

# Social Services Agency

## 2009 Business Plan



Courtesy Integrity Diversity Teamwork  
Efficiency Respect Creativity Fairness  
Thoroughness Compassion Initiative







**County of Orange  
SOCIAL SERVICES AGENCY**

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March 5, 2009

Dear Interested Stakeholder,

On behalf of the 4,000 employees of the Social Services Agency (SSA), I am pleased to present our bi-annual update of the 2009 Business Plan. This document demonstrates our commitment to share our goals and strategies to efficiently and effectively deliver social services to the residents of Orange County.

The bi-annual Business Plan process provides SSA the opportunity to reflect on our vision, mission and update the progress to meet our goals; refine our strategies and to assess and report outcomes and measure our performance. It also provides an important platform for detailed program planning and employee goal setting.

With the support of the Board of Supervisors, the County Executive Office, and with the commitment of our community partners, SSA will continue to review our business processes and explore new ways of providing services to successfully achieve our vision for Orange County residents to enjoy a safe and supportive environment that supports stability and self-reliance.

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

Please visit our website at [www.ssa.ocgov.com](http://www.ssa.ocgov.com) for more information about our programs and services.

Sincerely,

Ingrid Harita  
Director





# ORANGE COUNTY SOCIAL SERVICES AGENCY

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***“We must be the change we seek in the world”***

**--Mahatma Gandhi**



## Executive Summary

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



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

SSA administers a total budget of \$734 million in appropriations and \$667 million in revenues, with a Net County Cost of \$68.4 million. Approximately 91% of the Agency's budget is funded through Federal and State sources. SSA also has fiduciary responsibility for approximately \$2.2 billion in expenditures paid directly by the State to clients and service providers. SSA collaborates with its partners to optimize and leverage resources.

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

### **Vision**

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

### **Mission Statement**

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

### **Core Values:**

***Integrity · Fairness · Diversity · Compassion ·  
Respect · Courtesy · Teamwork · Initiative ·  
Thoroughness · Efficiency · Creativity***





## **Social Service Agency's Core Services**

SSA's core businesses protect children, seniors, frail and dependent adults, preserve families, lead families from dependency to self-sufficiency, and provide quality services. The County of Orange Social Services Agency is a dynamic organization that employs highly professional, compassionate staff to serve our clients, stakeholders, and the residents of Orange County. The Social Services Agency supports our mission to deliver quality services that are accessible and responsive to our community, encourage personal responsibility, and that strengthen individuals and families. Customer service is an Agency value and all clients and residents are treated with dignity, respect and in a culturally competent manner.

Our clients need assistance with basic living resources such as housing, furniture, food, and services, including counseling, parent education, and in-home services, that will assist them in becoming self-sufficient, healthy and nurturing families. We expect our staff to deliver these services in a prompt and professional manner.

Our stakeholders need, want and expect SSA to be a leader in the coordinated and innovative delivery of human services and create collaborative partnerships within the county and region to seek solutions that best assist our clients. They seek our support in obtaining grants and other funds in order to enhance service delivery to the community and to support preventative measures. Our stakeholders expect us to meet performance benchmarks and meet our goals and objectives. They expect us to always act with integrity and honesty, and to keep the needs of the community at the forefront of our long-term planning and service delivery models. They want us to develop and create ways that maximize resources by creatively seeking Federal, State, and grant dollars for services.

Orange County residents need SSA to collaborate with other County agencies and regional entities to seek solutions to eliminate abuse and neglect, foster self-sufficiency, and ensure the timely issuance of benefits to the families we serve in a professional and supportive environment. Residents need all the County agencies and regional entities to work collaboratively to seek solutions to the issues within our communities. Orange County residents desire a community that is safe and productive and want SSA to provide services that are cost effective, successful, and address the issues of abuse and neglect in our County. Residents expect the prevention of fraud, accurate, timely services and accountability for the administration of benefits in all of our programs. It is SSA's intent that what we do supports our vision that all Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.



**Department 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.*

**Scorecard Service Areas:**

1. *Encourage personal responsibility*
2. *Strengthen individuals, preserve families*
3. *Protect vulnerable adults and children*
4. *Deliver quality services that are accessible and responsive to the community*

**Core Services:**

1. To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.
2. To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.
3. To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.
4. To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.



## Section I. Agency Overview

The County of Orange Social Services Agency (SSA) employs over 4,000 dedicated and hard working staff. SSA administers Federal, State, and County social service programs that protect children and adults from abuse or neglect; enable the elderly and disabled to remain in their homes rather than being institutionalized; move eligible families from dependency to self-sufficiency; and, provide benefits for eligible Cal-WORKs, Food Stamps, Refugee Cash Assistance, General Relief, and Medi-Cal recipients.

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

### Adult Services

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

#### Adult Protective Services

The role of Adult Protective Services (APS) is to protect elderly and disabled adults from abuse and neglect. Adults 65 years of age and over or dependent adults ages 18 to 64, who are physically, emotionally, and/or developmentally disabled, may find themselves as a victim of abuse, mistreatment, and/or neglect.

#### Types of Abuse or Neglect May Include:

<p><b>General Neglect</b></p> <ul style="list-style-type: none"> <li>Abandonment</li> <li>Deprivation of basic needs: water, food, housing, clothing, or medical care</li> </ul>	<p><b>Self Neglect</b></p> <ul style="list-style-type: none"> <li>Unable or unwilling to care for self</li> <li>Unable or unwilling to provide for self</li> <li>Unable or unwilling to protect self</li> </ul>
<p><b>Physical Abuse</b></p> <ul style="list-style-type: none"> <li>Hitting</li> <li>Pushing</li> <li>Causing unnecessary pain</li> <li>Intentional misuse of medication</li> <li>Causing injury</li> <li>Unauthorized restraint</li> </ul>	<p><b>Sexual Abuse</b></p> <ul style="list-style-type: none"> <li>Inappropriate exposure</li> <li>Inappropriate sexual advances</li> <li>Inappropriate sexual contact</li> <li>Sexual exploitation</li> <li>Rape</li> </ul>
<p><b>Emotional or Verbal Abuse</b></p> <ul style="list-style-type: none"> <li>Humiliation</li> <li>Threats of harm or abandonment</li> <li>Isolation</li> <li>Non-communication</li> <li>Intimidation</li> </ul>	<p><b>Financial Abuse</b></p> <ul style="list-style-type: none"> <li>Undue influence to change legal documents</li> <li>Misuse of property</li> <li>Theft or embezzlement</li> </ul>

National studies indicate that about ten percent of older adults are victims of some type of abuse, although only one in 14 cases is reported. Orange County receives over 6,000 reports of suspected elder abuse annually.



**In-Home Supportive Services**

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

Using guidelines developed by the California Department of Social Services, a social worker assesses the need for in-home care based on the individual’s medical condition, living arrangement, and assistance provided by family, friends, or available community services. The needs assessment determines which services are authorized. Medical service providers are often consulted about medical issues and needs. IHSS includes a wide range of services to assist individuals with the activities of daily living and to continue to reside safely at home.

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

*IHSS Services May Include:*

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

**Multipurpose Senior Services Program**

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

**Assistance Programs**

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

**Medi-Cal Program**

The Medi-Cal program provides adults, families and children access to healthcare services that are either free or at a low cost. To be eligible for Medi-Cal, an individual or family must meet asset, income, institutional status, residence, and citizenship/alien requirements and these requirements vary based on the category under which a person is eligible.

**Medi-Cal Public Assistance Categories:**

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

- Supplemental Security Income / State Supplementary Program (SSI/SSP)
- California Work Opportunity and Responsibility to Kids Program (CalWORKs)
- Refugee Cash Assistance (RCA)
- Foster Care or Adoption Assistance
- In-Home Supportive Services (IHSS); however, eligibility is not automatic



Other Medi-Cal Eligible Categories:

- Children under 21 years of age.
- Persons 65 years of age or older.
- Persons who are blind or disabled, including working disabled persons.
- Persons receiving care in a skilled or intermediate care facility.
- Pregnant women.
- Certain adults between 21 and 64 years of age if they have minor children living with them.
- Persons with certain chronic conditions such as tuberculosis or kidney dialysis.
- Certain refugees, asylees, Cuban/Haitian entrants.

**Food Stamp Program**

The Food Stamp Program provides food security to adults, families and children. The Food Stamp Program is a Federal nutrition program to help eligible low-income households obtain enhanced nutrition.

Food Stamp Program Requirements:

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

**General Relief**

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

**Medical Services Initiative**

SSA is under a contract with the Health Care Agency to administer eligibility for the Medical Services Initiative (MSI) program. The eligibility criteria is similar to the California Medi-Cal program except that MSI uses an income cap of 200 percent of the Federal poverty level and there is no share of cost. MSI services are provided through an agreement with the County of Orange and contracted hospitals and community clinics. The MSI program is available to persons not otherwise eligible for Medi-Cal or other health programs who lack the means and ability to pay for primary preventive medical needs, emergency services, and provide for necessary prescribed medications.

**Child Welfare Services**

The Children and Family Services Division (CFS) provides services designed to protect children from abuse and neglect and assist families. SSA staff and community partners work to strengthen and stabilize families in order to create an environment where children are free from abuse in permanent nurturing homes.



The Child Abuse Registry receives over 41,000 reports of suspected child abuse annually. Allegations may include physical, sexual, and/or emotional abuse; caregiver incapacity; neglect; abandonment; and the exploitation of children. Children are placed into protective custody when there are substantiated charges of abuse or neglect and it is not safe for them to remain at home. Orangewood Children's Home and Emergency Shelter Foster Homes provided temporary shelter for over 1,350 victimized children during FY 2007/08. After an assessment of the family's situation and review by the Juvenile Court, the child is either sent home under supervision or placed in out-of-home care. Children may be placed with a relative, a non-related extended family member, a foster family, or in a group home.

Types of Child Abuse or Neglect May Include:

<p style="text-align: center;"><b>Physical Abuse</b></p> <ul style="list-style-type: none"> <li>• Non-accidental bruises</li> <li>• Non-accidental burns</li> <li>• Non-accidental abrasions and/or lacerations</li> <li>• Non-accidental bite marks</li> <li>• Non-accidental blunt force trauma</li> <li>• Non-accidental head injuries</li> </ul>	<p style="text-align: center;"><b>Neglect</b></p> <ul style="list-style-type: none"> <li>• General neglect, such as failure to provide adequate food, clothing, shelter, medical care, or supervision</li> <li>• Severe neglect, such as severe malnutrition, failure to thrive, or, failure to seek urgently needed medical treatment and/or failure to administer medication as prescribed in the absence of specific tenants of a recognized church or religious denomination</li> </ul>
<p style="text-align: center;"><b>Sexual Abuse, Assault, and/or Exploitation</b></p> <ul style="list-style-type: none"> <li>• Any inappropriate sexual contact</li> <li>• Rape</li> <li>• Incest</li> <li>• Sodomy</li> <li>• Oral copulation</li> <li>• Child molestation</li> <li>• Penetration</li> <li>• Pornographic/internet exploitation</li> </ul>	<p style="text-align: center;"><b>Other</b></p> <ul style="list-style-type: none"> <li>• Death of another child in the home through abuse or neglect</li> <li>• Abandonment/caretaker absence</li> <li>• A child's sibling has been abused or neglected, and there is a substantial risk that the child will be abused or neglected</li> <li>• Willful cruelty and failure to protect from willful cruelty by parent or guardian to protect a child when there has been abuse or cruelty in the home</li> </ul>
<p style="text-align: center;"><b>Emotional Abuse</b></p> <ul style="list-style-type: none"> <li>• Serious emotional damage as a result of the conduct of the parent or guardian.</li> <li>• Serious emotional damage as a result of no parent or guardian capable of providing appropriate care.</li> </ul>	

Reunification services are offered in the majority of CFS cases. Social workers make every effort to maintain children in their own homes. When reunification is not possible, a permanent plan is developed for the child. Foster and adoptive families are urgently needed to provide a safe and nurturing home for a variety of children from diverse ethnic and cultural backgrounds, and children who may have language and/or special medical needs. Families able to care for sibling sets are also in great demand.



Adoption staff carefully evaluate and match families with children who need permanent homes, in some cases when termination of parental rights occurs, and in many more cases, at the time it is determined that reunification with the child's birth family is unlikely.

On average, there are 3,045 children in out-of-home care receiving family reunification or permanent placement services in any given month in Orange County. Of those children in placement:

- 49% Resided in homes with relatives or guardians
- 28% Resided in licensed county foster homes or Foster Family Agency homes
- 14% Resided in another court-ordered Setting
- 9% Resided in Group Homes

CFS' System Improvement Plan (SIP), approved by the Orange County Board of Supervisors, represents a commitment to specific, measurable improvements in outcomes for children. SIP implementation in Orange County included the launching of innovative services such as expansion of Wraparound, Team Decision Making and the First Step Assessment Center. The focus of these programs is to divert children from congregate care; to reduce the number and duration of placements for children; and safely reunify children and their families in a timely manner.

The CFS Division has been an Annie E. Casey, Family-to-Family site since June 2003. The Family-to-Family guiding principles are as follows:

- Build community partnerships
- Recruit, train and support foster parents and relative caregivers
- Support Team Decision Making (TDM)
- Engage in continuous self-evaluation

SSA is committed to providing innovative and high quality Child Welfare Services. These principles are accepted nationally as best practices in child welfare services and are considered to be strength-based.

### ***California Work Opportunity and Responsibility to Kids (CalWORKs )***

The role of the CalWORKs program is to protect families by ensuring a stable environment that creates employment and self-sufficiency. The CalWORKs Program provides cash benefits for families when one or both parents are absent, disabled, deceased, or unemployed. The SSA Family Self-Sufficiency Division administers the CalWORKs program, in accordance with State and Federal regulations. Time on aid is limited to 60 months in a lifetime for adults, unless exempt.

Most adult recipients are mandated to participate in the Welfare-to-Work (WTW) Program, which is designed to help families become stabilized and economically self-sufficient. WTW provides a wide range of services to support families working towards this goal. All adults enrolled into the CalWORKs program are required to develop an action plan and work a required number of hours. Additionally, participants engage in approved activities with specified hours.

When participating in the CalWORKs WTW, eligible individuals may have their child care expenses paid directly to an approved childcare provider. Assistance may also be available to support all approved WTW activities, with the goal of each client to obtain employment.



*An individual's Welfare-to-Work Plan May Include Participation in Any of the Following Activities:*

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

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

**Administrative Services**

The role of the Administrative Services Division is to support the vision and mission of the Social Services Agency to ensure all of our programs and services are efficiently and effectively implemented. The services delivered by the program divisions of SSA are supported by the work of staff in the Administrative Services Division. Responsibilities of the Division include:

- Providing fiscal oversight to develop and implement the County's largest and most complex budget and account for operational expenditures, assistance payment benefit issuances, collection activities, and claiming reimbursements.
- Meeting the Agency's long term and strategic recruitment, retention, hiring, and employee relations needs.
- Ensuring appropriate training and career development of all SSA employees and specific community service partners to help meet with Agency mandates.
- Developing and maintaining over 76 automated case management systems and technology applications and providing help desk support for technical and application business users.
- Coordinating legislative analysis, strategic planning, emergency shelter operations, community charitable giving events, public information and communications and conducting research on caseload trends, performance measures, and outcomes.
- Designing and developing new automated systems that improve and enhance tracking, processing, and accountability.

Administrative Services supports the continued delivery of quality social services that are accessible and responsive to the community. SSA employs over 4,000 staff and indirectly employs approximately 89 full-time accounting staff through the Auditor-Controller's Department. In addition, SSA has over 104 non-financial agreements and over 241 contracts with government, educational institutions, private sector for-profit, non-profit, community-based and faith-based organizations that employ staff to assist in providing social services.



## Section II. Operational Plan

### A. Environment

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

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

### Client Profile

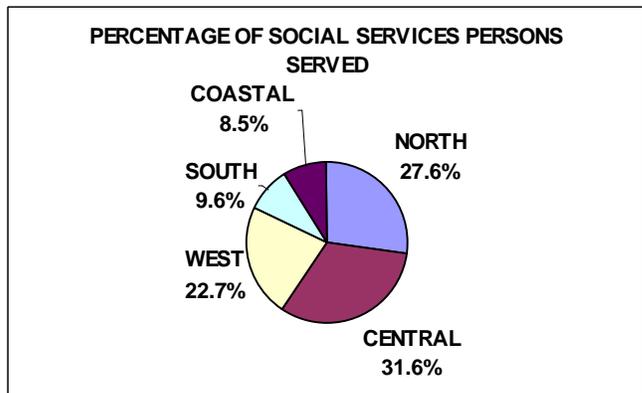
Orange County has a population of 3.1 million people. The population grew by 5% from FY 2002/03 to FY 2007/08 and continued growth is projected for FY 2008/09. SSA provides one or more types of services and assistance to an average of 365,382 persons and their families each month. At any given time, approximately 1 in 9 residents of the County has contact with the Agency.

Clients have diverse backgrounds and ethnic origins. SSA Training and Career Development staff has participated in specialized cultural diversity and sensitivity training and conducts in-house training on these topics to Agency staff. SSA is committed to the delivery of multi-culturally sensitive and competent services to the community.

Of the total population, 23.7% of Orange County residents reside in the North region, 19.1% in the Central region, 15.6% in the West region, 25.4% in the South region, and 16.2% in the Coastal region. The need for social services is most heavily concentrated in the Central and North regions of the County, and our larger offices are located accordingly. SSA continues to collaborate with the County's Homeless Coordinator, Health Care Agency, and Housing and Community Services Department as well as, cities and nonprofit agencies to provide greater outreach efforts in the areas with greater need.

The following chart shows the geographical distribution of SSA clients served in FY 2007/08. In addition to the cities listed, SSA provides services to various unincorporated areas, known as County islands, located within each geographic area.

<b>North:</b>	Anaheim, Brea, Fullerton, La Habra, Placentia, Yorba Linda
<b>West:</b>	Buena Park, Cypress, Garden Grove, La Palma, Los Alamitos, Stanton, Westminster
<b>South:</b>	Aliso Viejo, Dana Point, Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, San Juan Capistrano
<b>Coastal:</b>	Costa Mesa, Fountain Valley, Huntington Beach, Newport Beach, Seal Beach





### ***Profile of Children Served By SSA***

Orange County has a population of 800,820 children under the age of 18. The population grew by 1.5% from FY 2002/03 to FY 2007/08 and a slight decrease of .04% is projected for FY 2008/09. SSA provides one or more types of services and assistance to an average of 188,062 children each month. At any given time, approximately one out of every four child residents of the County has contact with SSA.

### ***Profile of Adults Served By SSA***

Orange County has a population of 2,001,296 adults between the ages of 18 and 64. The population grew by 5.5% from FY 2002/03 to FY 2007/08 and continued growth of 1.4% is projected for FY 2008/09. SSA provides one or more types of services and assistance to an average of 122,421 adults each month. At any given time, 1 out of every 16 adults of the County has contact with SSA.

### ***Profile of Seniors Served By SSA***

Orange County has a population of 331,911 seniors age 65 and older. The population grew by 11.2% from FY 2002/03 to FY 2007/08 and continued growth of 3% is projected for FY 2008/09. SSA provides one or more types of services and assistance to an average of 54,899 seniors each month. At any given time, one out of every six seniors of the County has contact with SSA.



## Challenges

**Fiscal Forecast** The Social Services Agency is legislatively mandated to administer and provide a number of human service programs to our residents. Our cost of doing business for these numerous programs has remained at 2001 cost levels, and has led to a growing funding disparity, which has been exacerbated by increasing performance standards and related fiscal sanctions if such standards are not met. We continually and carefully review our budget and operating costs to ensure we maximize the dollars we receive and operate our programs as efficiently as possible. In addition, the implication of expected State and Federal budget cuts on local agencies such as SSA will further limit our ability to meet the needs of our clients. A reduction in County spending will also limit our Agency's ability to draw down State and Federal resources at the same funding and service level that we are currently providing. As an Agency, we are expected to plan for spending reductions while ensuring that we provide the best quality services to our clients and their families. This directly impacts our ability to meet our mandates in a cost effective and efficient manner even as we are required to maintain the same level of service. During times of economic downturn, SSA has found we serve more residents and their families in the County. In short, we are expected to meet our mandates and do more with less dollars. SSA plans to address this issue through working with our professional advocacy organizations to ensure we maximize our funding through the State Budget process as well as any opportunity to recoup funding to support our costs of doing business.

**TANF Reauthorization** The challenge of meeting inconsistent performance targets within the regulations issued by State and Federal Government for the Temporary Assistance for Needy Families (TANF) is difficult. The Federal TANF Reauthorization in 2005 has impacted the CalWORKs Welfare-to-Work program significantly by requiring full participation for 50% of all individuals who are eligible to work. This change resulted in adding populations into the requirement that were previously not considered, including many adults in which the children were the sole recipients of assistance. Reauthorization also imposed very specific parameters on what activities were allowable, and how those activities must be verified. These Federal requirements have created challenges across the state, as clients are participating and following the guidelines. In addition, the State regulations do not mirror the Federal regulations, and the inability to track activities if full participation is not reached is a huge hurdle that all California counties face. The current participation rate will not be met statewide and could result in fiscal sanctions that are ultimately passed down to the county. SSA relies on the California Welfare Director's Association and other associations to effectively communicate the complicated issues surrounding CalWORKs and how California implements TANF, and seeks legislative solutions to improve the system.

**Synchronization of Automated Systems** SSA actively participates in State, regional and local committees and workgroups to identify systems needs and to educate and collaborate with internal and external stakeholders to influence system designs to ensure our clients receive timely and cost effective services. SSA is continually challenged by external changes to our automation system that support our programs and operations. SSA works tirelessly to ensure the timely automation of changes to facilitate county compliance with regulatory changes and complying with mandated performance measures.

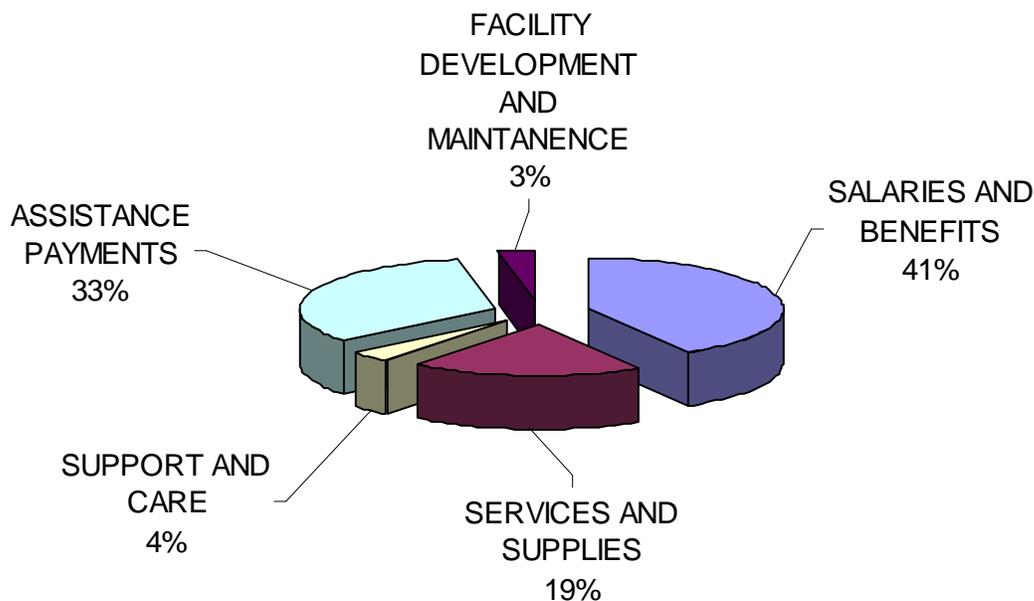
**Foster Parent Recruitment** Finding caring, nurturing families to provide temporary shelter, food, guidance and support to children in the foster care system has been an on-going challenge for the Agency. Nationally, there has been a decline in the number of interested families who become foster and/or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



**Resources**

The Agency's total fiscal and fiduciary responsibility is approximately \$2.2 billion annually. The Federal and State governments fund approximately 91% of SSA's budget. SSA administers a total budget of \$734 million in appropriations and \$667 million in revenues, with a budgeted Net County Cost of \$68.4 million. Budget units include an operations budget; assistance payment budgets; a facility development and maintenance budget; In-Home Supportive Service Public Authority budget; SSA Donations and Fees; SSA Wraparound; and the Santa Ana Regional Center Lease Conveyance.

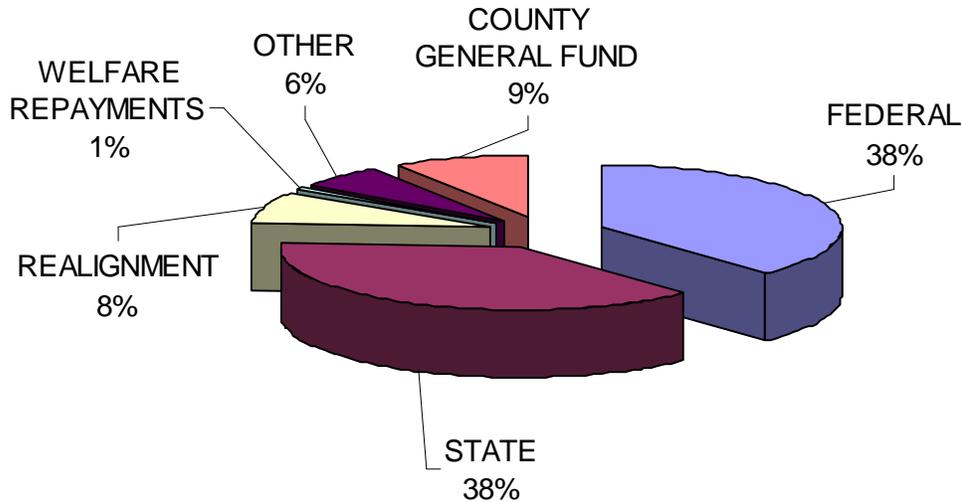
**FY 2008/09 Appropriations**



SSA strives to fully maximize all Federal and State program funding allocations and continues to explore methods to leverage funding in support of optimizing resources for providing services to clients. Mandated Federal program funding flows first to the State and subsequently to the counties. A State participation requirement is usually necessary to obtain Federal funding. A portion of the State's "matching funds" or maintenance of effort requirement may be passed on to the counties. General Relief is the only SSA program that is mandated by State law, but funded entirely with County funds.



### FY 2008/09 Revenues



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

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

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

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



**B. Action Plan**

The Agency’s commitment to residents of Orange County is to meet or exceed State and Federal program performance mandates for providing social services. Agency staff work collaboratively with our partners to meet the Agency’s mission through the provision of cost effective and efficient services, and to actively support the County’s Strategic Financial Plan and Budget. The following highlights SSA’s four Strategic Goals and the status to achieve the Agency’s performance measures.

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

- Number of adult abuse reports received from financial institutions.
- Percent of child welfare services performance measures that exceed the State outcome target with emphasis on safety, permanency, stability and well-being.

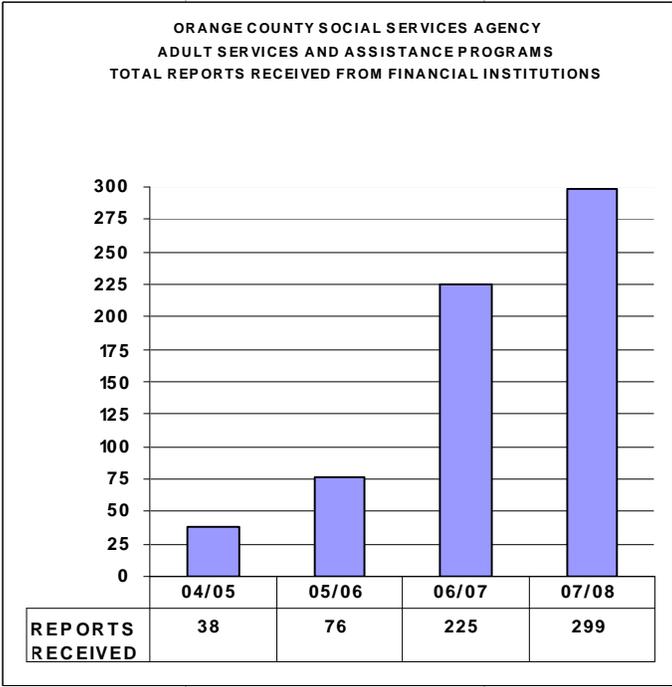
**ADULT PROTECTIVE SERVICES FINANCIAL ABUSE REPORTING**

**Performance Measure:** Number of adult abuse reports received from financial institutions.

**What:** Measurement depicts cumulative number of adult abuse reports received from financial institutions.

**Why:** The ability to preserve assets is the difference between preserving quality of life or facing severe hardship.

FY 2007/08 Results	FY 2008/09 Plan	FY 2008/09 Anticipated Results	FY 2009/10 Plan	How is SSA Doing?
<p>In FY 2007/08, a total of 299 reports were received from financial institutions compared to 225 in FY 2006/07. This 33% increase is more than four times the overall rate of growth (8%) in this program.</p>	<p>SSA will continue to respond to training requests from financial institutions about their responsibility to report suspected financial abuse.</p>	<p>SSA anticipates the number of reports from financial institutions will grow at about the same rate as the overall program.</p>	<p>Adult Protective Services (APS) will continue to collaborate effectively with financial institutions to facilitate their compliance with regulations.</p>	<p>SSA, through APS, responds to reports of elder and dependent adult abuse and exploitation, much of which is financially motivated. Effective January 1, 2007, SB 1018 required all financial institution’s employees to be “mandated reporters” of financial elder and dependent adult abuse. SSA is required to provide outreach and work collaboratively with all financial institutions in Orange County. The rapid growth in the number of reports received from financial institutions is a reflection of the success of this outreach.</p>



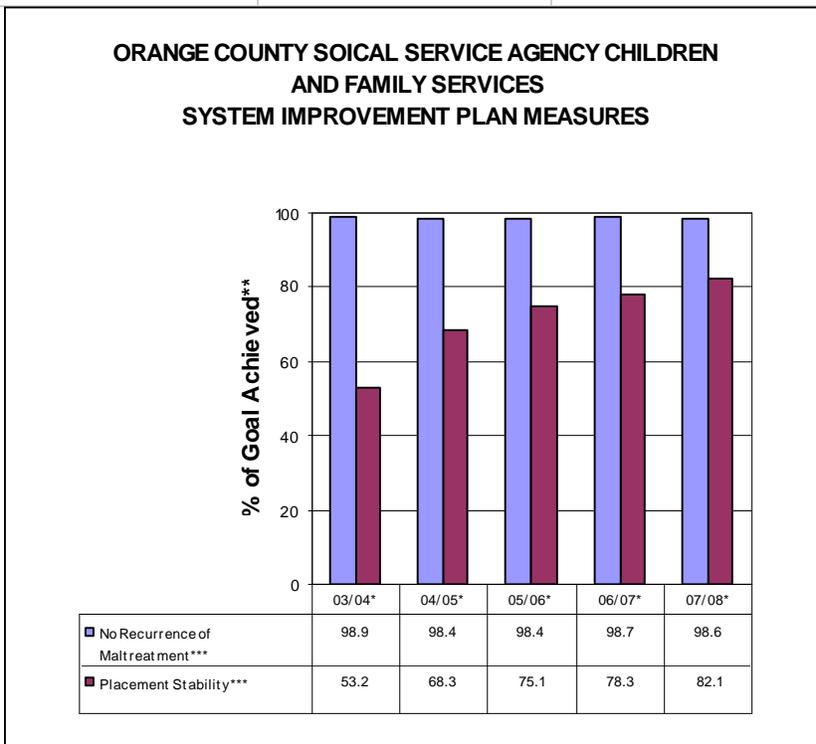


### CHILD WELFARE SERVICES

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

**What:** Percent of child welfare services performance measures that exceed the Federal outcome target.

FY 2007/08 Results	FY 2008/09 Plan	FY 2008/09 Anticipated Results	FY 2009/10 Plan	How is SSA Doing?
SSA consistently performs within 98% or higher for the Federal target rate for child safety through its efforts to increase the number of children who do not experience a recurrence of abuse or neglect. In addition, SSA shows consistent improvement in its ability to maintain children who require out of home care in stable placements and is within 82% of the Federal Performance Measure target .	SSA is completing the second year of a three-year System Improvement Plan (SIP) designed to improve and guide practice as well as focus efforts on meeting and exceeding State performance standards and outcome measures.	SSA expects continued improvement in child welfare services outcomes. Once new State goals have been established, current forecasts indicate SSA will continue to meet or exceed the goals for No Recurrence of Maltreatment, Placement Stability, and Permanency outcomes for children.	SSA's Children and Family Services Division will continue with implementation of the Family-to-Family initiative, with a strong focus on family and community collaboration.	Through strategies outlined in the SIP and collaboration with partner agencies and community organizations, safety and permanency outcomes for SSA children will continue to be achieved.



\*All data is based on a 12 month study period that reflects April-March.

\*\* The percent of goal achieved relative to the federal standard defined for each measure.

\*\*\* Recurrence is tracked for 6 months. Placement stability is a weighted composite of 3 indicators tracking % of children with 2 or fewer placements within 12 months, within 24 months, and 24 or more months.



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

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

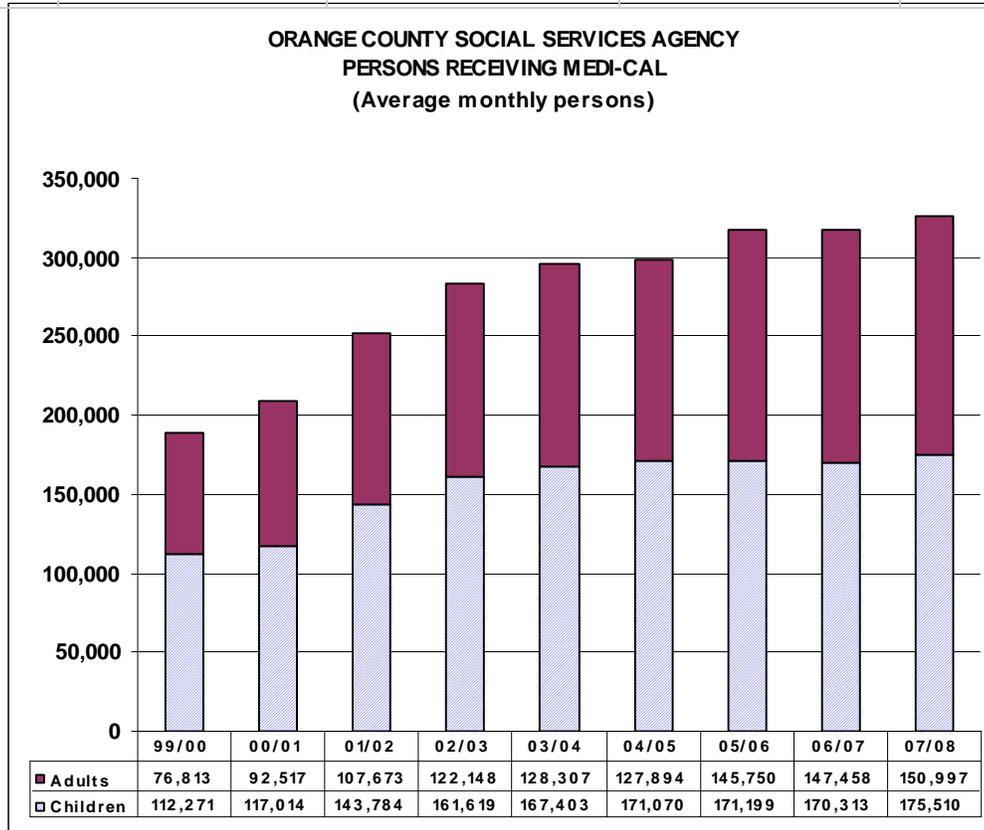
**MEDI-CAL COVERAGE**

**Performance Measure:** Number of adults and children with Medi-Cal coverage.

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

**Why:** Monitoring persons served by this program alerts us to the medical requirements of needy families.

FY 2007/08 Results	FY 2008/09 Plan	FY 2008/09 Anticipated Results	FY 2009/10 Plan	How is SSA Doing?
The monthly average number of persons with Medi-Cal coverage was 326,506. Medi-Cal enrollment numbers increased 3% (8,735 persons) compared to the average monthly caseload from the prior fiscal year.	SSA will continue activities to maintain Medi-Cal participation, maintaining existing collaborations, and explore innovative practices and partnerships to leverage resources.	Given the current economic climate, SSA will maintain Medi-Cal outreach and retention activities, where possible, to maintain the Medi-Cal participation rates.	SSA will continue activities to maintain existing collaborations, and explore innovative practices and partnerships to leverage resources and sustain program integrity.	With the support of the Board of Supervisors, SSA expanded its outreach efforts to enroll uninsured children and families. This outreach, coupled with existing collaborative projects and business process enhancements has expedited application processing, and has resulted in continued coverage for those determined eligible.





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

- Percent of CalWORKs participants fully engaged in employment, education and/or service activities.

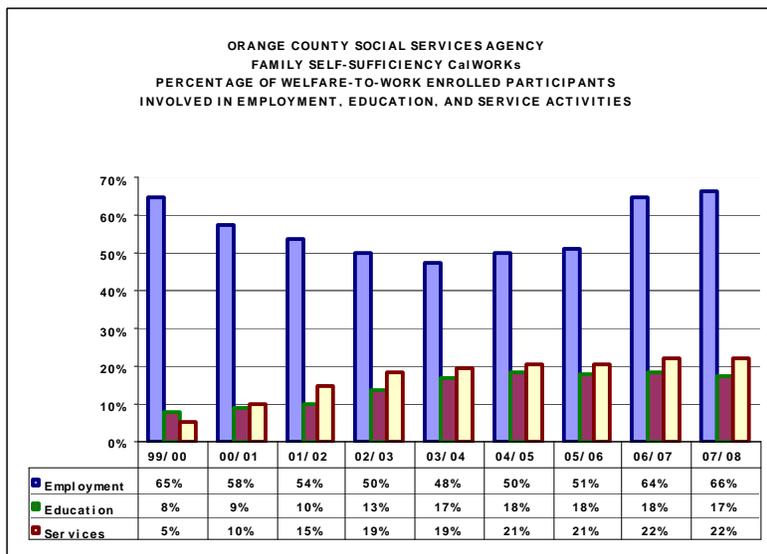
**CalWORKs**

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

**What:** The movement of participants toward employment and economic self-sufficiency.

**Why:** Welfare reform laws stress client self-sufficiency and personal responsibility through employment.

FY 2007/08 Results	FY 2008/09 Plan	FY 2008/09 Anticipated Results	FY 2009/10 Plan	How is SSA Doing?
In 2007, the average monthly percentage of Welfare-to-Work (WTW) participants enrolled in employment activities was 66%, in educational activities 17%; and, in services 22%. Participants could enroll in more than one activity at a time.	SSA's approach to addressing improved recipient participation and improved outcomes for Federal and State mandates include three primary areas: client engagement and case management improvement; data collection to maximize performance outcomes; and a focus on a quality assurance model, including staff accountability measures.	It is anticipated that client engagement will increase as a result of full implementation of identified strategies as well as continuous evaluation of best practices and lessons learned. In response to newly enacted Federal requirements, all California counties are required to enter into Federal Work Participation improvement plans. SSA's goals are as follows: from the baseline of Federal Fiscal Year (FFY) 2007 first quarter-ending performance (28%), improve three percentage points by FFY ending 2007 (to 31%) and six points (to 34%) by FFY ending 2008.	SSA will continuously monitor the effectiveness of new and expanded strategies. An expanded system of electronic data collection and reporting will be developed to create tools to assist front-line staff to manage their caseloads and to assist administrative staff to monitor outcomes, trends, and program developments.	The rate at which WTW participants are enrolled in employment, education and service activities are critical performance measures for assessing compliance with Federal and State program mandates. The Federal Work Participation mandate for California is estimated to be 43.2% for FFY 2008 (50% less caseload reduction credit of 6.8%). SSA's performance to date for FFY 2008 is 32.4%.





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

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

**ADMINISTRATIVE SERVICES**

**Performance Measure:** Number and types of services provided to Orange County residents.

**What:** The percentage of client who received services and/or assistance in all programs

**Why:** To monitor the results of all mandated human services.

FY 2007/08 Results	FY 2008/09 Plan	FY 2008/09 Anticipated Results	FY 2009/10 Plan	How is SSA Doing?																		
<p>The percent of Orange County residents served in FY 2007/08 has moderately increased relative to the prior fiscal year by 4.45%</p>	<p>SSA will continue to ensure resources and training are made available for all of our employees and contracted service providers to maintain an understanding and sensitivity in dealing with people of diverse cultural backgrounds.</p>	<p>Through these combined efforts, we anticipate that our ability to serve all eligible Orange County residents will continue.</p>	<p>SSA will continue with activities to increase participation for all programs, and explore innovative practices and partnerships to leverage resources to ensure Orange County residents receive culturally competent services.</p>	<p>Through the combined efforts of all divisions, SSA provided services and/or assistance to an average of 365,382 Orange County residents each month in FY 2007/08. During this same time period, a monthly average of 188,062, or one in four children under age 18, received services and/or assistance.</p> <p>Medi-Cal, CalWORKs, and Food Stamps assistance accounted for the largest volume of services provided to children. A smaller percent of children received child welfare services. A monthly average of 122,421 (one in sixteen) adult residents 18 through 64 years of age, were served and a monthly average of 54,899 (one in six) adults age 65 or more years of age, received services or assistance for the same period. Medi-Cal and Food Stamps accounted for the largest volume of services provided to adults, 18 through 64 years of age.</p>																		
<div style="text-align: center;"> <p><b>ORANGE COUNTY SOCIAL SERVICES AGENCY % OF COUNTY RESIDENTS SERVED</b></p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th></th> <th>00/01</th> <th>01/02</th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> </tr> </thead> <tbody> <tr> <td><b>% RESIDENTS</b></td> <td>7.6%</td> <td>9.0%</td> <td>10.0%</td> <td>10.3%</td> <td>10.3%</td> <td>10.7%</td> <td>11.3%</td> <td>11.7%</td> </tr> </tbody> </table> </div>						00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	<b>% RESIDENTS</b>	7.6%	9.0%	10.0%	10.3%	10.3%	10.7%	11.3%	11.7%
	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08														
<b>% RESIDENTS</b>	7.6%	9.0%	10.0%	10.3%	10.3%	10.7%	11.3%	11.7%														



## **Strategies for Fiscal Year 2009**

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

The following strategies were developed with the input of all SSA Divisions to embrace the achievement of the Agency's vision, mission, and goals and to support the priorities of the Board of Supervisors, as outlined in the Strategic Financial Plan and approved budget. The following 2009 strategies have an expected completion date of December 30, 2009.

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

Continue to implement strength-based practices to increase the percentage of families who reunify within 12 months; increase the percentage of children experiencing no more than two out-of-home care placements in the first 12 months in foster care, decrease the percent of cases with a substantiated referral that had another substantiated referral within six months, and increase the percent of adoptions finalized within 24 months.

Continue implementation and expansion of the Differential Response pilot for Child Abuse Reports (CAR) that involve mutual clients with CalWORKs.

Implement and improve collaborative Linkages program efforts among CalWORKs and Children and Family Services clients, ensuring that child safety and family well-being are priorities.

Evaluate outcomes and effectiveness of Prevention Services Program, which utilizes a CalWORKs version of the Structured Decision Making Tool, including family acceptance and disclosure issues.

Promote and maintain Strength-Based practices and motivational interviewing techniques to ensure staff develop and maintain skills necessary to maximize participant engagement in WTW services and activities.

Ensure the availability of effective contracted services to support child abuse prevention and protective services.

Develop the Tustin Family Campus, a multi-service residential campus scheduled to open in Spring of 2009.

Protect vulnerable elderly and dependent adults through the provision of timely Adult Protective Services.

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

Collaborate with community partners and within SSA to conduct Medi-Cal outreach and to implement strategies to improve benefit retention.

Ensure that Medi-Cal client benefits are determined and issued within the established time frames.

Monitor Food Stamp accuracy and take necessary corrective action to maintain the Agency's high accuracy rate.

Ensure that quality control case reviews for Food Stamps are completed within mandated timelines.

Assist vulnerable elderly and disabled adults/children through provision of timely In-Home Supportive Services.

Continue to lead successful volunteer activities such as Operation Santa Claus and Toys for Tots campaigns to support through dollars raised and toys received for Orange County's disadvantaged children and families.



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

Provide CalWORKs parents with the opportunities and support to obtain adequate jobs and to retain employment by working with staff and service contractors in developing innovative practices for improved client engagement and sustained employment.

Build on One-Stop and Workforce Investment Board employment strategies by being proactive with private industry, including engaging local employers in SSA job fairs.

Evaluate and implement effective case management strategies, including offering an expanded range of Welfare-to-Work activities that meet the diverse needs of participants.

Develop and utilize management reports to monitor staff performance and the effectiveness of service strategies.

Ensure effective contracted services are available to provide services necessary to promote employment opportunities and family self-sufficiency.

Continue collaboration between CFS and FSS Divisions through utilization of CalWORKs Prevention Services Screening tools in all regional offices and full integration of the Family-to-Family Initiative.

Expand the ability to identify lifelong relative connections for our youth through the California Project for Youth Permanency and Creating Family Connections.

Implement programs to address the unmet needs of transitional aged youth.

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

Ensure that SSA's facilities are functional and operated in compliance with all safety and health code requirements.

Implement information technology security enhancements to protect data.

Develop and provide quality internal training opportunities to enhance delivery of services.

Continue refining budgetary monitoring tools to provide management information that will ensure maximization of funding streams.

Ensure timely procurements of commodity purchases for the provision of services, goods and supports

Ensure required reports and claims are provided to the State and other regulatory agencies in a timely manner.

Ensure Medi-Cal, Food Stamp and CalWORKs benefits are released within established time frames.

Ensure mileage claims and pay adjustments are completed in a timely manner.

Continue to work with the Child Welfare Services Planning Council to oversee the CFS Family- to-Family Initiative Quarterly Community Forums and to identify resources/services needed to support the community.

Identify training opportunities within SSA for our contracted service providers that will enhance the delivery of services.

Develop and maintain a coordinated response for shelter operations in collaboration with the American Red Cross and the CEO's office of emergency housing, as part of the County's disaster response plan.

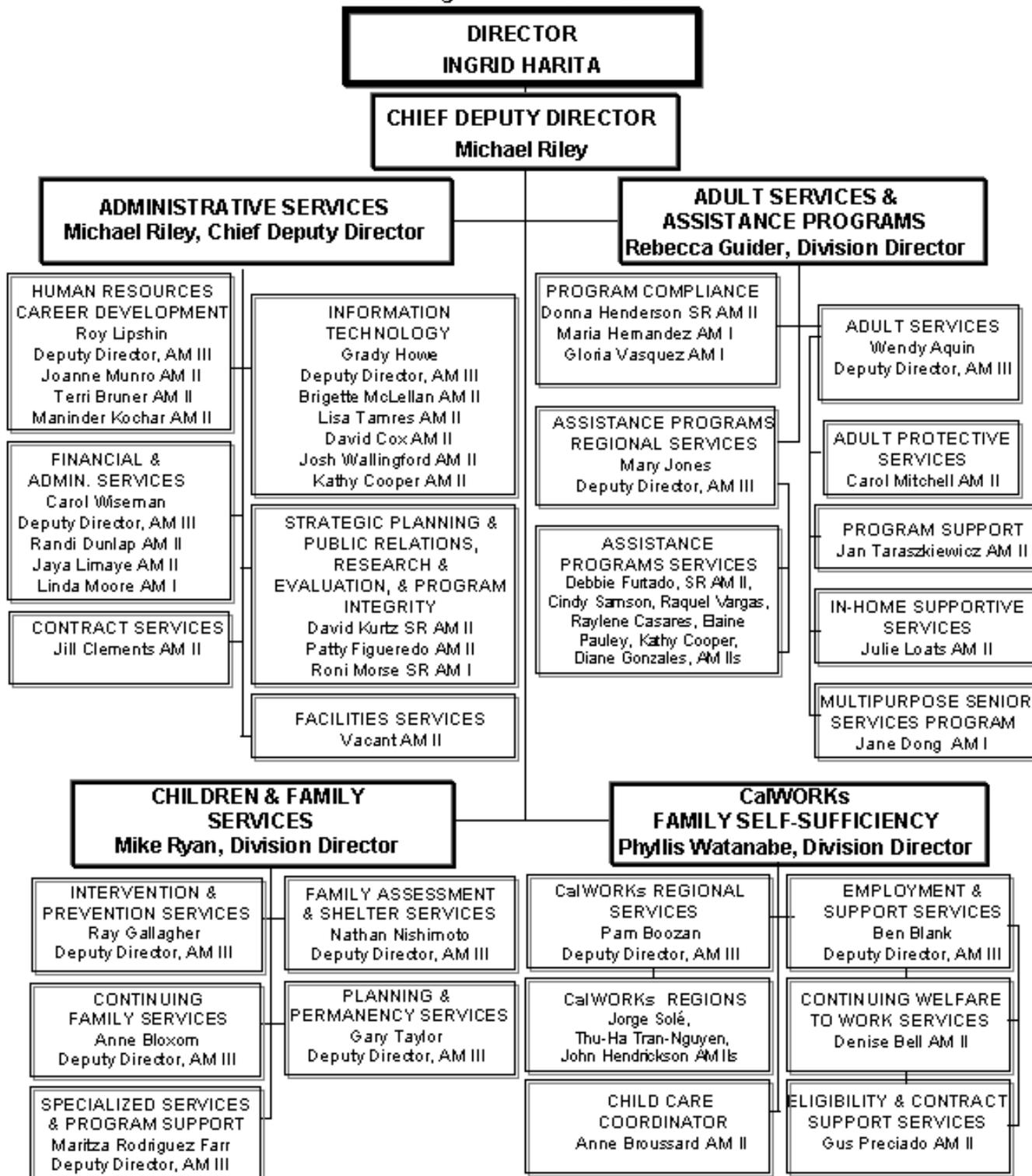
Provide human service related data for inclusion into the *15th Annual Conditions of Children Report* and the *2009 Community Indicators Report*.



Appendix A

COUNTY OF ORANGE SOCIAL SERVICES AGENCY  
Organizational Chart

As of 2/25/2009





## Appendix B - Significant Agency Accomplishments for 2008

1. **Meeting Program Mandates** SSA has been successful in meeting mandated requirements for our programs including:
  - Medi-Cal and Food Stamps***
    - The Food Stamp Program achieved 97% accuracy rate for benefits to low income families, exceeding the 94.7% Federal and State Performance Targets.
    - The Medi-Cal Program achieved 100% compliance with Medi-Cal accuracy rates in redeterminations, exceeding the 90% State Performance Target.
    - Implemented innovative Food Stamp and Medi-Cal outreach strategies including outstationing staff in the community and collaboration with Community Partners for Medi-Cal Outreach at local schools. As part of the 100% School Campaign, SSA has been successful in achieving 100% enrollment in health insurance programs at 12 elementary schools. In addition, the number of persons receiving Medi-Cal has increased by almost 17,000 persons, through a comparison of October 2007 to October 2008.
  - Children & Family Services***
    - CFS has done an outstanding job of meeting or exceeding nearly all of the State and Federal Outcome Measures related to Safety, Permanency, Placement Stability, and Child Well-being. Most noteworthy, CFS exceeded the Federal Standard for reunification and adoption by 7.9% and 22% respectively.
    - Completed the Children and Family Services review and have implemented new three year System Improvement Plan, as required by AB 636.
  - Adult Protective Services (APS)***
    - APS achieved 100% compliance with state mandated response to abuse reports within 10 days.
  - TANF Reauthorization***
    - The CalWORKs Program Increased its work participation rate by 10 percentage points. Orange County instituted a three-prong strategy to address rigorous new mandates enacted with Federal reauthorization of the welfare reform law: (1) Focus on engagement and case management improvement including re-engagement strategies for sanctioned clients and development of new welfare-to-work activities. (2) Focus on maximizing work participation reviews, including dedicated review staff who thoroughly investigate case records and make collateral contacts to document work hours or other countable activities. (3) Focus on quality assurance and staff accountability, including new policies for case review corrective action, development of data solutions to identify non-compliant participants, and regional office initiatives promoting performance and outcome awareness.
2. **Tustin Family Campus:** The Tustin Family Campus is on target for completion in April 2009. The successful RFP process and construction deadlines are being met. This site will provide a nurturing residential facility for families with children and the young adult population.
3. **Yorba Linda Fire Response:** During the November 2008 Yorba Linda Fire, SSA successfully responded to this fire Incident by providing support to Red Cross shelters; staffing the County's Emergency Operations Center; and setting up operations at one Local Assistance Center; including establishing remote network connectivity, providing onsite IT support staff, providing accounting staff for benefits issuance, and enabling Eligibility Technicians to provide much needed CalWIN and Electronic Benefits Transfer services to victims of the fires.



4. **Peer Quality Case Review (PQCR):** Children and Family Services (CFS), in partnership with the Orange County Probation Department held its second Peer Quality Case Review (PQCR) in November 2008. PQCR is an intensive/interactive examination of the local child welfare delivery system and social work practices conducted every three years focusing on a particular Child Welfare Services Outcome area to improve services/practice in that area. The focus area selected for CFS was the Safety Measure, “No Recurrence of Maltreatment.” The process yielded valuable information about the challenges and barriers for the children and families we serve as well as the staff supporting those families. It also highlighted good practices and generated ideas that would assist the Agency in more effectively meeting the needs of our community as we continue to provide quality customer services in these challenging economic times.
5. **First Step Assessment Center:** The First Step Assessment Center (FSAC) provides a safe nurturing environment for children who have just been removed from their homes because of abuse or neglect. In 2008, 1,936 children were served at the FSAC, and of those, 41% were successfully diverted from entering Orangewood Children’s Home; 60% of those diverted were placed with relatives or non-related extended family members, thereby maintaining continuity in the children’s disrupted lives.
6. **THP Plus:** CFS is currently serving 80 young adults in the THP Plus Program which is a transitional housing placement opportunity for emancipated foster/probation youth ages 18-24 who emancipated from the child welfare system. The goal of the program is to provide a safe living environment while helping youth achieve self-sufficiency so they can learn life skills upon leaving the foster care support system. The maximum time for THP-plus participation is 24 cumulative months.
7. **eProcurement:** The Social Services Agency is piloting an office supply eProcurement (electronic procurement) system for office supplies for the County. Staff log onto the system, select their items from multiple vendors, add them to their shopping carts, and check out. Others log in to record their receipt of the supplies, and the invoices are paid within about 2 days. This system allows immediate comparison of prices between vendors and provides quicker payment to vendors.
8. **CalWORKs:** In 2008, the CalWORKs Re-engagement Specialist Team improved on efforts to engage individuals who are sanctioned from the CalWORKs Program for non-compliance with Welfare-to-Work requirements. Case Managers provided intensive outreach through office visits, letters, phone contacts, and home calls to evaluate needs and barriers to employment. Extensive monitoring of reengaged participants ensure barriers are addressed, work participation hours are met, and appropriate supportive services are in place. Of the 1,087 clients identified as sanctioned, the RST goal was to re-engage 10%. As of October 31, 2008, the RST has re-engaged 19.5% of sanctioned clients contacted, 433 individuals entered the compliance process, and 212 sanctions were remediated.
9. **Customer Service:** All divisions within the Social Services Agency have successfully focused on customer service and conducted surveys to measure performance. An example are the results from a client survey conducted in August showed that the Family Self-Sufficiency staff demonstrate excellent customer service, with 98% satisfaction rate and an average of 64% of clients scoring our staff and facilities in the excellent range. These results are reflective of the ongoing efforts to maintain a focus on customer services and needs evaluation. Training, team building, and business process improvements are conducted on a regular basis to sustain that commitment.
10. **CalWIN System:** The CalWIN System implemented three major code updates in 2008. The Systems Support Team provided on-site support to CalWIN users to assist with questions with the new functionality and troubleshoot cases. The Reports Team utilized multiple data sources [MEDS system, CalWIN, and mainframe data files] into a deliverable and easy-to-use Medi-Cal Alert tracking tool that has allowed our Agency to meet and exceed a component of the State's Medi-Cal Performance Standards.



## Appendix C: Critical Demographic and Service Expectations

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

Goal	Baseline Rate <sup>1</sup>	Target <sup>4</sup>	Present Rate	Desired Trend	Present Trend	Strategies
<b>Safety Outcomes</b>						
Percent of Child Abuse/Neglect Referral with a Timely Response <sup>3</sup>	94.90%	>=90%	96.9%	<b>Increase</b>	<b>Increase</b>	Continue expedited referral processing and Emergency Response
For all children with a substantiated referral, the percent without another substantiated referral within six months <sup>4</sup>	94.20%	94.60%	93.30%	<b>Increase</b>	<b>Constant</b>	Pre-Team Decision Making Meetings, Structured Decision Making Safety & Risk (Re)Assessments,  Intensive prevention and intervention services including Voluntary Family Services
Provide Adult Protective Services to at-risk adults in a timely manner	99%	100%	100%	<b>Remain Constant</b>	<b>Remain Constant</b>	Monitor using quarterly random sample developed in consultation with SSA Research
<b>Measure:</b> Percentage of APS initial face-to-face within 10 days						Continue to emphasize with staff the importance of timely first contact with vulnerable and at-risk adults
						Provide feedback to supervisors on staff compliance for corrective action
<b>Well-being Outcomes</b>						
Percent of children placed with relatives while in foster care <sup>3</sup>	27.70%	<b>State Average</b> 35.40%	45.20%	<b>Increase</b>	<b>Constant</b>	Relative Assessment Unit  New "parachute" case field response protocols  Family-to-Family  Initiatives to recruit, train and support resource families.

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

Goal	Target	Present Rate	Desired Trend	Present Trend	Strategies
<b>Increase the Food Security of Low Income Adults and Children</b>					
Improve services provided to help adults and children in need receive food	96%	97%	<b>Remain Constant</b>	<b>Increase</b>	Continue to monitor and take corrective action as needed.
<b>Measure:</b> Percentage of correctly determined eligible Food Stamp cases					



Goal	Target	Present Rate	Desired Trend	Present Trend	Strategies
<b>Increasing Access to Medical Care-Medi-Cal Program</b>					
Improve services provided to help children in need receive health insurance <b>Measure:</b> Percentage of correctly and timely completed Medi-Cal applications	90%	100%	<b>Remain Constant</b>	<b>Increase</b>	Continue to monitor and take corrective action as needed

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

Measure	State Average	Target	Present Rate	Desired Trend	Present Trend	Strategies
Determine CalWORKs Eligibility within 45 days of application	N/A	95%	99%	<b>Increase</b>	<b>Increase</b>	Validate and utilize CalWIN management reports to monitor pending cases  Provide staff individualized training for application processes and caseload management
Percentage of CalWORKs cases that meet or exceed Federal work participation rates	22.3%	50%	32.4%	<b>Increase</b>	<b>Increase</b>	Continue efforts to fully engage WTW participants according to California law, including development of short-term, easy access activities  Advocate at the State and Federal level for consistent and reasonable work participation rate methodologies and an effective range of allowable activities
Percent of participants who retain employment (90 days)	N/A	70%	74%	<b>Increase</b>	<b>Increase</b>	Continue to work with contractor to develop continued client engagement and services to enhance retention  Develop best practices



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

Goal	Target	Present Rate	Desired Trend	Present Trend	Strategies
<b>Financial Services</b>					
Ensure fiscal responsibility with all programs and services to maximize staffing, operations and to meet all of our State & Federal mandates	98%	98.4% of modified budget	<b>Increase</b>	<b>Constant</b>	Monthly tracking and monitoring of each budget unit as well as quarterly updates of the Operations budget and input from each Division on their programs will be utilized to assess budgets and update projections throughout the fiscal year.
<b>Measure:</b> Percent of total of all SSA budgets that close within three percent of the 3rd Available Financing Projections					
<b>Human Resources</b>					
Percent of retained SSA staff	95%	97%	<b>Increase</b>	<b>Increase</b>	On-going meetings with the Training Advisory Committee, within each division, to address HR and staff development strategies for existing employees.
Percent of training received by SSA Staff	200,000 Hours Annually	214,352 Hours for 2007/08	<b>Increase</b>	<b>Increase</b>	Tracking through Training Partner

**Footnotes:**

All Children & Family Services Data, for Goal #2, are derived from UC Berkeley and CDSS data reports which comprise the California Outcomes and Accountability System (COAS) and originate from CWS/CMS. Baseline values may not match those in the 2008 SSA Business Plan because of changes in the methodologies of indicators.

- <sup>1</sup> Rate used as a basis of comparison reflects updated measures for the timeframes established in the January 2004 AB636 Quarterly Report.
- <sup>2</sup> General Pattern Over Time
- <sup>3</sup> State Measure Only
- <sup>4</sup> Federal Measure Only



## Profile of Children Served By SSA

Orange County has a population of 800,820 children under the age of 18. The population grew by 1.5% from FY 2002/03 to FY 2007/08 and a slight decrease of .04% is projected for FY 2008/09. SSA provides one or more types of services and assistance to an average of 188,062 children each month. At any given time, approximately one out of every four child residents of the County has contact with SSA.

	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	<b>175,510</b>	<b>21.916%</b>	1 in every	<b>5</b> children
2	Food Stamps	Low income children who meet legal residency, income and property limits, including CalWORKs recipients	<b>60,793</b>	<b>7.591%</b>	1 in every	<b>13</b> children
3	CalWORKs	Children who meet eligibility criteria, including legal residency, income and property limits and welfare-to-work requirements	<b>31,932</b>	<b>3.987%</b>	1 in every	<b>25</b> children
4	Child Abuse Registry	24-hour hotline for reports of suspected child abuse	<b>3,427</b>	<b>0.428%</b>	1 in every	<b>234</b> children
5	Children in Foster Care/ Relative Care	Children receiving services to reunite families and children who cannot safely return home	<b>2,797</b>	<b>0.349%</b>	1 in every	<b>286</b> children
6	Children in their Own Home	Children receiving child welfare services while in the home	<b>1,992</b>	<b>0.249%</b>	1 in every	<b>402</b> children
7	In-Home Supportive Services	Low income frail, disabled and blind children who require and receive assistance with activities of daily living	<b>1,002</b>	<b>0.128%</b>	1 in every	<b>783</b> children
8	Orangewood Children's Home	Average daily population of children in protective custody	<b>85</b>	<b>0.011%</b>	1 in every	<b>9,434</b> children
9	Adoptions	Children placed with adoptive parents	<b>34</b>	<b>0.004%</b>	1 in every	<b>23,670</b> children



## Profile of Adults Served By SSA

Orange County has a population of 2,001,296 adults between the ages of 18 and 64. The population grew by 5.5% from FY 2002/03 to FY 2007/08 and continued growth of 1.4% is projected for FY 2008/09. SSA provides one or more types of services and assistance to an average of 122,421 adults each month. At any given time, 1 out of every 16 adults of the County has contact with SSA.

	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	107,542	5.374%	1 in every 19 adults
2	Food Stamps	Low income adults who meet legal residency, income and property limits, including CalWORKs recipients	26,220	1.310%	1 in every 76 adults
3	CalWORKs	Adults who meet eligibility criteria, including legal residency, income and property limits and welfare-to-work requirements	6,558	0.328%	1 in every 305 adults
4	In-Home Supportive Services	Low income frail, disabled and blind adults who require and receive assistance with activities of daily living	3,895	0.195%	1 in every 514 adults
5	General Relief	Indigent adults who meet legal residency, income and property limits	239	0.012%	1 in every 8,377 adults
6	Adult Protective Services	Number of reports of suspected abuse received for physically or mentally disabled adults	164	0.008%	1 in every 12,215 adults
7	Refugee Cash Assistance	Clients with an INS classification of Refugee and who meet eligibility criteria	84	0.004%	1 in every 23,968 adults



## Profile of Seniors Served By SSA

Orange County has a population of 331,911 seniors age 65 and older. The population grew by 11.2% from FY 2002/03 to FY 2007/08 and continued growth of 3% is projected for FY 2008/09. SSA provides one or more types of services and assistance to an average of 54,899 seniors each month. At any given time, one out of every six seniors of 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	43,455	13.092%	1 in every	8 seniors
2 In-Home Supportive Services	Low income frail, disabled and blind elderly individuals who require and receive assistance with activities of daily living	9,508	2.864%	1 in every	35 seniors
3 Food Stamps	Low income seniors who meet legal residency, income and property limits, including CalWORKs recipients	1,271	0.383%	1 in every	261 seniors
4 Adult Protective Services	Number of reports of suspected abuse received for physically or mentally disabled adults	385	0.116%	1 in every	862 seniors
5 Multipurpose Senior Services Program	Active cases of elderly Medi-Cal clients who require case management to avoid or delay placement in a nursing facility	335	0.101%	1 in every	991 seniors
6 Cash Assistance Program for Immigrants	Applications for aged, blind and disabled legal aliens who are not eligible for Federal SSI due solely to their immigrant status	59	0.018%	1 in every	5,594 seniors
7 CalWORKs	Seniors who meet eligibility criteria, including legal residency, income and property limits and welfare-to-work requirements	8	0.002%	1 in every	41,926 seniors
8 General Relief	Indigent seniors who meet legal residency, income and property limits	10	0.003%	1 in every	33,754 seniors
9 Refugee Cash Assistance	Clients with an INS classification of Refugee and who meet eligibility criteria	11	0.003%	1 in every	30,875 seniors





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