



The SACHS CHRONICLE

Volume IX

Fall 2004

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VENTURA

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UNIVERSITIES:

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WORK**

Dr. Anita Harbert,
Director

CSU-SB

**DEPARTMENT OF
SOCIAL WORK**

Dr. Teresa Morris,
Director

FACILITATING

AGENCY:

THE ACADEMY FOR
PROFESSIONAL
EXCELLENCE

SACHS MEETING DECEMBER 2 - 3, 2004*



Location: Carlsbad Inn Beach Resort, Carlsbad, CA

Topic: Critical Issues on the Horizon

Guest Speaker: Will Lightbourne—Director of Santa Clara Social Services

Special Audience: Agency Deputy Level Staff

Topic: Performance-Based Contracting

Guest Speakers: Jack Pellegrino—Deputy Director, San Diego County HHS

& Jacob Klerman—RAND

Special Audience: Fiscal Staff

Topic: Master Plan for Social Work Education in the State of California

Presenters: Teresa Morris, Ph.D. & Anita Harbert, Ph.D.

**Note: rescheduled from 11/18-11/19 due to conflict with CWDA meeting.*



Mary Sawicki (San Bernardino County), Kathy Gallagher (Santa Barbara County), Ingrid Harita (Orange County), and Ang Doti (Orange County)

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SACHS INFORMATION

SACHS Mission Statement

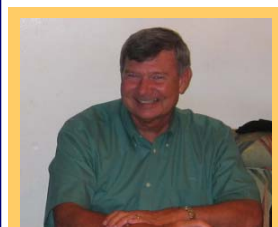
During the August 2004 SACHS Annual Planning Session, the mission statement for SACHS was revisited.
The new mission statement is as follows:

The Southern Area Consortium of Human Services (SACHS), a county/university partnership, is a forum for County Directors to explore and exchange ideas and information on issues facing public human services and to develop strategies for addressing these issues. SACHS engages in strategic planning, training, policy development, advocacy, and research to improve the quality, accountability and responsiveness of human services in the Southern California Region.

2004 – 2005 SACHS Meeting Schedule (Tentative)

Meeting Date/Location	Discussion Topic(s)	Guest Speaker(s)	Special Audience(s)
December 2-3, 2004 San Diego (Carlsbad Inn Beach Resort)	<ul style="list-style-type: none"> • Critical Issues on the Horizon • Performance-Based Contracting; Performance Management • Master Plan for Social Work Education in the State of California 	<ul style="list-style-type: none"> • Will Lightbourne (Director, Santa Clara County) • Jack Pellegrino (Deputy Director, San Diego County HHS) & Jacob Klerman (RAND) • Teresa Morris, Ph.D. & Anita Harbert, Ph.D. 	<ul style="list-style-type: none"> • Agency Deputy Level Staff • Fiscal Staff
February 17-18, 2005 Embassy Suites, Santa Ana LIA Kickoff Event	<ul style="list-style-type: none"> • Integrated Services 	<ul style="list-style-type: none"> • Maureen Borland (Director, San Mateo County), Ray Merz (Director, Placer County), and SD HHS Representative 	<ul style="list-style-type: none"> • Staff Development, LIA Participants, LIA Staff
May 19-20, 2005 Los Angeles SITE VISIT: PATH	<ul style="list-style-type: none"> • Homelessness • Best Practice Tool (2-1-1) 	<ul style="list-style-type: none"> • LA DPSS Staff 	<ul style="list-style-type: none"> • TBA
August 18-19, 2005	<ul style="list-style-type: none"> • Organizational Change; Merging Cultures • Annual Planning Session 	<ul style="list-style-type: none"> • Tom Van Berkem (Consulting Firm) or Mike Austin (BASSC) 	<ul style="list-style-type: none"> • TBA

Congratulations and Thank You



Congratulations to Dennis Boyle who has accepted the position of Director of CDSS. Dennis has been a member of SACHS since its formation. He played a key role in bringing this group together and we offer a hearty thank you for his dedication and service.

Master Plan for Social Work Education in the State of California

The Master Plan for Social Work Education in the State of California outlines a course of action to deal with California's critical shortage of 1,450 to 2,050 degreed social workers who are needed for the state's growing high-risk populations of the state's elderly, abused and neglected children and youth, mentally disabled, and homeless.

WHAT:

The Master Plan, as mandated by legislation, is a collaboration among the California Association of Deans and Directors of Schools of Social Work, California Social Work Education Center (CalSWEC), California Community Colleges, University of California, California State University, the Association of Independent California Colleges and Universities, and other stakeholders.

The Plan assesses the social worker shortage and proposes the development of an educational and workforce plan that addresses a "Ladder of Learning" from High School to PhD.

HOW:

The Master Plan committee members, including SACHS members Dennis Boyle, Anita Harbert, and Teresa Morris, suggest that California Legislature create a visible "Social Work Education Master Plan Committee," chaired by an Assembly Human Services Committee Appointee, to further flesh out details.

KEY FACTS:

1. There is a highly documented shortage of social workers in California (as documented by CWS SB 2030 Workload Study; Human Services Committee Hearings; UC Berkley Studies, CSU-Long Beach Study, etc.)
2. Workforce factors affect the demand for social workers (e.g. CWS social workers compose 75% of the social work workforce with a turnover rate of approximately 12% (about 1,200 annually).
3. In California, approximately 1,500 students are enrolled in the BSW program and 2,000 in the MSW program. However, there is a shortfall of 1,520 social work graduates. As the Master Plan rolls out, schools would be assessing the feasibility of expanding BSW and MSW programs.

RECOMMENDATION / NEXT STEPS:

- California State Assembly Human Services Committee hold hearings on the proposed "Ladder of Learning"
- The colleges and universities review and assess their feasibility of expanding their undergraduate/graduate/doctorate programs.
- The Board of Behavioral Sciences hold hearings on the license requirements of California and how that relates

to other states.

- The research universities continue to conduct research on social work practice innovations.
- The California State Legislature, as funding permits, initiate a demonstration project to implement this Master Plan on a regional, if not statewide, basis.

Excerpt from the Master Plan for Social Work Education in the State of California and the CalSWEC website.

The complete Plan can be found at:

<http://calswec.berkeley.edu/CalSWEC/MasterPlan.pdf>

In a report by Lawrence L. Martin (*Making Performance-Based Contracting Perform: What the Federal Government Can Learn from State and Local Governments*), Martin identifies the key characteristics that define the Federal Procurement Environment including:

1. the general acceptance of privatization and contracting out of services
2. the increasing importance of service contracting
3. the human capital crisis in federal procurement
4. the Government Performance and Results Act
5. federal performance-based contracting initiatives.

This report also reviews the use of performance-based contracting in nine state and local governments and the Province of Ontario, Canada. These cases were selected because of their novel approaches to various aspects of PBC as well as their potential to serve as exemplars for federal departments and agencies. All of these case examples involved ongoing contracts.

From these ten case studies, the basic objective of performance-based contracting is guided by the objective that PBC changes the behavior of contractors to focus more on performance. Other several

lessons learned were also identified. Some of these lessons learned are as follows:

State and Local Governments have different definitions of PBC than the Federal Government

While some confusion appears to exist at the federal level in terms of what constitutes “performance” in performance-based contracting, no such confusion exists at the state and local government levels.

“Performance” in state and local government PBCs is taken to mean outputs, quality, and outcomes in various combinations.

This conceptualization of performance:

1. provides greater clarity as to the purpose of PBC
2. gives state and local governments more options in structuring performance-based contracts
3. aligns more closely the concept of performance in PBC with the concept of performance contained in the service efforts and accomplishments reporting of the Governmental Accounting Standards Board.

There are varying degrees of being performance-based.

A goal of PBC is to make less use of design specification (input and process) and more use of performance specifications (outputs, quality, and outcomes).

The experiences of state and local governments demonstrate that service contract specifications can be conceptualized on a continuum (inputs → process → outputs → quality → outcomes) from “non-PBC” to “full-PBC.”

At the non-PBC end of the continuum are service contracts that make exclusive use of design specifications. At the full-PBC end of the continuum are service contracts that make exclusive use of outcome performance specifications. In between fall varying degrees of being performance based.

Conceptualizing PBC on a continuum allows for an incremental and developmental approach to be taken with certain services and with certain contractors.

PBC offers a share-in-savings contracting, revenue enhancement contracting,

and milestone contracting.

The experience of state and local governments clearly demonstrates that share-in-savings contracting, revenue enhancement contracting, and milestone contracting can affect the behavior of contractors to focus more on performance. Thus, these approaches warrant being called PBC.

In the case of both share-in-savings contracting and revenue enhancement contracting, contractor behavior is changed to focus on the accomplishments of certain processes and outputs that lead in turn to the accomplishment of certain desired outcomes (reduced service delivery costs and increased revenues).

In the case of milestone contracting, contractor behavior is changed to focus more on performance. This is because output, quality, outcome performance requirements, incentives, and penalties are automatically built into the contract.

Third party certification is a low-cost and highly reliable approach to quality assurance and monitoring.

Quality assurance or monitoring functions can be delegated to an independent third party when licensure, certification, or accreditation requirements exist.

Third party certification is low cost as well as highly reliable in that licensure, certification, and accreditation usually require meeting multiple performance requirements, including quality and outcome.

Third party certification can be used to either augment or replace other approaches to quality assurance or monitoring.

The use of third party certification for quality assurance or monitoring is a good example of “working smarter, not harder.”

The step-up/step-down method is a useful approach to structuring incentives and penalties.

Structuring incentives and penalties to step-up and step-down from the performance standard or acceptable quality level makes clear to contractors the implications of acceptable performance and unacceptable performance.

The step-up/step-down incentives and penalties tend to keep the contractor focused on the performance standards. Additionally, the contractor also has positive and negative motivations to achieve the performance standards.

When incentives and penalties step-up/step-down in similar fashion, and in similar quantities, an appeal is also made to fairness.

Excerpt from: Martin, L. (2002) *Making Performance-Based Contracting Perform: What the Federal Government Can Learn from State and Local Governments*. The IBM Endowment for the Business of Government.



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