

SACHS Retreat Dates

2003 - 2004

August 21-22, 2003

Embassy Suites Hotel

1325 East Dyer Road

Santa Ana, CA 92705

Reservation #: 1-714-241-3800

Topic: *Annual Planning Session*



November 20-21, 2003, Lake Arrowhead (tentative)

February 19-20, 2004, Laguna Cliffs Marriott Resort, Dana Point

May 20-21, 2004, Embassy Suites Hotel, Santa Ana

Discussion topics to be finalized at Annual Planning Session

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*Grant Collins,
Chief Staff, US DHHS
Office of Family Assistance,
presented on TANF
Reauthorization.*

Coping with Cutbacks: The Nonprofit* Guide to Success When Times Are Tight

This simple book provides non-profit organizations with skills and strategies for addressing budget cutbacks head on. The article encourages nonprofit agencies to use strategies that align well with the agency mission and vision. One chapter is specifically dedicated to listing strategies nonprofits could potentially use to cope with budget cutbacks. This remarkable resource also provides reproducible worksheets, which may be utilized in assessing areas agencies may develop more cost effective strategies to managing budget cutbacks.

In addition, the Strategies Checklist has been developed which encompasses financial, structural and engage-

ment strategies, which are grouped in to more definitive strategies. Financial strategies which address Cut or Control Costs include the following: analyze purchasing, adjust payables, evaluate facilities and infrastructure, modify staffing and related costs, and reduce services. Financial strategies that focus on increasing revenues include: managing money differently, increasing fees, initiate or accelerate fund-raising, expand or add services, and increase productivity.

Structural strategies include: modifying the mission, organization's structure, and culture. Engagement strategies include engage other nonprofits, the community, the business community,

and the public/government sector.

During a time of uncertainty and budget cuts for nonprofits it becomes imperative for organizations to find strategies which sustain their existence. This helpful guide will assist agencies in identifying ways for the nonprofit to reduce spending and provide the same quality services.

*NOTE: Although the focus of this book is on nonprofit organizations, the cutback strategies presented can readily be implemented in government agencies.

If you are interested in receiving a copy of any of the complete articles summarized in this newsletter, please contact Jennifer Tucker-Tatlow
jittatlow@projects.sdsu.edu

Angelica, E. A. & Hyman, V. (1997). *The Nonprofit Guide to Success When Times Are Tight: Coping with Cutbacks*. St. Paul, Minnesota: Amherst H. Wilder Foundation.

Welcome New SACHS Directors



**Ted Myers,
Ventura County
Human Services Agency**

Ted Myers has spent the last 18 years in Child Welfare. He started as a line worker in Los Angeles County and worked his way up the ranks, and has served as the Director of Child Welfare in Ventura County for the last 2 years. He has a Masters in Marriage Family and Child Counseling and a Masters in Public Administration.

**Dr. David Sanders,
Los Angeles County
Department of Child
and Family Services**



David Sanders became the director of Los Angeles County's Department of Children and Family Services in the spring of 2003. He spent the last 18 years in Hennepin County, MN, where he was the director of child welfare for 8 years and then the director of the broader service array for 2 years. Dr. Sanders has his Ph.D. in Clinical Psychology.



**Bryce Yokomizo,
Los Angeles County
Department of Public
Social Services**

Bryce Yokomizo has worked for Los Angeles County's Department of Public Social Services for 20 years. He began in welfare eligibility and worked up ranks from there. Has been the agency's director for just over a year. Los Angeles County is really working to develop partnerships with other human services departments, such as mental health, health, child and family services) to blend services so as to achieve a one-stop approach to better serve families.

Earned Income Credit Outreach Campaign

by Jo Weber, Assistant Director, Riverside County DPSS

Riverside County Department of Public Social Services (DPSS), in partnership with the IRS, offered free tax preparation services to low wage earners countywide, using minimal resources. The IRS provided computers, software, training materials, tax-publications and brochures. There was no cost to the county other than staff salaries.

DPSS assisted 451 customers in filing their tax returns. They received a total of \$655,342.00 in Federal Refunds, \$577,750.00 of which was EIC. The IRS determined that based on the national average cost of \$267.00 for tax preparation fees, we also saved customers an additional \$120,414.00. Nothing of this magnitude, for EIC outreach, has ever been operated by any organization in Riverside County. Our success ignited the spark that was needed for other community organizations to take notice and want to get involved. We hope to expand the EIC outreach and VITA program to all low-income, working families next year by forming a countywide coalition.

For more information on EIC and VITA, visit these web-sites: www.irs.gov and www.cbpp.org.

Year Two Research Update: *Innovative Approaches to Managing With Less*

The Southern Area Consortium of Human Services has commissioned a study to learn how executive and program managers in the SACHS County human service agencies are managing in a cutback environment. The intent is to capture "best practices" that may provide guidance to county human service managers on innovative strategies and decision processes which may be employed to preserve service quality in a time of declining resources.

SACHS Research Team developed a data collection instrument which was piloted with San Diego County executives in the spring of 2003. During the summer of 2003, the research team will conduct approximately 60-65 semi-structured interviews with executive and program level managers in the remaining seven SACHS counties.

Preliminary results will be presented at the August 2003 SACHS meeting, with a detailed report of findings to be completed in the Fall of 2003.

SACHS Members

COUNTIES:

SAN DIEGO
Dr. Rodger Lum,
Director
SACHS Chair

IMPERIAL
James Semmes,
Director
SACHS Vice-Chair

LOS ANGELES
Dr. David Sanders,
Director
Bryce Yokomizo,
Director

ORANGE
Angelo Doti,
Director

RIVERSIDE
Dennis Boyle,
Director

SAN BERNARDINO
Carol Anselmi, Asst.
County Administrator

SANTA BARBARA
Charlene Chase,
Director

VENTURA
Ted Myers,
Director

UNIVERSITIES:

**SDSU SCHOOL OF
SOCIAL WORK**
Dr. Anita Harbert,
Director

**CSU-SB
DEPARTMENT OF
SOCIAL WORK**
Dr. Teresa Morris,
Director

Highlights from GAO's Report "Child Welfare: HHS Could Play a Greater Role in Helping Child Welfare Agencies Recruit & Retain Staff" (March 003)

This report identifies the challenges child welfare agencies face in recruiting and retaining child welfare workers and supervisors, how recruitment and retention challenges have affected the safety and permanency outcomes of children in foster care, and work force practices public and private child welfare agencies have implemented to address recruitment and retention challenges.

Public and private child welfare agencies face a number of challenges recruiting and retaining workers and supervisors:

- Low salaries
- Risk of violence
- High caseloads and related administrative burdens (reportedly taking 50-80% of time)
- Lack of supervisory support
- Insufficient time to take training

Low salaries hinder an agency's ability to attract potential child welfare workers and to retain those already in the field. Additionally, high caseloads, administrative burdens, limited supervision, and

insufficient time to take training reduce the appeal of child welfare work.

Evidence indicates that recruitment and retention challenges affect children's safety and permanency. High turnover rates and staffing shortages leave remaining staff with insufficient time to conduct the types of home visits necessary to assess children's safety and to make well-supported decisions to ensure safe and stable permanent placements. Also, worker turnover disrupts the continuity of services.

Health and Human Service officials have made plans to examine the Child & Family Services Review (CFSR) to better understand the relationship between recruitment and retention and safety and permanency outcomes across the states. Child welfare agencies have implemented various workforce practices to improve recruitment and retention such as training partnerships, accreditation, enhanced supervision, mentoring, recruitment bonuses, and competency-based interviews.

Given the reported impact of staffing shortages and high caseloads on the

attainment of federal income measures, the GAO recommends that the Secretary of HHS take actions that may help child welfare agencies address the recruitment and retention challenges they face. Such efforts may include HHS: (1) using annual discretionary grant program to promote targeted research on the effectiveness of perceived promising practices and/or (2) issuing guidance or providing technical assistance to States to ensure that States' program improvement plans adequately address the caseload, training and staffing issues cited in the reviews HHS conducts.

The Administration for Children and Families believes that there is a need to (1) develop and implement a training model on recruiting and retaining a strong workforce in child welfare (i.e., professionally trained, front-line workers with desired worker competencies), and to (2) place a strong emphasis on learning, innovation, and staff development.

United States General Accounting Office. (March 2003). Child welfare: HHS could play a greater role in helping child welfare

The Retirement of Southern Counties' Executive Level Staff

Charlene Chase Santa Barbara

Charlene Chase has worked for the County of Santa Barbara's Department of Social Services for over 20 years, 16 of which she served as Director. Charlene has provided leadership in implementing innovative public/private partnerships to reform the culture of Social Services and implement reform in Welfare and Child Welfare.

Charlene led the planning and implementation of the Workforce Resource Center in Santa Barbara County. This "One-Stop" Center for employment resources opened in March 2000 and partners with 20 agencies throughout the county.

Charlene's plans for retirement are to enjoy her new house; spend more time with her grandchildren; continue to pursue her passion for child welfare; keep in touch

with her colleagues; travel for pleasure; pursue interests that have been put off (yoga, tai chi, etc.); to do some consulting (perhaps); and to serve on boards of various agencies.

A Tribute to Larry Leaman:

*...You withstood it all,
And you stood tall,
Among Directors far
and wide,
You left your mark,
You gave your heart,
And you took it all in
stride...*

With great respect and admiration,
Jim Semmes, Director
Imperial County DSS



Larry Leaman,
former Director of
Orange County's
Social Services
Organization and
James Semmes,
Director of Imperial
County's Dept. of
Social Services

Top 10 Motivators for Workers

In recent years human resource experts have identified the order in which employees value incentives to do a good job. The top ranking incentives include the following:

1. Full appreciation for work well done, expressed directly by managers personally or publicly.
2. Learning and career development opportunities.
3. Decision-making authority and autonomy.
4. Flexible working hours, arrangements and dress code.
5. Being kept informed about work issues and having the opportunity to give input before policy is made.
6. Exciting and meaningful work, and the sense of making a difference.
7. Working with great people.
8. A nice boss who criticizes constructively and disciplines fairly.
9. Management support, time and help.
10. Fair pay and compensation.

Nelson, Bob. (2003). Can't Buy Their Love. The Costco Connection.