFresh (Food Stamps)	Low-income children who meet legal residency, income and property limits, including CalWORKs recipients.	116,978	14.65%	1 in every 7 children
3	CalWORKs	Children who meet eligibility criteria, including legal residency, income and property limits and Welfare-To-Work requirements.	46,809	5.86%	1 in every 17 children
4	Child Abuse Registry (CAR)	24-hour hotline for reports of suspected child abuse/ neglect.	3,003	.38%	1 in every 266 children
5	Children in Foster Care/Relative Care	Children receiving services to reunite families, and children who cannot safely return home.	2,148	.27%	1 in every 372 children
6	Children in Their Own Homes	Children receiving child welfare services while in the home.	948	.12%	1 in every 843 children
7	In-Home Supportive Services (IHSS)	Children who are low-income, frail, disabled, and/or blind and who require and receive assistance with the activities of daily living (ADL).	1,520	.19%	1 in every 525 children
8	Orangewood Children and Family Center (OCFC)	Average daily population of children temporarily sheltered at OCFC.	78	.01%	1 in every 10,240 children
9	Adoptions	Children placed with adoptive parents.	24	.00%	1 in every 33,279 children

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* State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 2000–2050. Sacramento, CA, July 2007: 11/16/2011 most recent data with age breakdowns and multiyear projections; DOF expected to provide 2010 Census adjustments in 2012.
** Participants may be in more than one program at the same time.

Clients' Profiles Fact Sheet
Adults Served by SSA

Orange County has a population of 2,082,077 adults between the ages of 18 and 64*. The population grew by 6.5% from FY 2005/06 to FY 2010/11; continued growth of 0.8% is projected for FY 2011/12. SSA provided one or more types of services and assistance to 181,215 adults in June 2011. At any given time, **1 out of every 11 adults** in the County has contact with the Agency.

	PROGRAM	CLIENT CHARACTERISTICS	MONTHLY AVERAGE**	% OF COUNTY POPULATION	PERSONS PER POPULATION
1	Medi-Cal	Adults who meet eligibility criteria for medical services, including those receiving other public assistance services.	140,584	6.75%	1 in every 15 adults
2	CalFresh (Food Stamps)	Low-income adults who meet legal residency requirements and income and property limits, including CalWORKs recipients.	65,278	3.14%	1 in every 32 adults
3	CalWORKs	Adults who meet eligibility criteria, including legal residency, income and property limits, and Welfare-To-Work requirements.	11,190	.54%	1 in every 186 adults
4	In-Home Supportive Services (IHSS)	Adults who are low-income, frail, disabled and/or blind, and who require and receive assistance with the activities of daily living (ADL).	4,874	.23%	1 in every 427 adults
5	General Relief	Indigent adults who meet legal residency, income and property limits.	641	.03%	1 in every 3,248 adults
6	Adult Protective Services (APS)	Number of reports of suspected abuse/neglect received for adults who are physically and/or mentally disabled.	174	.01%	1 in every 11,966 adults
7	Refugee Cash Assistance	Clients with an Immigration and Naturalization (INS) classification of Refugee, Asylee or Trafficking Victim, and who meet program eligibility criteria.	101	.00%	1 in every 20,615 adults

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 * State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 2000–2050. Sacramento, CA, July 2007: 11/16/2011 most recent data with age breakdowns and multiyear projections; DOF expected to provide 2010 Census adjustments in 2012.

** Participants may be in more than one program at the same time.

Clients' Profiles Fact Sheet
Seniors Served by SSA

Orange County has a population of 361,916 seniors ages 65 and older*. The population grew by 14.4% from FY 2005/06 to FY 2010/11; continued growth of 3.5% is projected for FY 2011/12. SSA provided one or more types of services and assistance to 64,279 seniors in June 2011. At any given time, **1 out of every 6 seniors** in the County has contact with the Agency.

	PROGRAM	CLIENT CHARACTERISTICS	MONTHLY AVERAGE**	% OF COUNTY POPULATION	PERSONS PER POPULATION
1	Medi-Cal	Seniors who meet eligibility criteria for medical services, including those receiving other public assistance services.	50,227	13.88%	1 in every 7 seniors
2	CalFresh (Food Stamps)	Low-income seniors who meet legal residency requirements, and income and property limits, including CalWORKs recipients.	3,232	.89%	1 in every 112 seniors
3	CalWORKs	Seniors who meet eligibility criteria, including legal residency, income and property limits, and Welfare-To-work requirements.	8	.00%	1 in every 48,255 seniors
4	In-Home Supportive Services (IHSS)	Low-income seniors who are frail, disabled and/or blind and who require and receive assistance with the activities of daily living (ADL).	11,941	3.30%	1 in every 30 seniors
5	General Relief	Indigent seniors who meet legal residency, income and property limits.	15	.00%	1 in every 24,128 seniors
6	Adult Protective Services (APS)	Number of reports of suspected abuse or neglect.	430	.12%	1 in every 842 seniors
7	Refugee Cash Assistance	Clients with an INS classification of Refugee, Asylee, or Trafficking Victim, and who meet program eligibility criteria.	7	.00%	1 in every 51,702 seniors
8	Cash Assistance Program for Immigrants (CAPI)	Applications for legal non-citizens who are aged, blind and/or disabled but who are not eligible for Federal Supplemental Social Security Income due solely to their immigrant status.	45	.01%	1 in every 8,043 seniors

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* State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 2000–2050. Sacramento, CA, July 2007: 11/16/2011 most recent data with age breakdowns and multiyear projections; DOF expected to provide 2010 Census adjustments in 2012.
** Participants may be in more than one program at the same time.

SSA PROGRAM/SERVICE CHALLENGES AND STRATEGIES

Clients & Financial Perspectives

CHALLENGES	STRATEGIES
Recruitment of foster homes for sibling groups	• Evaluate the Quality Parenting Initiative as a potential model to adopt for Orange County. • Continue Faith In Motion efforts. • Continue coordinating with the Self-Evaluation and Research Team to drill down data-specific information to guide recruitment efforts and types of homes. • Use of college interns to bolster support to families.
AB 12 implementation and recruitment of placement resource types	• Identify County-licensed foster families/homes known to have cared for older teens historically. • Work with Youth Advisory Body and youth in Transitional Housing Program-Plus (THP+) and Transitional Housing Placement Program (THPP) to provide input on recruitment strategies.
Home-based care for children under the age of 5 years	• Recruit additional Emergency Shelter Homes (ESH) homes for children ages 0-5 years. • Recruit additional sibling homes willing to accept broad age range constellations of children and youth. • Accept technical assistance from the Casey Family Programs to increase fatherhood engagement and fathers as a resource.
Reduce length-of-stay (LOS) for children temporarily housed at Orangewood Children and Family Center (OCFC)	• Increase placement support services. • Incorporate focused staffings for children with special needs.
Unfunded Service Delivery Mandates	• Partner with the community on delivery of services. • Consolidate programs for more efficiency. • Evaluation & assessment of Best Practices.
Adult Protective Services (APS) is mandated to operate 24hr/7days and to respond to all new reports of abuse/neglect with an in-person investigation. If the elder or dependent adult is in imminent danger, the response must be made within 24 hours; other cases must be responded to within 10 days. Additionally, APS staff visit clients every 30 days when cases are active. There is an increase in the number of reports received and a decrease in staffing making it challenging for staff to meet mandates and to provide quality services.	• To meet the growing demand of reported abuse and neglect, one field social worker will be reassigned to the Registry to assist in answering the phone and taking reports. • Low-risk cases are assessed and documented over the phone by Senior Social Workers to allow time for urgent cases requiring face-to-face contact and assessments. • Continuous efforts are made to equalize the workload amongst staff. • Supervisors consult regularly with staff to assist them in working efficiently and closing cases in a timely manner. • A request to streamline the APS data base, which would increase efficiency, has been submitted to Information Technology.

SSA PROGRAM/SERVICE CHALLENGES AND STRATEGIES

Clients & Financial Perspectives (continued)

CHALLENGES	STRATEGIES
IHSS staff are responsible for conducting face-to-face assessments of need and eligibility for each In-Home Supportive Services (IHSS-see page 8) client at the time of application, and at least yearly thereafter. Payments are authorized to private care providers who are hired and supervised by each client or the client's guardian/authorized representative. The total number of active IHSS cases is over 20,000, which is challenging, as each worker has a caseload average of 338 clients. Frequent unfunded legislative changes and mandates provide additional challenges.	• Program Support and IHSS are working with the State to prepare for the Case Management, Information and Payroll Systems II implementation. The team meets weekly and is developing a training manual and guidelines that will assist staff with this transition. • Management and staff are working to identify additional streamlining measures to improve productivity as this program struggles with a lack of adequate resources.
Medi-Cal, CalFresh, and CalWORKs caseloads continue to increase while State and Federal allocations have not kept pace with growth (see pages 13-15). Changes in mandates to meet higher thresholds have also significantly increased the workload of staff.	• SSA maximizes resources by analyzing workforce utilization and service delivery. • To improve efficiency, SSA continues to restructure its organization and workflow of business operations. • In 2012, SSA will complete roll-out of the ASAP Service Center business model where the use of technology is maximized to further automate services while minimizing the impact of increased caseloads.
Operation Santa Claus (OSC) is a member of the Orange County Toy Collaborative and a Board of Supervisors approved toy collection and distribution for foster/underprivileged children. There has been a significant decrease in donations and monetary funding with an increased demand for services.	• Increased fundraising efforts. • Enhanced solicitation list to increase community, business and volunteer awareness of OSC's needs through SSA's annual solicitation brochure mail-outs. • Prepared solicitation brochure in-house and saved the cost of publishing and printing.

SSA PROGRAM/SERVICE CHALLENGES AND STRATEGIES
(Continued)

Internal Business Processes Perspectives

CHALLENGES	STRATEGIES
Operations Management provides supportive services to SSA Program Divisions and also directly to clients through Program Integrity, Contract Services and Research & Evaluation. Due to limited resources, work performance could result in increased risks, such as: work related error, limited ability to ensure that outcomes are tracked, analyzed and achieved, and limited ability to seek and acquire other sources of revenue (such as grants).	• Contract Services has streamlined work, improved financial and outcome tracking, and implemented technological improvements. • Research & Evaluation has expanded outcome tracking to additional programs, and increased use of a web-based portal to allow widespread distribution of reports, which is more efficient and cost effective than email or hard copy distribution. • Program Integrity implemented On-Base record imaging and longitudinal outcome reports designed to track data over time. An Overpayment Case Statistics system, developed by IT, was implemented to improve the assignment monitoring processes.
Due to a continuously declining budget and workforce, the Agency demand for automation and improved efficiency constantly increases. However, the IT Department must accommodate this persistent increase in demand for services despite having reduced resources to operate with.	In order to meet this challenge, the IT Department must constantly seek creative new ways to meet demands at the lowest total cost of ownership. This strategy requires ongoing reevaluation of existing solutions to ensure maximum efficiency and investigation of new technologies to enable more efficient and lower cost operations. Development of the technical infrastructure required to transition to the Service Center model of operations is one of the many examples of IT providing creative solutions which enable more efficient operations.

SSA PROGRAM/SERVICE CHALLENGES AND STRATEGIES
(Continued)

Learning and Growth Perspectives

CHALLENGES	STRATEGIES
Human Resources Career Development/Training (HRCD) provides training on specific topics required by SSA employees to enhance their skills and program knowledge, and ensure compliance with legislative mandates/new regulations. However, with the steady increase in workloads, staff's ability to attend off-site training is severely compromised.	• HRCD/TCD collaborated with the OC DA's office in the development of Fraud Refresher eLearning in FY2011/12. • TCD is committed to the ongoing development of eLearning, which is the most requested method of training delivery. • TCD continues to develop and deliver training that allows employees to remain in their workplaces, ultimately saving costs in mileage, travel time, and paper resources.
HRCD/TCD is challenged in encouraging employee career and professional development and in facilitating succession development, providing staff at all levels (non-supervisory, supervisory & management) development experiences vital to the future continuity and performance of SSA.	• HRCD/TCD provides supervisors and managers with opportunities to participate in Leadership Development and Executive Development programs. • HRCD/TCD launched a Career Advisory Program (CAP), which links employees with CAP Advisors. CAP will assist career growth by increasing an employee's qualifications for further opportunities.
HR is facing the challenge of attracting and retaining the "best and the brightest" people to fill vacancies within various class specifications that do not reflect the up-to-date business needs and requirements of the Agency. Outdated class specifications hinder efforts in areas of: recruiting; return to work; and, various other HR endeavors.	• HR will partner with County HR Department (HRD) and the recruitment task force in the County Outreach Program in their efforts to market the County and SSA as an employer of choice. • In collaboration with HRD, a review of SSA-specific class specifications will be performed to ensure the class specifications meet current, minimum qualification standards based on any recent changes in legislative mandates, education and/or licensing updates.

FY 2010/11 SSA HIGHLIGHTS OF ACCOMPLISHMENTS

Clients' Perspectives

- In FY 2010/11, the Orange County Grand Jury completed a review on the effectiveness of the Children and Family Services (CFS) Emergency Response Programs I and II. According to the report, even though the Emergency Response Programs "lost 22% of their staff over the past three years, the Grand Jury found the units to be well-managed and effectively meeting the needs of abused children and their families."

- CFS staff continue to work diligently toward meeting State and Federal Outcome Measures related to Safety, Permanency, Placement Stability, and Child Well-being. Most noteworthy, CFS met the Federal standard for avoiding recurrence of maltreatment and exceeded the Federal standard for timely adoptions by 8.5%.

- Although Orange County's 6-year collaboration with Annie E. Casey's Family-to-Family project has ended, CFS continues to sustain and expand its family-centered, community-based services through multiple ongoing strategy groups and community collaborations. Specialized projects continue with Family Resource Centers, Orange County's School Systems, parent mentors, and multi-ethnic groups.

- The CalWORKs Program continued to expand work opportunities for families in need in Orange County. Despite the fluctuating economy, the CalWORKs Welfare-To-Work (WTW) Program expanded its subsidized employment program in order to stimulate job placements for individuals working toward financial self-sufficiency. Currently, 244 WTW participants are employed with partnering private-sector employers.

- Operation Santa Claus (OSC), a collaborative member of the Orange County Toy Collaborative, received significant donations from community residents, community and faith-based organizations, schools, and businesses. With the help of 1,300 volunteers, the Orange County Toy Collaborative distributed over 200,000 gifts to 303 non-profit organizations that serve underprivileged children within Orange County. In addition, OSC provided over 41,000 gifts to foster children, relative caregivers, and children in need in Orange County. This project utilized 450 community and County volunteers, who donated over 3,468 hours.

- Through generous donations from the community and businesses in Orange County, Senior Santa & Friends was able to provide gifts to 2,500 low-income older adults and persons with disabilities. The items distributed most often are nutritional supplements and blankets. This program serves clients of the Orange County Social Services and Health Care Agencies and the Orange County Public Guardian's office.

Financial Perspectives

- During FY 2010/11, Contract Services negotiated and acquired Board of Supervisors' approval of 52 new and renewal contracts totaling $38,394,523, and monitored 330 financial and non-financial contracts totaling $80,509,454, with over 101,000 SSA clients and individuals receiving community-based services through contracted organizations.

- SSA Facilities Services renegotiated the lease at 23330 & 23340 Moulton Parkway in Laguna Hills saving $3.9 million over the term of the new five-year lease.

- Adult Services and Assistance Division staff collaborated with the Orange County District Attorney (DA) to create the In-Home Supportive Services (IHSS) DA Fraud Investigations program, through which 517 cases were investigated, and over $223,878 in overpayments were identified. Additional cost-savings of $981,595 were generated due to service reductions and terminations. Additionally, in 2010 the District Attorney's Office received 13,894 referrals of suspected fraud from other public assistance programs. The collaboration between SSA and the DA's Office resulted in a cost-avoidance of $18,837,245.

FY 2010/11 SSA HIGHLIGHTS OF ACCOMPLISHMENTS

Financial Perspectives
(continued)

- SSA implemented digital imaging of active and closed case files. Over 2.65 million cases have been imaged to date, making client files accessible to workers to support the new Service Center Model. Additionally, SSA was able to free building space to add 151 workstations to existing facilities, thereby avoiding the need for additional facilities, eliminating paper files in the warehouse, and reducing leased office and warehouse space for a total annual savings/cost avoidance of $1.7 million.

Internal Business Processes Perspectives

- Quality review of CalFresh (Food Stamps) reflected an error rate of only 1.42%, far below the State limit of 6%.

- Adult Services and Assistance Program staff completed digital imaging of all Medi-Cal, CalFresh, and General Relief cases (totaling over 9 million documents) within 5 months. Additionally, over 188,000 case files were imaged, including active CalWORKs/WTW cases, Program Integrity cases, Work Participation Review cases, and closed cases. This major accomplishment has resulted in enhanced customer service and case management practices by automating access to client case records via electronic storage and retrieval.

- SSA staff accepted Medi-Cal and CalFresh applications electronically, "on-line," through the Benefits CalWIN portal, thereby improving public access to benefits information. Agency employees reengineered business processes and incorporated new technologies to accommodate approximately 2,300 new applications per month. The Agency also continued to comply with strict State and Federal guidelines for meeting timeliness and accuracy standards by maximizing resources.

- The Agency implemented the Service Center, a new technology service delivery strategy, which enables SSA to meet strict State and Federal performance mandates. Ongoing Medi-Cal and CalFresh clients can call an 800 number to access eligibility Call Agents who answer clients' questions, make case changes as needed, and issue benefits. The Service Center implementation changed business strategy from a caseload to task-based management using an in-house developed technology which improved business efficiencies. The Service Center was recognized by the *Center for Digital Government's Best Practices Guide* for one of the best and most innovative business models in information technology.

Learning and Growth Perspectives

- In FY 2010/11, SSA employees completed over 110,000 required training hours necessary to deliver quality, effective services to support self-sufficiency, and to promote the safety and well-being of vulnerable children and adults.

- SSA was the first County agency to develop and implement a fully operational Return-to-Work and Transitional Work Assignment Program abiding by the regulations and compliance requirements imposed by State and Federal laws. As a result, modified duty-days increased by 95%; the number of staff on a leave of absence for 2 or more years decreased by 87%; and, there was an overall 31% reduction in lost work days.

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