

FISCAL YEAR 2018 - 2019

# ANNUAL REPORT



# MISSION VISION VALUES

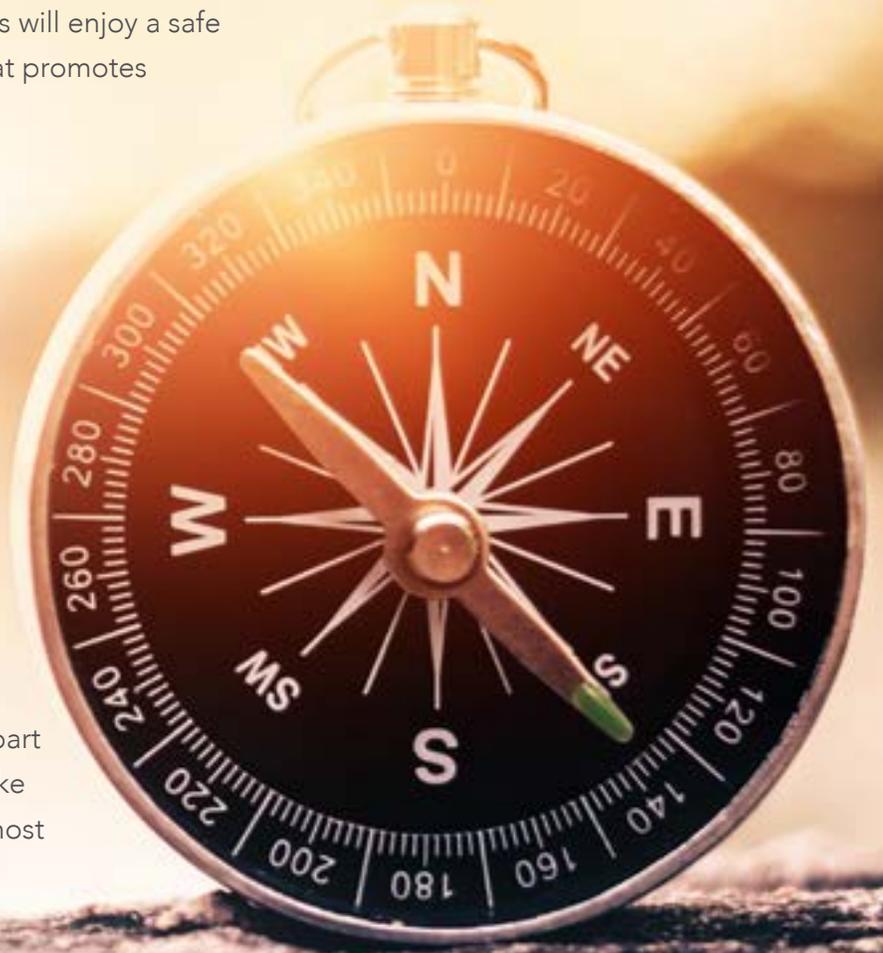
**Mission:** To deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families and protect vulnerable adults and children.

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

**Values:**

- Respect
- Compassion
- Fairness
- Courtesy
- Diversity
- Creativity
- Initiative
- Efficiency
- Integrity
- Teamwork
- Thoroughness

SSA's core values are an active part of everything we do to help make a difference in the lives of our most vulnerable populations.



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# BOARD OF SUPERVISORS



**ANDREW DO**  
Supervisor, 1st District

**MICHELLE STEEL**  
Supervisor, 2nd District

**DONALD P. WAGNER**  
Supervisor, 3rd District

**DOUG CHAFFEE**  
Supervisor, 4th District

**LISA A. BARTLETT**  
Supervisor, 5th District

## **Under the leadership and guidance of the Orange County Board**

**of Supervisors,** the County of Orange Social Services Agency (SSA)

administers federal, state and county social services programs that protect children and adults from abuse or neglect, enable the frail and disabled to remain in their homes, move eligible families from dependency to self-sufficiency and provide public assistance benefits for eligible recipients.



# DIRECTOR'S MESSAGE

*“Our mission statement is our why—why each of our nearly 4,400 employees are so committed to the work they do each day.”*

**The County of Orange Social Services Agency (SSA) mission statement defines the very existence of our Agency**—what we stand for and the impacts our programs and services make on our community. More simply stated, our mission statement is our why—why each of our nearly 4,400 employees are so committed to the work they do each day.

In Fiscal Year 2018-19, SSA served over one in four Orange County residents on a monthly basis, during a time of continued changes in state and federal regulations, like the California Child Welfare Continuum of Care Reform (CCR) mandates, as well as self-directed changes to improve and enhance our service delivery. Operating from 19 office locations throughout the County and working to deploy staff to hard-to-reach populations throughout the community, SSA worked diligently to ensure individuals and families have access to the critical services they need.

Like most counties across the nation, we continue to focus on and work closely with other agencies and community partners to address homelessness in our own backyard. SSA has expanded our outreach to better connect residents in South Orange County with public assistance benefits. Collaborating with our fellow agencies and community partners to ensure accessibility and responsiveness does not end with our assistance programs, but spans across our collective programs and service offerings.

Looking forward, we will continue as an Agency to develop breakthrough ideas that further challenge the status quo and address how we might enhance and integrate services across our programs to allow for a more enhanced, comprehensive and impactful client experience.

As you read through our Fiscal Year 2018-19 Annual Report, you will see how our accomplishments and future initiatives tie back to our why: helping individuals achieve self-sufficiency, strengthening and preserving families and protecting our most vulnerable populations. We continue to live this mission for the greater good of our community.

**Debra J. Baetz**  
SSA Director

# AGENCY SNAPSHOT

**The County of Orange Social Services Agency (SSA)** is the largest county agency, serving over one in four residents in Orange County. SSA operates under the policy direction of the Orange County Board of Supervisors and the California Departments of Social Services and Health Care Services. The funding for our programs comes from federal, state and county sources. Our employees make a positive impact in our community by helping to improve the lives of our most vulnerable children, families, adults and seniors.

SSA earned the following merit awards in Fiscal Year (FY) 2018-19:

- 2018 Crown Communities Award for Adult Protective Services (APS) Simulation Training
- 2019 National Association of Counties (NACo) Achievement Award for Adult Protective Services (APS) Simulation Training
- 2019 NACo Achievement Award for Families and Communities Together (FaCT) specialized services



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## SSA By the Numbers

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SSA Employees:  
**4,354**

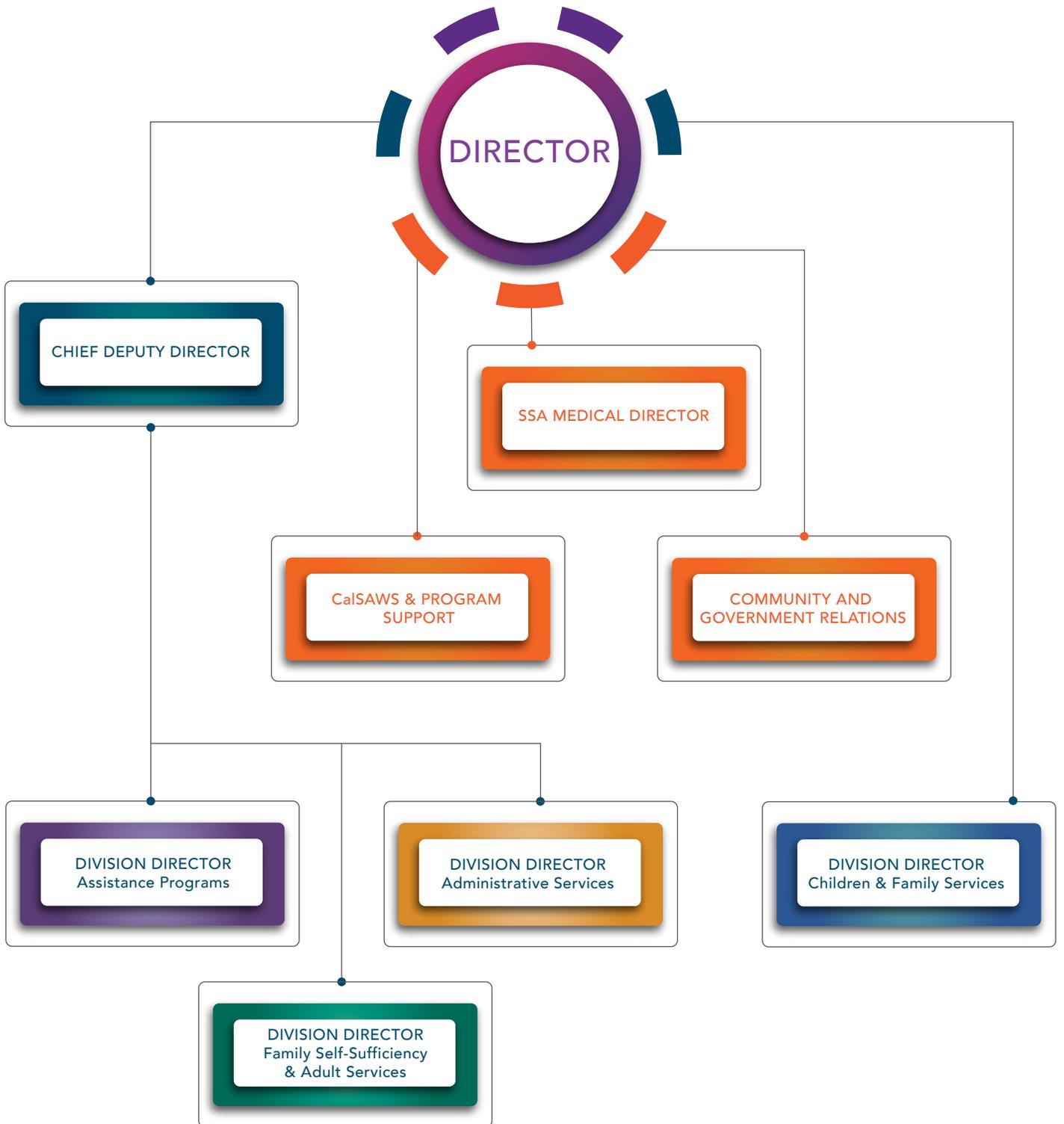


SSA Office Locations:  
**19**



FY 2018-2019  
operating budget:  
**\$904 million**

# AGENCY ORGANIZATIONAL CHART



# ASSISTANCE PROGRAMS

## DIVISION OVERVIEW

**Assistance Programs (AP)** staff help vulnerable adults, children and families in need apply for, receive and maintain health care, food and cash benefits to facilitate stability, self-sufficiency and independent living.

### Specific programs include:

- CalFresh
- Medi-Cal
- General Relief (GR)
- Cash Assistance Program for Immigrants (CAPI)

### SSA provides public assistance benefits to:

- Two in five Orange County children,
- One in six Orange County seniors, and
- One in four Orange County adults.



### In FY 2018-19, AP:

- Processed 96 percent of Medi-Cal applications timely, as compared to the state mandated performance level which is set at 90 percent.
- Received over 102,000 new CalFresh applications, representing a 17 percent increase from the previous fiscal year.
  - The increase in CalFresh applications can be partially attributed to expansion of the program to include persons who receive Supplemental Security Income/State Supplemental Payment (SSI/SSP) benefits effective June 1, 2019.

# CHILDREN & FAMILY SERVICES

## DIVISION OVERVIEW

Our **Children & Family Services (CFS)** staff work to protect children through the prevention or remedy of conditions which may result in abuse/neglect. CFS seeks to partner with families to ensure their children live in safe, nurturing and permanent homes.

### In FY 2018-19, CFS:

- Provided family strengthening services, prevention and intervention programs to help reduce the risk of child abuse and neglect to more than 6,300 families through our 15 Family Resource Centers.
- Delivered intensive, coordinated and highly-individualized wraparound services to over 400 youth on average per month. Wraparound services are provided to children with complex mental health, behavioral and/or emotional needs and who may be at risk of being placed in residential treatment or juvenile correctional facilities.
- Supported and cared for an average daily population of 63 foster youth residing at the Orangewood Children and Family Center, SSA's temporary shelter, while working to transition youth to more permanent, family-based settings.
- Evaluated 50,095 calls to the Child Abuse Registry involving 25,054 children. SSA partners with families and the community to strengthen families and connect them directly to resources. These efforts resulted in only five percent of children who were subjects of child abuse investigations in FY 2018-19 entering foster care.



# FAMILY SELF-SUFFICIENCY & ADULT SERVICES

## DIVISION OVERVIEW

**Family Self-Sufficiency (FSS)** staff help eligible families move from dependency to self-sufficiency by providing benefits and supportive services through:

- California Work Opportunity and Responsibility to Kids (CalWORKs)
- Refugee Social Services
- Foster Care Eligibility

**Adult Services (AS)** staff strive to support the safety and well-being of vulnerable adults (elderly/disabled adults) through the provision of adult abuse prevention services, intervention and protective services and support to ensure program recipients can remain safely at home. Adult Services is composed of:

- Adult Protective Services
- In-Home Supportive Services



**In FY 2018-19, FSS & AS:**

- Assisted approximately 2,200 CalWORKs Welfare-To-Work participants who have successfully transitioned from CalWORKs to gainful employment. This employment data reflects new job starts, with salaries at or over California minimum wage, or a change in status from permanent part-time to full-time positions.
- Supported over 27,000 In-Home Supportive Services paid cases, representing a six percent increase over FY 2017-18.
- Investigated nearly 15,000 elder and dependent adult abuse reports, representing a seven percent increase over the previous fiscal year.

# ADMINISTRATIVE SERVICES

## DIVISION OVERVIEW

**Administrative Services** staff support the goals of the Agency by implementing, facilitating and coordinating critical resources and essential supports to SSA's programs and staff through the provision of:

- Financial Services
- Accounting
- Research Services
- Contracts and Procurement Services
- Information Technology
- Training and Career Development
- Program Integrity
- Centralized Operations
- Facilities and Emergency Management Services
- Quality Support, including Litigation Coordination, Public Inquiries Coordination, Custodian of Records and Quality Assurance
- Community and Government Relations
- Resource and Recruitment Coordination
- Human Resources

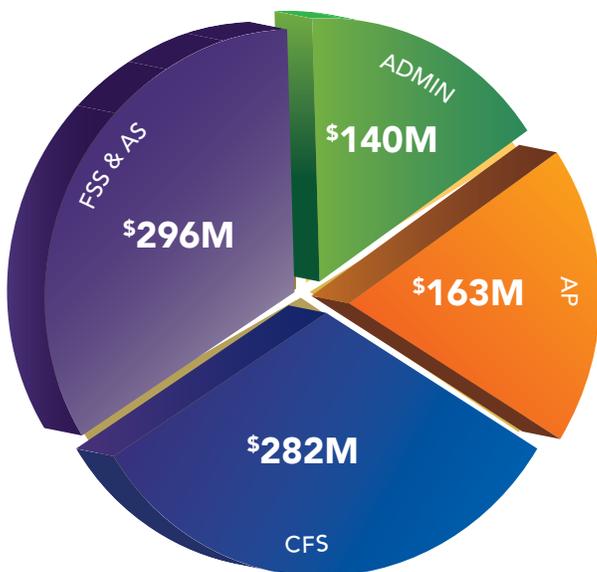
These functions are necessary for SSA to operate efficiently and effectively and allow us to provide the best possible services to our community.



# FINANCIAL INFORMATION

## EXPENDITURES, REVENUES AND NET COUNTY COST

In FY 2018-19, SSA's revenue consisted primarily of federal and state social services funded programs of \$830 million (94 percent) and utilization of county general funds of \$50 million (six percent) in net county costs for a total of over \$880 million dollars expended. The FY 2019-20 adopted budget is \$936 million funded by \$886 million (95 percent) from federal and state governments and \$50 million (five percent) from net county costs.



## SSA FY 2018-19 EXPENDITURES BY DIVISION

SSA is composed of four divisions: Administrative Services (Admin), Family Self-Sufficiency & Adult Services (FSS & AS), Assistance Programs (AP) and Children & Family Services (CFS). These divisions administer federal, state and county social services programs to residents of Orange County. The chart on the left shows how the budget is allocated among each division.



# FINANCIAL REPORT



# AGENCY ACCOMPLISHMENTS

## OUR MISSION: ACCESSIBLE AND RESPONSIVE TO THE COMMUNITY

### FY 2018-19 Accomplishments

- SSA continued to expand homeless outreach efforts by coordinating In-Home Supportive Services assessments and provider orientations at alternative locations, as well as expanding outstation staff presence to provide public assistance benefits to individuals and families at a location in San Clemente.



- Effective June 1, 2019, SSA implemented a new state policy that allows persons receiving Supplemental Security Income/ State Supplementary Payment (SSI/ SSP) to be eligible for CalFresh benefits. Between May 1, 2019 and June 30, 2019, over 8,200 CalFresh applications for households that include an SSI/SSP recipient were received with an 86 percent approval rate for CalFresh benefits.
- The Restaurant Meals Program (RMP) was expanded countywide, which allows elderly, disabled and homeless CalFresh recipients and their spouses to use their Electronic Benefits Transfer (EBT) card to purchase prepared meals from participating restaurants. As of June 30, 2019, approximately 39,000 CalFresh households are RMP-eligible, with 79 restaurants participating and 47 pending approval with the U.S. Department of Agriculture – Food and Nutrition Services.



- In April 2019, SSA launched the CalWORKs Home Visiting Program (HVP). HVP aims to support positive health and well-being outcomes for pregnant and parenting individuals, families and infants born into poverty; expands their future educational, economic and financial capability opportunities; and improves the likelihood they will exit poverty. Between April to June 30, 2019, 43 families were successfully enrolled in HVP.
- SSA continued to leverage the support of volunteers in order to provide excellent customer service to Orange County residents. In FY 2018-19, 3,396 volunteers provided over 28,000 hours of assistance to SSA, representing the equivalent of approximately \$790,000 in service.
- In FY 2018-19 the Agency's Holiday Programs achieved another successful year! Operation Santa Claus distributed 41,000 toys to our most vulnerable children in Orange County, while the Senior & Santa Friends program distributed over 2,330 gifts, donations and essential items to the elderly and disabled.

# AGENCY ACCOMPLISHMENTS

## OUR MISSION: ENCOURAGE PERSONAL RESPONSIBILITY, STRENGTHEN INDIVIDUALS

### FY 2018-19 Accomplishments

#### Community

- SSA transformed our existing CalWORKs program model through the implementation of CalWORKs 2.0, a statewide effort to assist California's most vulnerable families by using a collaborative and innovative service delivery framework. This new, whole-family tailored approach is designed to better assist families in achieving self-sufficiency through collaborative goal-setting and active engagement in the CalWORKs program.
- SSA was able to successfully engage more clients to participate in the CalWORKs Family Stabilization Program, seeing an increase from 1,740 clients in FY 2017-18 to 1,839 clients in FY 2018-19, representing over a five percent growth. This program is designed to promote stability by offering services including mental health, substance abuse, legal/court-related, parenting/child-related, safety and homeless/housing support.

#### Employees

- SSA implemented the groundbreaking and innovative Adult Protective Services (APS) simulation training program. The first of its kind in California, the curriculum was designed to enhance training for Orange County's APS social workers and was also shared with other California counties as a best practice for the safety and protection of older adults and disabled populations.
- SSA recognized the efforts and perseverance of 24 SSA employees who graduated with undergraduate and graduate degrees in FY 2018-19.
- SSA proudly offered a comprehensive suite of professional development and engagement programs designed to increase employee morale, job satisfaction and employee retention, improve productivity, encourage succession planning and enhance the Agency's reputation with community partners and the public.

Examples of these programs include:

- The countywide Professional Development Experience (PDX), a leadership training program for all County staff at varying levels based on job role and responsibility.

- The annual SSA Mentorship Program, which pairs a management leader/mentor with an employee protégé in a yearlong program to develop trust, communication, new skills and mutual successes.
- The SSA Career Advisory Program (CAP), which is a partnership between employee advisors and advisees from all classifications in the Agency to obtain knowledge and practical information needed to further career opportunities in SSA.
- The Agency's Multi-Cultural Advisory Committee (MCAC) provides and develops resources for SSA staff in order to enhance multi-cultural awareness both internally and externally.
- Implementation of the Heart of SSA: Core Values in Action, a 12-month campaign designed to engage SSA staff by reinforcing the Agency's 11 core values that guide our vision and mission.
- The first annual cohort of the Educational Advisory Program which provides support to SSA staff pursuing higher educational goals. The program pairs participants with educational coaches who have experienced the challenges of balancing work and personal life while pursuing their higher education.



# AGENCY ACCOMPLISHMENTS

## OUR MISSION: PRESERVE FAMILIES AND PROTECT VULNERABLE ADULTS AND CHILDREN

### FY 2018-19 Accomplishments

- The Bringing Families Home (BFH) Program was implemented in November 2017, with goals of reducing the number of families in the child welfare system experiencing homelessness and increasing the number of families that reunify. Through BFH, 32 families were housed in FY 2018-19.
- SSA, in alignment with Child Welfare Continuum of Care Reform mandates, continued to recruit additional resource families to assist in the transition of the Orangewood Children and Family Center to a 10-day temporary shelter in order to ensure that foster youth are placed in compassionate and appropriate home-based care. As of FY 2018-19, Orange County has over 1,600 approved homes, of which 400 are recruited community families. SSA continues to focus on keeping children with family and relatives, when possible. During the past year, SSA placed 1,052 children in family based care with caregivers who are related or have a personal connection to the children.
- SSA, in collaboration with contracted partner the Orangewood Foundation, implemented a resource and support services program, Project CHOICE, for children and youth who are victims of (or are at risk of) commercial sexual exploitation. This program is designed to prevent future maltreatment by providing youth opportunities to engage with providers in supportive services and receive resources to help them transition into safe and stable homes.
- Led by SSA's Medical Director, the Working to End Child Abuse and Neglect (WE CAN) Coalition created and distributed a Child Care Toolkit, identifying additional resources that help benefit young children and their parents. Long-term outcomes of these resources include:
  - Improved child behavior,
  - Decreased parental stress, and
  - Decreased incidents of abuse or neglect.



- In collaboration with Friends of the Anaheim Police K-9 Association and the Lamoreaux Justice Center, child victims of human trafficking now receive support from “Baxter”, a German Shepherd therapy dog. Baxter has woven his way into the hearts of victims and survivors of child trafficking, providing them invaluable comfort during court proceedings.
- SSA expanded its Family Finding and Engagement Services program, which employs an assertive team-based approach to locating and connecting youth and young adults involved in the child welfare system, with their family members (including siblings) and/or other supportive adults. These services aim to improve permanency and

life outcomes through specialized techniques to identify, assess and engage individuals to assume a wide range of supportive roles in the lives of youth and young adults. From April to June 30, 2019, 36 youth were positively impacted by this program.

- The CalWORKs Housing Support Program was successful in increasing the number of CalWORKs homeless families served, from 66 families in FY 2017-18 to 99 families in FY 2018-19. Of the 99 families assisted with housing support services, 71 were successfully placed into permanent and stable housing situations, representing a 45 percent increase over the previous year’s permanent housing placements.

# AGENCY INITIATIVES

## OUR MISSION: ACCESSIBLE AND RESPONSIVE TO THE COMMUNITY

### FY 2019-20 Initiatives

- SSA began participating in efforts to migrate from the CalWIN public benefit administration system, used in Orange County and seventeen other counties in California, to the new single public benefit eligibility system, California Statewide Automated Welfare System (CalSAWS). Full implementation of this new, federally mandated system will occur by the end of 2023, providing a uniform benefit assistance system for all 58 California counties that will enhance efficiency and customer service.
- SSA will streamline and enhance the Agency's outreach process to ensure that the Agency continues to meet the critical needs of our community through greater accessibility and responsiveness.
- Through an extensive data-driven, stakeholder informed process, SSA will implement a new five-year Child Welfare System Improvement Plan. This plan establishes six key strategies to address priority service needs, with a focus on interagency collaboration and opportunities to leverage existing partnerships to further aid families in accessing the large array of services in Orange County.





## OUR MISSION: ENCOURAGE PERSONAL RESPONSIBILITY, STRENGTHEN INDIVIDUALS

### FY 2019-20 Initiatives

#### *Community*

- Effective July 1, 2019, SSA will begin participation in the mandated California CalWORKs Outcomes and Accountability Review (Cal-OAR) three-year implementation plan. Cal-OAR is a local, data-driven program management system that facilitates continued improvement of county CalWORKs programs by collecting, analyzing and disseminating outcomes and best practices, including review of client engagement, County performance and Agency infrastructure. SSA is committed to asking the questions: “How are we doing?” and “Where can we do better?”
- SSA’s Domestic Abuse Services Unit (DASU) program is working to develop the “DASU Celebrating Hope and Success” event designed to recognize families who have successfully completed the DASU program and achieved self-sufficiency. Families that have been successful in sustaining self-sufficiency for at least six months will be eligible for nomination by DASU social workers. The inaugural DASU Celebrating Hope and Success event will be held in the summer of 2019.

#### *Employees*

- SSA is embarking on a five-year plan to modernize employee training and professional skills development. Employing gold standard methods for designing, developing and delivering instructional curriculum, this blended learning will result in an enriched training experience beyond the boundaries of the traditional classroom. The goal is to implement best practices to ultimately maximize the delivery of services we provide to vulnerable children, adults and families in the community.

# AGENCY INITIATIVES

## OUR MISSION: PRESERVE FAMILIES AND PROTECT VULNERABLE ADULTS AND CHILDREN

### FY 2019-20 Initiatives

- SSA is seeking to implement Foster Family Agency (FFA) services at the Tustin Family Campus and Temporary Evaluation Community Homes (TECH) in order to improve the ability to place dependent children in familial settings with licensed resource families and divert them from entering into or remaining longer than 10 days at the Orangewood Children and Family Center.
- SSA is partnering with other child-serving departments within the County to identify and propose new models to better meet the needs of youth experiencing acute mental health issues who suffer from complex trauma or co-occurring disorders (mental health and substance abuse). The specific objectives of these models is to provide a treatment setting which is designed to stabilize and improve behavior of the youth and help prepare them for reintegration into their community or independent living.
- SSA is collaborating with 15 Family Resource Centers through our Families and Communities Together (FaCT) platform on the Warm Hand Off Pilot. This initiative utilizes SSA staff and interns to provide a direct connection to high-risk families who are subjects of child abuse reports to family resource centers for the provision of intervention services.
- Federal law requires all states to implement Electronic Visit Verification (EVV) for Medicaid-funded personal care services by January 2020. California has planned to implement this new process and has developed an EVV portal to process provider timesheets. For SSA, this process will impact Adult Services staff and all In-Home Supportive Services providers by requiring timesheet information to be entered online or via telephone, versus by manual worksheets. The benefit of the new process will ensure accuracy and timeliness of payments.



# ADDITIONAL RESOURCES

**The data for this report encompasses SSA programs** throughout FY 2018-19 from July 1, 2018 through June 30, 2019. Monthly averages are for the month of June 2019. Please click on the adjacent links to resources that include our Interactive Maps, which represent client counts by program; client profile fact sheets with detailed figures for children, adults and seniors by program; and the SSA Location Finder.

## CLIENT COUNT INTERACTIVE MAP

[FY 2018-19 Client Count Interactive Map](#)

## CLIENT PROFILE FACT SHEETS

[Children](#)

[Adults](#)

[Seniors](#)

## SOCIAL SERVICES AGENCY LOCATIONS

[Find Your Local Office](#)

## THE COUNTY OF ORANGE SOCIAL SERVICES AGENCY

[ssa.ocgov.com](http://ssa.ocgov.com)



## **County of Orange Social Services Agency**

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Orange, CA 92868

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