

# Department of Social Services



## Mission Statement

“ . . . .to provide services which assist the residents of Santa Barbara County in becoming productive and self-sufficient contributors to the well-being of the community.

We do this by identifying their needs and administering federal, state and county programs to meet those needs, while establishing partnerships with individuals and community groups to ensure collaborative solutions.”

# The Services and Programs we administer help people meet basic needs....



# Department of Social Services Overview

## Department Facts

Operating budget: \$110,123,738

Staff FTEs: 622.5

Locations: 10 offices in 3 cities

## Source of Funds

Federal & State Revenues: 92.2%

County General Fund: 7.8%

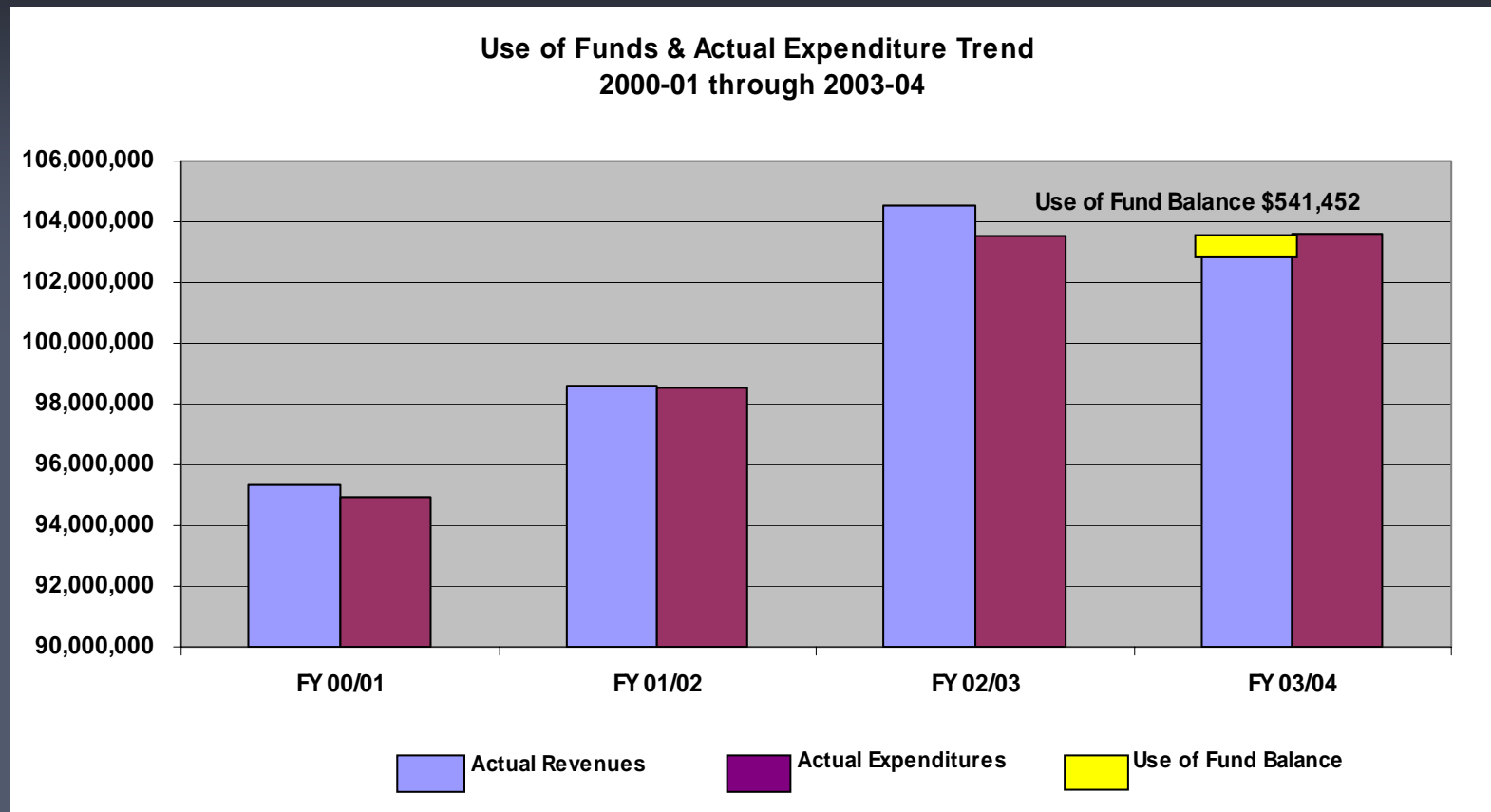


## Use of Funds

Programs: 88%

Technology & Administration: 12%

# Sources & Uses of Funds



Social Services is one of the County's largest departments, with complex funding and diverse programs. In the last ten years, the Department has not had any financial audits that have resulted in material findings or sanctions.

**We are tasked with ensuring the general welfare of the community and provide services and benefits to residents in all regions of the county.**



# Client Population by Program

Program	Persons Receiving Benefits
Child Welfare Services	526
CalWORKS	10,328
Non-Assistance Food Stamps	8,470
General Relief	456
Medi-Cal	66,243
In-Home Supportive Services	2,361
Adult Protective Services	122

# Dollars Spent in our Communities

## \$109.6 Million Annually

- FY 04/05 projected annual dollars issued
- Medi-Cal average monthly payments to Santa Barbara County physicians, dentists, optometrists, pharmacies, hospitals and skilled nursing facilities, 2003

CalWORKS Aid Payments	\$ 26,071,517
Child Care Direct Payments	\$ 1,541,270
Food Stamps Issued	\$ 19,276,752
General Relief Aid Payments	\$ 1,561,355
IHSS Provider Wages	\$ 19,774,218
Medi-Cal Provider Payments	\$ 41,438,064

**Total Dollars spent in our communities annually**  
\$109,663,176

# Social Services Locations

## 10 Offices in 3 cities





## *Department of Social Services Locations*

The Department of Social Services is located in 10 offices throughout the county



- Betteravia Center – Santa Maria
- Workforce Resource Center – Broadway, Santa Maria
- MISC - Foster Road – Santa Maria



- Laurel Ave - Lompoc
- CalWORKS & Self Sufficiency Services - Lompoc
- MISC - "B" Street, Lompoc



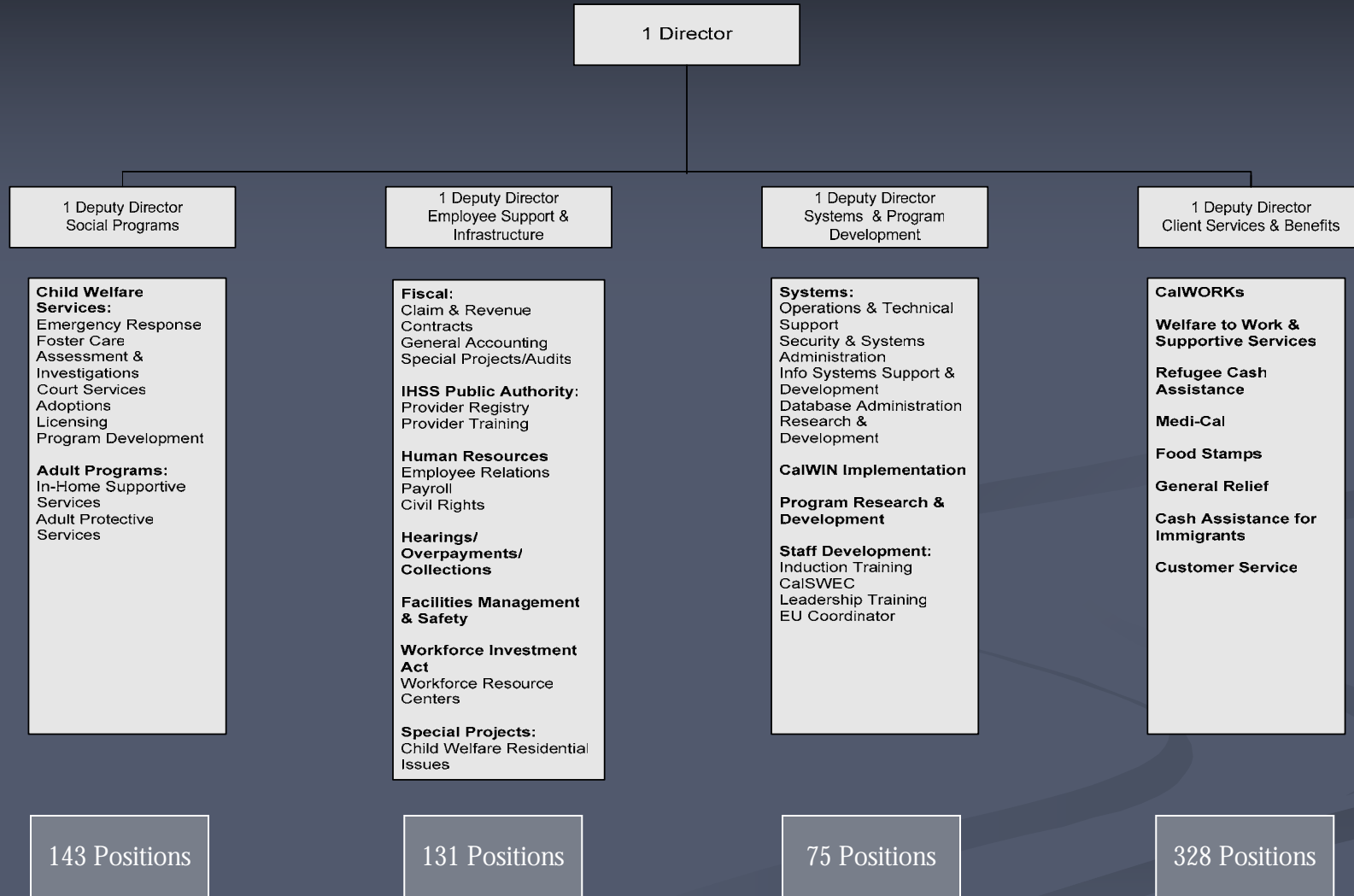
- Camino Del Remedio - Santa Barbara
- Casa Nueva - Santa Barbara
- Workforce Resource Center – Ortega, Santa Barbara
- MISC - Santa Barbara

# Department Structure

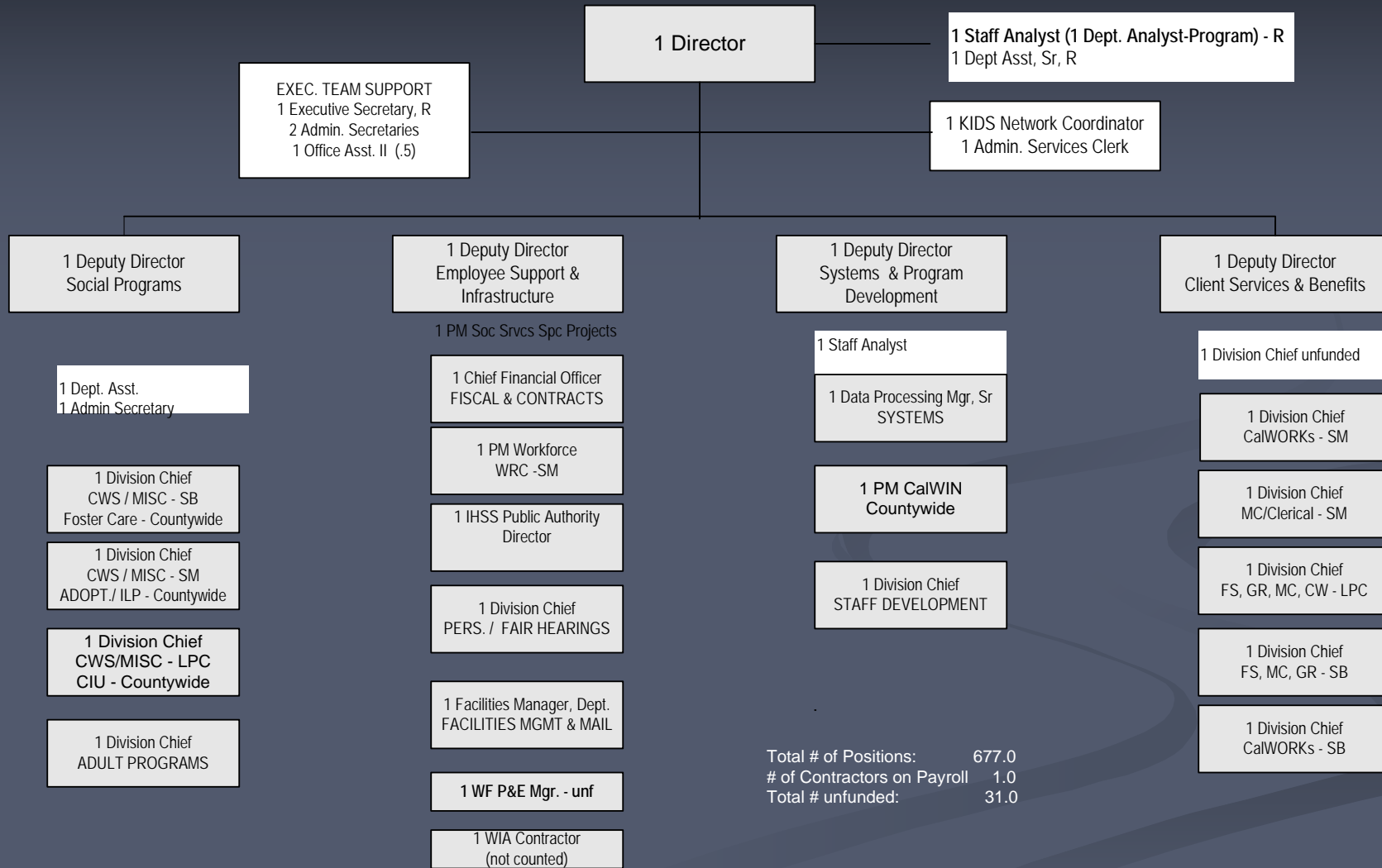
- Employee Support and Infrastructure
- Systems and Program Development
- Client Services and Benefits
- Social Programs



# Department of Social Services Functional Structure FY 04/05

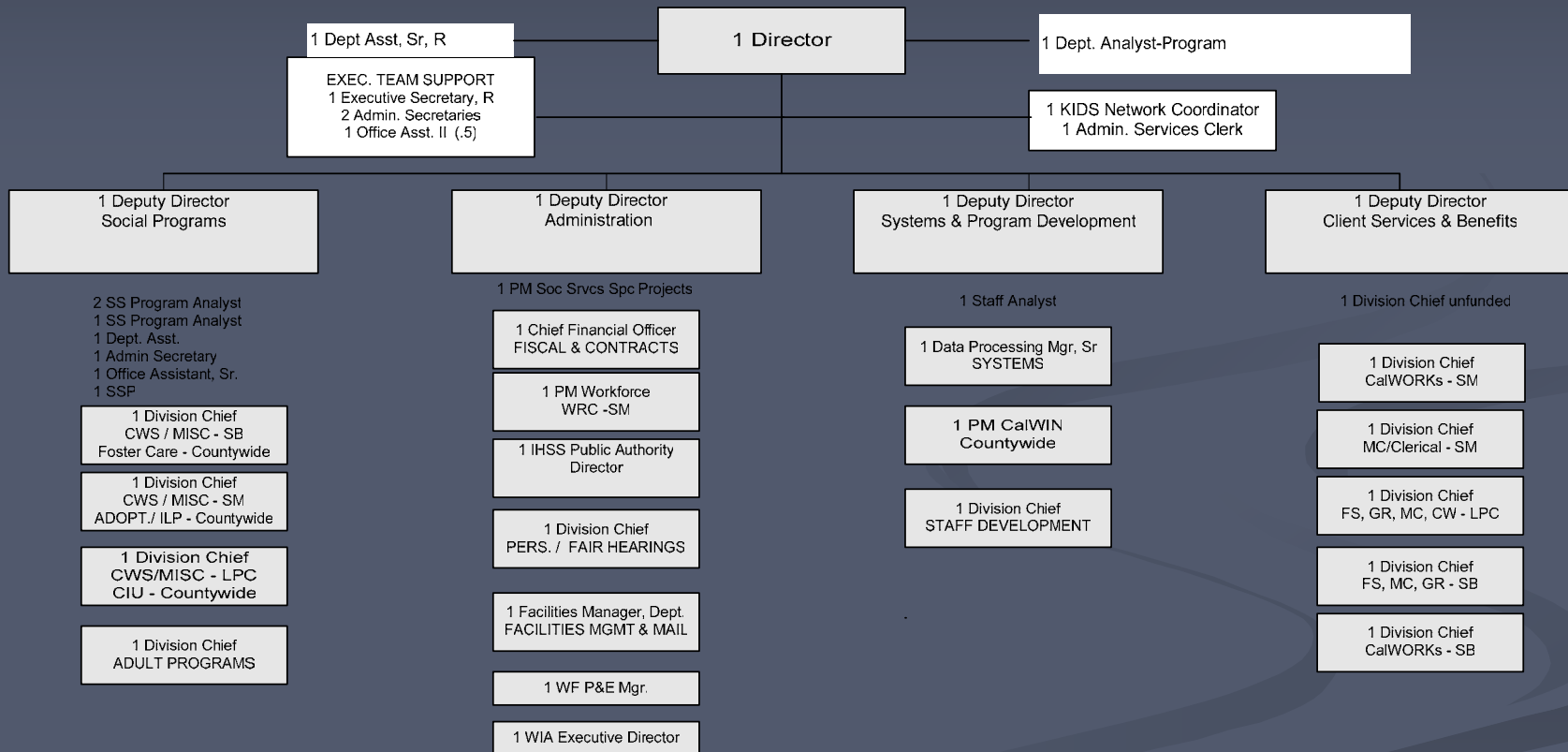


# Department of Social Services Organizational Structure FY 05/06

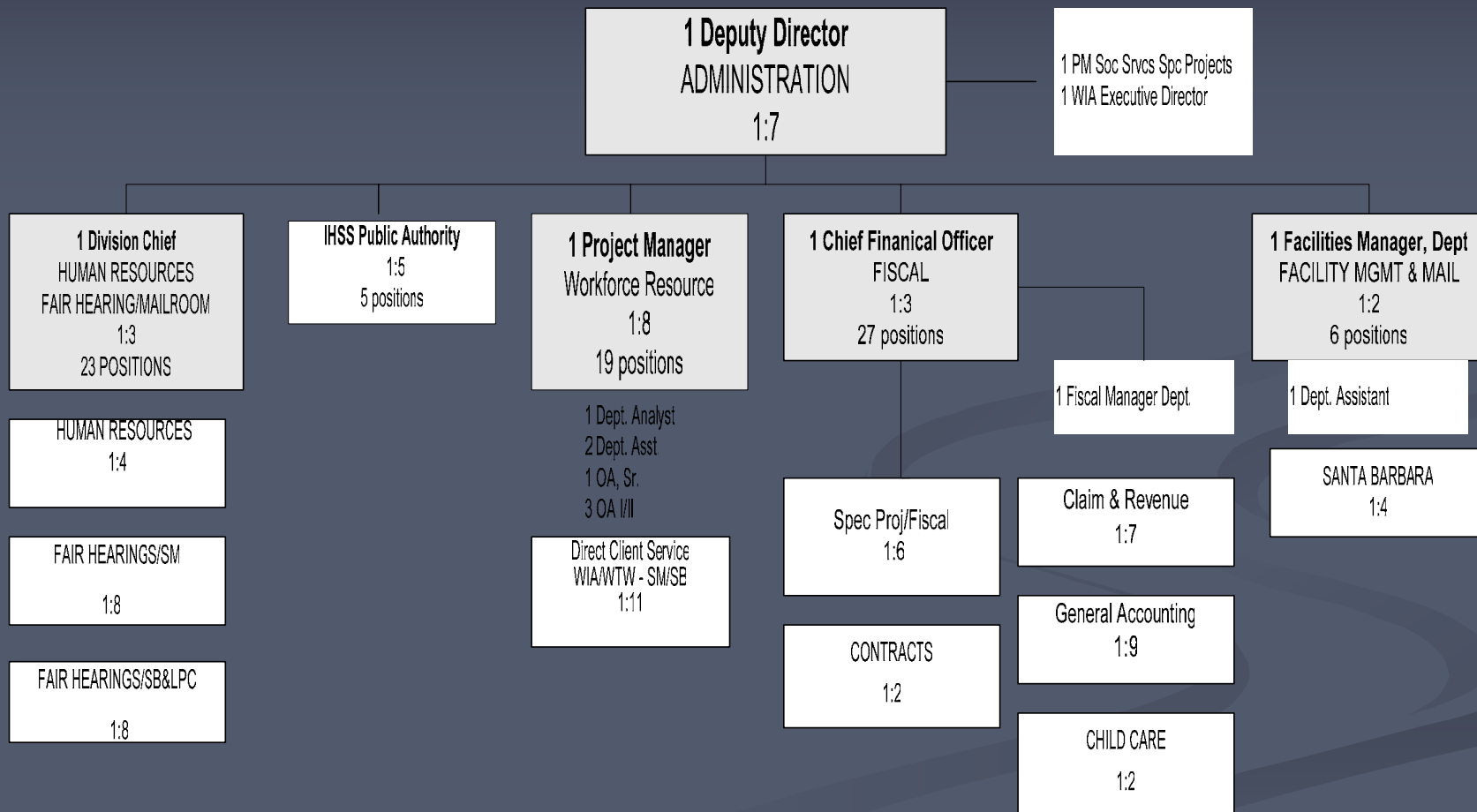


Total # of Positions: 677.0  
# of Contractors on Payroll 1.0  
Total # unfunded: 31.0

# Department of Social Services Organizational Chart FY 2005/2006



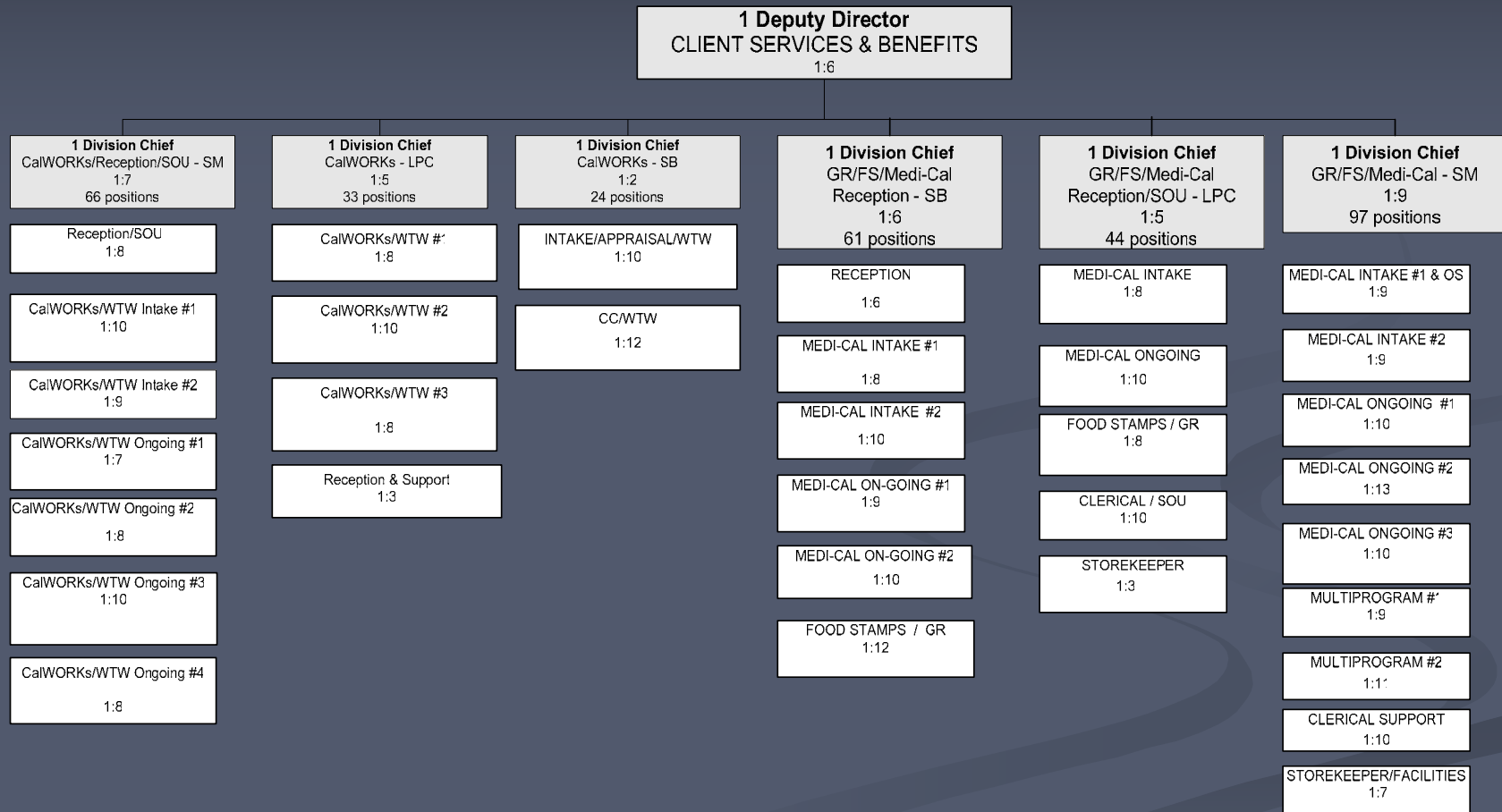
# Department of Social Services Administration and Support Branch Organizational Chart FY 2005/2006



# Department of Social Services

## Client Service and Benefits Branch

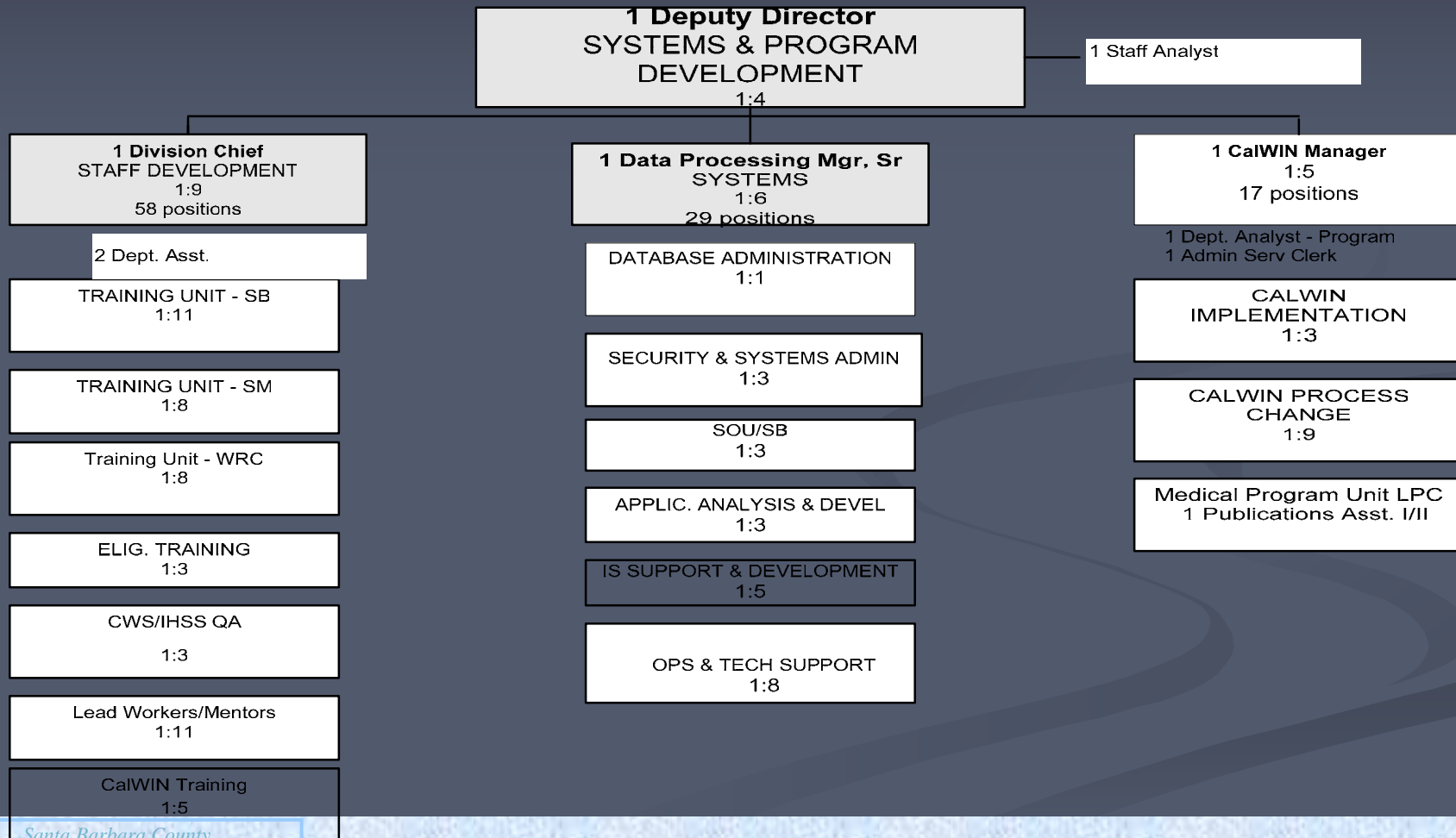
### Organizational Chart FY 2005/2006



# Department of Social Services

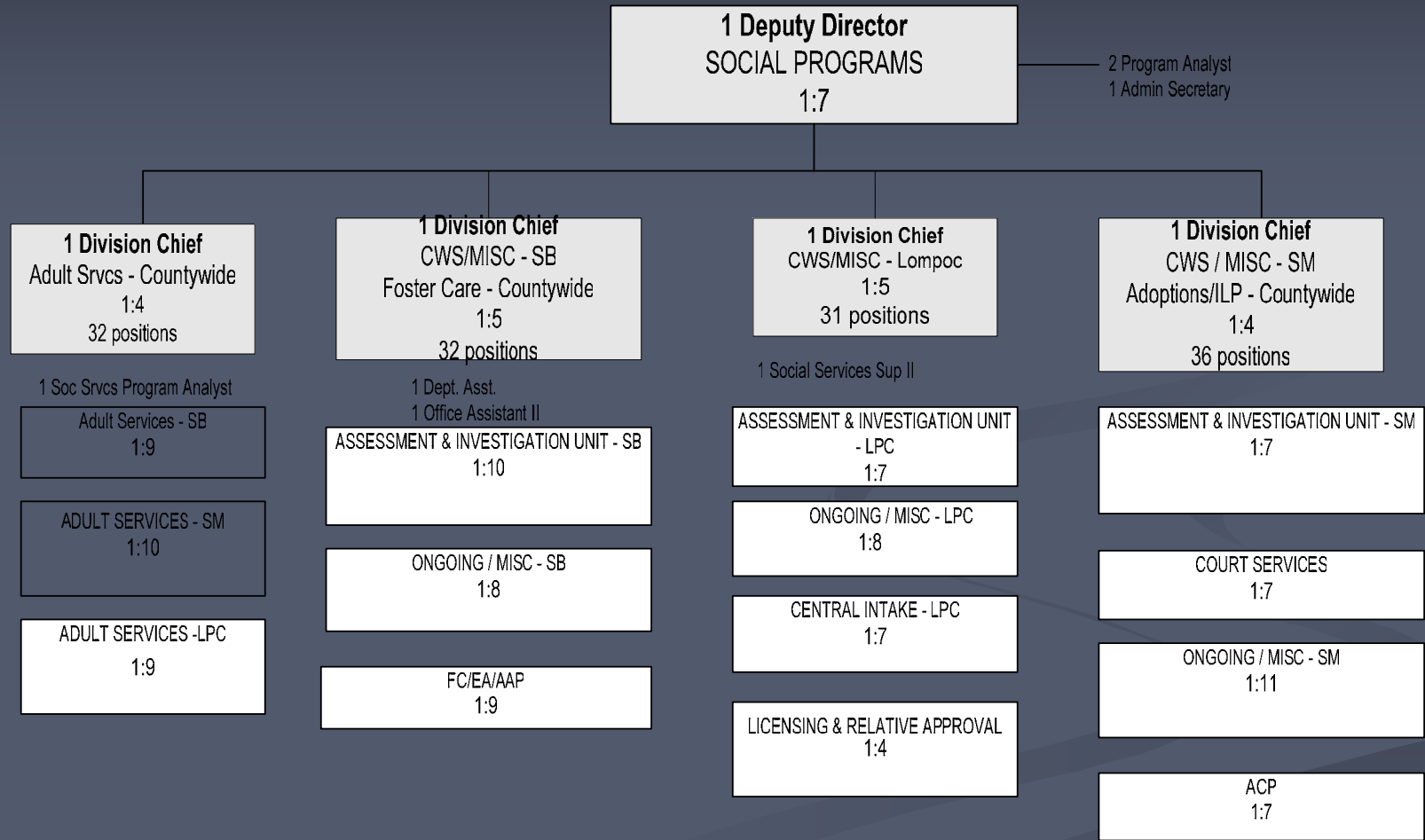
## Systems and Program Development Branch

### Organizational Chart FY 2005/2006





# Department of Social Services Social Programs Branch Organizational Chart FY 2005/2006



# Department of Social Services Organizational Facts

Overall Management to Staff Ratio 1 to 30

Staff positions:	677
Manager positions:	22
Executive positions:	5

Overall Supervisor to Staff Ratio 1 to 8.6

Eligibility Programs:	1 to 8.9
Child Welfare Service Programs:	1 to 8.7

CWLA Standards of Excellence for Services to children recommends a supervisor to staff ratio of 1 supervisor to 5 staff.

# Systems & Program Development



- Information Technology
  - Staff Development
  - Program Support
- Grants Coordination
  - CalWIN System.

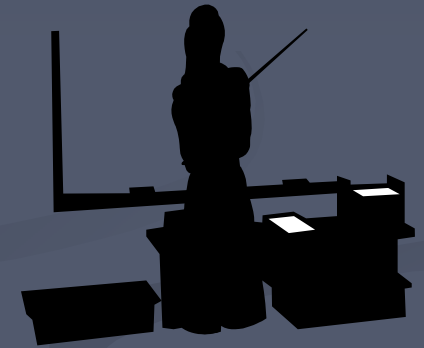
# Information Technology

- Operations & Technical Support to over 40 systems applications
- Security & Systems Administration
- Application Analysis & Development
- Database Administration
- Information Systems Support



# Staff Development

- Conducts Employee Orientation for all new staff
- Designs and conducts Program Induction Training
  - Eligibility Programs
  - Social Programs
- Conducts Supervisor, Lead Worker and Office Professional Training Series
- Provides Training on Generic Topics for all staff



# CalWIN... NOT JUST A NEW TOOL, A NEW WAY OF DOING BUSINESS

CalWIN is an automated online welfare system that will:

- Provide Uniform Eligibility & Benefit Determinations
- Support Case Management
- Facilitate Accounting
- Improve Service Delivery
- Interface with State and County systems

## Why CalWIN?

- CDS 30 yrs. Old
- Federal Mandate
- SAWS - Statewide Automated Welfare System



# CalWIN Business Process Impacts

- Not just a Systems project
- Significant change for 75% of our staff
- Affects 90% of DSS clients
- Reporting & monitoring functions for 76% of the budget
- Other Stakeholders:
  - Other Co. Depts., Community Partners, Unions, BOS



# Where are we now?

- 4 Counties converted & implemented
  - Placer 1/05
  - Sacramento 3/05
  - Yolo & Santa Cruz 4/05
- Santa Barbara County Training 1/06 – 2/06
- Santa Barbara Go-Live 3/06



## Challenges:

**Conversion**

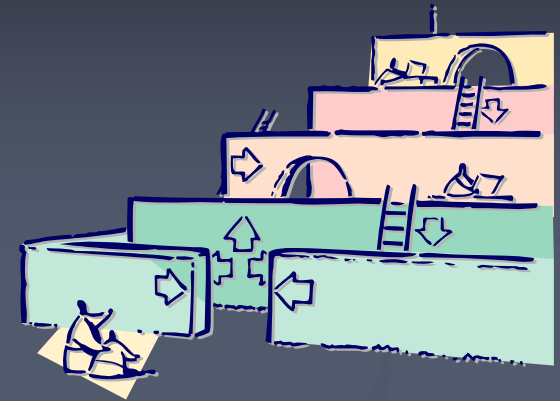
**Under staffed**

**Under funding**



# Employee Support and Infrastructure

- Policy Direction
- Financial Planning/Accounting
- Human Resources/ Employee Relations
- Facilities Management/Safety
- Special Projects

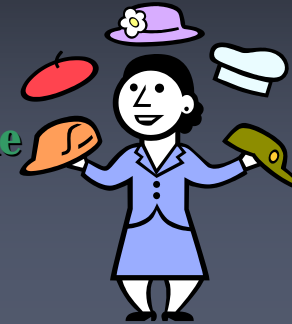


# Fiscal Division

- The Fiscal Division performs a variety of fiscal operations and functions which support the administration of our programs.



**Claim & Revenue**  
**General Accounting/Accounts Payable**  
**Budget Preparation**  
**Fiscal Monitoring**  
**Revenue Maximization**  
**Develop & Improve Financial Systems**  
**Contracts & Purchasing**  
**Performs Audits**  
**Prepares Statistical Reports**



## Statistics

### Processes Annually:

- Prepares 8 cash assistance claims for 17 programs worth approximately \$39 million annually
- On average, handles \$399,600 in deposits
- Processes 4 County Expense Claims worth approximately \$62 million
- Monitors an average of 13,000 Random Moment Time Study events
- Verifies approximately 625 time cards biweekly

# Fiscal Division

## Statistics



### Processes Annually:

- 2800 petty cash transactions worth approximately \$60,000 through 10 different funds
- 800 American Express Cards transactions worth approximately \$120,000
- 270 Cal Card Transactions for approximately \$75,000
- 350 WIA Claims
- 1000 travel claims, of which 95% are processed within 3 days
- 6,200 child care claims
- 4,200 ancillary & transportation claims
- Monitors & maintains 150 WIA contracts
- EBT cash & food stamp issuances and settlements daily, reconciling to SARS, CDS & FIN Systems

# Human Resources & Employee Relations

- Labor Negotiations

- Civil Rights

- Payroll & Personnel

Annually processes:

- 15 Recruitments
- 100 Certification Lists
- 18,000+ timesheets
- 100 new hires

- Process State Disability & Workers Compensation Claims



# Safety & Facility Management

We are committed to provide a safe and efficient workplace for staff and clients. Our challenges include:

**Large Department**

**Over 600 Employees**

**Diverse Exposures: Office & Field Staff**

**10 Sites throughout the County**

- Ergonomic Program Implemented
  - Completed 240 Ergonomic Assessments in 2004
  - Modified 14 Workstations
- Illness and Injury Prevention Program Implemented
- Developed written safety plans and established Building Safety Committees



# Employee Demographics

Annual Turnover Rate Over the Past 3 Years	
Overall Turnover Rate	9.0%
Eligibility Series Turnover Rate	8.1%
Social Work Series Turnover Rate	8.0%
New to Department Over the Past 3 Years	
140 Employees New to the Department	21.8%
New to Assignment Over the Past 3 Years	
137 Employees New to Assignment	21.3%
Employee Average Age	
Overall Average Age	42.5 yrs
Office Assistant	41 yrs
Eligibility Worker Series	37 yrs
Social Worker/Practitioners	44 yrs

# Department of Social Services

<b>Civil Service Appeals Over the Past 3 Years</b>	
Appeals Filed	3
Appeals Denied	2
Appeals Heard, Found for the Department	1
<b>Union Grievances Over the Past 3 Years</b>	
Grievances Filed	4
<b>Discrimination Complaints by DSS Clients Over the Past 3 Years</b>	
Complaints Filed	17
Complaints Unfounded	16

# Department of Social Services

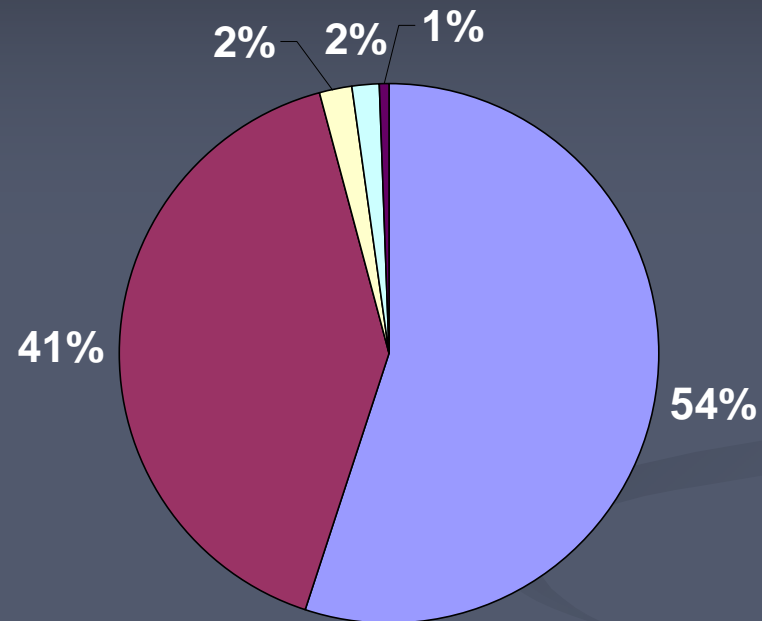
## Employee Survey Bickmore Risk Services Survey

493 out of 582 Surveys Returned	85%
Comfort expressing safety concerns with supervisor	97%
Comfort expressing safety concerns without fear of reprisal	89%
Unsafe conditions are addressed	89%



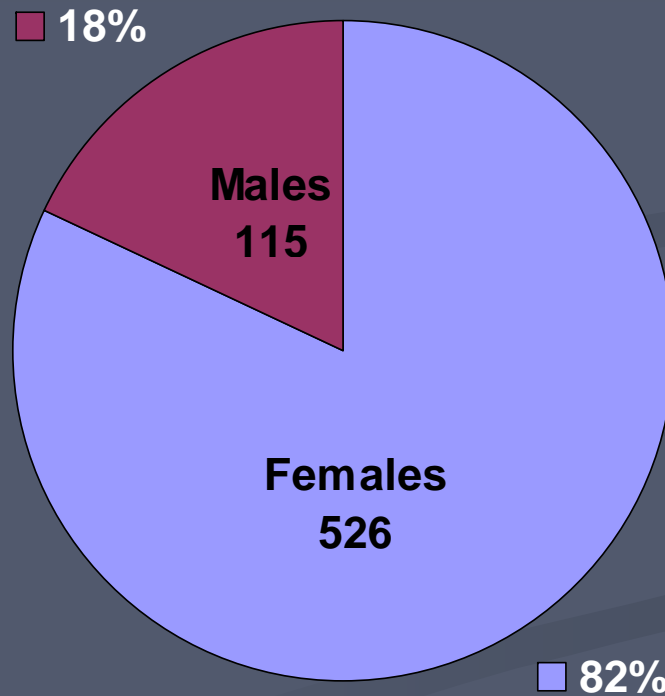


# Employees by Ethnicity FY 04/05



# Employees Demographics FY 04/05

Average age of DSS Employees 42.5 years



# Employees With Extended Commutes



- Nearly 20% of our staff have an extended commute to work.

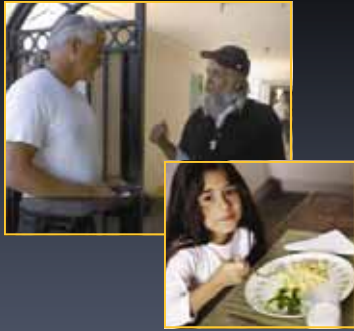
<b>Lompoc Staff Commuters 18.8%</b>	
Santa Maria/Guadalupe	20
Santa Barbara	1
Five Cities	2
<b>Santa Maria Staff Commuters 18.9%</b>	
Five Cities	19
Lompoc/VAFB/Solvang	14
Los Alamos	4
Santa Barbara	2
Morro Bay/San Luis Obispo	3
<b>Santa Barbara Staff Commuters 28.5%</b>	
Ventura to Canoga Park	29
Lompoc/Solvang/Buellton	14
Santa Maria/Guadalupe	14
Los Alamos	2
Nipomo	2

# Mandates – The Changes & Challenges

- Complex laws and regulations in both federal and state statutes govern the Department's programs.
- These laws and regulations mandate which social services programs DSS will provide to Santa Barbara County residents and determine who will be eligible.
- The regulations specify the types of services and amounts of benefits, time frames for delivery of services/benefits, and accuracy levels.
- These mandates, laws, and regulations are subject to frequent changes from the federal and/or state governments and at times the courts.

# Mandates – The Changes & Challenges

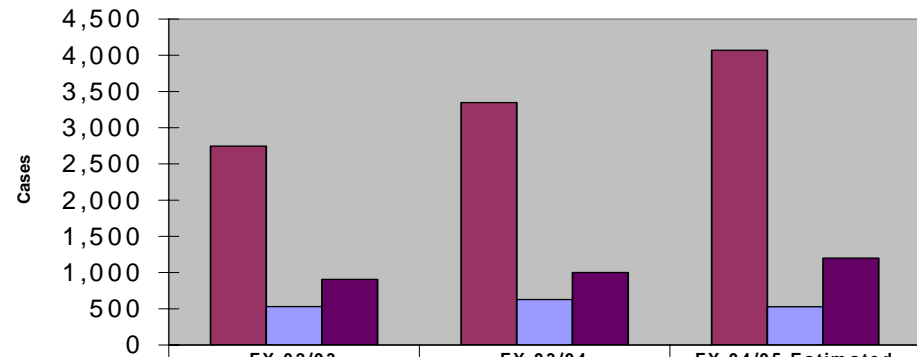
- Most of the mandated programs require either matching funds or “maintenance of effort” in order to obtain federal funding. The ratios are established by the annual state budget process.
  - Some of the Foster Care program is funded at 50% Federal/ 20% state/ 30% county.
  - The cost of Medi-Cal eligibility determinations is funded at 50% federal/50% state.
  - General Relief is 100% county funded.
- Approximately 7.8% of the DSS budget is funded from County General Fund.
- DSS is committed to meeting the challenges and responding positively to the ever-changing service environment with innovative techniques and service delivery.



# Food Stamps and General Relief

- 24.9% increase in Food Stamp caseload over FY 03/04
- 14.97% decrease in General Relief caseload over FY 03/04
- Applications remain at the average FY 03/04 level for GR

Food Stamp and General Relief Average Monthly Activity and Staffing



	FY 02/03	FY 03/04	FY 04/05 Estimated
Food Stamp Cases	2,744	3,347	4,069
General Relief Cases	530	628	528
Food Stamp Applications	906	1,001	1,198
General Relief Applications	266	315	327
Eligibility Workers/ Social Worker	19	23	27

# Outreach & Advocacy



## Medi-Cal Outreach Efforts

- 2003 California Health Interview survey estimates Santa Barbara County uninsured  
17,000 children  
56,000 adults
- Medi-Cal Eligibility workers visit 31 established outstation sites monthly.
- EWs provide information on Medi-Cal and Healthy Families Insurance

## General Relief SSI Advocacy

- Two Social Workers Countywide
- 104 former GR clients have repaid GR Interim Assistance year to date upon approval of SSI

\$196,293 collected July 04-March 05

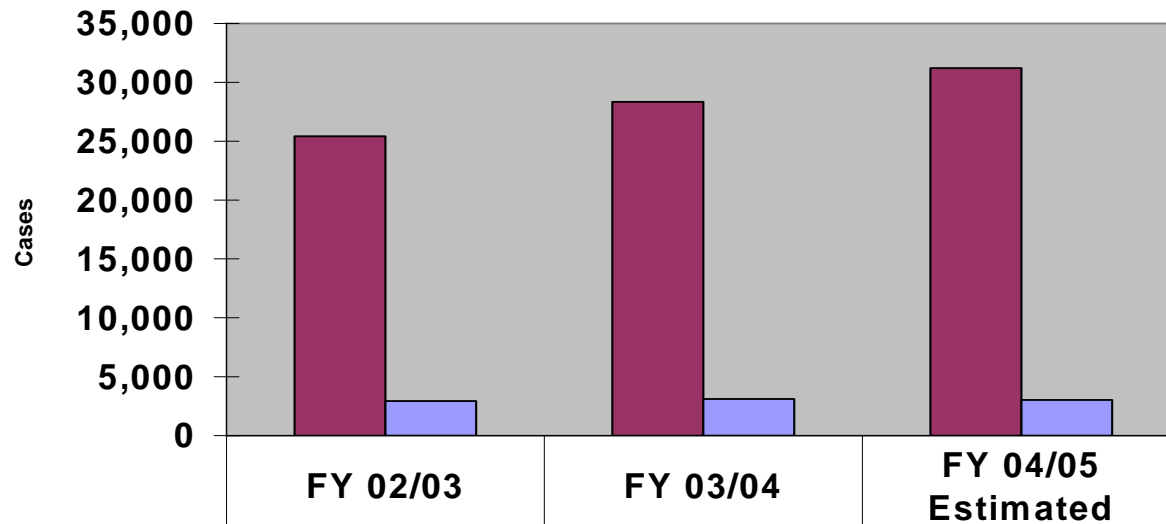
## CalWORKS SSI Advocacy Program

- Implemented October 2004
- 10 SSI approvals in first 6 months

# Medi-Cal

- 15.4 % of Santa Barbara County residents are insured by Medi-Cal

**Medi-Cal Average Monthly Activity & Staffing**

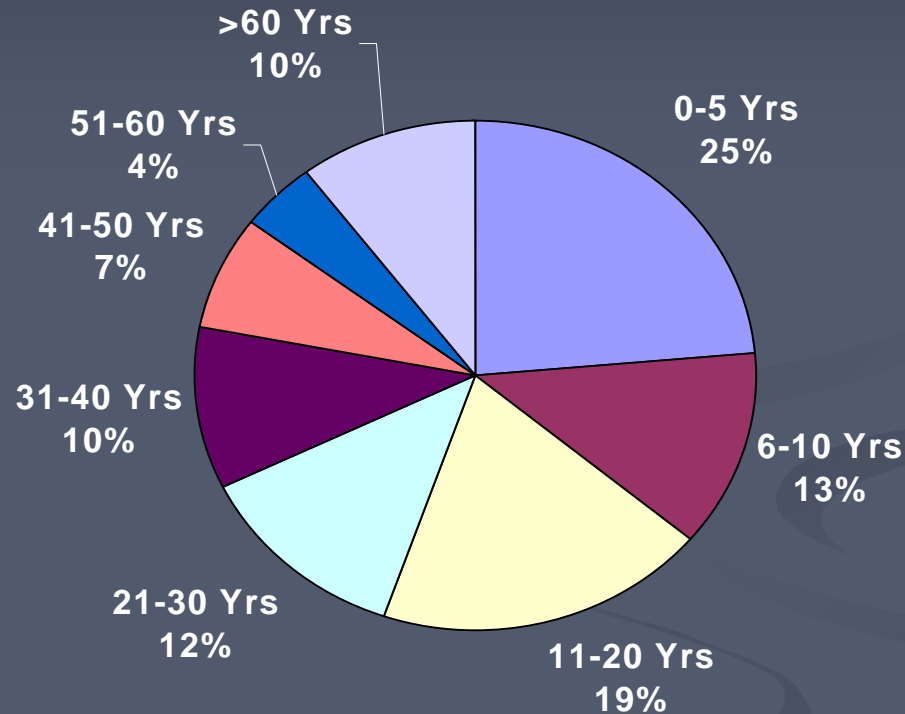


	FY 02/03	FY 03/04	FY 04/05 Estimated
■ Medi-Cal Cases	25,432	28,332	31,212
■ Medi-Cal Applications	2,932	3,098	3,024
■ Eligibility Workers	108	100	117



# Santa Barbara County Medi-Cal Insured Persons by Age

- 36,620 children
- 29,623 adults



# 15.4 % of Santa Barbara County residents are insured by Medi-Cal

County	1/1/2004 Population	Medi-Cal Eligibles	Eligibles per 100 Population
<b>Statewide</b>	<b>36,144,000</b>	<b>6,514,384</b>	<b>18.0</b>
Kern	724,900	183,416	25.3
Monterey	421,400	71,461	17.0
San Luis Obispo	258,200	27,905	10.8
<b>Santa Barbara</b>	<b>414,800</b>	<b>63,767</b>	<b>15.4</b>
Santa Cruz	260,200	32,912	12.6
Ventura	802,400	99,584	12.4

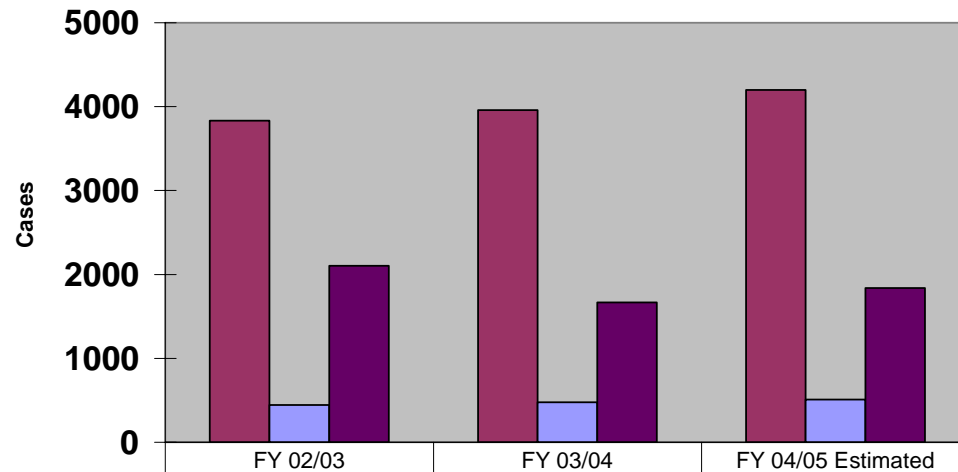
Source: State of California, Dept of Finance, Population of California Counties May 04. State of California, Department of Health Services Merged MEDSUM Oct 2004.

# CalWORKS



- The CalWORKS caseload increased 3.6% statewide between 12/03 and 12/04.
- Santa Barbara County experienced a 8.25% increase in caseload for the same period.

**CalWORKS Average Monthly Activity Levels and Staffing**



	FY 02/03	FY 03/04	FY 04/05 Estimated
CalWORKS Ongoing Caseload	3833	3958	4198
CalWORKS Applications	446	478	510
Welfare to Work Caseload	2103	1667	1837
Child Care Caseload, children		359	343
EW & CES Staff	100	83	92

# Welfare to Work Program Activity

## FY 04/05 July – March, Average Monthly Activity

CalWORKS Aided Adults	2,228
Exempt Adults	711
Welfare to Work Enrolled Adults	1,633
Non- Compliant Adults	286
Good Cause Non-Participants	147
Total Adults Enrolled, Required to Participate and Compliant	1,200
Adults Working	608
Adults receiving Job Search & Readiness Assistance	82
Adults engaged in Education & Training	333
Adults in assessment or in between activities	177

# Workforce Resource Centers and Workforce Investment Act Program

- In FY 03/04
  - Over 60,000 job seeker visits at the Workforce Resource Centers
  - Served over 900 clients under the Adult and Dislocated Worker Program
  - Served over 500 soon-to-be-laid-off employees of local businesses under Rapid Response
  - Served nearly 200 Youth under WIA Younger Youth and Older Youth program

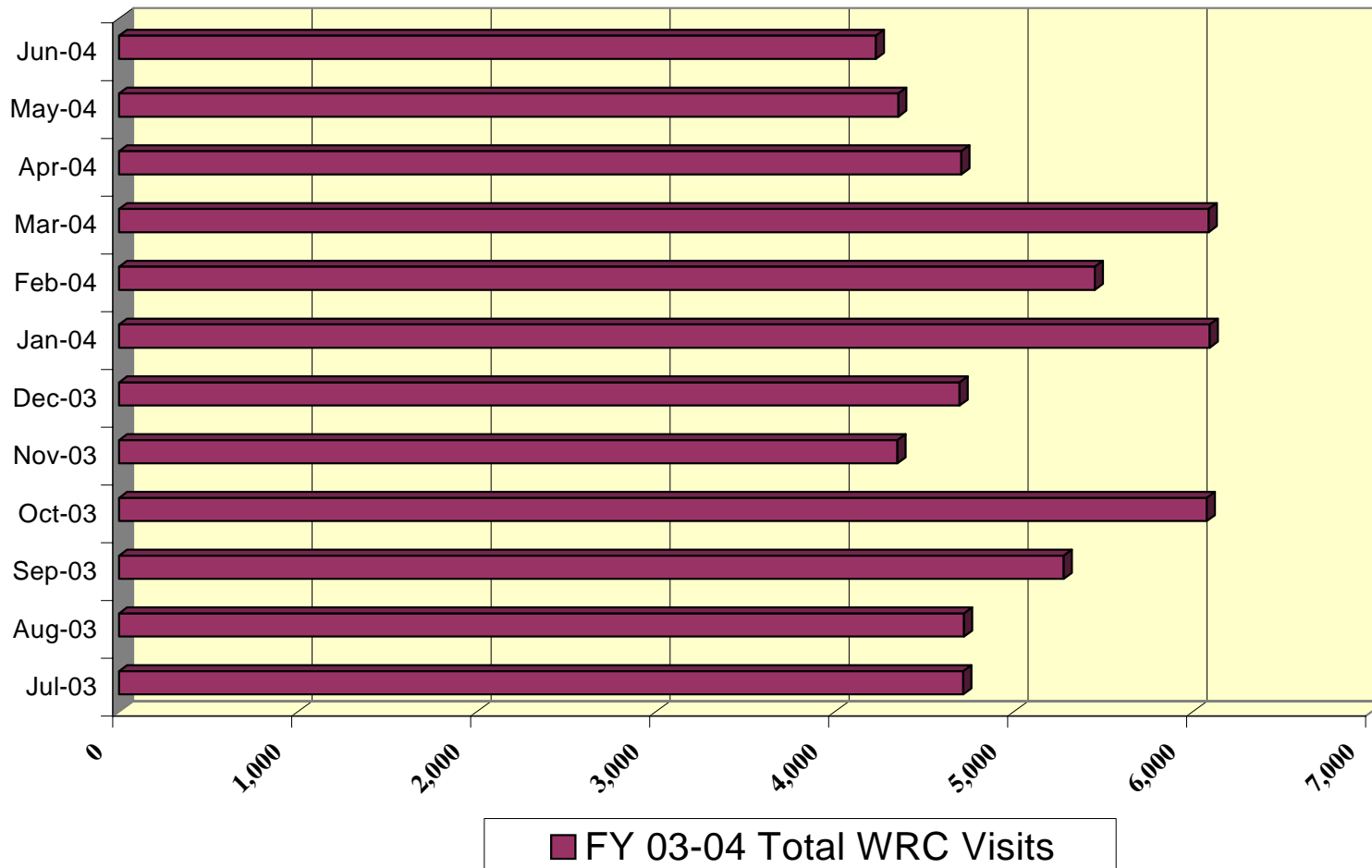


# Workforce Investment Act

- Intensive Services are provided by Career Employment Specialists.
  - In FY 03/04 70% of our WIA eligible customers were assisted with individual training plans.
  - \$4,650 was the average cost of Individual Training Accounts
  - Customers eligible to WIA may also receive up to \$1000 in supportive services
  
- WIA Performance Outcomes are measured and reported by the Employment Development Department.
  - Retention of Employment Performance Results for Program Year 2003-2004:
    - Persons Tracked for 9 months after starting employment
    - 112 Individuals out of 132 were still employed at the 9 month mark
    - 85% overall retention rate

# Workforce Resource Center

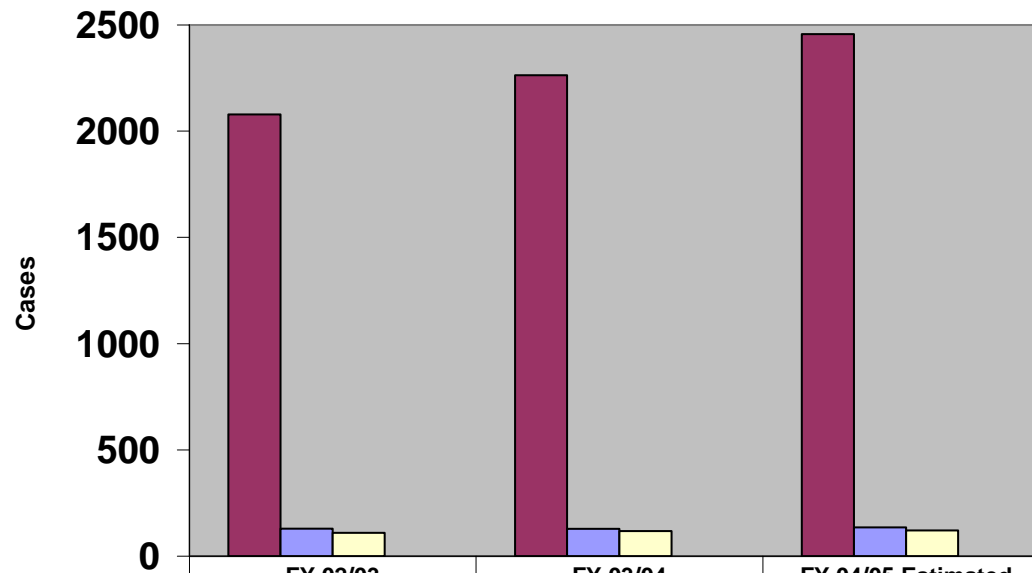
FY 03-04 Total Workforce Resource Center (WRC) Visits = 60,773



# Adult Services

- Services help elders and disabled live independently and safe from abuse and neglect.

**IHSS & Adult Average Monthly Activity and Staffing**



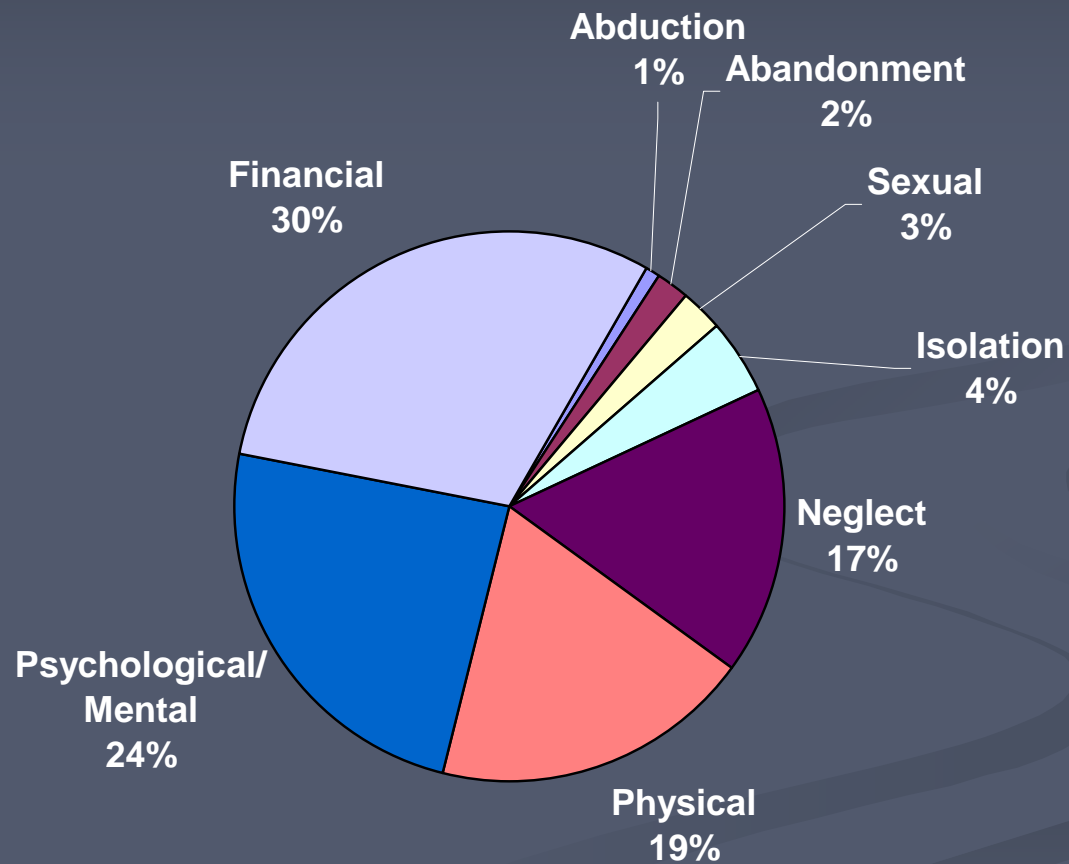
	FY 02/03	FY 03/04	FY 04/05 Estimated
<span style="color: #800040;">■</span> In-Home Supportive Service Caseload	2079	2263	2457
<span style="color: #4169E1;">■</span> In-Home Supportive Services Applications	130	129	136
<span style="color: #FFFF00;">■</span> Reports of Abuse or Neglect, Adult	109	118	121
Social Worker Staffing, Adult & IHSS	17	16	18



# Financial Abuse

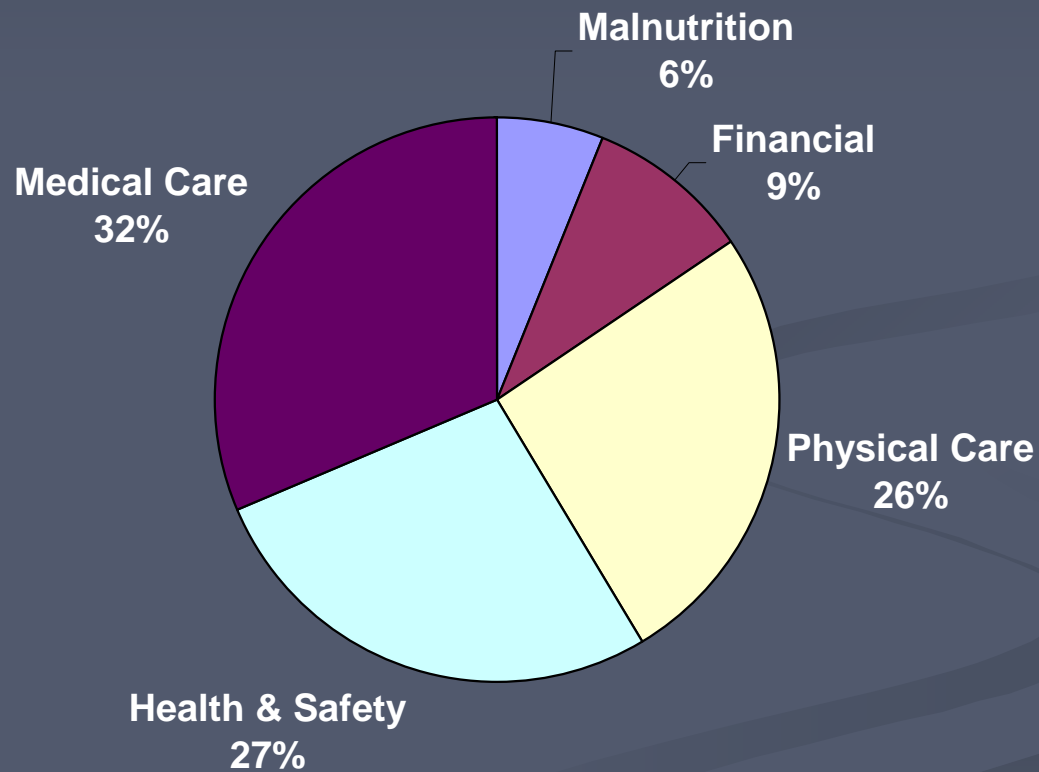
## A Fast Growing Area of APS

2004, Investigated Reports of Abuse by Others



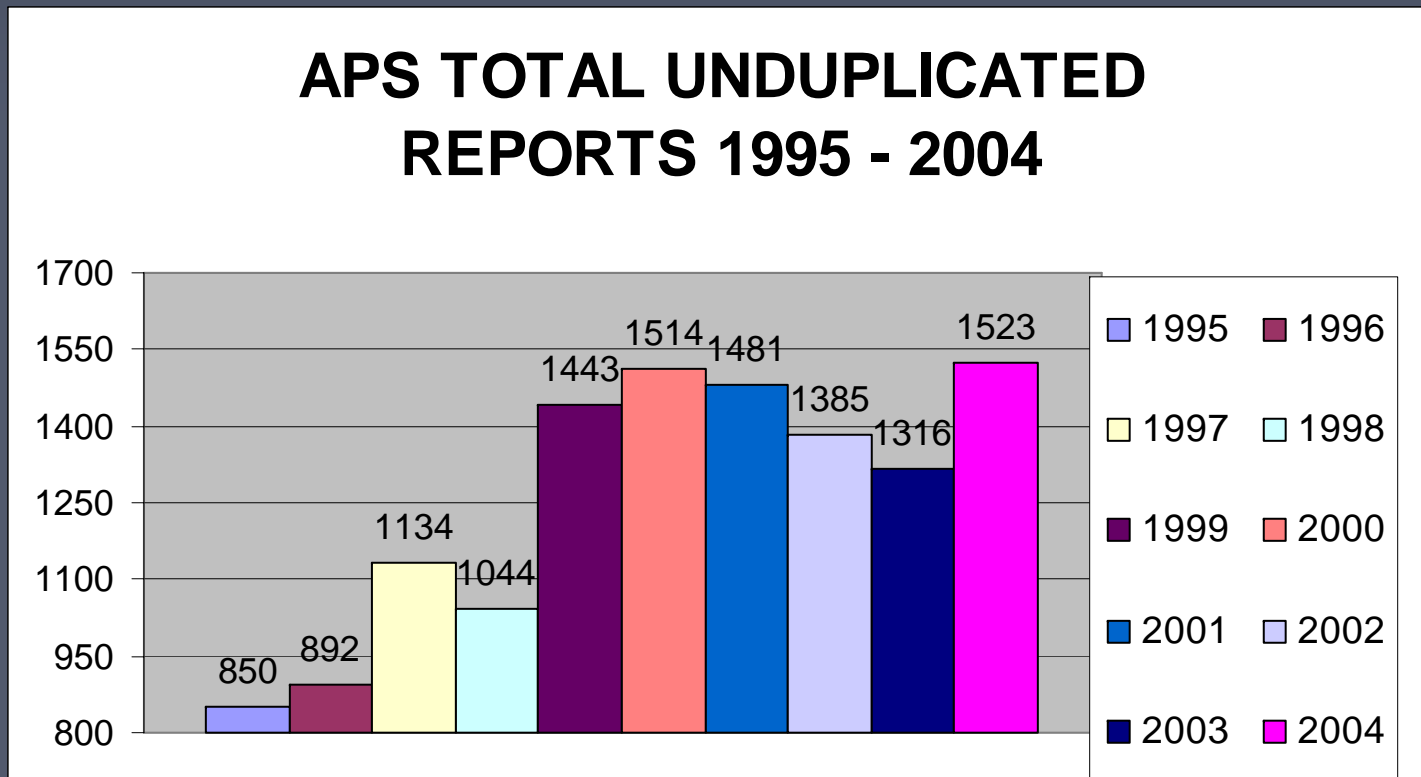
# Reports of Self Neglect in 2004

2004, Investigated Report of Self Neglect



# Adult Protective Service Reports 1995-2004

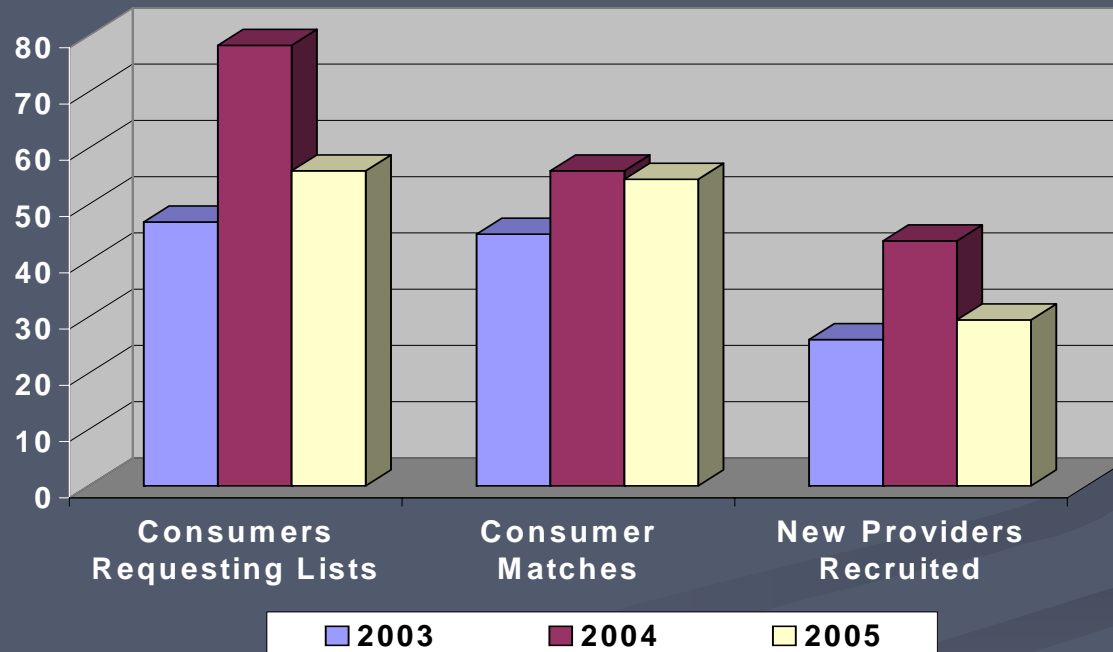
- 16% increase in reports in 2004 over prior year



# In Home Care Network (IHSS Public Authority)

- Established 01/2002
- Employer of Record for Independent Providers of IHSS Consumers
- Maintains a Registry of Providers
- Provides training to caregivers and consumers

In Home Care Network, Ave Monthly Activity, Key Services



# Child Welfare Services

The primary goal of Child Welfare Services (CWS) is to ensure that all children have a safe and healthy environment to grow up in, free from abuse and neglect .

- *Emergency Response*
- *Adoptions*
- *Family Maintenance Services*
- *Foster Home Recruitment*
- *Family Reunification Services*
- *Licensing/Relative Approvals*
- *Permanency Planning*
- *Foster Care/AAP Payments*
- *Independent Living Program*

# Child Welfare Services

## Emergency Response Activity, FY 03/04

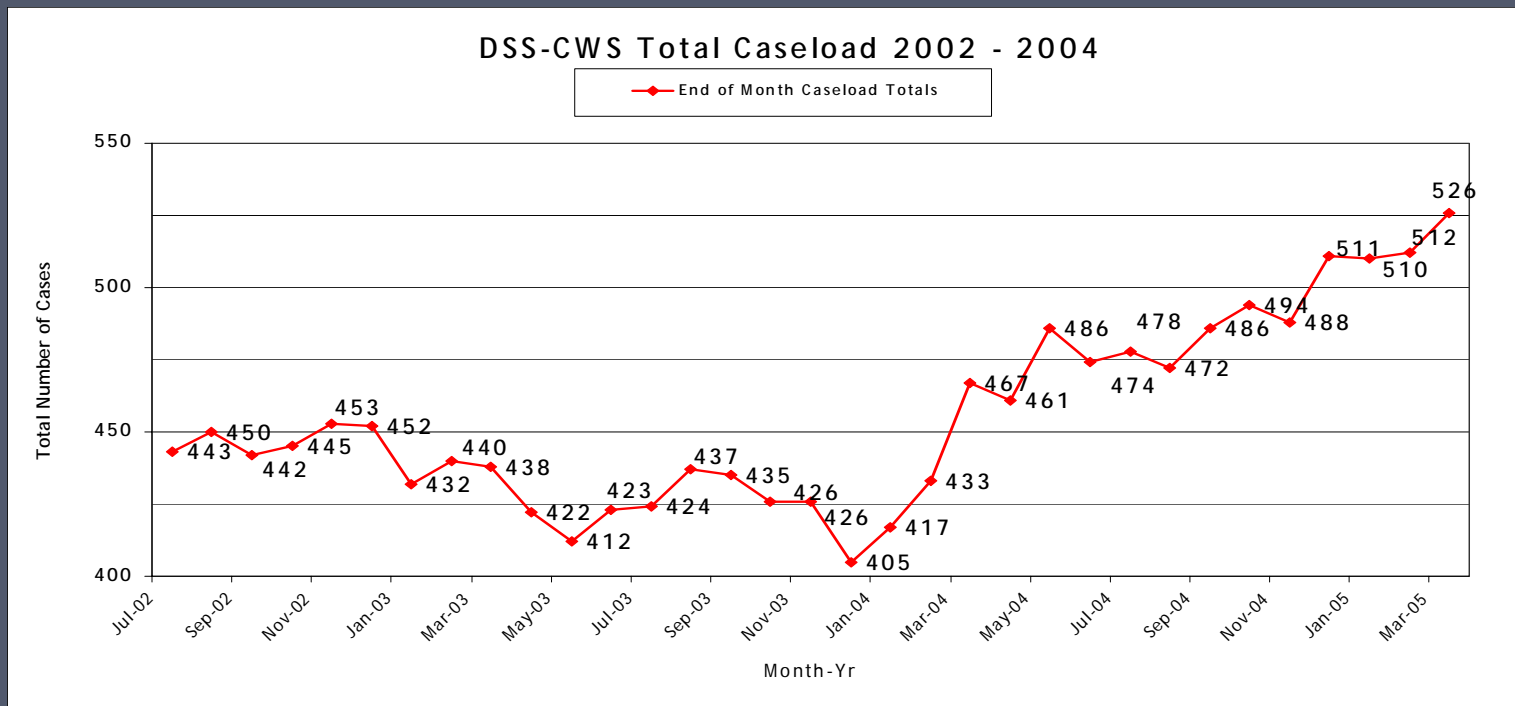
- **Emergency Response social workers assessed 4,010 referrals of potential child abuse or neglect resulting in 2,608 investigations.**
- **The investigations involved 3,029 children**
  - 29% from South County**
  - 30% from Mid County**
  - 41% from North County**

# Child Welfare Services Activity FY 03/04

- 210 children were placed in temporary emergency care.
- 575 children were supervised in the dependency court system.
- 594 children and families received reunification and family maintenance services.
- 29 adoptions finalized.
- Approximately 83 children per month received services through the Multi-Agency Integrated System of Care, a partnership of public and private agencies.

# Child Welfare Services Caseload Growth

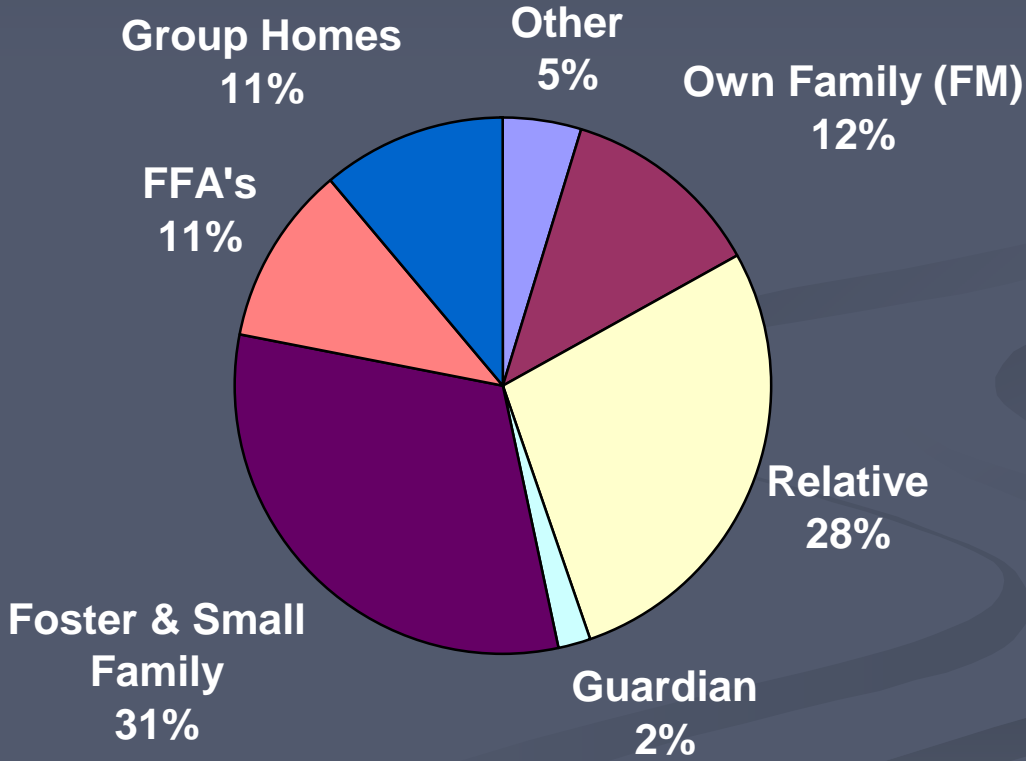
- This caseload represents the number of children supervised and receiving services from CWS.
- Children receiving services have increased nearly 11% since June 2004.





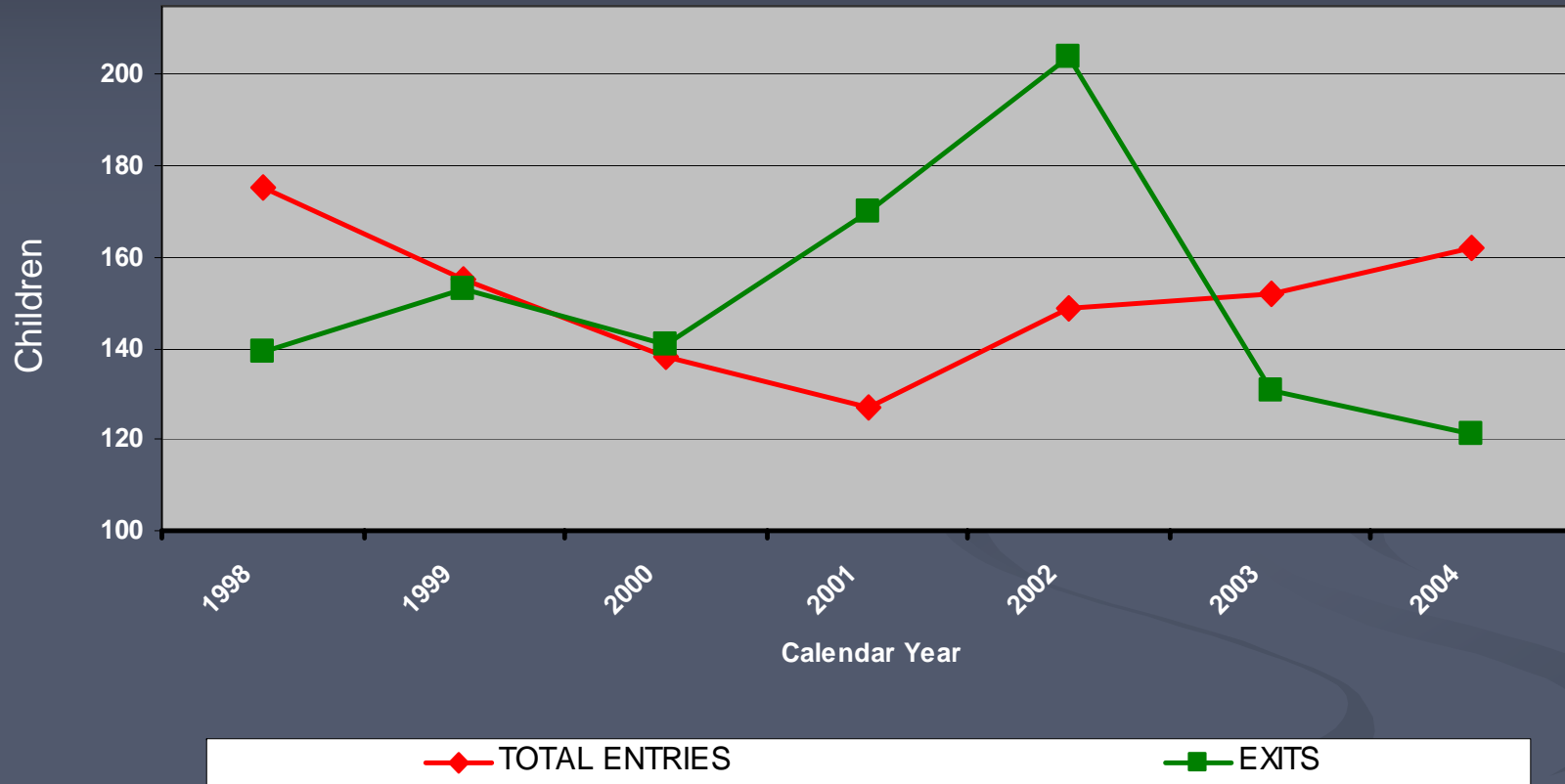
# Santa Barbara County Children Receiving Services, by Living Situation

YTD Ave Monthly



# Foster Care Growth

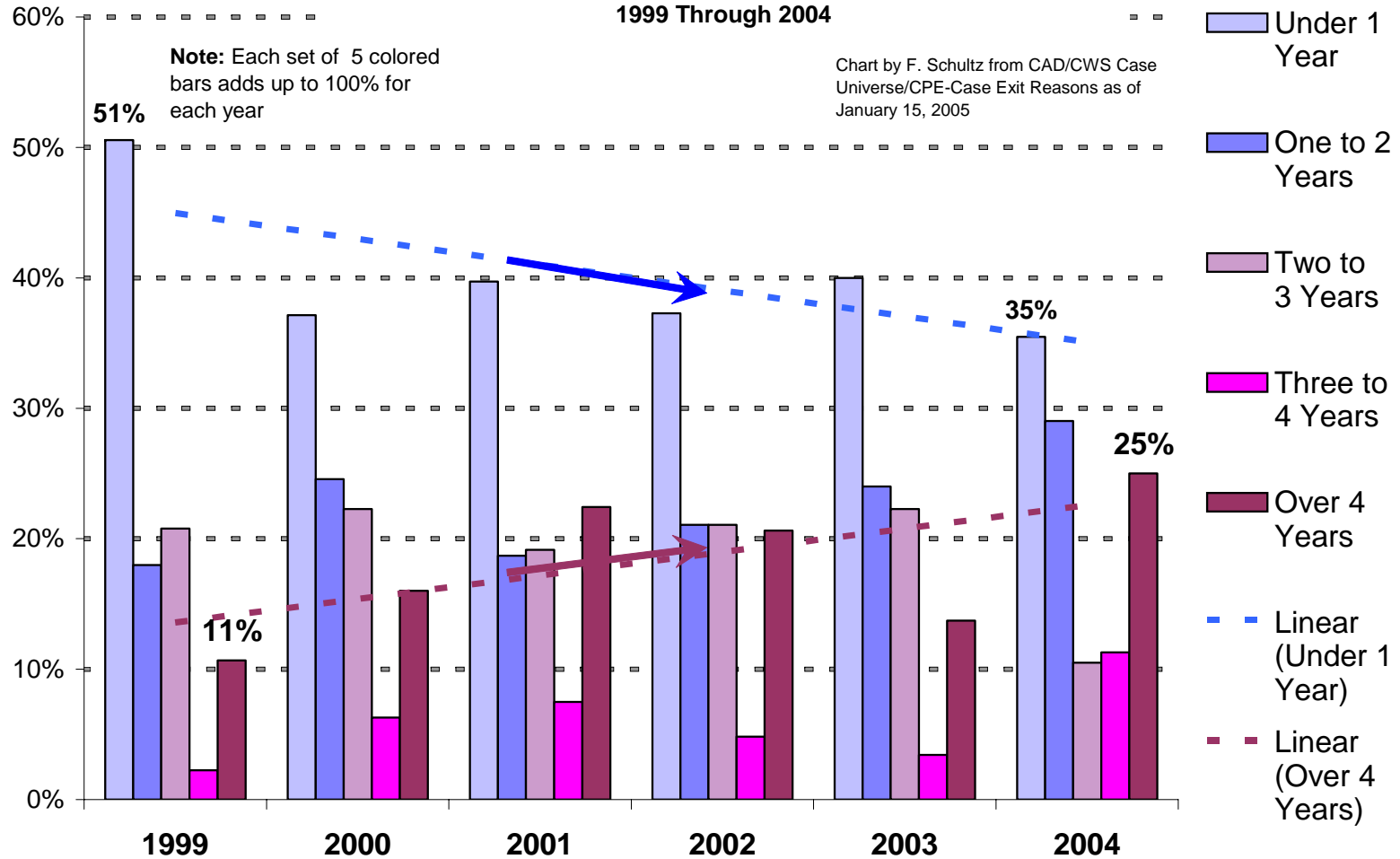
## Foster Care Enter/Exit Trend 1998-2004



# Foster Care

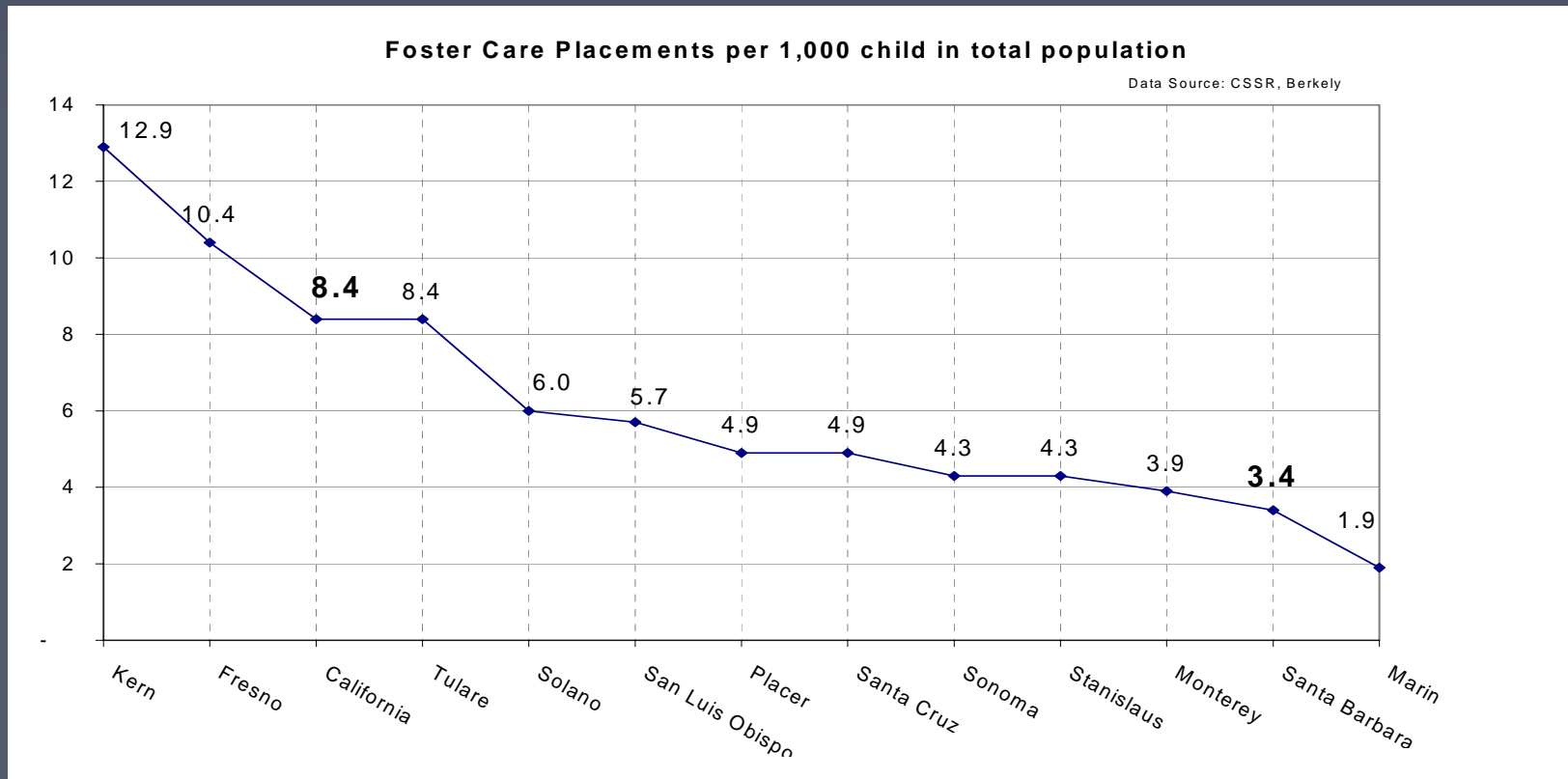
## Changes in the Distribution of Time in Care

for Exit Cohorts  
1999 Through 2004



# Foster Care

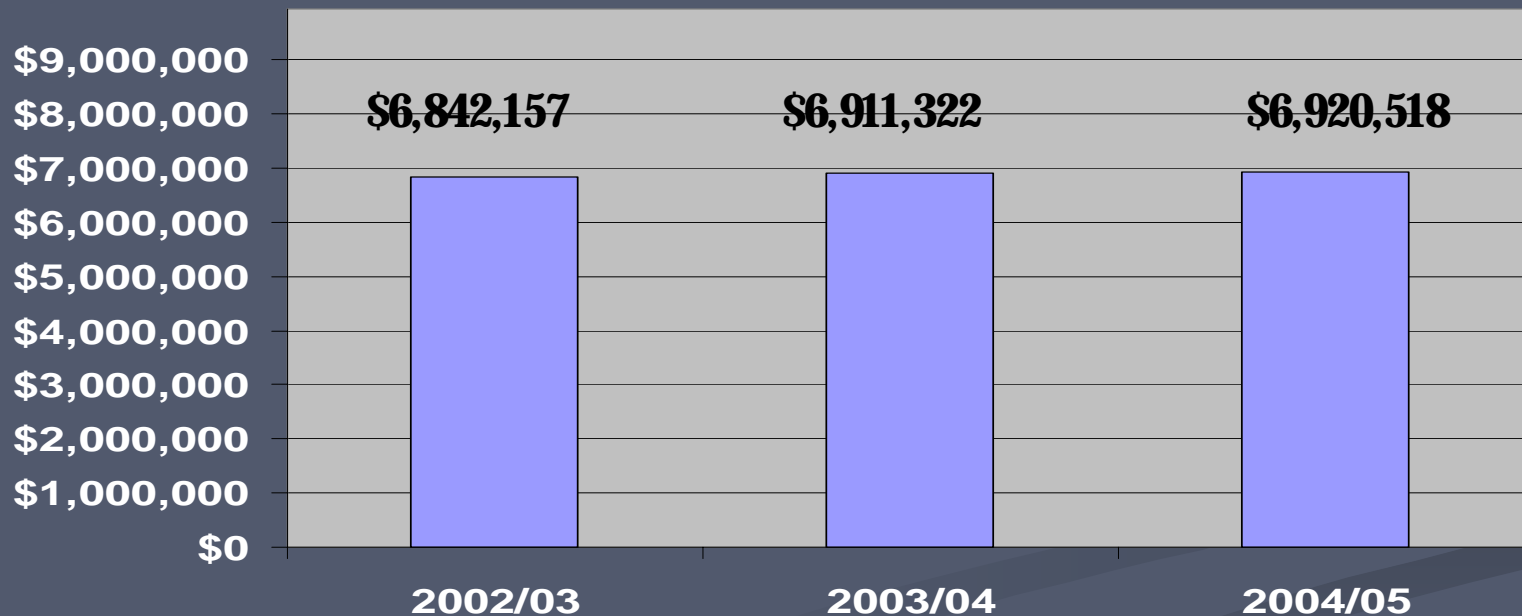
- Although placements have recently increased overall, Santa Barbara County has the second lowest placement rate in the state.



# Child Welfare Service's Caseload Growth Outpaces Increases in Total Allocation

- Increase in Child Welfare Services Allocation over 3 yrs 1.1%
- Increase in total caseload 18.73%

Child Welfare Service Allocation FY 02/03 - FY 04/05





Projected Completion March 2006

# La Morada Children's Assessment and Transition Center

- This project is to develop the county owned La Morada building, in the Goleta area, into a children's residential facility to provide in-county residential care for children with serious emotional, behavioral and educational challenges.
- The need was identified by Social Services in 2001 and subject to a Grand Jury report the same year.

- These children currently placed in group homes and residential facilities outside the county or in family settings will receive:

Appropriate Placement  
Close to family  
Close to Community  
Close to Providers

Necessary level of care  
Supervision  
Treatment

# Outsourced Services

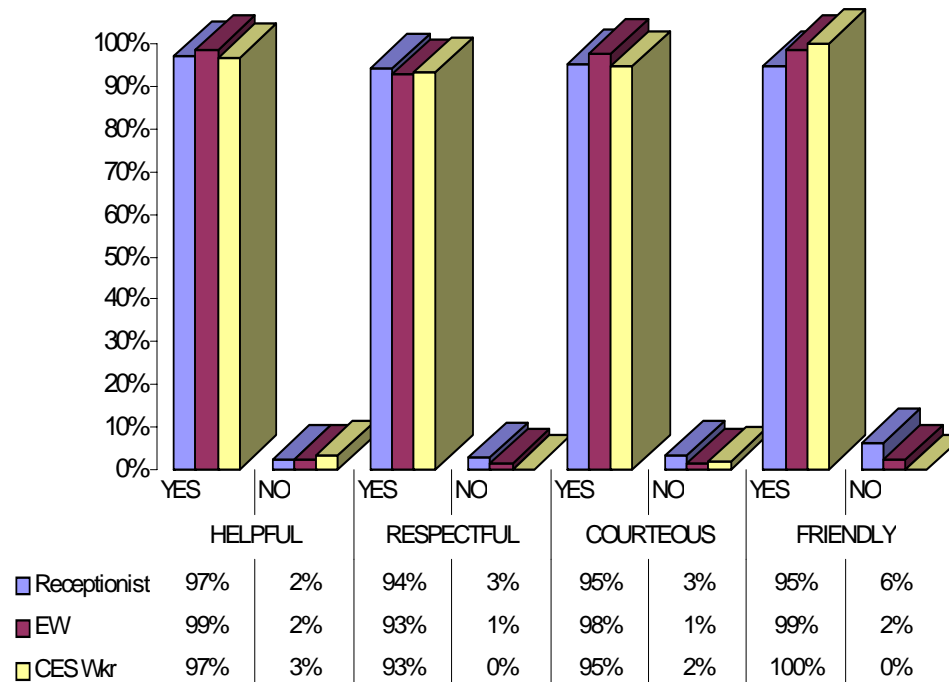
- WIA Youth Services
  - Contracts awarded annually in all geographic areas of the county
  - Local community based organizations provide educational and training services
- IHSS Contract Provider Services
- Independent Living Program Services
  - Contract to provide education, training and mentoring services to prepare foster care youth to transition to self-sufficient adulthood.
- Welfare to Work Job Club/Job Search Services
  - Contract to provide job search/job readiness services to Welfare to Work participants
- MOUs with various county departments to provide specialized services
  - Example, MOU with ADMH and Provider Network



# Santa Maria Workforce Resource Center CalWORKS Customer Service Survey March 2005

- 500 Surveys Handed Out
- 200 Surveys Mailed
- Overall return rate, 26%

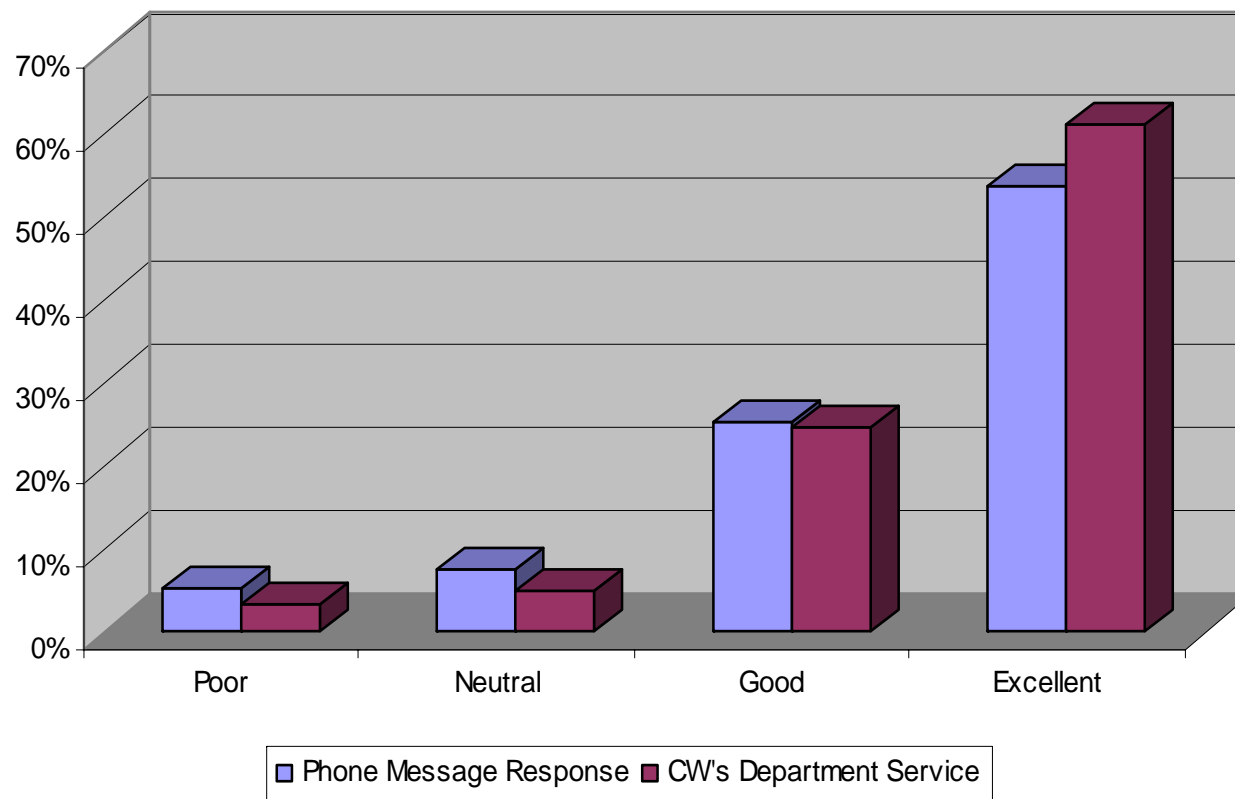
Client Contact - Both Surveys





# Santa Maria Workforce Resource Center CalWORKS Customer Service Survey March 2005

SERVICE RATING FROM BOTH SURVEYS





# Key Outcome Indicators

- The Department has adopted three key Outcome Indicators that represent performance of our organizational goals of promoting safety, stability and independence of those we serve:
  - Increase the number of residents who are productive and self sufficient contributors to the community.
  - Prevent potential or further exposure to abuse and neglect of our children by providing screening services to at-risk children.
  - Promote safety and avoid more restrictive and costly placement in nursing homes and institutions by providing In-Home Supportive Services to eligible elderly and disabled residents.



# Outcomes

## How are we doing?



### In-Home Supportive Services

- We are assisting 2,361 elderly and disabled residents with domestic and related services so they may remain safely in their own homes.
  - Close to family
  - Close to providers
  - Avoiding costly placement in Long Term Care
- Fewer than 10 individuals a month terminate their IHSS services due to placement in Long Term Care.

### Screening At-Risk Children

- On average, we screen 340 at-risk children each month.

### CalWORKS

### Welfare to Work

- We are assisting 1700 adults each month by providing
  - Intensive case management
  - Help finding work
  - Child Care
  - Training
  - Short term education
  - Services to overcome domestic abuse or substance abuse
- We placed over 1,200 individuals in jobs in FY 03/04 and expect to exceed this number in FY 04/05.

# Measuring Our Performance

**Social Services regularly evaluates and measures performance in 38 key areas.**

Examples of Performance & Process Improvement :

- **Child Care** – Complete applications of 75% of 300 applications within 5 days of receipt of verifications.
  - 92% of applications were processed within 5 days of verification in FY 03/04.
  - This performance level assures clients will be able to fully participate in Welfare to Work activities and timely payment to child care providers.
- **Workers Compensation** – Maintain the number of new workers compensation claims to 60 or less
  - Projections based on 3 quarters of data are 48 new claims for FY 04/05.
  - This represents a 30% reduction over FY 03/04 new claims.

# Strategic Priorities

**Provide exemplary customer service to clients, other departments and staff.**

## **FY 04/05 Accomplishments**

- Surveyed In-Home Supportive Service consumers who were matched with registry caregivers to measure their satisfaction with the provider referred to them.
  - 118 consumers were served in first 3 quarters of FY 04/05
  - 77% satisfaction rate.

# Strategic Priorities

**Provide exemplary customer service to clients, other departments and staff.**

## FY 04/05 Accomplishments

- Provided basic information on accessing health care and health insurance throughout the county in 31 outstations.

# Strategic Priorities

Provide exemplary customer service to clients, other departments and staff.

## FY 04/05 Accomplishments

Provided training classes for all new eligibility staff in key customer service areas:

Listening Skills  
Communication Skills  
Giving and Receiving Feedback  
Conflict Resolution  
Civil Rights  
Harassment Prevention  
Cultural Awareness

# Strategic Priorities FY 05/06

**Provide exemplary customer service to clients, other departments and staff.**



**Proposed Key Project**

**Develop and administer to 20% of the public assistance and CalWORKs clients a customer service satisfaction survey by 12/31/05 and publish results by 6/30/06.**



# Strategic Priorities

**Develop internal leadership capacity to enhance operational management effectiveness, to increase the ability to manage specific projects, maximize fiscal and human resources and to provide for succession planning.**

## **FY 04/05 Accomplishments**

- 22 Employees have now completed the EU Training for Trainers program.
- Over 350 EU classes were attended by DSS staff
- Conducted Supervisor, Lead Worker and Office Professional training series
- Implemented the Injury & Illness Prevention Program
- Developed and implemented additional financial reports to support effective planning

# Strategic Priorities

**FY 05/06**

**Develop internal leadership capacity to enhance operational management effectiveness, to increase the ability to manage specific projects, maximize fiscal and human resources, and to provide for succession planning.**



Proposed Key Project

**Develop a comprehensive Succession Plan.**

# Strategic Priorities

**Promote safety, stability and  
independence of those we serve.**

## **FY 04/05 Accomplishments**

- Expanded collaboration with Mental Health
- Implemented the Financial Abuse Specialist Team meetings
- Implemented the SSI Advocacy program for CalWORKS recipients.
- Conducted a child welfare services self-improvement review, and developed a plan to strengthen the Child Welfare system.
- Fully implemented the Linkages program involving CalWORKs and Child Welfare Services staff working together with families.

# Strategic Priorities FY 05/06

Promote safety, stability  
and independence of those  
we serve.



Proposed Key Project

Develop the La Morada Emergency Shelter Care Facility which will be used as an in-county residential treatment facility to house a youth assessment and transitional program.

# Strategic Priorities

**Achieve optimal organizational effectiveness and efficiency by developing innovative business processes and capitalizing on technological opportunities.**

## **FY 04/05 Accomplishments**

- Designed and implemented a CalWIN Training Region for testing, training, and business process review.
- Established quality assurance procedures to ensure Case Data System data is properly converted into the new CalWIN system.
- Migrated to a new and improved email system (Outlook)
- Developed and implemented an Adult Protective Services data base.

# Strategic Priorities

## FY 05/06

**Achieve optimal organizational effectiveness and efficiency by developing innovative business processes and capitalizing on technological opportunities.**



Proposed Key Project

**Implement the new eligibility determination and benefits issuance computer system. (CaWIN)**

# Our Challenges

## ■ *Foster Care*

- Placement resources
- Costs

## ■ *Workforce*

- Recruitment & retention
- Succession Planning
- Diversity

## ■ *CalWIN*

- Under funding
- Under staffing
- Planning & Implementation

## ■ *State/Federal Relationships*

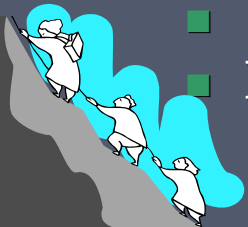
- Decreased funding, increased mandates
- State staffing shortages

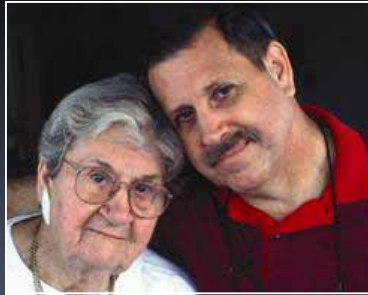
## ■ *Employment Services*

- Hard to serve, hard to place CalWORKs recipients
- TANF Reauthorization
- Timed Out & Time Limits

## ■ *Workforce Investment Board*

- *Recruiting Private Sector Members*





# We are the Santa Barbara County Department of Social Services



*Tasked with ensuring the general welfare of the community, we are proud to be an organization that builds human potential and community spirit.*



# Glossary of Terms

<b>AAP</b>	Adoption Assistance Payments provide financial support to the caregivers of foster and adopted children.
<b>ADMHS</b>	Alcohol, Drug and Mental Health Services Department
<b>Adoption</b>	Assessing families interested in adopting children and providing services to ensure the adoption is successful.
<b>Adoption Assistance Program</b>	This program provides ongoing subsidies to encourage and promote the placement in adoptive homes of children who because of their ethnic background, race, color, language, physical, mental, emotional or medical handicaps, age, or because they are a sibling group who should be placed in the same home, have become difficult to place in unsubsidized adoptive homes.
<b>APS</b>	Adult Protective Services provides assessment and intervention for the purpose of alleviating abuse and neglect of seniors and dependent adults.
<b>Benefit Determinations</b>	The process of determining eligibility to programs using specific program criteria, i.e. income, property, etc.
<b>BOS</b>	Board of Supervisors
<b>CalWIN System</b>	An online welfare system that will automate many processes currently done manually and integrate business functions currently performed by several separate systems for multiple Social Services programs. CalWIN is one of the largest public service system projects in the U.S.
<b>CDS</b>	Case Data System
<b>Child Care</b>	Child care services are provided to CalWORKs recipients with children up to the age of 13 through a three-stage system, depending on the recipient's level of self-sufficiency and employment stability. Stage One is administered by the Department of Social Services. Parents have the right to choose child care among center-based, family child care home, or license-exempt providers. CalWORKS families are then able to meet both goals of moving from welfare into the work force and engaging children in child care and development services.

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<b>APS</b>	Adult Protective Services provides assessment and limited intervention for the purpose of alleviating abuse and neglect of seniors and dependent adults.
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<b>Child Welfare Services</b>	Provides emergency, in-home care and out-of-home care services for abused and neglected children and their families
<b>EBT</b>	Electronic Benefit Transfer occurred as a result of a federal mandate for issuing food stamps using an electronic debit card.
<b>Emergency Response</b>	Investigating and assessing situations of child abuse and neglect, assessing families interested in adopting children and providing services to ensure the adoption is successful.
<b>EU</b>	Employee University
<b>EW</b>	Eligibility Worker - This is the classification of employees that determine benefits to the Medi-Cal, Food Stamp, General Relief, CalWORKs and Foster Care Programs.
<b>Family Reunification</b>	Family Reunification provides services to families of children placed in out-of-home care to eliminate the conditions that endangered the child and to reunite these children with their families.
<b>FIN</b>	The county's financial accounting system

# Glossary of Terms

<b>Food Stamps</b>	The Food Stamp program provides for improved levels of nutrition among low-income households by offering eligible households food stamps at no cost. The cost of the benefit value of food stamps to these households is borne entirely by the United States Department of Agriculture.
<b>Foster Care</b>	The Foster Care program provides support payments for children in out-of-home care. This program is administered in accordance with regulations, standards, and procedures set by the Department of Social Services as authorized by federal and state law.
<b>General Relief</b>	General Relief is state mandated and county funded. It provides cash aid to unemployed and incapacitated individuals who are not eligible for assistance from any other source. The program is intended to provide short term assistance while the recipient seeks other means of support by finding employment or applying for and receiving SSI.
<b>Go-Live</b>	The date we will convert from CDS to CalWIN.
<b>IHSS</b>	In-Home Supportive Services (IHSS) provide services to enable eligible persons to remain safely in their own home as an alternative to out-of-home care. Eligible persons are aged, blind, or disabled persons who receive public assistance or have low incomes.
<b>Linkages</b>	Coordinated case planning linking Child Welfare and CalWORKs case management
<b>Medi-Cal</b>	Medi-Cal is California's version of the federal Medicaid program, a health insurance program for low income individuals. In general, coverage is available for children under 21, pregnant women, low-income adults, persons over age 65, blind persons, disabled persons.
<b>MOU</b>	Memorandum of Understanding
<b>RMS</b>	Random Moment Time Study - a statistical technique for accurately recording worker time, it is used in the preparation of the County Expense Claim, to allocate costs to each program administered by DSS.

# Glossary of Terms

<b>SARS</b>	Statewide Automated Reconciliation System - an application used to reconcile EBT data and is used by all California counties that use the state sponsored EBT program.
<b>SSI</b>	Supplemental Security Income Program. SSI provides cash grant assistance to aged, blind, or disabled persons who meet the program's income and resource requirements. California supplements the federal SSI payment with a State Supplemental Payment. The SSI/SSP program is administered by the Federal Social Security Administration which determines eligibility, computes grants, and disburses the combined monthly payment to recipients.
<b>TANF</b>	Established in 1996, Temporary Assistance to Needy Families is a block grant program which focuses on moving welfare recipients into work, turning welfare into a program of temporary assistance.
<b>Workforce Investment Act</b>	The Federal Workforce Investment Act (WIA) of 1998 provides the framework for the national workforce preparation system. WIA's primary purpose is to provide workforce investment activities that increase the employment, retention and earnings of participants, and increase the occupational skill attainment by participants.