



The SACHS CHRONICLE

Volume VIII

Summer 2004

COUNTIES:

IMPERIAL

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LOS ANGELES

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ORANGE

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Director

RIVERSIDE

Dennis Boyle (Vice-Chair),
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SAN BERNARDINO

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Administrator

SAN DIEGO

Jean Shepard,
Director

SANTA BARBARA

Kathy Gallagher,
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

FACILITATING AGENCY:

**THE ACADEMY FOR
PROFESSIONAL
EXCELLENCE**

SACHS Retreat Dates

2004—2005



Date: August 19-20, 2004

Location: Embassy Suites Hotel Mandalay Beach Resort, Oxnard

Topic: Annual Planning Session

Date: December 2-3, 2004*

Location: Embassy Suites, Santa Ana

Topic: Critical Issues on the Horizon

Guest Speaker: Will Lightbourne

Special Audience: Agency Deputy Level Staff

Special Event: Kickoff of **LEADERS IN ACTION**

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

Date: February 17-18, 2005

Location: Los Angeles Area (Tentative)

Topic: TBD at August Annual Planning Meeting

Guest Speaker: TBD at August Annual Planning Meeting

Special Audience: TBD at August Annual Planning Meeting



Ang Doti (Orange County), Kathy Gallagher (Santa Barbara County) and Ingrid Harita (Orange County)

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Inclusive Governance: Highlights from SACHS Counties

During the recent SACHS research project “Innovative Approaches to Managing with Less,” counties noted several innovative ways to involve their communities in the planning and delivery of services. These activities ranged from informing agencies, community groups, and clients about impending cuts to structured processes for obtaining community input and support.

For example, **Imperial County’s** Director met with community partners to explain cuts and to keep everyone informed while staff consulted with contractors whose contracts were reduced regarding how to reduce hours or how to reclassify staff to be able to retain them.

Los Angeles County DPSS convenes district community meetings to share what’s going on with the budget, what the impact is, and how community agencies can work with the DPSS to minimize adverse impacts.

Los Angeles County DCFS included outside stakeholders, such as community members, the consortium commission for children and families, attorney groups, juvenile court, and CBOs, along with staff in eleven work groups to discuss such issues as working on internal adoptions processes, integration, concurrent planning integration, consolidated home studies, and ethical/philosophical issues.

In **Riverside County**, one-on-one meetings were held with key stakeholders, to make sure there were no surprises to those affected by reductions. The Director also initiates ongoing lunches and phone calls with leaders from the faith and non-profit community to keep them informed.

Santa Barbara County’s Director attended about six community meetings comprised of interested people from the general public, where they were briefed about budget issues.

In **San Bernardino County**, service contractors were informed via word of mouth and the media regarding the budget situation. Clients were made aware of the budget situation so that they would know to anticipate changes as they accessed services.

In addition to information sharing, SACHS Counties also solicited input from their communities.

For example, **Orange County** executive team members held monthly forums with the public and CBOs to maintain ongoing two-way communication regarding budget and program issues.

San Diego County’s former Health and Human Services Agency Director convened meetings of the chairs of all boards and commissions (approximately 17 bodies). They looked at budget strategies to get cross-systems thinking. The constituents could then appreciate the process and provide support during budget hearings. As presentations were made to the community, information was presented honestly and sincerely and not defensively.

One of the most elaborate collaborative process reported occurred in **Los Angeles County**, where the **LA DPSS** built community support by involving community stakeholders in developing resource allocations for the Board. In the first cycle, County and community representatives met seven times to begin to build trust and develop ideas

for dealing with cuts. Meetings during the second and third cycles went more smoothly because a foundation of trust had developed and all of the participants had some familiarity with the programs and funding streams addressed in the process.

The Community Planning Group also did a survey of 8,500 CalWORKS participants and other low-income families regarding their priorities and findings were used by all of the stakeholders in developing the recommendations. The Board very much appreciated the process and adopted almost all of the consensus recommendations.

Divergent views were sent to the Board for resolution, along with the consensus recommendations. This submission of the divergent recommendations to the Board, as opposed to DPSS submitting its position as the exclusive recommendation, was critical to the ability of the stakeholders to forge authentic consensus, because this process for submitting divergent recommendations made all of the stakeholders equal in the process.

The strong relationships that the counties have developed with community groups and agencies over recent years provided a positive context for dealing with the current budget crisis and will continue to be useful in addressing future budget challenges.

If your county has recently engaged in any innovative approaches to managing with less, please let us know and we will share it with other SACHS Counties.

~ Tom Packard

The full report from which this article was excerpted can be found at:

<http://pcwta.sdsu.edu/Documents/managingwithless2-17-03.pdf>

Performance-Based Contracts in Government

The following boxes are taken from Michael Hoffman and Ben Neumann's (Performance Institute) power point presentation on Performance-Based Service Acquisition in Government: The Logic Model and a Seven Step Process for Developing Performance Work Statements and Statements of Objectives to Manage Contracts for Results.
<http://www.performanceweb.org>

With Traditional Contracting:

- Government measures the contractor's TIME spent on a project, not performance
- There is a lack of accountability as the government may never know the reasonable or actual cost of the work being done
- The contractor is only obligated to provide their "best effort"
- There is no guarantee of performance or delivery

Benefits of Performance-Based Contracts (PBC):

- Reduces government involvement
- Provides the agency with a primary resource for correcting problems in service acquisition
- Creates innovation and efficiency through competition
- Provides stronger solutions for unsatisfactory efforts
- Motivates high performance
- Improves customer and taxpayer satisfaction
- Provides the government with what it pays for
- Requires the contractor to perform to a higher standard than with traditional contracting
- Allows outputs and outcomes to be more closely aligned with the work being performed

Seven Steps for Building a Performance-Based Contract Using the Logic Model

- Step 1: Establish the Contracting Team
- Step 2: Identify Scope and Anticipate End Outcomes
- Step 3: Examine Private Sector and Public Sector Solutions
- Step 4: Select Performance Measures
- Step 5: Develop a Performance Work Statement or a Statement of Objective
- Step 6: Select a Contractor
- Step 7: Monitor and Manage Performance

PBC Lessons Learned: Pitfalls

- Misunderstanding the Definition of PBC
 - Not Making the shift in contracting approach it requires
- Not Giving Proper Flexibility
 - Just adding performance reporting mandates to the old Statement of Objective
- Using the Wrong Kinds of Measures
 - Too process and activity oriented vs. results-oriented
 - Measuring only the things you can count rather than the things that count
- Selecting Too Many Measures
- Cultural Resistance to Outcome-Focus
 - Giving into the contractor's desire to "control" everything they are being measured on
- Risky Financial Incentives



Performance Institute

The Performance Institute website provides valuable information on how to transform an agency into a stronger organization that focuses on outcomes and best practices.

Their website contains research studies of “best-in-class” organizations that produce best-practices in a multitude of areas.

The Performance Institute also offers a number of conferences including an upcoming conference on Performance-Based Contracting on September 20-21, 2004. This conference will take place in Chicago, IL.

For more information, please go to their website at: <http://www.performanceweb.org/contracting/C143/c143.htm>

ADVOCASEY

DOCUMENTING PROGRAMS THAT WORK FOR KIDS & FAMILIES

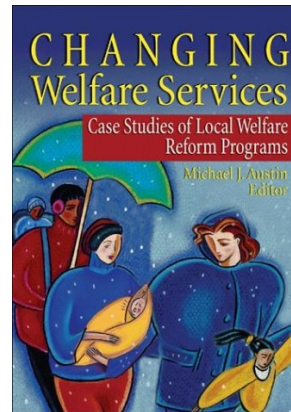
Addressing the Staffing Crisis in Child and Family Services

The Spring 2004 issue of *Advocasey* (a publication of Annie E. Casey Foundation) cites statistics on the numbers of workers leaving and entering the field, as well as on-the-job dangers, and low levels of pay.

To address these concerns, the publication presents a series of articles highlighting promising practices in agencies around the country including improving services for needy children.

For more information, please go to:

http://www.aecf.org/publications/data/advocasey_spring04.pdf



Michael J. Austin PhD will soon release his book titled: *Changing Welfare Services: Case Studies of Local Welfare Reform Programs*.

This book describes promising programs and practices that have emerged in the United States since the enactment of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996.

Using case studies, this reference provides important lessons that will help social service directors and staff to develop strategies that will improve local welfare-to-work services.

This casebook focuses on the agencies rather than the welfare population, emphasizing the guiding values of these agencies and the lessons they learned.

BASSC RESEARCH PROJECTS



The Bay Area Social Services Consortium (BASSC) will release their research study “Coping Capacities of Low-Income Families in Poverty Neighborhoods: Implications for a New Business Model in a Post Welfare Reform Environment” in September 2004.

They are currently working on two research projects: one to study the disproportionality of minority children entering the child welfare system and the other to research topics related to evidence-based practices.

For more information, please go to BASSC's website at:
<http://cssr.berkeley.edu/bassc/>

If you are interested in receiving a copy of any of the complete articles summarized in this newsletter, please contact James Coloma at jcoloma@projects.sdsu.edu