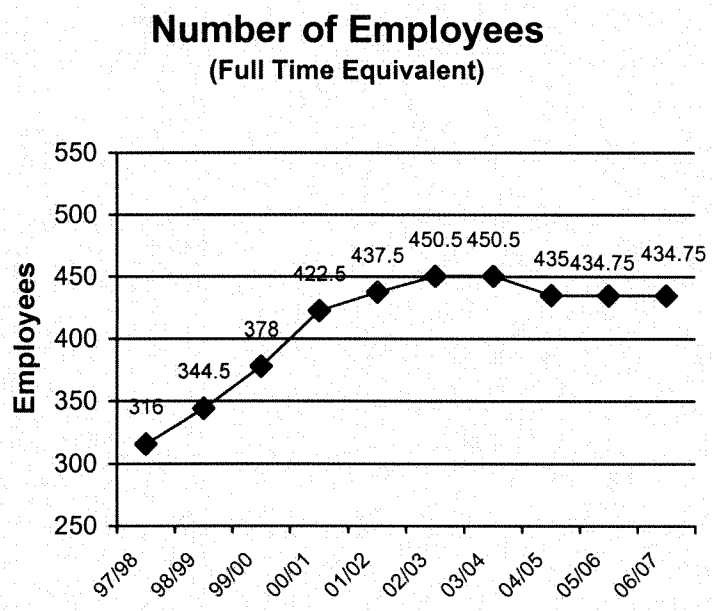
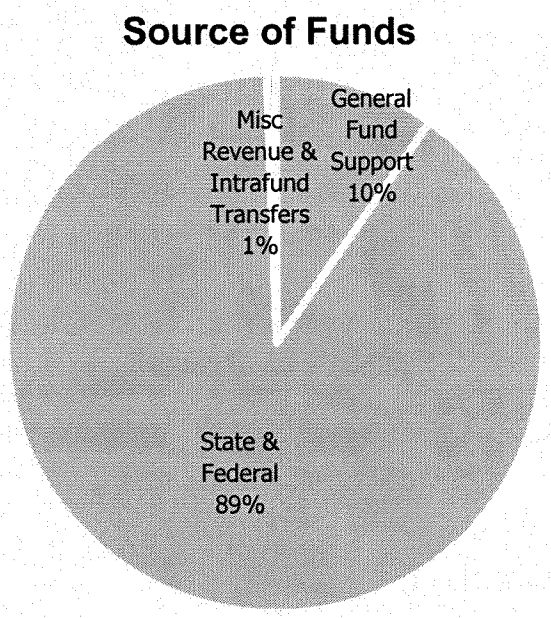
MISSION STATEMENT

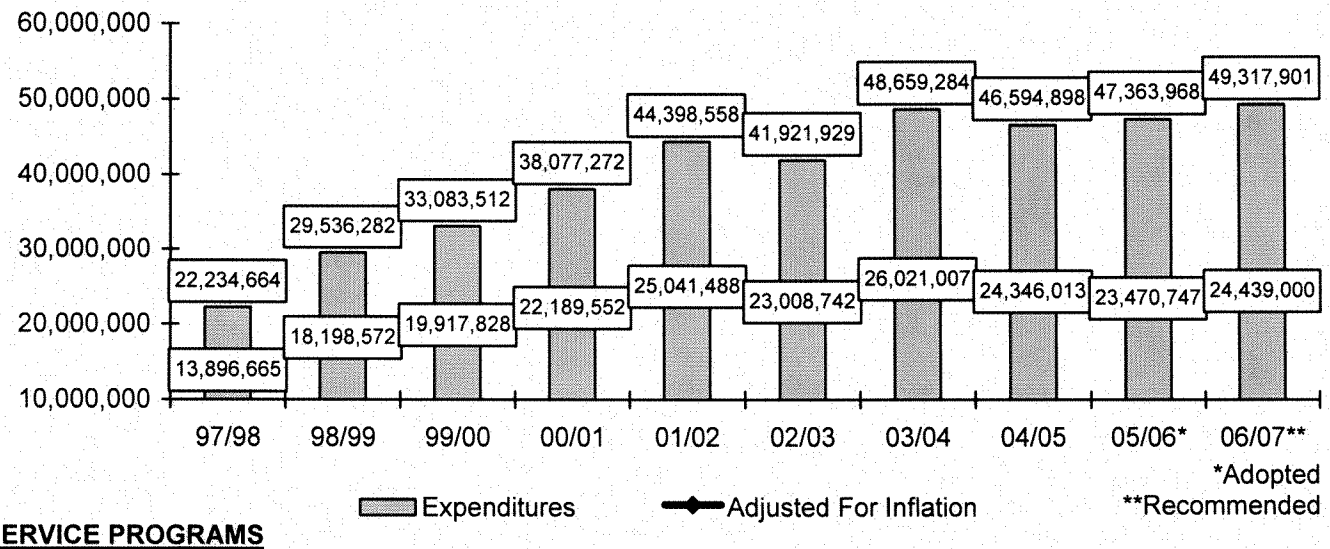
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2005-06 Budget	2005-06 Projected	2006-07 Requested	2006-07 Recommended	Change From 2005-06
Revenues	$ 43,393,059	$ 43,796,676	$ 44,669,380	$ 44,480,891	$ 1,087,832
Salary and Benefits	29,759,308	30,105,009	32,012,117	32,012,117	2,252,809
Services and Supplies	12,170,999	11,819,913	12,315,328	12,126,839	(44,160)
Other Charges	5,433,661	5,134,332	5,088,945	5,088,945	(344,716)
Fixed Assets	0	0	90,000	90,000	90,000
**Gross Expenditures	$ 47,363,968	$ 47,059,254	$ 49,506,390	$ 49,317,901	$ 1,953,933
Less Intrafund Transfers	140,464	92,320	77,007	77,007	(63,457)
**Net Expenditures	$ 47,223,504	$ 46,966,934	$ 49,429,383	$ 49,240,894	$ 2,017,390
General Fund Support (G.F.S.)	$ 3,830,445	$ 3,170,258	$ 4,760,003	$ 4,760,003	$ 929,558





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Adult Services

Adult services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Support Services Program provides personal and domestic services that enable dependent adults to remain safely in their home.

Total Expenditures: $6,275,794 Total Staffing (FTE): 33.5

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: $12,882,981 Total Staffing (FTE): 142

Child Welfare Services

In collaboration with other departments, agencies, and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from the home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption or guardianship.

Total Expenditures: $10,767,924 Total Staffing (FTE): 102.25

County Only Programs

This includes the eligibility and administrative costs of the General Assistance Program that provides public assistance of last resort to indigent county residents. This program is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: $231,674 Total Staffing (FTE): 3.25

Food Stamps

This Federal program provides nutritional assistance to low-income households.

Total Expenditures: $3,828,409 Total Staffing (FTE): 37

Medi-Cal

California's version of the Federal Medicaid program provides financial assistance for health care including medical and mental health services, devices and prescription drugs for eligible people.

Total Expenditures: $7,945,475 Total Staffing (FTE): 90.25

Other Programs

This includes other programs provided by the Department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: $7,385,644 Total Staffing (FTE): 26.5

DEPARTMENT COMMENTS

The Department of Social Services continues its efforts to meet both its statutory mandates and its performance measures, despite the rising caseloads that have outpaced staffing. The Department's overall staffing requests, if approved, would result in levels that remain below those of FY 2002/2003, while the Department's aggregate caseload has risen by nearly 17% since that year.

Key results and focal points for the Department include the following:

Customer Service

Effective customer service is measured by factors that include the following:

1. Timely visits with children in foster care: At 99.2%, the County exceeds the Statewide average of 92.0%.
2. Timely reunification of children with their birth families, within 12 months of being removed: At 51.7%, the County exceeds the Statewide average of 36.3%.
3. Percentage of foster children whose placements are moved fewer than 3 times during the first twelve months of care: At 70.5%, the County exceeds the Statewide average of 65.4%.
4. Percentage of foster children who are placed with all of their siblings: At 62.6%, the County exceeds the Statewide average of 44.4%.
5. The Department also conducts and monitors the results of a Service Satisfaction Survey that is provided to all families who come in contact with the Child Welfare Services Program, and continues to staff the Standing Review Panel that hears customer concerns. This survey process is being expanded to include participants in all programs provided by the Department.

Focus Area for 06-07

The Department has identified measures in its Self Improvement Plan (SIP) that are to be monitored regularly for improvement. That document, adopted by the Board of Supervisors and approved by the State of California, provides a roadmap for improvements; it is updated quarterly and is available for review on the Department's website.

Internal Business Improvements

1. Percentage of General Assistance expenditures recouped from SSI: At 48%, the Department is exceeding its target of 40%.
2. Higher productivity: The Department's staffing levels have remained stable over the last three years, as caseloads have risen by 17%.
3. The Department has engaged in an "Organizational Health Assessment" and a follow-up "Organizational Effectiveness Cycle," in an effort to improved departmental communications, morale and productivity.

Focus Area for 06-07

Five committees established through the Organizational Effectiveness Cycle will be meeting throughout the year with the goal of developing new protocols and procedures in the arena of decision-making, leadership, communication and organizational structure.

Finance

1. Due to its historical success in implementing new approaches to Child Welfare, the County remains one of 11 Counties statewide that receives special funding to test new strategies, including Differential Response and Standardized Risk Assessment.

Focus Area for 06-07

1. Current forms changes are underway; the development of the "Mock Claim" procedure has been delayed due to the ongoing difficulty in recruiting an Account Technician, and these efforts continue.
2. We will monitor our financial position on a regular basis—as well as our program outcomes—to determine if we continue to achieve positive community results for the least necessary expenditure of taxpayer resources.

Learning and Growth

1. The Department has participated in an effort to assist Supervisors and Managers in monitoring their interactions with subordinates; funded in part by the Stuart Foundation, the "SPIN" process uses videotapes and feedback to assess the quality of interactions.
2. The Department has extended the 360° Degree Evaluation process to Social Work Supervisors, in order to provide an avenue for subordinate and peer input to performance.

Focus Area for 06-07

1. The Department is in the process of developing its plan to roll out High Performance Management standards Department-wide. Key action steps include seeking closure with the County's Personnel Department around its existing efforts related to improving the performance evaluation process for Social Work Supervisors, and following up by assessing other classifications' expectations throughout the coming year.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The total level of General Fund support for all of the Social Services fund centers (Social Services Administration, Foster Care, CalWORKS, General Assistance) remains unchanged from FY 05-06.

The level of General Fund support for this fund center, Social Services Administration, is budgeted to increase by $929,558 or 24%. The primary reason for this significant increase is because the methodology for allocating realignment revenue from the State to this fund center and the Foster Care fund center was updated. In summary, a greater percent of the realignment revenue is allocated to the Foster Care fund center than in the past (and a less amount allocated to this fund center). The reason for this change is to better follow the intent of the realignment legislation as the revenue is intended to cover the difference of the County's pre and post realigned program costs.

Social Services realignment revenues in FY 05-06 have been robust. The Social Services vehicle license fee (VLF) and sales tax realignment revenues are projected to exceed budgeted amounts by at least 6%. Additionally, $973,000 of caseload growth was received as unanticipated revenue in September 2005. The caseload growth revenue was money that was owed to the County by the State from FY 02-03 and FY 03-04. This caseload growth revenue was not budgeted or needed during the 05-06 fiscal year. Approximately $472,000 is budgeted as revenue for 06-07 in this fund center and approximately $188,000 is budgeted for the California Children's Services (CCS) program in the Public Health fund center (fund center 160).

Total expenditures are proposed to increase by approximately $2 million or 4%. The increase is primarily attributable to a 7% increase in salaries and benefits. This increase is occurring because of prevailing wage increases that were granted to employees and because vacancies are not budgeted (the 05-06 budget planned for 20 positions to remain vacant). The services and supplies accounts are flat, as significant changes are not proposed in these accounts.

The number of total allocated positions is recommended to remain the same. However, as noted below, there are some changes to the mix of positions.

- One Administrative Services Manager position has been changed to an Administrative Services Officer I/II in order to better reflect the work performed.

- One Administrative Services Manager position has been deleted and a 0.5 Program Coordinator position has been created in order to better reflect the work performed.

- A 0.5 Secretary position is being eliminated and a 1.0 Administrative Assistant position is being added. This position will work within the pool of other Administrative Assistants and this change will allow for a more flexible assignment of duties as the duties can be spread across the clerical pool.

- One Social Services Program Review Specialist, one Program Coordinator II, and one Senior Software Engineer are recommended to change from limited term to regular, permanent positions. These positions have been funded with CalWin revenue since FY 1999-2000 and the funding is expected to continue until at least FY 2009-2010.

It is important to note that there may be changes to this budget mid-year due to federal changes to the Temporary Assistance to Needy Families (TANF) legislation (known in California as the CalWORKS program). The federal changes set new and increased "participation" rates for CalWORKS families (essentially work and/or training requirements). It remains to be seen how the California state government will respond to these changes and how the changes will impact the County. It is likely that many of the changes would be reflected in the CalWORKS fund center 182, however some of the changes may impact the administrative aspect of the CalWORKS program, which is reflected in this fund center.

Lastly, changes to some of the Child Welfare Services programs have been proposed at the State and are making their way around the State Legislature. At this time, it is unknown if any of these proposals will be enacted. However, if they are enacted, a mid-year adjustment to this fund center would likely be required.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide for the safety, permanence and well being of children.

Community wide Result Link: A Safe Community, and a Healthy Community.

1. Performance Measure: Rate of Children Entering Out-of-Home Care for the first time.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
3.1	3.8	3.3	2.9	3.1	2.9	2.9

What: This performance measure tracks the number of children per 1,000 who are removed from their home and placed in out-of-home care. The rate is per 1,000 population of children under 18 in San Luis Obispo County.

Why: This measure—while impacted greatly by both the County's high referral rate and its high substantiation rate—reflects the number of children who have been removed from their families, thereby contributing to increased family trauma and increased placement costs. This is a required measure under the Federal and State Outcomes review.

How are we doing? The County's rate is steadily declining although slightly higher than the State's rate (2.8) and equal to the comparison counties rate (2.9).

2. Performance Measure: Percentage of CWS cases with completed face-to-face contacts with the children.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
No Data	75.6%	91.3%	98.1	95%	98%	98%

What: This performance measure demonstrates the extent to which the County is complying with required Federal and State Outcomes that measure the frequency of contacts between the Social Worker and the child. On all ongoing cases in which the initial allegation of abuse has been sustained, it is expected that the Social Worker will meet with the child at least once monthly.

Why: This Outcome is a known indicator of child safety and well being, in that frequent contacts facilitate communication among the parties. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.

How are we doing? The County's performance significantly exceeds that of the State (90.5%)

3. Performance Measure: Percentage of "immediate response" child abuse/neglect referrals that were addressed within the required one-day period.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
No Data	92.8%	94.3%	95.3%	97%	95%	97%

What: This performance measure demonstrates the extent to which the County responds in a timely manner to those referrals that require an immediate response.

Why: A timely response may result in faster mitigation of any risks of abuse or neglect, thereby providing safety for the child and maintenance of the family. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.

How are we doing? The County's performance is equal to the State average (95%), although we are at 2% below adopted target. The department has recently filled several social worker vacancies; this should result in improved compliance.

4. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
48.5%	55.2%	57.5%	64.9%	63%	65%	68%

What: This performance measure demonstrates the extent to which the County places siblings together, thereby maintaining the family to the greatest extent possible.

Why: Maintaining family bonds is important to children, and particularly so when they have been removed from their parents. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.

How are we doing? The County significantly outperforms both the State (43%) and the comparison counties (46.6%)

5. Performance Measure: Percentage of children with no more than 2 placements if they still are in care after 12 months.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
71.2%	89.7%	85.4%	86.9%	87%	85.2%	87%

What: This performance measure demonstrates the extent to which the County achieves a sense of permanency for children by limiting the number of placement moves they experience after being placed in out-of-home care.

Why: Frequent placement moves are disruptive to children, reducing their sense of permanence. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.

How are we doing? The County outperforms both the State (84.1%) and the comparison counties (84.1%).

6. Performance Measure: Percentage of children whose primary placement is in the most restrictive care setting: Group Home.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
No Data	3.0%	1.0%	2.3%	.8%	2.3%	1.0%

What: This performance measure demonstrates the extent to which the Department of Social Services minimizes placements of children in Group Homes—the most restrictive and costly setting.

Why: Group Home settings are proven to be associated with poor outcomes for children, who are more likely to thrive in family-care settings that include (in order of preference) relatives' homes, foster homes and foster family agency homes. Group Homes represent the care setting of last resort. This is a required Federal/State Outcome Measurement under C-CFSR and AB636.

How are we doing? The County significantly outperforms both the State (8.3%) and comparison counties (7.9%), although we are at 1.5% above adopted target.

Department Goal: To provide services in a manner that is both effective and efficient

Community wide Result Link: A Safe Community, and a Well-Governed Community

7. Performance Measure: The number of cases per Social Worker in Child Welfare Services (CWS).

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
ER-21	ER-19	ER-17	ER-13	ER-13	ER-14	ER-13
FM-22	FM-19	FM-32	FM-24	FM-20	FM-21	FM-20
FR-11	FR-16	FR-16	FR-14	FR-13	FR-15	FR-13
PP-38	PP-38	PP-33	PP-28	PP-35	PP-25	PP-35

What: This performance measure reflects the workloads of Social Workers in each division of CWS: Emergency Response (ER); Family Maintenance (FM); Family Reunification (FR); and Permanency Placement (PP).

Why: This is an important measure because it reflects the number of cases per Social Worker in our four CWS programs. If the cases per Social Worker are too high, the worker may be overburdened and quality affected. Caseloads per worker that are too low may imply reduced efficiency.

How are we doing? With three months of data available, the cases for ER, FM, and FR are slightly above adopted target while PP is below adopted target by 10 cases. State or comparable County data is not available.

Department Goal: To enhance opportunities for individuals to achieve self-sufficiency.

Community wide Result Link: A Prosperous Community

8. Performance Measure: To increase the number of individuals in an active Welfare-to-Work Plan who have earned income.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
No Data	No Data	36.2%	40%	39%	42%	42%

What: This performance measure demonstrates the extent to which the County is successful in helping families increase their earned income, thereby reducing reliance on public assistance programs.

Why: Self-sufficiency is a goal of the Federal Temporary Assistance to Needy Families program, and increases in earned income represent a key indicator of how families are faring in achieving self-sufficiency.

How are we doing? This is a new measure related to the Linkages program; neither historical data nor comparison counties' data are available. We are establishing a baseline upon which we have improved, based on the Actual results of 05-06 so far.

9. Performance Measure: Average percentage of nonexempt individuals participating in an approved Welfare-to-Work plan.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
12.15%	8.34%	8.69%	10.96%	12%	11%	12%

What: This performance measure demonstrates the extent to which the County is successful in engaging non-exempt families' participation in a negotiated plan to achieve self-sufficiency. The plan may include vocational education, training and other work activities.

Why: The Federal and State Governments establish a mandatory minimum participation rate of 6.9%.

How are we doing? Increasing caseloads, diminished resources and changing participant demographics have impacted performance in this area; the County appears to have "turned the corner" on its performance and hopes to maintain continuous improvement.

10. Performance Measure: Average Medi-Cal cases per case manager (reflects average of the intake and continuing caseloads).

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
223 cases	257 cases	278 cases	275 cases	250 cases	240 cases	250 cases

What: Caseload size is a benchmark of efficiency and effectiveness.

Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the medically needy, while caseloads that are too low may indicate inefficient deployment of limited resources.

How are we doing? Additional Eligibility staff was hired with lifting of the hiring freeze, thereby decreasing the caseload per worker. State or comparable County data is not available.

Department Goal: To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.

Community wide Result Link: A Safe Community.

11. Performance Measure: Percentage of all disabled adults and seniors who were victims of substantiated abuse or neglect and did not have another substantiated report within a 12-month period.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
94%	98%	98%	100%	100%	97%	100%

What: This performance measure demonstrates the extent to which initial interventions by Social Services were effective.

Why: This performance measure reflects effectiveness of initial services and quality of assessment. It is our commitment to provide long term and intensive case management to prevent any repeat of abuse to disabled adults and seniors. Initial interventions have been effective in reducing risk to the elderly and disabled.

How are we doing? The Department continues to perform at a high level of effectiveness, although we are at 3% below the adopted target. State or comparable County data is not available.

Department Goal: To provide services in a manner that is both effective and efficient.

Community wide Result Link: A Prosperous Community; a Well-Governed Community

12. Performance Measure: Average CalWORKs cases per case manager (reflects average of the intake and continuing caseloads).

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
51 Cases	51 Cases	50 Cases	48 Cases	48 Cases	52 Cases	48 Cases

What: Caseload size is a benchmark of efficiency and effectiveness.

Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve participating families, while caseloads that are too low may indicate inefficient deployment of limited resources.

How are we doing? The caseloads are higher than the preferred target. State or comparable County data is not available.

Department Goal: To provide services in a manner that is both effective and efficient.

Community wide Result Link: A Prosperous Community; a Well-Governed Community

13. Performance Measure: Of the total General Assistance payments issued, percentage of funds that are recouped through SSI or other repayments.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
53%	44%	40%	33%	40%	48.9%	35%

What: General Assistance is a County General Funded cash program of "last resort" for individuals not currently eligible for other programs. To the extent that the SSI program reimbursements or beneficiary repayments result in cost offsets, the burden on local taxpayers is reduced.

Why: The Department engages in an SSI Advocacy program, working to assist individuals who are disabled in applying for SSI and thereby improving their economic situation while reducing the burden on local taxpayers.

How are we doing? At mid-year, we are above target. Although the Department advocates on behalf of SSI applicants, not all clients are eligible…resulting in the possible unavailability of recoupments to the County. State or comparable County data is not available.

14. Performance Measure: Percentage of clients who remain off aid one year after leaving CalWORKs

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Projected Results	06-07 Target
98%	98%	98%	98%	98%	98%	98%

What: This performance measure reflects the extent to which CalWORKS participants remain independent of CalWORKS for at least one year after leaving CalWORKs.

Why: This reflects the long-term success of CalWORKs participants and the overall effectiveness of the Department's provision of CalWORKs services. The recidivism rate is a valuable indicator of the program's success.

How are we doing? The recidivism rate continues to be on target. State or comparable county data is not available.