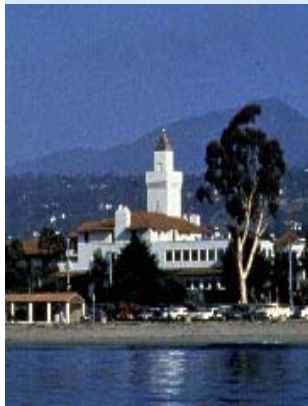




The SACHS CHRONICLE

Volume 2, Winter 2003



SACHS 2002—03 Retreat Dates

February 20-21, 2003

Location: Radisson Hotel Santa Barbara
1111 East Cabrillo Boulevard
Santa Barbara, CA 93103

Topics: IHSS Growth/Aging Issues
State Budget Impacts

May 22-23, 2003

Location: TBD
Topic: Child Welfare Placement Issues
(revisited)

August 21-22, 2003

Location: TBD
Topic: Budget Impacts (tentative)

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Rita Saenz, Director, CDSS, and SACHS members (Dennis Boyle, Director, Riverside DPSS and Anita Harbert, Director, SDSU's School of Social Work), engaged in a mutual discussion regarding state and county budget issues.

Will Federal Budget Cuts Increase Burden of Charities?

With both Democrats and Republicans committed to balancing the federal budget by early in the next decade, the federal government recently began a new round of spending cuts that—if fully executed—will have a significant impact on the thousands of social service agencies, day-care centers, health clinics, hospitals, religious congregations, universities, arts and culture institutions, and other organizations that make up the nation's private, nonprofit sector. In the past, the federal government and its state and local partners have turned extensively to nonprofit

organizations to help them carry out the human service and health programs that Congress has enacted over the past 30 to 40 years.

Federal budget cuts have affected the partnership between all levels of government and the nonprofit organizations 1) by reducing government activity in fields where nonprofits are active (e.g. social services and income and food assistance), thereby placing increased demands on nonprofit providers, and by 2) reducing nonprofit organizations' available revenue, thereby

reducing the ability of these organizations to respond to social service demands.

The current budget environment challenges nonprofit organizations to streamline their operations, forge strategic partnerships, and to reduce the cost of their services. By doing so, they are better positioned to advocate for continued public support needed to supplement charitable giving, which will prepare them to respond to those in need.

Abramson, A.J. & Salamon, L.M. (1997). Will federal budget cuts increase burden of charities? *Forum for Applied Research and Public Policy*. Knoxville: 12(4), 29-32.

The Balanced Scorecard Framework

Action Items from November 02' Meeting

SACHS Members

- Gather own county data on IHSS caseload growth to provide to Rodger Lum
- Provide input on useful topics for future newsletters.
- Review APSHA information and make decision whether to pursue membership and attend meetings.

SACHS Staff

- Staff will assist in data collection and assembly of IHSS caseload growth.
- Staff will use Barbara Needell (Principal Investigator, Center for Social Services Research, UC Berkeley)'s powerpoint presentation as a template for County specific presentations and SACHS counties' slide presentations.
- Research staff will use "shared funding," vs. "blended funding" in final Integrated Services report.
- Staff to disseminate Integrated Services Research report results and "county presentation" at Feb. 03' agenda.
- Larry Leaman will provide update on CDSS CWDA Placement Crisis Task Force and make recommendations.
- Rino Patti to share dissertation regarding retention in LA County DCFS with Donna Daly.
- Staff will try to have government rate extended for Friday of Feb. Retreat.
- Staff will build more time for reflection/networking for future meetings.

Kaplan and Norton, authors of *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*, identify five common principles in the operation of all successful strategy-focused organizations: Translating the Strategy to Operational Terms, Aligning the Organization to Create Synergies, Making Strategy Everyone's Everyday Job, Making Strategy a Continual Process, and Mobilizing Change through Executive Leadership

The *balanced scorecard* supplies a framework to describe the strategy used for creating value from four different yet interrelated perspectives, namely, "Financial," "Customer," "Internal Business Processes," and "Learning and Growth." Put simply, the core idea behind their thinking is that strategy needs to be

understood well by all organizational actors if it is to be executed successfully.

They found the most successful organizations are those that are able to execute well-crafted strategy effectively and consistently by creatively focusing and aligning their executive teams, business units, human resources information technology, and financial resources to the organizations central strategy in order "to produce a nonlinear performance breakthrough."

NOTE: San Diego's Health and Human Services Agency has embarked on an extensive application of the balanced scorecard in their agency.

Excerpted from a book review of *The Strategy-Focused Organization: How Balanced Scoreboard Companies Thrive in the New Business Environment* by Karun Singh in *Administration in Social Work* 26(4).

If you are interested in receiving a copy of any of the complete articles summarized in this newsletter, please contact Tameka McDonald, MSW Intern at tmcdonald@projects.sdsu.edu.

Welfare Information Network

The Welfare Information Network (WIN) is a web site providing a plethora of resources accessible at the click of a button. Available information includes:

- policy issues, research
- program and financial data
- funding sources
- federal and state legislation
- program and management tools
- technical assistance
- job opportunities
- advocacy sites

This foundation funded project provides one stop access to over 9,000 links on more than 400 websites. For additional information visit the website at www.welfareinfo.org.



SACHS Members (l to r: Rodger Lum—San Diego, Larry Leaman—Orange, Charlene Chase—Santa Barbara, King Gee—CDSS, and Jim Semmes — Imperial) discuss pressing issues facing County Health & Human Service Agencies.