

PROGRAM II: COMMUNITY SERVICES

Summary of Appropriations and Revenues

Agency	Agency Name	FY 2007-2008 Appropriations	FY 2007-2008 Revenue	FY 2007-2008 Net County Cost
012	Community Services Programs	15,269,687	11,142,040	4,127,647
027	Department of Child Support Services	57,183,731	58,687,731	(1,504,000)
029	Public Administrator/Public Guardian	5,778,561	3,422,867	2,355,694
042	Health Care Agency	567,935,843	475,025,059	92,910,784
063	Social Services Agency	471,163,443	431,399,255	39,764,188
064	In-Home Supportive Services (IHSS)	26,436,419	21,586,411	4,850,008
065	CalWorks Family Group / Unemployed Parents	101,934,319	99,385,961	2,548,358
066	Aid to Families with Dependent Children - Foster Care	121,289,850	105,072,046	16,217,804
067	Aid to Refugees	331,808	331,808	0
068	Case Data System	0	0	0
069	General Relief	711,116	659,616	51,500
	GENERAL FUND SUBTOTAL	1,368,034,777	1,206,712,794	161,321,983
102	Santa Ana Regional Centre Lease Conveyance	2,807,539	2,807,539	0
117	O.C. Housing Authority - Operating Reserves	1,765,771	1,765,771	0
123	Dispute Resolution Program	795,542	795,542	0
124	Domestic Violence Program	1,021,969	1,021,969	0
12C	Child Support Program Development	63,366,922	63,366,922	0
12S	SSA Donations & Fees	4,019,186	4,019,186	0
12W	Wraparound Program	25,870,294	25,870,294	0
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	7,442,036	7,442,036	0
13N	Orange County Tobacco Settlement	34,540,172	34,540,172	0
13S	Emergency Medical Services	5,974,363	5,974,363	0
13T	HCA Purpose Restricted Revenues	3,191,060	3,191,060	0
13U	HCA Interest Bearing Purpose Restricted Revenue	653,680	653,680	0
13W	HCA Realignment	1,510,000	1,510,000	0
13X	Substance Abuse & Crime Prevention Act Fund	4,162,590	4,162,590	0
13Y	Mental Health Services Act	38,115,200	38,115,200	0
13Z	Bioterrorism Center For Disease Control	4,748,587	4,748,587	0
146	Workforce Investment Act	10,731,253	10,731,253	0
147	HGI Bio Tech Grant	1,044,943	1,044,943	0
14T	Facilities Development and Maintenance	25,650,558	25,650,558	0
15G	Housing and Community Services	29,502,171	29,502,171	0
15H	CalHome Program Reuse	377,228	377,228	0
15M	OCHA Admin Fee Reserves 2004	12	12	0
15U	Strategic Priority Affordable Housing	2,504,086	2,504,086	0
590	In-Home Supportive Services Public Authority	1,102,053	1,102,053	0

Summary of Appropriations and Revenues (Continued)

Agency	Agency Name	FY 2007-2008 Appropriations	FY 2007-2008 Revenue	FY 2007-2008 Net County Cost
9A0	Debt Service	63,697,735	63,697,735	0
	OTHER FUNDS SUBTOTAL	334,594,950	334,594,950	0
	TOTAL - COMMUNITY SERVICES	1,702,629,727	1,541,307,744	161,321,983

027 - DEPARTMENT OF CHILD SUPPORT SERVICES

Operational Summary

Mission:

To enhance the quality of life for children and families by establishing and enforcing court orders for the financial and medical support of children in an effective, efficient and professional manner.

Strategic Goals:

- The following three goals have been established to align with the State Department of Child Support Services' performance expectations:
- Increase net distributed collections by 2%
- Increase percent of collections on current support by 3.9%
- Increase percent of cases with arrears collection by 1%

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	55,786,266
Total Final FY 2007-2008	57,183,731
Percent of County General Fund:	1.8833%
Total Employees:	723.00

Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
PATERNITY ESTABLISHMENT PERCENTAGE What: Measures the percentage of children in the caseload for whom paternity was established. Why: Paternity establishment is a prerequisite to establishing a medical/monetary child support order.	CSS exceeded Federal Performance Standards with the establishment of paternity for 91.3% of the children in the caseload born to unmarried parents.	CSS will strive to improve casework efficiency for paternity establishment to achieve a percentage growth of 1% and an overall percentage of 92%.	CSS continues to exceed the Federal Performance Standard of 50% with an establishment percentage of 91.3%.
CASES WITH A SUPPORT ORDER ESTABLISHED What: Measures the percentage of cases with an order established for child support. Why: An order must be established before support can be collected.	Court orders have been established for 81.6% of the cases requiring support orders.	Increase the percentage of cases with a child support order by 1% for an overall percentage of 82%.	Percentages have stabilized, but CSS continues to exceed the Federal Performance Standard of 50% by establishing a support order in 81.6% of the cases requiring support orders.
COLLECTIONS ON CURRENT SUPPORT What: Measures the amount collected for current child support as a percentage of the total amount due. Why: Collection of current support enables a family to meet basic living and medical needs.	CSS achieved 1% growth in this measure, collecting 53.9% of current child support.	Increase collections on current support to achieve a percentage growth of 4% and an overall percentage of 56%.	CSS exceeded the 40% minimum Federal Performance Standard by achieving 53.9% of collections on current support due. This results from targeted projects and projects designed to establish reasonable orders by engaging non-custodial parent participation.



Key Outcome Indicators: (Continued)

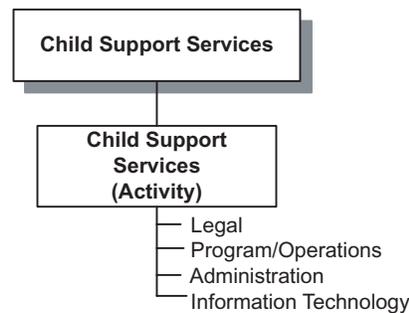
Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
CASES WITH ARREARS COLLECTIONS What: Measures the percentage of cases with past due child support in which some collection was made. Why: As with current child support, payment on arrears provides a family with income to meet basic needs.	CSS collected on 59.4% of cases that have child support arrears owed. This was due to projects focused on collecting the arrears, and considering personal finances of the non-custodial parent; upon a verified change in circumstances, the court order is modified.	Increase the percentage of cases with collections on arrears by 1% for an overall percentage of 60%.	CSS exceeds the Federal Performance Standard of 40% by collecting from 59.4% of cases that have child support arrears owed. CSS will continue to partner with non-custodial parents to improve working relationships and reduce past due amounts by establishing financially appropriate orders.

FY 2006-07 Key Project Accomplishments:

- Net distributed collections decreased from \$178.3 million in FFY 04/05 to \$176.2 million in FFY 05/06. The decrease is directly attributable to the reduction of the caseload and the time delay in processing payments by the State Distribution Unit. While experiencing an overall decrease in collections, the collections per case increased 0.3% to \$1,818.
- Orange County continues to lead the six largest California counties in percent of current support collected.
- CSS achieved a 90.7% compliance rate exceeding the federal minimum of 75% in the area of case review. CSS also met compliance in the area of expedited process with 93.5% of orders obtained on cases within the first six months of service, exceeding the required 75%. In 99.0% of cases, orders were obtained within twelve months, exceeding the required 90%. Compliance was also met in the area of program administration.
- State Distribution Unit (SDU) was successfully implemented and began processing payments in January 2006. SDU centralized the processing of collections and distributions.
- CSS launched an extensive public outreach campaign to create awareness of the SDU, prepare clients for the major change in payment processing by SDU, and minimize impact to clients.
- CSS Public Outreach Unit participated in 16 public information/outreach events to create awareness of the program, increase child support collections and decrease arrears. Among the events, Outreach staff participated in the Police and Correction Team Program to create awareness of services to newly released parolees as part of their transition into the community. Staff also accomplished the following:
 - Created a brochure entitled "The Smart, Easy and Inexpensive Way to deal with Child Support Issues" to provide an overview of services provided by CSS. Over 6,000 brochures were distributed to customers.
 - Partnered with San Diego and Los Angeles County Child Support Agencies to market services in Divorce Magazine.
 - Orchestrated a radio campaign with local radio stations targeting previously underserved communities. Approximately 150 radio spots ran in a 4 week period which resulted in a significant increase in case openings.
 - CSS successfully implemented Version 1 of the California Child Support Automation System (CCSAS) in September 2006. Version 1 established a statewide database system.
 - Implementation of CCSAS provides automation enhancements which allow proportional allocation of support in multiple cases.
 - Implementation of CalWin automation system by Social Services Agency (SSA) in 2006, impacted CSS due to the interface between child support enforcement and the Cal-Works and TANF programs. Through collaborative efforts, the transition was one of the most successful in the state, due to the excellent communication and collaboration between the agencies.
 - Customer service survey is currently being conducted to assess the effectiveness of services and client satisfaction levels.

- CSS implemented and obtained 1,124 enforceable orders through the Pre Default Intervention (PDI)/Express Pre Default Intervention (XPDI) process to increase non-custodial parent participation and establish reasonable monthly support orders. Overall, cases with stipulated dollar judgments yielded \$119,702 or 55% in distributed net collections more than cases with defaulted orders. Cases with stipulated dollar judgments averaged \$1,150 per case in distributed net collection compared to \$603 per case with defaulted dollar judgments.
- Implemented the Call Blast Project to provide early intervention for non-custodial parents who stopped making payments. The PhoneTree auto dialing system was used to perform calls outside of normal business hours to remind clients to make payments. Since inception in December 2005, approximately 11,500 calls were made through the Call Blast Project resulting in 72% of calls answered and 743 payments were received after the call was made. With collaboration from the Legal Team, a more persuasive call script was created; of 645 calls, 81% were answered and 220 payments were received.
- CSS contracted with Public Consulting Group (PCG) to identify children in the caseload who have medical coverage. The review allowed accurate reporting to clients and the State Department of Child Support Services.
- Created a new Child Support Awareness Month poster and distributed 100 posters to: County agencies, City Halls, CEO's Office and the State Child Support Office.
- Enhanced the CSS website design to make it easier for clients to submit service requests on-line. 3,865 on-line services requests were received.

Organizational Summary



Department Of Child Support Services - PROGRAM/OPERATIONS/INFORMATION TECHNOLOGY - This division is responsible for the opening, establishment, modification and enforcement of child support orders. Case management staff serve as primary customer service representatives and take administrative enforcement actions that do not require court intervention. This division also provides computer technical support, systems applications, and systems security.

LEGAL TEAM - This division provides legal guidance and advice associated with child support. Legal staff handle all matters that go before the court, including obtaining court orders to establish paternity and financial child support, modification of existing child support orders, and civil enforcement actions.

ADMINISTRATIVE SUPPORT SERVICES - This division provides administrative support and training for the department. Support services includes budget/fiscal, accounting, purchasing, human resources, management services, research, facilities management, as well as, training resources to address the department's broad range of training needs.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- CSS experienced a reduction in staffing levels in FY 06/07 which resulted from CEO directive to delete 30 positions. With flat funding for the fifth consecutive year and reduced staffing, the department will experience significant challenges in providing quality customer service and effectively operating the program. To operate within the current level of funding, CSS will reduce and redirect staff to meet core business needs, continue to implement an internal hiring freeze, and limit back-filling positions.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Positions	753	723	723	723	0	0.00
Total Revenues	54,741,975	59,712,421	57,662,793	58,687,731	1,024,938	1.78
Total Requirements	53,757,047	57,880,721	55,727,613	57,183,731	1,456,118	2.61
Net County Cost	(984,928)	(1,831,700)	(1,935,179)	(1,504,000)	431,179	-22.28

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Department of Child Support Services in the Appendix on page A517

Highlights of Key Trends:

- Orange County continues to meet or exceed Federal Performance Measures in paternity establishment percentage, percent of cases with a support order established, percent of collections on current support, and percent of cases with arrears collections. The success of CSS plays a key role in assisting families in achieving and maintaining self-sufficiency.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Department of Child Support Services does not have any projects defined as Board Strategic Priorities. CSS strives to improve efficiency and responsiveness while maintaining costs within our 100% State and Federal funding to avoid impacting Net County Cost limits.

Changes Included in the Base Budget:

The Federal and State Allocations for CSS are expected to remain flat for FY 07/08. Due to a change of practice in booking State advances into Fund 12C, CSS has included a higher operating transfer in of \$58.6 million from Fund 12C. The operating transfer in from 12C of \$2.4 million is \$1.1 million higher than the FY 06/07 budgeted transfer in required to balance the budget and meet the Net County Cost limit.

- Through Strategic Planning, CSS continues to evaluate existing programs and processes and, when possible, implements new technologies to achieve efficiencies, improve performance and increase effectiveness of programs.



Budget Units Under Agency Control:

No.	Agency Name	Department Of Child Support Services
027	Department of Child Support Services	57,183,731
12C	Child Support Program Development	63,366,922
	Total	120,550,653

12C - CHILD SUPPORT PROGRAM DEVELOPMENT

Operational Summary

Description:

The Child Support Program Development Fund was established in FY 2005-06 to comply with GASB 34 requirements for fiduciary funds.

As required by Code of Federal Regulations Title 45, Subtitle A, Section 74.22, all federal funds advanced must be maintained in an interest bearing account and reported as abatement on Administrative Expense Claims. Beginning Fiscal Year 2007-08, this fund will be used to offset \$59 million in General Fund Agency 027 budgeted expenditures and meet the Net County Cost limit of \$1.5 million. A portion of this fund can be used to meet critical one time needs of Child Support Services.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	215,420
Total Final FY 2007-2008	63,366,922
Percent of County General Fund:	N/A
Total Employees:	0.00

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	5,381,966	6,131,573	9,210,379	63,366,922	54,156,543	587.99
Total Requirements	1,169	6,131,573	215,421	63,366,922	63,151,501	29,315.39
Balance	5,380,797	0	8,994,958	0	(8,994,958)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Child Support Program Development in the Appendix on page A598

Budget Summary

Changes Included in the Base Budget:

Code of Federal Regulations Title 45, Subtitle A, Section 74.22 mandates that advanced federal funds must be maintained in an interest bearing account. State Department of Child Support Services requires all interest earned on Child Support Enforcement program funds be reported as abatement on the Administrative Expense Claims.

During a recent Federal Audit by the Department of Health and Human Services, a change in the current practice for receipt and booking of State advances was recommended. Effective July 1, 2007, State advances will be held in Fund 12C to track interest earned on all funds held by Department of Child Support Services.

Base Budget includes an operating transfer out of \$59 million to General Fund Agency 027 to balance that budget and meet our Net County Contribution limit of \$1.5 million.

029 - PUBLIC ADMINISTRATOR/PUBLIC GUARDIAN

Operational Summary

Mission:

The Public Administrator/Public Guardian Department is committed, when no viable alternatives exist, to compassionately and effectively protect, assist and manage the affairs of resident decedent estates and residents unable to care for themselves or who may be a danger to themselves or others.

Strategic Goals:

- Provide timely and effective administration of decedent estates when there are no other viable persons or entities to administer the estates.
- Compassionately and efficiently serve as the conservator of persons and estates until viable alternatives are available or the person is no longer a danger to themselves or others.
- Implement the continuing education requirements of new California legislation, the Jones Bill (AB 1363), by developing plans to provide training for all deputized staff using on-site, on-line, and off-site training avenues.
- Continue to implement and refine new methods of selling personal property and motor vehicles of the estates to maximize estate values and increase efficiency in managing personal property.
- Implement pilot programs for Public Administrator/Public Guardian investigative deputies to utilize technological advances such as laptops with remote access and advanced cell phones to enable the deputies to operate more efficiently.

Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
PERCENTAGE OF SUCCESSFUL HEIR SEARCHES BY PUBLIC ADMINISTRATOR What: A measurement of total PA cases administrated. Percentage of successful heir searches by PA. Why: Measures the success of finding heirs to administer estates.	94%	97%	Our use of an expanded heir search system has improved results.
PERCENTAGE OF REFERRED PA CASES CLOSED WITHIN 24 MONTHS. What: A measurement of the number of estates that are closed in a reasonable time period. Why: It measures the efficiency of administering estates.	89%	91%	Our use of an expanded heir search system has expedited results.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	4,978,415
Total Final FY 2007-2008	5,778,561
Percent of County General Fund:	0.190312%
Total Employees:	76.00

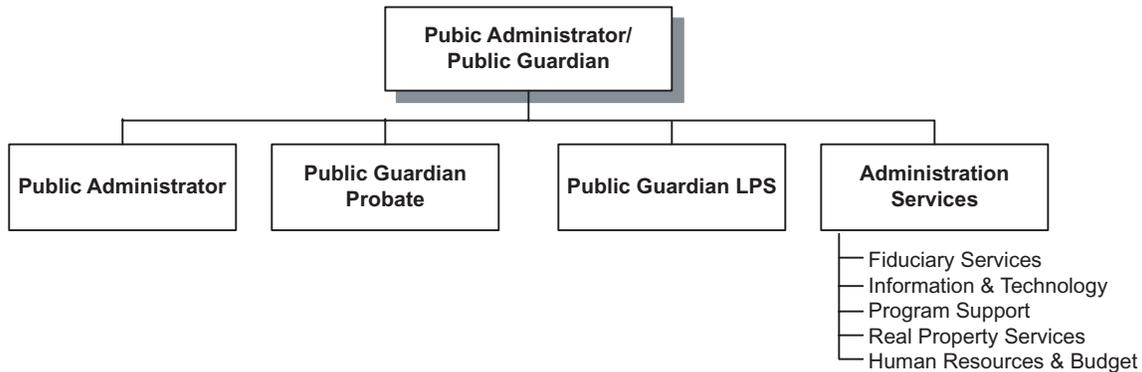
Key Outcome Indicators: (Continued)

Performance Measure	2006 Business Plan		2007 Business Plan
	Results	Target	How are we doing?
AVERAGE NUMBER OF LPS CASE ADMINISTRATIONS PER LPS ADMINISTRATIVE DEPUTY. What: A measurement of caseload for each LPS Deputy. Why: Most effective caseload is 75-80 case administrations per LPS Deputy.	80	78	Staff level to caseload ratio is within effective range.
AVERAGE NUMBER OF PROBATE CASE ADMINISTRATIONS PER PROBATE ADMINISTRATIVE DEPUTY. What: A measurement of caseload for each Probate Deputy. Why: Most effective caseload is 60 administrative cases per Probate Deputy.	60	58	Staff level to caseload ratio is at maximum.
PERCENTAGE IMPLEMENTATION OF NEW CASE MANAGEMENT AND ACCOUNTING SYSTEM DATA BASE TO REPLACE EPAGES. What: Measurement of progress for the new data base system selection/integration project. Why: Timely implementation of new software to replace existing system is essential to department success.	The Request for Proposal (RFP) was developed.	Review Proposals and anticipate vendor selection.	The process to select the replacement system is in progress.

FY 2006-07 Key Project Accomplishments:

- Processed 1,291 new referrals to determine if the Public Administrator should investigate the estates.
- Investigated 683 referrals to determine if the Public Administrator should administer the estates or transfer responsibility to alternative administrators.
- Administered 74 new Public Administrator decedent estates.
- Processed over 2,780 financial transactions on behalf of Public Administrator decedent estates.
- Worked with the Public Defender's Office, the Superior Court and Health Care Agency/Behavioral Health to change the manner in which LPS Conservatorships are created. This new procedure adheres strictly to the law and enables conservatees to get a hearing with the Court within 30 days. This has reduced jury and court trial requests and additional discovery requirements that diverted the Public Guardian from its primary responsibility of caring for its clients.
- Processed 794 new referrals to determine if a client needs a conservator, if the Public Guardian should act as conservator, or if the Court should appoint a third party to act as conservator.
- Investigated 708 referrals to determine if a client needs a conservator, if the Public Guardian should act as conservator, or if the Court should appoint a third party to act as conservator.
- Acted as the conservator for 1,185 conservatees.
- Successfully enrolled approximately 500 conservatees in the new Medicare Part D prescription drug program.
- The Probate unit recovered and/or protected over \$14,000,000 in assets that were stolen from conservatees.
- Processed approximately 42,350 financial transactions on behalf of the Public Guardian conservatee estates.
- Scheduled 3,930 mental health related hearings on behalf of the LPS conservatees.

Organizational Summary



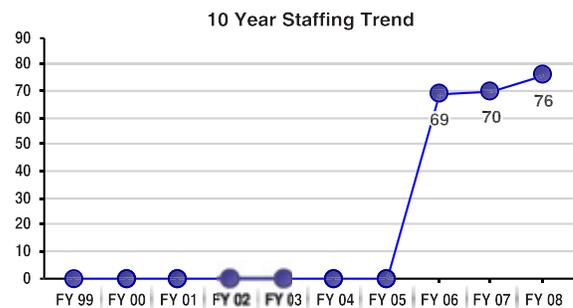
Public Administrator/Public Guardian - The Public Administrator (PA) protects the assets and manages the affairs of deceased residents of Orange County who at the time of death left no known heirs, no will, no named executor or an executor who is ineligible. The PA searches for assets belonging to the decedent, makes a search for heirs, arranges for the interment when there are no known relatives, and acts as administrator of estates when named in a will or when heirs request such service.

The Public Guardian (PG) LPS is the designated County Conservator Investigator for mental health conservatorships. The PG LPS unit can serve as conservator for those individuals determined by the court to be gravely disabled as a result of their mental disorder when there is no one else to serve in that capacity.

The Public Guardian (PG) Probate investigates and administers conservatorships for individuals unable to handle their own finances or care for themselves or those who are victims of elder abuse.

Administration: Promotes and provides for the fiscal and operational integrity of the Agency through sound management principles and practices, and provides support services to Agency programs. Support services include Financial and Administrative Services, Information Technology, Human Resources.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Public Administrator/Public Guardian (PAPG) FY 2007/08 budget includes a net increase of 6 budgeted positions. In 2007/08, 1 IT position previously budgeted under PAPG is transferred into CEO/IT consistent with CEO/IT's strategic and long-term plan for IT services support of PAPG. PAPG also requested the addition of 7 new positions comprised of 3 Deputy PA/PG II, 2 Accountant/Auditor II, and 2 Office Specialists primarily in support of the new legislation AB 1363 Omnibus Conservatorship and Guardianship Reform Act of 2006 and to help generate additional revenues.

Budget Summary

Plan for Support of the County's Strategic Priorities:

County priority: Deliver quality services in a timely and innovative manner:

Continue efforts to replace the current ePages case management and accounting computer database through 2008.

Continue to conduct a thorough analysis of policies and procedures in order to more effectively manage and measure performance and success.

Implement pilot programs for Public Administrator/Public Guardian investigative deputies to utilize technological advances such as laptops with remote access and advanced cell phones to enable the deputies to operate more efficiently.

Improve staff performance and morale through effective training and recognition.

Establish financial models that will project annual and long-term revenues and expenditures.

Implement policies and procedures that will enable all SSA and SSI checks of conservatees to be directly deposited into bank accounts to eliminate the need to manually process thousands of such checks each month.

Changes Included in the Base Budget:

Base budget includes \$50,000 for mandated re-certification training cost for Public Administrator/Guardian deputies and \$30,000 for the lease and installation of two (2) compressed natural gas (CNG) refueling units. Consistent with the 2006-07 budget, PAPG's base budget includes a transfer of \$250,000 to PAPG reserve under General Fund (100-100-9811-0290). The Federal Deficit Reduction Act of 2005 included changes/reductions in the Federal Medicaid program, which may reduce or eliminate PAPG Targeted Case Management (TCM) revenue up to \$750,000. In the absence of this reserve, PAPG may request General Fund backfill for any loss of TCM revenue to continuously provide existing mandated services to conservatees.

Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Add 7 Positions and Funding to Meet Additional Mandates and Expand Public Administrator Program Amount: \$ 429,835	Add 7 positions to meet mandates of new legislation AB 1363 and to expand the Public Admin. program.	PG meeting new legislation AB 1363 mandates and PA program expansion to generate 15 to 20 new cases	2213

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Positions	69	70	70	76	6	8.57
Total Revenues	3,038,369	2,700,155	2,858,986	3,422,867	563,881	19.72
Total Requirements	4,544,708	4,979,956	4,954,175	5,778,561	824,386	16.64
Net County Cost	1,506,338	2,279,801	2,095,189	2,355,694	260,505	12.43

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Public Administrator/Public Guardian in the Appendix on page A518

Highlights of Key Trends:

■ After a series of newspaper articles highlighting the actions of inappropriate private conservators, legisla-

tion was proposed and enacted that requires additional mandated functions to conservators including those in Public Guardian/Public Conservator offices. Orange County PG is challenged in meeting the new court



requirements and other mandated functions because no additional funding was provided by the legislature in order to meet these new mandates. As these new conservatorship laws are in their infancy it is difficult to determine the complete impact they will have on the office. However, it is clear that as the court becomes familiar with the laws and the Judicial Council completes their mandates to create new forms, the court is

intent on holding the PG accountable in meeting new timelines and responsibility. Additionally, this area of law remains a central focus in the legislature this year as evidenced by several new bills proposed that address conservatorships and personal representatives of estates. Again, none of these new bills provide funding but potentially add new mandates that the office will have to meet if these laws are enacted.

Budget Units Under Agency Control:

No.	Agency Name	Public Administrator/Public Guardian
029	Public Administrator/Public Guardian	5,778,561
	Total	5,778,561



042 - HEALTH CARE AGENCY

Operational Summary

Mission:

The Health Care Agency is dedicated to protecting and promoting the optimal health of individuals, families, and our diverse communities through partnerships, community leadership, assessment of community needs, planning and policy development, prevention and education, and quality services.

Strategic Goals:

- Prevent disease and disability and promote healthy lifestyles.
- Assure access to quality health care services.
- Promote and ensure a healthful environment.
- Recommend and implement health policy and services based upon assessment of community health needs.

Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
OVERWEIGHT/OBESE RESIDENTS What: The percentage of Orange County residents who are overweight/obese, as measured by Body Mass Index. Why: Overweight and obesity are major contributors to many preventable causes of death and disease.	Brought together 80+ community based organizations to address nutrition and physical activity of residents to make inroads with the problem of overweight and obesity.	Promote improved diet and physical activity to reverse the long term trend towards overweight and obesity.	Over the period 2002 through 2004, the prevalence of overweight low income children 0-4 years increased from 15% to 18%. In this same period, the prevalence of overweight low income children 5-19 years increased from 21% to 23%.
DISASTER PREPAREDNESS What: Annual exercises and testing of plans to ensure Orange County is ready to respond to a disaster. Why: Planning and exercises can mitigate the impact of natural or man-made disasters.	In partnership with multiple community stakeholders, HCA tested its mass vaccination/prophylaxis plan in a multi-site community exercise in November 2006.	Participate in additional inter-agency exercises to test and improve the readiness of disaster response plans. Train staff and augment disaster preparedness plans to achieve a green rating under the Centers for Disease Control assessment.	A multi-site community exercise in November 2006 led to improved preparedness. The annual Centers for Disease Control assessment resulted in an amber rating for Orange County, meaning that some areas of preparedness need further improvement.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	504,190,763
Total Final FY 2007-2008	567,935,843
Percent of County General Fund:	18.7045%
Total Employees:	2,775.00



Key Outcome Indicators: (Continued)

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
<p>HEALTH CARE ACCESS FOR CHILDREN What: A measure of the ability of children to receive medical attention, including preventive care. Why: Preventive services and health care for children will result in improved health outcomes.</p>	Comparing surveys from 1998 to 2004 found 65,000 fewer children were without coverage, leaving an estimated 36,648 children without insurance. In 2006, the Board of Supervisors allocated nine positions to SSA to increase Healthy Family enrollments.	Increase in the number of children with health insurance coverage by monitoring and promoting enrollment in public and private programs. The OCHNA survey will show continued improvement.	Progress has been made with a reduction in the number of uninsured children. The percentage of children without health insurance has declined from 12.7% in 1998 to 4.6% in 2004. Since January 1999, the total number of children enrolled in public insurance has doubled, to over 250,000 in 2004.
<p>COMMUNICABLE DISEASES - TUBERCULOSIS AND CHLAMYDIA What: New reported cases of TB and Chlamydia. Why: TB and Chlamydia are among the most common reported communicable diseases.</p>	The reported number of new active TB cases went from 228 cases in 2004 to 241 cases in 2005. New Chlamydia cases went from 6,214 in 2004 to 7,813 in 2005.	Identify and provide preventive therapy to an estimated 300,000 individuals with latent TB infections. Improve Chlamydia detection, surveillance, investigation, and control.	The ten year trend for TB is downward, with 336 cases reported in 1995 and 241 cases reported in 2005. The number of cases of Chlamydia increased from 2,693 in 1996 to 7,813 in 2005; this increase is due in part to increased awareness and improved testing methods.
<p>OCEAN AND RECREATIONAL WATER QUALITY What: A measure of closures due to bacterial contamination to protect the public from infections. Why: Contaminated ocean water is a threat to the personal and economic health of the community.</p>	The total number of water closures decreased from 44 in FY 04/05 to 23 in FY 05/06.	Reduce and eliminate environmental threats to community health that are associated with unsafe ocean and recreational water. Conduct inspections at food facilities to reduce fats, oils, and grease entering the sewer system, which is a major cause of sewage spills.	The near record rainfall for FY 04/05 caused a spike in beach closures. The return to more normal rainfall in FY 05/06 brought the number of beach closures down to match the lowest level in the last five years.
<p>BEHAVIORAL HEALTH LEVEL OF FUNCTIONING What: Clinical indications of psychosocial functioning for adults and children. Why: Mental disorders and substance abuse are the leading causes of disability.</p>	Adult Alcohol and Drug Abuse client assessment scores exceed national norms. For children, the days of intensive services for hospitalization, residential care, and day treatment are continuing a four year decline.	Implement education and treatment efforts to treat alcohol and drug abuse and mental illness. Increase housing and treatment opportunities for the mentally ill homeless.	Clinical evaluation for Alcohol and Drug Abuse Services shows that client functioning is exceeding the national norms. Children need fewer intensive behavioral health interventions due to the increased use of treatment alternatives such as Therapeutic Behavioral Services.

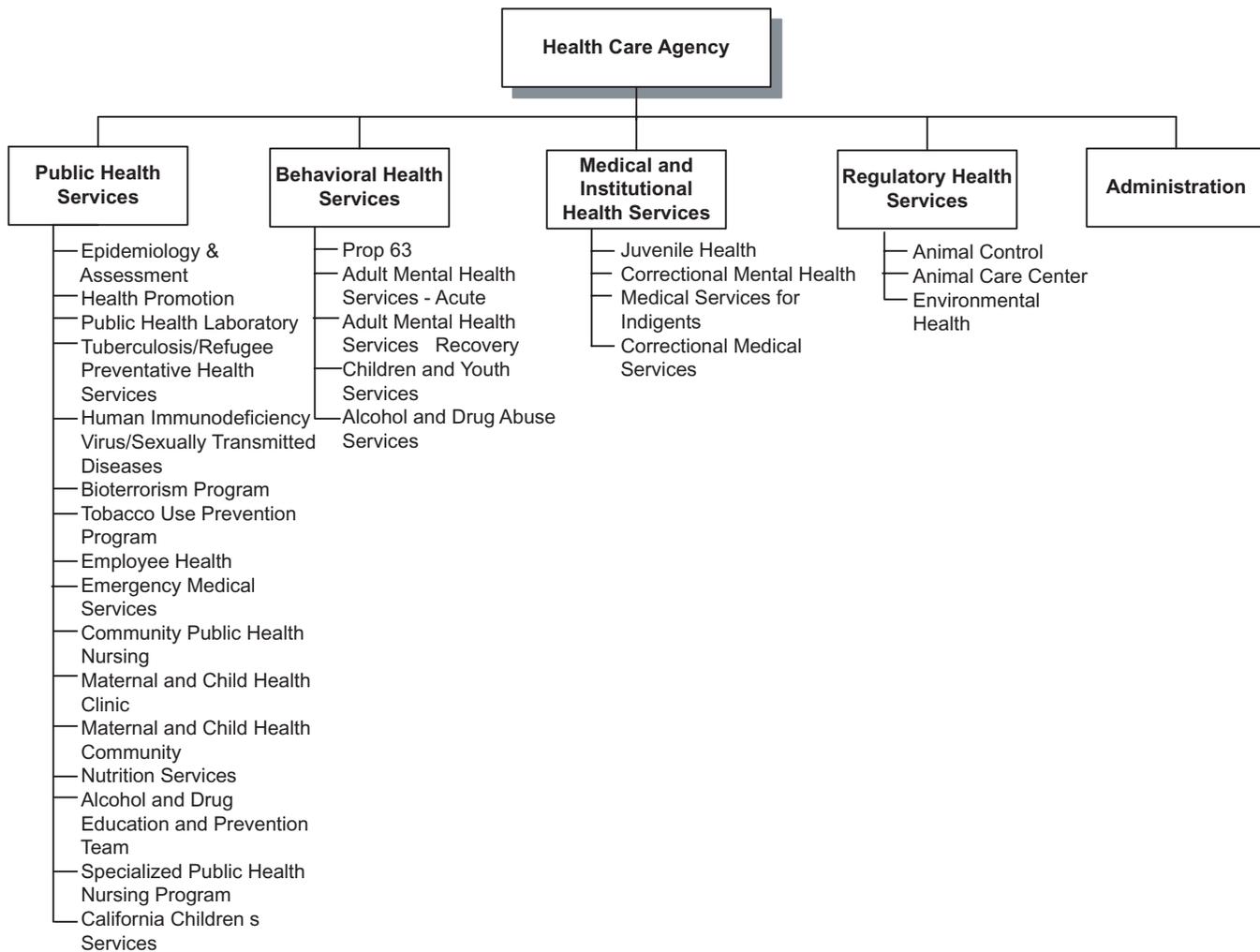
FY 2006-07 Key Project Accomplishments:

- In FY 2006-07, the Orange County Board of Supervisors authorized a \$10 million increase in Medical Services for Indigents (MSI) funding. This enhancement has allowed the MSI program to improve provider reimbursement rates and substantially expand the concept of a “medical home” for MSI participants in cooperation with the local network of community clinics. Another improvement in the MSI Program is ERConnect, which links hospital emergency rooms and community based providers to updated information about MSI clients to aid in disease management.
- In FY 2006-07, the Health Care Agency formed a Health Disaster Management Division to coordinate the Agency's disaster planning and response functions. The Division brings together staff working on response plans for natural disasters, bioterrorism, and pandemic influenza. Also included in the Division is the Emergency Medical Services program, which has long been involved in the response to a wide range of disasters including earthquakes and other multiple trauma incidents. A major accomplishment has been the training of all HCA staff on emergency management response systems. New

response partners including individuals, educational institutions, and the business community have been encouraged to participate in the development of pandemic influenza response plans. The Cities Readiness Initiative has resulted in coordination of HCA response activities with municipal governments and their ongoing emergency preparedness efforts.

- In the fall of 2006, the California Department of Mental Health notified the County that \$9 million in Mental Health Services Act (MHSA) Growth Funding would be available in FY 2007-08. Community stakeholders and the MHSA Steering committee developed recommendations to be approved by the Board of Supervisors to allocate these funds. Existing programs for Children, Transitional Age Youth, and Older Adults will be expanded. In addition, four new programs will be implemented including mentoring for children and youth, assertive community treatment for adults, and a client-run Wellness Center.

Organizational Summary



Public Health Services - Monitors the incidence of disease and injury in the community and develops preventive strategies to maintain and improve the health of the public.

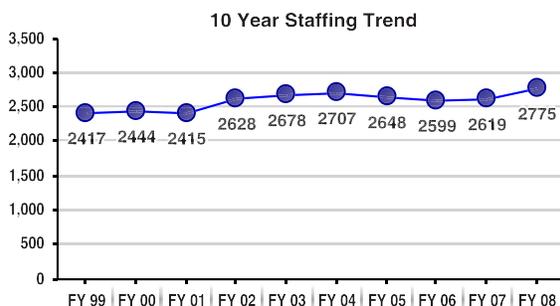
Behavioral Health Services - Provides a culturally competent and client-centered system of behavioral health services for all eligible County residents in need of mental health care and/or treatment for alcohol and other drug abuse.

Medical & Institutional Health Services - Health Disaster Management prepares the County to effectively mitigate, respond to, and recover from natural or man-made disasters, and provides oversight to all emergency medical services providers. Institutional Health Services provides medical and behavioral health care to adults and children in institutional settings. Medical Services for Indigents contracts for essential medical services for indigent patients for whom the County is responsible.

Regulatory Health Services - Ensures food safety and water quality and protects the public's health and safety from harmful conditions in the environment, from animal-related injury, and from disease and nuisance hazards through the enforcement of health and safety standards.

Administration - Promotes and provides for the fiscal and operational integrity of the Agency through sound management principles and practices, and provides support services to Agency programs. Support services include Financial and Administrative Services, Municipal/Community Relations, Office of Compliance, and Office of Quality Management.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

■ Since FY 1998/99, the number of HCA positions has grown by 358, which averages approximately 1% per year. In the FY 2003/04 budget, 56 positions were deleted to stay within Net County Cost (NCC) limits. Also in the FY 2003/04 budget, 66 positions were added due to transferring Public Administrator/Public Guardian from the Community Services Agency to the Health Care Agency, and 19 positions were restored for FY 2003/04 approved augmentations. The FY 2004/05 budget included a reduction of 59 positions. This included

29 positions deleted mid-year FY 2003/04 due to the early retirement incentive, 7 long term vacant positions deleted mid-year, 1 limited term position deleted due to lack of funding, and 26 positions deleted to comply with NCC limits. Four of the deleted positions were restored in the FY 2004/05 Adopted Budget through the augmentation process. The FY 2005/06 budget included a reduction of 49 positions. This is a net of 20 positions added mid-year during FY 2004/05 for the Bioterrorism and Specialized Nursing Services programs, and 69 positions deleted due to separation of Public Administrator/Public Guardian from the Agency effective 7/1/05. The FY 2006/07 adopted budget included an increase of 20 positions. This is due to the addition of 27 positions for the new Mental Health Services Act program in the FY 2005/06 2nd quarter budget report, offset by the deletion of 5 unfunded positions in the FY 2005/06 1st quarter budget report and transfer of 2 positions to RDMD in the FY 2005/06 3rd quarter budget report. The FY 2007/08 requested budget includes a net increase of 156 positions due to addition of 143 positions for various programs in quarterly budget reports, 3 positions for the Barking Dog Program, 15 positions for Crisis Stabilization Female Beds, and 3 positions for Coverage Initiative, offset by the deletion of 8 positions in order to comply with NCC limits.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Costs to prepare for and respond to potential terrorist threats are included in the Requested Budget. Also included in the Requested Budget are site design costs for the relocation of the Animal Shelter, and health priorities funded from Tobacco Settlement Revenue.

Changes Included in the Base Budget:

Significant changes include continued implementation of Proposition 63, the Mental Health Services Act, in the Behavioral Health Services budget. The Regulatory Health Services budget includes funds for customer service improvements for Animal Care Services. Changes in Medical and Institu-



tional Health Services include Board approved staffing increases to provide coverage for the Theo Lacy Branch Jail Expansion and to ensure Title 15 Compliance. The Public Health Services budget includes funding for the Watershed and Ocean Monitoring lab at the Shellmaker Island.

Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Add 15 Positions for Female Crisis Stabilization Unit in County Correctional System Amount: \$ 839,011	Add female Crisis Stabilization Unit (CSU) beds in the Orange County correctional system.	Adequately treat mentally unstable inmates with methods comparable to those used in the community.	100
Add 3 Positions and Funding for Barking Dog Program Amount: \$ 203,745	Add three positions for Barking Dog Citation Program.	Number of citations issued and complaints resolved without citation; decrease number of violators.	1499
Restore 16 Drug Court Positions and Net County Cost to Maintain Current Level of Service Amount: \$ 1,354,255	Restore services to the Drug Court and Harbor Justice Center Driving Under the Influence programs.	Participants successfully complete the program, and remain free of the criminal justice system.	1637
Restore Net County Cost to Maintain Current Level of Alcohol and Drug Abuse Service Amount: \$ 600,000	Restore Alcohol and Drug Abuse Services (ADAS) contracted residential treatment services.	Provide effective residential treatment to adults with alcohol and drug problems.	1650
Funding for Emergency Medical Services Amount: \$ 1,000,000	Help fund the uncompensated cost of emergency care provided by hospitals and physicians.	Increased funding will be provided to hospitals and physicians.	2385
Expand Health Care Coverage in Accordance with SB1448 Coverage Initiative Amount: \$ 16,871,578	Add 3 LT positions to expand MSI Program services and extend coverage to an additional 3,500 persons	The Agency will meet the Coverage Initiative funding requirements	2725

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Positions	2,619	2,762	2,762	2,775	13	0.47
Total Revenues	395,688,329	440,967,377	423,193,542	475,025,059	51,831,517	12.25
Total Requirements	452,996,564	525,566,668	503,106,429	567,935,843	64,829,414	12.89
Net County Cost	57,308,235	84,599,291	79,912,887	92,910,784	12,997,897	16.27

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Health Care Agency in the Appendix on page A528

Highlights of Key Trends:

■ At this time the most significant challenge facing HCA is uncertainty of funding. As of FY 2000-01 Orange County was \$17 million under equity for Realignment Revenue, HCA's single largest revenue source. Outdated funding formulas do not adequately reflect the demand for services in Orange County. The current level of fund-

ing to provide a safety net for health care services to the residents of Orange County is approximately \$51 per capita. This has placed Orange County at 54th out of 58 California counties for per capita expenditures on health services. Orange County health expenditures are approximately half that of the State-wide median. In addition, the slow economy is affecting funding levels



received at a time when demand for health care services continues to increase. The economy will also affect revenues collected by the State. Decisions made in Sacramento to balance the State budget could still impact services at the local level. Similarly, balancing measures

implemented at the Federal level will impact local revenues. HCA will continue to work with its County and community partners in carrying out services during this uncertain economic period.

Budget Units Under Agency Control:

No.	Agency Name	Public Health Services	Behavioral Health Services	Medical & Institutional Health Services	Regulatory Health Services	Public Administrator/ Public Guardian	Administration	Total
042	Health Care Agency	123,753,048	245,561,519	156,390,757	35,673,842	0	6,556,677	567,935,843
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	0	0	0	0	0	7,442,036	7,442,036
13S	Emergency Medical Services	0	0	0	0	0	5,974,363	5,974,363
13T	HCA Purpose Restricted Revenues	0	0	0	0	0	3,191,060	3,191,060
13U	HCA Interest Bearing Purpose Restricted Revenue	0	0	0	0	0	653,680	653,680
13W	HCA Realignment	0	0	0	0	0	1,510,000	1,510,000
13Y	Mental Health Services Act	0	0	0	0	0	38,115,200	38,115,200
13Z	Bioterrorism Center For Disease Control	0	0	0	0	0	4,748,587	4,748,587
	Total	123,753,048	245,561,519	156,390,757	35,673,842	0	68,191,603	629,570,769

138 - MEDI-CAL ADMIN. ACTIVITIES/TARGETED CASE MGMT.

Operational Summary

Description:

This fund is used to account for the federal reimbursement of certain eligible costs for Medi-Cal Administrative Activities and Targeted Case Management activities that are passed through the State to the County and to Community-Based Organizations (CBO's).

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	1,406,876
Total Final FY 2007-2008	7,442,036
Percent of County General Fund:	N/A
Total Employees:	0.00

Medi-Cal Administrative Activities/Targeted Case - Monitors the financial transactions of Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) funds.

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	4,611,169	7,743,549	5,332,628	7,442,036	2,109,408	39.56
Total Requirements	23,247	7,743,549	1,406,877	7,442,036	6,035,159	428.98
Balance	4,587,921	0	3,925,751	0	(3,925,751)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Medi-Cal Admin. Activities/Targeted Case Mgmt. in the Appendix on page A612



13S - EMERGENCY MEDICAL SERVICES

Operational Summary

Description:

This fund is used to account for Emergency Medical Services revenue. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be court fines and State allocations used to pay for emergency medical indigent services.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	5,406,085
Total Final FY 2007-2008	5,974,363
Percent of County General Fund:	N/A
Total Employees:	0.00

Emergency Medical Services - Accounts for Emergency Medical Services revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	6,167,292	6,652,507	5,520,911	5,974,363	453,452	8.21
Total Requirements	6,145,472	6,652,507	5,406,085	5,974,363	568,278	10.51
Balance	21,820	0	114,826	0	(114,826)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Emergency Medical Services in the Appendix on page A620

13T - HCA PURPOSE RESTRICTED REVENUES

Operational Summary

Description:

This fund is used to account for revenues earned by the Health Care Agency that have pending expenditure requirements. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. Revenues in this fund may include court-ordered fines and penalties, donations, and/or fees.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	1,002,095
Total Final FY 2007-2008	3,191,060
Percent of County General Fund:	N/A
Total Employees:	0.00

HCA Purpose Restricted Revenues - Accounts for revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Final Budget History:

Sources and Uses	FY 2006-2007		FY 2006-2007		Change from FY 2006-2007	
	FY 2005-2006 Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	FY 2007-2008 Final Budget	Actual Amount	Percent
Total Revenues	2,941,101	3,224,936	3,925,014	3,191,060	(733,954)	-18.70
Total Requirements	341,165	3,224,936	1,002,095	3,191,060	2,188,965	218.44
Balance	2,599,936	0	2,922,918	0	(2,922,918)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: HCA Purpose Restricted Revenues in the Appendix on page A621



13U - HCA INTEREST BEARING PURPOSE RESTRICTED REVENUE

Operational Summary

Description:

This fund is used to account for HCA carryover purpose restricted revenues that are required to be interest bearing. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for mental health services.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	1,424,237
Total Final FY 2007-2008	653,680
Percent of County General Fund:	N/A
Total Employees:	0.00

HCA Interest Bearing Purpose Restricted Revenue - Accounts for carryover Health Care Agency, Managed Care revenues.

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	11,551,090	1,436,622	1,599,858	653,680	(946,178)	-59.14
Total Requirements	10,861,480	2,561,232	1,424,237	653,680	(770,557)	-54.10
Balance	689,610	(1,124,610)	175,621	0	(175,621)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: HCA Interest Bearing Purpose Restricted Revenue in the Appendix on page A622



13W - HCA REALIGNMENT

Operational Summary

Description:

This fund is used to account for carryover Realignment revenues for the Health Care Agency. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. This fund will be used to account for revenues that have been received, and which have been set aside as a reserve.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	
Total Final FY 2007-2008	1,510,000
Percent of County General Fund:	N/A
Total Employees:	0.00

HCA Realignment - Accounts for carryover Health Care Agency Realignment revenues.

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	5,000,000	6,000,000	6,000,000	1,510,000	(4,490,000)	-74.83
Total Requirements	0	6,000,000	3,500,000	1,510,000	(1,990,000)	-56.86
Balance	5,000,000	0	2,500,000	0	(2,500,000)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: HCA Realignment in the Appendix on page A623



13Y - MENTAL HEALTH SERVICES ACT

Operational Summary

Description:

This fund is used to account for Mental Health Services Act revenues. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for approved mental health services.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	18,580,717
Total Final FY 2007-2008	38,115,200
Percent of County General Fund:	N/A
Total Employees:	0.00

Mental Health Services Act - Accounts for revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	1,109,262	25,616,076	20,594,730	38,115,200	17,520,470	85.07
Total Requirements	1,015,387	25,616,076	18,580,717	38,115,200	19,534,483	105.13
Balance	93,876	0	2,014,012	0	(2,014,012)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Mental Health Services Act in the Appendix on page A625



13Z - BIOTERRORISM CENTER FOR DISEASE CONTROL

Operational Summary

Description:

This fund is used to account for Center for Disease Control (CDC) Bioterrorism revenues. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for approved bioterrorism projects.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	3,937,199
Total Final FY 2007-2008	4,748,587
Percent of County General Fund:	N/A
Total Employees:	0.00

Bioterrorism CDC - Accounts for revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	3,192,252	4,418,298	4,059,137	4,748,587	689,450	16.99
Total Requirements	2,739,471	4,418,298	3,937,199	4,748,587	811,388	20.61
Balance	452,781	0	121,938	0	(121,938)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Bioterrorism Center For Disease Control in the Appendix on page A626



063 - SOCIAL SERVICES AGENCY

Operational Summary

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.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	434,245,764
Total Final FY 2007-2008	471,163,443
Percent of County General Fund:	15.5174%
Total Employees:	4,201.00

Strategic Goals:

- To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.
- To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.
- To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.
- To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

Key Outcome Indicators:

Performance Measure	2006 Business Plan Results	2007 Business Plan Target	How are we doing?
CHILD WELFARE SERVICES PERFORMANCE MEASURES What: Percent of child welfare services performance measures that exceed the State outcome target. Why: Placements give children permanency & stability in family environments free from abuse and neglect.	SSA is exceeding or meeting the State Performance Improvement Plan (PIP) goal for each of the performance measurements identified. SSA's recurrence rate of maltreatment was relatively stable over last 3 years; and Children and Family Services continues to make efforts to decrease this rate.	By developing a Differential Response program and expanded implementation of Family Resource Centers, Wraparound, Team Decision Making meetings, and Icebreaker meetings, SSA anticipates reduction in numbers of children requiring out-of-home care to meet/exceed State performance standards/outcomes.	SSA continues to meet/exceed State PIP goals, Children & Family Svcs placed greater emphasis on family engagement, Adoptions program implemented changes to case review & finalizations process, and emphasis continues to be on improving service delivery through use of Structured Decision Making.



Key Outcome Indicators: (Continued)

Performance Measure	2006 Business Plan Results	2007 Business Plan Target	How are we doing?
<p>ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY What: Measurement depicts cumulative number of adult abuse reports received from financial institutions. Why: Ability to preserve assets is difference between expected quality of life or facing severe hardship.</p>	<p>SSA provided recovery/protected over \$14.4 million in assets that fell victim to financial abuse in FY 2005/06.</p>	<p>To protect the assets of potentially abused or exploited elder & dependant adults by increasing the number of fiduciary abuse reports. Mandate requires financial institution employees to report financial elder and dependant adult abuse. SSA will provide outreach & training to financial institutions.</p>	<p>The Agency continues to support collaborations and practices which have proven successful in protecting and recovering assets and providing resources to maintain current service levels. Strategies include participation in the Financial Abuse Specialist Team and Elder Abuse Forensic Center.</p>
<p>MEDI-CAL COVERAGE What: Number of children and adults with Medi-Cal Coverage Why: Monitoring persons served by this program alerts us to the medical requirements of needy families.</p>	<p>The monthly average number of people with Medi-Cal coverage was 316,949. Enrollment for Medi-Cal increased by 6% compared to the prior fiscal year due to regulation changes and collaborative outreach efforts.</p>	<p>SSA continues to explore innovative processes and partnerships to maximize the use of resources and maintain program integrity. Out-stationed staff conducts eligibility determination at community sites for low-income families that have not enrolled in Medi-Cal.</p>	<p>The Agency continues to maintain existing projects, where feasible, coupled with legislation and business process enhancements that simplify and expedite the application processing which is resulting in continued coverage for those determined eligible.</p>
<p>PERCENT OF CALWORKS PARTICIPANTS FULLY ENGAGED IN EMPLOYMENT, EDUCATION, AND/OR SERVICE ACTIVITIES. What: The movement of participants toward employment and economic self-sufficiency. Why: Welfare reform laws stress client self-sufficiency & personal responsibility through employment.</p>	<p>Three areas of employment measurement in the Welfare-to-Work program have either remained constant or increased since FY 05/06. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities.</p>	<p>Evaluate and build on outcomes of prior year strategies that were effective in meeting program mandates and bringing positive client outcomes. Enhance practices supporting child safety and family well-being and placing participants in quality jobs offering opportunities for long range success.</p>	<p>The Agency continues to explore strategies and business processes to optimize performance while maintaining compliance with existing program mandates and support positive outcomes for families.</p>

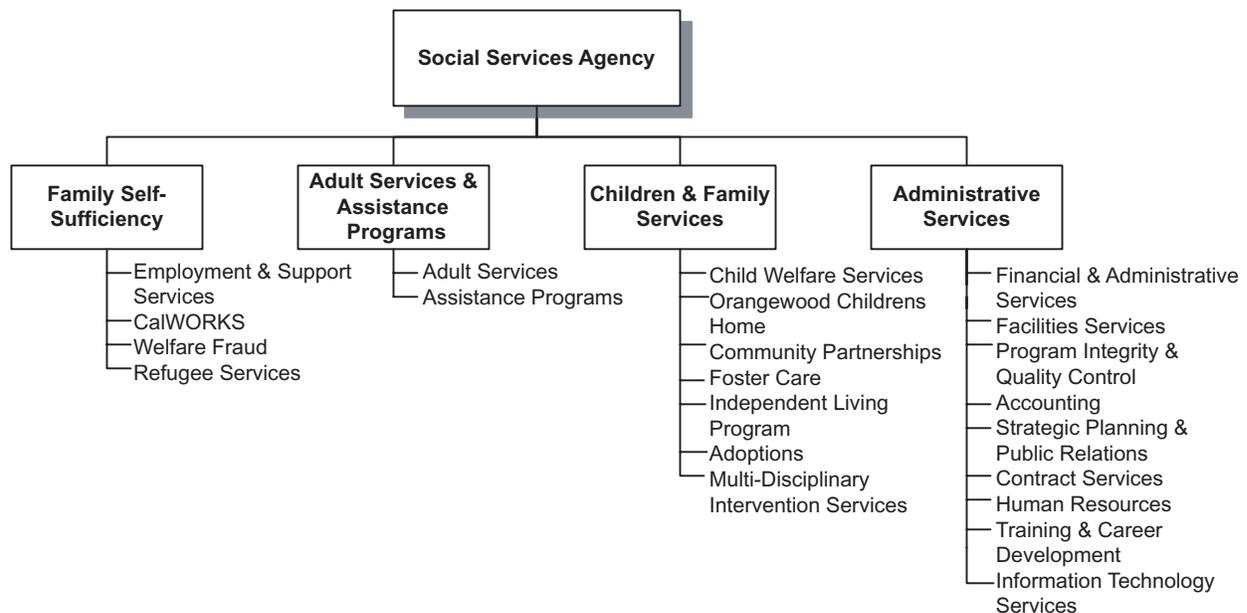
FY 2006-07 Key Project Accomplishments:

- SSA was successful in accomplishing the strategies set forth in the 2006 Business Plan. Success is determined through a combination of factors including enhanced customer service to our clients; determining which business practices are most efficient and effective; and identifying how SSA efforts have contributed to improved client outcomes. The following list provides a brief summary of our key accomplishments:
- Expanded the Medi-Cal Outreach efforts in support of the Orange County Children's Health Initiative.
- Expanded the number of Family Resource Centers to include the communities of Stanton, La Habra, South Orange County and Tustin.
- Maintained the Agency's high Food Stamp accuracy rate and innovative outreach program.
- Expanded the Linkages initiatives to include utilization of Structured Decision Making Tools to assess CalWORKs family needs and assist in making service plan decisions for prevention of child abuse and neglect.



- Completed the Peer Quality Case Review and a Children and Family Services Review, as required by Assembly Bill 636 to assist with the development of an updated System Improvement Plan.
- Implemented training and supportive services to create permanency for transitional aged youth served by Children and Family Services.
- Implemented quality assurance enhancements for the IHSS program as required by the Independence Plus Waiver.

Organizational Summary



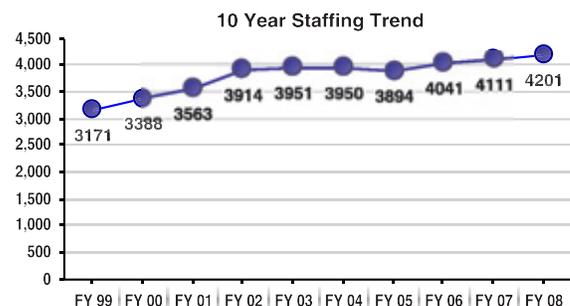
Family Self-Sufficiency (FSS) - CalWORKs - Administers Federal, State and County mandated Refugee Cash Assistance program and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

Adult Services & Assistance Programs - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

Children & Family Services - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

Administrative Services - Supports the goals of the agency by implementing, facilitating, and coordinating administrative services and projects through fiscal and facility management, human resources, accounting, systems, training, research, contract services, strategic planning, legislative analysis, and program integrity functions.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- SSA staffing levels have increased from FY 06/07 to FY 07/08 due to mid year increases in General Relief, Medi-Cal, Food Stamps, CalWORKs, Foster Care, Family Violence Court, Orangewood, Child Welfare, and Human Resources. During the 07/08 Budget Augmentation Process 69 positions were added in support of Children and Family Services, Child Welfare Court Services, Specialized Family Services, Orangewood Children's Home, Emancipation Services, Transitional Housing Program, Foster and Adoptive Family Development, Multi-Disciplinary Consultation Team, Adult Protective Services, Medical Services for Indigents, and Administrative Support. Additionally 52 Welfare Fraud Investigation Staff were transferred from SSA to the District Attorney.
- Although the number of CalWIN limited term positions was reduced in the third quarter of FY 05/06, the overall SSA staffing level in FY 06/07 increased from 05/06. This is due to mid year increases in Medi-Cal, IHSS, and Administrative support. During the 06/07 Budget Augmentation Process, 39 positions were added in support of Medi-Cal, Wraparound, Cash Assistance Program for Immigrants, Children and Family Services, and Administrative Support.
- SSA staffing levels increased from FY 04/05 to FY 05/06 due to mid-year adjustments focused on meeting state standards in the Medi-Cal and IHSS programs. In addition, limited-term positions were added in FY 05-06 in support of CalWIN implementation in February 2006.
- SSA staffing levels decreased from FY 02/03 to FY 04/05 due to deletion of long term vacant positions and an early retirement incentive offered in FY 02/03.
- SSA staffing levels increased from FY 98/99 to FY 01/02 due to the following: Medi-Cal, Food Stamps, Adult Protective Services, In-Home Supportive Services, Multi-purpose Senior Services, Foster Care, Child Welfare Services Caseload Growth, Governor's Adoptions Initiative, County Restructuring, Welfare Reform, Orangewood Children's Home (AB 1197), Technology Support for Mandated Systems, Placement Resources and Support, Independent Living Program, Child Welfare Services Workload Relief, Transfer of Welfare Fraud Investigation Staff from District Attorney, Transfer of Proposition 10 positions to SSA.

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA has confirmed strategies for focusing staff efforts and using available resources towards the achievement of the Agency's goals. Monthly meetings of the SSA Management Leadership Team are used to track the achievement of goals; assess progress made on improving outcomes and performance measures; and confirm that identified strategies are on target.

The following key strategies were developed with the input of all SSA divisions to embrace the achievement of the Agency's vision, mission, and goals and to support the priorities of the Board of Supervisors as outlined in the Strategic Financial Plan and approved budget. The strategies are for 2007 and they all have expected accomplishment dates of December 30, 2007.

Continue to implement strength-based practices to increase the percentage of families who reunify within twelve months, increase the percentage of children experiencing no more than two out-of-home care placements in the first 12 months in foster care, decrease the percent of cases with a substantiated referral that had another substantiated referral within six months, and increase the percent of adoptions finalized within 24 months.

Protect vulnerable elderly and dependent adults through the provision of timely Adult Protective Services and In-Home Supportive Services.

Monitor Medi-Cal accuracy and performance measurements and take corrective action, if necessary, to comply with Performance Standards.

Ensure CalWORKs parents are provided with the opportunities and support needed to obtain adequate jobs and to retain employment by working with staff and service contractors in developing innovative practices for improved client engagement and job retention.

Develop and identify services that will enhance the skills of Children and Family Services resource families and stabilize placements during reunification and permanency planning.

As part of the County's Business Continuity Plan, and in collaboration with the American Red Cross and the County Executive Office, develop, maintain, and provide training for a coordinated County-wide response of emergency shelter operations.

Changes Included in the Base Budget:

Salary & Employee Benefits Increase - Due to increasing retirement contribution requirements and negotiated salary adjustments, SSA has budgeted an increase in appropriations of just over \$4.4 million. In addition, overtime funding for FY 2007-08 has been partially restored to include an additional amount of \$4.1 million as compared to the current fiscal year given that this line item includes reimbursement of compensation time hours cashed out at the discretion of employees based on accumulated overtime worked in prior fiscal years. Based upon the Governor's proposed budget, SSA is projecting to absorb these and other budgetary increases primarily within SSA's uncapped Federal program allocations, moderately increased State program allocations, and NCC.

Workload Projections - Adult Protective Services (APS) caseloads are projected to increase by 5%, which may be additionally impacted by the recent implementation of mandated financial abuse reporting by financial institutions. APS increased staffing and funding needs were identified as a Strategic Priority and are submitted as a Budget Augmentation Request (BAR). IHSS projects 9% growth which necessitates increased IHSS Administrative staff and is reflected in a requested BAR.

Medi-Cal is projected to increase 1.5%, CalWORKs caseloads are projected to decline by 2.6%, and Children and Family Services caseloads will most likely remain relatively flat or slightly decline. Federal and State program allocations are projected to continue increasing, which is consistent with current FY 2006-07 projections and the FY 2007-08 Governor's budget proposal.

Increased Costs of Doing Business and Funding Limitations - Costs associated with the negotiated County salary and benefit changes, electronic data processing, and added workload resulting from continuous program mandate changes are not fully funded by Federal and State program allocation funding. The FY 2007-08 Governor's budget only included funding for a 3.3% cost of doing business increase for Medi-Cal, which does not fully cover our requested actual increase of 12% for this program. The lack of funding for increased cost of doing business is especially problematic when program mandate changes result in additional workload and/or higher performance standards, which increases the risk of fiscal sanctions being imposed for non-compliance due to existing inadequate program resource levels.

SSA continues to consider all opportunities for continuous quality improvement and assurance measures through innovation strategies and streamlining business processes. The optimization of staff deployment is also continuously assessed and modified to avoid degradation of services and maximize Federal and State program allocations. Based on the finalization of the State budget and the receipt of FY 2007-08 program funding allocation confirmations, SSA will return to the Board in the CEO's First Quarter Budget Report to make any necessary budgetary and staffing adjustments.

Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Add 5 Positions for Child Welfare Services Court Services Amount:\$ 142,124	Over 3,000 court hearings a month create a need for 2 Sr. Social Workers, 2 IPTs, and 1 Office Tech.	Performance will be measured by reductions in court continuances and delays in meeting mandates.	107
Convert 10 EH Information Processing Technician to Regular for Operational Support Services Amount:\$ 0	10 Information Processing Technicians for increased workload complexity over the last 10 years.	Services measured by correct data entry and the ability to meet deadlines to protect children.	108
Add 10 Positions for Adult Protective Services Caseload Growth Amount:\$ 665,435	Additional staff is required due to increased caseloads and new legal reporting requirements.	Case sampling, supervisory reviews & automated caseload reports are utilized to monitor the program.	132
Add 6 LT (3 years) Positions for Medical Services for Indigents Amount:\$ 0	Additional staff is required due to the expansion of the MSI program.	Monthly applications, approval, denial and eligibility data are utilized to monitor the program.	133

Approved Budget Augmentations and Related Performance Results: (Continued)

Unit Amount	Description	Performance Plan	BRASS Ser.
Add 2 Information Processing Technician Positions for Foster Care Investigations and Monitoring Amount:\$ 47,442	2 IPTs for data entry and support of Special Incident Reports, Annual Reviews and Quarterly reports.	Information will be accurately input into CWS/CMS to meet State/Federal mandates.	160
Add 4 Social Worker II Positions for Specialized Family Services Amount:\$ 128,360	4 full-time equivalent Social Worker IIs for court-ordered activities and to cut excessive overtime.	Performance to meet federal and state outcome measures and to avoid federal and state sanctions.	163
Add 1 Staff Specialist Position for Foster and Adoptive Family Development Team Amount:\$ 30,968	1 Staff Spec is needed for Foster and Adoptive Family Development Team (FAFDT) medical recruiter.	Measures will reflect number of fragile care providers and a drop of fragile children in Orangewood.	164
Add 1 Group Counselor II Position for Orangewood Children's Home Training Unit Amount:\$ 23,073	1 Group Counselor II for an increased training need at Orangewood Children's Home.	These incidents are tracked and reported on a monthly basis through our database system.	165
Add 1 Senior Social Worker Position for Emancipation Services Transitional Housing Program-PLUS Amount:\$ 72,501	1 Senior Social Worker is needed for the new THP-PLUS service program.	County providers are required to submit annual reports of youths' progress toward self-sufficiency.	167
Add 1 Senior Social Services Supervisor and Funding for Transitional Housing Program-PLUS Amount:\$ 94,035	1 Sr. Social Services Supervisor is needed due to the growth of control, size, and work complexity.	Tracking the efficiency of services provided by THP-PLUS, 25 Initiative, and Youth Permanency.	310
Add 1 Senior Social Worker Position and Funding for Multi-Disciplinary Consultation Team Amount:\$ 82,611	1 Senior Social Worker is needed due to an increase of referrals for intervention services.	Track demographic info, referrals, meetings, referring sources, and services on a monthly basis.	311
Add 21 Positions and NCC for Child Welfare Services (CWS) Amount:\$ 1,471,592	Children and Family Services requests 21 positions to support the outcome measures of AB636.	CFS will meet and/or exceed the State outcome measures related to child welfare.	407
Add 5 Positions for Information Systems Support Amount:\$ 336,992	Improve availability and operation of a growing number of applications and network services servers.	Implement and maintain e-mail, web-based applications, database applications, and server solutions.	1017
Add 1 Research Analyst IV for Research and Evaluation Unit Amount:\$ 65,799	Statistical support for Medi-Cal, Food Stamps, CalWIN data validation and IHSS Quality Assurance.	With new strategies, programs and outcome measures, new data sets need to be validated and utilized.	1025
Purchase Emergency Generator Amount:\$ 353,333	Purchase of a 450 KW Emergency Generator to provide emergency power.	Provide SSA, in the event of emergency or disaster, infrastructure to fulfill Business Plan Goals.	2352

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Positions	4,072	4,184	4,184	4,201	17	0.41
Total Revenues	371,056,415	411,660,591	399,408,204	431,399,255	31,991,052	8.01
Total Requirements	397,112,771	448,665,534	426,452,835	471,163,443	44,710,608	10.48
Net County Cost	26,056,357	37,004,943	27,044,632	39,764,188	12,719,557	47.03

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page A550

Highlights of Key Trends:

- Ensuring compliance with State and Federal program mandates for providing social services is a primary focus of the Agency. Regulations specify the types of services; amounts of assistance benefits; time frames for delivery of services and/or benefits; accuracy levels that must be maintained in administering programs;

and Statewide statistical measurements for tracking performance. The mandates, laws, and regulations governing programs administered by the Agency are subject to frequent changes due to Federal and State legislative and government agency actions; funding reductions; and sometimes court rulings.

Budget Units Under Agency Control:

No.	Agency Name	Family Self-Sufficiency (FSS) - CalWORKs	Adult Services & Assistance Programs	Children & Family Services	Administration	Total
063	Social Services Agency	115,640,670	106,179,238	156,464,064	92,879,471	471,163,443
064	In-Home Supportive Services (IHSS)	0	26,436,419	0	0	26,436,419
065	CalWORKs Family Group / Unemployed Parents	101,934,319	0	0	0	101,934,319
066	Aid to Families with Dependent Children - Foster Care	0	0	121,289,850	0	121,289,850
067	Aid to Refugees	331,808	0	0	0	331,808
069	General Relief	0	711,116	0	0	711,116
102	Santa Ana Regional Centre Lease Conveyance	0	0	0	2,807,539	2,807,539
12S	SSA Donations & Fees	0	0	4,019,186	0	4,019,186
12W	Wraparound Program	0	0	25,870,294	0	25,870,294
14T	Facilities Development and Maintenance	0	0	0	25,650,558	25,650,558
590	In-Home Supportive Services Public Authority	0	1,102,053	0	0	1,102,053
	Total	217,906,797	134,428,826	307,643,394	121,337,568	781,316,585

064 - IN-HOME SUPPORTIVE SERVICES (IHSS)

Operational Summary

Description:

This fund was established to budget and account for the In-Home Supportive Services individual provider costs.

At a Glance:	
Total FY 2006-2007 Actual Expenditure + Encumbrance:	24,794,283
Total Final FY 2007-2008	26,436,419
Percent of County General Fund:	0.870662%
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

SSA has budgeted a total County Cost share amount of \$20.8 million to maintain the \$9.00 provider wage and benefit cost with the State participating in full wages and benefit cost. This funding amount is offset by \$12.97 million in realignment revenue and \$3.0 million in 14T funds.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	17,463,747	20,337,995	16,354,226	21,586,411	5,232,185	31.99
Total Requirements	22,454,445	25,046,741	24,794,284	26,436,419	1,642,135	6.62
Net County Cost	4,990,699	4,708,746	8,440,058	4,850,008	(3,590,050)	-42.54

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: In-Home Supportive Services (IHSS) in the Appendix on page A553

Highlights of Key Trends:

- Caseloads are projected to increase over FY 2006-07 levels.

065 - CALWORKS FAMILY GROUP / UNEMPLOYED PARENTS

Operational Summary

Description:

This program provides financial assistance to families with dependent children when one of the parents is absent from the home, incapacitated, or when the principal wage earning parent is unemployed and program and income eligibility requirements are met.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	101,156,950
Total Final FY 2007-2008	101,934,319
Percent of County General Fund:	3.35712%
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

CalWORKs caseloads projected to decrease 2.6% in FY 07/08.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	103,822,341	104,467,189	99,301,343	99,385,961	84,618	0.09
Total Requirements	106,252,208	105,631,482	101,156,951	101,934,319	777,368	0.77
Net County Cost	2,429,868	1,164,293	1,855,608	2,548,358	692,750	37.33

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CalWORKs Family Group / Unemployed Parents in the Appendix on page A554

Highlights of Key Trends:

- Caseloads for CalWORKs are expected to decrease to a net reduction of 2.6% in 07/08. The largest percentage decreases are anticipated in Two Parent Families and TANF Timed Out aid categories.

066 - AID TO FAMILIES WITH DEPENDENT CHILDREN - FOSTER CARE

Operational Summary

Description:

This program pays for the care and supervision of children in foster care. Such placements may be voluntary but are primarily in situations of dependency or ward status. This budget also includes the Adoption Assistance Program, Wraparound Program, placement costs for seriously emotionally disturbed children, foster parent childcare, and special services for medically needy children.

At a Glance:	
Total FY 2006-2007 Actual Expenditure + Encumbrance:	109,699,700
Total Final FY 2007-2008	121,289,850
Percent of County General Fund:	3.99458%
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

Caseloads are projected to be fairly level with FY 06/07 projected caseloads with the exception of the Emergency Assistance Program which is projected to decrease, and Foster Home, Adoption Assistance, and Wraparound programs which are expected to increase. This budget assumes no cost of living adjustment consistent with the Governor's budget.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	91,344,556	95,699,079	95,975,121	105,072,046	9,096,925	9.48
Total Requirements	105,660,013	112,754,361	109,588,786	121,289,850	11,701,064	10.68
Net County Cost	14,315,457	17,055,282	13,613,665	16,217,804	2,604,139	19.13

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Aid to Families with Dependent Children - Foster Care in the Appendix on page A555

Highlights of Key Trends:

- Caseloads are projected to be fairly level with FY 06/07 projected caseloads with the exception of the Emergency Assistance Program which is projected to decrease, and Foster Home, Adoption Assistance, and Wraparound programs which are expected to increase.



067 - AID TO REFUGEES

Operational Summary

Description:

This program provides financial assistance to recipients eligible under Refugee Cash Assistance.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	288,310
Total Final FY 2007-2008	331,808
Percent of County General Fund:	0.0109278%
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

Average caseloads are projected to increase 14% in FY 07/08.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	375,093	351,862	300,307	331,808	31,501	10.49
Total Requirements	380,427	351,862	288,310	331,808	43,498	15.09
Net County Cost	5,335	0	(11,997)	0	11,997	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Aid to Refugees in the Appendix on page A556

Highlights of Key Trends:

- Refugee caseloads are anticipated to increase 14% in FY 07/08 due to new refugees to be admitted this fiscal year.

068 - CASE DATA SYSTEM

Operational Summary

Budget Summary

Description:

As part of the CalWIN system, this is a “clearing account” for processing public assistance payments (aid payments) as well as payments for CalWORKs supportive services and child support pass-on/disregards. The appropriations are fully offset by cost application to the aid payments agencies (Agencies 065, 066, 067, 069) and Social Services Operations (Agency 063) for CalWORKs.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Requirements	21,063	0	0	0	0	-100.00
Net County Cost	21,063	0	0	0	0	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the “At a Glance” section.

Detailed budget by expense category and by activity is presented for agency: Case Data System in the Appendix on page A557

069 - GENERAL RELIEF

Operational Summary

Description:

This program provides financial assistance to those persons who are ineligible for any federal or state programs which provide cash assistance. It is largely an emergency assistance program when other resources are not available to meet the needs of the applicant(s).

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	667,298
Total Final FY 2007-2008	711,116
Percent of County General Fund:	0.02342%
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

Caseloads are projected to be fairly level with FY 2006-07.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	857,701	753,078	696,236	659,616	(36,620)	-5.26
Total Requirements	720,648	803,078	667,298	711,116	43,818	6.57
Net County Cost	(137,052)	50,000	(28,938)	51,500	80,438	-277.97

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: General Relief in the Appendix on page A558

Highlights of Key Trends:

- Caseloads are projected to be fairly level with FY 2006-07

102 - SANTA ANA REGIONAL CENTRE LEASE CONVEYANCE

Operational Summary

Description:

This fund was established to reserve the positive cash flow occurring at the beginning of the Santa Ana Regional Center (SARC) Lease Conveyance term which will be used to offset the negative cash flow occurring at the end of the lease term.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	2,696
Total Final FY 2007-2008	2,807,539
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	2,372,192	3,305,620	3,336,680	2,807,539	(529,141)	-15.86
Total Requirements	503,258	3,305,620	1,869,131	2,807,539	938,408	50.21
Balance	1,868,934	0	1,467,549	0	(1,467,549)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Santa Ana Regional Centre Lease Conveyance in the Appendix on page A571

12S - SSA DONATIONS & FEES

Operational Summary

Description:

This fund includes donations and fees for the benefit of the residents of Orangewood Children's Home. It also includes money received from Children's Services Vital Records (Birth Certificates), and Child Abuse Services License Plate Fees. These birth certificate and license plate funds will be used to reimburse SSA for child abuse services and neglect prevention, and intervention programs operated by private non-profit organizations or public institutions of higher education.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	4,408,018	5,501,693	5,491,470	4,019,186	(1,472,284)	-26.81
Total Requirements	358,325	5,501,693	2,299,374	4,019,186	1,719,812	74.79
Balance	4,049,693	0	3,192,096	0	(3,192,096)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: SSA Donations & Fees in the Appendix on page A605

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	2,299,374
Total Final FY 2007-2008	4,019,186
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

12W - WRAPAROUND PROGRAM

Operational Summary

Description:

This fund includes State and County share deposits related to the enrolled Wraparound caseloads. These funds are used to reimburse SSA for Wraparound contract provider and administrative costs, and other Wraparound re-investment costs.

FY 2006-07 Key Project Accomplishments:

- Total Wraparound caseloads served have exceeded 300, and include enrolled caseloads which have exceeded 200. Since 2005, Wraparound Families that have left the Wraparound Program have had an 84% overall success rate for youth who remained in a family setting at the time of closure. In addition, 90% remain in a home-setting at 6 and 12 months post-Wraparound.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	8,855,954
Total Final FY 2007-2008	25,870,294
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

Projected Wraparound reimbursements are expected to increase from FY 06/07 due to increases in total projected Wraparound caseloads. Total Wraparound Providers have increased from 4 to 7, and the State has recently given approval to increase enrolled Wraparound slots from 200 to 400.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	21,597,109	22,977,966	24,417,193	25,870,294	1,453,101	5.95
Total Requirements	9,636,854	22,977,966	8,855,955	25,870,294	17,014,339	192.12
Balance	11,960,255	0	15,561,238	0	(15,561,238)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Wraparound Program in the Appendix on page A606

Highlights of Key Trends:

- Projected Wraparound reimbursements are expected to

increase from FY 06/07 due to increases in total projected Wraparound caseloads.



14T - FACILITIES DEVELOPMENT AND MAINTENANCE

Operational Summary

Description:

This fund was established to budget and account for facilities projects approved in the County's Strategic Financial plan.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	2,684,390
Total Final FY 2007-2008	25,650,558
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA established the Facilities Development and Maintenance Fund (14T) to budget and account for facilities projects approved in the County's Strategic Financial Plan.

Changes Included in the Base Budget:

SSA has budgeted a total County cost share amount of \$20.8 million for IHSS provider payments based on continuation of the current State program funding participation, the current provider wage at \$8.40 and \$0.60 benefits and the increased caseload growth of 9%. The mandated County share of cost is offset by \$4.9 million NCC, \$12.9 million realignment revenue, and \$3 million in 14T funds.

Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Tustin Family Campus Funding (Strategic Priority) Amount:\$ 6,500,000	Construction of the Tustin Family Campus, as identified in the 2006 Strategic Priority Plan.	Facility construction will help meet the System Improvement Plan guidelines.	1296

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	13,074,553	14,746,653	24,646,090	25,650,558	1,004,468	4.08
Total Requirements	3,431,904	14,746,653	1,874,317	25,650,558	23,776,241	1,268.53
Balance	9,642,648	0	22,771,773	0	(22,771,773)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Facilities Development and Maintenance in the Appendix on page A644

Highlights of Key Trends:

- With the concurrence of the CEO, SSA has been reserving a partial amount of realignment funding in the SSA Facilities Development and Maintenance Fund (14T) since FY 2005-06. The current proposed FY 2007-08 fund balance for 14T is needed to continue supporting SSA's commitment to the Tustin Family Campus (Strategic Priority #5) and to partially offset the County's share of IHSS provider payments, which is only ade-

quate to maintain the current IHSS provider wage. As there is no dedicated revenue source for fully covering the County's share of IHSS provider payments, the fund is anticipated to be depleted by FY 2008-09. Any changes in IHSS caseload growth projections and/or any additional negotiated provider wage rate increase will result in the need for additional NCC funding in Fiscal Year 2007-08 and subsequent years.

590 - IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

Operational Summary

Description:

This fund was established to budget and account for the In-Home Supportive Services Public Authority administration costs.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	714,001
Total Final FY 2007-2008	1,102,053
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA established the In-Home Supportive Services (IHSS) fund (590) to budget and account for the administration costs of the IHSS Public Authority.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	776,897	910,323	893,875	1,102,053	208,178	23.29
Total Requirements	770,840	910,323	708,835	1,102,053	393,218	55.47
Balance	6,057	0	185,040	0	(185,040)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: In-Home Supportive Services Public Authority in the Appendix on page A787

13N - ORANGE COUNTY TOBACCO SETTLEMENT

Operational Summary

Description:

This fund administers the allocation and use of the County's share of the national Tobacco Settlement in accordance with the conditions set forth in a local initiative, Measure H, approved by the voters on November 7, 2000.

On November 23, 1998 the major American cigarette manufacturers agreed to a settlement (Master Settlement Agreement [MSA]) of litigation brought by the Attorneys General of 46 States (including California), five U.S. territories and the District of Columbia. In addition to restrictions related to cigarette advertising and underage smoking, the MSA requires that the tobacco companies pay the participants an estimated \$206 billion over a 25 year period. After certain adjustments, the payments are distributed on the basis of population (2000 census), with California estimated to receive about 12.0%. Fifty percent of California's allocation remains at the State level; the other 50% is distributed among eligible cities and counties. Orange County's portion of the local share is about 7.56% of the allocable local government share.

Although no conditions are placed on the use of Tobacco Settlement Revenue (TSR) local share by the MSA or State statute, Measure H, which took effect on July 1, 2001, restricts the use of TSR to specific health and public safety initiatives. Measure H was upheld in the Superior Court and requires that 80% of the TSR be restricted to specific health related categories, with the remaining 20% restricted to public protection programs. The specific categories, by program, are described in the Strategic Goals section.

Beginning in fiscal year 2005-06, participating tobacco manufacturers withheld approximately 10% of the payment to the State claiming that a decline in cigarette sales is due to a lack of diligence by the State in enforcing the Master Settlement Agreement laws. The 2006-07 budget was modified to reflect this decrease in revenue and a similar decrease was factored into the 2007-08 budget.

Measure H applies only to TSR received after July 1, 2001. Please see Fund 14X in program VII for TSR received by the County prior to July 1, 2001.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	29,392,308
Total Final FY 2007-2008	34,540,172
Percent of County General Fund:	N/A
Total Employees:	0.00

Strategic Goals:

- The revenue in this fund is used in accordance with Measure H and reimburses the Health Care Agency and the Sheriff-Coroner according to their claims for applicable costs and the available balance.

Seniors & Persons w/Disabilities - 19% is allocated to this Measure H category.

Tobacco Prevention & Control - 12% is allocated to this Measure H category.

Emergency Room Physicians & Specialists - 23% is allocated to this Measure H category.

Child & Family Health Services - 20% is allocated to this Measure H category.

Comprehensive E.R. Services/Trauma Centers - 6% is allocated to this Measure H category.

Public Safety Program & Services - 20% is allocated to this Measure H category. Of the total in the public safety category, \$1,935,472 is budgeted for the operation of the 64-bed secured substance abuse program at the Theo Lacy Branch Jail. The remainder of the public safety category balance, \$4,556,826, is allocated to the Theo Lacy Branch Jail Expansion, Phase III (Building B).

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	35,716,474	33,112,549	34,154,504	34,540,172	385,668	1.13
Total Requirements	31,117,824	33,112,549	29,392,309	34,540,172	5,147,863	17.51
Balance	4,598,649	0	4,762,196	0	(4,762,196)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Orange County Tobacco Settlement in the Appendix on page A616

13X - SUBSTANCE ABUSE & CRIME PREVENTION ACT FUND

Operational Summary

Description:

This special revenue fund is required by the California Code of Regulations for recording Substance Abuse and Crime Prevention Act revenues, which are then allocated to the Health Care Agency, Probation, Public Defender, and District Attorney.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	9,126,355
Total Final FY 2007-2008	4,162,590
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev ⁽¹⁾	Final Budget	Actual	Percent
Total Revenues	9,780,047	9,132,704	9,312,307	4,162,590	(5,149,717)	-55.30
Total Requirements	8,873,768	9,132,704	9,126,355	4,162,590	(4,963,765)	-54.39
Balance	906,279	0	185,951	0	(185,951)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Substance Abuse & Crime Prevention Act Fund in the Appendix on page A624



15G - HOUSING AND COMMUNITY SERVICES

Operational Summary

Mission:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.
- Enhance the livability of the County's target neighborhoods.

Key Outcome Indicators:

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	17,773,595
Total Final FY 2007-2008	29,502,171
Percent of County General Fund:	N/A
Total Employees:	142.00

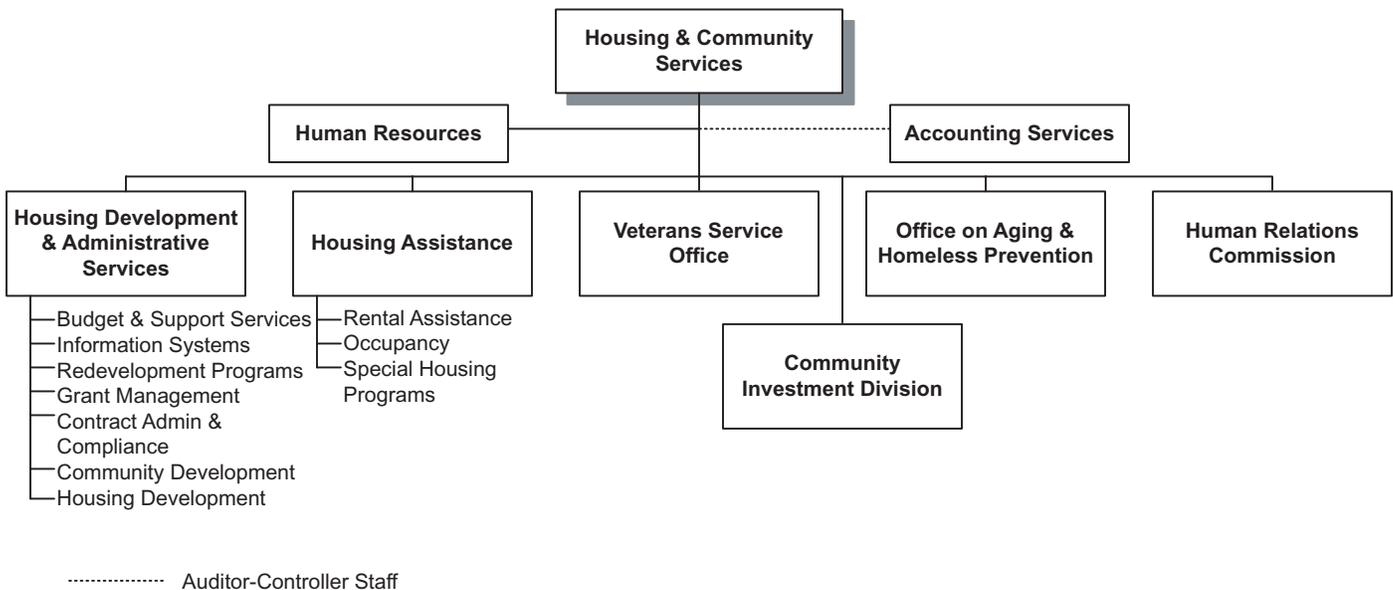
Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
<p>REDUCE PERCENT OF AFFORDABLE HOUSING NEEDED AS IDENTIFIED BY THE REGIONAL HOUSING NEEDS ASSESSMENT</p> <p>What: Includes providing monthly housing assistance and creating new affordable housing units.</p> <p>Why: Increasing affordable housing units helps bridge the gap in housing costs for certain incomes.</p>	<p>HCS achieved record lease up of vouchers to assist 9,500 households in paying their rent each month & used S&C grants to assist another 320 disabled families who are homeless. HCS also closed 5 multifamily housing loans totaling over \$4.3 million & 288 units of affordable housing.</p>	<p>HCS anticipates closing 3 multifamily affordable housing projects, issue one NOFA for \$5 million, and submit an application to HUD for additional Section 8 rental assistance vouchers, if available.</p>	<p>Since 2000, HCS increased the number of households leased with vouchers by over 2,500. HCS expects to produce approximately 2,100 units or \$379 million of affordable housing construction with a County investment of \$36 million.</p>
<p>MEASURE THE LEVEL OF COMMUNITY SATISFACTION WITH NEIGHBORHOOD IMPROVEMENT AND REHAB PROJECTS.</p> <p>What: The effect of rehabilitation efforts on a neighborhood in terms of community satisfaction.</p> <p>Why: Home and neighborhood enhancement contributes to higher levels of community satisfaction and pride.</p>	<p>HCS completed the rehabilitation of 39 housing units; ADA improvements at the regional Justice centers; street improvements in the City of Stanton, Cypress Acres, and El Modena; new water main, service laterals and fire hydrants; sewer improvements and improvements to two Community Centers.</p>	<p>HCS targets include providing low interest loans and grants through the Neighborhood Preservation Program to repair 25 to 30 mobile and single family homes for seniors and working families countywide.</p>	<p>HCS is doing well as it continues to revitalize the unincorporated communities with the goal of eventual annexation of all County islands.</p>



FY 2006-07 Key Project Accomplishments:

- Closed the following four multi-family housing loans, totaling 247 units: Heritage Place at Tustin Apartments (54 units), Ability First Apartments-Irvine (24 Units), Laguna Canyon Apartments (120 units), Summercrest Apartments (49 units).
- Issued a new NOFA for \$5 million. Received 5 applicants thus far, totaling over \$17.1 million in funding requests.
- In FY 06-07, OCHA continued to expand its Shelter Plus Care Program to 10 grants, which provide rental assistance for up to 360 homeless persons/families with disabilities. OCHA was limited in its ability to expand lease-up in the Housing Choice Voucher Program, and continued to assist approximately 9,500 households per month and achieved a “high performer” rating from HUD in the Section 8 Management Assessment Program (SEMAP).
- Completed two major initiatives: installation of new computer software and opening of the Waiting List to accept new applications.

Organizational Summary



Executive Administration - Plans, organizes, administers and directs all functions related to the implementation of policies, programs and projects for the Orange County Housing Authority, the Community Development Block Grant Program, Orange County Development Agency, and also provides oversight for Older Adult, Homeless, Workforce Investment, Veterans, and Human Relations programs. This activity includes Human Resources which is responsible for establishing an appropriate framework within the department so it can competitively attract and retain the best qualified employees while meeting appropriate laws and regulations and provides assistance in employee relations to ensure personnel standards and quality assurance.

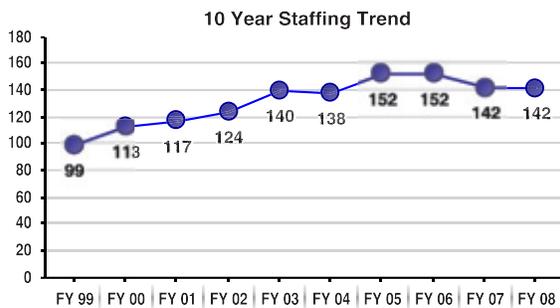
Community Development Services - The Administrative & Community Development Services Division oversees departmental community relations activities as well as revitalization activities such as public works, infrastructure improvements, and housing rehabilitation. This Division also administers sub contracts funded through the CDBG, HOME, ESG, and NDAPP. Additionally, this Division is responsible for environmental services, purchasing, facilities management, budget, payroll, petty cash, computer services, and general support services. It is also responsible for overall HCS program compliance. The Division performs audit, compliance and legal notification procedures required by HUD for the department.



Housing Development & Administrative Services - The Housing Finance & Policy division oversees new housing development in the creation of multi-family rental, transitional, and home projects for lower income households. This Division is responsible for legislative analysis and grants management. Grants Management includes the Application Review and Homeless Assistance Programs application processes, which are competitive processes by which funding is allocated to projects.

Housing Assistance - The Housing Assistance Division performs the operations of the Housing Authority. The Housing Authority is responsible for the disbursement of approximately \$95 million in housing subsidies annually, which is not reflected in the County's budget figures. In addition, the Housing Assistance Division operated special programs such as Family Self-Sufficiency, Family Unification, and the special needs homeless individuals or families under the HUD Continuum of Care Program.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Prior to FY 97/98, the former H&CD was a division of EMA with all of the associated positions budgeted in EMA's budget.
- H&CD staff expanded in FY 99/00 due to an organizational assessment performed by the CEO and an outside consultant. Staff was added to the following sections: 13 to the Housing Assistance activity and 1 to the Program Support activity.
- H&CD staff increased by 4 in FY 00/01 due to the expansion of the Shelter Plus Care program (1), and the creation of CalWORKs program (3). Both of these programs are in the Housing Assistance Division.

- In FY 01/02 H&CD staff increased by 7 due to an award of 740 additional housing vouchers for the Section 8 program. Six staff members were added to the Housing Assistance section and 1 was added to the Program Support section.
- In September 2001 H&CD staff increased by 19 full time positions (12 new & 7 converted from extra help). This increase was due to an award of 820 additional housing vouchers for the Section 8 program and the implementation of a successful in-house inspection program. Hiring staff to perform annual inspections became more cost-effective than using a contractor. 17 of the staff members were added to the Housing Assistance section and 2 were added to the Administrative & Community Development Services section.
- In FY 02/03 4 positions were deleted due to the rising costs of staff, the slight decline in block grant funding and the fixed amount of administration fees received from the Federal Government to administer programs such as the Section 8 program.
- Due to the rising costs of staff and the fixed amount of administrative fees received from the Federal Government, it was necessary for HCS to analyze work assignments, positions and position levels in the FY 03/04 Budget. As a result, a net of five positions were deleted. Three of the positions were filled with limited term employees, one of the positions was vacant and one was vacated when the incumbent was promoted to another position. An additional position was deleted but was offset by an addition of a position to resolve a classification issue.
- As a result of the merger between CSA and H&CD, HCS has committed to analyzing each program area within all areas of the organization for efficiencies, regardless of funding source, in an effort to reduce costs. HCS moved seven positions from agency 012 into fund 15G in the FY 04-05 budget. During FY 03-04, CEO transferred an Administrative Manager II from CEO/Strategic Affairs to HCS to oversee redevelopment and planning activities. Also during FY 03-04, HCS received six new positions to augment the growing Section 8 Rental Assistance Voucher Program. With the transfer of the Homeless Coordinator to agency 012, 15G added a net of 13 positions during the FY 04-05 budget process.



- Due to federal CDBG funding cuts and increases in employee retirement cost, HCS needed to eliminate 10 positions out of the FY 06-07 budget. The Housing Development and Administrative Services Division eliminated 7 positions and the Community Development Services Division eliminated 3 positions. All of the proposed deletions were vacant positions, so no layoffs resulted.
- No staffing changes are projected in FY 07-08.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. HCS continues to explore and commit all eligible funding to increase affordable housing opportunities in the County. Currently, HCS has allocated over \$36 million for affordable housing development in Orange County from Federal HOME and CDBG monies, Redevelopment funding, as well as Housing Authority Operating Reserves. HCS will continue to solicit and support affordable housing projects through Requests for Proposals (RFP) and Notice for Funding Availabilities (NOFA). The goal of the RFP's and NOFA process is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households by providing favorable financing.

Changes Included in the Base Budget:

For FY 07-08, Housing and Community Services (HCS) expects level funding in OCHA Administrative Fees as well as a 10% decrease in CDBG/CDBG Program Income and a 1% decrease in HOME funding while operating costs overall have steadily increased. These challenges required the Department to reorganize staff in impacted areas and more

appropriately allocate costs to Redevelopment-eligible expenditures and activities as well as reduce Services and Supplies. In addition, the Mobility/Portability Program in OCHA is anticipating an additional \$400,000 in revenues due to increased administration associated with clients from outside of its jurisdiction. Repayments from clients that no longer meet low-income housing requirements is also projected to increase by an additional \$200,000 in FY 07-08.

Increased Salary and Employee Benefit costs coupled with level funding in OCHA Administrative fees will continue to require an operating transfer from the Orange County Housing Authority Operating Reserve (Fund 117) for operating deficits and to cover items such as the County's Homeless Assistance Grant Administration and Affordable Housing monitoring. HCS has assumed a \$300,000 Operating Transfer-In for FY 07-08. The Department plans to address this issue and bring the Housing Authority's operating costs in balance if the OCHA Administrative Fees continue to be insufficient.

Fund 15G continues to project a negative fund balance which is due, in part, to the reimbursement nature of this fund and to multi-year projects which are budgeted and encumbered at 100% in the first year. Examples of projects budgeted this way include those funded by the SuperNOFA Homeless Assistance grant process and the block grant programs.

The proposed 15G budget also includes reorganization of the Housing Development and Administrative Services Division. During FY 06-07, the Housing Development and Administrative Services Division was combined with the Community Development Division. This reorganization does not change the overall base budget requirements but rather is an effort to further increase efficiency within the Agency.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Positions	152	142	142	142	0	0.00
Total Revenues	17,383,192	38,676,815	16,922,876	29,502,171	12,579,295	74.33
Total Requirements	17,936,346	38,676,815	17,925,528	29,502,171	11,576,643	64.58
Balance	(553,154)	0	(1,002,652)	0	1,002,652	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Housing and Community Services in the Appendix on page A653

Highlights of Key Trends:

- Over the past decade, the County has experienced a shortage of affordable housing which is impacted by a variety of factors including the availability of land, affordable housing funds, political will, and the real estate market. The development and preservation of affordable housing is challenged by rising housing costs, lack of appropriately zoned land, increased market demands, and community resistance which combine to shrink the supply of affordable housing units and price low income residents out of the market. Despite these factors, HCS will continue to pursue its goal of increasing and preserving affordable housing opportunities for lower income Orange County residents.
- In 2004, HUD changed its allocation method for funding Housing Authority's administration costs which reduced the Housing Assistance Program's operating

revenues. This reduction in Administration fees coupled with increased employee retirement costs has resulted in a projected operating deficit of approximately \$300,000 annually. The operating deficit will be covered by Housing Authority operating reserves, which are the result of excess administrative fees in previous years. The operating reserves were established for the purpose of covering operating deficits and late Housing Assistance payments from HUD.

- HCS continues its goal of improving the livability of the County's unincorporated neighborhoods. This goal is met by providing low-interest loans to eligible homeowners for home rehabilitation, developing education and community programming for large areas, and effectively communicating these improvement programs to these neighborhoods.

Budget Units Under Agency Control:

No.	Agency Name	Executive Administration	Community Development Services	Housing Development & Administrative Services	Housing Assistance	Total
012	Community Services Programs	15,269,687	0	0	0	15,269,687
117	O.C. Housing Authority - Operating Reserves	1,765,771	0	0	0	1,765,771
123	Dispute Resolution Program	795,542	0	0	0	795,542
124	Domestic Violence Program	1,021,969	0	0	0	1,021,969
146	Workforce Investment Act	10,731,253	0	0	0	10,731,253
15G	Housing and Community Services	14,768,699	7,732,884	0	7,000,588	29,502,171
15M	OCHA Admin Ree Reserves 2004	12	0	0	0	12
15U	Strategic Priority Affordable Housing	2,504,086	0	0	0	2,504,086
	Total	46,857,019	7,732,884	0	7,000,588	61,590,491

012 - COMMUNITY SERVICES PROGRAMS

Operational Summary

Description:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

Strategic Goals:

- Provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.
- Match Orange County workforce skills and abilities with employer workforce needs.
- Ensure that Orange County veterans, their survivors and dependents receive the benefits and assistance to which they are entitled.
- Promote inter-group understanding; eliminate prejudice, intolerance and discrimination; and facilitate the peaceful resolution of disputes.
- Increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County, including but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, seniors, and other at-risk or homeless populations in Orange County.

Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
ASSESSMENT OF CUSTOMER SATISFACTION LEVELS BY CONTRACTED SERVICE PROVIDERS & CALL CENTER CUSTOMERS. What: Surveys measure the level of satisfaction with services provided by OoA's staff. Why: Helps identify the level of service OoA provides to older adults.	Customer satisfaction levels for services and support provided by OOA to service providers and the public rated consistently high.	Continue to meet with service providers; survey service providers and call center customers for continuous improvement in customer satisfaction levels.	OoA has received high customer service marks from service providers and call center customers.
ACHIEVE AN 80% OR BETTER RATE OF CLIENTS PLACED AND RETAINED IN JOBS. What: The percent of clients placed in jobs and the percent of those working nine months after placement. Why: It measures the success of services delivered to both businesses and job seekers.	As per the State Local Performance Results Outcomes for PY 05-06: Placed in jobs ñ84.8% Adult; 82.8% Dislocated Workers Retained in jobs ñ92.1% Adult; 89.1% Dislocated Workers	Placed in jobs ñ75% Adult; 83% Dislocated Workers Retained in jobs ñ81% Adult; 87% Dislocated Workers	The Orange County Workforce Investment Area is currently meeting State Performance Measures for percentage of clients placed in jobs and the percentage of those placed still working after nine months.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	14,900,514
Total Final FY 2007-2008	15,269,687
Percent of County General Fund:	0.502895%
Total Employees:	64.00



Key Outcome Indicators: (Continued)

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
<p>REDUCE THE DEMAND AND SUPPLY GAP COMPARISON OF JOB SEEKERS IN ORANGE COUNTY FROM PREVIOUS YEAR.</p> <p>What: Compares the existing and projected demand of jobs against the supply of workers in the County.</p> <p>Why: It measures the workforce system efficiency in matching current/future job supply with demand.</p>	54,858	53,000	Orange County's unemployment rate continues to remain below the State of California's unemployment rate. Job seekers are able to find employment in Orange County's diversified economy.
<p>ACHIEVE \$5 MIL. IN AWARDS OF NEW VETERANS' BENEFIT FOR DISABILITY & OTHER FED/STATE BENEFITS CLAIMS.</p> <p>What: New veterans' monetary benefits paid to veterans, their survivors, and dependents in Orange County.</p> <p>Why: Enhances the qty of life for veterans & stimulates the economy while easing burden on Soc Svc progs.</p>	\$5,992,158	\$6,000,000	The Veterans Service Office is on target to meet this goal.
<p>ACHIEVE A TARGET RATE OF LESS THAN 5 HATE CRIMES PER 100,000 RESIDENTS IN ORANGE COUNTY.</p> <p>What: Measures criminal acts motivated by the victim's perceived race, ethnicity, religion, gender, etc.</p> <p>Why: It measures the level of prejudice and intolerance in the community year to year.</p>	Approximately 5 per 100,000 population.	Approximately 5 per 100,000 population.	The number of hate crimes and incidents increased in 2004 after a three year downward trend and remained at about the same level in 2005. Although one hate crime is too many, Orange County's prevention and response programs keep these numbers down.
<p>ACHIEVE A 70% OR BETTER RATE ON CASES REFERRED TO MEDIATION THAT RESULT IN SUCCESSFUL RESOLUTION.</p> <p>What: Dispute resolution services facilitate the settlement of disputes through mediation & conciliation.</p> <p>Why: It is a measure of success of the mediation process in helping community members resolve conflict.</p>	75%.	72%.	Increased presence and collaboration with courts and community agencies has led to successful resolution rates.
<p>INCREASE SHELTER, SUPPORTIVE SERVICES, AND SUPPORTIVE HOUSING FOR AT-RISK AND HOMELESS RESIDENTS.</p> <p>What: Maintain existing transitional shelter beds, supportive services and housing for the homeless.</p> <p>Why: Eliminates gaps in Orange County's Continuum of Care System for the homeless.</p>	HCS was awarded \$10.3 million from HUD's for Continuum of Care projects and services.	Obtain and/or coordinate \$14 million in federal, State, and local resources for homeless assistance and prevention.	HCS continues to make progress in the development and implementation of homeless prevention programs by partnering with other County Agencies, nonprofits, cities, and other stakeholders.

FY 2006-07 Key Project Accomplishments:

- Coordinated the 2006 Continuum of Care (SuperNOFA) Grant Application which closed on June 10, 2006 and was successful in receiving 24 applications totaling \$10,639,447.
- Played a significant role in laying the framework to draft Orange County's 10 Year Plan to End Chronic Homelessness, creating a community education initiative that totaled 30+ educational presentations on the national plan and communicated best practices in homeless strategic planning for communities.
- Participated as a delegate at the State of California's drafting of the Statewide 10 Year Plan to End Chronic Homelessness.
- Continued to act as consultant to the Orange County Department of Education McKinney Vento program. Orange County Schools were awarded \$638,000 in 2006 to provide services and support to homeless children.

- 2006-07 Client satisfaction with the Office on Aging Senior Non-Emergency Medical Transportation program was 95.7%.
- Through a plan of cooperation (POC) with 2-1-1 OC (formerly InfoLink), the OoA call center is the first line of referral for all older adult issues through 2-1-1 in Orange County.
- The Information and Assistance Call Center fielded approximately 40,000 call activities for older adults and caregivers in need of housing, transportation, meals, in-home supportive services, respite care, and other needed assistance.
- Administered approximately \$12 million in health and human services contracts that provided a multitude of critical services to older adults and their caregivers.
- Provided direct services to over 100 Orange County companies - impacting thousands of dislocated workers.
- Recognized by the California Workforce Association as having quality Business Service Centers and invited to present at their annual conference.
- Filed 2,377 claims on behalf of Veterans of Orange County and facilitated the receipt of over \$5.2 million in monetary benefits to our clients.
- Conducted BRIDGES inter-ethnic relations and youth violence prevention programs in 30 schools reaching 29,620 students, teachers, and parents.
- Developed diverse leaders by reaching over 1000 students at Walk In My Shoes symposiums; conducting leadership development, conflict resolution and intergroup understanding camps with 296 overnight campers and 45 week long campers; mentoring 20 human relations associates with monthly sessions for a year; and developing 60 low-income parent leaders through the Parent Leadership Institute.
- Mediated conflicts in the community and courts involving 1902 individuals. Trained and certified 32 mediators.

Administration - This Division is responsible for the administrative support activities for this fund which includes, purchasing, facilities management, budget, payroll, petty cash, and other support services.

Community Advocacy - Veteran's Service Office-Provides advocacy services and assistance to Orange County veterans, survivors and dependents, focusing on Department of Veterans Affairs disability benefits and survivor benefits. This Division also promotes the understanding of the importance of its veterans and their contributions to our country.

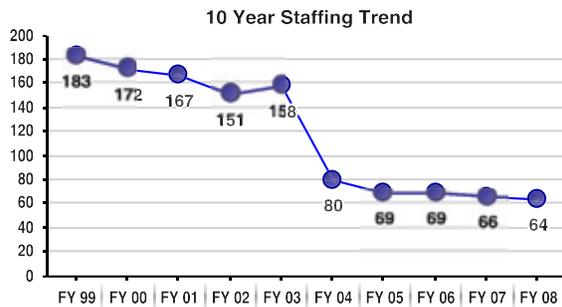
Human Relations Commission - Promotes mutual understanding among residents of Orange County and works to eliminate prejudice, intolerance, and discrimination. The Commission, along with its non-profit partner, the Human Relations Council, operates model Community Building, Mediation and School Inter Ethnic Relations and Violence Prevention Programs.

Office on Aging - Advocates, plans, and facilitates services as directed by Federal and State law for all Orange County older adults, their families, and caregivers, with a special focus on ethnic minorities and those with low incomes. This Division is the designated Area Agency on Aging for Orange County.

Special Programs - Administers State and Federally funded programs to increase employment, retention, and earnings of the County's workforce, which would also reduce welfare dependency. These programs include the Workforce Investment Act programs, Domestic Violence program, Dispute Resolution programs and the Senior AIDES (Alert, Industrious, Dedicated, Energetic Services) program. This Division also oversees all Orange County Workforce Investment Board functions.

Executive Management - Provides oversight, administration, and direction for Older Adult, Homeless, Workforce Investment, Veterans, and Human Relations programs.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- HCS deleted four positions from the Office on Aging Division in FY 05-06 in order to meet its 3rd and 4th year “Step II” reductions.
- In FY 07-08, HCS is proposing to delete two vacant positions in Office on Aging to meet its NCC limits.

Budget Summary

Changes Included in the Base Budget:

The FY 07-08 Budget is continuing to face the challenges of increasing costs to maintain services while utilizing existing resources. At this time, the impact of rising costs in the Office on Aging and Homeless Prevention Division has resulted in a gap that cannot be closed by further reducing an already very lean budget. An additional two position deletions have been made to balance the Office on Aging FY 07-08 budget. One of the most significant increases to Fund 012 is the request of an additional \$170,000 in Extra Help from the FY 06-07 adopted budget for additional funding for the Senior Community Service Employment Program (SCSEP). This is fully offset by Federal Revenues and will not require the use of any Net County Cost funding.

Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Increase Net County Cost for Development of a Countywide Economic Development Strategy Amount:\$ 100,000	Update Comprehensive Econ Dev Strategy to continue designation as an Econ Dev District by the EDA.	To develop an updated Comprehensive Economic Development Strategy in 2007.	1926
Increase Net County Cost for 2-1-1 Orange County Amount:\$ 200,000	Full Call Capacity Goals: 2006: 55,000; 2007: 72,000; 2008: 108,000; 2009: 162,000; 2010: 240,000	To provide a countywide public accessible 2-1-1 Call Center 24hrs/day, 7 days/wk.	2331
Restore 3 Positions for Human Relations Commission Amount:\$ 437,167	Human Relations Comm requests funding to support a professional staff of 3 and office/admin costs.	Conduct 12 meetings, publish an annual report, document and respond to hate crimes and incidents.	2724

Final Budget History:

Sources and Uses	FY 2005-2006 Actual Exp/Rev	FY 2006-2007		FY 2007-2008 Final Budget	Change from FY 2006-2007	
		FY 2006-2007 Budget As of 6/30/07	FY 2006-2007 Actual Exp/Rev ⁽¹⁾ As of 6/30/07		Actual	Percent
Total Positions	65	66	66	64	(2)	-3.03
Total Revenues	11,087,951	11,133,158	10,909,135	11,142,040	232,905	2.13
Total Requirements	13,815,753	15,333,589	14,757,255	15,269,687	512,432	3.47
Net County Cost	2,727,802	4,200,431	3,848,121	4,127,647	279,526	7.26

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the “At a Glance” section.

Detailed budget by expense category and by activity is presented for agency: Community Services Programs in the Appendix on page A501



Highlights of Key Trends:

- HCS continues to stand out as a leader in the development and coordination of public/private partnerships that enhance Orange County's Continuum of Care system. New partnerships have been created in response to the planning, drafting and implementation of Orange County's 10 Year Plan to End Chronic Homelessness. Key strategies of the 10 Year Plan to End Chronic Homelessness include:
 - The creation of one-stop multi-resource centers to better engage the homeless and link them to supportive services and appropriate housing, leading to long term stability a better utilization of funding dollars
 - The creation of regional discharge planning protocols for hospitals, corrections, and foster/emancipated youth to eliminate discharges of vulnerable populations into the streets
 - HCS continues to pursue the maximizing of resources through a partnership with HCA Behavioral Health (HCS resources and Prop 63 funding) to create permanent housing with supportive services to the mentally ill homeless.
 - HCS continues to act as consultant for the implementation of a regional Homeless Management Information System that can better quantify, identify, and act as a case management tool for the Continuum of Care system.
 - HCS continues to facilitate and oversee the strengthening of the infrastructure and increase 2-1-1 Orange County's surge capacity to be able to handle 5,000 calls per day (disaster-readiness capacity).
 - HCS has hired an Administrative Manager I to develop public/private partnerships with the goal of creating a regional disaster plan of resource options focused on short term and long housing options should a disaster occur in Orange County.
 - In light of a growing and increasingly diverse population of older adults, the Office on Aging (OoA) continues to collaborate with aging services providers and other stakeholders to improve access for seniors to information, health care, transportation, and accessible and affordable housing. OoA will continue to support service providers as much as possible to ensure that seniors in greatest social and economic need are being assisted. As part of this effort OoA will continue to promote its state-of-the-art Information & Assistance call center and administer health and human services agreements that provide a multitude of critical services to older adults and their caregivers.
- Orange County's diverse economy helps to maintain its low unemployment rate (3.4%) compared to the rest of the state (5.1%). However, its large high tech economy requires an increasing level of workforce skills and specialization which is currently not being developed locally. HCS operates two regional comprehensive "One-Stop" Centers and one satellite "One Stop" Center center in partner with several other agencies and organizations, which provide skill development programs and helps match Orange County job seekers with employers. The State's financial situation continue to make future funding levels of these programs uncertain.
- The U.S. Department of Veterans Affairs (USVDA) and the State of California (CDVA) benefits programs are ever-changing, which requires constant emphasis on staff training and education. Current trends within the program are to provide more outreach. To meet the changing needs of veterans, the Veterans Services Office is coordinating with various organizations to implement new strategies targeted at improving the programs and services available to veterans and their dependents.
- The war in Iraq and the continuing fear of terrorism at home bring local human relations under growing pressure. The Human Relations Commission (HRC) will continue to promote police/community relations, collaborate with diverse ethnic groups, conduct inter-ethnic relations with Orange County schools, develop leadership through training, and allocate funds to dispute resolution programs.

117 - O.C. HOUSING AUTHORITY - OPERATING RESERVES

Operational Summary

Description:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

FY 2006-07 Key Project Accomplishments:

- The Housing Assistance Division at HCS provided monthly rental assistance to more than 10,000 households during each month of Fiscal Year 05-06. New federal funding limitations required HCS to reduce its lease-up levels in the Section 8 Housing Choice Voucher Program. This insured that program resources benefiting the Section 8 Rental Assistance clients were fully utilized within federal funding constraints.
- Construction was completed on two affordable rental housing development projects (Heritage Place at Tustin and Laguna Canyon), which are funded with Housing Authority Operating funds. These two projects will provide a total of 174 new affordable housing rental units for Orange County residents.
- HCS received approval from the HCD Commission for the use of \$400,000 in HSS funding for support of up to eight non profit organizations which provide housing and shelter services to the County at-risk population.

O.C. Housing Authority/Oper Reserve - Operating Reserve funds may be used only for the cost of ongoing administration of Housing and Community Services' (HCS) current Section 8 rental assistance program or for other housing related purposes consistent with state and local law, including the development of affordable housing as approved by the Board.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	1,439,895
Total Final FY 2007-2008	1,765,771
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. Currently, HCS has committed \$30 million to affordable housing projects within Orange County. The Department will continue to solicit affordable housing projects through Request

for Proposal (RFP) and the Notice of Funding Availability (NOFA) processes. The goal of the RFP and NOFA is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households.

Changes Included in the Base Budget:

The FY 07-08 budget reflects a \$3.9 million decrease from the adopted FY 06-07 budget. This is due to completion of two affordable housing projects totaling \$1.8 million which are no longer included in the budget and the elimination of over \$2 million of future year costs that will not be realized in FY 07-08. Fund 117 will continue to provide money for Housing Supportive Service contracts, Super NOFA Homeless Assistance application planning activities, and affordable housing monitoring responsibilities.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	9,712,616	5,278,653	6,009,521	1,765,771	(4,243,750)	-70.62
Total Requirements	4,879,108	5,278,653	2,115,714	1,765,771	(349,943)	-16.54
Balance	4,833,507	0	3,893,807	0	(3,893,807)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: O.C. Housing Authority - Operating Reserves in the Appendix on page A585

Highlights of Key Trends:

- In 2004, HUD changed its funding allocation method which supports the operating costs of the Section 8 Housing Assistance Program. Consequently, certain Housing Assistance operating costs are funded with

Fund 117 monies. These operating expenses include: fraud investigation, overtime, field vehicle replacements, portions of the Family Self Sufficiency program, and potential operating deficits.



123 - DISPUTE RESOLUTION PROGRAM

Operational Summary

Description:

Provide funding for local dispute resolution services as an alternative to formal court proceedings.

FY 2006-07 Key Project Accomplishments:

- The Small Claims courts have referred 1963 cases for mediation; 1469 or 75% have been successfully resolved.

Dispute Resolution Program - The Dispute Resolution service providers meet regularly with judges from the five justice centers who comprise the Small Claims Mediation Committee. In 1998-99 they formed a collaborative to better serve the courts and now actively work with court personnel to provide mediation services for appropriate court related or referred cases. They mediate small claims, unlawful detainers, temporary restraining orders and civil harassment cases.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	745,892	805,414	756,406	795,542	39,136	5.17
Total Requirements	690,478	805,414	671,709	795,542	123,833	18.44
Balance	55,414	0	84,696	0	(84,696)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Dispute Resolution Program in the Appendix on page A593

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	671,745
Total Final FY 2007-2008	795,542
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

No major changes are being proposed in the FY 07-08 budget. The budget remains consistent with the FY 06-07 modified budget.

124 - DOMESTIC VIOLENCE PROGRAM

Operational Summary

Description:

Provide funding for domestic violence shelters in Orange County which provide a temporary “safe haven” for the victims of domestic violence and their children.

FY 2006-07 Key Project Accomplishments:

- Contractors funded through the Domestic Violence Program are anticipated to provide crucial emergency shelter services to approximately 11,662 victims of domestic violence and their children during FY 05-06.

Domestic Violence Program - Consistent with the Welfare and Institutions Code Sections 18294-18298, the domestic violence shelters provide a range of comprehensive emergency crisis shelter services that are necessary to address the various critical needs experienced by victims of domestic violence and their children such as: emergency crisis sheltering, access to a twenty-four hour crisis hotline, provision of counseling services, walk-in center, food and clothing, hospital emergency room assistance, transportation referrals and legal assistance.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	969,150	1,019,668	1,089,954	1,021,969	(67,985)	-6.24
Total Requirements	761,482	1,019,668	836,274	1,021,969	185,695	22.20
Balance	207,668	0	253,679	0	(253,679)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the “At a Glance” section.

Detailed budget by expense category and by activity is presented for agency: Domestic Violence Program in the Appendix on page A594

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	834,160
Total Final FY 2007-2008	1,021,969
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

No major changes are being proposed in the FY 07-08 budget. The FY 07-08 budget remains consistent with the FY 06-07 modified budget. There is a very slight increase in expenditures due to a small growth in projected revenues.

146 - WORKFORCE INVESTMENT ACT

Operational Summary

Description:

Provide for services through workforce investment systems that increase the employment, retention, and earnings of participants, and reduce welfare dependency.

Strategic Goals:

- Match Orange County workforce skills and abilities with employer workforce needs.

Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	
	Results	Target	How are we doing?
MEASURE % OF CLIENTS PLACED IN JOBS, AND THE % OF THOSE PLACED WORKING NINE MONTHS AFTER PLACEMENT. What: Compares the existing and projected demand of jobs against the supply of workers in the County. Why: It measures the success of services delivered to both businesses and job seekers.	As per the State Local Performance Results Outcomes for FY 05-06: Placed in jobs n84.8% Adult; 82.8% Dislocated Workers Retained in jobs n92.1% Adult; 89.1% Dislocated Workers	Placed in jobs n75% Adult; 83% Dislocated Workers Retained in jobs n81% Adult; 87% Dislocated Workers	The Orange County Workforce Investment Act is currently exceeding State Performance Measures for percentage of clients placed in jobs and the percentage of those placed who are still working nine months after placement for both the WIA Adult Program and the WIA Dislocated Worker Program.

Workforce Investment Act - To provide various job match and skill development services to Orange County's unemployed which increases retention, and earnings of participants, and reduces unemployment and welfare dependency.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	10,679,950
Total Final FY 2007-2008	10,731,253
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

The FY 07-08 base budget is approximately \$1.9 million less than the modified FY 06-07 budget because the department did not budget potential one-time only grants. In the past, HCS budgeted all available funding plus additional monies for one-time grants which were generally funded during mid fiscal year. Since one-time only monies are uncertain from year to year, depending on availability of funding, HCS does not include them in the annual baseline budget, but will submit mid-year budget adjustment requests if they are funded.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	7,101,543	12,607,403	8,011,294	10,731,253	2,719,959	33.95
Total Requirements	9,459,470	12,607,403	9,651,064	10,731,253	1,080,189	11.19
Balance	(2,357,926)	0	(1,639,770)	0	1,639,770	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Workforce Investment Act in the Appendix on page A632

Highlights of Key Trends:

- Orange County's diverse workforce helps to maintain its low unemployment rate (3.4%) compared to the rest of the state (5.1%). However, its large high tech economy requires an increasing level of workforce skills and specialization which is currently not being developed

locally. The Community Investment Division uses Federal WIA funds to operate two regional "One Stop" centers in partnership with several other agencies and organizations, which provide skill development programs to match Orange County job seekers with employers.

147 - HGI BIO TECH GRANT

Operational Summary

Description:

Provide funding for job training of local incumbent workers in the biotech industry to enhance and upgrade their skills for promotion to higher level positions. When these workers are promoted, subsequent vacant positions could then be filled with less skilled unemployed workers.

Strategic Goals:

- Provide funding for job training of local incumbent workers in the biotech industry to enhance and upgrade their skills for promotion to higher level positions, and when these workers are promoted, subsequent vacant positions could then be filled with less skilled unemployed workers.
- Provide funding for basic skills training of local dislocated and entry-level workers as potential hires in the biotech industry that establishes a foundation of core competencies from which to continue industry-focused training in biotechnology or health care occupations.

Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
COMPARE EXISTING AND PROJECTED DEMAND OF JOBS AGAINST THE SUPPLY OF WORKERS IN THE COUNTY. What: How many people will be trained and of those how many will receive increases or promotions. Why: It meets industry specific business demand for increasing skills of incumbent & new hire employees.	Not Applicable. This fund was established in FY 2005-2006.	* Train 225 participants * 80% of participants receive wage/salary increases * Average wage/Salary increase received is 4% * 5% of participants receive career advancement or promotion.	To date, the project is on track with the first two cohorts of incumbent workers completing certifications.

HGI Bio Tech Grant - To provide various job match and skill development services to Orange County's unemployed which increases retention, and earnings of participants, and reduces unemployment and welfare dependency.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	768,497
Total Final FY 2007-2008	1,044,943
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

No major changes in the FY 06-07 budget. The budget is consistent with the FY 06-07 modified budget.



Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	55,305	989,882	(116,215)	1,044,943	1,161,158	-999.15
Total Requirements	55,173	989,882	325,398	1,044,943	719,545	221.13
Balance	132	0	(441,612)	0	441,612	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: HGI Bio Tech Grant in the Appendix on page A633

Highlights of Key Trends:

- This fund was established in November, 2005 to support a new job training program in the biotech field. This program is funded by a grant awarded under the President's High Growth Job Training Initiative.

15H - CALHOME PROGRAM REUSE

Operational Summary

Description:

To separate and track repayments of CALHOME loans, which are reused and loaned out to qualified homebuyers for CALHOME funded first time homebuyer and improvement projects. The CALHOME program provides grants and loans to qualified buyers and homeowners for home purchases and residential improvement projects which facilitate neighborhood preservation and rehabilitation.

Strategic Goals:

- Enhance the livability of the County's unincorporated and participating neighborhoods, and to increase and preserve affordable housing opportunities.

Key Outcome Indicators:

Performance Measure	2006 Business Plan Results	2007 Business Plan Target	How are we doing?
MEASURE THE LEVEL OF COMMUNITY SATISFACTION WITH REHAB PROJECTS AND FIRST TIME HOMEBUYER LOANS. What: Includes grants and loans for home improvement projects. Why: This increases the safety & livability of neighborhoods and increases affordability to homebuyers.	HCS provided 9 grants for over \$100,000 for home rehabilitation projects.	HCS will complete at least 6 rehab projects providing over \$110,000 and fund 3 loans providing over \$120,000 to first time homebuyers.	HCS is doing well as it continues to revitalize the unincorporated communities and provide funding for first time homebuyers through this program.

CalHome Program Reuse - To separate and track repayments of CALHOME loans, which is reused and loaned out to qualified homeowners for CALHOME improvement projects. The CALHOME program provides grants and loans to qualified homeowners for home improvement projects as well as to preserve home values and reduce blight.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	64,489
Total Final FY 2007-2008	377,228
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisor's Top 10 Strategic Priorities. HCS continues to explore and commit all eligible funding to increase affordable housing opportunities in the County.



Changes Included in the Base Budget:

The FY 07-08 budget reflects an approximately \$315k increase from the FY 06-07 modified budget. This increase is the result of the projection of additional eligible activities under this fund for FY 07-08 than in the prior fiscal year as well as for additional revenues from the State for these activities.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	545,008	242,456	363,101	377,228	14,127	3.89
Total Requirements	482,552	242,456	144,489	377,228	232,739	161.08
Balance	62,456	0	218,612	0	(218,612)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CalHome Program Reuse in the Appendix on page A656

Highlights of Key Trends:

- This fund was established in November 2005 to separate and track CalHome repayment loans. This program is funded by a grant from the State of California and funds must be used for CalHome eligible activities.

15M - OCHA ADMIN FEE RESERVES 2004

Operational Summary

Description:

To separate and track excess administrative fees for the Section 8 Housing Assistance program.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	0
Total Final FY 2007-2008	12
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	1	12	12	12	0	0.00
Total Requirements	(11)	12	0	12	12	100.00
Balance	12	0	12	0	(12)	-1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CalHome Program Reuse in the Appendix on page A184

15U - STRATEGIC PRIORITY AFFORDABLE HOUSING

Operational Summary

Description:

Fund 15U supports the development of affordable housing and housing activities for low-income persons through the expenditure of excess proceeds from the sale of a portfolio of single-family mortgages in Orange County.

Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
<p>REDUCE PERCENT OF AFFORDABLE HOUSING NEEDED AS IDENTIFIED BY THE REGIONAL HOUSING NEEDS ASSESSMENT.</p> <p>What: Includes providing monthly housing assistance and creating new affordable housing units.</p> <p>Why: Increasing affordable housing units helps bridge the gap in housing costs for certain incomes.</p>	<p>HCS achieved record lease up of vouchers to assist 9,500 households in paying their rent each month and used S&C grants to assist another 320 disabled families who are homeless. HCS also closed 5 multifamily housing loans totaling over \$4.3 million and 288 units of affordable housing.</p>	<p>HCS anticipates closing 3 multifamily affordable housing projects, issue one NOFA for \$5 million, and submit an application to HUD for additional Section 8 rental assistance vouchers, if available.</p>	<p>Since 2000, HCS increased the number of households leased with vouchers by over 2,500. HCS expects to produce approximately 2,100 units or \$379 million of affordable housing construction with a County investment of \$36 million.</p>

FY 2006-07 Key Project Accomplishments:

- In FY 06-07, HCS closed one Affordable Housing Loan using 15U funding. This was a one time, \$5 million allocation of fund 15B funds to HCS. Since receiving these funds, the Board of Supervisors approved a total of 4 affordable housing developments resulting in 379 affordable rental units in Orange County.

Strategic Priority Affordable Housing - In FY 06-07, HCS closed one Affordable Housing Loan using 15U funding. Fund 15U was a one time, \$5 million allocation of fund 15B funds to HCS in FY 02-03. Since receiving these funds, the Board of Supervisors approved a total of 4 affordable housing developments resulting in 379 affordable rental units in Orange County.

At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	37,223
Total Final FY 2007-2008	2,504,086
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. HCS continues to explore and commit all eligible funding to increase affordable housing opportunities in the County. Currently, HCS has allocated over \$36 million for affordable housing development in Orange County from Federal HOME and CDBG monies, Redevelopment funding, as well as Housing Authority Operating Reserves. HCS will continue to solicit

and support affordable housing projects through Requests for Proposals (RFP) and Notice for Funding Availabilities (NOFA). The goal of the RFP's and NOFA process is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households by providing favorable financing.

Changes Included in the Base Budget:

Fund 15U was created in FY 02-03 to separate and account for \$5 million allocated to HCS from excess proceeds from the sale of a portfolio of single family mortgages. There will be no major changes in the FY 07-08 budget; the FY 07-08 budget is consistent with the FY 06-07 modified budget.

Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007	FY 2006-2007	FY 2007-2008	Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	Actual Exp/Rev ⁽¹⁾ As of 6/30/07	Final Budget	Actual Amount	Percent
Total Revenues	4,719,156	2,677,130	2,549,130	2,504,086	(45,044)	-1.77
Total Requirements	2,170,026	2,677,130	2,486,353	2,504,086	17,733	0.71
Balance	2,549,130	0	62,776	0	(62,776)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Strategic Priority Affordable Housing in the Appendix on page A664

Highlights of Key Trends:

- Fund 15U was a one time, \$5 million allocation of fund 15B funds to HCS in FY 02-03. Since receiving these funds, the Board of Supervisors approved a total of 4 affordable housing developments resulting in 379 affordable rental units in Orange County

9A0 - PUBLIC FINANCING PROGRAM (PGM II)

9A1 Major Activities

* The purpose of these funds is to construct facility improvements, address funding and expenditure activity, and provide for administrative expenses of the Orange County Development Agency (OCDA) and the CEO Single Family Housing Fund.

9A1 Funds

Agency Number	OCDA + CEO Single Family Housing	FY 2007-2008 Appropriations	FY 2007-2008 Revenue
15A	OCDA Santa Ana Heights 1993 Bond Issue	\$ 10,534,993	\$ 10,534,993
15B	CEO Single Family Housing	1,952,253	1,952,253
15E	OCDA/Santa Ana Heights 1993 Low & Moderate Income Housing	225,214	225,214
171	OCDA Low & Moderate Income Housing (Santa Ana Heights)	24,840,326	24,840,326
173	OCDA Santa Ana Heights - Surplus	17,520,053	17,520,053
411	OCDA (NDAPP) Projects, 1992 Issue A	837,476	837,476
412	OCDA (NDAPP) Low/Moderate Housing 1992 Issue A	3,001,236	3,001,236
413	OCDA (NDAPP) Projects, 1992 Issue B	418,775	418,775
414	OCDA (NDAPP), 1992 Issue B, Low/Moderate Housing	856,247	856,247
425	OCDA Neighborhood Preservation & Development - Construction	433,243	433,243
428	OCDA (NDAPP) - Surplus	3,077,919	3,077,919