*Human Services*

# 2009 Annual Report

An informative look at the variety of services offered
by the County of San Bernardino Human Services

# Table of Contents

Linda Haugan

# $A$ message from ssistant County Administrator

Welcome to the 2009/10 San Bernardino County Human Services (HS) Annual Report. San Bernardino County HS is comprised of seven departments, which serve public and private efforts to ensure that our county's citizens who are most in need become healthy and productive members of society. The economy of the past year has greatly impacted caseloads for most programs, while the state and federal government have not increased the funding to administer these programs. Despite the impact on workload, HS staff remain committed to providing services to the county's most needy. Following is a description of the services we offer.

**Department of Aging and Adult Services (DAAS)**
Provides protective, in-home and nutrition support, Ombudsman services and training and employment services for seniors. It also includes the Public Guardian/Conservator.

**Department of Child Support Services (DCSS)**
Provides child support enforcement including establishing court orders for paternity and child support, locating parents and assets to enforce court orders, and collecting support payments.

**Children's Network (CN)**
Provides services to at-risk children by improving communications, planning, coordination and cooperation among and between agencies who serve children.

**Children and Family Services (CFS)**
Provides protection for abused children, facilitation of adoptions, Foster Family home licensing and the Independent Living Program (ILP) for emancipating youth.

*A* message from
*A*ssistant County Administrator
*continued…*

**Preschool Services Department (PSD)**
Provides Head Start and state preschool early childhood education, services to children with special needs, information, advocacy and referral services.

**Transitional Assistance Department (TAD)**
Provides CalWORKs, Medi-Cal, Food Stamps, Foster Care and General Relief Assistance for low income families. Supports self-sufficiency by providing employment services and child care.

**Veterans Affairs (VA)**
Provides assistance to veterans with claims, information and referral services, advocacy and outreach.

**Management Services**
Human Services also has eight Management Services divisions which support the work of our seven departments.

Divisions include: Administrative Services; HS Auditing; Information, Technology & Support; Legislation, Research and Quality Support Services; Performance, Education & Resource Centers; HS Personnel; Program Development; and Program Integrity.

As you review this report, you will note our accomplishments and the quality service that our agency provides to the citizens in our great county. This is because our staff exemplifies our Human Services mission statement.
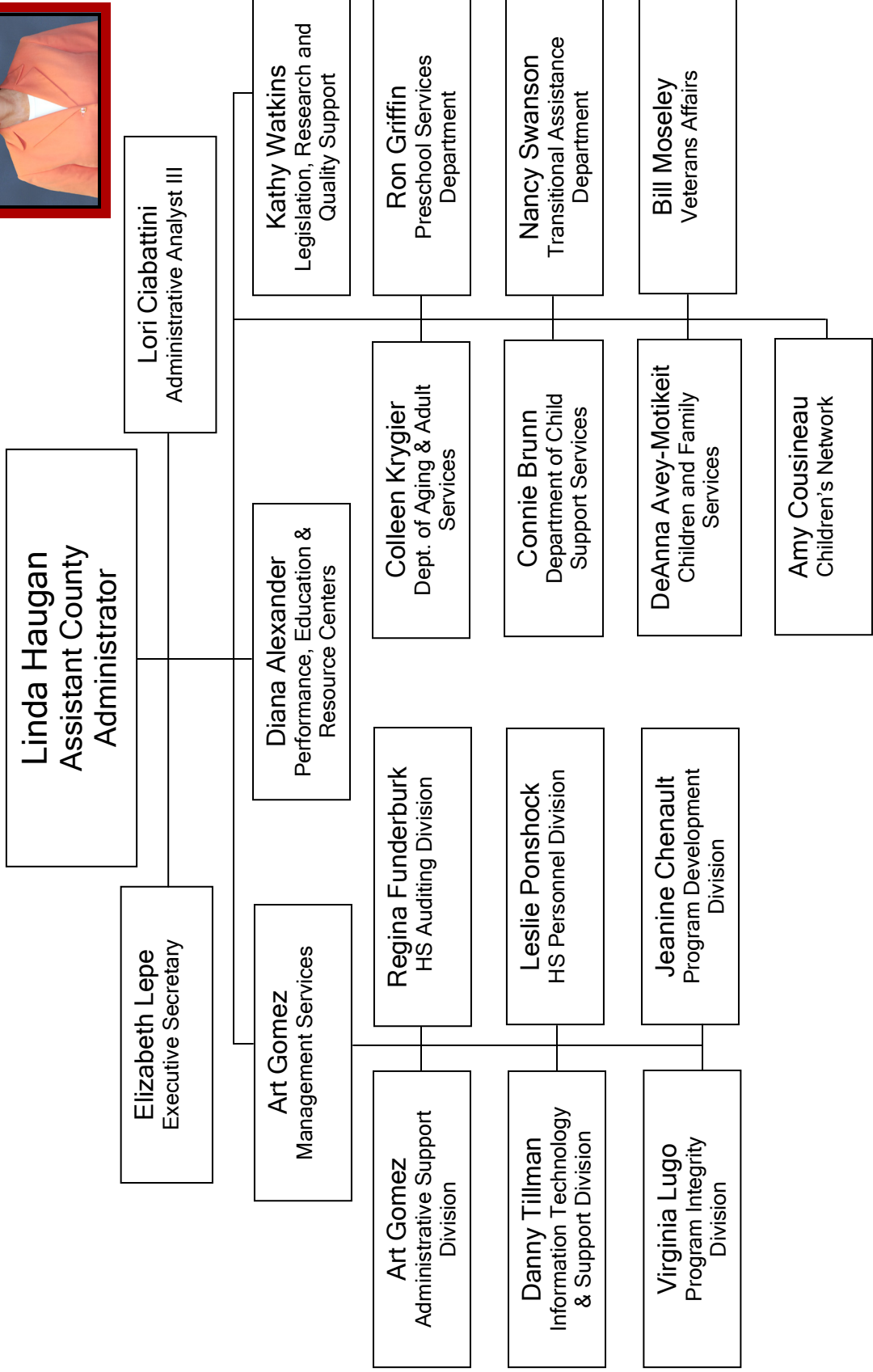
## Human Services

*Human Services works to build a healthier community by strengthening individuals and families, enhancing quality of life and valuing people.*

MISSION STATEMENT

# San Bernardino County Human Services



**Linda Haugan** — Assistant County Administrator

**Elizabeth Lepe** — Executive Secretary

**Lori Ciabattini** — Administrative Analyst III

**Art Gomez** — Management Services

**Diana Alexander** — Performance, Education & Resource Centers

**Kathy Watkins** — Legislation, Research and Quality Support

**Ron Griffin** — Preschool Services Department

**Nancy Swanson** — Transitional Assistance Department

**Bill Moseley** — Veterans Affairs

**Colleen Krygier** — Dept. of Aging & Adult Services

**Connie Brunn** — Department of Child Support Services

**DeAnna Avey-Motikeit** — Children and Family Services

**Amy Cousineau** — Children's Network

**Regina Funderburk** — HS Auditing Division

**Leslie Ponshock** — HS Personnel Division

**Jeanine Chenault** — Program Development Division

**Art Gomez** — Administrative Support Division

**Danny Tillman** — Information Technology & Support Division

**Virginia Lugo** — Program Integrity Division

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# Human Services

| | |
|---|---|
| AAA | Area Agency on Aging |
| APS | Adult Protective Services |
| BOS | Board of Supervisors |
| C-IV | Statewide Automated Welfare System |
| CAAHL | Child and Adult Abuse Hot Line |
| CACI | Child Abuse Central Index |
| CalWORKs | California Work Opportunities for Kids |
| CAO | County Administrative Office |
| CAPIT | Child Abuse Prevention, Intervention and Treatment |
| CASE | Coalition Against Sexual Exploitation |
| CBO | Community-Based Organization |
| CDA | California Department of Aging |
| CDSS | California Department of Social Services |
| CEU | Continuing Education Units |
| CHEAC | County Health Executives Association of California |
| CMHDA | California Mental Health Directors Association |
| CMS | Centers for Medicaid and Medicare Services |
| CPS | Child Protective Services |
| CRO | Community Relations Office |
| CSA | California Self Assessment |
| CWDA | County Welfare Directors Association |
| CWS | Child Welfare Services |
| DBH | Department of Behavioral Health |
| DRDP-R | Desired Results Developmental Profile Revised |
| EBT | Electronic Benefits Transfer |
| ECE | Early Childhood Education |
| ESP | Employment Services Program |
| ETO | Efforts to Outcomes |
| FGDM | Family Group Decision Making |
| FSP | Food Stamp Program |
| HS | Human Services |
| IHSS | In-Home Supportive Services |

GLOSSARY OF ACRONYMS

# Human Services

| | |
|---|---|
| ILP | Independent Living Program |
| KSSP | Kinship Support Services Program |
| LMS | Learning Management System |
| LPS | Lanterman-Petris-Short |
| MDT | Multi-Disciplinary Team |
| Medi-Cal | California's Medicaid Program |
| MEDS | Medi-Cal Eligibility Determination System |
| MHSA | Mental Health Services Act |
| MLA | Management & Leadership Academy |
| MOSS | Microsoft Office SharePoint Server |
| MOU | Memorandum of Understanding |
| NACo | National Association of Counties |
| NEO | New Employee Orientation |
| OAA | Older Americans Act |
| OHS | Office of Homeless Services |
| PAE | Public Awareness and Education |
| PII | Personally Identifiable Information |
| PSSF | Preserving Safe and Stable Families |
| SART | Screening, Assessment Referral and Treatment |
| SCSEP | Senior Community Service Employment Program |
| Service FIRST | Service that is Friendly, Interested, Responsive, Service-Oriented, Trustworthy |
| SIA | Senior Information and Assistance |
| SIP | Systems Improvement Plan |
| TANF | Transitional Assistance for Needy Families |
| TDM | Team Decision Making |
| USDVA | United States Department of Veteran Affairs |
| VITA | Volunteer Income Tax Assistance |
| VSR | Veterans Service Representative |
| WPR | Work Participation Rate |
| WTW | Welfare To Work |

GLOSSARY OF ACRONYMS

# Human Services

*Human Services departments…*

*Aging and Adult Services*

*Child Support Services*

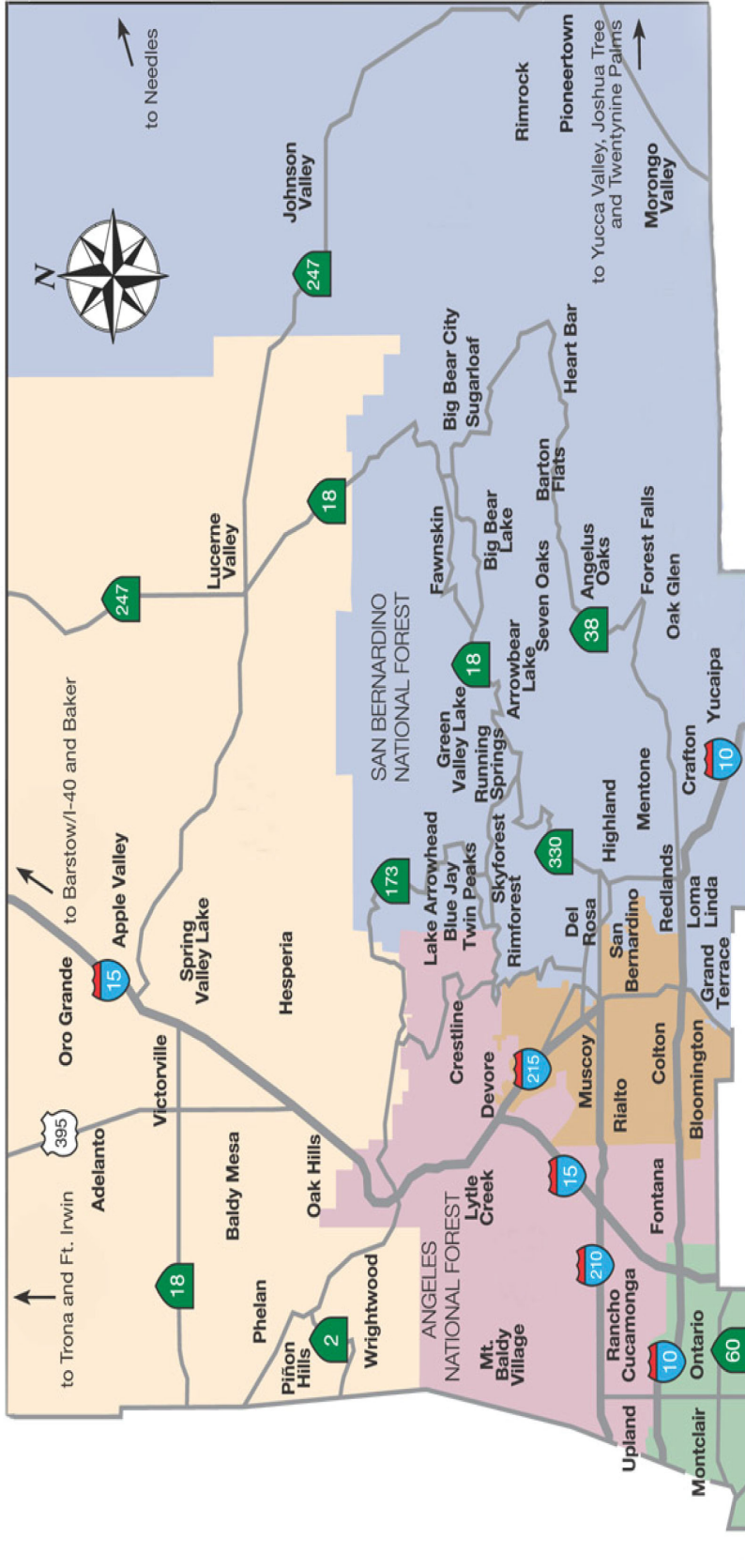*Children's Network*

*Children and Family Services*

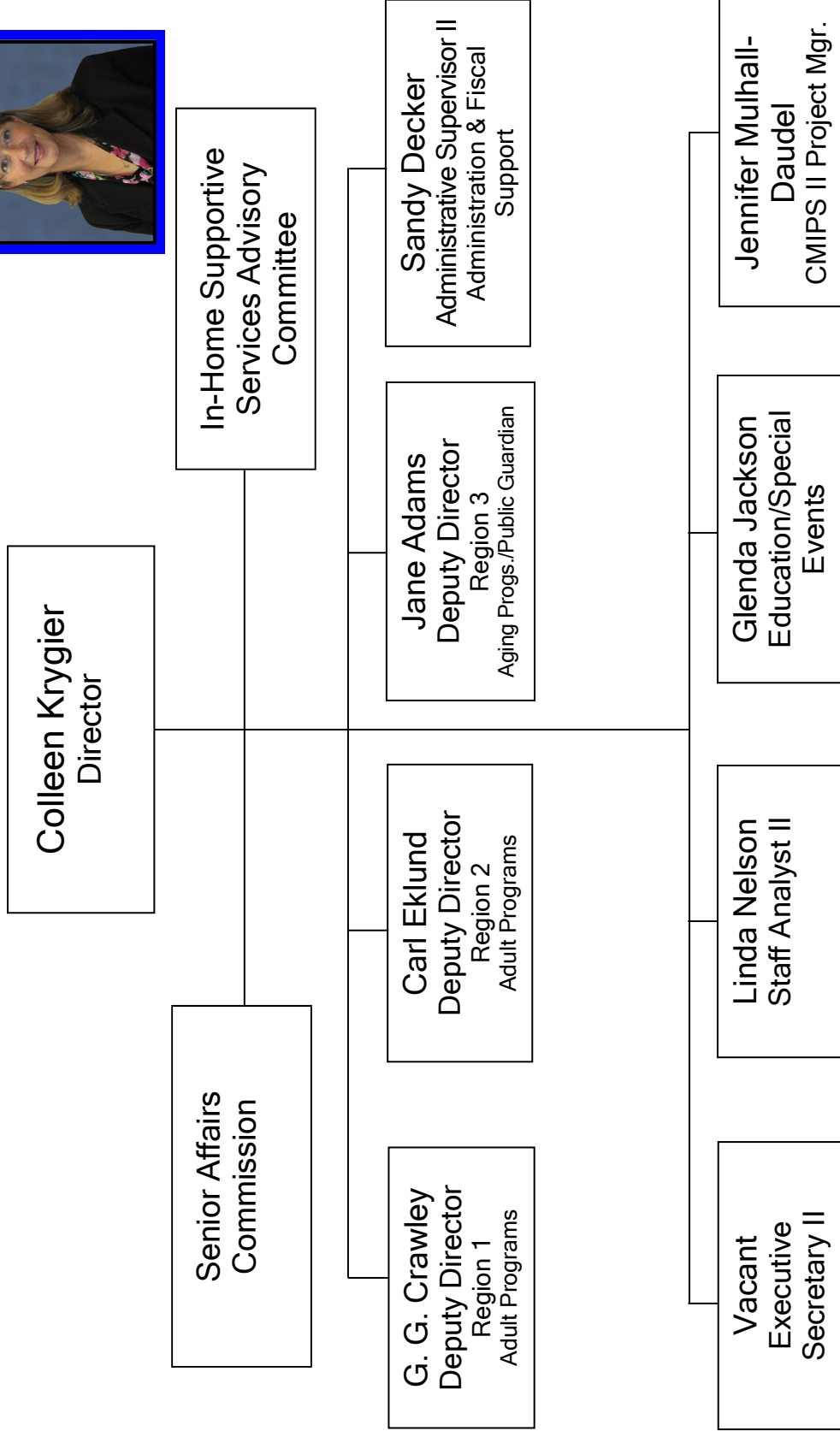*Preschool Services*

*Transitional Assistance*

*Veterans Affairs*

# Aging and Adult Services - Branch Offices



**Barstow**
536 E. Virginia Way                                    (760) 256-3764

**Fontana**
8572 Sierra Ave.                                       (909) 829-8515

**Needles**
1300 Bailey Ave.                                       (760) 326-9224

**Rancho Cucamonga**
9445 Fairway View Pl., Ste. 110  (909) 948-6200

**Redlands – Public Guardian**
222 W. Brookside Ave.                                  (909) 798-8500

**San Bernardino**
686 E. Mill St., First Floor                           (909) 891-3700

**Victorville**
17270 Bear Valley Rd., Ste. 108  (760) 843-5100

**Yucca Valley**
56357 Pima Trail                                       (760) 228-5390

# Aging and Adult Services

Colleen Krygier
Director

In-Home Supportive Services Advisory Committee

Senior Affairs Commission

Sandy Decker
Administrative Supervisor II
Administration & Fiscal Support

Jane Adams
Deputy Director
Region 3
Aging Progs./Public Guardian

Carl Eklund
Deputy Director
Region 2
Adult Programs

G. G. Crawley
Deputy Director
Region 1
Adult Programs

Jennifer Mulhall-Daudel
CMIPS II Project Mgr.

Glenda Jackson
Education/Special Events

Linda Nelson
Staff Analyst II

Vacant
Executive Secretary II

# Department of Aging and Adult Services

**M**ission  *The Department of Aging and Adult Services (DAAS) assists seniors, at-risk individuals and adults with disabilities to improve or maintain choice, independence, and quality of life so they may age in place in the least restrictive environment.*

**D**escription  DAAS provides a wide variety of social service programs and services for seniors, elders and disabled adults.  There are three distinct areas under which services are provided.

<u>Adult Programs</u> - Under the direction of the California Department of Social Services (CDSS), DAAS administers two major programs.  The In-Home Supportive Services (IHSS) Program provides in-home personal and domestic services which enable persons to remain independent in their homes and without which they would be at risk of out of home placement.  The Adult Protective Services (APS) Program provides emergency response to referrals of possible elder and dependent adult abuse and neglect, and provides investigations, reports to law enforcement, crisis intervention, and links to services for at-risk elders and dependent adults.

<u>Aging Programs</u> - Under the direction of the California Department of Aging (CDA), DAAS serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA).  The department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information.  The programs under the OAA include Senior Information and Assistance (SIA), Senior Nutrition, Senior Employment and Long-Term Care Ombudsman.

<u>Public Guardian/Conservator</u> - Under the direction of the court, DAAS serves as Public Guardian/Conservator for the County of San Bernardino and is the conservator of last resort.  Conservatorship through the Public Guardian programs ensures that persons who are found to be gravely disabled or lack capacity to manage their personal needs, remain safe, receive appropriate medical care, counseling and mental health treatment options, and reside in the least restrictive environment.

## **A**ccomplishments for 2008/2009

DAAS accomplished the following in 2008/2009:

√   Received National Association of Counties (NACo) Award for "*We Can,*" an innovative program which combines the use of interactive video game technology and fitness classes to promote exercise and healthy lifestyles for seniors.

√   Received NACo Award for "*Scam Alert,*" a program designed to warn and prevent victimization to the senior population.

√   Held the 22nd Annual Multi-Disciplinary Team (MDT) Conference on May 18, 2009, attended by over 200 professional staff.

## Accomplishments for 2008/2009 continued…

√ Hosted "Celebrating Senior Healthy Aging" fairs in San Bernardino with 1,133 registered attendees and in Victorville with 363 registered attendees providing opportunities for outreach and information.

√ Restructured aging budget tracking and analysis tools to improve oversight for each aging program.

√ Completed reorganization of the Public Guardian-Conservator office staffing, which now includes two Social Service Practitioners and a Public Health Nurse.

√ Implemented Paycheck Customer Service Phone Center in cooperation with IHSS Public Authority, to provide improved service regarding provider timesheets and paychecks for the IHSS Program.

√ Partnered with the Department of Health Services Medi-Cal Fraud Division and PID to review, track consumer/provider fraud, and set up a process for mitigating internal fraud in the IHSS Program.

√ Consolidated the DAAS "D" Street office in the newly renovated Administration office located on Mill Street in San Bernardino.

√ Recognized by the CAO in the refresher Service FIRST training for a DAAS staff recognition project.

√ Served a total of 320,457 congregate meals at various senior centers throughout the county and 349,466 homebound meals through the Senior Nutrition Programs.

√ Held 88 community trainings, distributed educational materials to 3,808 individuals, witnessed 90 Advanced Healthcare Directives, and trained 275 Certified Nursing Assistants on elder abuse and resident rights through the Ombudsman Program.

## Goals for 2009/2010

DAAS established the following goals for 2009/2010:

1. Assist at-risk adults and frail elderly to maintain independence and live safely in the least restrictive environment.
    A. Complete annual re-evaluation process for IHSS customers within state timelines.

2. Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life.
    A. Respond to emergency APS referrals within state mandated timelines.

3. Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance.
    A. Increase SIA outreach efforts.

4. Ensure Public Guardian provides timely and accurate financial support to conservatees.
    A. Ensure payments for Probate and LPS conservatees are completed timely.

# How Outcomes Are Measured

DAAS measures outcomes by the following methods:

| Activity | Measure |
|---|---|
| Assist at-risk adults and frail elderly to maintain independence and live safely in the least restrictive environment | • Complete 90% of IHSS annual Re-evaluations (RV) within state timeframes |
| Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life | • Respond to emergency APS referrals within state mandated timeframes of 100% |
| Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance | • Increase Senior Information and Assistance individual customers contacted by 8% |
| Ensure Public Guardian provides timely and accurate financial support to conservatees | • Conservatees bills paid within ten days of receipt by 70% |

# Program Information

"The Department of Aging has been heaven sent to me. The staff have been helpful and are genuinely concerned for the well-being of the elderly. They were empathetic and able to put my mind at ease when I found myself caring for my mother with Alzheimer's. IHSS has allowed me the freedom to go to work and know that my mother is taken care of at my own home. They actually call to check-up on her! The Department of Aging is a resource available for all seniors."
-- Sylvia Rivera, daughter of Elsie Reyes (seen above).

## (CDSS) Social Service Programs:

In-Home Supportive Services (IHSS) - The IHSS Program provides personal and domestic services for aged, disabled, and blind persons, which enable them to remain safely in their own homes and prevent or delay placement. The program provides services aimed at health and safety with services being performed by a care provider. A wide variety of basic services include domestic assistance such as housecleaning, meal preparation, laundry, shopping, personal care (feeding and bathing), transportation, protective supervision, and certain paramedical services ordered by a physician.

Adult Protective Service (APS) - Components of the APS Program include investigation of reports of potential elder and dependent adult abuse and neglect, development of a service plan, counseling and referral to community resources, and monitoring the progress of the customer. The 24 hours/day, 7 days/week, toll free hotline number is 1-877-565-2020.

## (AAA) Area Agency on Aging Programs:

Senior Supportive Services - Includes programs for seniors (age 60 and over) to provide links to services that allow the aging population to remain safely in homes, and include adult day care, assisted transportation, legal services, home safety devices and case management services.

# Program Information continued...

## Area Agency on Aging Programs continued...

Senior Nutrition Program - Provides seniors (age 60 and over) nutritious meals in congregate settings and home delivery of meals for homebound seniors around the county. Nutrition and education counseling is provided at the nutrition sites, along with an opportunity for companionship and to enjoy other activities.  A suggested donation amount is posted at each site; seniors may donate confidentially and voluntarily.  Seniors can call 1-800-510-2020 to learn more about the nutrition program and the site nearest their location.

Senior Information and Assistance (SIA) - This program provides information and assistance to help senior citizens solve problems and learn about opportunities, services, and community activities.  It provides assistance and advocacy by making contact with various organizations that can provide needed services to seniors.  Follow-up and evaluations are provided to ensure the senior is receiving appropriate services.

Individuals can be connected to the SIA office nearest to their location by calling 1-800-510-2020, toll free. SIA offices are open Monday through Friday during normal business hours.

Health Insurance Counseling and Advocacy Program (HICAP) - HICAP provides information and assistance with Medicare, Medicare Advantage Plans, Medicare Prescription Drug Coverage and other related health insurance issues.  State registered counselors offer objective information to help seniors and other Medicare beneficiaries make good health care decisions.  HICAP counselors can help resolve problems and offers free community education presentations.

Legal Services for Seniors - Free civil legal counsel and assistance to seniors who are 60 years or older.  Services include meeting with senior groups and making presentations on legal topics.  Legal services are provided throughout the County of San Bernardino by appointment at the Senior or Community Centers.

Community Based Services Programs (CBSP) - Consists of the Alzheimer's Day Care Resource Center which provides access to specialized day care resource centers for individuals with Alzheimer's disease and other dementia related disorders, and support to their families and caregivers.  The Brown Bag Program is state funded to provide surplus and donated edible fruits, vegetables and other food products to low income individuals 60 years of age or older with no fee to participants.  The Senior Companion Program provides personally meaningful volunteer community service opportunities to low income older individuals for the benefit of adults who need assistance in their daily living.  The Community Based Services Programs that were eliminated through the state budget process are only funded for the first quarter of fiscal year 2009/10.

Multipurpose Senior Services Program (MSSP) - The MSSP is an Intensive Care Management system designed to prevent premature institutionalization for the frail elderly population living within the County of San Bernardino.  A Care Management Team comprised of a Public Health Nurse and a Social Worker assess individual clients for specific needs.  The team develops a plan of care and appropriate services are arranged. The team continues to provide ongoing support over the life of each case.

# Program Information continued...

Ombudsman Services - Mandated by federal and state law to identify, investigate, and resolve complaints on behalf of long term care residents age 60 and older who reside in skilled nursing, transitional care units, or residential care facilities for the elderly.  The program uses fully trained, certified volunteers to help with problems regarding quality of care, food, finance, meaningful activities, visitors of choice, residents' rights, and other concerns.  Staff visits the facilities regularly to ensure residents know about the program's services and work with licensing agencies responsible for the facilities.  They assist facility administrators and staff in solving problems with families and difficult residents, provide community education to groups, and witness durable power of attorney for health care documents.  For information call 909-891-3928 or toll tree 1-866-229-0284.

Linkages - Provides case management services for geriatric and dependent adults at risk for institutionalization.  Linkages is designed to fill gaps between service delivery systems by providing referrals and can provide some tangibles in the form of personal care, transportation, and durable medical equipment.  Linkages was eliminated through the state budget process and is only funded for the first quarter of fiscal year 2009/10.

Senior Community Service Employment Program (SCSEP) - Provides part-time employment services for seniors age 55 and older.  Seniors in the program receive on-the-job training in various work related skills, basic computer, resume preparation, job location strategies, English as a Second Language, and other related topics.

Family Caregiver Support Program (FCSP) - Services include caregiver information, assistance in gaining access to services, counseling, training support and temporary respite to family and other unpaid caregivers supporting older individuals, as well as grandparents and older relatives caring for children.

## Office of the Public Guardian/Conservator:

Probate Conservatee - Persons under probate conservatorship are incapacitated and may suffer from forms of dementia, stroke, other brain related injuries and/or debilitating diseases.  They are unable to provide for their basic needs for physical health, food, clothing and shelter, or resist fraud or undue influence.

Lanterman-Petris-Short (LPS) Conservatee – Persons who are found by the court to be "gravely disabled" as a result of a mental disorder or impairment by chronic alcoholism or other substance abuse.  Grave disability is defined as unable to provide for food, clothing, or shelter as a result of a mental disorder.

# Statistical Information

Adult Protective Services (APS) – The APS hotline receives an average of 670 reports of elder or dependent adult abuse each month.  Each report is assigned to a social worker for investigation and resolution.

In-Home Supportive Service (IHSS) – The department has 19,541 open IHSS cases with an average of 1,253 applications monthly, and 93.5 authorized service hours per case, per month.

# Statistical Information continued...

Senior Community Service and Employment Program (SCSEP) – SCSEP provides training and employment programs for an average of 30 eligible seniors per month and placed six participants into unsubsidized employment.

Senior Information and Assistance (SIA) - SIA contacts an average of 938 individuals seeking assistance per month.

Senior Nutrition Program - The program served an average of 3,700 seniors and an average of 29,132 meals per month at congregate meal sites, and an average of 1,508 seniors and 31,770 meals to homebound seniors.

Senior Supportive Services - Provided services to 177 registered clients, 881 non-registered contacts and provided 35,420 service units.

Health Insurance Counseling And Advocacy Program (HICAP) - Counseled 598 individuals concerning Medicare options, 4,488 individuals contacted HICAP via phone, in person, at fairs or educational presentations with 1,255 individuals contacted at 55 community events by the HICAP provider Inland Agency.

Legal Services for Seniors - Inland Counties Legal Seniors provided 5,942 casework hours, served 1,136 seniors, opened 1,278 cases and closed 1,235 cases.

Community Based Service Program (CBSP) - The Alzheimer's Day Care Resource Center provided services to 129 clients; the Brown Bag Program served 159 clients distributing 5,390 lobs of food; and Senior Companion had 35,397 volunteer hours and served 53 clients.

Family Caregiver Support Program (FCSP) - Provided service to 251 clients and provided 7,687 service units.

Multipurpose Senior Services Program (MSSP) – MSSP maintains an average of 315 cases monthly, providing assistance to the elderly and their caregivers.
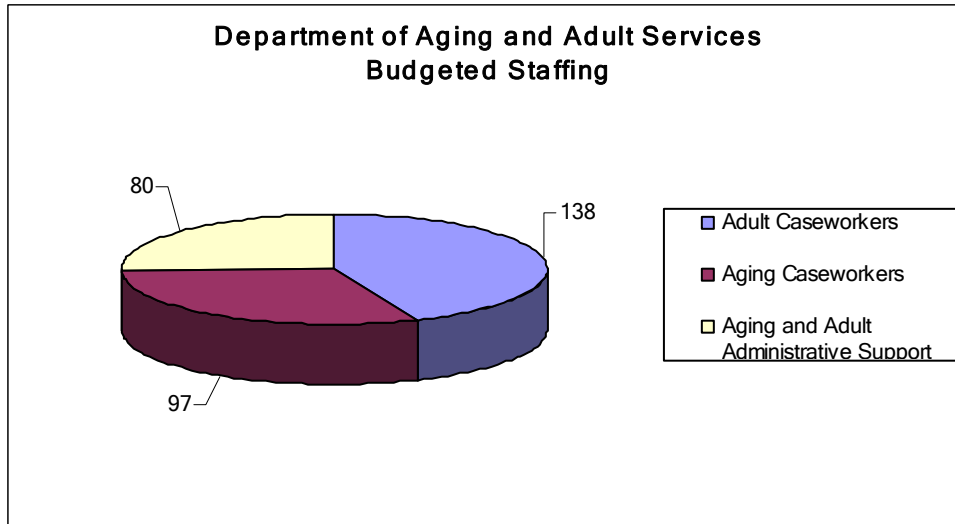
Linkages - Linkages provides case management services to an average of 95 at-risk individuals each month.  The department receives and responds to an average of 286 service units monthly.

## Caseload by Program

| Program | Workload Indicators |
|---|---|
| IHSS – Continuing Cases | 19,541 |
| APS – Referrals | 670 |
| APS – Open Cases | 923 |
| MSSP Cases | 307 |
| Public Guardian – Probate Cases | 115 |
| Public Guardian - Conservator Cases | 331 |

# Staffing Information 2008/2009

Total staffing is approximately 315 employees.

### Department of Aging and Adult Services Budgeted Staffing

80

138

97

- Adult Caseworkers
- Aging Caseworkers
- Aging and Adult Administrative Support

# Budget Information 2008/2009

The department budget for FY 08/09 is $70,772,043.

### Department of Aging and Adult Services Budgeted Appropriation

1%   0%

24%

7%

14%

54%

- In-Home Supportive Services
- Adult Protective Services
- Aging Programs
- IHSS Provider Payments
- IHSS Provider Benefits
- IHSS Public Authority
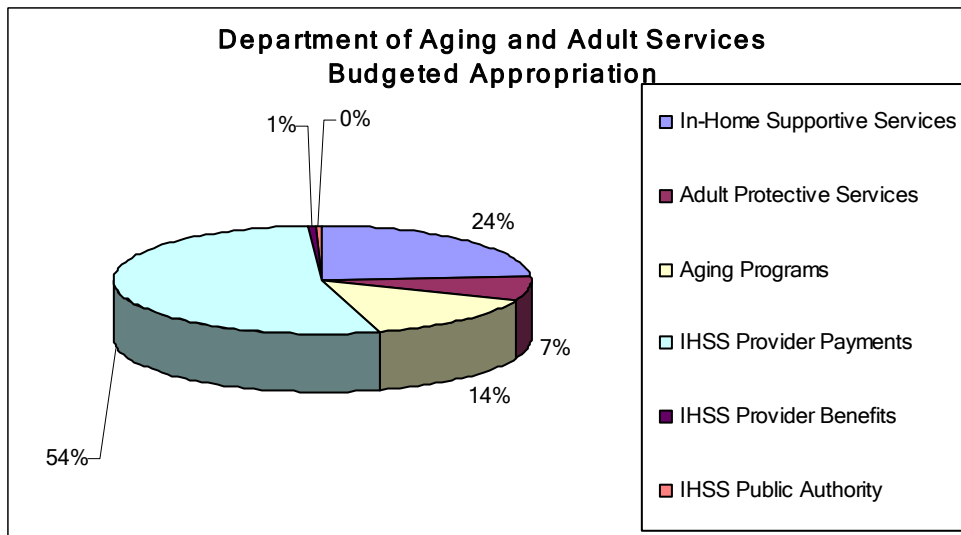
| | |
|---|---|
| In-Home Supportive Services | $ 16,921,101 |
| Adult Protective Services | $ 5,053,558 |
| Aging Programs | $ 10,245,671 |
| IHSS Provider Payments | $ 37,754,507 |
| IHSS Provider Benefits | $ 500,000 |
| IHSS Public Authority | $ 297,206 |
| Total | $ 70,772,043 |

# Department of Child Support Services - Branch Offices
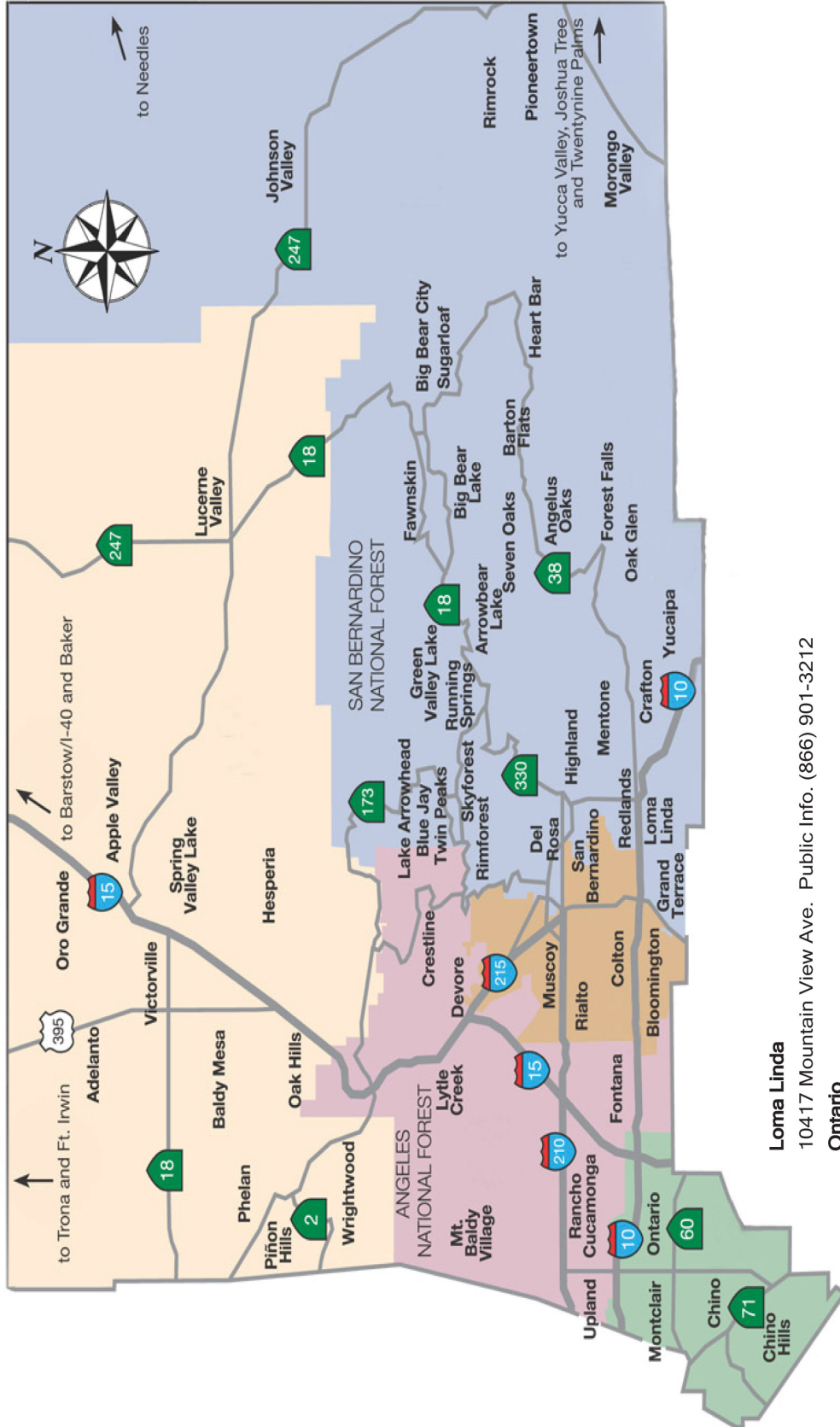
**Loma Linda**
10417 Mountain View Ave.   Public Info. (866) 901-3212

**Ontario**
191 N. Vineyard Ave.   Public Info. (866) 901-3212

**Victorville**
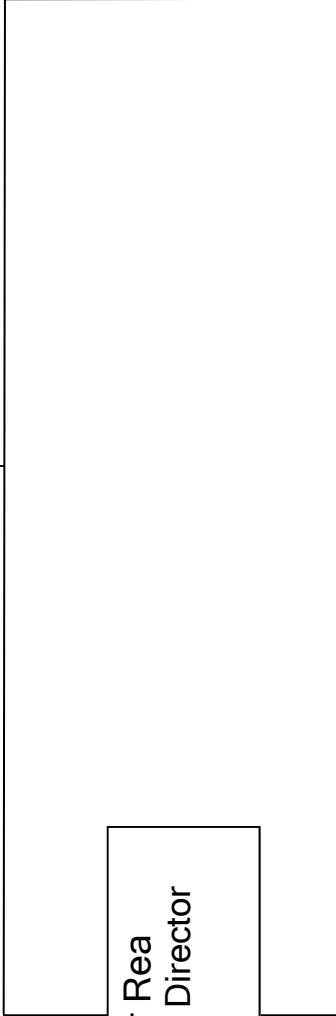15400 Civic Dr.   Public Info. (866) 901-3212

to Needles

N

to Barstow/I-40 and Baker

to Trona and Ft. Irwin

to Yucca Valley, Joshua Tree and Twentynine Palms

Johnson Valley

Rimrock

Pioneertown

Morongo Valley

247

18

Lucerne Valley

247

Oro Grande

Apple Valley

15

Spring Valley Lake

Hesperia

Victorville

395

Adelanto

Baldy Mesa

Oak Hills

Phelan

Piñon Hills

18

Wrightwood

2

ANGELES NATIONAL FOREST

Mt. Baldy Village

Lytle Creek

Crestline

Devore

Lake Arrowhead
Blue Jay
Twin Peaks
Skyforest
Rimforest

173

SAN BERNARDINO NATIONAL FOREST

Fawnskin

Big Bear City
Sugarloaf

Big Bear Lake

Barton Flats

Heart Bar

Green Valley Lake
Running Springs

18

Arrowbear Lake

Seven Oaks

Angelus Oaks

38

Forest Falls

Oak Glen

330

Del Rosa

Highland

Mentone

Crafton

Yucaipa

10

San Bernardino

Redlands

Loma Linda

Grand Terrace

Muscoy

215

Rialto

Colton

Bloomington

15

Fontana

210

Rancho Cucamonga

Ontario

10

60

Upland

Montclair

Chino

Chino Hills

71

DCSS 20

# Child Support Services

Connie Brunn
Director

Jackie Laws
Executive Secretary II

Ombudsman

Jeff Wass
Chief Attorney

Cynthia Hinckley
Deputy Director
Program Support

Victor Rea
Assistant Director

Marci Jensen-Eldred
Deputy Director
Operations

Laura Corral-Flores
Deputy Director
Operations

# Department of Child Support Services

**Mission** *The County of San Bernardino Department of Child Support Services (DCSS) determines paternity, establishes and enforces child support orders, and secures payments to assist families in meeting the financial and medical needs of their children. We provide timely and effective service in a professional manner.*

**Description** Basic program activities of DCSS include locating absent parents, establishing orders for monetary support and medical support pursuant to state guidelines, and enforcing and modifying those obligations when needed. Families receiving public assistance are required to participate in the Child Support Enforcement Program and are paid the first $50 of current support collected each month.  The remainder is reimbursed to the state and federal governments for the public assistance paid to clients.  Custodial parents who are not receiving public assistance may receive program services without cost, and payments received are distributed directly to the custodial parent.

## Accomplishments for 2008/2009

DCSS accomplished the following in 2008/2009:

√   Collected $153,716,281 in child support payments.

√   Generated nearly $1.7 million in reimbursement of public assistance funding to the County of San Bernardino.

√   Ranked second in the state in program cost effectiveness, distributing $3.91 for each dollar in government funding provided to the department.

√   Managed a caseload of over 132,000 cases providing comprehensive child support services, including:
⇒ Opened 43,560 cases
⇒ Established 10,637 court orders
⇒ Provided service to 173,642 customers in the call center
⇒ Conducted 81,772 interviews

√   Successfully transitioned to the state's Enterprise Customer Service Solution Call Center System.

√   Successfully implemented electronic filing of all Summons and Complaints with the Superior Court and Service of Process vendor.

√   Continued our participation in outreach at local TAD offices, assisting our customers with their child support-related issues.

√   Conducted outreach sessions at ten hospitals and birthing facilities throughout the county to increase awareness of the paternity declaration process.

√   Provided program information and case-related services to 237 non-custodial parents who are being released from state and county correctional facilities.

# Accomplishments for 2008/2009 continued…

√   Relocated west-end office to Ontario.

√   Achieved a rate of 89 percent on the annual compliance review, which measures compliance with federal case management requirements.

√   Collaborated with the San Bernardino County Workforce Development Department to implement the Avenues to Employment Program.  This program provides employment-related services to unemployed non-custodial parents, supporting their efforts to meet their child support obligation.

# Goals for 2009/2010

DCSS established the following goals for 2009/2010:

1.  Improve performance in the federal performance measures.
    A.  Paternity establishment goal is 100%
    B.  Support order establishment goal is 80%
    C.  Current support collections goal is 53%
    D.  Cases with arrears collections goals is 58%

2.  Continue to pursue and implement improved workflow efficiencies utilizing the Child Support Enforcement Automated System to promote optimal customer service and performance.

3.  Realign existing staff resources to ensure efficient operations and improved performance.

4.  Implement early intervention case management strategies to promote increased collections.

# How Outcomes Are Measured

DCSS measures outcomes by the following methods:

Performance is measured on an annual basis by five major performance indicators established by Congress, derived from the data reported on the monthly CS1257 and CS34/35 reports, and the annual CS157 report.  Those performance measures are percentages of the following: paternity establishment, cases with a Child Support Order, current support collected, and cases with arrears collection.  The degree of cost effectiveness is also measured, comparing the amount of support collected to program funding  provided.

Compliance is measured in the functional areas of Establishment/Modification, Enforcement, Review & Adjustment, Interstate, Medical Support, Collections & Distribution, and Case Closure.  Quarterly data reliability and compliance audits of sample cases are conducted throughout the year.

# How Outcomes Are Measured continued...

| Activity | Measure |
|---|---|
| Improve performance by implementing new processes and modifying existing processes | • Increase to 53% collections on current support orders<br>• Increase to 80% cases with a support order established |
| Make effective use of the automated system to ensure that compliance timeframes are met | • Meet 90% of key case processing timeframes for compliance |
| Direct resources to the most productive and efficient activities | • Complete 100% implementation of the in-court order desk in the San Bernardino court |

# Program Information

Case Intake - New cases must be set up within 20 days from receipt of the application, which includes the interview of the child(ren)'s custodian, research for existing cases involving the same child(ren), determination of the status of existing court orders, and payment history and initial locate action for the non-custodial parent's address and employment.

Locate - Action to locate the non-custodial parent must commence within 75 days of receipt of the case. Automated interface of data at the state and federal level occurs continuously and workers are alerted whenever new address, employment or financial information is received. Other locate sources include verification, contact with relatives and past employers, and the internet.

Establishment of Paternity - Paternity must be established for children born out of wedlock within six months of receipt of the application, in most cases. Paternity may be established through voluntary acknowledgement by the biological parents or through determination by the court. Genetic testing is done in any case in which paternity is disputed.

Review and Adjustment - Orders may be reviewed every three years to determine if the amount of support ordered is consistent with the obligor's ability to pay. More frequent reviews may occur if information is received indicating that an adjustment of the amount of the order is appropriate. Reviews must be conducted every three years for cases in which the custodial parent is receiving public assistance. If a review is required, the process to complete the modification of the support order must be completed within 180 days.

Establishment of a Support Order - The entry of a court order setting a payment amount for current child support and/or an arrears obligation is necessary before collection action can commence. The process of obtaining a court order is commenced by the filing of a Summons and Complaint in Superior Court and service of the support order on the parents. Action to serve the summons must occur within 60 days of receipt of new address or employment information. The amount of child support ordered is determined by the application of state guidelines, taking into consideration the income of both parents and the amount of time the child resides with each parent.

# Program Information continued...

Enforcement and Collection - Most child support is collected through orders to withhold wages served on the obligor's employer. Other collection methods include interception of state and federal income tax refunds; attachment of other government payments such as unemployment compensation, disability payments and lottery winnings; payment of liens on real and personal property; suspension of driver's licenses and other professional licenses; revocation of passports; civil contempt-of-court actions; and criminal prosecution. In cases in which the child is receiving public assistance benefits, the first $50 collected for current support for the month goes to the child's custodian. The remainder is retained as reimbursement to the state and federal government. In cases in which the child is not receiving public assistance, all current support collections are paid directly to the custodian.

"Everyone I have dealt with at Child Support Services has been helpful from day one. My children's father stopped paying child support and I could not afford a lawyer. I thought I would just have to accept his decision, until a friend recommended DCSS. I went in and talked to counselors about my case and even received a phone call when my case was scheduled for trial! In fact, my DCSS caseworker was able to give me more helpful information than what was on my ex-husband's legal forms. Thank you." --Rose Anderson

# Statistical Information

Paternity Establishment

| | |
|---|---:|
| Children in caseload born out of wedlock as of June 30, 2009 | 117,791 |
| Children with paternity established or acknowledged as of June 30, 2009 | 108,546 |

Support Order Establishment

| | |
|---|---:|
| Support orders established | 10,637 |
| Cases in caseload with a support order as of June 30, 2009 | 93,110 |

Current Support Collections

| | |
|---|---:|
| Total current support owed | $178,304,949 |
| Total current support collected | $ 92,686,394 |

Arrears Collections

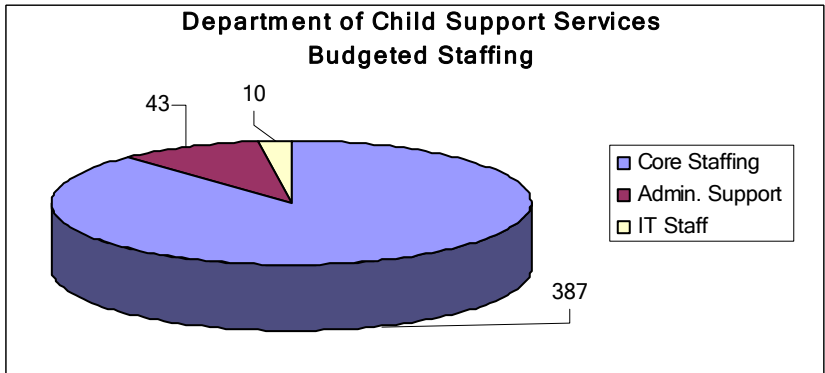| | |
|---|---:|
| Cases with arrears due in fiscal year 2008/09 as of June 30, 2009 | 67,749 |
| Cases paying towards arrears as of June 30, 2009 | 36,762 |

Total Collected (both current and arrears)

| | |
|---|---:|
| July 2008 - June 2009 | $153,716,281 |

# Caseload

| | |
|---|---:|
| Open cases as of June 30, 2008 | 121,168 |
| Open cases as of June 30, 2009 | 132,605 |
| Aided cases | 40,130 |
| Non-aided cases | 92,475 |
| Children in caseload | 164,052 |

# Staffing Information 2008/2009

Total staffing is approximately 440 employees.*

## Department of Child Support Services Budgeted Staffing

| | |
|---|---|
| 43 | 10 |

- ■ Core Staffing
- ■ Admin. Support
- □ IT Staff

387

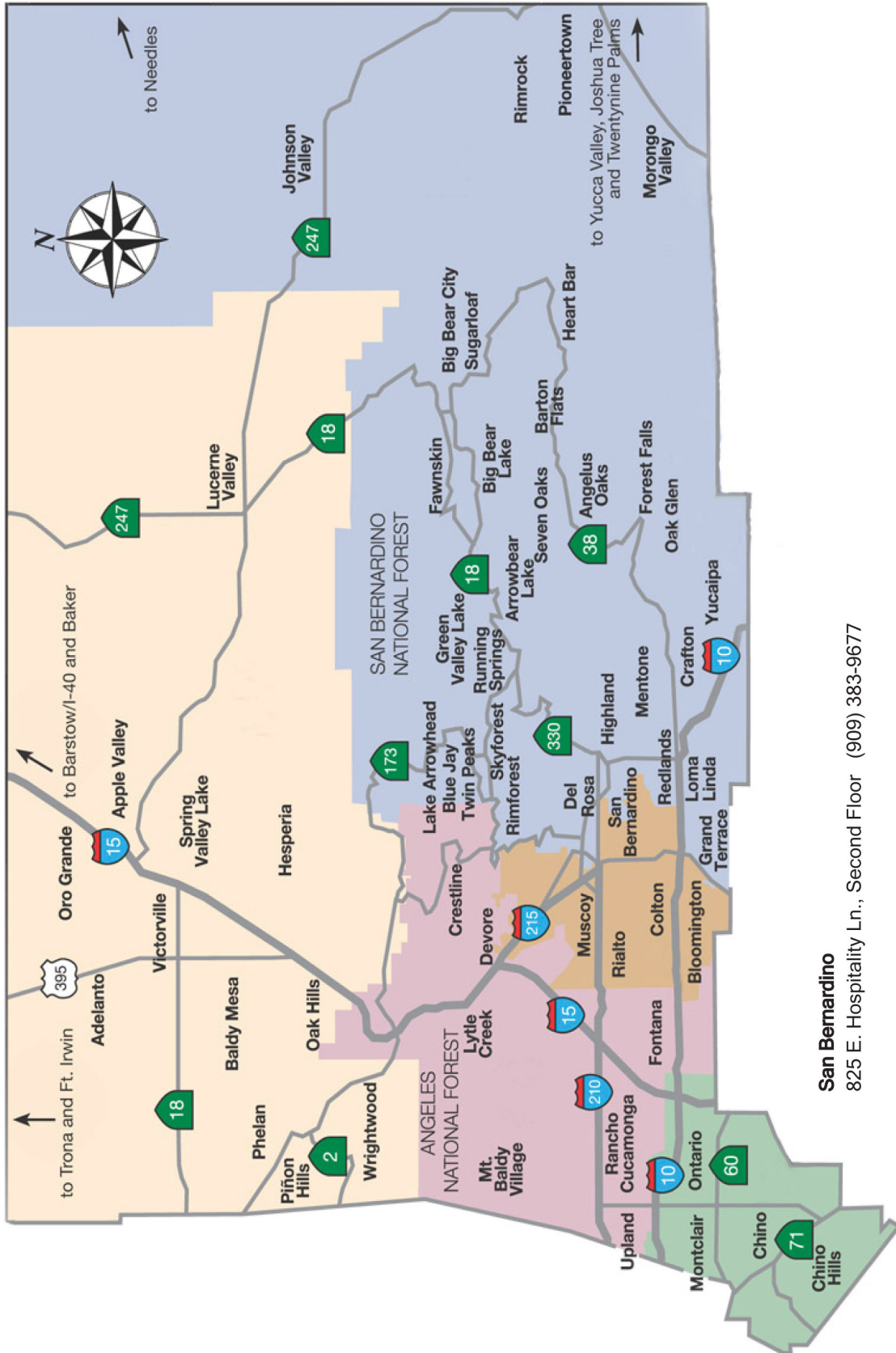* Total staffing is based on number of budgeted FTEs

# Budget Information 2008/2009

The Child Support Enforcement Program is governed by Title IV-D of the Federal Social Security Act.  Federal regulations require that the program be administered at the state level by a single agency, which may choose to contract with counties to perform program functions, as is the case in California.  Federal financial participation consists of payment of 66% of program costs and payment of graduated incentives to states for meeting program performance measures.  In addition to the federal funding, the State Department of Child Support Services reimburses the County for the remaining 34% of program costs.  There is no direct County cost for the program activities undertaken by the local child support agency.  The actual expenditures for the 2008/09 fiscal year for the department is $40,755,187.
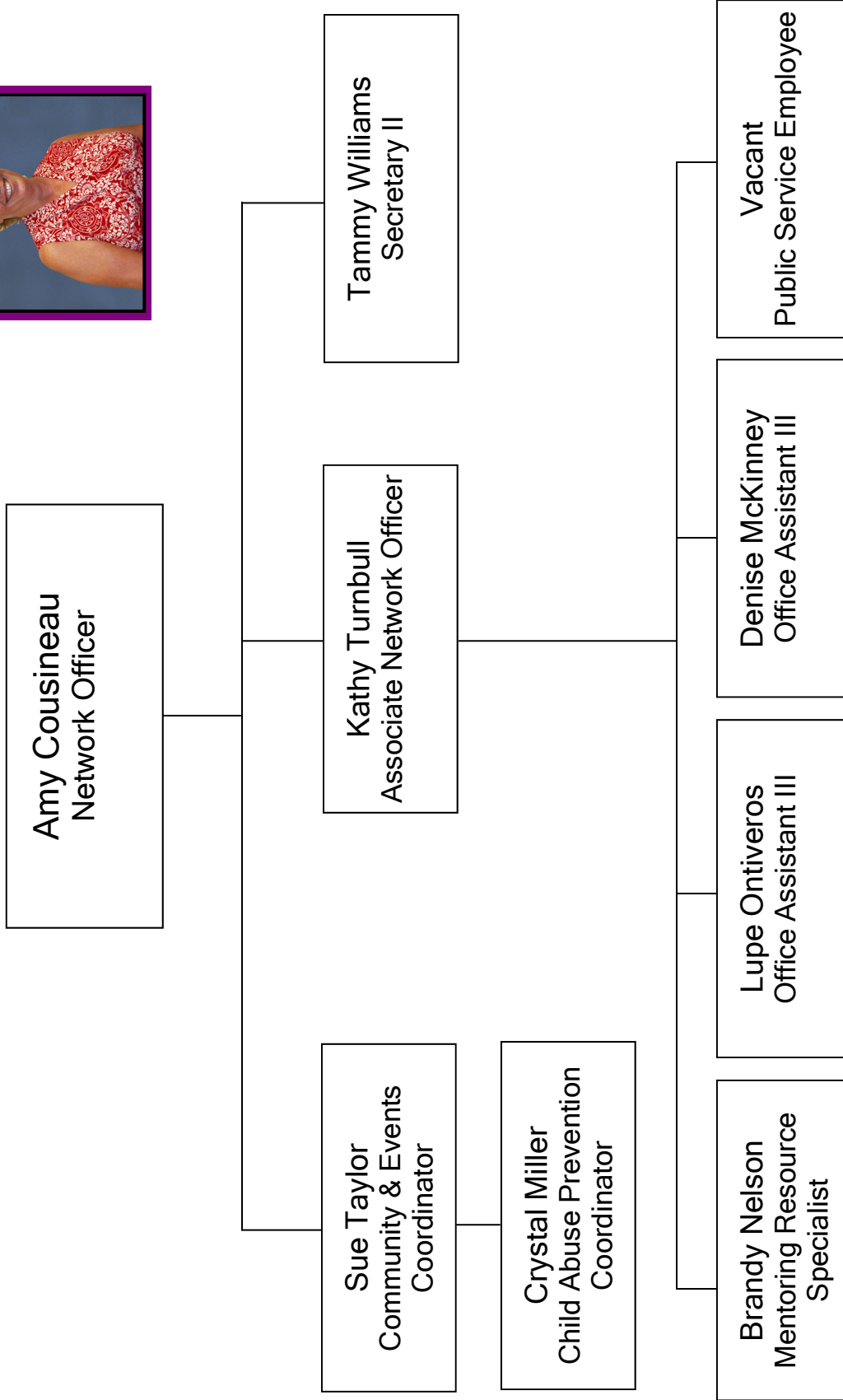
## Department of Child Support Services Budgeted Appropriation

8%
1%
16%
1%

- ■ Salaries and Benefits
- ■ Services and Supplies
- □ Central Computer
- □ Intra-Fund Transfers
- ■ Other

74%
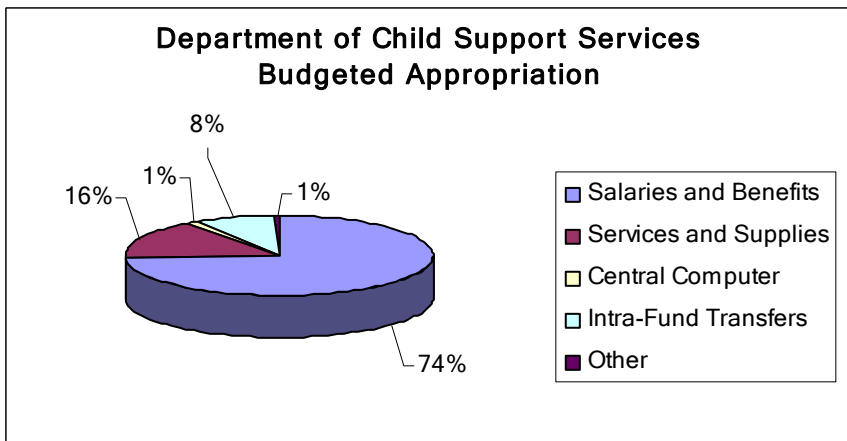
| | | |
|---|---|---:|
| Salaries and Benefits | $ | 30,155,215 |
| Services and Supplies | $ | 6,521,439 |
| Intra-Fund Transfers | $ | 3,433,792 |
| Central Computer | $ | 432,320 |
| Other | $ | 212,421 |
| **Total** | **$** | **40,755,187** |

# Children's Network - Branch Offices

SAN BERNARDINO NATIONAL FOREST

ANGELES NATIONAL FOREST

to Needles

to Trona and Ft. Irwin

to Barstow/I-40 and Baker

to Yucca Valley, Joshua Tree and Twentynine Palms

N

Johnson Valley

Rimrock

Pioneertown

Morongo Valley

247

Lucerne Valley

247

Apple Valley

Oro Grande

15

395

Adelanto

Victorville

Spring Valley Lake

Hesperia

Baldy Mesa

Oak Hills

Phelan

Piñon Hills

Wrightwood

18

2

18

Big Bear City

Sugarloaf

Heart Bar

Fawnskin

Big Bear Lake

Barton Flats

Seven Oaks

Angelus Oaks

Forest Falls

Oak Glen

38

Green Valley Lake

Running Springs

Arrowbear Lake

18

Yucaipa

Crafton

10

Lake Arrowhead

Blue Jay

Twin Peaks

Skyforest

Rimforest

173

Del Rosa

Highland

Mentone

Redlands

Loma Linda

330

Crestline

Devore

Muscoy

San Bernardino

Grand Terrace

215

Rialto

Colton

Bloomington

Lytle Creek

Fontana

15

Mt. Baldy Village

Rancho Cucamonga

210

Ontario

60

Upland

Montclair

10

Chino

Chino Hills

71

**San Bernardino**
825 E. Hospitality Ln., Second Floor   (909) 383-9677

CN 28

# Children's Network



**Amy Cousineau**
Network Officer

**Tammy Williams**
Secretary II

**Kathy Turnbull**
Associate Network Officer

**Sue Taylor**
Community & Events
Coordinator

**Crystal Miller**
Child Abuse Prevention
Coordinator

**Denise McKinney**
Office Assistant III

**Vacant**
Public Service Employee

**Lupe Ontiveros**
Office Assistant III

**Brandy Nelson**
Mentoring Resource
Specialist

# Children's Network

**M**ission  *The overall goal of the Children's Network (CN) is to help children-at-risk by improving communications, planning, coordination and cooperation among and between agencies and the community; setting priorities for interagency projects; and implementing collaborative programs, public and private, to better serve children and youth.*

**D**escription  In 1985, the San Bernardino County Grand Jury recommended that an interagency council be established to study and coordinate children's services for the County.  Thus, the Children's Network was established in 1988 and the Children's Network Policy Council serves as the directing board of the Children's Network.

## Accomplishments for 2008/2009

CN accomplished the following in 2008/2009:

√ Continued to facilitate and support the Screening, Assessment, Referral, and Treatment (SART) Program in partnership with First 5 San Bernardino, DBH, CFS, PSD, and Public Health. This program provides early intervention services to children ages 0-5 at risk for emotional/behavioral problems.

√ Welcomed Kathy Turnbull to the Children's Network as the Associate Network Officer.

√ Sponsored the 22nd Annual CN Conference:  "Protecting Our Vulnerable Youth: Strengthening Families, Systems, and Communities," hosting over 600 attendees.

√ Continued the process to track group home requests and complaints in conjunction with AB 2149, the County-sponsored group home legislation from 2004.  Interfaced with the Board of Supervisors on group home issues.

√ Completed the revision of the Interagency Placement Council policy and procedures in partnership with DBH, CFS, and Probation.

√ Continue to participate in the Child Death Review Team process.

√ Convened the Safe Surrender Task Force under the umbrella of the Children's Policy Council.  Served as the chairperson for the team, which was selected to participate in specialized child abuse prevention training through the PREVENT Institute at the University of North Carolina sponsored by the Doris Duke Foundation.

√ Joined the Coalition Against Sexual Exploitation (CASE) group spearheaded by the District Attorney's office. Served as the chairperson for the Community Outreach and Education sub-committee of CASE.

√ Forwarded recommendation to BOS to declare April 2009 Child Abuse Prevention Month in San Bernardino County; hosted the 11th Annual Shine a Light on Child Abuse Awards Breakfast.

## Accomplishments for 2008/2009 continued...

√ In partnership with CFS and DBH, hosted the 3rd Annual Foster Youth Summit in May, 2009.

√ Facilitated a partnership between CFS, First 5 San Bernardino, and 211 to create a child abuse reporting and prevention campaign.

√ Partnered with DBH to create a Mentoring Resource Collaborative through the Mental Health Services Act (MHSA).

√ Continued ongoing collaborative efforts with the Workforce Investment Board Youth Council, Head Start Shared Governance Board and Children's Fund Board of Directors.

## Goals for 2009/2010

CN established the following goals for 2009/2010:

1. Continue to provide countywide leadership for the SART Program for at-risk children ages 0-5.

2. Coordinate Child Abuse Prevention Council efforts countywide.

3. Enhance Policy Council functioning.

4. Implement a public awareness campaign regarding Safe Surrender laws in collaboration with County and community partners.

5. Develop a speaker's bureau for child abuse prevention efforts i.e., Safe Surrender, CASE, etc.

6. Develop a strategic plan for increasing mentoring resources for system involved youth.

## Children's Network Committees

Children's Policy Council - Department heads of those County agencies that provide services to children, a member of the BOS, the CAO and the Presiding Judge of the Juvenile Court.

Regional and Countywide SART Programs - SART is an early intervention program for children ages 0-5, which provides comprehensive assessment and treatment to improve a child's overall functioning.

Child Abuse Prevention Planning - An interagency planning committee that plans and executes San Bernardino County's participation in the National Child Abuse Prevention Campaign each April and throughout the year.

Children's Legislative Review - An interagency team that reviews Assembly and Senate Bills that relate to positive outcomes for children and families.

Foster Care Services - An interagency team that focuses on improving outcomes to our foster youth.

Child Death Review Team - An interagency team that reviews reported deaths of children 0-17 years of age.

# Children's Network Committees continued...

<u>Drug Endangered Children (DEC)</u> - An interagency task force that reviews cases and coordinated response for children found in either drug labs or drug abusive environments.

<u>Coalition Against Sexual Exploitation (CASE)</u> - A task force comprised of community and County partners with the goal of educating the community about this growing problem.
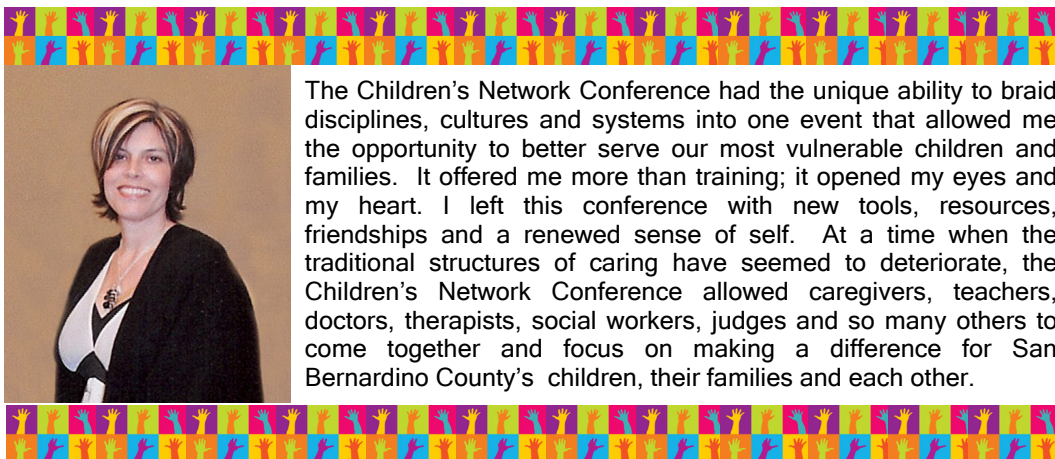
<u>Safe Surrender Task Force</u> - A team brought together to develop a wide reaching media campaign to bring awareness to the Safe Surrender law.

# Statistical Information

<u>Child Abuse Prevention Council</u>

√ Received proclamations from 14 cities in San Bernardino County during the month of April.

√ Hosted over 500 attendees at the 2009 Shine a Light Awards Breakfast at the National Orange Show.

√ Distributed over 400,000 pieces of educational materials and giveaways to support child abuse prevention and child safety. Continued to increase the resource center with new materials.

√ Attended or provided materials for over 100 community events.

√ Participated in the 5-County Regional Child Abuse Prevention Coalition.

Tammy DeHesa, Foster/Adoptive Parent and Executive Director of Making a Difference Assoc.
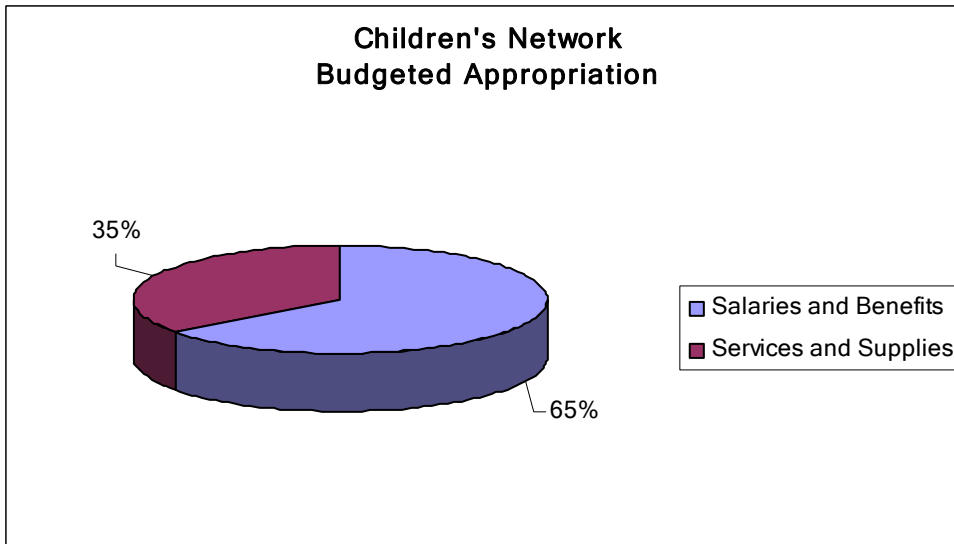
The Children's Network Conference had the unique ability to braid disciplines, cultures and systems into one event that allowed me the opportunity to better serve our most vulnerable children and families. It offered me more than training; it opened my eyes and my heart. I left this conference with new tools, resources, friendships and a renewed sense of self. At a time when the traditional structures of caring have seemed to deteriorate, the Children's Network Conference allowed caregivers, teachers, doctors, therapists, social workers, judges and so many others to come together and focus on making a difference for San Bernardino County's children, their families and each other.

# Staffing Information 2008/2009

Total staffing is approximately seven employees.
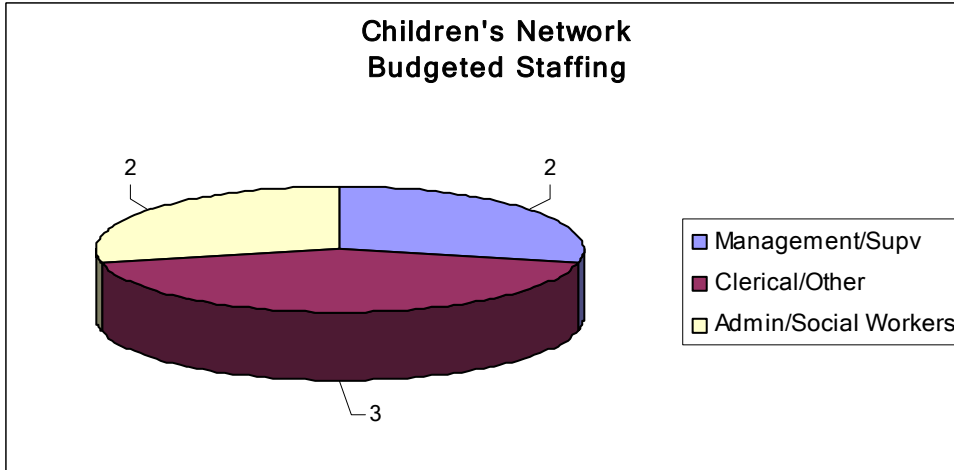
**Children's Network
Budgeted Staffing**

2

2

3

- Management/Supv
- Clerical/Other
- Admin/Social Workers

# Budget Information 2008/2009

The department budget for FY 08/09 is $709,379.

**Children's Network
Budgeted Appropriation**

35%

65%

- Salaries and Benefits
- Services and Supplies

| Salaries and Benefits | $ 458,898 |
|---|---|
| Services and Supplies | $ 250,481 |
| Total | $ 709,379 |

# Children and Family Services - Branch Offices
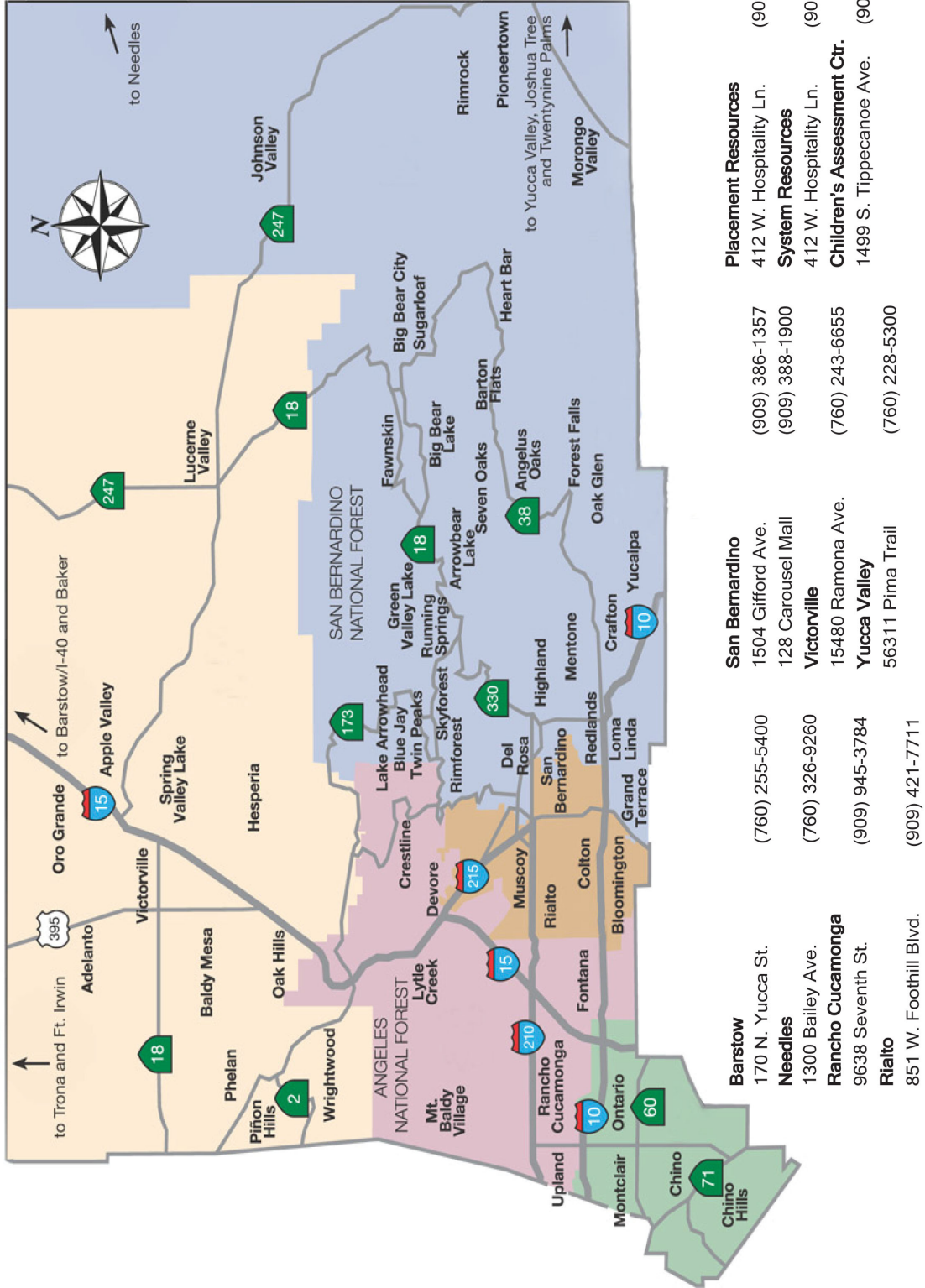


| | | |
|---|---|---|
| **Barstow** | | |
| 170 N. Yucca St. | (760) 255-5400 | |
| **Needles** | | |
| 1300 Bailey Ave. | (760) 326-9260 | |
| **Rancho Cucamonga** | | |
| 9638 Seventh St. | (909) 945-3784 | |
| **Rialto** | | |
| 851 W. Foothill Blvd. | (909) 421-7711 | |

| | | |
|---|---|---|
| **San Bernardino** | | |
| 1504 Gifford Ave. | (909) 386-1357 | |
| 128 Carousel Mall | (909) 388-1900 | |
| **Victorville** | | |
| 15480 Ramona Ave. | (760) 243-6655 | |
| **Yucca Valley** | | |
| 56311 Pima Trail | (760) 228-5300 | |

| | | |
|---|---|---|
| **Placement Resources** | | |
| 412 W. Hospitality Ln. | (909) 891-3506 | |
| **System Resources** | | |
| 412 W. Hospitality Ln. | (909) 891-3382 | |
| **Children's Assessment Ctr.** | | |
| 1499 S. Tippecanoe Ave. | (909) 478-1050 | |

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# Children and Family Services



**DeAnna Avey-Motikeit**
Director

## Jeff Wagner
System Resources Division

- Juvenile Court/Intercounty Transfer
- Child and Adult Abuse Hotline
- Children's Assessment Center
- Automation MIS
- Educational Task Force
- Training Coordination
- Countywide School Attendance Review Board
- Monthly Reports
- CWS Outcomes
- Litigation
- Critical Incidents
- Contracts
- System Improvement Plan
- Child Death Review
- Special Projects

## Norman Dollar
Placement Resources Division

- Foster Home Recruitment, Licensing, Retention
- Placement Resources
- PRIDE Training
- Foster Home Investigations
- Foster Youth Services
- Kinship/Family to Family
- Adoptions Administration/AAP
- Post-Adoptions
- Home Study Workers
- Step-Parent Adoptions
- Specialized Health Care Needs
- CPU/RAU/ICPC
- Specialized Care Rate
- Housing
- ILP Coordination
- Wraparound

## Randall Schulz
Central Region

## Helen Parrott
Western Region

## Mae Harris-Oglesby
Eastern Region

## Jeff Luther
North Desert Region

- Child Abuse and Neglect Investigations
- Ongoing Child Welfare Services
- Adoptions

CFS 35

# Children and Family Services

**Mission** *The mission of Children and Family Services (CFS) is to protect endangered children, preserve and strengthen their families, and develop alternative family settings. Services, as mandated by law and regulation, will be provided in the least intrusive manner with a family-centered focus. This mission is accomplished in collaboration with the family, a wide variety of public and private agencies and members of the community.*

**Description** CFS provides family-centered programs and services designed to ensure safe, permanent, nurturing families for San Bernardino County's children, while strengthening and attempting to preserve the family unit. Child Protective Services (CPS) helps prevent further harm to children from intentional physical or mental injury, sexual abuse, exploitation, or neglect by a person responsible for a child's health or welfare. Our services provide support for families and strive towards goals of reducing risks to children, improving parenting skills, and strengthening social support networks for families.

The main services provided include the following:

**Child Protective Services** investigates allegations of abuse or neglect. Social work staff determines intervention strategies by assessing the referral information, and investigating and focusing on the present and future risks to the child. This process involves accepting oral or written allegations of child abuse or neglect for further investigation, gathering information to determine the need for CPS, determining if removal of the child is necessary, and/or providing the appropriate services to the family.

**Foster Care** is a temporary placement that assists children in preparing for return to their birth parents (reunification), or for a more permanent placement such as adoption or guardianship. Social workers visit the home on a regular basis to provide services to support the children's needs. Social work staff and foster parents work together to assist reunification efforts between birth parents and children, if appropriate. Foster parents receive ongoing financial and medical assistance to care for the child.

**Adoption** is the permanent placement of a child in a lifelong, loving, supportive home. The children are of different ages and ethnic backgrounds. Some are part of sibling groups, while others are single children. CFS seeks home environments that allow the children to develop a positive self-image and eventually become productive members of our society.

# Accomplishments for 2008/2009

CFS accomplished the following in 2008/2009:

√ Received and assessed approximately 48,541 child abuse referrals based on number of children involved in referrals.

√ Served 84 youth in the Transitional Housing Placement Program (THPP).

√ Served 50 youth in the Transitional Housing Placement-Plus (THP+) Program.

√ Provided Wraparound services to 449 children countywide to decrease group home placements.

√ Completed 941 Team Decision Making (TDM) meetings during 2008/09, a 14% increase from the previous year. Received participation in a TDM from 735 community partners and 432 family support individuals.

√ Finalized 485 adoptions.

√ Arranged for 983 children to attend Summer Camp.

√ Licensed 137 new foster and/or adoptive homes.

√ Provided approval and re-assessment for more than 1,300 children in relative foster care.

√ Monitored license clearance and placement safety for almost 1,350 children in Foster Family Agency placements.

√ 688 foster home licenses were in force during 2008.

√ Organized and hosted 249 foster and kinship youth at the 3rd Annual CFS Sports Faire.

# Goals for 2009/2010

CFS established the following goals for 2009/2010:

1.  Reduce the number of children who must enter foster care by 8 percent through a family-centered, strength- and community-based service delivery approach.

2.  Increase by 6 percent the number of foster children in the Independent Living Program (ILP) who earn a high school diploma or G.E.D. through tracking the performance of youth on the High School Proficiency (Exit) Exam, and the utilization of tutoring programs for those youth experiencing difficulty passing the exam.

## How Outcomes Are Measured

CFS measures outcomes by the following methods:

Accomplishments and goals are analyzed through various means in keeping with departmental goals, the Systems Improvement Plan (SIP) and the CFS Business Plan. Most data is extrapolated from CWS/CMS through the use of concurrently running software such as Business Objects.

CFS has the ability to produce reports based on very specific criteria including demographics, program information, services provided, and case information. Additionally, CFS monitors and analyzes information based on both state and federal outcome measures.

| Activity | Measure |
|---|---|
| Decrease the number of children who must enter foster care | • Reduce the percentage of children entering foster care by 8% |
| Increase the number of foster children in the Independent Living Program who earn a high school diploma or G.E.D. | • Increase percentage of foster youth graduating with a high school diploma or G.E.D. by 6% |



"Our social workers played a big role in our success. They always communicated and supplied us with helpful resources. Through Children and Family Services, we established a great relationship with my daughter's former foster parents. It was very motivating to have them by our sides. They were never judgmental towards us and we always had good communication with one another. Although at times it did get tough, the support of our family and the guidance of CFS helped us complete our journey on becoming a successful family."

--Juan and Rachel Solis

# Program Information

Family to Family (F2F) - A nationally known "best practice" child welfare model. The primary goal is to maintain children in their own community when placement is required. The core strategies are recruiting placement resources for families, building community partnerships, conducting TDM, and monitoring outcomes. F2F was implemented in Rialto in 2004, and has since expanded throughout the county.

Family Group Decision-Making (FGDM) - A strength-based, family-focused intervention process mediated by a facilitator. The FGDM meeting is designed to strengthen the natural care-giving system for the children. Participants include family members, family-identified support persons, CFS caseworkers and other service providers. Participants assist the family in creating and following through with safety and permanency plans.

The Kinship Support Services Program (KSSP) - Provides support and helps strengthen families of relatives who are raising children of their extended family. The goal is to keep children connected to family in a safe and stable environment. Services include information and referral, education, support groups, recreation, and other needs-driven services. Through kinship placements, families are maintained, traditions are upheld, children move less and experience fewer behavioral, educational and/or health problems. The KSSP is available in all three regions of the county.

Wraparound - An intensive, strength- and needs-driven, community-based, family-centered service delivery process designed to allow seriously emotionally disturbed children to remain in their community, or at the least restrictive level of care. The wraparound process "wraps" the child and his/her family with a flexible array of intensive services while supporting the child to succeed in a lower placement level or in the child's own home.

Wraparound is provided in collaboration with the DBH, Probation Department, Public Health, County Superintendent of Schools, community members and faith-based organizations. During this fiscal year, Wraparound services were implemented and expanded to all areas of the county.

Independent Living Program (ILP) - A federal- and state-funded, nationwide program designed to provide basic life skills, career exploration and job readiness preparation for foster teens. Eligible teens (16-21 years of age) learn skills to prepare them to transition to adulthood and live on their own. ILP services include workshops, conferences, training, career counseling, tutoring, and assistance with scholarships.

# Statistical Information

CFS receives allegations of child abuse and neglect through referrals from the public and mandated reporters to the Child and Adult Abuse Hotline (CAAHL).

| Referrals | JAN - DEC 2006 (12 months) | JAN - DEC 2007 (12 months) | JAN - DEC 2008 (12 months) | JAN - JUNE 2009 (6 months) |
|---|---|---|---|---|
| Referrals | 30,358 | 29,235 | 27,458 | 13,712 |
| No. of children | 55,963 | 51,628 | 48,541 | 24,228 |
| Average Monthly No. Referrals | 2,530 | 2,436 | 2,288 | 2,285 |

The type of abuse reported from 2004 through June 2009 is reflected below:

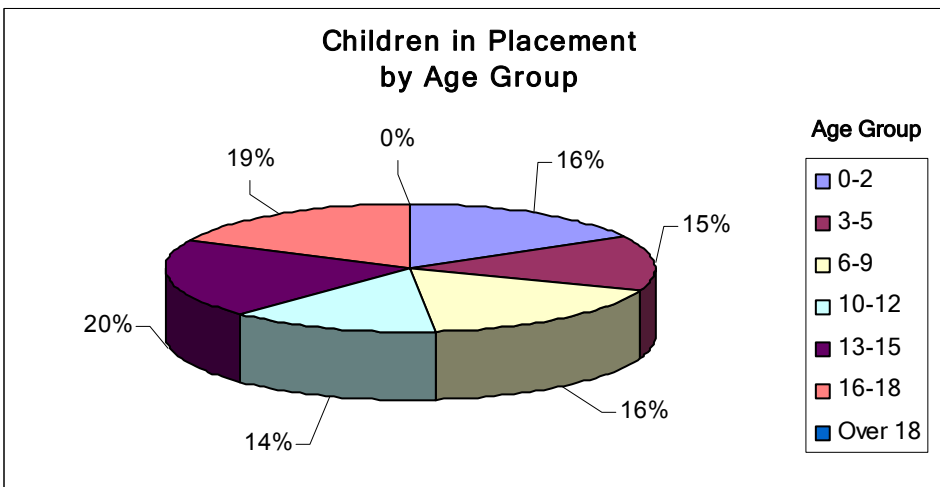| Types of Abuse Reported | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 YTD |
|---|---|---|---|---|---|---|
| Sexual Abuse | 9% | 9% | 10% | 10% | 10% | 9% |
| Physical Abuse | 18% | 18% | 18% | 19% | 20% | 18% |
| Severe Neglect | 2% | 3% | 3% | 4% | 3% | 2% |
| General Neglect | 42% | 42% | 42% | 44% | 44% | 40% |
| Emotional Abuse | 4% | 4% | 4% | 5% | 4% | 3% |
| Caretaker Absence/ Incapacity | 6% | 6% | 6% | 6% | 5% | 4% |
| Exploitation | <1% | <1% | <1% | <1% | <1% | <1% |
| At-Risk/Substantial Risk | 15% | 13% | 13% | 13% | 13% | 11% |
| Not Available (referral still open) | 4% | 5% | 4% | <1% | <1% | 14% |

# Statistical Information continued...

San Bernardino County currently has 3,867 children in out-of-home care.  Of those, 19% are placed either outside of San Bernardino County (670) or out of the state (76).

1,927 children left placement during fiscal year 2008/2009.  The following information pertains to the reasons for exiting from foster care during this fiscal year.
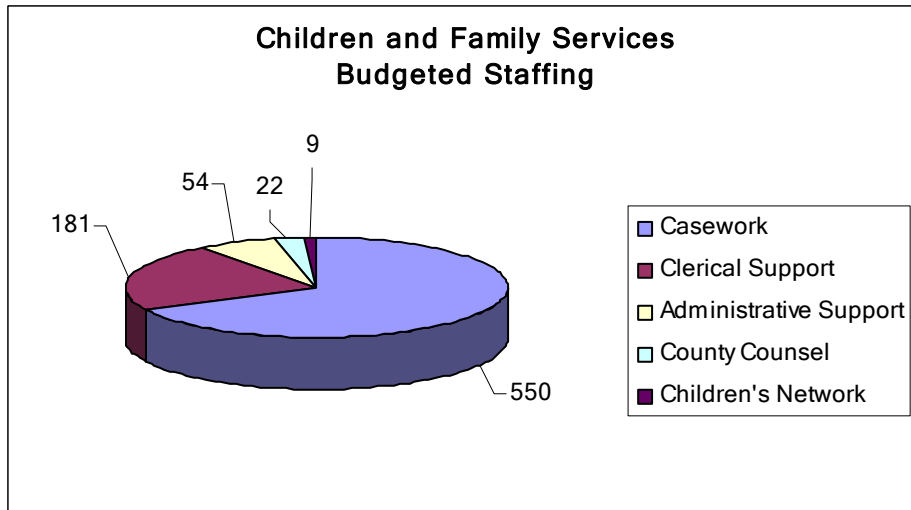
| Foster Children Exiting From Placement | # of Foster Youths Exiting Foster Care FY 08/09 | % of Foster Youths Exit Reason |
|---|---|---|
| Adoption | 425 | 22.1% |
| Death | 2 | 0.1% |
| Emancipation | 283 | 14.7% |
| Guardianship | 159 | 8.3% |
| Reunification | 991 | 51.4% |
| Runaway | 12 | 0.6% |
| Other | 55 | 2.9% |
| Total | 1,927 | 100% |

The percentage of children in placement by age group is summarized in the following chart.



Children in Placement by Age Group

# Staffing Information 2008/2009

Total staffing is approximately 816 employees.

**Children and Family Services Budgeted Staffing**

9
54   22
181
550

- Casework
- Clerical Support
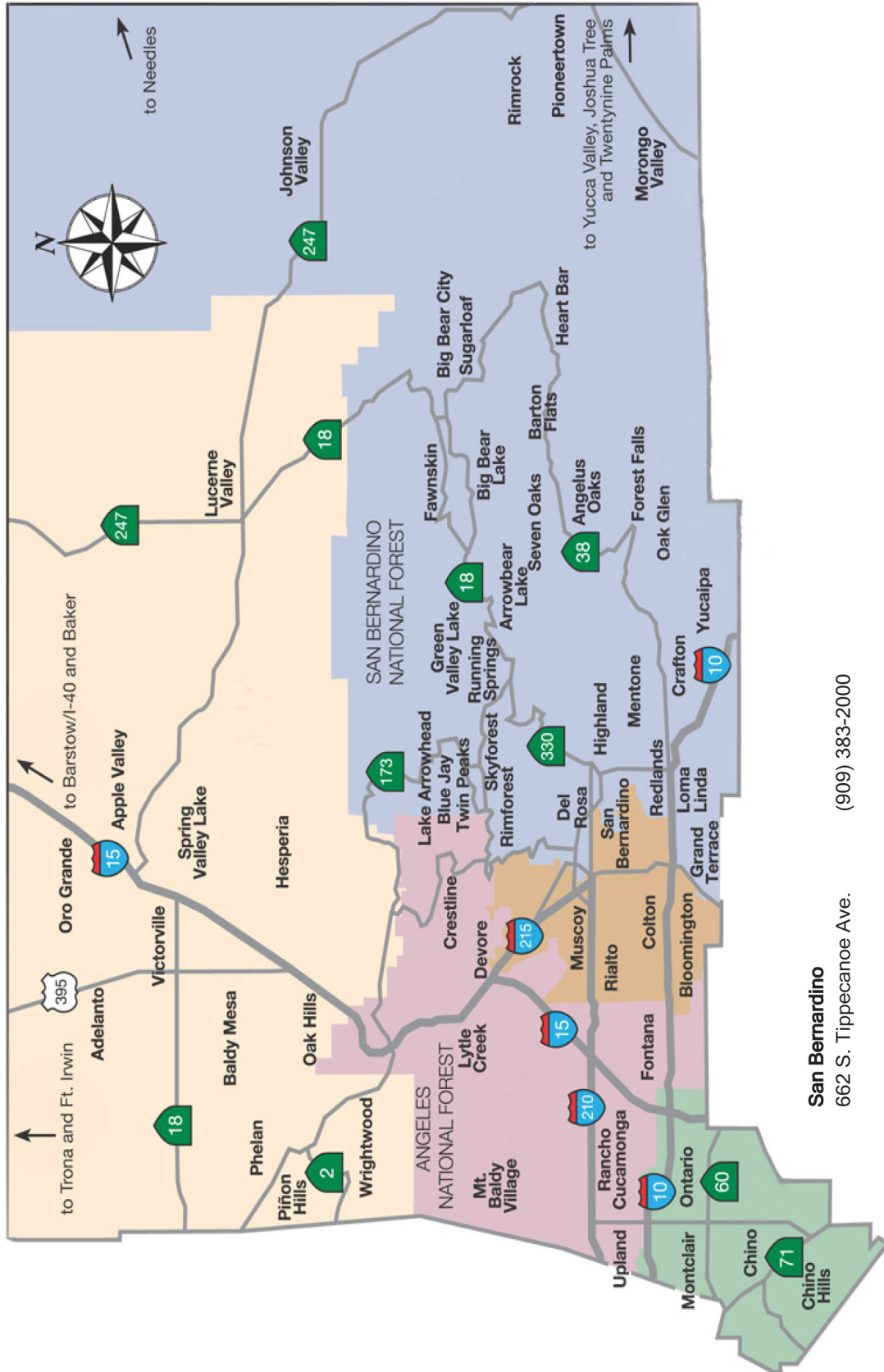- Administrative Support
- County Counsel
- Children's Network

# Budget Information 2008/2009

CFS received an allocation of $90 million for fiscal year 2008/2009. Of this, 87% was allocated to Child Welfare Services. CFS is expected to receive an allocation of $90 million for fiscal year 2009/10.
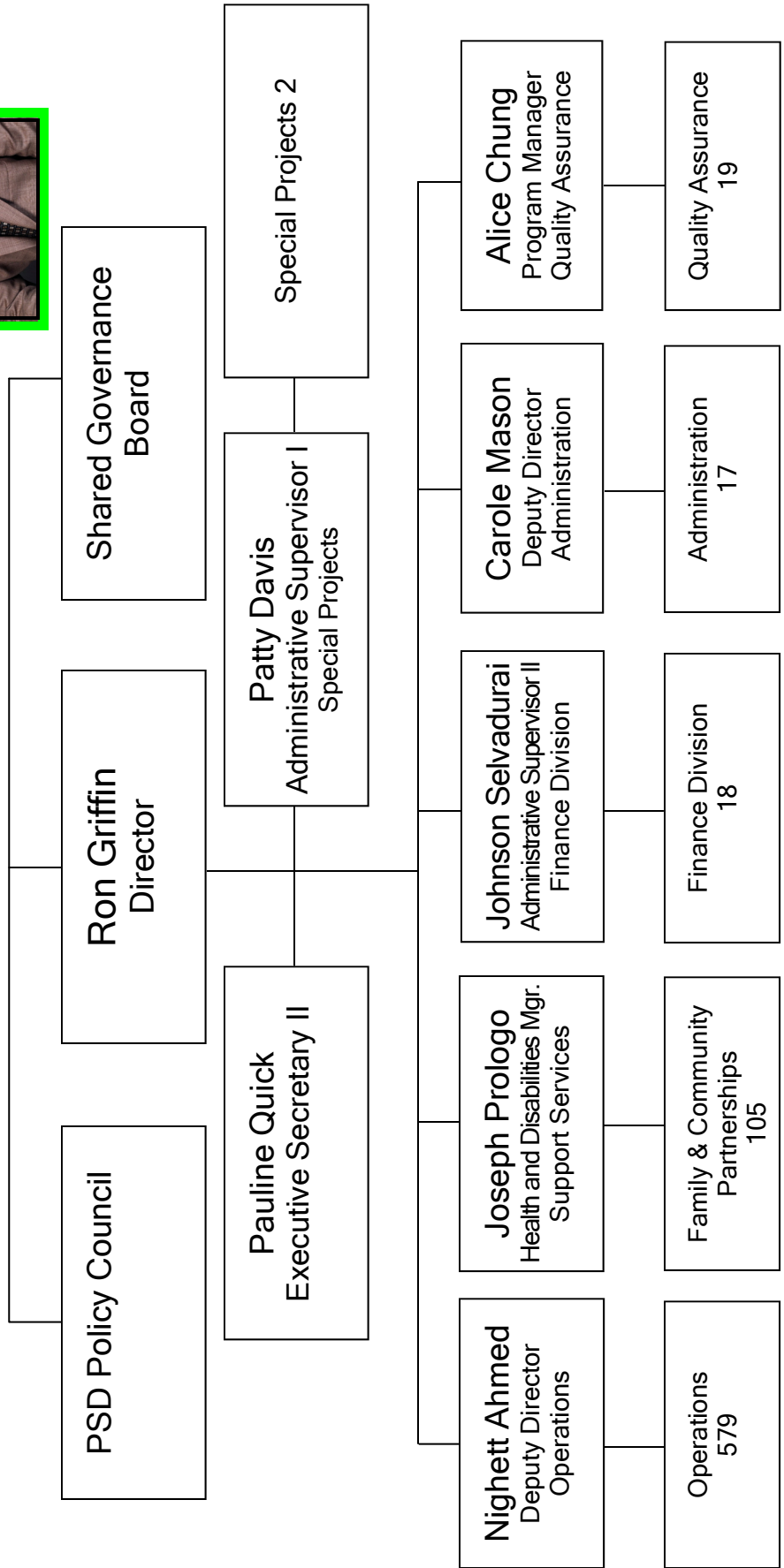
**Children and Family Services Budgeted Appropriation**

1%
5%
1%
2%   2%
0%
2%
87%

- Child Welfare Services
- Promoting Safe and Stable Families
- Foster Care Training and Recruitment
- Licensing
- Support and Therapeutic Options Program
- Adoptions
- ILP
- Other Programs
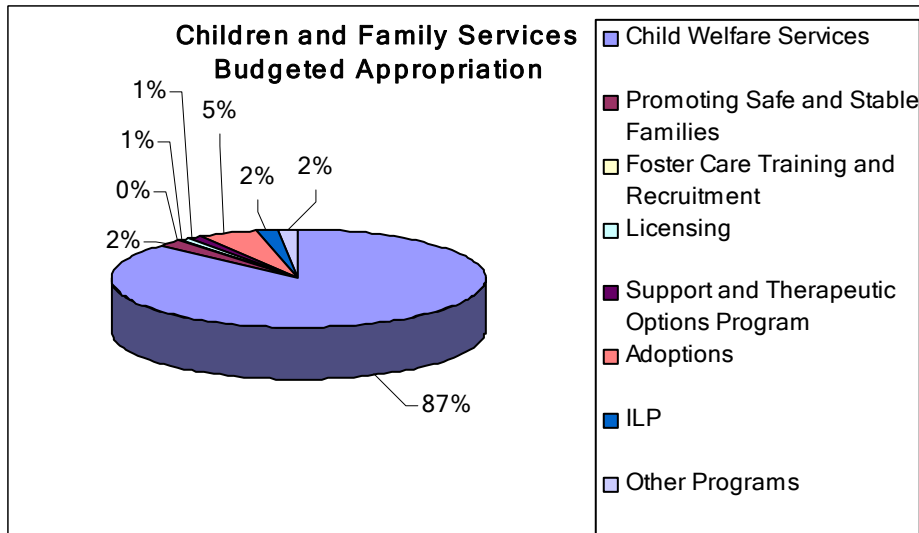
| | |
|---|---|
| Child Welfare Services | $78,148,001 |
| Promoting Safe and Stable Families | $ 1,881,377 |
| Foster Care Training and Recruitment | $    254,055 |
| Licensing | $    645,611 |
| Support and Therapeutic Options Program | $    985,085 |
| Adoptions | $ 4,732,538 |
| ILP | $ 1,855,543 |
| Other Programs | $ 1,465,539 |
| Total | $89,967,749 |

# Preschool Services - Branch Offices

to Needles

N

to Barstow/I-40 and Baker

to Trona and Ft. Irwin

Johnson Valley

Rimrock

Pioneertown

to Yucca Valley, Joshua Tree and Twentynine Palms

Morongo Valley

247

18

Lucerne Valley

247

Big Bear City

Sugarloaf

Heart Bar

SAN BERNARDINO NATIONAL FOREST

Fawnskin

Big Bear Lake

Barton Flats

Angelus Oaks

Forest Falls

18

Apple Valley

Spring Valley Lake

Hesperia

15

Green Valley Lake

Running Springs

Arrowbear Lake

Seven Oaks

38

Oak Glen

Crafton

Yucaipa

10

173

Lake Arrowhead

Blue Jay

Twin Peaks

Skyforest

Rimforest

Del Rosa

Highland

Mentone

Redlands

Loma Linda

330

Oro Grande

395

Adelanto

Victorville

Baldy Mesa

Oak Hills

Crestline

Devore

215

Muscoy

San Bernardino

Colton

Grand Terrace

Rialto

Bloomington

18

Phelan

Wrightwood

ANGELES NATIONAL FOREST

Lytle Creek

15

Fontana

Piñon Hills

2

Mt. Baldy Village

210

Rancho Cucamonga

Upland

10

Ontario

60

Montclair

Chino

71

Chino Hills

San Bernardino
662 S. Tippecanoe Ave.        (909) 383-2000

PSD 44

# Preschool Services



Ron Griffin
Director

PSD Policy Council

Shared Governance
Board

Special Projects 2

Patty Davis
Administrative Supervisor I
Special Projects

Pauline Quick
Executive Secretary II

Nighett Ahmed
Deputy Director
Operations

Operations
579

Joseph Prologo
Health and Disabilities Mgr.
Support Services

Family & Community
Partnerships
105

Johnson Selvadurai
Administrative Supervisor II
Finance Division

Finance Division
18

Carole Mason
Deputy Director
Administration

Administration
17

Alice Chung
Program Manager
Quality Assurance

Quality Assurance
19

# Preschool Services Department

**Mission** *PSD provides a foundation for success to children and families by providing high quality child development programs and comprehensive family support services.*

**Description** Preschool Services Department (PSD) operates the Federal Head Start and State Preschool Programs in San Bernardino County. The department's ultimate goals are to increase the school readiness of children in low-income families, to enhance the self-sufficiency of our families and increase access to high quality community resources countywide.

Research has shown that during their school years and beyond, children who attend quality preschool:

1. Are less likely to be placed in special education or held back a grade.
2. Exhibit more positive classroom behaviors and perform better on standardized math and reading tests.
3. Are more likely to graduate from high school, continue their education and earn more money.
4. Are less likely to receive public assistance or become involved in criminal activity.

## Accomplishments for 2008/2009

PSD accomplished the following in 2008/2009:

√ Received an increase in State Preschool grant funding which allowed PSD to serve an additional 140 families in the cities of Adelanto, Apple Valley, Barstow, Hesperia, Ontario, San Bernardino, Victorville and Redlands.

√ Partnered with DBH to provide Prevention and Early Intervention mental health services to 45 children, and social-emotional training to 409 PSD teaching staff.

√ Partnered on the "Power of Preschool" initiative spearheaded by the mayor of the City of San Bernardino, which added an additional 224 preschool slots to the county.

√ Results from the Steps to Success Apprenticeship Training Program included 9 Head Start parents becoming employed and placement of 61 Work Experience Workers from TAD.

√ Successfully completed the Child and Adult Care Food Program audit.

# Accomplishments for 2008/2009 continued...

√ Partnered with the University of California, Riverside to provide over 200 parents and childcare providers with Health and Early Childhood Education classes through the Family, Friends and Neighbors Program.

√ Provided educational and supportive services to over 455 children with disabilities and/or special needs.

√ Conducted health screenings for over 4,300 children and provided mental health services to over 900 children throughout the county.

√ Provided home-based educational and support services to over 168 families.

√ Partnered with Copper Mountain College to provide an accelerated Early Childhood Education (ECE) Program, which provides parents and other members of the community the opportunity to complete 12 ECE units in one year, making them eligible for employment as a teacher or teacher's aide.

√ Expanded Tuition Reimbursement Program to assist staff in meeting educational requirements.

√ Collaborated with the City of Rialto and Hope Through Housing to open a new center in Rialto as part of an economic development project featuring after school programs and full day child development services for working families.

√ Partnered with First Five Dental to provide dental screenings to 4,618 children and follow up dental treatment to 772 children.

√ Partnered with Hawaiian Elks to provide vision screenings to 3,500 children.

# Goals for 2009/2010

PSD established the following goals for 2009/2010:

The three goals PSD has established reflect the essential values of the department. These goals ensure the success and support of high quality educational and comprehensive supportive services to children, families and communities.

1. Achieve school readiness of children to ensure progress toward a positive outcome as measured by the Desired Results Developmental Profile Revised (DRDP-R).

   A. Children will be assessed three times per year in compliance with federal and state regulations.

   B. Teachers will share child assessment information with parents, and use this input to prepare home and classroom activities responsive to each child's individual needs.

   C. Management will analyze child outcomes information to develop staff training and plans to ensure our children are successful.

# Goals for 2009/2010 continued...

2. Increase parent and community satisfaction rate to enhance the well-being of county families involved in the program.

   A. The State Desired Parent Survey will be distributed to all families and results will be analyzed annually to determine parent satisfaction.

   B. The survey information will also be analyzed to assist PSD to respond to the needs of parents/caretakers.

3. Improve staff qualifications and development to meet the Head Start Act requirements.

   A. Attract and retain qualified teaching staff.

# How Outcomes Are Measured

PSD measures outcomes by the following methods:

| Goal | Activity | Measure |
|------|----------|---------|
| Achieve school readiness | • Percentage of children showing positive outcomes | 99% |
| Increase parent and community satisfaction | • Percentage of parents who respond they are satisfied with the over all quality of the program | 94% |
| | • Increase the percentage of parents who respond that the program has made it easier to meet the job and/or training needs | +7% |
| Improve staff qualifications and development to meet Head Start requirements | • Reduce teaching staff turnover | -5% |
| | • Increase percentage of teaching staff who have at least a Baccalaureate degree | +6% |

# Program Information

PSD serves 4,640 disadvantaged Head Start and State Preschool children annually at 39 locations throughout the county.  The comprehensive educational and support services provided to children and families include:  education, health, nutrition, and psychological services which are directed toward helping children prepare to be successful in school and to live more productive, healthy and happy lives.  In order to achieve the program objectives, PSD is divided into several management areas; Administration, Finance, Operations, Support Services, Special Projects and Quality Assurance.

Administration - Oversees human resources, organizational development, training and technical assistance and parent involvement.

Finance - The Finance division oversees fiscal, budget, reporting/audit preparation, contracts and grant writing.

Special Projects Unit - Is responsible for technology, communication, planning, community assessment, shared governance, research and the Program Information Report (PIR).

# Program Information continued...

Support Services - Oversees Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA), Family and Community Partnership, Health, Nutrition, Mental Health, Disabilities Services and Home-Base Program.

⇒ ERSEA is responsible for eligibility, recruitment, selection, enrollment and attendance.

⇒ Family and Community Partnership provide children and families with extensive family literacy and school transition programs.

⇒ The Health Unit ensures that comprehensive health services are made available through direct services or community referrals.

⇒ PSD employs a full-time registered nutritionist who ensures children are provided with nutritious meals and snacks to supplement food served at home. Special menus are available to children with special diets. Children are provided with age appropriate food experiences and parents participate in nutrition education classes.

⇒ PSD's mental health specialists provide children and families with educational training and community referrals.

Special Services - The division has extended core capability for providing screening, evaluation, remediation and/or referral services to children with multiple special needs/disabilities.

Operations - Oversees education staff, child outcomes and children's services.

⇒ Education is responsible for the overall operations of the sites and ensures that each child is provided with comprehensive child development services that are age appropriate and addresses all areas of the child's growth and development as mandated by the Federal Head Start Program Performance Standards.

Quality Assurance - Oversees ongoing monitoring, licensing/transportation, maintenance and facilities, and Delegate Agencies.



Preschool Services - Head Start

"It was because of Head Start that I was able to keep my job and my house. My daughters were really happy with all the staff and they learned a lot. The teachers helped me with food, clothing, and words of encouragement, and the monthly meetings helped me as a parent to understand my children better."

---Hilda Lopez

# Statistical Information

In addition to high quality educational programs, PSD families receive comprehensive supportive and referral services. The following are the number of families who received services/referrals in 2008/09 (Head Start Program Information Report 2008/09).
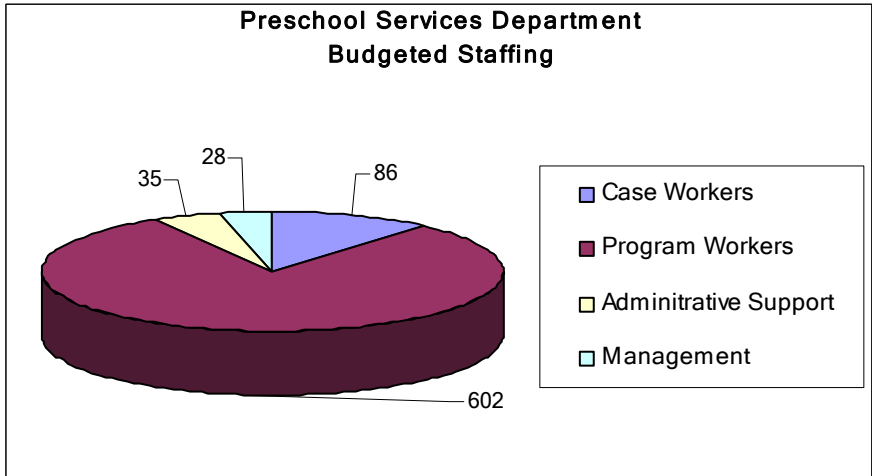
| Referral Service | Families Referred |
|---|---|
| Emergency/crisis intervention services (such as immediate need for food, clothing, shelter) | 801 |
| Housing assistance (such as subsidies, utilities, repairs, etc.) | 739 |
| Mental health services | 512 |
| English as a second language | 852 |
| Adult education (such as GED programs, and college) | 832 |
| Job training | 917 |
| Substance abuse treatment or prevention | 264 |
| Child abuse and neglect services | 242 |
| Domestic violence services | 338 |
| Child support assistance | 255 |
| Health education | 1,176 |
| Assistance to families of incarcerated individuals | 262 |
| Parenting education | 1,424 |
| Marriage education | 263 |

# Caseload

Preschool Services serves a caseload of 4,640 Head Start and State Preschool children and their families annually.

# Staffing Information 2008/2009

Total staffing is approximately 751 employees.

### Preschool Services Department
### Budgeted Staffing

- Case Workers: 86
- Program Workers: 602
- Adminitrative Support: 35
- Management: 28

# Budget Information 2008/2009

The department budget for FY 08/09 is $40,661,106.

### Preschool Services Department
### Budgeted Appropriation

- Salaries and Benefits: 57%
- Services and Supplies: 16%
- Central Computer: 0%
- Other: 27%
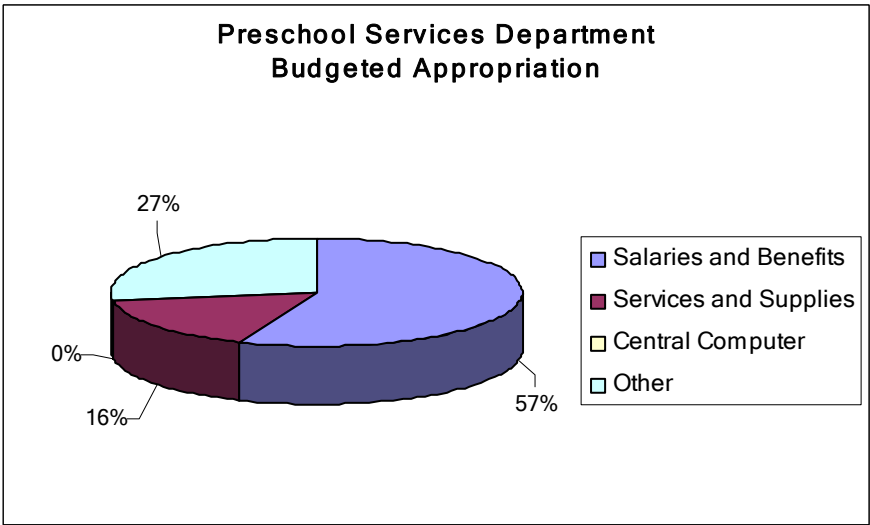
| | | |
|---|---|---|
| Salaries and Benefits | $ | 22,784,708 |
| Services and Supplies | $ | 6,643,294 |
| Central Computer | $ | 147,612 |
| Other | $ | 11,085,492 |
| **Total** | **$** | **40,661,106** |

# Transitional Assistance Department - Branch Offices

**Adelanto**
10875 Rancho Rd.    (760) 530-2900
**Barstow**
1300 E. Mtn. View Ave.    (760) 256-4374
**Colton**
2040 W. Woodpine Ave.    (909) 421-3108
**Del Rosa**
1585 E. Highland Ave.    (909) 475-8561
**Fontana**
7977 Sierra Ave.    (909) 356-3221
**Fontana Employment Services**
16730 Arrow Blvd.    (909) 854-4000

**Hesperia**
9655 9th Ave.    (760) 956-4697
**Hesperia Medi-Cal**
15980 Main St.    (760) 948-8701
**Needles**
1300 Bailey St.    (760) 326-9260
**Ontario**
1637 E. Holt Blvd.    (909) 933-6330
**Ontario Medi-Cal**
1627 E. Holt Blvd.    (909) 458-9466
**Rancho Cucamonga**
10825 Arrow Rte.    (909) 945-0999

**Redlands**
881 W. Redlands Blvd.    (909) 335-0666
**San Bernardino**
265 E. 4th St.    (909) 252-4601
1585 E. Highland Ave.    (909) 475-8561
2050 N. Massachusetts Ave.    (909) 475-2074
**Twentynine Palms**
73629 Sun Valley Drive    (760) 361-4636
**Victorville**
12219 Second Ave.    (760) 955-5840
**Yucca Valley**
56357 Pima Trail    (760) 228-5372

# Transitional Assistance Department



Nancy Swanson
Director

Cindy Willingham
Executive Secretary II

June Hutchison
C-IV County Project Manager

Holly Sterner
Interim Corrective Action Coordinator

Steve Couchot
Director's Assistant

Colin Bailey
Staff Analyst II

James Locurto
Deputy Director
Region 1

Patrice Thomas
Interim Deputy Director
Region 2

Kelli Booth
Deputy Director
Region 3

Cindi Tamez
Deputy Director
Region 4

Gilbert Ramos
Deputy Director
Region 5

Michael De LaRosa
Deputy Director
Region 6

TAD 53

# Transitional Assistance Department

**Mission** *The mission of the Transitional Assistance Department (TAD) is to enhance the quality of life in the communities we serve by assisting individuals and families as they transition to self-sufficiency. We provide our services accurately and efficiently, with a high emphasis on integrity, respect and customer service.*

**Description** The Transitional Assistance Department is responsible for administering the financial support programs to persons in need of financial, nutritional and/or medical assistance. The department also provides Welfare-to-Work (WTW) services to CalWORKs recipients.

The goals of TAD are to meet the basic needs of families and individuals, while working with them to attain self-sufficiency, and to promote work and personal responsibility.

## Accomplishments for 2008/2009

TAD accomplished the following in 2008/2009:

√ Processed nearly $3 million in federal returns for San Bernardino County residents through the Volunteer Income Tax Assistance (VITA) Program during the tax season, the most returns processed in the County's history for this program.

√ Successfully continued the online Food Stamp application "C4 Yourself." This application allows expanded access to Food Stamp benefits for San Bernardino County residents, as part of the department's Food Stamp outreach efforts. To date 11,000 online applications taken since "go live" (10/07), averaging in excess of 200 per week. This represents approximately 10% of the total amount of Food Stamp applications received.

√ Developed, sponsored and presented training to Community-Based Organizations (CBOs) to promote the use and accessibility of "C4 Yourself."

√ Maintained Food Stamp error rate below state/federal tolerance levels.

√ Increased San Bernardino County resident awareness of TAD services by participating in 30 community fairs/events where TAD service information and applications for services were made available to local area residents.

√ Continued successful partnerships with CFS and Probation to decrease Foster Care and Adoption Assistance Overpayments an additional 82% in FY 08/09 from previous fiscal year levels.

√ Received NACo Award with Children's Fund for "*Meeting Children's Emergency Needs*," a program to meet the emergency needs of children two and under in the outlying areas of the county.

√ Implemented and trained all staff on the mandated Personally Identifiable Information (PII) privacy and security measures.

## Accomplishments for 2008/2009 continued...

√ Developed and implemented Department Emergency Operations Plan (DEOP) procedures to prepare for and respond to significant or catastrophic natural, environmental or conflict-related risks/events that produce situations requiring coordinated response.

√ Implemented Disaster Food Stamp Program (DFSP) procedures to prepare staff to more effectively and efficiently respond to disasters and the need for providing services to affected county residents.

## Goals for 2009/2010

TAD established the following goals for 2009/2010:

1. Increase the total number of households participating in the Food Stamp Program (FSP).
    A. Increase public awareness/access of the FSP.

2. Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits.
    A. Increase the number of Welfare-to-Work mandatory CalWORKs participants who are engaged in a federal Welfare-to-Work activity.

3. Maintain Food Stamp error rate proficiency.
    A. Maintain the Food Stamp error rate below the federal tolerance level of 6% to avoid fiscal sanction.

4. Increase percentage of Medi-Cal beneficiaries (eligibles) in County Integrated Health Project.
    A. Establish and increase the number of Medi-Cal beneficiaries (eligibles) from the referrals received in conjunction with the County's Integrated Health Project with ARMC, DBH and Public Health.

## How Outcomes Are Measured

TAD measures outcomes by the following methods:

| Activity | Measure |
|---|---|
| Increase total number of households participating in the Food Stamp Program | • Maintain a 5% increase in Food Stamp Program participation measured monthly through caseload reports |
| Increase the Work Participation Rate of recipients of CalWORKs benefits | • Achieve 50% of CalWORKs participants who are engaged in a federal Welfare-to-Work activity measured monthly from WPR reports |
| Maintain Food Stamp error rate proficiency | • Achieve 3% rate of errors when calculating Food Stamp benefits measured monthly through Quality Control reports |
| Increase percentage of Medi-Cal beneficiaries (eligibles) from referrals received from the County Integrated Health Project | • Data will be gathered as to Medi-Cal eligibles established at the clinic. A target of 5% initial annual increase will be established |

# Program Information

CalWORKs - The California Work Opportunities for Kids (CalWORKs) Program is a time-limited program that provides financial assistance and Welfare-to-Work services to families with children who are deprived of support or care due to the death, incapacity, unemployment/underemployment, or continued absence of one or both parents. Homeless assistance is included in this program. CalWORKs is administered following federal and state regulations.

Food Stamps - The Food Stamp Program is a nutritional assistance program designed to help single people and families with little or no income to buy food. Food Stamp benefits are issued on an Electronic Benefits Transfer (EBT) card that is used just like a bankcard at most local food stores. The Food Stamp Program is a federal- and state-funded program.

Medi-Cal - The Medi-Cal Program pays for health care for certain needy residents in California, including public assistance recipients. Medi-Cal is supported by federal and state taxes. Pregnant women and children have been the focus of outreach efforts by the State of California for enrollment in the Medi-Cal Program.

Child Care - TAD operates a Child Care Program funded by the California Department of Social Services (CDSS). This program provides child care payments to providers on behalf of CalWORKs recipients in approved work or training programs, and the working poor. Payments are reimbursements for child care provided and are paid directly to the provider.

Employment Services - The Employment Services Program is the Welfare-to-Work component of CalWORKs. The program assists CalWORKs recipients in obtaining employment that leads to their self-sufficiency. Employment Services staff work with individuals in overcoming barriers that prevent employment. The program also provides supportive services, such as transportation, to assist individuals in meeting work requirements.

Foster Care - The purpose of the Foster Care Program is to provide financial assistance for children in need of substitute parenting who have been removed from the home by either Children and Family Services or the Probation Department.

General Relief (GR) - The County GR Program provides loan assistance to indigent individuals and families in temporary need of housing, food and/or transportation. GR is the only TAD program that is totally funded, as well as administered, by the County of San Bernardino.



"I have job searched unsuccessfully for months, and even did a few months community service. Then, my ES worker suggested I participate in the WEX Program, where I could learn job skills for a different field of work. Money was tight for myself and my children, until I was approved for the subsidized-WEX. I now get paid for my time spent working in the Yucca Valley TAD office. Without these programs, I could not be where I am now working towards a better career, and improving my children's way of life bit by bit every day."
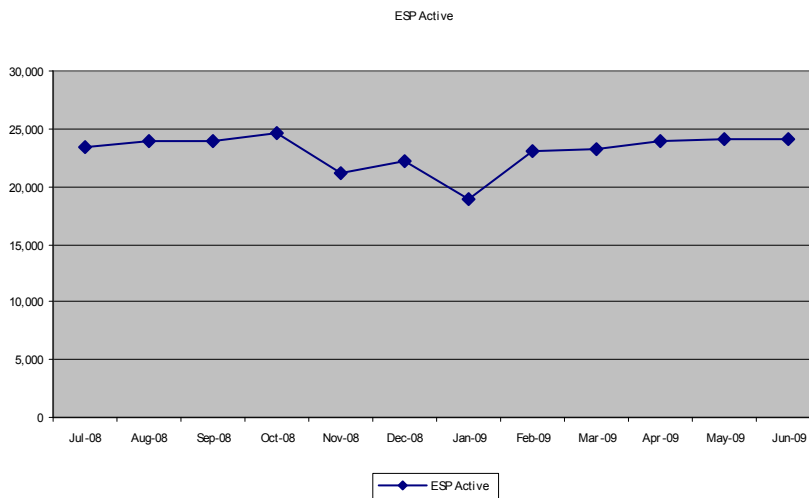
--Torree Gamboa

# Statistical Information

TAD eligibility continuing caseloads through June 2009:
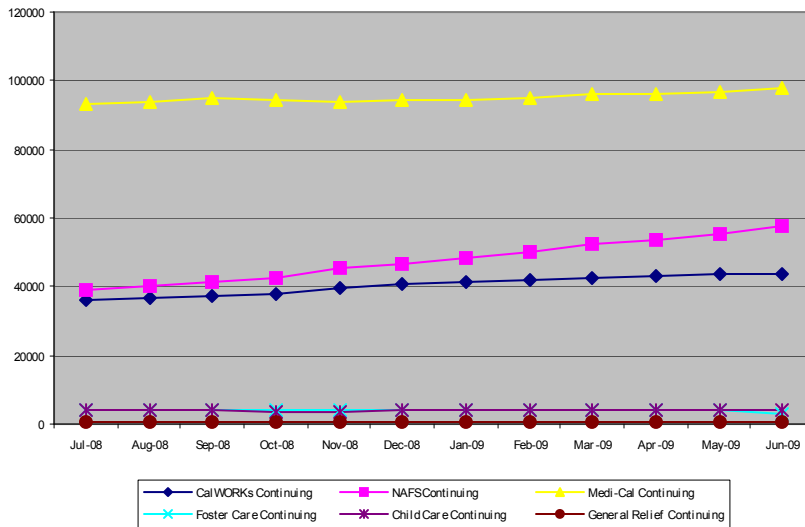


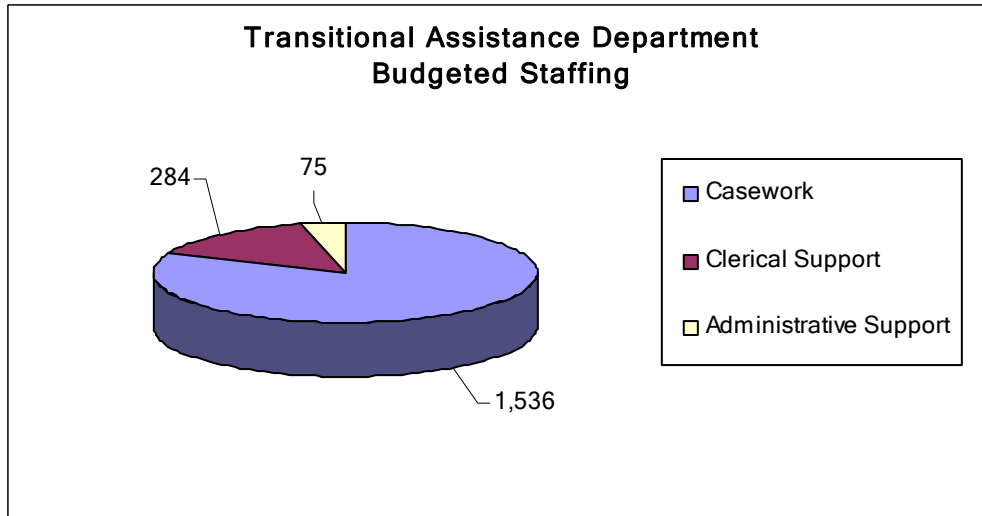Employment Services continuing caseloads through June 2009:



# Caseload by Program

| Program | Caseload |
|---|---|
| CalWORKs | 43,722 |
| Food Stamps | 57,699 |
| Medi-Cal | 97,839 |
| Child Care | 4,136 |
| Employment Services | 24,100 |
| Foster Care | 2,866 |
| General Relief | 494 |

**TAD 57**

## Staffing Information 2008/2009

Total staffing is approximately 1,895 employees.

**Transitional Assistance Department Budgeted Staffing**

| | |
|---|---|
| ■ | Casework |
| ■ | Clerical Support |
| □ | Administrative Support |

284
75
1,536

## Budget Information 2008/2009

The department budget for FY 08/09 is $214,204,937.

**Transitional Assistance Department Budgeted Appropriation**

| | |
|---|---|
| ■ | CalWorks - Eligibility |
| ■ | Food Stamps |
| □ | CalWorks - Welfare to Work |
| □ | Medi-Cal |
| ■ | Foster Care Administration |
| □ | Child Care Administration |
| ■ | CalWorks - Mental Health |
| □ | Cal-Learn |
| ■ | General Relief Administration |
| ■ | Other Programs |

0%
1%
3%
3%
2%
16%
2%
31%
22%
20%
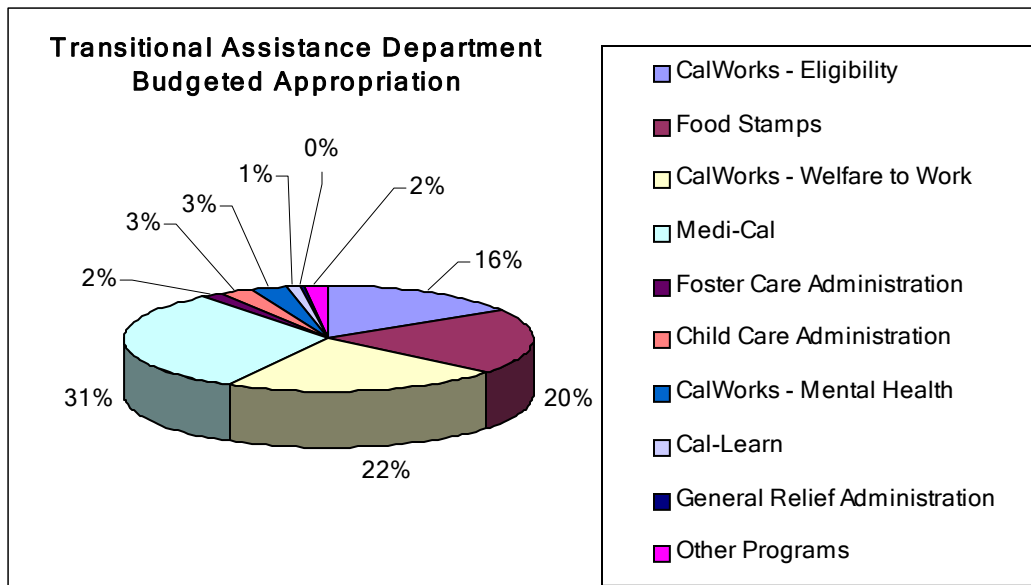
| | | | | |
|---|---|---|---|---|
| CalWorks - Eligibility | $ 34,484,361 | Child Care Administration | $ | 5,362,878 |
| Food Stamps | $ 42,807,903 | CalWorks - Mental Health | $ | 6,063,607 |
| CalWorks - Welfare to Work | $ 46,928,247 | Cal-Learn | $ | 1,984,630 |
| Medi-Cal | $ 67,502,716 | General Relief Administration | $ | 668,159 |
| Foster Care Administration | $ 4,203,209 | Other Programs | $ | 4,199,227 |
| | | **Total** | **$ 214,204,937** | |

# Veterans Affairs - Branch Offices
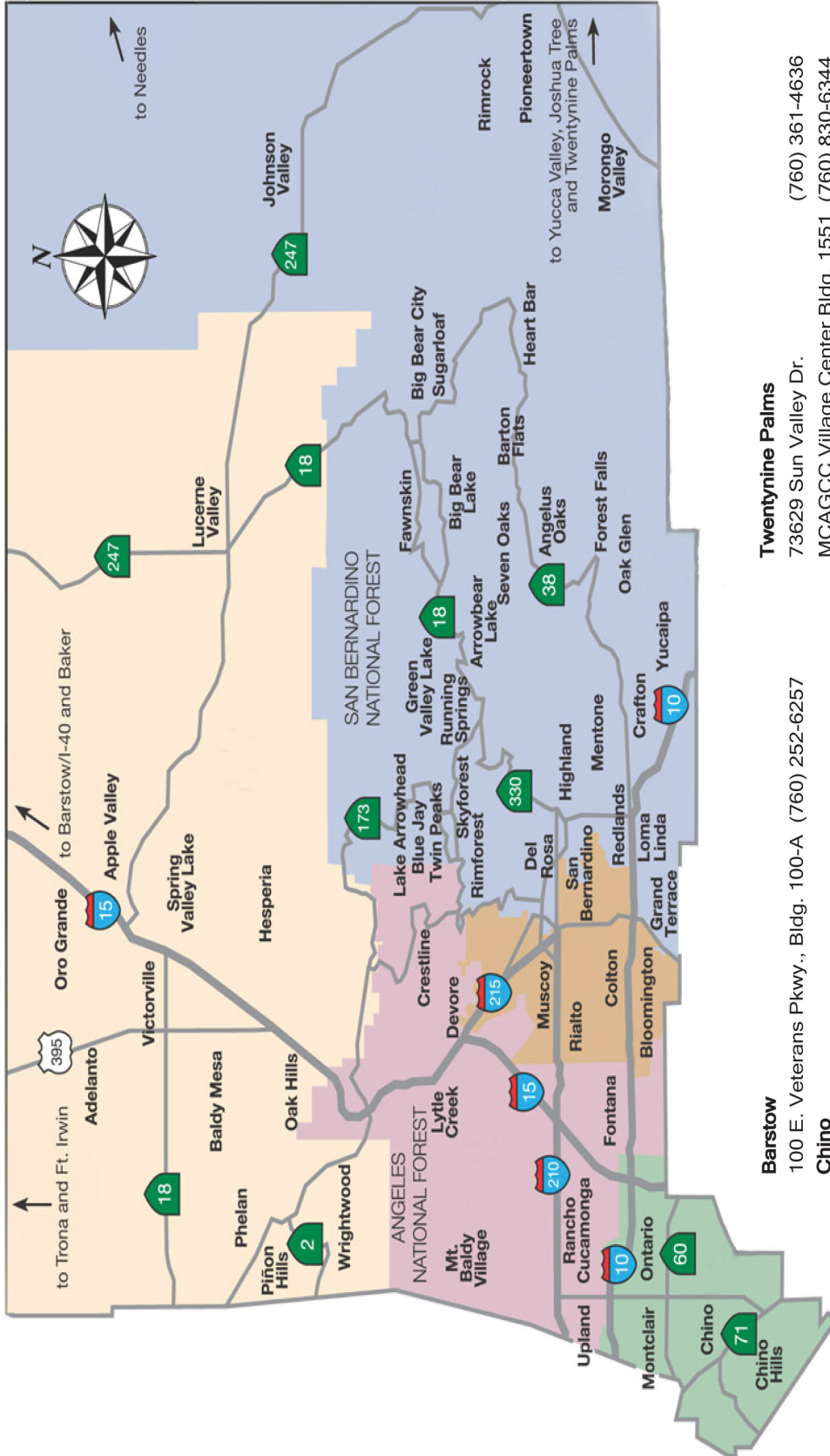


**Barstow**
100 E. Veterans Pkwy., Bldg. 100-A  (760) 252-6257

**Chino**
13260 Central Ave., Second Floor  (909) 465-5241

**Fort Irwin**
ACAP Bldg. 577

**Loma Linda**
11201 Benton St.  (909) 583-6018

**Twentynine Palms**
73629 Sun Valley Dr.  (760) 361-4636
MCAGCC Village Center Bldg. 1551  (760) 830-6344

**Victorville**
15456 W. Sage St., Ste. 201  (760) 843-4300

**Yucca Valley**
56357 Pima Trail  (760) 228-5234

# Veterans Affairs

**Bill J. Moseley**
Director & County
Veterans Service Officer

**Sally Gibson**
Executive Secretary II

**John Reynolds**
Staff Analyst I

**Rachel Hay**
Supervising Veterans
Service Representative

- Victorville Office
- Barstow Office
- Fort Irwin Office

**Rhoda Rhoades**
Supervising Veterans
Service Representative

- San Bernardino Office
- Chino Office
- Loma Linda Office
- Twentynine Palms  Office
- Twentynine Palms
  MCAGCC Office
- Yucca Valley Office

# Veterans Affairs

**Mission** *To honor the commitment and sacrifice of our veterans, military and their families, and to promote awareness of their contributions and unique challenges, the department identifies and obtains benefits and services through advocacy, outreach and education, thereby contributing to the quality of life and well being of our communities.*

**Description** Approximately one-third of the U.S. population, or twenty-four million veterans and forty-eight million family members, are potentially eligible for federal veterans' benefits. In San Bernardino County there are approximately 400,000 veterans, dependents, and survivors. We provide services to former members of the U.S. Armed Forces, their families, and survivors residing in the County of San Bernardino.



Department veteran service staff play an important role in a national veteran's advocacy network. County employees work with state and federal employees, veteran service organizations, and in some cases, attorneys to secure benefits for our nation's veterans and their families. County staff is often the initial contact to the federal Veterans Affairs system for veterans in our community.

For eighty-three years, County Veterans Affairs (VA) has provided local hands-on assistance to San Bernardino County's veterans and their families. Working with other area resources, we help our clients identify, claim, and receive a wide range of services and benefits, from homeless services to health care, from employment referrals to rehabilitation, from disability compensation to death benefits. VA services are measurable in lives touched, customer satisfaction, and in federal benefit dollars earned for clients and their communities.

## Accomplishments for 2008/2009

VA accomplished the following in 2008/2009:



√ Provided services to 18,245 county residents representing an 5.8 percent increase in clients served.

√ Produced $19.62 million in new federal benefits for county residents - outperforming the combined efforts of the three largest counties in California.

√ Recognized by the California State Legislature as the California county most supportive of its military members and their families as the result of our troop support efforts.

## Accomplishments for 2008/2009 continued...

√ Coordinated a countywide holiday collection drive receiving more than 5,000 toys and $15,000 in overseas calling cards, gift cards, and cash donations for the families of deployed military personnel.

√ Provided training for seriously disabled veterans Peer Specialist.

√ Received highest customer service rating of "excellent" from 87% of our clients.

√ Received no negative findings on a state performance audit review of all department workload performed during the period of July '08 to June '09.

√ Processed and approved 789 California College Fee Waivers for dependents of disabled veterans living or attending school in San Bernardino County providing county residents a savings of $2,051,929 in tuition fees at California state colleges and universities.

√ Sent "Welcome Home" letters to 403 discharged military personnel returning to San Bernardino County.

## Goals for 2009/2010

VA has established the following goals for 2009/2010:

1. Emphasize higher standards of customer service that will promote the health, well-being and quality of life of all San Bernardino County veterans.

2. Promote staff training and development to maintain U.S. Department of Veterans Affairs (USDVA) accreditation.

## How Outcomes Are Measured

VA measures outcomes by the following methods:

| Activity | Measure |
|---|---|
| Monitor overall customer satisfaction to ensure high quality service | • Percentage of customer satisfaction survey results with an overall score of "A" (excellent) |
| Promote staff training and development to meet continuing education requirements necessary to maintain staff's USDVA accreditation | • Percentage of staff attending quarterly regional staff training |

# Program Information

VA services are delivered in the following four primary areas:

1.  Claims assistance

    - Provide benefits counseling, claim preparation, and development.

    - Monitor VA claim processing and resolve adjudicative issues or questions in favor of our clients.

    - Provide assistance with administrative and/or appellate review of claims.

    - Administer the California College Fee Waiver Program for dependents of disabled veterans in San Bernardino County.

2.  Information and referrals

    - Provide client referrals to and information regarding other County departments including DAAS, TAD, DBH, County Recorder, etc., also area homeless and emergency services providers.  Employees also refer clients to state and federal agencies including Social Security and SSI, Employment Development, Railroad Retirement, Department of Defense, etc.

3.  Advocacy

    - Individual advocacy includes determination of adjudicative questions and concerns related to processing of an individual veteran's claim.

    - Advocacy at the policy level includes resolution of local policy and procedural issues that better serve the bureaucracy, rather than our veterans.

    - Legislative advocacy involves providing state and federal elected officials with technical assistance regarding veterans' legislation.

4.  Outreach

    - Participate in community events relevant to veterans: job fairs, stand-downs, government day events, etc.

    - Conduct outreach to nursing and retirement homes, mortuaries, schools, military separation programs, and service organizations (American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc.) for the purpose of informing the community of veterans' benefits and services.

# Program Information continued...

Veterans Affairs' staff may provide assistance to veterans and their families with the following:

## FEDERAL BENEFITS & SERVICES

- Correction of Military Records
- Dependency Indemnity Compensation (DIC)
- Disability Compensation
- Disability Pension
- Military Discharge Upgrades
- Educational Assistance
- Federal Tort Claim Assistance

- Funeral & Burial Assistance
- Government Life Insurance
- Home Loan Guaranty
- Outpatient Medical and Dental Treatment
- Small Business Administration
- Social Security Administration

## CALIFORNIA VETERANS' BENEFITS & SERVICES

- Business License
- Tax and Fee Waiver
- College Tuition Fee Waiver
- Disabled Veteran License Plates
- DVBE Opportunities
- Employment and Unemployment
- Farm and Home Loans
- Fishing and Hunting Licenses

- Motor Vehicle Registration Fees
- Property Tax Exemptions
- State Parks and Recreation Passes
- Veterans Homes of California
- Veterans Preference in California Civil Service Examinations
- Waiver Property Tax Exemptions

## LOCAL VETERANS BENEFITS & SERVICES

- Case Management
- Jail and Hospital Outreach Claims Assistance Services
- Local and State Employment Verifications
- Job Preference
- Community Outreach
- Peddler's License
- Stand-Downs & Care Fairs

- Coordinate Veterans' Day & Memorial Day Ceremonies
- Transportation Services
- Veterans' Advocacy
- Fiduciary Services
- Homeless Assistance
- Veterans' Recognition Events
- Cost Avoidance to State and Local Governments

# Statistical Information



**Workload Trends by Claim Type**
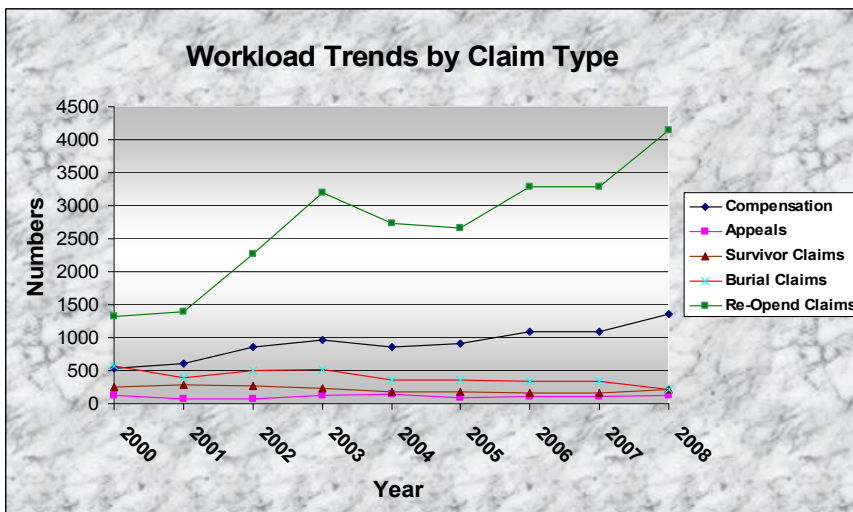
# Caseload

Caseloads have increased dramatically department-wide. Average caseloads have reached 610 active cases per Veteran Service Representative (VSR) compared to an average caseload of 375 last year. Individual cases may vary in complexity, ranging from lost or stolen benefit checks to complex multi-issue disability claims and appeals for benefits.



"I am a 100% disabled Vietnam veteran. I cannot express how much the whole staff at San Bernardino County Veterans Affairs has helped me and my family in these past years. Without their input and help, I would have been lost in the claim process. Their kindness and willingness to help me has surpassed just doing a job. I would like to say thank you to all staff involved at the office!"

--Nick Miller

# Staffing Information 2008/2009

Total staffing is approximately 18 employees.

## Veterans Affairs Budgeted Staffing



Case Workers: 10
Admin Support: 7
Management: 1
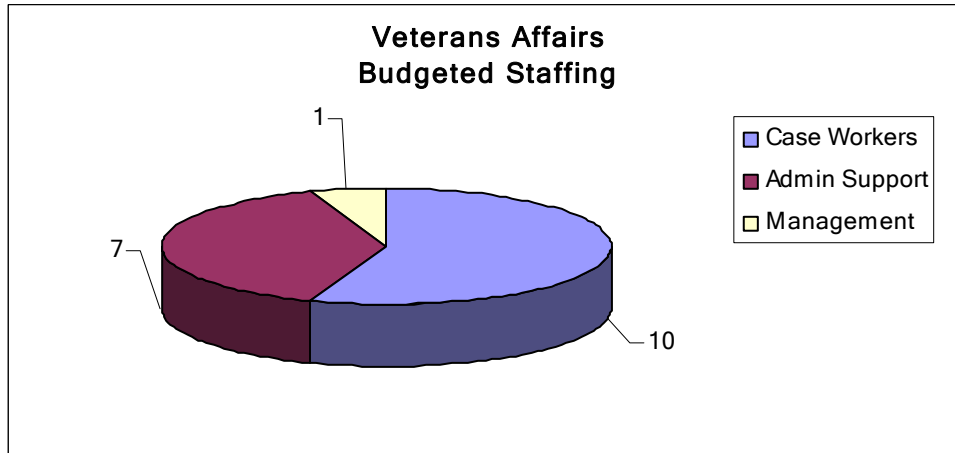
# Budget Information 2008/2009

The department budget for FY 08/09 is $1,550,155.

## Veterans Affairs Budgeted Appropriation



Salaries and Benefits: 86%
Services and Supplies: 7%
Other: 7%
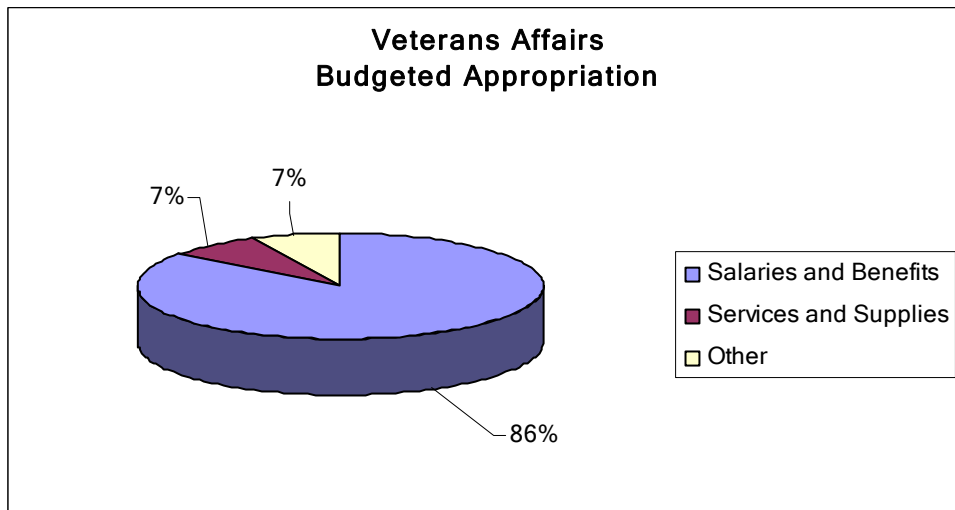
| | |
|---|---|
| Salaries and Benefits | $ 1,324,024 |
| Services and Supplies | $    113,483 |
| Other | $    112,648 |
| Total | $ 1,550,155 |

# Human Services

*Human Services*
*administrative units…*

*Management Services*

*Administrative Support Division*

*HS Auditing Division*

*Information Technology & Support Division*

*Legislation, Research and Quality Support Services*

*Performance, Education & Resource Centers*

*HS Personnel Division*

*Program Development Division*

*Program Integrity Division*

**ADMINISTRATIVE UNITS**

# Management Services



**Art Gomez**
Deputy Administrative Officer
for Management Services

**Leslie Ponshock**
Personnel Manager
HS Personnel

**Virginia Lugo**
Division Chief
Program Integrity Division

**Jeanine Chenault**
Deputy Director
Program Development Division

**Vacant**
Deputy Administrative Officer
Administrative Support Division

**Danny Tillman**
Information Services Manager
Information Technology & Support
Division

**Regina Funderburk**
Interim Auditing Manager
HS Auditing Division

# Administrative Support Division



**Art Gomez**
Deputy Administrative Officer

**Lynn Chacon**
Administrative Analyst

**Donella Masi**
Office Assistant III

**John Hallen**
Administrative Analyst

**Jim Meier**
Administrative Supervisor
Storage and Dist.

**Lory Klopfer**
Administrative Supervisor
Contracts

**Allen Simmons**
Administrative Supervisor
Facilities

**Vacant**
Administrative Supervisor
Special Projects

**Roy Bean**
Administrative Supervisor
Finance

**ASD 70**

## Administrative Support Division

**M**ission *The Administrative Support Division (ASD) is dedicated to assisting HS departments and divisions in the delivery of their services by providing support in the areas of budget and finance, facilities, contracts, and special projects in a professional, ethical and customer-oriented manner.*

**D**escription  ASD policies and protocols create the structure to:  identify, improve and enhance procedures and processes to maximize service delivery options for children, families, and the community; maintain a workplace environment that supports employee productivity and resources to carry out the functions of each HS department.

## Accomplishments for 2008/2009

ASD accomplished the following in 2008/2009:

Contracts
√   Successfully administered procurements and prepared and processed agreements for Children's Network, Children's Fund, DAAS, DCSS, CFS, First 5, HS Admin, In-Home Supportive Services, Probation, Public Authority, PSD, TAD, VA and PERC.

√   Prepared and processed agreements as follows:

| | |
|---|---|
| ⇒ Non-financial Contracts and Amendments | 53 |
| ⇒ Revenue Contracts and Amendments | 24 |
| ⇒ Service Contracts and Amendments | 207 |
| ⇒ Employment Contracts and Amendments | 118 |
| ⇒ Memorandum of Understanding | 76 |
| ⇒ Procurements | 19 |
| ⇒ Contracts Monitored | 198 |

√   Partnered with ITSD to develop Phase II of the web-based Contracts database. The Project Definition, Current Workflow and the Business Requirements have been completed.

√   Updated the ASD website to include electronic forms for finance.

√   Initiated a pilot utilizing Microsoft Office SharePoint Server (MOSS) 2007.  Constructed the SharePoint site and awaiting review by departments.

√   Provided formal training for new fiscal staff offered by Management Concepts Inc.

# Accomplishments for 2008/2009 continued...

## Contracts continued

√ The Fiscal Monitoring Section of ASD Contracts:

⇒ Monitored over 175 contracts for fiscal compliance.

⇒ Assisted DAAS with preparations for California Department of Aging (CDA) audits.

⇒ Aided over 50 contractors with time-sensitive budget modification requests.

⇒ Trained and mentored two new accountants, increasing responsibilities to established performance levels.

⇒ Integrated the delegate agencies' fiscal monitoring reports into joint monitoring reports.

⇒ Tracked all equipment purchased by DAAS contractors using CDA funds and prepared report for DAAS.

## Facilities

√ Installed keycard access control system in ten additional HS facilities.

√ Installed 637 workstations and 75 supervisor offices with new ergonomic-friendly furniture.

√ Completed construction of new 50,000 sq. ft. LEED certified (Green) TAD facility in San Bernardino to replace two existing aging facilities.

√ Relocated Public Authority into remodeled facility adjacent to DAAS San Bernardino.

√ Relocated Rancho Cucamonga DCSS into newly constructed facility in Ontario.

## Finance

√ Coordinated the 2009/2010 budget process for 19 budget units totaling over $.95 billion including approximately 4,200 employees.

√ Assisted social services departments with their goal of maximizing the utilization of available funding. As a result, 99% of available funding was utilized.

√ Continued the refinement of an automated services and supplies requisition system.

√ Coordinated the development of a Travel Request system to be utilized by applicable HS departments and support divisions.

√ Coordinated with the Auditor/Controller and Purchasing to redesign critical forms and provided interactive versions to be used on the HS ASD website for HS staff use. As a result, some of the forms were implemented for countywide use.

## Special Projects

√ Assisted HS departments with locating and applying for competitive grants, including those funded under the American Reinvestment and Recovery Act of 2009 (ARRA).

√ Updated HS DUNS (Data Universal Numbering System) information for all HS departments, divisions, and agencies.

√ Coordinated the completion of all HS Department Emergency Operations Plans.

## Accomplishments for 2008/2009 continued...

Special Projects continued
√  Approved over 150 Community-Based Organizations (CBOs) to participate in the Surplus Property Program.

√  Assisted in the development of the Travel Request system prototype.

Warehouse
√  Completed the final inspection for the move out of the Colton warehouse resulting in $440,000 in direct savings to Human Services during fiscal years 2008/09 and 2009/10.

√  Successfully completed the coordination of two holiday gift programs through a partnership with CF and VA who collected and staged their programs at the new Cooley warehouse.

√  Switched over the old Closed Files Management System (CFMS) for the storage and retrieval of TAD files to the new Radio Frequency Identification (RFID) based Automated Control System (ACS) allowing for management of forms, all types of warehouse inventory, and the storage and retrieval of all stored customer files.

## Goals for 2009/2010

ASD established the following goals for 2009/2010:

Contracts
1. Continue to partner with ITSD to complete Phase II of the web-based Contracts database to include the completion of the Estimate of Effort, Design Document, Coding, Testing, User Acceptance Testing, and Deployment.

2. Generate a tracking mechanism for contractors receiving $500,000 or more of federal funds to document receipt of Single Audit Reports, track findings indicated in the reports and follow up as necessary.

3. Continue to explore utilizing MOSS 2007 to determine if this tool can streamline the document review process with department staff.  Work with PDD to develop any relevant policies and procedures.

Facilities
1. Begin construction of new 42,000 sq. ft. LEED certified (Green) TAD facility in Victorville to replace existing facility.

2. Begin construction of expansion of existing Adelanto TAD facility adding 11,000 sq. ft. of general office space.

3. Complete remodel of North San Bernardino TAD facility.

4. Begin construction of replacement facility for Rialto/Fontana CFS offices.

5. Begin construction of facility to consolidate Barstow TAD and CFS into one shared facility of approximately 34,000 sq. ft.

6. Relocate PID Administrative facility within San Bernardino.

# Goals for 2009/2010 continued…

Finance
1. Work with ITSD to complete the refinement of the Automated Services and Supplies Requisition system and participate in the final rollout to departments and administrative divisions.

2. Work with ITSD to finalize the development of a Travel Request system to be utilized by applicable HS departments and support divisions.

3. Further develop management reporting tools to assist departments and support divisions to operate more effectively, yet remain within available funding limits.

4. Work with PERC to finalize curriculum and present budget training to appropriate HS staff.

Special Projects
1. Continue development of best practices and systems to improve efficiency and cost effectiveness within HS.

2. Optimize grant opportunities for all HS departments.

3. Optimize use of new ASD website by all HS departments and divisions.

Warehouse
1. Complete the multi-year warehouse consolidation plan by moving out of the final "offsite" box storage area located in the basement of the County library.  State approval is required to destroy Welfare Data Tracking Implementation Project (WDTIP) files that are currently on hold.

2. Partner with Preparedness and Response Program (PRP) to assist implementation of emergency medical supplies and equipment via mobile trailers to approximately 50 remote sites throughout the county.

3. Lease warehouse space to interested County departments for the purpose of storing a wide variety of materials and supplies.

# How Outcomes Are Measured

ASD measures outcomes by the following methods:  customer evaluations, customer surveys, and comment cards.

# Program Information

As identified in our mission statement, ASD provides dedicated resources and administrative support for all HS departments, divisions and programs. ASD consists of the following units:

Contracts - Provides procurement and contracting services to all HS departments. The primary function of the unit is to obtain required program services while ensuring public resources are used efficiently and effectively. Staff ensure all procurements and resulting contracts comply with contracting laws, federal and state regulations, and local policies. Fiscal monitoring staff provide fiscal assistance to HS departments and contractors to ensure they operate within their budget constraints and comply with laws and regulations.

Facilities - Provides building space coordination and integration services for the physical workplace. Specifically, Facilities Operations coordinates the acquisition, use and maintenance of leased facilities; determines future space/equipment requirements; oversees site selection, Request For Proposal (RFP) process and facility construction; secures equipment and supplies; purchases and monitors vehicle fleet, office equipment and furniture inventories; administers security and guard services; and plans and coordinates staff and department relocations.

Finance - Develops, prepares and reviews budgets for departments, support divisions, and subsistence budgets in HS. Collects data and prepares the County expenditure claims for social services departments. Processes payments to vendors and employees while applying applicable accounting standards and fiscal controls to ensure that appropriate procurement and purchasing procedures are followed.

Special Projects - Provides analytical and research support for maximizing service delivery by departments. Special Projects assists departments by reviewing business practices, defining issues and recommending actions to arrive at solutions that will benefit staff, clients and services countywide.

Storage and Distribution - Provides forms distribution, warehousing and archive storage.
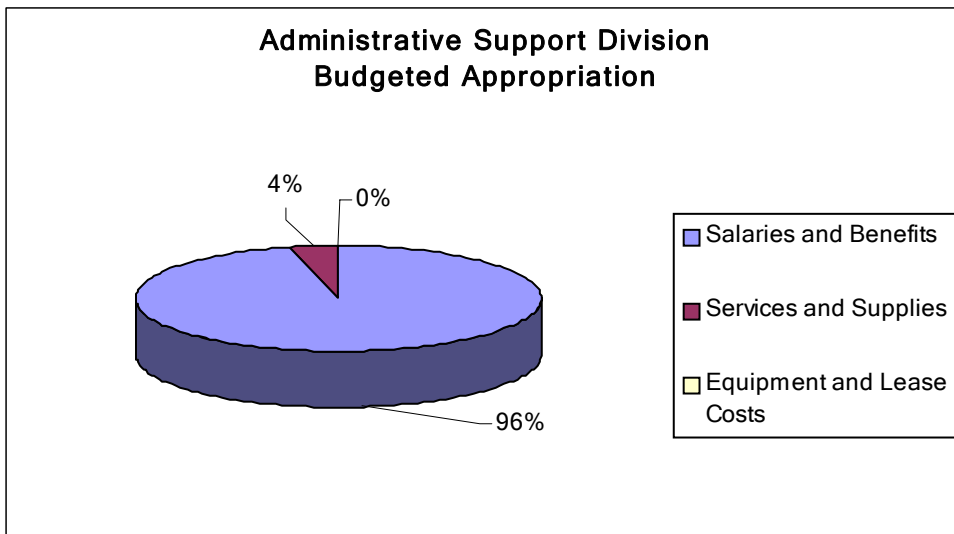
## Staffing Information 2008/2009

Total staffing is approximately 79 employees.

**Administrative Support Division
Budgeted Staffing**



Legend:
- Administration
- Accounting
- Contracts
- Facilities
- Special Projects
- Finance
- Warehouse

(5, 6, 15, 24, 16, 6, 7)
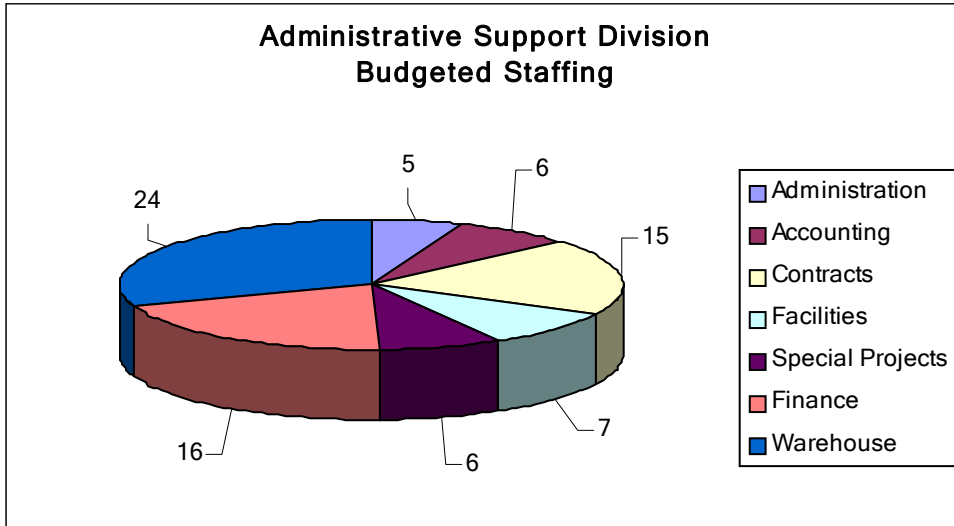
## Budget Information 2008/2009

The department budget for FY 08/09 is $5,547,436.

**Administrative Support Division
Budgeted Appropriation**



Legend:
- Salaries and Benefits
- Services and Supplies
- Equipment and Lease Costs

(4%, 0%, 96%)

| | |
|---|---|
| Salaries and Benefits | $ 5,339,330 |
| Services and Supplies | $ 206,363 |
| Equipment and Lease Costs | $ 1,743 |
| **Total** | **$ 5,547,436** |

# HS Auditing Division



**Regina Funderburk**
Interim HS Auditing Manager

**Jennifer Pacheco**
Secretary

**Terry Sullivan**
Supervising Accountant II
Special Banking

**Lisa Barnett**
Supervising Fiscal Specialist
Special Processing

**Vacant**
Supervising Fiscal Specialist
Special Projects

**Aileen Yan**
Accountant III
Special Projects

**Chris Garot**
Supervising Fiscal Specialist
Payments

**Vacant**
Supervising Accountant III
Reporting

**Darlene Lynch**
Supervising Fiscal Specialist
Recovery
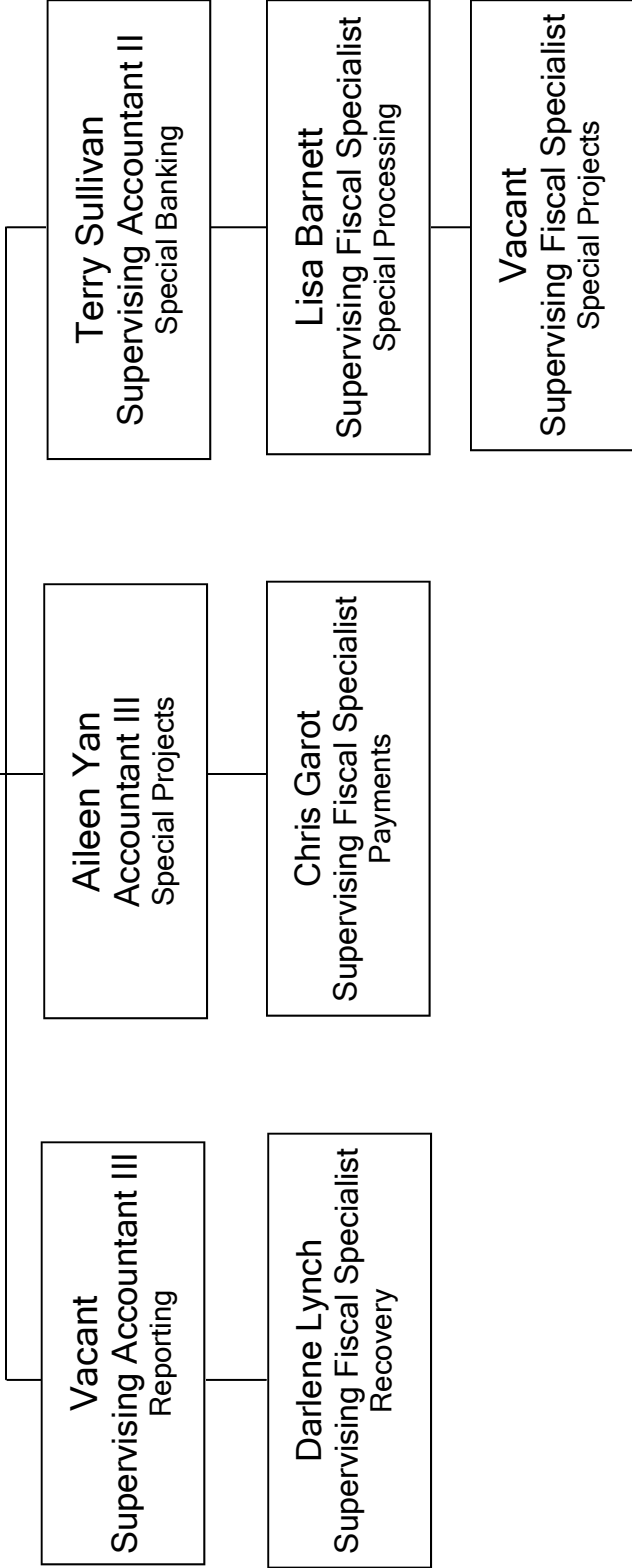
**M**ission *The role of HS Auditing Division is to provide accounting, auditing, collections and benefit payment services for County departments in Human Services.*

**D**escription The division submits cost data to the state, which is the mechanism for the County to receive federal and state funds to administer social service and welfare programs to county residents. The division delivers benefit payments for transitional assistance, child care, general relief, and food stamp programs to residents by County warrant, electronic benefits transfer card, and direct deposit to bank accounts.

## **A**ccomplishments for 2008/2009

HS Auditing accomplished the following in 2008/2009:

√ Met reporting and claiming requirements for transitional assistance paid to program recipients and contractors who deliver those benefits.

√ Collected approximately $2,527,000 of benefit overpayments through the Welfare Intercept System intercepting both IRS and Franchise Tax Board (FTB) refunds.

√ Coordinated Single Audit process between the Auditor/Controller via external auditors and HS departments, TAD, and CFS.

√ Met Social Security Department's fiscal requirements for both the Sub-Payee and Foster Care Programs.

√ Collaborated with PDD in the development of a response plan to the IRS Federal Tax Information Security Requirements.

√ Conducted numerous Cash and Negotiables audits for TAD and CFS.

√ Collaborated with ITSD to select and procure a new Sub-Payee/SSI Advocacy Program accounting database.

√ Formalized an MOU with DBH for the Prop. 36 program.

√ Participated in C-IV system workgroups to enhance and refine the system's capabilities for accounting and reporting the Status of Claims Against Households (USDA - FNS 209) and the Quarterly Report of Overpayments and Collections (CalWORKS - CA 812).

√ Collaborated with multiple HS departments for the purpose of reducing overpayments in the Foster Care Program.

√ Hosted the California Department of Social Services (Fraud Bureau) Tax Intercept training attended by staff from multiple counties.

√ Increased the capacity of the telephone system to handle multiple calls simultaneously to improve customer service and response times.

# Goals for 2009/2010

HS Auditing established the following goals for 2009/2010:

1. Transition the vital records request function from a private contactor to HS Auditing on behalf of TAD and CFS.

2. Coordinate the full implementation of the Auditor/Controller-Recorder's Prepaid Cards or Negotiables procedures for HS departments.

3. Streamline Cash and Negotiable audit processes and procedures in order to increase audit efficiency and audit coverage.

4. Collaborate with ITSD to automate the Wraparound Program invoice verification process.

5. Collaborate with ITSD regarding the development of a website aimed at increasing customer awareness of HS Auditing processes and services.

6. Continue to collaborate with DBH to formalize an MOU for the Sub-Payee/SSI Advocacy Programs.

7. Remodel customer reception counter to incorporate seat level partitions in order to increase client privacy.

8. Assess staff training needs and develop a formal staff training program.

9. Develop a positive initiatives workgroup and a formal staff recognition program.

10. Explore the possibility of accepting credit cards, ATMs and EBT payments at the front counter and/or over the phone.

11. Continue to collaborate with PDD to complete an online policy and procedures manual.

12. Continue to participate in C-IV system workgroups to enhance and refine the systems capabilities for accounting and reporting purposes.

# How Outcomes Are Measured

HS Auditing measures outcomes by the following methods:

| Activity | Measure |
|---|---|
| Financial and statistical reports submitted within state guidelines and time frames | • Percentage of reports submitted within specified time frames = 100% |
| Benefit payments issued to clients in a timely and accurate manner | • Percentage of system-ready benefits audited and processed within 24 hours of availability = 100% |
| Continuous improvement to business processes and best practice ideas generated by staff | • Feedback from customers |

# Program Information

HS Auditing performs a variety of fiscal operations and functions which support the County's administration of welfare programs and provides services to departments in HS as follows:

- Prepares assistance claims, which are required for funding and reporting of benefits provided to county residents.

- Collects overpayments from benefit recipients.

- Serves as representative payee for Social Security benefits for HS customers who are unable to manage their financial affairs.

- Prepares statistical data for mandated state and federal reporting.

- Provides safekeeping and inventory monitoring of negotiable items - bus passes, gas cards, electronic benefit card stock, warrant and check stock, and voucher forms.

- Reconciles welfare accounting data to accounting records of the County Auditor/ Controller-Recorder and County Treasurer.

- Provides audit/controlling assistance and training to HS departments relative to the development and updating of internal controls and accounting procedures.

- Reviews auditing and accounting standards, and federal and state fiscal regulations to ensure HS compliance.

- Coordinates the Single Audit process and all state and federal audits/reviews for HS departments.

# Statistical Information

| Activity | No. Issued | Dollars Issued |
|---|---|---|
| Cash benefits issued electronically | 452,892 | $ 238,891,621 |
| Cash benefits issued by warrants | 309,584 | $ 175,891,326 |
| Collection of benefit overpayments | --- | $ 10,340,298 |

# Staffing Information 2008/2009
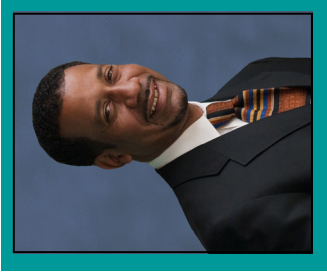
Total staffing is approximately 38 employees.

**Auditing Division
Budgeted Staffing**



- Management
- Clerical
- CalWorks

(1, 17, 20)
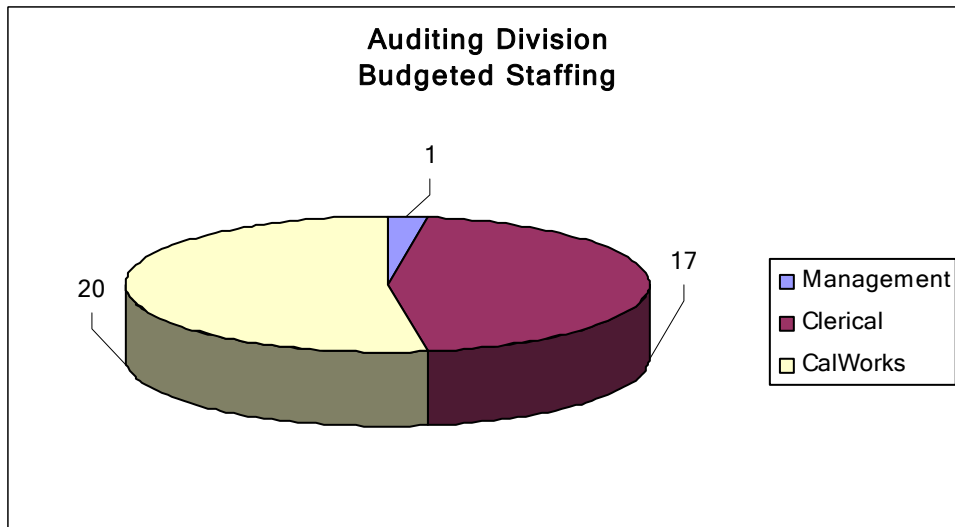
# Budget Information 2008/2009

The division budget for FY 08/09 is $2,884,511.

**Auditing Division
Budgeted Appropriation**



- Salaries and Benefits (73%)
- Services and Supplies (4%)
- Lease Costs (23%)
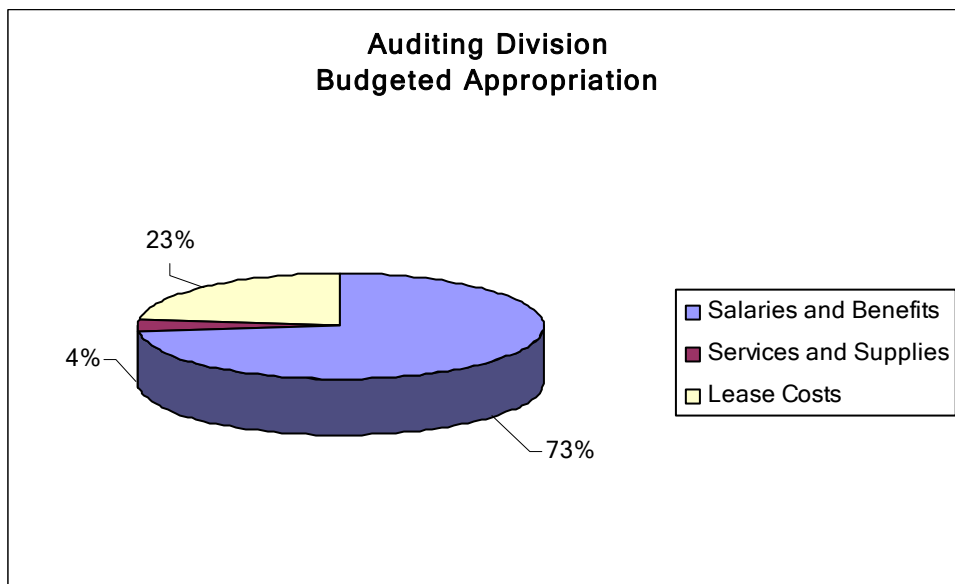
| | |
|---|---|
| Salaries and Benefits | $ 2,111,589 |
| Services and Supplies | $    106,438 |
| Lease Costs | $    666,484 |
| **Total** | **$ 2,884,511** |

# Information, Technology & Support Division (ITSD)



**Danny Tillman**
Director

**Pat Doran**
Business Applications
Manager
Application Development Team

**Pete Mendoza**
Business Applications
Manager
Business Solutions Unit

**Floyd Davis**
Business Applications
Manager
Systems Operations & Support Team

**Penny Meziere-Clayton**
Business Applications
Manager
Software Quality Assurance
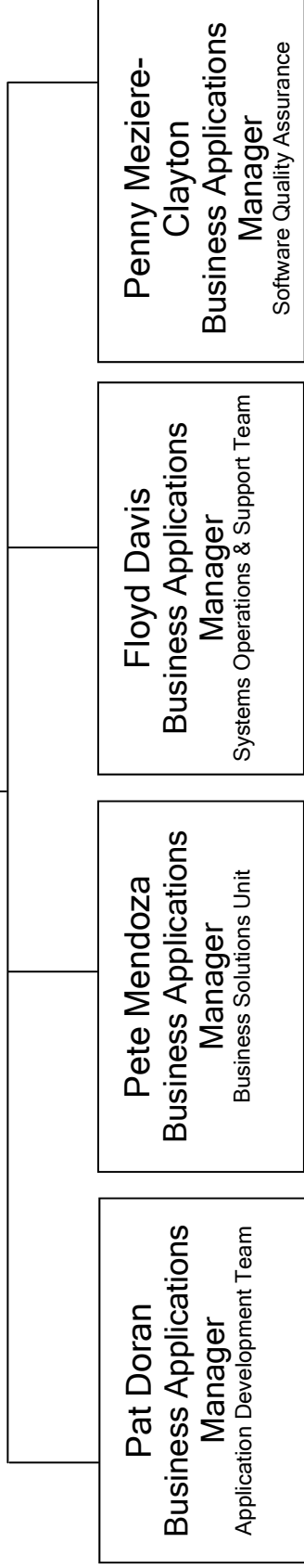
# Information, Technology & Support Division

**M**ission *Provide business and technology solutions to Human Services (HS) departments and divisions through business consulting, application development, systems consulting and support.*

**D**escription Information, Technology & Support Division (ITSD) strives to become the provider of choice for HS departments.  We are committed to providing innovative business and technology solutions to improve the work processes of our customers.  Through a partnership with our customers and our team dedication to their success, we deliver customized solutions to meet our customers' needs.  ITSD integrates industry standards and best practice methodologies to support HS departments and divisions in delivering services to the public.

## **A**ccomplishments for 2008/2009

ITSD accomplished the following in 2008/2009:

BSU - Business Solutions Unit
- √ Initiated in-service training to improve communications with all internal teams to increase project development efficiency.

- √ Completed 135 first level application issues for customers reporting issues with applications.

- √ Completed in-service Project Development and Project Identification Methodologies for all project managers (Waterfall Methodology).

- √ Completed and implemented Phase Two MOSS 2007 work flow and project application functionality for internal and customer production environment.

ADT - Application Development Team
- √ Completed development of web-based Veterans Case Management System (VCMS).

- √ Established C-IV Data Warehouse used for Exemplar reporting, Medi-Cal Case Review data and some Legislation, Research and Quality Support Services Unit (LRQU) reports.

- √ Completed Complaint Tracking system for CFS.

- √ Completed development of Medi-Cal Case Review application scheduled for implementation the fourth quarter of 2009.

- √ Implemented MOSS.

SOS - Systems Operations & Support
- √ Built backup system for manager and assistants to allow timely restore of critical files.

- √ Built a backup system for CFS to cover documents outside CWS/CMS not being properly backed up.

# Accomplishments for 2008/2009 continued…

SOS - Systems Operations & Support continued

√ Received over 50,000 phone calls, installed or moved over 3,000 pieces of equipment, participated in 27 site moves or remodels, and placed over 130 equipment orders for departments.

SQA - Software Quality Assurance

√ Supported ITSD's ADT, BSU, & SOS teams in testing and implementing over 12 projects.

√ SQA team members were trained to support HS SharePoint environment.

√ Designed and implemented new websites for ASD, Office of Homeless Services (OHS) and the Homeless Partnership.

√ Redesigned all HS internet sites to include the County internet navigation banner.

√ Supported HS ITSD customers by completing over 1,452 web updates.

√ Configured and implemented a new test environment for internet and intranet versions of all HS websites.

# Goals for 2009/2010

ITSD established the following goals for 2009/2010:

BSU - Business Solutions Unit

1. Continue in-service training to improve communications with all internal teams to increase project development efficiency.

2. Create a database of application issues and their resolutions by building a history of fixes response time.

3. Continue to refine the Phase Two MOSS 2007 work flow and project application functionality for internal and customer production environment utilization.

ADT - Application Development Team

1. Develop the Case Review System Phase Two which will include more welfare programs such as Medi-Cal, Food Stamps, CalWORKs, etc.

2. Develop PDD Forms Portal Phase Three for non-TAD forms.

3. Plan, construct, and implement Medi-Cal PII Security changes and compliancy modifications.

4. Continue to improve ADT development infrastructure equipment/environment such as servers, SAN, SQL, VM, etc.

5. Design automated Travel Request system for Admin.

# Goals for 2009/2010 continued...

SOS - Systems Operations & Support

1. Participate in the implementation of PII-related software that is being purchased.

2. Participate in the implementation of a new scanning solution for TAD including 1,500 new scanners.

3. Complete the migration to VM and new SAN storage systems, including the disaster recovery capability to migrate all critical systems from ISD/Gilbert Street to HS/Lena Road.

4. Implement a new backup system with C-IV to perform remote backups instead of Thursday tape runs addressing the need to eliminate the use of a large number of staff on Thursdays.

SQA - Software Quality Assurance

1. Complete the redesign of the PDD website.

2. Redesign the website for DAAS.

3. Support the development of SharePoint versions of Intranet sites for HS customers to increase collaboration and efficiency.

4. Ensure the high integrity of ITSD products by consistently testing all new projects for business requirements, software compatibility, and user interface against the highest industry standards.

# How Outcomes Are Measured

ITSD measures outcomes through customer surveys and feedback from HS divisions.

# Program Information

Towards the end of 2005, ITSD made an organizational change by adding a new team to our division. The Software Quality Assurance team was developed to ensure our customers are receiving the best product possible from our division. SQA performs detailed system testing of applications developed by our programmers, reducing programmer testing time and user testing time. This has increased project success and shortened project duration by allowing the programmers to concentrate on constructing the applications, while the Business Solutions team focuses on the customers and their needs.



Application Development Team (ADT) - ADT develops web applications for HS intranet and County internet, supports PC-based client/server applications, and upgrades and maintains various handbooks.



Business Solutions Unit (BSU) - BSU provides business process analysis and project management for the purpose of improving business systems in HS departments.

# Program Information continued...

**Systems Operations & Support (SOS)** - SOS provides technical support for HS's hardware and software needs, including Help Desk assistance, desktop computers and printers, e-mail, and network connection needs.  The inventory and fiscal unit handles quotes and vendor relations, maintains electronic equipment inventory, and provides warehousing of supplies and equipment.

**Software Quality Assurance (SQA)** - The SQA team ensures the software products and processes conform to the customer's specific requirements and standards are met.  In addition, this new team is another level in software testing.   SQA performs detailed system testing of applications  that reduces programmer and user testing time.

# Statistical Information

<u>Systems Operations & Support (SOS)</u> - SOS provides support to about 6,000 users in 140 HS offices countywide.  The charts below detail what equipment is supported and the services provided.

| Service Provided | 08/09 |
|---|---|
| Calls to Help Desk (C-IV) | 24,560 |
| Calls to Help Desk (non C-IV) | 22,160 |
| New Equipment Installed | 1,136 |
| Moved/Swapped Equipment | 1,968 |
| Servers Installed (New or Upgraded) | 15 |
| Site Inventories | 76 |
| Equipment Orders for Departments | 130 |
| County Owned Smart Phones | 81 |
| Site Moves and Remodels | 27 |

| Equipment | Number |
|---|---|
| Desktop Computer Systems (C-IV) | 2,871 |
| Desktop Computer Systems (non-C-IV) | 4,864 |
| Printers (network and personal) | 1,358 |
| Laptops | 333 |
| Servers (physical) | 84 |
| Servers (virtual) | 63 |
| Switches | 117 |
| UPS (Universal Power Supply) | 189 |
| Pocket PCs | 76 |
| Projectors | 105 |
| Digital Cameras | 65 |
| Scanners | 63 |
| C-IV Imaging Systems | 60 |
| Wireless Access Points | 74 |

# Staffing Information 2008/2009

Total staffing is approximately 90 employees.

## Information, Technology and Support Division Budgeted Staffing



Legend:
- Management
- Automated Systems Tech
- Automated Systems Analysts
- Programmers
- IT Support
- Clerical

Values: 3, 5, 27, 19, 11, 25
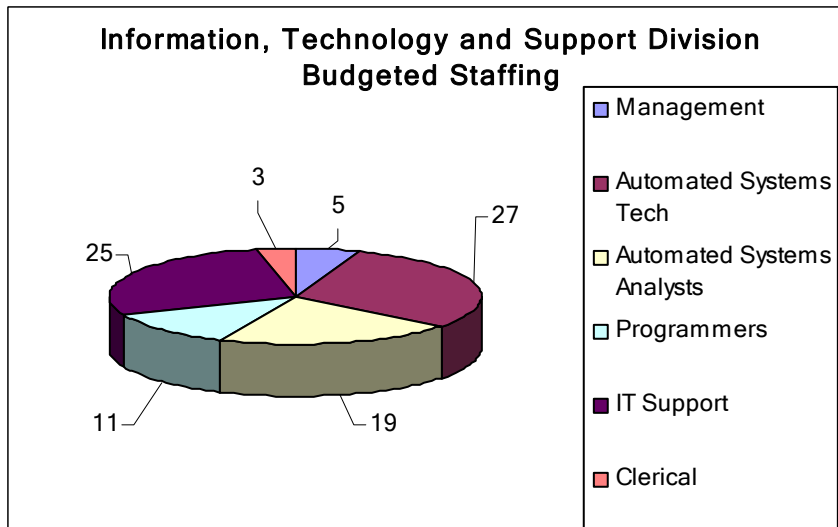
# Budget Information 2008/2009

The division budget for FY 08/09 is $11,462,114.

## Information, Technology and Support Division Budgeted Appropriation



Legend:
- Salaries and Benefits — 72%
- Services and Supplies — 25%
- Equipment and Lease Costs — 3%
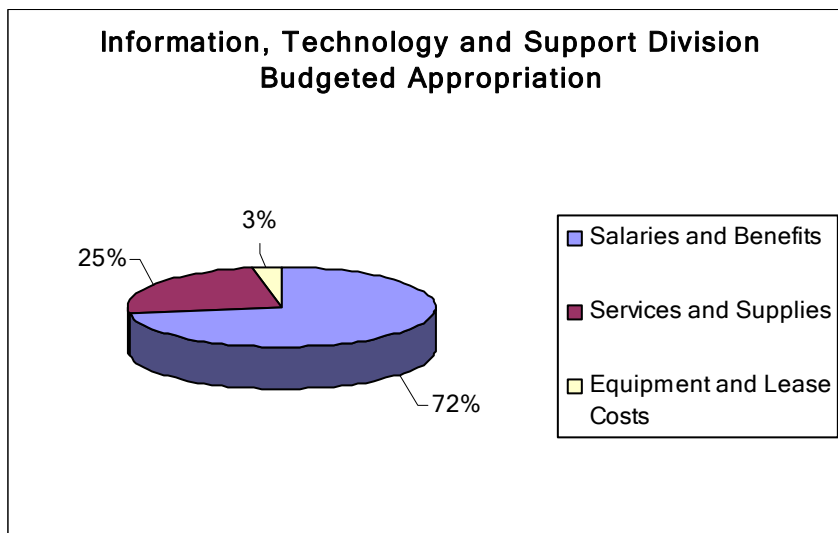
| | |
|---|---|
| Salaries and Benefits | $  8,275,320 |
| Services and Supplies | $  2,841,512 |
| Equipment and Lease Costs | $     345,282 |
| Total | $ 11,462,114 |

# Legislation, Research and Quality Support Services Unit

Kathy Watkins
Legislative Program Manager
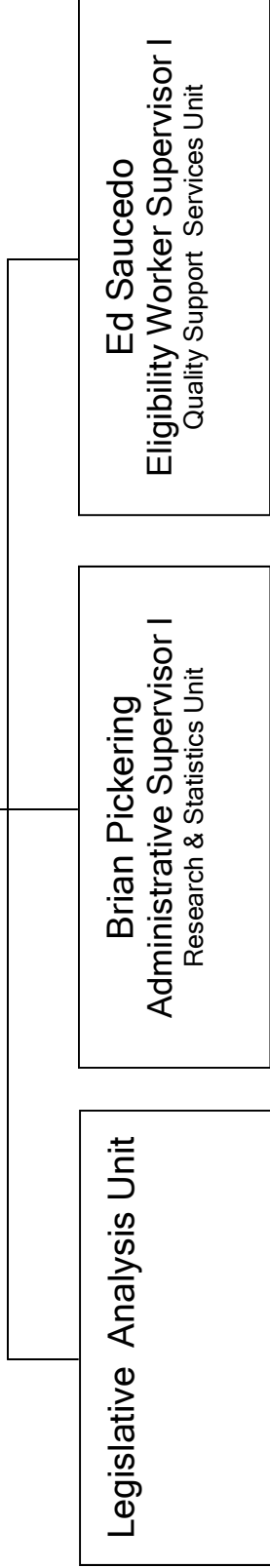
Ed Saucedo
Eligibility Worker Supervisor I
Quality Support Services Unit

Brian Pickering
Administrative Supervisor I
Research & Statistics Unit

Legislative Analysis Unit

# Legislation, Research and Quality Support Services

**Mission** *The mission of the Legislation, Research and Quality Support Services Unit (LRQU) is to provide up-to-date information and analysis on important legislation that impacts Human Services departments and the County, and to utilize surveys, administrative databases and case review to provide statistics and feedback on county and state programs in order to measure their success in improving programmatic outcomes.*

**Description** LRQU performs data analysis, program evaluations, outcome measure tracking, quality assurance and legislative advocacy for HS departments.

## Accomplishments for 2008/2009

LRQU accomplished the following in 2008/2009:

Legislative Analysis

√ Facilitated and supported the passage of the County-sponsored legislation SB 352, Juvenile offenders: health facilities. SB 352 increases the notification process between California's county probation departments by requiring the county of residence to inform the county of placement 24-hours prior to the time of placement. Additionally, it requires the county of residence to disclose any gang affiliation or dangerous behavior that may pose a safety concern to the county of placement.

√ Tracked and provided analyses on over 1,000 bills in the State Legislature to HS departments, DBH, PH, First 5 and Juvenile Probation.

√ Tracked and monitored federal legislation that would affect HS, DBH and PH programs.

√ Provided legislative training to HS staff and local academic institutions.

√ Worked closely with the California State Association of Counties and its affiliate associations to provide County input and suggestions to support, oppose or amend pending legislation that would affect HS, DBH, and PH programs.

√ Continued to provide support to HS departments, DBH and PH in developing the County's state and federal platforms.

√ Worked closely with the County Legislative Affairs Office to facilitate Board of Supervisors legislative positions.

Research and Statistics

√ Completed several analyses of budget proposals for impact on HS departments and the customers they serve.

√ Designed, administered and analyzed surveys of HS customers to help tailor programs and services to better serve their needs.

√ Assisted PERC in initiatives to maintain excellent customer service among County departments.

√ Performed outcome analyses of the TAD Open House project.

## Accomplishments for 2008/2009 continued...

<u>Research and Statistics continued</u>

√  Designed and implemented a process to ensure children receive timely referrals to Healthy Families.

√  Ongoing production of approximately 100 monthly reports to be utilized by the managers of TAD, CFS, and DAAS.

√  Conducted focus groups of CFS social workers, supervisors, managers and support staff to assess the operational structure of its supervisory units.  Provided an executive summary and report of focus group results.

√  Assisted in the development of outcome measures and evaluations for various CFS programs (e.g., RBS, Linkages, CPYP, Wraparound).

√  Utilized ArcGIS to create maps for TAD and CFS to assist in making policy and business decisions.

√  Provided a child welfare policy and research field placement for two MSW interns.

<u>Quality Support Services</u>

√  Continued to support various HS departments, including CFS, DAAS, TAD, and Probation with ongoing case reviews of over 5,000 cases and the provision of statistical data and analysis.

√  Developed a tool in Microsoft Excel for other counties to assist with the collection of data for the SOC 405E reporting requirement.

√  Reviewed over 150 cases under the new guidelines regarding dual agency children in Foster Care for possible eligibility and established necessary case actions for each.

√  Following the reversal of the Rosales Court case, reviewed all impacted Foster Care cases and took necessary action to meet new mandates, as well as preserve federal funding whenever possible.

√  Helped maintain the federal to non-federal ratio for Title IV-E funds.

## Goals for 2009/2010

LRQU established the following goals for 2009/2010:

<u>Legislative Analysis</u>

1.  Continue to work closely with PDD to identify, develop, and implement strategies in the CalWORKs Program to meet the increased federal work participation rates in the TANF Program.

2.  Continue to engage in more state budget-related research to provide our customers with up-to-date budget information, which is especially critical given the state's continuing budget difficulties.

3.  Maintain our focus on federal legislation to provide quick and accurate information and analysis on pending federal actions that could impact County departments for whom we provide legislative services.

# Goals for 2009/2010 continued…

Research and Statistics

1. Explore the best practices in outcome and performance evaluation through collaboration with other public and private agencies.

2. Streamline and automate the report production process.

3. Continue to evaluate and monitor programs administered by HS to ensure high quality, cost effective service delivery to residents of the county.

Quality Support Services

1. Continue to provide quality assurance support to any HS department requiring assistance.

2. Continue to provide case reviews, surveys and data analysis for those departments currently supported.

3. Continue to provide support through the federal maximizer position in an effort to maintain the federal to non-federal ratio of Title IV-E funds.

4. Continue to provide input and direction to DAAS regarding the IHSS Quality Assurance Program.

5. Continue to perform case reads and surveys required to measure improvements in the Outcomes and Accountability System Improvement Plan for CFS.

# How Outcomes Are Measured

LRQU measures outcomes by the following methods:  case reviews, administration of customer and staff surveys, analysis of data from administrative databases, and continuous customer feedback from HS departments.

# Program Information

Legislative Analysis Unit - Using an advanced bill tracking system called Capitol Track, the Legislative Analysis Unit is responsible for monitoring all state and federal legislation that would have an effect on both the many departments under the umbrella of HS, as well as DPH and DBH.  Analysts review in excess of 1,000 bills during the state legislature session.

Information is gathered from appropriate staff and written analyses and recommendations are prepared for agency decision-makers to aid them in deciding whether to recommend supporting or opposing key legislation. In coordination with research analysts, the unit analyzes the fiscal impact of pending legislation on caseloads and administrative workload. The unit represents departments on the legislation committees of CWDA, CHEAC, and CMHDA.  The unit also maintains contact and cooperates with other associations, including the Health Officers Association (HOAC), the Animal Control Directors Association (CACDA), the County Recorders Association (CRAC), the Emergency Medical Services Administrators Association (EMSAAC) and the California  Association of Public Authorities.

The unit is also instrumental in developing and writing the County's state and federal legislative platform for all HS departments, as well as DPH, DBH and Preschool Services.

# Program Information continued...

Research and Statistics Unit - A critical function of the Research and Statistics Unit is to provide research services concerning all HS departments and programs. The unit provides services related to program evaluation, such as research design, creation of survey instruments, survey implementation, data evaluation, and final reports. Surveys are designed and administered to assist County departments and decision-makers in identifying and addressing the concerns of county residents.

Additionally, Research and Statistics conducts assessments of service populations and areas to determine whether a service population's needs are being met. The service population's needs are first identified and then matched to accessible and available service areas using Geographic Information Systems.

Research and Statistics creates specialized reports from administrative databases serving TAD, CFS, and DAAS. This allows departments to quickly answer questions concerning caseload demographics and movement, as well as program performance. It also provides the ability to perform fiscal estimates concerning effects of statewide legislative or programmatic changes, as is often requested by CWDA, CDSS, and various other state-level entities.
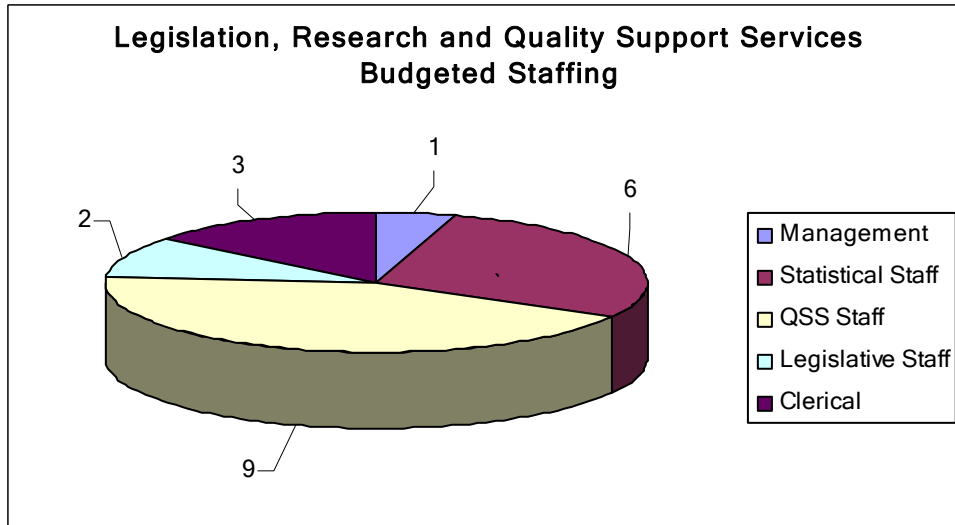
Quality Support Services Unit - Through case reviews, audits, and data tracking, responsibilities of the Quality Support Services Unit include:

- Assists in maximizing funding for CFS by increasing federal Title IV-E revenue for administrative costs for CFS and the Juvenile Probation Department, and for the TAD Foster Care maintenance payments.

- Tracks and determines eligibility for foster care for children receiving SSI to help increase the County's Title IV-E penetration rate.

- Identifies and tracks all non-federal foster children residing with a non-related legal guardian to ensure they are properly counted and identified in the welfare database.

- Audits Foster Care cases for Title IV-E compliance and eligibility.

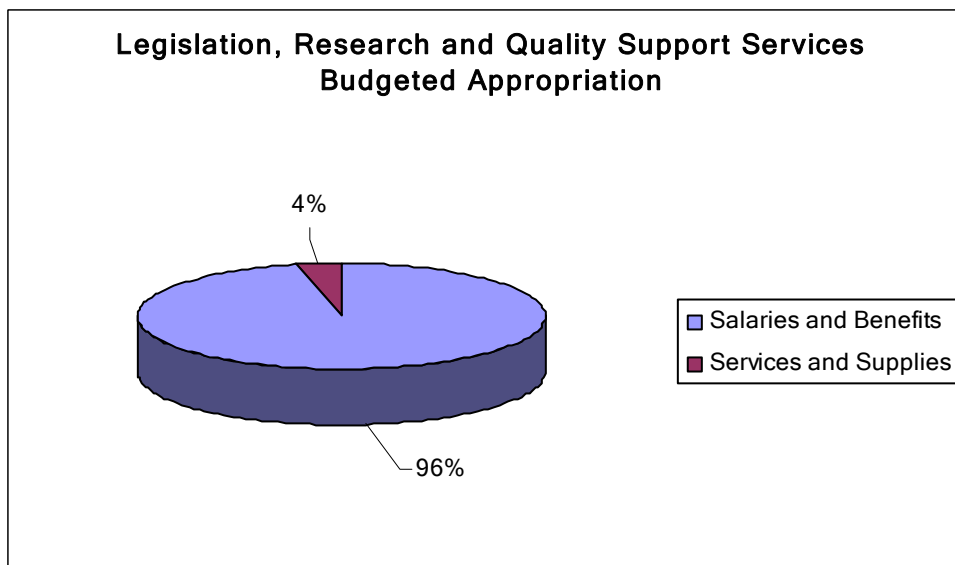- Performs the quarterly state-mandated Quality Assurance case reviews for DAAS for the IHSS Program.

# Staffing Information 2008/2009

Total staffing is approximately 21 employees.



**Legislation, Research and Quality Support Services
Budgeted Staffing**

Legend:
- Management
- Statistical Staff
- QSS Staff
- Legislative Staff
- Clerical

(Values shown on pie: 1, 6, 3, 2, 9)

# Budget Information 2008/2009

The division budget for FY 08/09 is $1,458,237.



**Legislation, Research and Quality Support Services
Budgeted Appropriation**

4%
96%

Legend:
- Salaries and Benefits
- Services and Supplies

| | |
|---|---|
| Salaries and Benefits | $ 1,407,096 |
| Services and Supplies | $      51,141 |
| Total | $ 1,458,237 |

# Performance, Education & Resource Centers



Diana Alexander
Chief Learning Officer

Marcene Bell
Secretary

Peggy Dillaman
Communications & Career
Services Manager

Gloria Affatati
Training & Development
Manager

Letatia Eason
Staff Analyst I

Stuart Young
Training & Development
Supervisor

Al Cross
Training & Development
Supervisor

Diana Olander
Training & Development
Supervisor
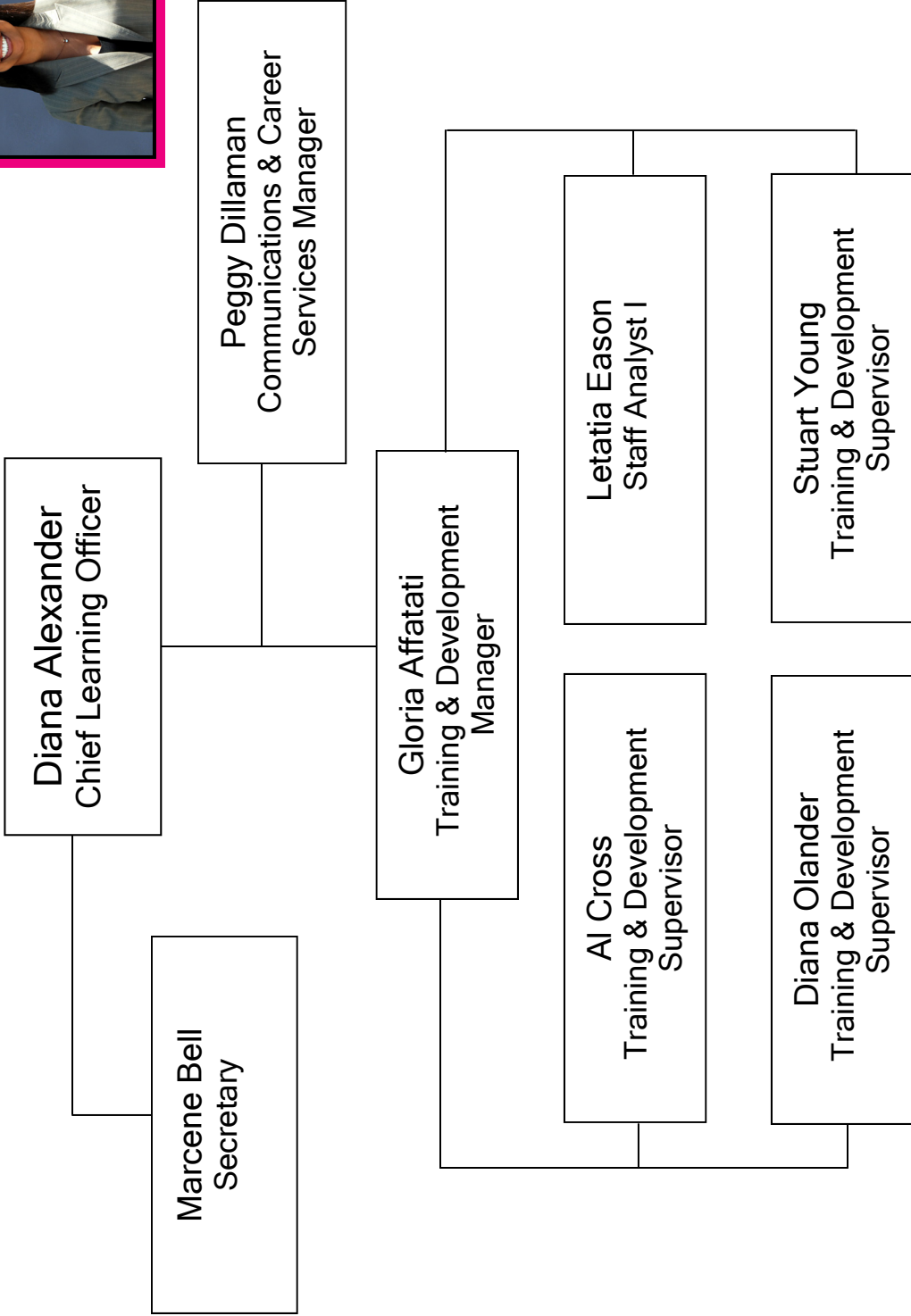
# Performance, Education & Resource Centers

**M**ission *Acting with the utmost integrity and professionalism, the Performance, Education & Resource Centers (PERC) further professional development, promote rich educational opportunities, and create excellence in and among individuals and organizations. We accomplish this by using the most current resources in providing quality, comprehensive training, organizational consulting, facilitation and career development services.*

**D**escription PERC delivers workplace programs and services that help groups and individuals identify and achieve personal, professional and operational goals.  Skilled professionals develop, coordinate and deliver more than 636 training classes annually, covering a variety of critical workplace skill and behavioral topics.  Additionally, PERC provides consultation and  behavioral intervention services,  including assistance with strategic planning, meeting facilitation, team building, work process mapping and performance measures.

## **A**ccomplishments for 2008/2009

PERC accomplished the following in 2008/2009:

√ Coordinated, developed and delivered the following mandatory CFS trainings. Services also included conducting needs assessment, preparing learning materials and coordinating registrations.

⇒ *Adoptions Regulations for Managers* - Approximately 24 CFS managers and supervisors attended 2-day trainings.

⇒ *Ethics and Professional Boundaries* - Approximately 525 CFS staff attended 17 class offerings.

⇒ *Mental Health Issues in Child Welfare* - Approximately 525 CFS staff attended 17 class offerings.  Continuing Education Units (CEUs) were provided to class participants.

⇒ *CLETS* - Approximately 88 CFS staff attended three class offerings.  In addition, approximately 127 CFS office assistant staff completed the online refresher course.

√ Facilitated implementation of Privacy and Security (PII) requirements, providing training to all HS departments/divisions; created a model for using district coordinators and coaches to ensure training compliance and ease of navigation of online training.

√ Conducted Management & Leadership Academy, graduating a total of 102 participants in the supervisory, management and executive tracks, thus contributing to the County's succession planning efforts.

√ Facilitated the County's New Employee Orientation, where new employees get an understanding of the County's position, standards, and expectations regarding customer service, dress code and professional attitude.

## Accomplishments for 2008/2009 continued...

√ Revised C-IV Imaging Project TAD Orientation & Induction (O&I) lessons to ensure the training provided to new staff in imaging processes and procedures remains relevant.

√ O&I C-IV Training Lab
  ⇒ Updated existing O&I program materials to include more case work in the C-IV system.
  ⇒ Provided instructor-led training for TAD new employees on the C-IV software.

√ Integrated use of online policy handbooks into TAD O&I curriculum.

√ Developed the following modules for the DAAS *Public Guardian Training Series*:
  ⇒ PG Foundations
  ⇒ Inventory and Appraisal
  ⇒ Marshalling Assets
  ⇒ Application for Benefits
  ⇒ General Powers

√ Initiated communication with Cal State University, San Bernardino regarding accreditation of the *Fundamentals of Supervision* training series.

√ Developed and implemented new supervisory enhancement workshops for improved performance.

√ Assisted in training for Community-Based Organizations (CBOs), showing how to help their customers apply for Food Stamps and complete applications for aid.

√ Provided marketing and promotion of 22 HS programs and events, including development of brochures, press releases and public service announcements.

√ Coordinated bi-weekly promotion of HS programs through participation in La Poderosa, a Spanish-speaking High Desert radio station.

√ Facilitated remodel of Victorville classrooms to increase capacity for computer-based program training.

## Goals for 2009/2010

PERC established the following goals for 2009/2010:

1. Update and revamp CFS O&I trainings to meet the needs of the department.

2. Deliver training on Grievance Hearings and the Gomez vs. Saenz Settlement.

3. Provide trainings in a web-based format through the Learning Management System (LMS) to increase availability and access to needed trainings.

4. Provide PII Security refresher and new-hire training via the LMS to all HS departments and divisions.

5. Develop web-based evaluations for measuring student performance.

# Goals for 2009/2010 continued…

6.  Increase offerings and improve marketing of PERC Library, a personal and organizational development resource.

7.  Assist HS departments in their community outreach and marketing efforts.

8.  Continue development of the ILP & Transitioning Youth training curriculum based on results of CFS needs assessment.

9.  Collaborate with Office of Compliance and Ethics to launch online ethics training to all staff through e-Learning Network.

10. Collaborate with Clerk of the Board to launch an alternative delivery method of video-based training.

11. Conduct online computer skills assessment for CMIPS II utilizing PERC LMS.

# How Outcomes Are Measured

PERC measures outcomes by the following methods:

| Training | Career Development | Communications | Organizational Development |
|---|---|---|---|
| Student evaluations | Cost per program/ service | Number of publications | Ratings on organizational assessment |
| Transfer of learning (post training assessments) | Cost per participant | Readership | Revenue generated |
| Number of online classes offered | Program participation and un-met demand (wait lists) | Customer satisfaction with communication services | Customer satisfaction indicators |
| Revenue generated | | Public inquiries received by HS/ Community Relations Office | |
| Turn around time for Education Assistance Pro-posal processing | | Number of visitors to HS/Community Relations Office website | |

# Program Information

Training and Development - PERC was formed in July of 1999 through the merger of the Human Resources and Social Services training units. PERC provides initial and ongoing job skills training to eligibility and social workers supporting various human services programs. In addition to providing program, computer and soft-skills training to HS departments and employees, PERC offers a broad spectrum of high-quality, reasonably priced training and development services to other County departments and employees, as well as public and private sector organizations throughout the Inland Empire.

# Program Information continued...

PERC offers training programs in the following areas:

- Computer Applications
- Supervision
- Management and Leadership
- Customer Service
- Written and Verbal Communications
- Personal and Career Development

<u>Career Development</u> - PERC is continuously building a variety of career development services to support organizational efforts to attract, develop and retain a well-trained staff. Our career development services also assist individual employees to develop and accomplish their personal and professional development goals.  PERC staff is available to assist employees and departments with:

- Career, communication, values and interest assessments.
- Individual development planning.
- Career ladder and options identification.
- Career enhancement and career advancement with up-to-date professional development tools and strategies for goal setting, interviewing and resume writing.
- Guidance on establishing mentor relationships.

<u>Organizational Development</u> - Organizational development is the process of improving organizations. PERC's professional consultants help departments collect data, define issues and develop strategies to improve their operational effectiveness and efficiency. Intervention strategies include surveys, needs assessments, focus groups, strategic planning, team building and other group facilitation processes.  Experienced in a variety of group processes, PERC's consultants collaborate with work teams/units, departments and organizations to encourage staff focus, participation and motivation.

<u>Communication Services</u> - The Community Relations Office (CRO) provides a wide range of communication services including public information, marketing and special event assistance for all HS departments.  This office maintains the Human Services Community Relations website and responds to general inquiries from the public, the media and other agencies. The Communications Officer acts as a liaison to the County's Public Information Office and, through participation on the California  Welfare Director's Association Public Awareness and Education (CWDA/PAE) committee, is a point of contact and collaboration with other counties throughout the state.  The CRO also maintains internal communication among the HS departments through the quarterly publication of the *HS Connection*. In addition to the *HS Connection*, the CRO produces the HS Annual Report and the HS Pocket Guide.
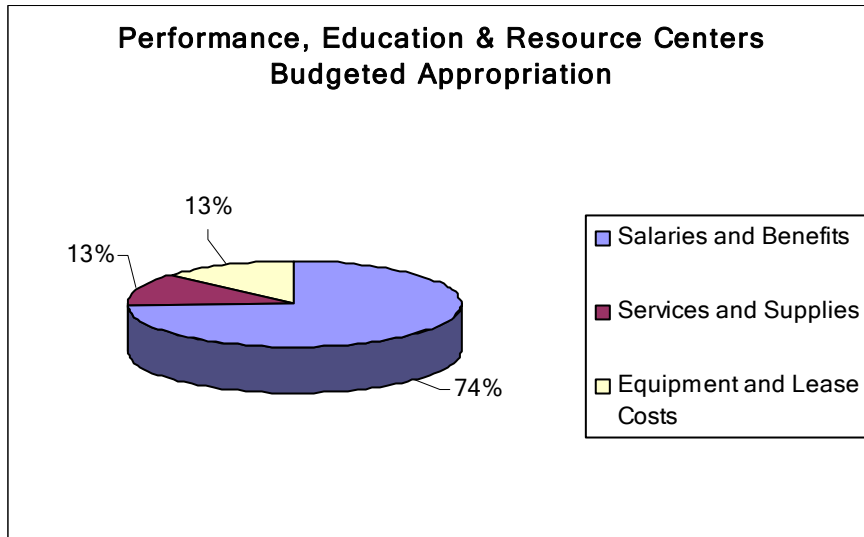
# Staffing Information 2008/2009

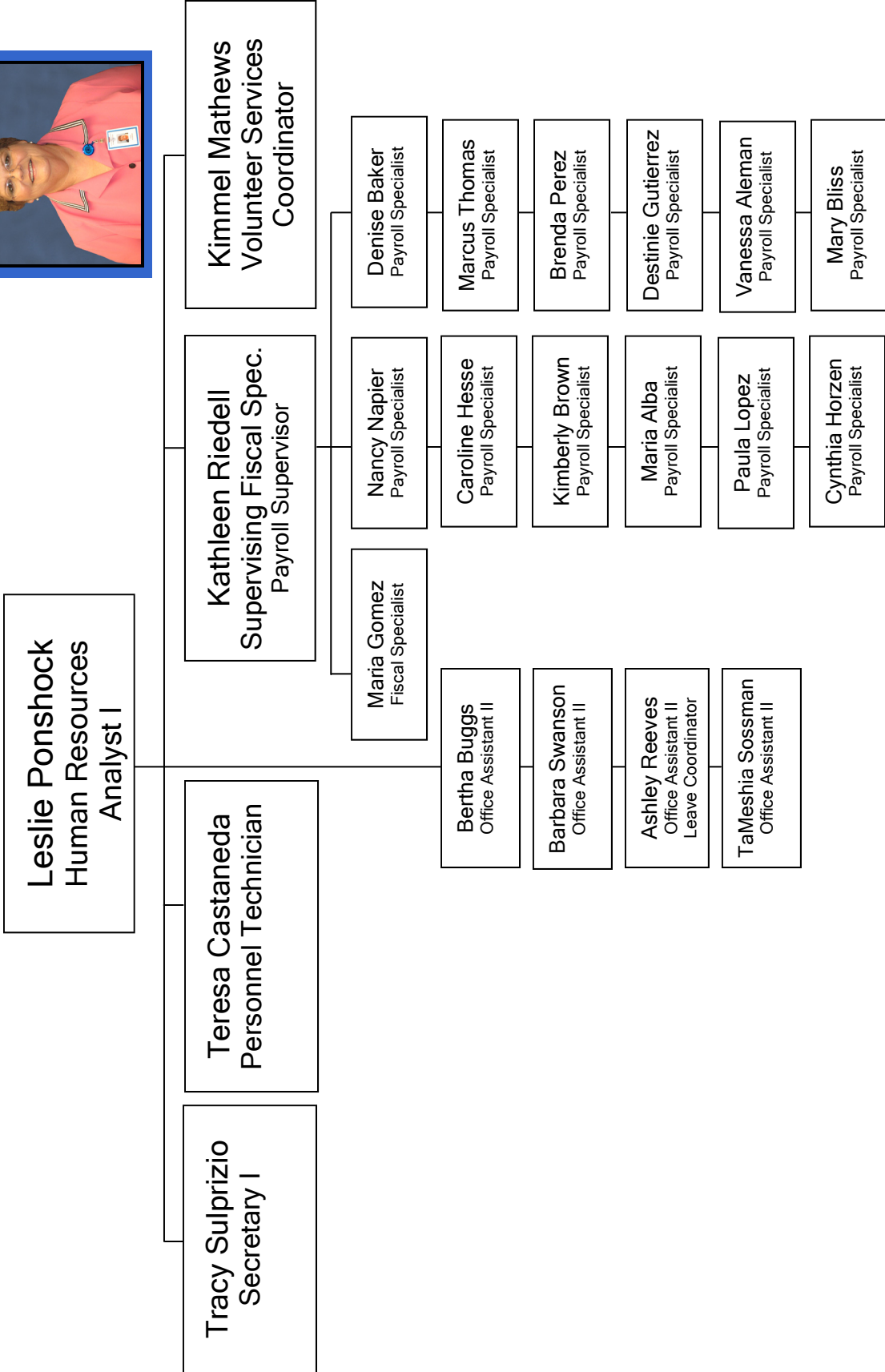Total staffing is approximately 35 employees.

**Performance, Education & Resource Centers Budgeted Staffing**

- Management: 2
- Staff Training Instructors: 11
- Administrative Support: 5
- Training and Development: 9
- Clerical: 8
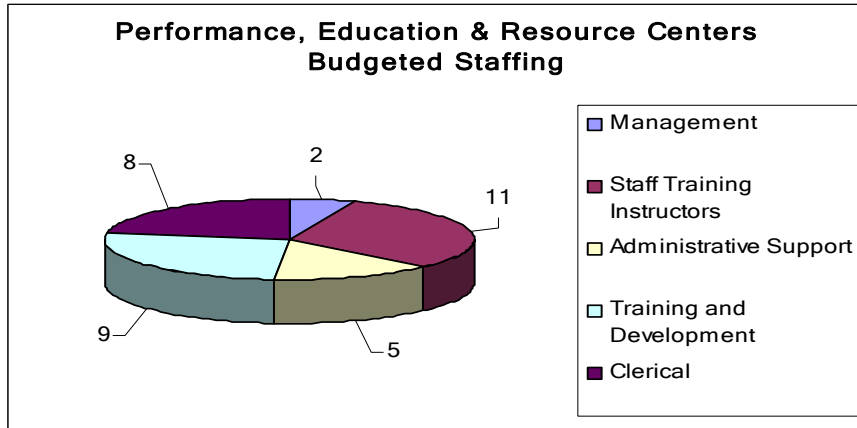
# Budget Information 2008/2009

The division budget for FY 08/09 is $3,531,846.

**Performance, Education & Resource Centers Budgeted Appropriation**

- Salaries and Benefits: 74%
- Services and Supplies: 13%
- Equipment and Lease Costs: 13%

| | |
|---|---|
| Salaries and Benefits | $ 2,631,748 |
| Services and Supplies | $ 443,115 |
| Equipment and Lease Costs | $ 456,983 |
| Total | $ 3,531,846 |

# Personnel Division



**Leslie Ponshock**
Human Resources Analyst I

**Tracy Sulprizio**
Secretary I

**Teresa Castaneda**
Personnel Technician

**Kathleen Riedell**
Supervising Fiscal Spec.
Payroll Supervisor

**Kimmel Mathews**
Volunteer Services Coordinator

**Maria Gomez**
Fiscal Specialist

**Nancy Napier**
Payroll Specialist

**Caroline Hesse**
Payroll Specialist

**Kimberly Brown**
Payroll Specialist

**Maria Alba**
Payroll Specialist

**Paula Lopez**
Payroll Specialist

**Cynthia Horzen**
Payroll Specialist

**Denise Baker**
Payroll Specialist

**Marcus Thomas**
Payroll Specialist

**Brenda Perez**
Payroll Specialist

**Destinie Gutierrez**
Payroll Specialist

**Vanessa Aleman**
Payroll Specialist

**Mary Bliss**
Payroll Specialist

**Bertha Buggs**
Office Assistant II

**Barbara Swanson**
Office Assistant II

**Ashley Reeves**
Office Assistant II
Leave Coordinator

**TaMeshia Sossman**
Office Assistant II

**HS Personnel 100**

# Personnel Division

**Mission** *Our mission at Human Services (HS) Personnel is to provide quality customer service, ensuring HS employees receive their pay and benefits in a prompt and accurate manner.*

**Description** Personnel is responsible for the payroll and personnel activities for approximately 4,500 employees in DAAS, CFS, TAD, PSD, Management Services, ITSD, and PERC.

## Accomplishments for 2008/2009

The Personnel Division accomplished the following in 2008/2009:

√ Testing continued on Phase Three of the Personnel Transactions database, allowing for automated processing and logging of payroll adjustments, on-demand warrants, work performance evaluations, step increases, and leave or absences. Programming fixes are being implemented as required.

√ Continued the conversion of all personnel files currently maintained in paper files to electronic files in the County's personnel file imaging system.

√ Revised the HS Personnel and Payroll Procedures for Supervisors manual and conducted training departmentwide.

√ In accordance to County policy, implemented new procedures for background checks through Smart Hire, in addition to checking fingerprints.

√ Implemented new procedures to protect Personally Identifiable Information (PII), as required by the State of California, Department of Health Care Services.

√ Provided in-depth eTime training to individual departments as required, with a focus on resolving continuing problems with coding, approval of leave requests and time sheets.

√ Began the process of updating or obtaining Position Characteristic Inventories for all positions in Human Services.

## Goals for 2009/2010

The Personnel Division established the following goals for 2009/2010:

1. Complete testing and implementation of Phase Three of the Personnel Transactions database.

2. Begin the design and programming of Phase Four of the Personnel Transactions database allowing for automated processing of retirement letters, service pins, new hire document packets, verification of employment log, reference check log, returning retiree log and letters, bilingual pay log, processing of documents and letters for deceased employees, ID card tracking logs and forms, returned paperwork log and cover sheet, pull list, and distribution list for leave and earning statements and reports.

## Goals for 2009/2010 continued…

3. Complete the automation of personnel files.

4. Revise and automate the Personnel manual, making it a section of the HS Policy and Standard Practice manual.

5. Complete the updating or obtaining of Position Characteristics Inventories.

6. Implement new leave, Family Medical Leave Act (FMLA) and Short-Term Disability procedures as required by Human Resources.

7. Continue to provide quality customer service and identify opportunities to further enhance the delivery of service.

## How Outcomes Are Measured

The Personnel Division measures outcomes by the following methods:

Outcomes for payroll are measured on a bi-weekly basis as electronic time sheets are processed and pay warrants are issued.

Outcomes for the volunteer program are measured by the responses received from recruitments, utilization of volunteer services by departments, and feedback from departments and our website.

## Program Information

Payroll - Is responsible for obtaining certification lists; completing all required re-employment paperwork for newly hired, promoted, or transferred employees; arranging pre-employment physicals, live-scan fingerprinting, and background checks; maintaining files of all interview materials; processing all electronic time sheets, disability and extended leave paperwork, payroll corrections, step advancements, work performance evaluations, and required paperwork to place new employee's information in the payroll system; all front desk reception/customer service; telephones; photo identification cards; and mail distribution.



The Integrated Volunteer Program - Is responsible for conducting recruitments, processing applicants, assisting departments in tracking volunteer hours worked, filling vacancies, writing and maintaining volunteer assignment descriptions, maintaining volunteer personnel files, writing public service announcements and press releases, representing the program at a variety of service organizations and school meetings and functions, and maintaining the volunteer web site.
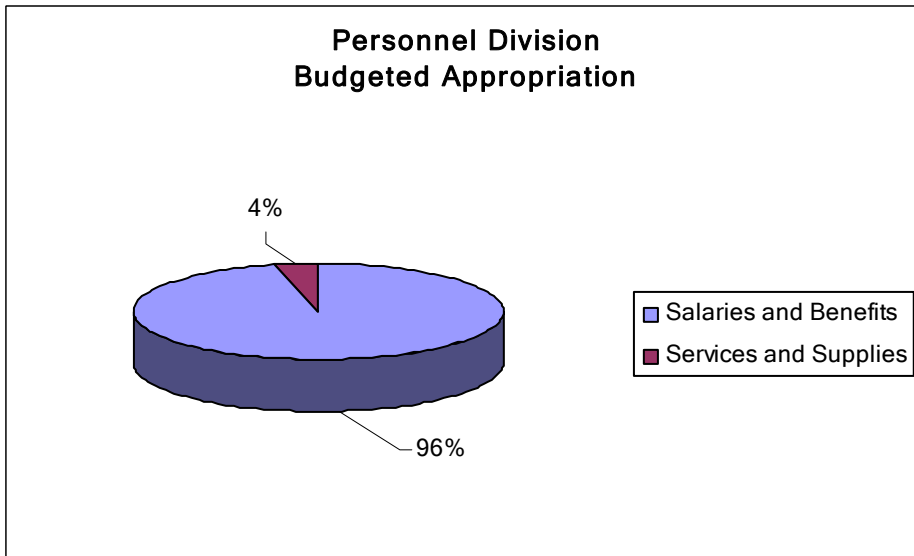
# Staffing Information 2008/2009
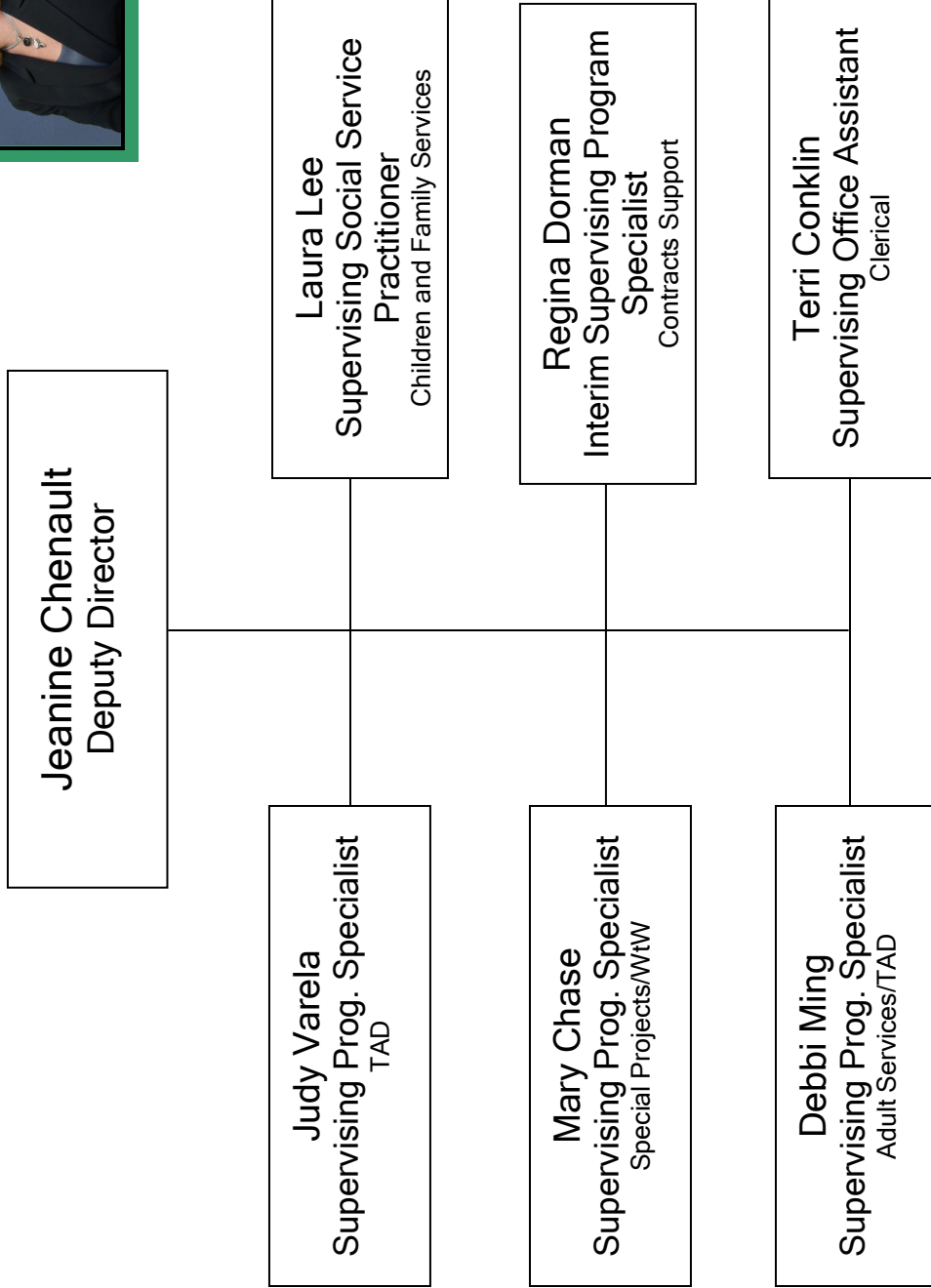
Total staffing is approximately 22 employees.

**Personnel Division
Budgeted Staffing**



- Management
- Payroll Specialists
- Administrative Support
- Clerical

(5, 1, 4, 12)
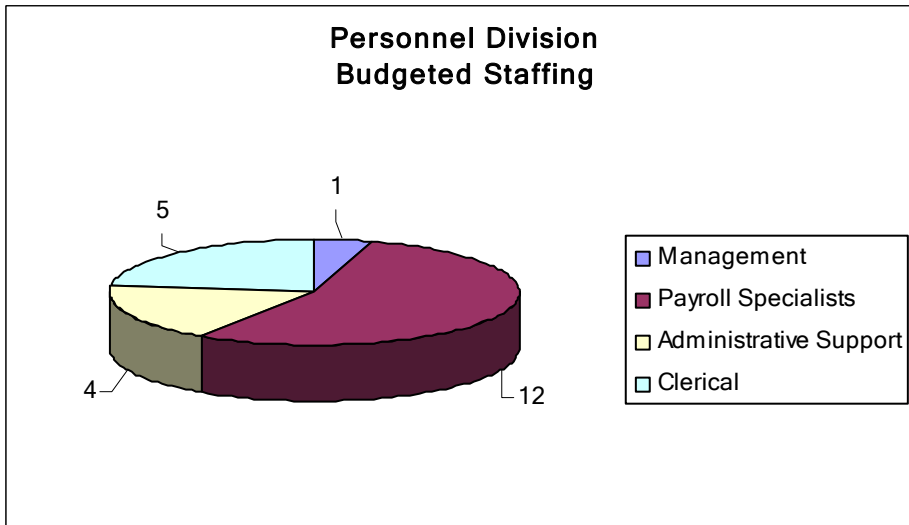
# Budget Information 2008/2009

The division budget for FY 08/09 is $1,255,414.

**Personnel Division
Budgeted Appropriation**



4%

96%

- Salaries and Benefits
- Services and Supplies

| | |
|---|---|
| Salaries and Benefits | $ 1,207,090 |
| Services and Supplies | $ 48,324 |
| **Total** | **$ 1,255,414** |

# Program Development Division



**Jeanine Chenault**
Deputy Director

**Laura Lee**
Supervising Social Service Practitioner
Children and Family Services

**Regina Dorman**
Interim Supervising Program Specialist
Contracts Support

**Terri Conklin**
Supervising Office Assistant
Clerical

**Judy Varela**
Supervising Prog. Specialist
TAD

**Mary Chase**
Supervising Prog. Specialist
Special Projects/WtW

**Debbi Ming**
Supervising Prog. Specialist
Adult Services/TAD

# Program Development Division

**M**ission *The mission of the Human Services Administration, Program Development Division (PDD) is to provide accurate and timely program and policy development to Human Services departments and other agencies, through collaboration, communication, and education.*

**D**escription PDD performs program and policy development support services for Human Services and other County agency customers. The division provides program representation for HS departments to the state, county, and local agencies. PDD coordinates the implementation of adopted legislation, regulations and state/federal policy clarifications. The division develops and maintains administrative, program, policy and operations manuals; automated systems user guides; forms; and notifications for use by over 4,600 staff in Human Services departments.

The division is comprised of six units providing program and policy development services to Human Services and other County agency customers:

* Adult Services/TAD Medi-Cal
* Child Welfare Services/Human Services Policy
* TAD Eligibility
* TAD Services/Special Projects
* TAD/CFS Contracts Support
* Office Administration & Support

## Accomplishments for 2008/2009

PDD accomplished the following in 2008/2009:

√ Provided program and policy development products/services to assist HS departments in meeting their FY 2008/09 business plan objectives, publishing and disseminating 4,975 policy and procedure products.

√ Analyzed and implemented 312 state regulatory letters/notices.

√ Developed and disseminated 370 FAQs for the online Knowledge Database.

√ Provided response and resolution to 2,608 C-IV system trouble tickets.

√ Developed and issued 479 Medi-Cal Eligibility Determination System (MEDS) reports for compliance action by TAD staff.

√ Provided program support for the procurement and monitoring of 296 TAD, CFS, and Probation (AB 1931) contracts and MOUs.

√ Developed or provided support to development of Department Disaster Plans for TAD, CFS, DAAS and VA.

## Accomplishments for 2008/2009 continued...

√ Provided program development for five 2009 National Association of Counties (NACo) Awards:

⇒ DAAS "*Scam Alerts*," an instant alert system on scams effecting seniors

⇒ TAD/CFS "*Heads Up Log*," tracking placement changes through a web-based application

⇒ DAAS "*We Can*," healthy aging through Wii tournaments

⇒ CFS "*County Juvenile Court Behavioral Health Services*," providing direct patient/child intervention

⇒ CFS "*County Peer and Family Assistants Program*," helping improve outcomes for the children and families served by CFS through coordinated services

√ Facilitated training and collaboration with Community-Based Organizations (CBOs) for Food Stamp access to the needy, TAD program overviews for the Board of Supervisor's Public Forums on foreclosure resources, and quarterly forums for CFS contractors.

√ Completed major program/operational analysis, development and implementation for HS departments including:

⇒ Implemented privacy and security requirements for Personally Identifiable Information (PII) mandates

⇒ Implemented APS ancillary services Voucher Payment system

⇒ Identified and corrected miscoded IHSS residual cases saving essential County funds

⇒ Developed program and policy for Dual Agency children who are served both by CFS and Regional Center

⇒ Implemented federal TANF changes for CalWORKs Employment Services Program

⇒ Reformatted and published online TAD Office Procedures handbook

√ Facilitated implementation of Efforts to Outcomes (ETO) web-based application for CFS contracted vendors who support PSSF, CAPIT, Kinship and Post Adoptive Services.

√ Facilitated and assisted in drafting the County Self Assessment (CSA) and System Improvement Plan (SIP) for CFS and Probation.

√ Completed PSSF/CAPIT procurement to align more closely with CSA and SIP.

√ Continued to enhance ETO processes, including data input, data reporting and gathering in relation to contract compliance and outcome measurements.

√ Improved business processes implementing TAD and DAAS efficiency measures.

# Goals for 2009/2010

PDD's priorities in this fiscal year will be driven by the budget outcomes at the state level. All efforts will be focused on changes enacted and the resulting major local impacts.

PDD established the following goals for 2009/2010:

1. Analyze, recommend and plan departments needed actions on the 2009/10 state budget.

2. Complete development of online Office of Homeless Services (OHS) handbook.

3. Update TAD Employment Services Program handbook and materials for 2009/10 budget changes and 2010 TANF Reauthorization.

4. Develop TAD Employment Services Program material and support implementation of Subsidized Employment in the private sector.

5. Update Interagency Law Enforcement Protocol for elder abuse.

6. Implement CMS Program waiver (1915j option) to replace the IHSS Independent Plus Waiver (IPW) Program seeking increased federal participation.

7. Revise CWS/CMS user guide for adoptions.

8. Complete revision of CFS Consent Chapter with Consent Desk Guide and PowerPoint training.

9. Complete revision of the Foster Parent handbook.

10. Implement EBT conversion, changing vendor from JP Morgan to ACS.

11. Implement and enhance C4 Yourself by adding CalWORKs, Medi-Cal and County Medical Services Program (CMSP) to the online application.

12. Reduce Foster Care overpayments through ongoing monitoring and preventive measures.

13. Rewrite and reorganize Foster Care handbook.

# How Outcomes Are Measured

PDD measures outcomes by the following methods:

| Activity | Measure |
|---|---|
| Provide accurate and timely program and policy development | • Data tracking of project/product development<br>• Customer feedback |
| Maintain and improve product infrastructure | • Increased availability of knowledge assets in an electronic medium<br>• Effectiveness of improvements to programs, policies and procedures<br>• Effective service outcomes of customer goals |

# Program Information

PDD performs a wide range of program and policy development support services for HS and other County agency customers. Services provided by the division support HS departments' objectives and successful outcomes. PDD develops and maintains administrative, program, policy and operations manuals; automated systems user guides; forms; and notifications for use by over 4,600 staff in HS departments.
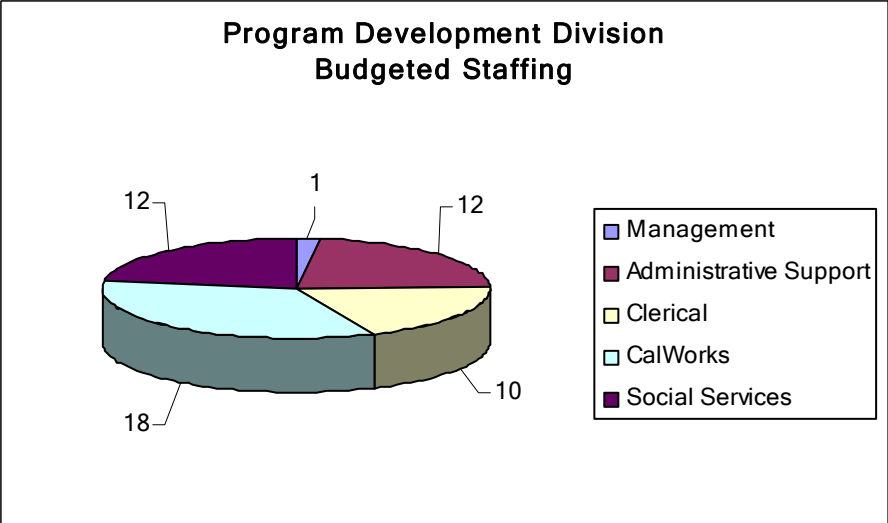
The division:

1. Develops knowledge assets, such as policy and procedure handbooks, forms, and electronic tools for use by Human Services staff.

2. Reviews and determines the potential impact of proposed and enacted federal and state regulatory/legislative changes on specific programs and services, providing recommendations and impact analysis to customers.

3. Initiates and maintains contact with federal, state and other county officials to ensure accurate implementation of state regulations.

4. Acts as operational, programmatic or technical expert for the various HS programs. Conducts and coordinates comprehensive research and analytical studies of program and operational activities.

5. Organizes, coordinates, and monitors progress of special projects and provides reports for HS management.

6. Assists in the preparation of contract solicitations and monitoring of contract program compliance.

7. Prepares reports and recommendations for appropriate action, based on research and studies.

8. Provides assistance to customer department management concerning program-related questions or complaints received from the public or community stakeholders.
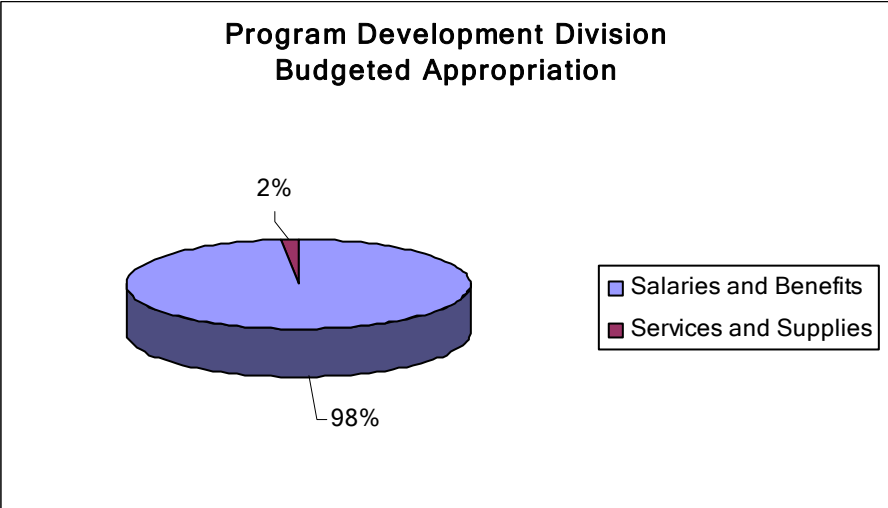
# Staffing Information 2008/2009

Total staffing is approximately 53 employees.

**Program Development Division
Budgeted Staffing**

- Management
- Administrative Support
- Clerical
- CalWorks
- Social Services

12, 1, 12, 18, 10

# Budget Information 2008/2009

The division budget for FY 08/09 is $4,165,028.

**Program Development Division
Budgeted Appropriation**

2%

98%

- Salaries and Benefits
- Services and Supplies

| | |
|---|---|
| Salaries and Benefits | $ 4,092,178 |
| Services and Supplies | $ 72,850 |
| Total | $ 4,165,028 |

# Program Integrity Division



**Virginia Lugo**
Division Chief

**Denise Shefchik**
Supervising Appeals
Specialist II
Appeals Unit

**Laurie Coffey**
**Debbie Curry**
Quality Review Supv. III
Quality Review Unit

**Vacant**
Supervising Fraud
Investigator II
Fraud Investigations Unit

**Vacant**
Supervising Case
Review Specialist
Case Review Unit

# Program Integrity Division

## Mission
*PID is devoted to providing quality service to the HS departments it serves and is committed to ensuring that welfare programs are administered fairly, equally, and without system abuse.*

## Description
Program Integrity Division (PID) provides supportive services to three Human Services departments: TAD, CFS and DAAS. These include specialized functions, which are mandated by the state to be apart from benefit processing, ongoing tasks that require special training, as well as special projects and assistance for unusual situations.

PID is comprised of four units with unique functions that support HS departments:

1. Case Review Unit (CRU)
2. Quality Review Unit (QRU)
3. Appeals Unit (AU)
4. Fraud Investigation Unit (FIU)

## Accomplishments for 2008/2009

PID accomplished the following in 2008/2009:

Case Review Unit
- √ Processed 48 cases including extensive analysis and recommendations for department policy and procedure revisions, with the ultimate goal of reducing liability exposure for the County of San Bernardino.

- √ Presented Critical Incident referral process to DAAS.

- √ Completed 65 hearings for the Child Abuse Central Index (CACI) Appeal Process.

- √ Continued to act as Core participants at MDT meetings including:
  - * Child Death Review
  - * Children's Assessment Center (CAC)
  - * Loma Linda Children's Hospital, Child Protection Center
  - * Domestic Violence & Death Review
  - * Elder Abuse and Death Review

Quality Review Unit
- √ Performed 8,180 home visits as a support for eligibility and benefit determinations.

- √ Conducted 21,989 case reviews in support of the Quality Assurance/Quality Control function, Welfare to Work (WTW) Program, and the TAD Tier/Focus Review system.

# Accomplishments for 2008/2009 continued...

Quality Review Unit continued
√   Reviewed 30,309 CalWORKs cases to determine eligibility for adults based on time on aid.

√   Reconciled 36,830 earned income abstracts resulting in the establishment of $768,683 CalWORKs and $1,437,589 Food Stamps recovery accounts.

Appeals Unit
√   Received and processed 7,351 requests for hearing, an 11% increase from FY 2007/08.

√   Of the hearing decisions received and heard by Administrative Law Judges, 67% upheld the County's position in totality.  This rate was an increase of 2% from the percentage of winning decisions received in last fiscal year 2007/08.  An additional 19% upheld a portion of the County's position.

√   Continued with updates to the Appeals Resource manual published on the server last year.

√   Implemented new work processes utilizing alternate staff resources within PID resulting in increased unit efficiency and better customer service.

Fraud Investigation Unit
√   Changed method of investigations to preclude Drug Felon referrals.  Completed 7,826 non-Drug Felon investigations.

√   Referred 253 cases to the District Attorney, an increase of 57% over FY 2007/08.

√   Identified total fraud overpayment/over-issuance of $1,315,656.

# Goals for 2009/2010

PID established the following goals for 2009/2010:

Case Review Unit
1.  Ensure the "360°" CRU Case Recommendation Tracking Reports continue, and revise the process if necessary in order to effectively track the status of recommendations.

2.  Continue to reduce County liability and exposure by assuring all HS departments are aware of CRU and the Critical Incident referral process.

3.  Improve CACI hearing policy and communication process.

Quality Review Unit
1.  Streamline the TAD request process for Time On Aid Reviews (Time Limit Reviews) to increase efficiency for TAD and PID.

2.  Evaluate all QRU functions to improve QRU support to TAD.

3.  Analyze communication procedures between PID and all public entities we serve, including Food and Nutrition Systems (FNS), California Department of Social Services (CDSS), and all HS divisions.

## Goals for 2009/2010 continued…

Appeals Unit
1. Continue to evaluate unit practices and develop innovative approaches to achieve and maintain successful outcomes.

2. Develop additional customer surveys relevant to the varied customers served (i.e. state staff, county staff and claimants) who can provide feedback on the services received.

3. Continue to work on and improve communication.  Increase positive interaction with all departments we serve through active participation and collaboration in the resolution of obstacles and achievement of common goals.

4. Continue to increase the success rate in hearings.

Fraud Investigation Unit
1. Continuously monitor FIU manpower in order to evenly distribute workloads, complete referrals in a timely and thorough manner, and reduce to a minimum any backlog of investigations providing optimum customer service to TAD.

2. Ensure all potential criminal cases are sent to the District Attorney's office for prosecution.

3. Provide training to FIU investigators and supervisors to maintain an updated and professional staff.  This training will ensure they are current in accepted law enforcement practices and, by doing so, perform in a professional, competent manner.

4. Develop and implement proactive projects that are progressive and innovative to detect and deter fraud.

5. Recruit and hire competent, enthusiastic individuals for the position of Investigator.

## How Outcomes Are Measured

PID measures outcomes by the following methods:

1. Analyzing data and tracking specific program outcomes

2. Surveying staff members

3. Testing effectiveness of improvements to programs, policies, and processes

# How Outcomes Are Measured continued...

| Activity | Measure |
|---|---|
| Quality Review:<br>Ensure accuracy of customer benefits issued<br><br>Provide analysis tool to TAD to proactively decrease payment errors | • Customer feedback<br><br>• 5% decrease in payment errors |
| Appeals:<br>Increase percentage of hearing decisions in favor of the County | • Compare the number of "wins" to the total number of hearings requested; a 2% increase was maintained in decisions in favor of the County in 2008/09 from the prior year<br><br>• The number of hearings requested increased by 11% |
| Case Review:<br>Provide critical incident investigations and reports<br><br>Ensure usefulness of reports to County departments | • Satisfactory rating as indicated by customer feedback<br><br>• Customer feedback<br>• Recommendations tracked via Recommendation Report |
| Fraud Investigations:<br>Provide prompt, comprehensive, concise information to the Eligibility Worker in order to ensure accuracy of benefits issued | • Eligibility Worker feedback<br>• 57% increase in cases referred to DA for prosecution |

# Program Information

**Fraud Investigation Unit** - Is required to prevent, identify, investigate, and prepare cases for prosecution to ensure the integrity of the welfare system.

**Case Review Unit** - Conducts specialized case reviews at the direction of County Counsel. Hearing officer for Child Abuse Central Index (CACI) administrative hearings.
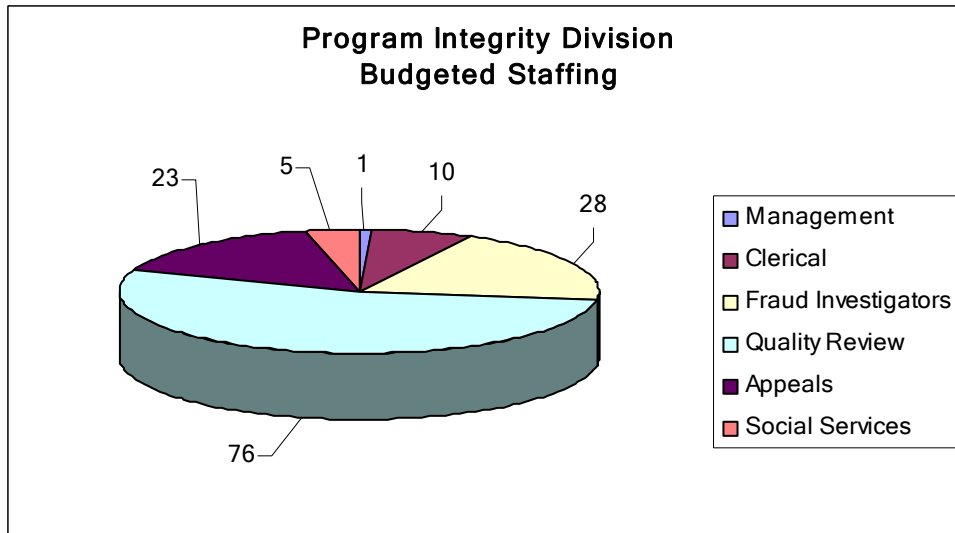
**Quality Review Unit** - Is responsible for the review and reconciliation of reports, cash aid overpayment calculations and collection; CalWORKs Work Participation Rate; Food Stamp Quality Control case reviews; CalWORKs time limit calculations; and other specialized welfare functions for TAD.

**Appeals Unit** - Represents the County in administrative hearings in which public assistance case decisions are disputed by the clients; investigates recipient civil rights complaints; receives and resolves, or refers elsewhere for resolution, complaints about how cases are handled by workers; and receives tips on welfare fraud.
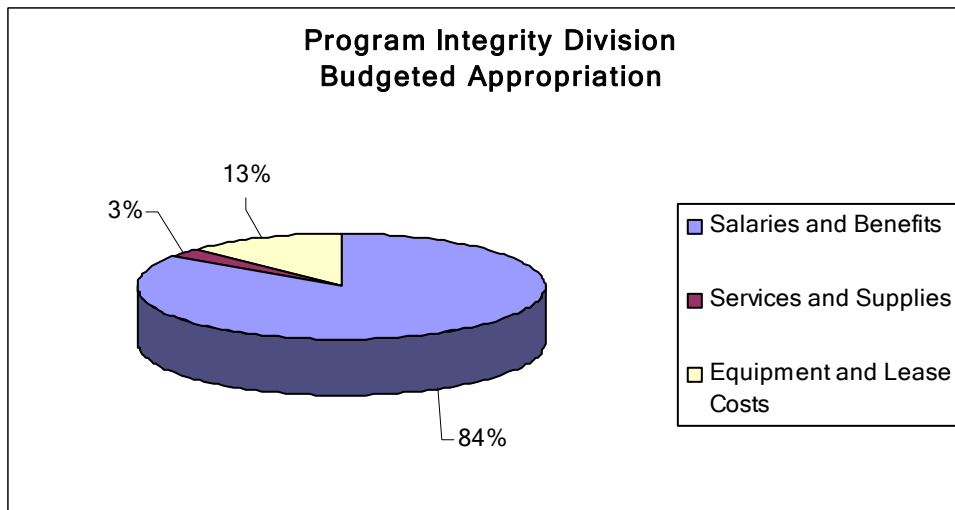
## Staffing Information 2008/2009
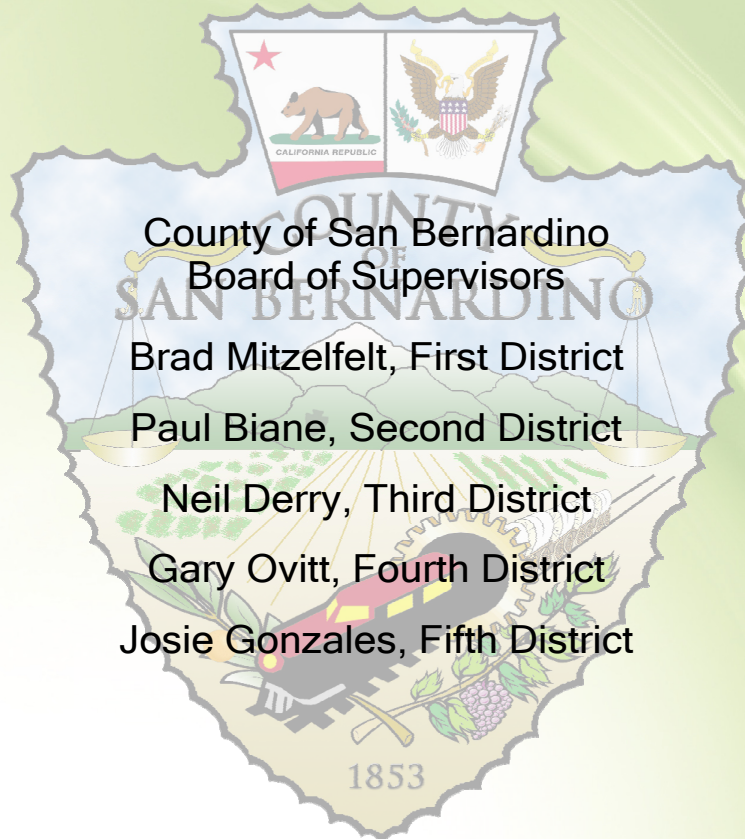
Total staffing is approximately 143 employees.



Program Integrity Division
Budgeted Staffing

- Management
- Clerical
- Fraud Investigators
- Quality Review
- Appeals
- Social Services

## Budget Information 2008/2009

The division budget for FY 08/09 is $10,839,344.



Program Integrity Division
Budgeted Appropriation

- Salaries and Benefits
- Services and Supplies
- Equipment and Lease Costs

| Salaries and Benefits | $ 9,152,055 |
| Services and Supplies | $ 319,534 |
| Equipment and Lease Costs | $ 1,367,755 |
| Total | $10,839,344 |