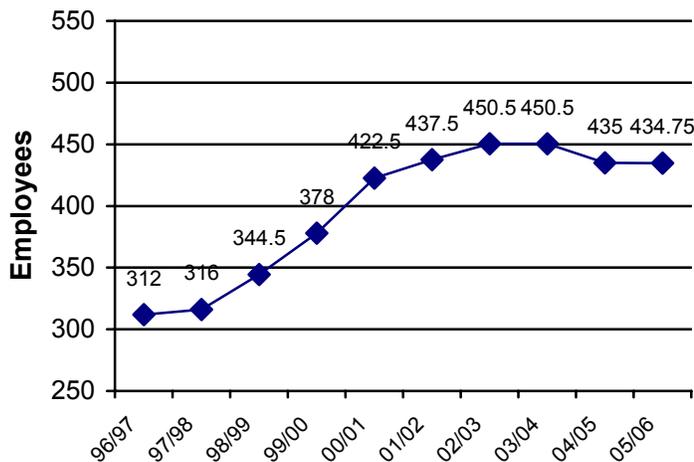


**MISSION STATEMENT**

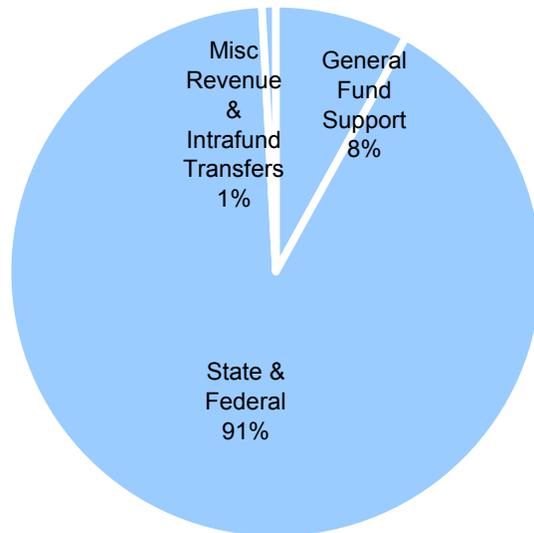
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

<u>Financial Summary</u>	2003-04	2004-05	2005-06	2005-06	2005-06
	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenues	\$ 40,619,538	\$ 40,692,959	\$ 43,480,126	\$ 43,393,059	\$ 43,393,059
Salary and Benefits	26,814,938	27,744,236	30,312,555	29,759,308	29,759,308
Services and Supplies	13,236,059	12,194,157	11,765,796	12,170,999	12,170,999
Other Charges	5,644,233	4,921,986	5,412,661	5,433,661	5,433,661
Fixed Assets	<u>239,403</u>	<u>27,474</u>	<u>33,000</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 45,934,633	\$ 44,887,853	\$ 47,524,012	\$ 47,363,968	\$ 47,363,968
Less Intrafund Transfers	<u>126,623</u>	<u>83,671</u>	<u>140,464</u>	<u>140,464</u>	<u>140,464</u>
**Net Expenditures	\$ 45,808,010	\$ 44,804,182	\$ 47,383,548	\$ 47,223,504	\$ 47,223,504
General Fund Support (G.F.S.)	<u>\$ 5,188,472</u>	<u>\$ 4,111,223</u>	<u>\$ 3,903,422</u>	<u>\$ 3,830,445</u>	<u>\$ 3,830,445</u>

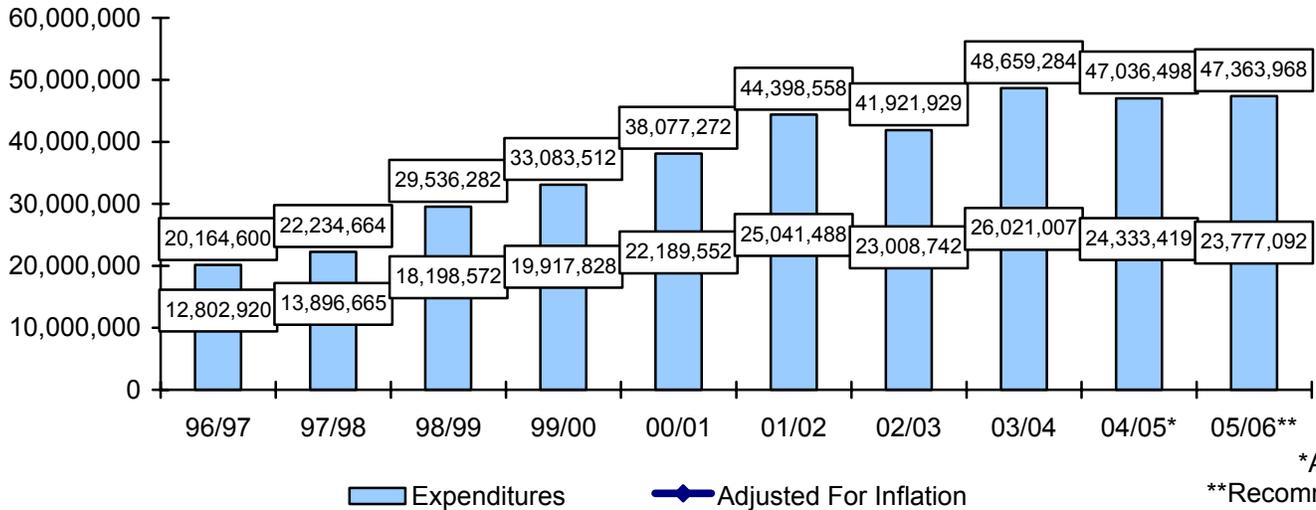
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



\*Adopted  
\*\*Recommended

**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: \$5,603,928 Total Staffing (FTE): 33.50

**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: \$12,093,131 Total Staffing (FTE): 157.00

**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: \$10,369,809 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: \$270,383 Total Staffing (FTE): 3.75

**Food Stamps**

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

Total Expenditures: \$3,679,387 Total Staffing (FTE): 4.75

**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: \$8,289,432 Total Staffing (FTE): 107.50

### 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: \$7,057,898      Total Staffing (FTE): 26.00

#### **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 14% since that year.

The Department is requesting changes in its Position Allocation List to reflect changes related to improving financial reporting and the increased demands of services to beneficiaries of the In Home Supportive Services program. The net result of the changes is a slight reduction in total staffing for the Department.

If approved as requested, the overall costs of administering the Social Services Department's programs will increase by less than 1% over the Adopted Budget for FY 2004/2005. Because of significant changes in the costs and sharing ratios of the Department's aggregate budgets (fund center Social Services Admin, Foster Care, CALWorks, General Assistance), however, the General Fund Support of the Department's total operation actually will fall by \$733,806.

#### **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The total General Fund Support for all of the Social Services fund centers (Social Services Administration, Foster Care, CALWorks, General Assistance) is recommended to decrease by \$806,783.

The General Fund Support for the Social Services Administration budget is recommended to decrease by \$72,977 or 1%. Total revenues are proposed to increase \$386,743 or less than 1%. This year, Social Services is taking a more conservative approach in forecasting realignment, state, and federal revenues as compared to past practices. It should be noted that the budgeting of realignment revenues was not well coordinated between Social Services and the departments within the Health Agency for the FY 05-06 budget. It is expected that Social Services, the Health Agency, and all other realignment revenue receiving departments will better coordinate realignment related activities in the upcoming year.

Total expenses are recommended to increase by \$313,766 or less than 1%. Salaries and benefits are proposed to increase \$1.2 million or 4%. The increase in salaries and benefits is wholly attributable to regular step increases, prevailing wage increases, and worker's compensation insurance increases as the total number of allocated positions for the department is recommended to decrease by 0.25 FTE. This past year, Social Services held approximately forty positions vacant throughout the year and the department anticipates keeping at least twenty positions vacant in the upcoming year.

The Services and Supplies expense accounts are recommended to decrease by \$789,174 or 6%. The major reduction to this expense category is in countywide overhead charges, which are being reduced by \$751,000. The reduction in overhead charges is primarily attributable to activities the department has taken over the past couple of years in order to contain and reduce costs, such as, reducing staff, consolidating office space, and reducing the use of other county departments' services.

While the department's total number of allocated positions is only being reduced by 0.25 FTE, there are a number changes to the Position Allocation List. The changes are summarized below:

- Nineteen limited term positions are being converted to regular permanent positions. Most of these limited term positions were created in 1998 to support Child Welfare Services activities. They were originally created as limited term because it was not known at the time if the source of funding would be limited or permanent; it has since been found to be permanent. Given that the total compensation of limited term positions is the same as the permanent counterpart positions, there is not any cost impact in making these changes. It should be noted that three limited term positions remain in the department as these positions support the one-time CalWIN computer project.

- Two Account Clerk positions are being changed to Storekeeper I positions as a result of the fall window period classification study.
- One Accounting Technician position is being added in order facilitate improvements in the department’s budgeting process by utilizing County Expense Claims in the budgeting process. The process change was recommended during a financial review of the department by an outside agency.
- One 0.5 Full Time Equivalent (FTE) Division Manager is being added to replace a 0.5 FTE temporary Program Coordinator II position that no longer meets the county’s temporary help criteria. The Division Manager position will manage Child Welfare Services (CWS) activities and the new CWS pilot program requirements (Cohort 1 counties).
- One vacant Community Service Aid position is being eliminated and one Personal Care Aid position is being added in order to better balance workload requirements.
- Four 0.5 FTE Personal Care Aid positions are being changed to four 0.75 Personal Care Aid positions. These positions have been working beyond their allocations and this change will better reflect the amount of work performed and will meet the recent updates to the county’s labor relations’ policies regarding part-time positions.
- Two vacant 0.5 FTE Social Worker positions are being changed to one 0.75 FTE Social Worker I-IV position in order to better balance workload requirements.
- One vacant Supervising Administrative Clerk II position is being changed to one Supervising Administrative Clerk I position in order to better balance workload requirements and to save money.
- One vacant 0.5 FTE Social Worker I-IV position is being eliminated as a cost savings measure.
- One vacant Legal Clerk position is being eliminated as a cost savings measure.
- Two vacant 0.5 FTE Employment Resource Specialist I-III positions are being eliminated as a cost savings measure.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

<b>Department Goal:</b> To provide for the safety, permanence and well being of children.						
<b>Community wide Result Link:</b> A Safe Community, and a Healthy Community.						
<b>1. Performance Measure: Rate of Children Entering Out-of-Home Care for the first time.</b>						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
1.9	3.1	3.8	3.3	New Measure	2.9	3.1
<b>What:</b> 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.						
<b>Why:</b> This measure—while impacted greatly both by 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.						
<b>How are we doing?</b> The County’s rate is steadily declining although slightly higher than the State and comparison counties rate (2.8).						

2. Performance Measure: Percentage of CWS cases with completed face-to-face contacts with the children.						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
No Data	No Data	75.6%	91.3%	New Measure	98.2	95%
<p><b>What:</b> 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.</p> <p><b>Why:</b> 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.</p> <p><b>How are we doing?</b> The County's performance significantly exceeds that of the State (86%)</p>						
3. Performance Measure: Percentage of "immediate response" child abuse/neglect referrals that were addressed within the required one-day period.						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
No Data	No Data	92.8%	94.3%	New Measure	95.3%	97%
<p><b>What:</b> This performance measure demonstrates the extent to which the County responds in a timely manner to those referrals that require an immediate response.</p> <p><b>Why:</b> 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.</p> <p><b>How are we doing?</b> The County outperforms the State average (94%)</p>						
4. Performance Measure: Percentage of children in out-of-home care who are placed with all of their siblings.						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
54.4%	48.5%	55.2%	57.5%	New Measure	61.97%	63%
<p><b>What:</b> This performance measure demonstrates the extent to which the County places siblings together, thereby maintaining the family to the greatest extent possible.</p> <p><b>Why:</b> Maintaining family bonds are 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.</p> <p><b>How are we doing?</b> The County significantly outperforms both the State (43%) and the comparison counties (46.6%)</p>						
5. Performance Measure: Percentage of children with no more than 2 placements if they still are in care after 12 months.						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
74.2%	71.2%	89.7%	85.4%	New Measure	86.3%	87%
<p><b>What:</b> 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.</p> <p><b>Why:</b> 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.</p> <p><b>How are we doing?</b> The County outperforms both the State (84.5%) and the comparison counties (82.9%).</p>						
6. Performance Measure: Percentage of children whose primary placement is in the most restrictive care setting: Group Home.						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
No Data	No Data	3.0%	1.0%	New Measure	.8%	.8%
<p><b>What:</b> 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.</p> <p><b>Why:</b> 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.</p> <p><b>How are we doing?</b> The County significantly outperforms both the State and comparison counties (8.9%)</p>						

**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).**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
ER-21	ER-21	ER-19	ER-17	ER-17	ER-13	ER-13
FM-19	FM-22	FM-19	FM-32	FM-33	FM-24	FM-20
FR-12	FR-11	FR-16	FR-16	FR-17	FR-14	FR-13
PP-49	PP-38	PP-38	PP-33	PP-43	PP-28	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?** The Department was able to fill some staff vacancies in FY04/05, which have not been filled since the beginning of FY02-03 due to the hiring freeze implemented by the Department in May 2002. The additional staff helped to reduce caseload per worker; however, caseloads have increased by approximately 6.8% since FY03/04.

**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.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
No Data	No Data	No Data	36.2%	New Measure	40%	39%

**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 hope to improve.

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

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
18.15%	12.15%	8.34%	8.69%	New Measure	10.89%	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).**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
184 cases	223 cases	257 cases	278 cases	225 cases	275 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 would demonstrate inefficient deployment of limited resources.

**How are we doing?** This continues to be the most rapidly growing program in Social Services (25% increase over the last three years), and the administrative allocations received by the County reflect that growth.

**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.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
96%	94%	98%	98%	96%	100%	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.

**How are we doing?** 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. The Department continues to perform at a high level of effectiveness—a level that would be threatened by any State cuts to this program that is not supported by Federal funds. Comparison 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).**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
44 Cases	51 Cases	51 Cases	50 Cases	New Measure	42 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 would demonstrate inefficient deployment of limited resources.

**How are we doing?** The County is getting closer to target, which unfortunately may be mitigated due to increased caseloads.

**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.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
51%	53%	44%	40%	New Measure	33%	40%

**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?** Although the Department advocates SSI applications, not all clients are eligible...resulting in the unavailability of recoupments to the County.

14. Performance Measure: Percentage of clients who remain off aid one year after leaving CalWORKs						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
98%	98%	98%	98%	95%	98%	98%
<p><b>What:</b> This performance measure reflects the extent to which CalWORKs participants remain independent of CalWORKs for at least one year after leaving CalWORKs.</p> <p><b>Why:</b> 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.</p> <p><b>How are we doing?</b> The recidivism rate continues to be on target.</p>						