

2007/08 Annual Report



*An informative look at the many services provided
by the County of San Bernardino Human Services*

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A message from Assistant County Administrator

Human Services



Linda Haugan

Welcome to the 2007/08 Human Services Annual Report

Welcome to the 2007/08 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.

Department of Aging & 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 commu-

nications, planning, coordination and cooperation among and between agencies who serve children.

Department of Children's Services (DCS)

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

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.



A message from

Assistant County Administrator

Human Services



Welcome to the 2007/08 Human Services Annual Report

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 Services; 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

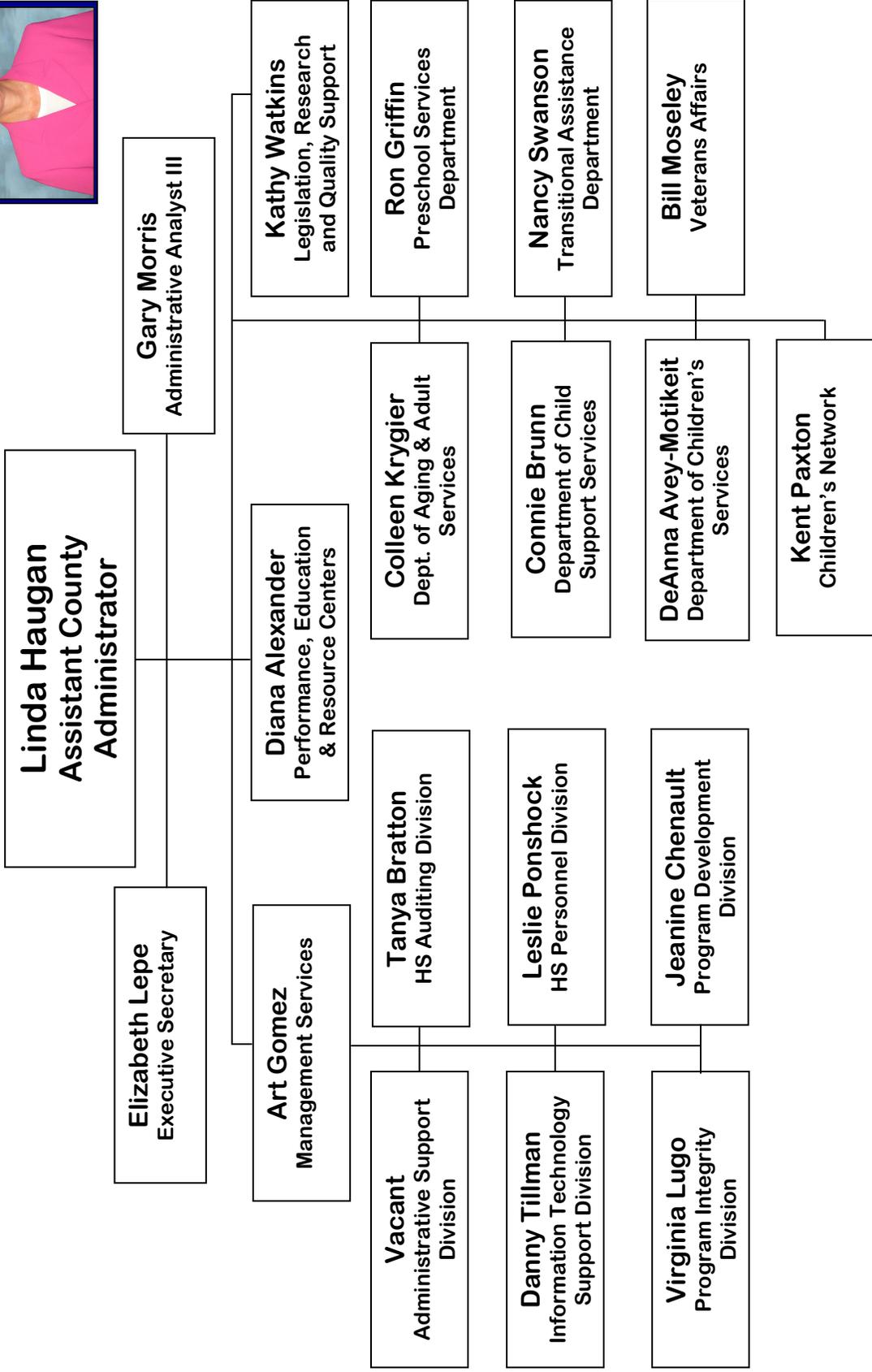


*Human Services works
to build a healthier
community by
strengthening individuals
and families, enhancing
quality of life and
valuing people.*



MISSION STATEMENT

San Bernardino County Human Services



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
CADPAAC	County Alcohol and Drug Program Administrators Association of California
CalWORK	California Work Opportunities for Kids
CAO	County Administrative Office
CASES	Computer Assisted Support Enforcement System
CAT	Comprehensive Assessment Tool
CCSAS	California Child Support Automated Systems
CDSS	California Department of Social Services
CEU	Continuing Education Unit
CHEAC	County Health Executives Association of California
CMHDA	California Mental Health Directors Association
CMS	Centers for Medicaid and Medicare Services
COB	Clerk of the Board
COSTARS	Customer Online Storage and Retrieval System
CPS	Child Protective Services
CRO	Community Relations Office
CSUSB	California State University San Bernardino
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
EITC	Earned Income Tax Credits
EMSAAC	Emergency Medical Services Administrators Assoc. of California
EPSDT	Early & Periodic Screening, Diagnosis & Treatment
ESP	Employment Services Program
F2F	Family to Family
FCP	Family Community Partnerships
FGDM	Family Group Decision Making
FSET	Food Stamp Employment Training

GLOSSARY OF ACRONYMS

HUMAN SERVICES

GIS	Geographic Information System
GSA	General Services Administration
HIPAA	Health Insurance Portability & Accountability Act
HS	Human Services
IEHP	Inland Empire Health Plan
IEVS	Income Eligibility Verification System
IHSS	In-Home Supportive Services
ILP	Independent Living Program
KSSP	Kinship Support Services Program
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
MOU	Memorandum of Understanding
MSSP	Multi-Purpose Senior Services Program
NACo	National Association of Counties
NEO	New Employee Orientation
OAA	Older Americans Act
ORS	Online Requisition System
PAE	Public Awareness and Education
QA	Quality Assurance
SART	Screening, Assessment Referral and Treatment
SIA	Senior Information and Assistance
SLMS	State License Match System
STARS	Success Through Accuracy, Responsibility & Svc.
STEP	Senior Training and Employment Program
TANF	Transitional Assistance For Needy Families
TDM	Team Decision Making
TLR	Time and Labor Report
USDVA	United States Department of Veteran Affairs
VCMS	Veterans Case Management System
VITA	Volunteer Income Tax Assistance
VSR	Veterans Service Representative
WPR	Work Participation Rate
WTW	Welfare to Work

GLOSSARY OF ACRONYMS

HUMAN SERVICES

*A closer look at Human Services
departments...*

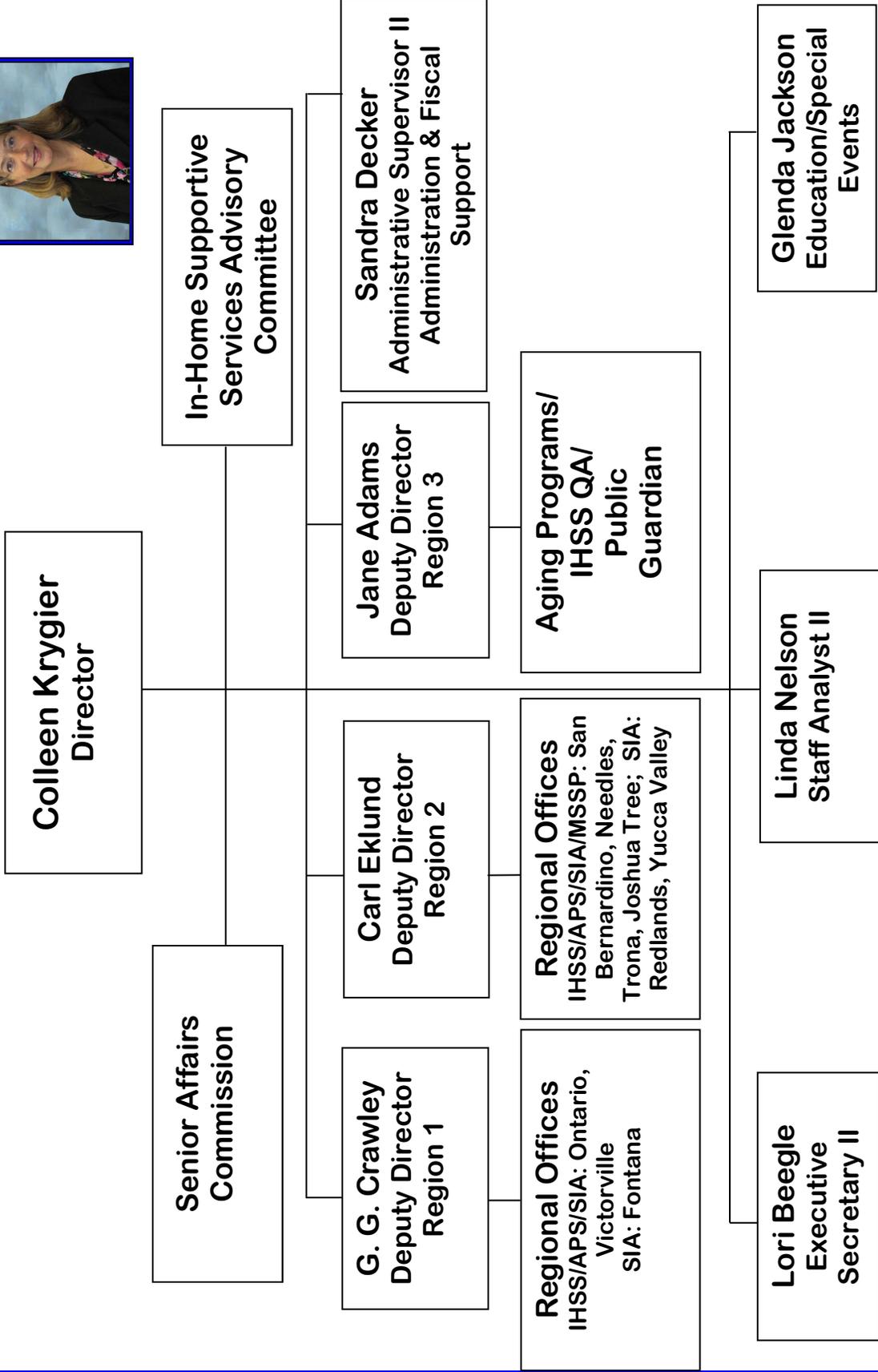


- *Aging & Adult Services*
- *Child Support Services*
- *Children's Network*
- *Children's Services*
- *Preschool Services*
- *Transitional Assistance*
- *Veterans Affairs*



DEPARTMENTS

Aging and Adult Services



Department of Aging and Adult Services (DAAS)

Mission

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.

DAAS serves as the Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA). As the AAA, the department is the designated agency to advocate for the elderly on the local, state, and national levels. As such, the department is mandated to ensure that options are easily accessible to all older individuals and to have a visible resource where anyone can go or call for information and/or referrals. The primary programs under the OAA are Senior Nutrition, Senior Information and Assistance (SIA), Senior Employment, and Ombudsman. The department also administers and provides services through programs under the California Department of Social Services (CDSS). These programs serve the aged, blind and individuals with disabilities. The primary CDSS programs are In-Home Supportive Services (IHSS) and Adult Protective Services (APS).

Accomplishments for 2006/2007

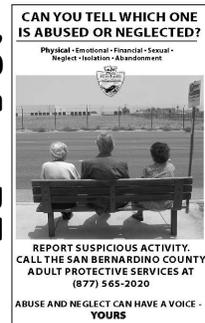
DAAS accomplished the following in 2006/2007:

- ✓ Held 20th Annual Multi-Disciplinary Team (MDT) Conference, attended by 200 professional staff from six different counties.
- ✓ Increased participation in the federal Medical Administrative Activities program which provides reimbursement from the federal Medicaid program for outreach and other health-related activities.
- ✓ Developed and implemented MDT meetings with the Public Guardian, DBH, and ARMC to ensure integrated service delivery.
- ✓ Hosted “Celebrating Seniors Healthy Aging” events in San Bernardino, Victorville and the Morongo Basin providing opportunities for outreach and information to over 2,600 seniors.
- ✓ Completed remodel of Public Guardian warehouse operation including new security system, property estate storage guidelines, purchase of new storage containers and forklift, improving the quality of inventory and care of conservatee estates.
- ✓ Conducted outreach activities at 30 community health fairs.



Accomplishments for 2006/2007 continued...

- ✓ Worked in cooperation with service providers in developing nutrition pilot programs that include sack lunches, breakfast and dinners at some sites.
- ✓ Increased the number of nurses for Quality Assurance (QA) in Health Care Case Management for medically fragile clients in the Multi-purpose Senior Services Program (MSSP) and IHSS programs. Increased MSSP caseload to state target of 345 cases.
- ✓ Received National Association of Counties (NACo) award for implementing the use of Geographic Information System (GIS) mapping technology to improve response to local disaster assistance IHSS clients.
- ✓ Received “Best Practice” recognition from the state during program audit reviews in areas in the Aging, IHSS QA, SIA, and Ombudsman programs.
- ✓ Increased the number of volunteers in the Ombudsman program through a partnership with Time Warner Cable.
- ✓ Provided 177 hours of community education on elder abuse, resident rights and advanced directives, including training 250 certified nurses aids through a partnership with the American Red Cross.
- ✓ Implemented an elder abuse awareness campaign including media outreach via radio ads, newspaper ads and articles, and use of the County newsreel and payroll stuffers.



Goals for 2007/2008

DAAS established the following goals for 2007/2008:

Adult Programs

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.

Aging Programs

1. 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.
2. Assist at-risk adults to maintain independence and live safely in the least restrictive environment.
 - A. Increase number of individuals served through the Senior Nutrition programs.

Goals for 2007/2008 continued...

Public Guardian Programs

1. Ensure the safety and welfare of at-risk adults and the elderly referred to Public Guardian.
 - A. Complete probate referral investigations within 60 days.

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	<ul style="list-style-type: none"> • Complete annual re-evaluation process for IHSS customers within state timelines • Increase the number of individuals served through Senior Nutrition programs
Ensure the safety of the at-risk adults and the elderly to improve or maintain quality of life	<ul style="list-style-type: none"> • Respond to emergency APS referrals within state mandated timelines • Complete probate referral investigations within 60 days
Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance	<ul style="list-style-type: none"> • Increase Senior Information & Assistance outreach efforts

Program Information

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.

Area Agency on Aging Programs:

Senior Supportive Services - Include programs for seniors (persons 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.

Senior Training and Employment Program (STEP) - Provides part-time employment services for seniors age 55 and over. Seniors in the program receive on-the-job training in clerical work, basic computer skills, resume preparation, job location strategies, and other related topics.

Multipurpose Senior Services Program (MSSP) - The MSSP is designed to prevent or delay placement in residential care by providing intensive case management to enable persons to remain safely in their home.

Ombudsman Services - This program is 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 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.

Linkages - Is a "gap-filler" that helps persons at risk of being institutionalized who are not receiving other case management services, such as those provided through the departments of Developmental Services, Mental Health and/or Rehabilitation.

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.

Program Information continued...

Office of the Public Guardian/Conservator continued:

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) – APS Hotline receives an average of 568 reports of elder or dependent adult abuse each month. Each report is assigned to a social service practitioner for investigation and resolution.

In-Home Supportive Service (IHSS) – The department currently has 16,595 eligible IHSS cases with an average of 89 authorized service hours per case, per month. The Senior Information & Assistance program makes an average of 7,331 contacts per month with individuals seeking assistance.

Senior Nutrition Program – An average of 37,751 meals are served in congregate settings (senior centers, community centers, etc.) each month. Another 40,164 meals are delivered each month to seniors who are homebound.



Senior Training and Employment Program (STEP) – STEP provides training and employment programs for an average of 145 eligible seniors throughout the county.

Multipurpose Senior Services Program (MSSP) – MSSP has an average of 345 cases maintained monthly, providing assistance to the elderly and their caregivers.

Linkages – Linkages case management services are provided to an average of 100 at-risk individuals each month. The department receives and responds to an average of 130 complaints each month through this program.

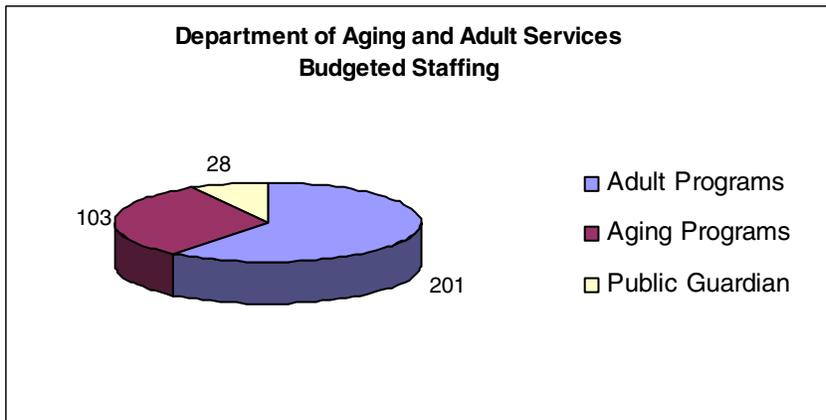
Public Guardian-Conservator – By court appointment, the Public Guardian-Conservator acts as conservator for probate, Lanterman, Pertis, Short act cases. The program has an average of 163 probate cases and 532 Lanterman, Petris Short act (LPS) cases.

Caseload by Program

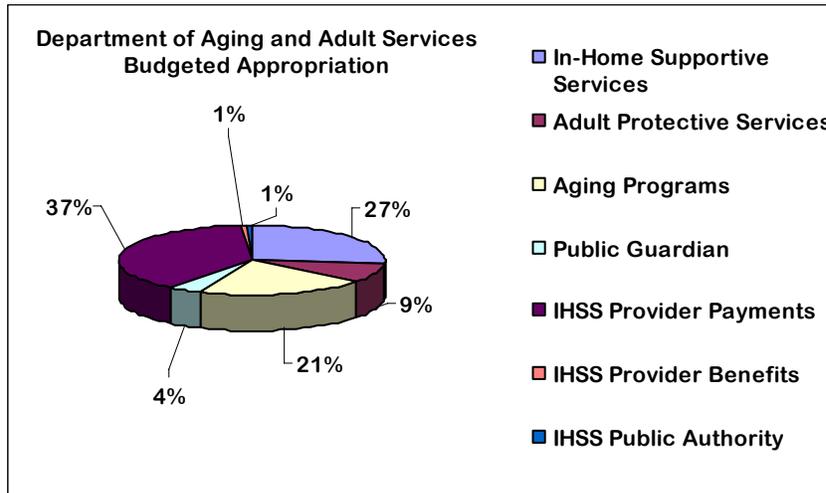
Program	Workload Indicators
IHSS – Continuing Cases	16,595
APS – Referrals	616
APS – Open Cases	1,040
MSSP Cases	347
Public Guardian – Probate Cases	163
Public Guardian - LPS	532

Staffing Information 2006/2007

Total staffing is approximately 332 employees.

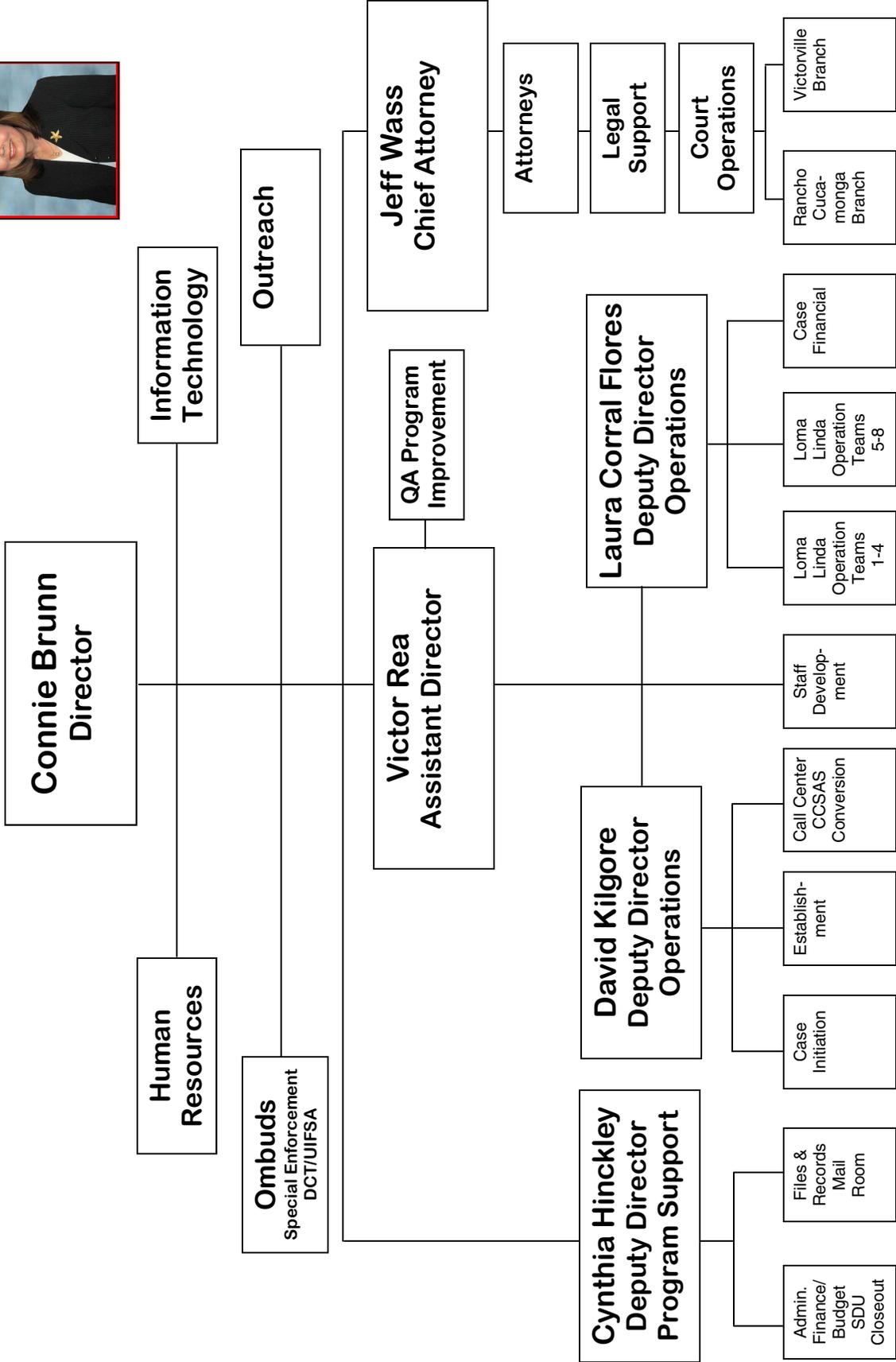


Budget Information 2006/2007



In-Home Supportive Services	\$15,229,584
Adult Protective Services	\$5,108,927
Aging Programs	\$11,777,461
Public Guardian	\$2,171,293
IHSS Provider Payments	\$21,693,539
Other Programs	\$843,643
Total	\$56,824,447

Child Support Services



Child Support Services (DCSS)

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.

Basic program activities of DCSS include locating absent parents, establishing orders for monetary support and medical support pursuant to state guidelines, 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 2006/2007

DCSS accomplished the following in 2006/2007:

- ✓ Restructured both the before and in court process increasing the number of cases on the court calendar by an average of 350 cases per month, and achieving a 31 percent increase in the number of cases with a disposition in court.
- ✓ Reduced the percent of new support orders which are established using presumed income from 12.5 to 6.5 percent.
- ✓ Developed and implemented the Payment Assistance Kit which provides information and materials to assist non-custodial parents when a new court order has been established.
- ✓ Implemented a predictive dialer system resulting in 679 payments for a total of \$148,513 in collections between November 2006 and June 2007.
- ✓ Participated in outreach at local TAD offices and assisted 135 custodial parents with their child support related issues.
- ✓ Held a State License Match System (SLMS) Day resulting in 63 delinquent obligors coming into the office, and collected a total of \$12,231 in past due support.
- ✓ Increased collections by \$777,699.
- ✓ Implemented the Notice of Motion process in place of the Order to Show Cause, eliminating the need for personal service.



Accomplishments for 2006/2007 continued...

- ✓ Completed the (Computer Assisted Support Enforcement System) CASES work-flow alignment process.
- ✓ Imaged a total of 69,203 cases into the Customer Online Storage and Retrieval System (COSTARS) imaging system.

Goals for 2007/2008

DCSS established the following goals for 2007/2008:

1. Improve performance in the federal performance measures.
 - A. Paternity establishment goal is 95%
 - B. Support order establishment goal is 85%
 - C. Current support collections goal is 50%
 - D. Cases with arrears collections goal is 56%
2. Implement the conversion to the California Child Support Automated System (CCSAS).
3. Move to the new Child Support court facility.
4. Implement a new Customer Service Center.
5. Develop and conduct Legal Community Outreach forums.
6. Pilot the use of webcams in TAD offices for interviews with custodial parents.
7. Complete a training assessment and develop an enhanced staff training program.
8. Complete the State Department of Child Support Services' Full Collections training program for child support officers.
9. Complete the imaging of case files project.
10. Continue to meet compliance and data reliability requirements.



How Outcomes Are Measured

Child Support measures outcomes by the following methods:

Performance is measured on an annual basis by four 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.

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	<ul style="list-style-type: none"> • Increase to 50% collections on current support orders • Increase to 85% cases with a support order established
Increase staff awareness of compliance mandates by providing training and tools necessary to meet time frames	<ul style="list-style-type: none"> • Meet 90% of key case processing time frames for compliance
Direct resources to the most productive and efficient activities	<ul style="list-style-type: none"> • Complete 90% of staff alignment process

Program Information



Case Intake - New cases must be set up within twenty 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 seventy five 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. 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 sixty 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.

Statistical Information

Paternity Establishment

Children in caseload born out of wedlock as of June 30, 2007 115,513

Children with paternity established or acknowledged as of June 30, 2007 89,928

Support Order Establishment

Cases in caseload with support order as of June 30, 2007 94,704

Total Collected (both current and arrears)

July 2005 - June 2006 \$150,391,607

July 2006 - June 2007 \$151,169,306

Current Support Collections

Total current support owed \$139,311,803

Total current support collected and distributed \$67,499,791

Caseload

Open cases as of June 30, 2006 147,454

Open cases as of June 30, 2007 128,857

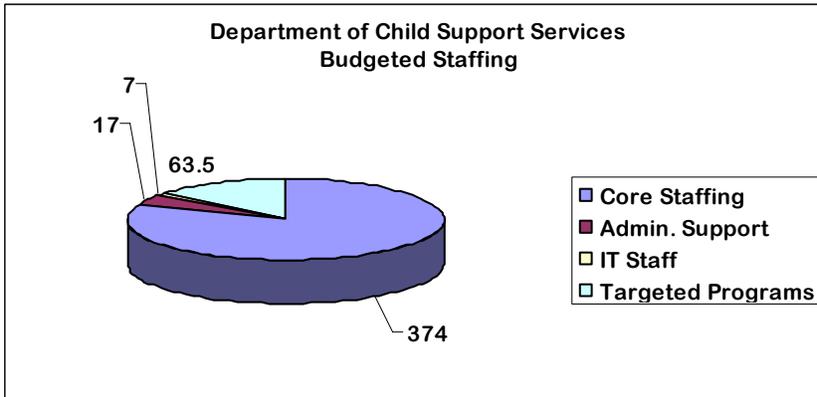
Arrears Collection

Cases with arrears due in fiscal year 2006/07 as of June 30, 2007 71,143

Cases paying toward arrears as of June 30, 2007 37,850

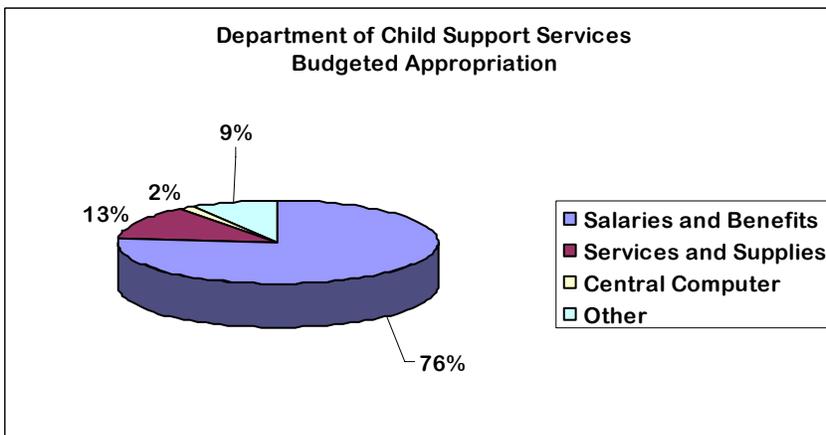
Staffing Information 2006/2007

Total staffing is approximately 462 employees.



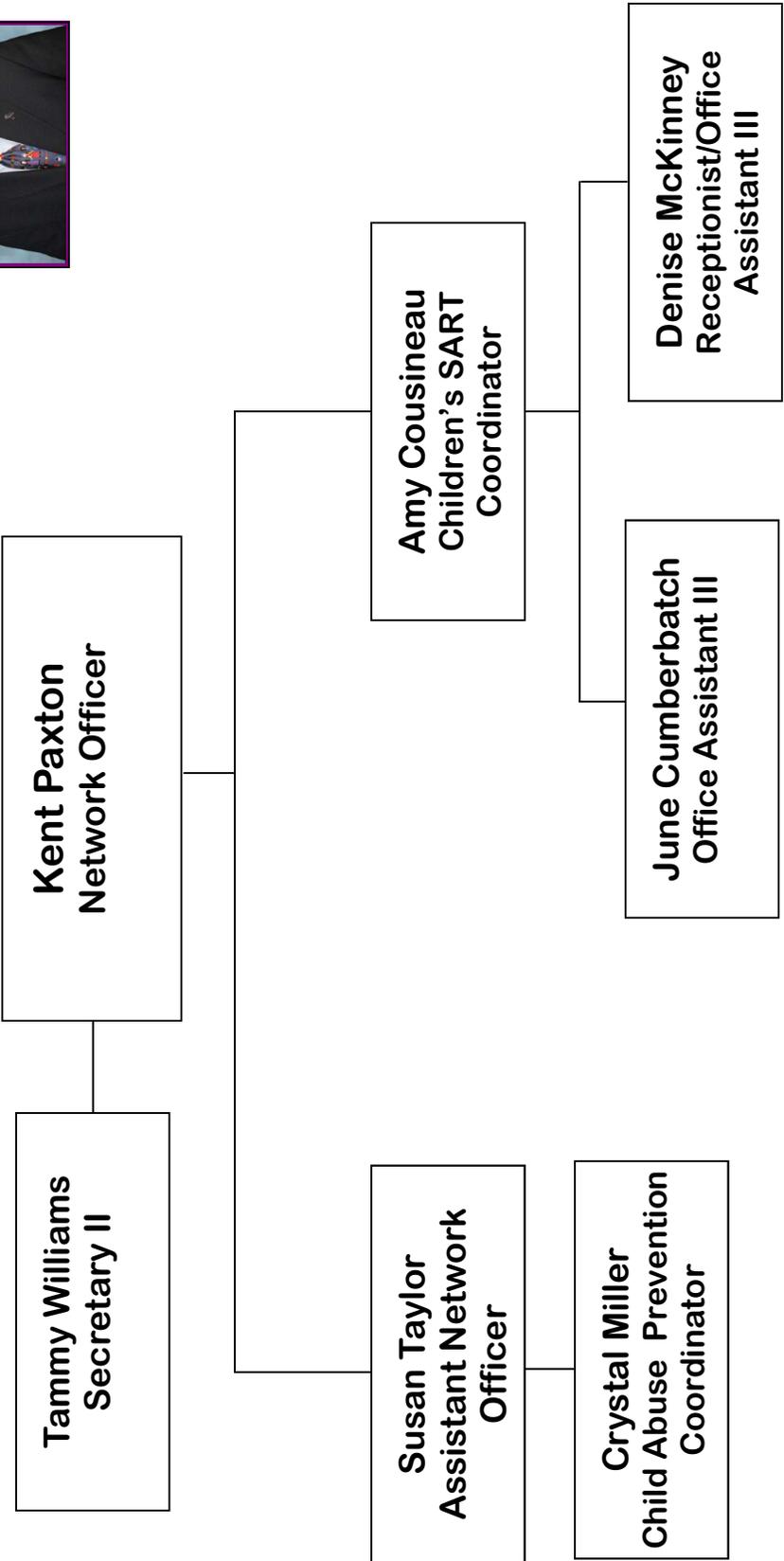
Budget Information 2006/2007

The Child Support Enforcement Program is governed by Title IV-D of the Federal Social Security Act, which was originally enacted in 1975 and amended several times thereafter. 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 allocation from the state for the 2006-07 state fiscal year for the department is \$40,765,598.



Salaries and Benefits	\$31,021,046
Services and Supplies	\$5,471,190
Central Computer	\$669,763
Other	\$3,603,599
Total	\$40,765,598

Children's Network



Children's Network (CN)

Mission

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.

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. The Children's Network was designed the following year by the Honorable Patrick J. Morris, then presiding over County departments serving "children at risk."

CN of San Bernardino County concerns itself with "children-at-risk," defined as minors who, because of their behavior, abuse, neglect, medical needs, educational assessment or detrimental daily living situation, are eligible for services from one or more of the constituent agencies of the CN. These agencies were designed to reduce the risk of conditions which limit the likelihood of achieving full adult functioning.

Accomplishments for 2006/2007

CN accomplished the following in 2006/2007:

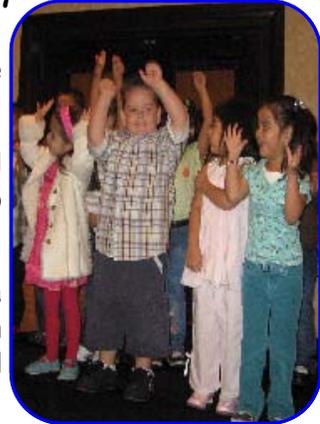
Children's Policy Council

- ✓ Continued the process to track group home complaints in conjunction with AB 2149, the County-sponsored group home legislation from 2004; developed the 2006 Group Home Needs Assessment in conjunction with the HS Legislation and Research Unit. Interfaced with the Board of Supervisors (BOS) on group home legislation.
- ✓ Sponsored the 20th Annual CN Conference: "20 Years: Improving Communication, Coordination and Collaboration."
- ✓ Continued the rollout of the Screening, Assessment, Referral and Treatment (SART) countywide in conjunction with First 5 and other partners to screen, assess, and provide treatment services for children ages 0-5 that are at high risk for emotional/behavioral problems; Collaborated with the DBH to fund the High Desert and East/Central Valley SART Assessment Centers and West End Family Counseling through Early Periodic Screening Diagnosis and Treatment (EPSDT) Medi-Cal billing.
- ✓ Facilitated "Operation Phoenix" in conjunction with the Fifth District Supervisor and Mayor's Offices in the City of San Bernardino.



Accomplishments for 2006/2007 continued...

- ✓ Forwarded recommendation to BOS to declare April 2007 Child Abuse Prevention Month in San Bernardino County; hosted the “Ninth Annual Shine a Light on Child Abuse Awards Breakfast.”
- ✓ The Cultural Competence Committee inventoried Cultural Competence Assessment tools and provided training to County agencies on the assessment process.
- ✓ Collaborated with Inland Empire Health Plan (IEHP) and a number of other agencies on the Children’s Health Initiative to expand health care benefits to uninsured children.
- ✓ Continued ongoing collaborative efforts with the Workforce Investment Board Youth Council, HEAD START Shared Governance Board, the Community Action Partnership Advisory Board, the Children’s Fund Board of Directors, and the Transitional Age Youth/Youth Advisory Board.



Child Abuse Prevention Council

- ✓ Distributed 300,000 pieces of Child Abuse and Summer Safety prevention materials, including fans, window stickers, blue ribbons, and lapel pins to agencies throughout the county.
- ✓ Hosted 600 attendees at the 2007 Child Abuse Prevention Awards Breakfast.
- ✓ Participated in, or provided materials to over 100 community events including health and safety fairs.
- ✓ Partnered with IEHP to fund three billboards countywide on water safety.
- ✓ Received 16 City Council Proclamations for Child Abuse Prevention Month.
- ✓ Facilitated media campaigns for Child Abuse Prevention and Safe Summer campaigns.



Goals for 2007/2008

CN established the following goals for 2007/2008:

1. Continue collaboration and co-leadership for Operation Phoenix in the City of San Bernardino to reduce crime and juvenile delinquency risk factors.
2. Continue to provide countywide leadership for the development of SART for at-risk children, ages 0-5.
3. Coordinate Policy Council member agency activity in the area of cultural competence to improve customer service to children and families.
4. Coordinate Child Abuse Prevention and Family Preservation Council efforts countywide.
5. Assist in the facilitation and coordination of foster/group home care improvements countywide.



Program Information

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.

Children's Services Team - A mid-management policies and procedures problem solving group with a network of subcommittees working on specific projects.

Children's Fund - A non-profit corporation developing a public-private partnership to acquire goods and services for children at risk who cannot obtain them through existing public or private programs.



Child Abuse Prevention Planning Committee - 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.

Statistical Information

Child Abuse Prevention Council -

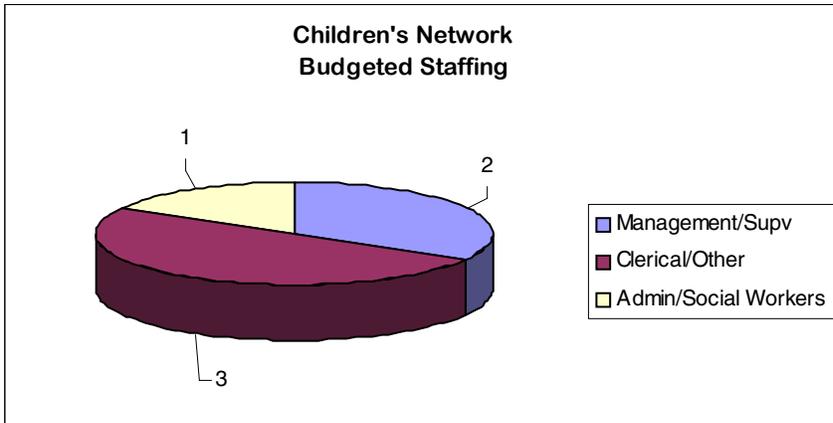
- Distributed 300,000 pieces of Child Abuse and Summer Safety prevention materials, including fans, window stickers, blue ribbons, and lapel pins to agencies throughout the county.
- Received 16 City Council Proclamations for Child Abuse Prevention Month.
- Participated in or provided materials to over 100 community events including health and safety fairs.
- Hosted 600 attendees at the 2007 Child Abuse Prevention Awards Breakfast.

Statistical Information continued...

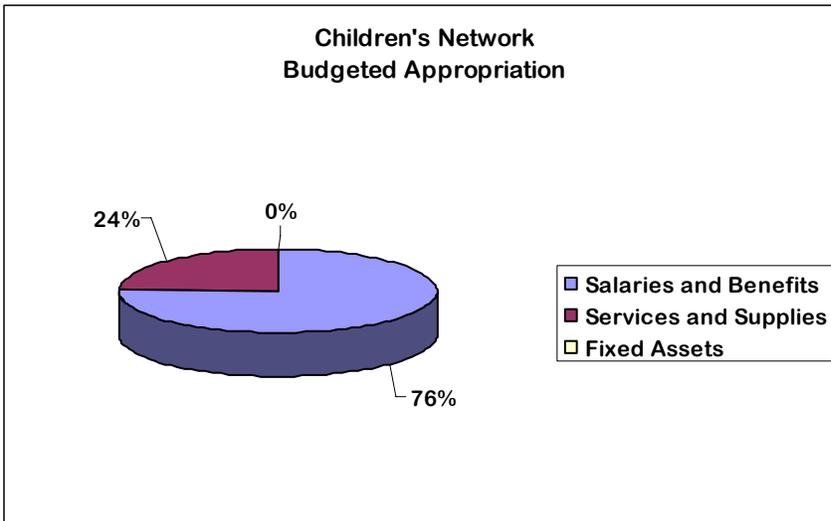
- Partnered with IEHP to fund three billboards countywide on water safety.
- Facilitated media campaigns for Child Abuse Prevention and Safe Summer campaigns.

Staffing Information 2006/2007

Total staffing is approximately six employees.



Budget Information 2006/2007

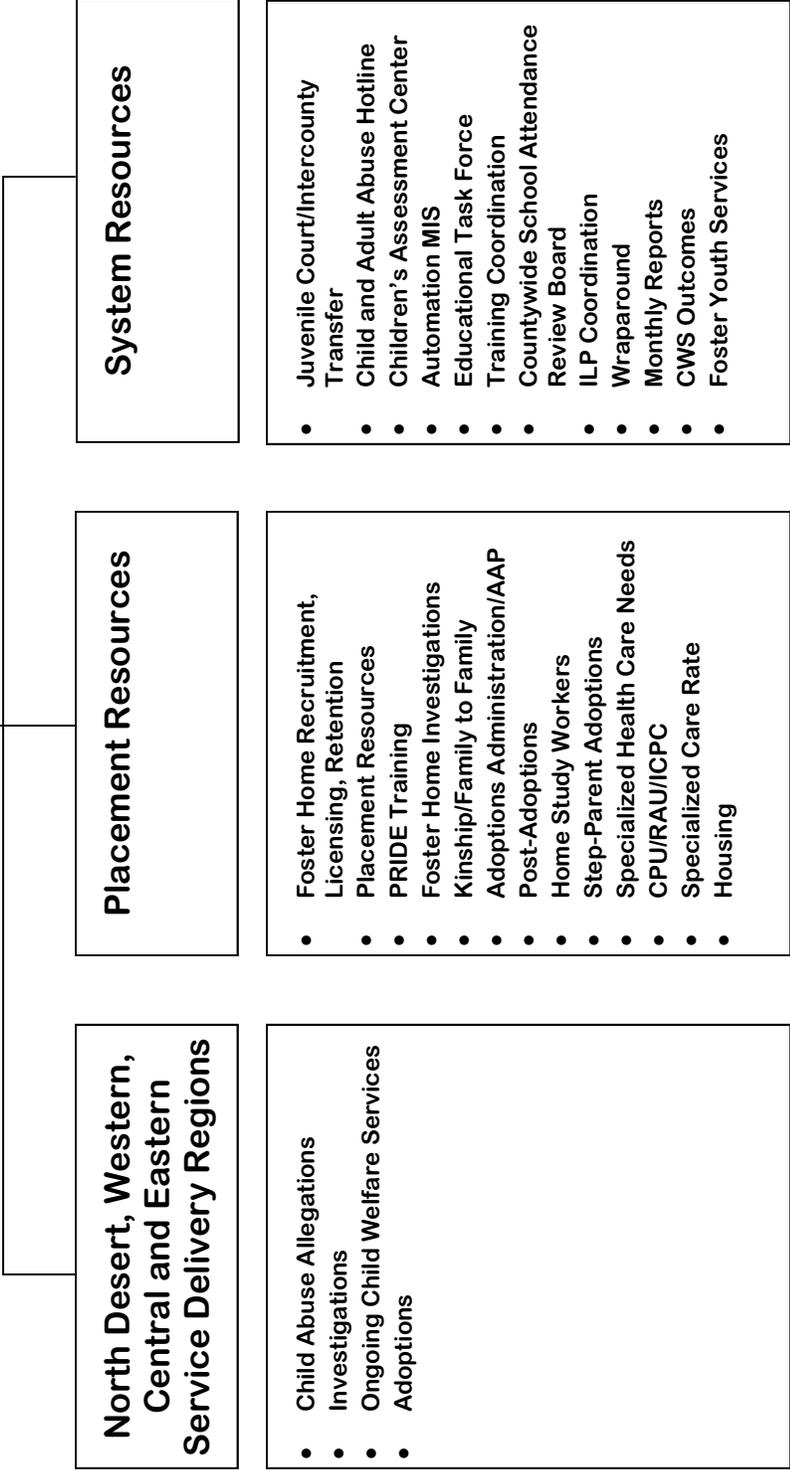


Salaries and Benefits	\$514,092
Services and Supplies	\$165,377
Fixed assets	\$0
Total	\$679,469

Children's Services



De Anna Avey-Motikeit
Director



Department of Children's Services (DCS)

Mission

The mission of the Department of Children's Services (DCS) 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.

DCS 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, 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. DCS seeks home environments that allow the children to develop a positive self-image and eventually become productive members of our society.

Accomplishments for 2006/2007

DCS accomplished the following in 2006/2007:

- ✓ Received and assessed approximately 54,079 child abuse referrals based on number of children involved in referrals.
- ✓ Received NACo awards for Educational Supportive Services and court orientation video.
- ✓ Implemented a pilot transitional housing-plus program that served 11 homeless youth.
- ✓ Provided Wraparound services to 186 children countywide to decrease group home placements.
- ✓ Opened Kinship Center in Fontana and expanded services in Adelanto for desert region.
- ✓ Implemented F2F throughout the county to maintain children in their communities: Conducted 436 Team Decision Making meetings on 20.9% of the children subject to removal.
- ✓ Trained 491 community partners and 757 individuals on F2F and/or Team Decision Making (TDM).
- ✓ Implemented video conferencing capability between DCS staff and Juvenile Court.
- ✓ Finalized 428 adoptions and recruited 48 Foster/Resource Family Homes to reflect Family to Family (F2F) principles.
- ✓ Arranged for 1,198 children to attend Summer Camp.
- ✓ Provided semi-annual countywide and regional media packages containing statistical information on DCS programs.
- ✓ Retrieved over 200 educational records for foster youth.
- ✓ Implemented a new Access database to improve tracking of outcomes for the Independent Living Program (ILP).
- ✓ Provided college scholarships to 56 youth in excess of \$96,000.
- ✓ Licensed 147 new foster family homes.



Goals for 2007/2008

DCS established the following goals for 2007/2008:

1. Increase the number of adoptions by five percent.
 - A. Increase the number of home studies completed to expedite adoptive placements.
2. Increase the number of foster children in the ILP who earn a high school diploma or G.E.D. by three percent.
 - A. Establish system to identify and track the performance of child welfare dependents on the High School Proficiency (EXIT) Exam.
 - B. Secure/implement customized tutoring programs designed to address needs of exiting youth.
 - C. Refer and ensure linkage to tutoring services for juniors and seniors experiencing difficulty passing the Proficiency Exam.

How Outcomes Are Measured

DCS measures outcomes by the following methods:

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

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

Activity	Measure
Increase number of child(ren) adoptions	<ul style="list-style-type: none">• Increase the percentage of children adopted to 5%
Increase number of foster children in the ILP who earn a high school diploma or GED	<ul style="list-style-type: none">• Increase percentage of Foster youth graduating with a high school diploma or G.E.D. by 3%

Program Information

Family to Family (F2F) - is 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) - is 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, DCS 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 - is 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) - is 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 living on their own. ILP services include workshops, conferences, training, career counseling, tutoring, and assistance with scholarships.

Statistical Information

DCS 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 2005 (12 months)	JAN-DEC 2006 (12 months)	JAN- JUNE 2007 (6 months)
Referrals	31,233	30,358	15,601
No. of children	58,390	55,963	24,290
Average Monthly No. Referrals	2,603	2,530	2,600

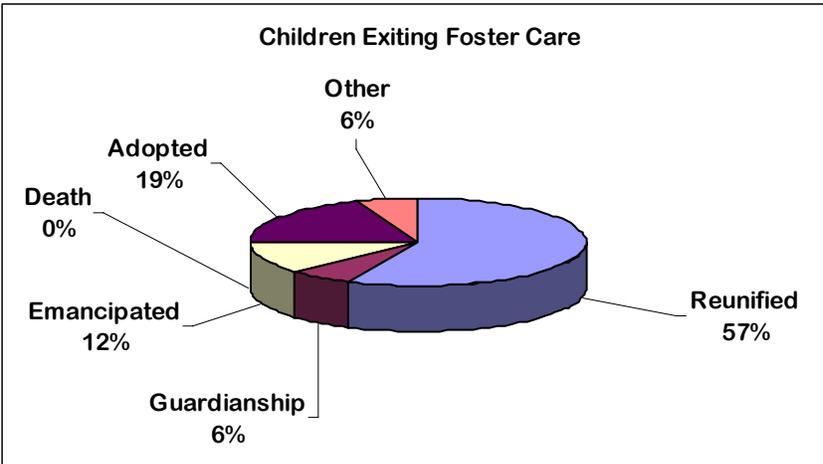
The type of abuse reported from 2001 through June 2006 is reflected below:

TYPE OF ABUSE REPORTED	2002	2003	2004	2005	2006	2007 YTD
Sexual Abuse	10%	9%	9%	9%	10%	9%
Physical Abuse	20%	17%	18%	18%	18%	17%
Severe Neglect	4%	3%	2%	3%	3%	3%
General Neglect	43%	44%	42%	42%	42%	40%
Emotional Abuse	3%	2%	4%	4%	4%	4%
Caretaker Absence/ Incapacity	6%	5%	6%	6%	6%	5%
Exploitation	<1%	<1%	<1%	<1%	<1%	<1%
At Risk/Substantial Risk	11%	15%	15%	13%	13%	12%
Not Available (referral still open)			4%	5%	4%	9%

Statistical Information continued...

San Bernardino County currently has 4,567 children in out-of-home care. Of those, 22% are placed either outside of San Bernardino County (896) or out of the state (135).

2,227 children left placement during fiscal year 2006/2007. The following information pertains to the reasons for exiting from foster care during this fiscal year.

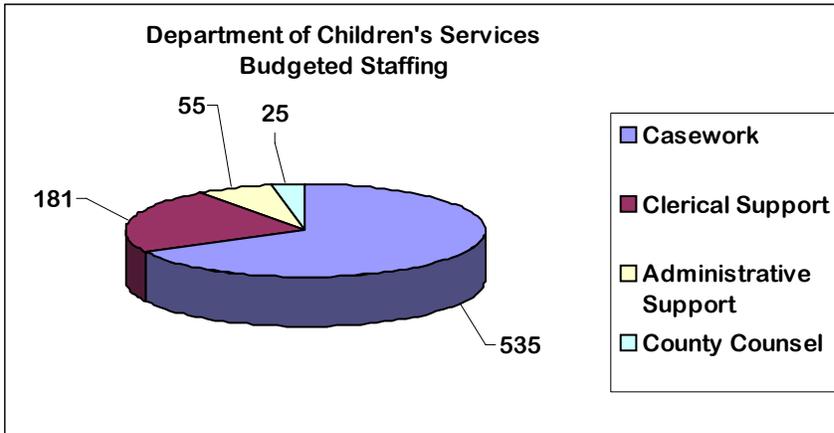


The percentage of children in placement by age group is summarized in the following table.

0-2	16 %
3-5	13 %
6-9	17 %
10-12	16 %
13-15	21 %
16-18	17 %
Over 18	<1 %

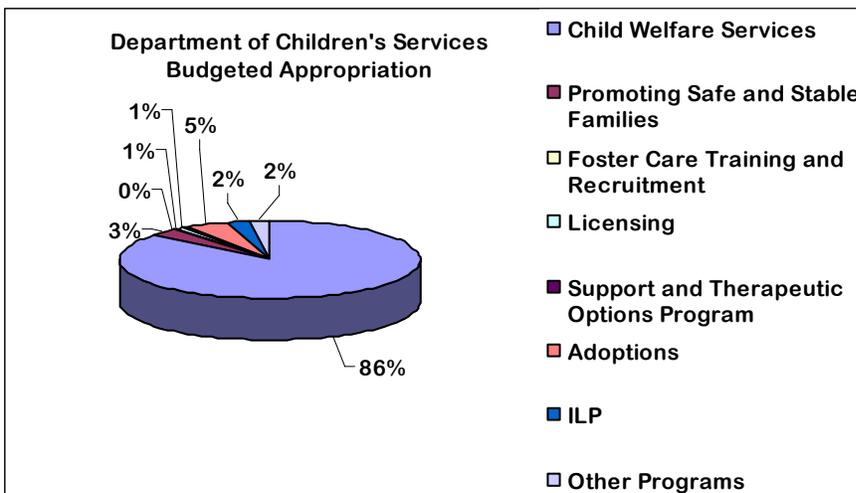
Staffing Information 2006/2007

Total staffing is approximately 796 employees.



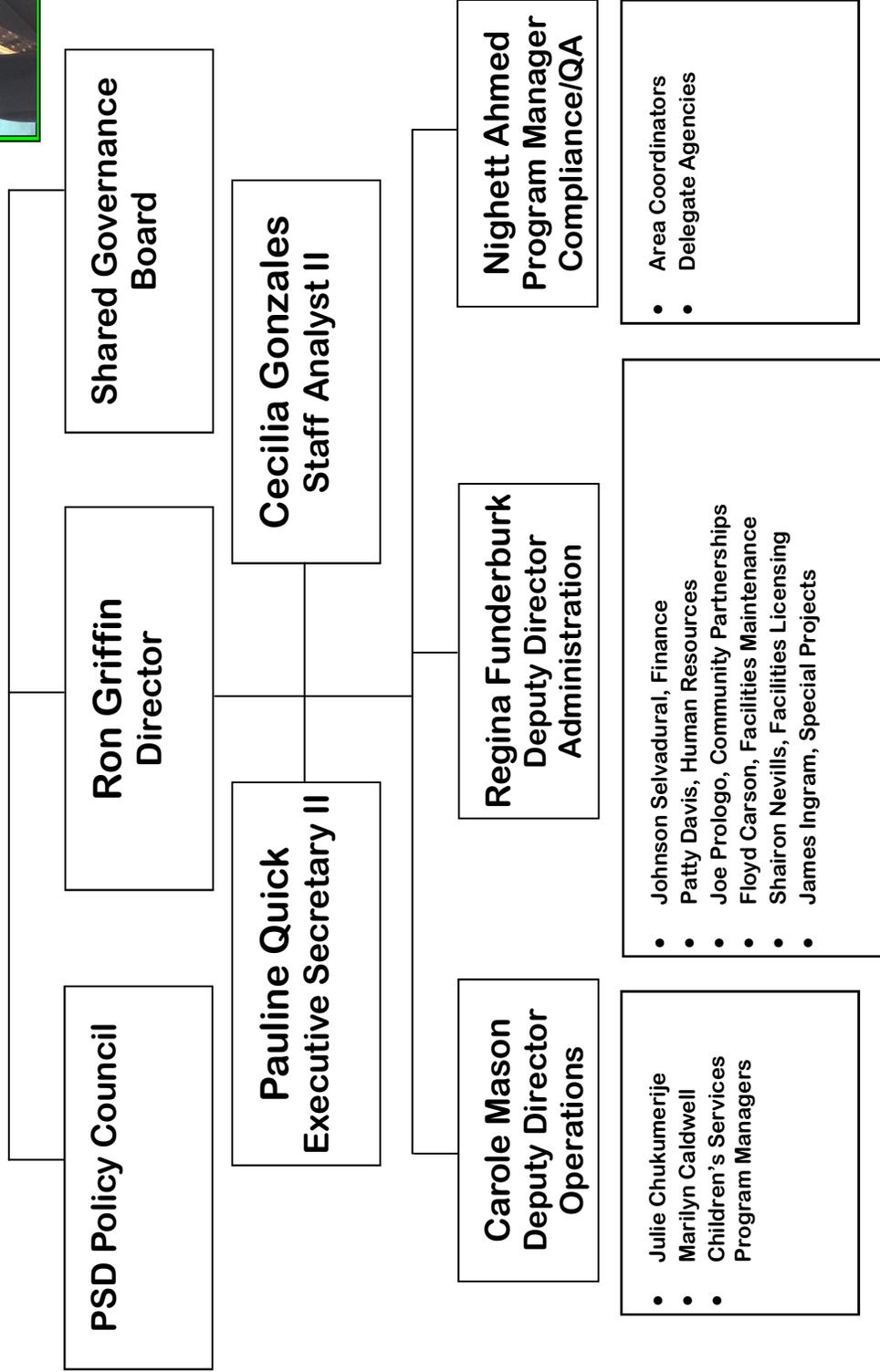
Budget Information 2006/2007

DCS received an allocation of \$92 million for fiscal year 2006/2007. Of this, 87% was allocated to Child Welfare Services. DCS is expected to receive an allocation of \$95 million for fiscal year 2007/08.



Child Welfare Services	\$77,681,993
Promoting Safe and Stable Families	\$2,398,106
Adoptions	\$4,448,849
Independent Living Program (ILP)	\$2,082,443
Other Programs	\$3,723,832
Total	\$90,335,223

Preschool Services



Preschool Services (PSD)

Mission

We provide a foundation of success for each child by giving them the highest quality child development and family support services.

Preschool Services Department (PSD) operates the federal Head Start and state Preschool programs in San Bernardino County. The federal Head Start program is child-focused and has the overall goal of increasing the school readiness of young children in low-income families.

PSD's ultimate goal is to ensure that every child in San Bernardino County has access to a quality preschool experience. 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 and continue their education.
4. Earn more money and are less likely to go on welfare and are less likely to become involved in crime.

Accomplishments for 2006/2007

PSD accomplished the following in 2006/2007:

- ✓ Maintained 96% parent satisfaction rating.
- ✓ Over 40 parents have completed 6 or more college early childhood units through the Early Childhood Workforce Development project with San Bernardino Valley College.
- ✓ Continued the Family, Friends and Neighbors program, a collaborative effort with UC Riverside, offering classes in health and early childhood education to over 200 parents and child case providers.
- ✓ Served 470 children with disabilities/special needs countywide.
- ✓ Conducted health screenings for 1,017 children countywide.
- ✓ Partnered with CSUSB on a Preschool Consultation Service pilot program that supports the success of children with special needs in the preschool classroom.
- ✓ Over 100 families participated in the home based option, which provides educational and support services in the home.

Goals for 2007/2008

PSD established the following goals for 2007/2008:

PSD's goals for 2007-08 include school readiness, customer service and enrollment. All of these factors are essential to the continued success of the agency and assure preservation of existing funding. Success in these areas also makes PSD eligible for expansion funding in the future.



1. Achieve school readiness of children enrolled to ensure they are progressing towards a positive outcome as required by the Desired Results Developmental Profile Revised (DRDP-R).
 - A. Teachers will assess children three times per year.
 - B. Teachers will share child assessment information with parents and this input will be used to prepare home and classroom activities responsive to children's individual needs.
 - C. Management will analyze child outcomes information to develop staff training and plans, to ensure our children are successful.
2. Maintain parent (customer) satisfaction rate.
 - A. Agency survey forms will be collected and analyzed at least quarterly.
 - B. The State Desired Results Parent Survey will be distributed to families and analyzed annually.
 - C. The survey information will be analyzed to assist PSD to respond to the needs of parents and their perception of our program.
3. Maintain a high level of child enrollment necessary to meet federal and state requirements.
 - A. Recruitment activity will be continuous and waiting lists will be maintained year round.
 - B. Child slots will be replaced immediately upon knowledge of vacancies.

How Outcomes Are Measured

Activity	Measure
Teachers will assess children three times per year	<ul style="list-style-type: none"> • Achieve 85% of DRDP-R to meet federal and state assessments
Teachers will share child assessment information with parents and use it to prepare home and classroom activities responsive to children's needs	<ul style="list-style-type: none"> • Assess the children three times per year
Replace child slots immediately upon knowledge of vacancies to maintain a high level of enrollment	<ul style="list-style-type: none"> • Achieve 95% of children on bi-weekly enrollment report

How Outcomes Are Measured continued...

Activity	Measure
Agency survey forms will be collected and analyzed quarterly	<ul style="list-style-type: none"> 90% of parents who respond positively on DRDP-R and agency surveys
The State Desired Results Parent Survey will be distributed to families and analyzed annually	<ul style="list-style-type: none"> 90% of parents who respond positively on DRDP-R and agency surveys
The survey information will be analyzed to assist PSD to respond to the needs of parents and their perception of the program	<ul style="list-style-type: none"> 90% of parents who respond positively on DRDP-R and agency surveys
Continuous recruitment activity and waiting lists will be maintained year round	<ul style="list-style-type: none"> 95% of children on bi-weekly enrollment report
Child slots will be replaced immediately upon knowledge of vacancies	<ul style="list-style-type: none"> 95% of children on bi-weekly enrollment

Program Information

PSD serves 4,535 disadvantaged children at 40 Head Start locations annually and provides the following services: education, health, nutrition, and psychological services in order to help children become ready to enter and succeed in school and life in general.

Children's Services Division (CSD) - CSD oversees the daily operations of the 40 Head Start sites in six geographic areas throughout the county. The Education Program Manager is responsible for the overall operations of the Head Start sites and ensures that each child is provided with comprehensive child development services that are age appropriate and also address all areas of the child's growth and development as mandated by the federal Head Start Program Performance Standards.



Family Community Partnerships (FCP) - The FCP Division is responsible for providing family and related children's support services. These include eligibility, recruitment, selection, enrollment and attendance.

The FCP Division also provides children and families with extensive family literacy and school transition programs.

The PSD 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.

Program Information continued...

Parents are encouraged by staff to become involved in the program through decision making groups such as parent committees, the Policy Council and by volunteering in the classroom. Parents are also encouraged to apply for positions within the program for which they qualify.

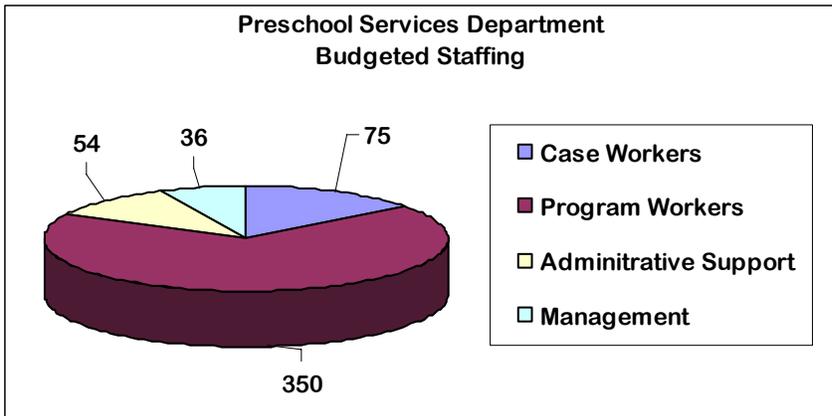
Special Services - The Special Services Division has extended core capability for providing screening, evaluation, remediation and/or referral services to children with multiple special needs/disabilities.

Caseload

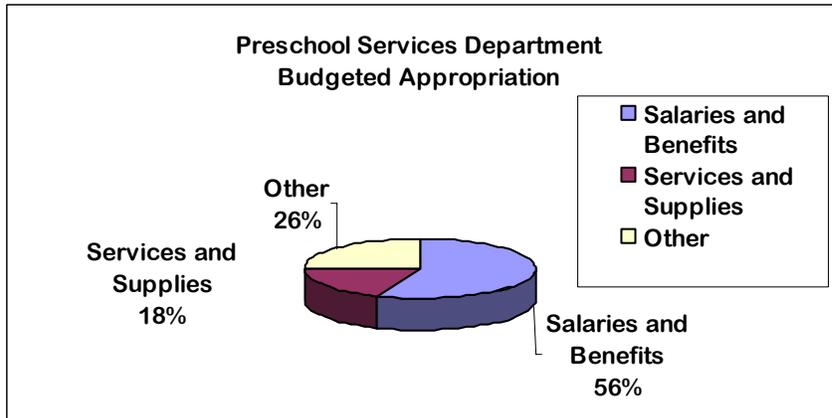
Preschool Services serves a caseload of 4,535 Head Start and state Preschool children and their families annually.

Staffing Information 2006/2007

Total staffing is approximately 515 employees.

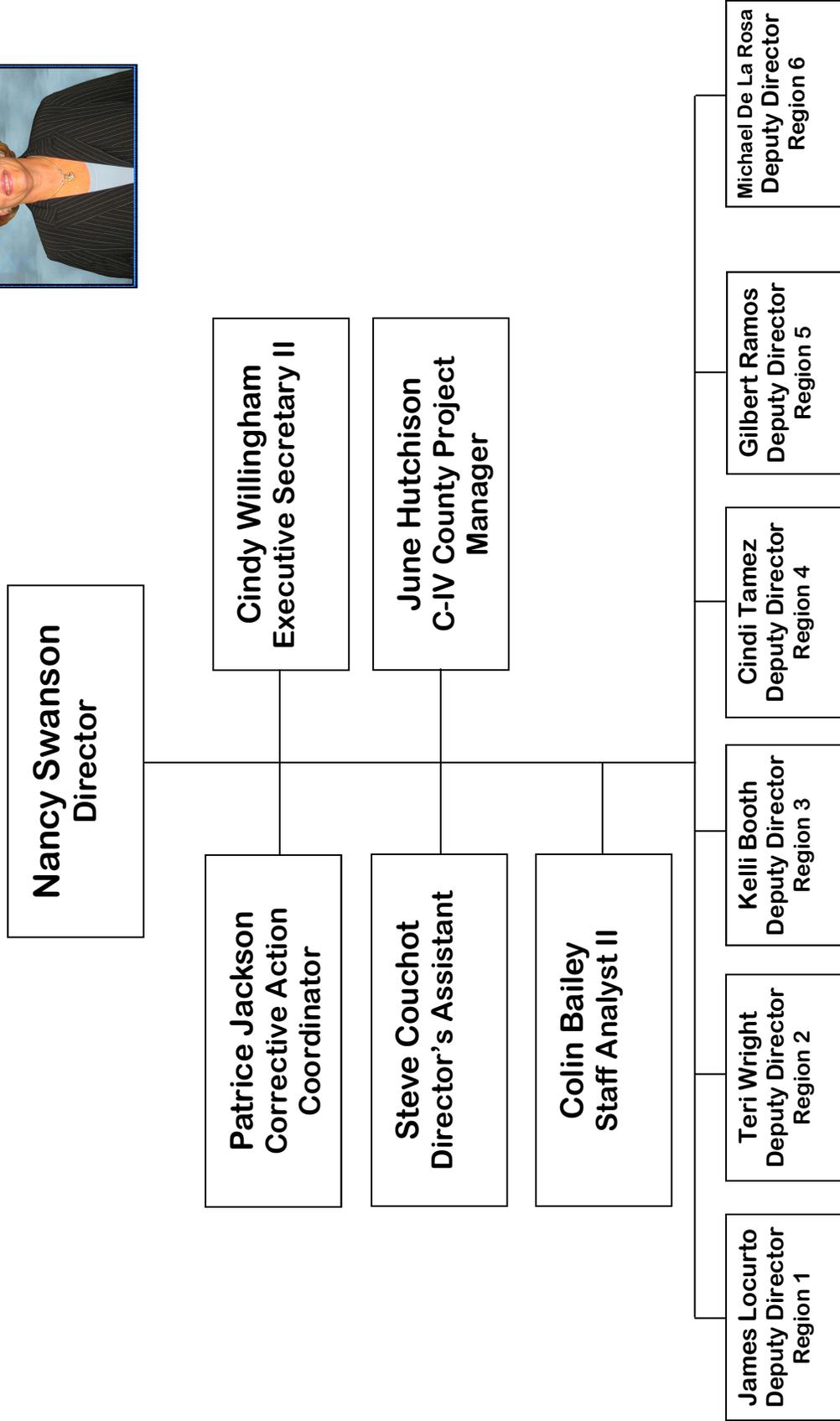


Budget Information 2006/2007



Salaries and Benefits	\$21,251,648
Services and Supplies	\$6,970,439
Other	\$9,692,060
Total	\$37,914,147

Transitional Assistance Department



Transitional Assistance Department (TAD)

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.

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 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 2006/2007

TAD accomplished the following in 2006/2007:

- ✓ Piloted Saturday “Open Houses” to allow San Bernardino County recipients of CalWORKS benefits an array of services to assist them in achieving self-sufficiency. Served 370 customers at these events, with roughly 30% becoming engaged in a job services activity, or becoming employed.
- ✓ Received grant to develop online Food Stamp Application (C4 Yourself) in an effort to expand access to food stamp benefits and outreach efforts expected to pilot in August 2007, and debut in October 2007.
- ✓ Piloted expansion of CalWORKS services to include same day and same location eligibility determination for applicants who must participate in work activities. Early outcomes indicate an increase in employment of individuals served.
- ✓ Partnered with the Department of Public Health to add staff for purposes of offering San Bernardino County residents available Medi-Cal benefits they may be eligible to, as well as assistance in retaining those services.
- ✓ Successfully continued the Volunteer Income Tax Assistance (VITA) program for low income individuals resulting in over \$1 million in federal tax refunds and over \$1 million in Earned Income Tax Credit (EITC) to San Bernardino County residents.
- ✓ Maintained Food Stamp error rate below state and federal tolerance levels.



Goals for 2007/2008

TAD established the following goals for 2007/2008:

1. Process critical and priority Medi-Cal Eligibility Determination System (MEDS) alerts within established standards.
2. Increase public awareness of the Food Stamp program.
3. Increase the Work Participation Rate (WPR) of recipients receiving CalWORKs benefits.
4. Enhance customer service satisfaction.
5. Maintain Food Stamp error rate proficiency.

How Outcomes Are Measured

TAD measures outcomes by the following methods:

Activity	Measure
Show significant progressive improvement in the processing of MEDS alerts (Critical and priority)	<ul style="list-style-type: none"> • Increase percentage of worker alerts processed to 75% within specific timelines
Increase the total number of households participating in the Food Stamp program through increased outreach efforts	<ul style="list-style-type: none"> • Maintain a 5% increase in Food Stamp participation
Increase the number of CalWORKs beneficiaries who are employed, or participating in a state approved training program	<ul style="list-style-type: none"> • Maintain 50% of successful placements of CalWORKs clients who are employed, or participating in a state approved training program
Monitor and improve the current 95% customer satisfaction rate through the "Mystery Shopper" program	<ul style="list-style-type: none"> • Maintain and improve on the 95% favorable customer services satisfaction rating
Maintain Food Stamp error rate proficiency below the federal 6% limit to avoid fiscal sanctions	<ul style="list-style-type: none"> • 3% rate of errors in calculating Food Stamp benefits

Program Information

CalWORK - The California Work Opportunities for Kids (CalWORK) 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. CalWORK is administered following federal and state regulations.

Program Information continued...

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 bank-card 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 number of child care programs funded by the CDSS or the Department of Education. These programs provide child care payments to providers on behalf of CalWORK recipients in approved work or training programs, former CalWORK recipients, parents in child protective service cases and the working poor. Payments are reimbursements for child care provided and are paid directly to the provider.

Foster Care - The Foster Care program provides financial assistance for children in need of substitute parenting who have been removed from the home by either DCS or the Probation Department.

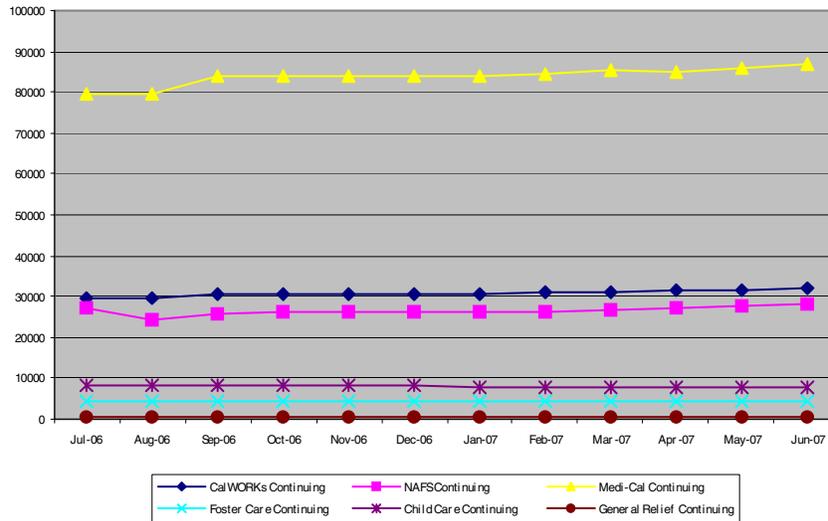
General Relief (GR) - The County GR program provides loan assistance to indigent individuals and families in temporary need of housing, food and/or transportation. GR is the only TAD program that is totally funded, as well as administered, by the County of San Bernardino.

Employment Services - The Employment Services program is the Welfare-to-Work component of CalWORK. The program assists CalWORK 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.



Statistical Information

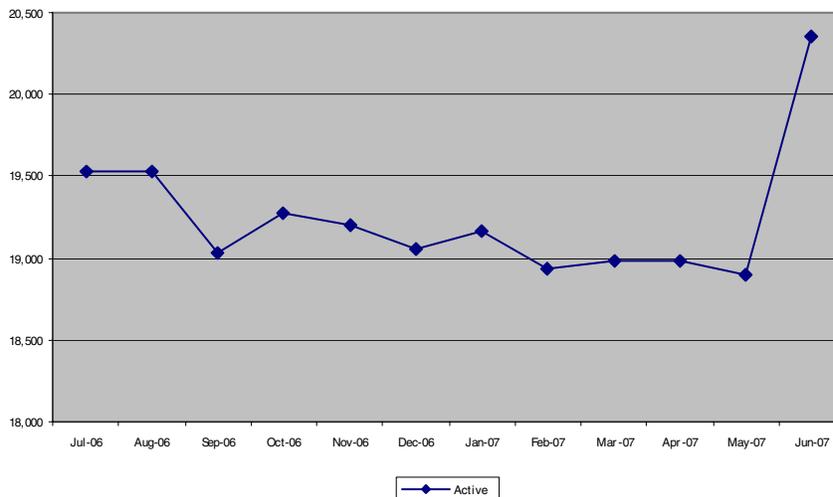
TAD eligibility continuing caseloads through June 2007:



Caseload by Program

Program	Workload Indicators
CalWORK	36,226
Food Stamp	33,041
Medi-Cal	96,043
Child Care	9,119
Employment Services	20,351
Foster Care	4,738
General Relief	371

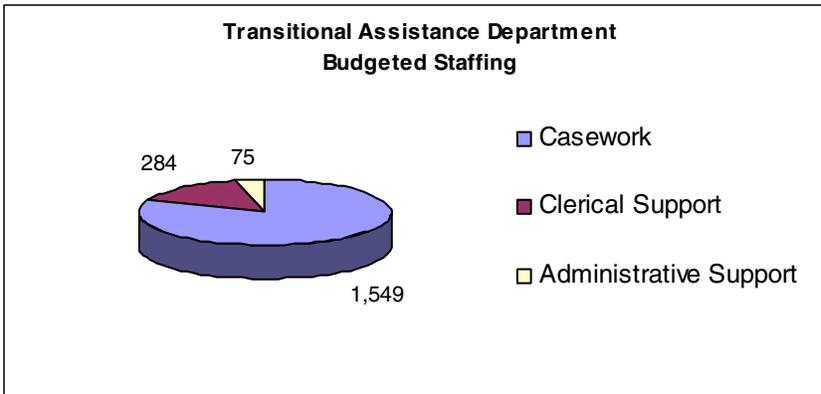
Active



TAD 44

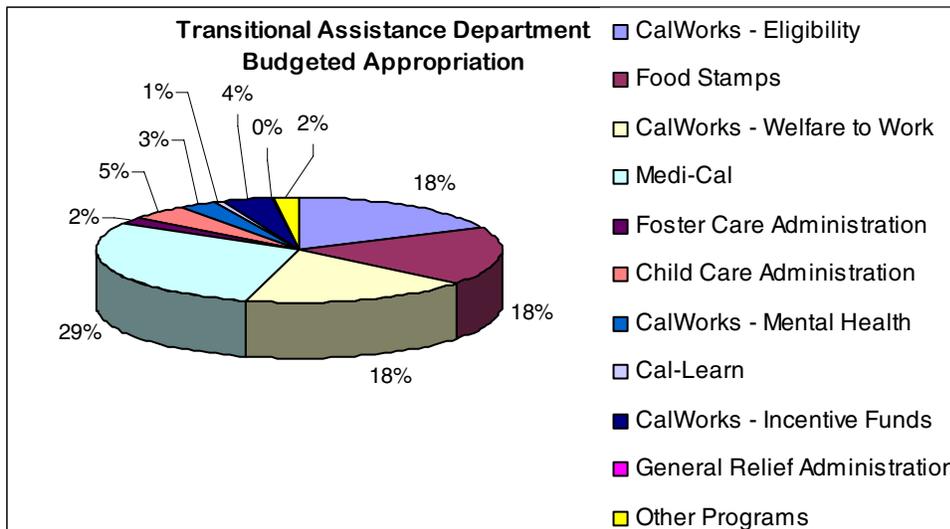
Staffing Information 2006/2007

Total staffing is approximately 2,000 employees.



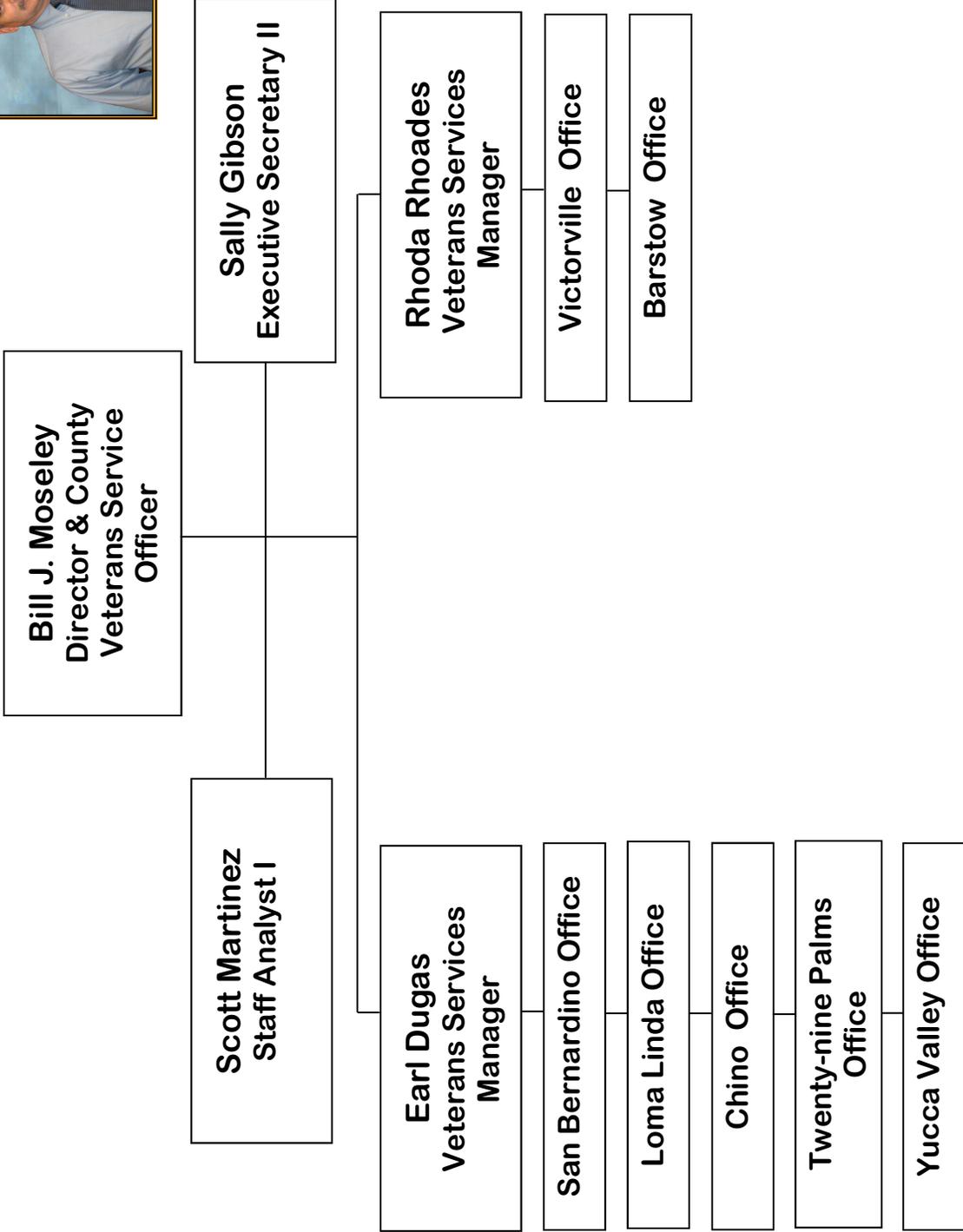
Budget Information 2006/2007

The department budget for FY 06/07 is \$189,123,810.



CalWork - Eligibility	\$33,564,897	CalWORK Mental Health	\$5,380,996
Food Stamp	\$34,220,249	Cal-Learn	\$1,583,643
CalWork - Welfare to Work	\$34,440,703	CalWork - Incentive Funds	\$7,134,435
Medi-Cal	\$55,899,487	General Relief Administration	\$515,675
Foster Care Administration	\$3,704,147	Other Programs	\$3,781,228
Child Care Administration	\$8,898,350	Total	\$189,123,810

Veterans Affairs



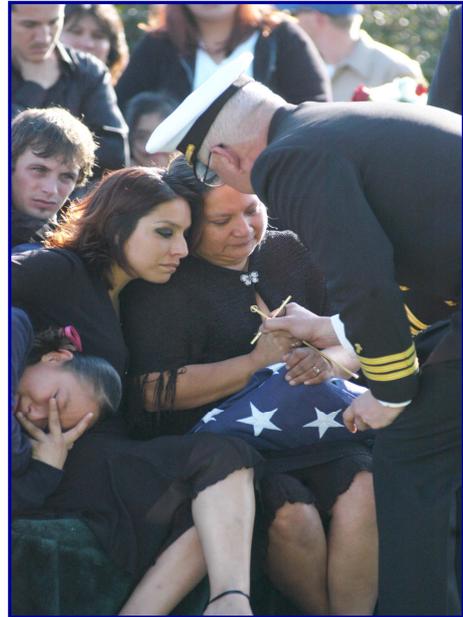
Veterans Affairs (VA)

Mission

The Department of Veterans Affairs (VA) promotes veterans' rights, issues, and access to services and benefits. It works with community organizations, local, state, and federal agencies to identify and obtain benefits for all veterans and their families.

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 500,000 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 plays a significant role in a national veteran's advocacy network. County employees work with state and federal employees, veteran service organizations, and attorneys to secure benefits for our nation's veterans and their families. County staff is often the initial contact to the VA system for veterans in our community.



For over eighty years, VA has provided local, hands-on assistance to San Bernardino County's veterans and their families. Working with other local 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 2006/2007

VA accomplished the following in 2006/2007:

- ✓ Provided services to 15,362 county residents.
- ✓ Produced \$17.6 million in new federal benefits for county residents.
- ✓ No negative findings reported on the state performance audit review of all department workload performed during the period of July—December 2006.
- ✓ Processed and approved 676 California College Fee Waivers for dependents of disabled veterans living or attending school in San Bernardino County providing county residents a savings of \$1,511,940 in tuition and fees at California state colleges and universities.
- ✓ Revised customer service policy to ensure full employee commitment to our customers.

Accomplishments for 2006/2007 continued...

- √ Implemented annual recognition of employees that exemplify excellent customer service.
- √ Began customer follow up questionnaires and telephone surveys. Overall customer satisfaction averaged a letter grade of A- to A during FY 2006/07.
- √ Conducted special mailings to 3,327 service-connected disabled veterans to advise of additional benefits and services provided by the department.
- √ Sent “Welcome Home” letters to 1,667 recently returning military personnel.
- √ Five Veterans Service Representatives (VSRs) attended week-long state and nationally sanctioned training conferences during 2006/07.
- √ Established a Southern County training consortium to provide regional quarterly staff training.



Goals for 2007/2008

The VA Department has established the following goals for 2007/2008:

1. Maintain emphasis on high standards of customer service.
 - A. Continue to conduct customer post-interview and telephone surveys on a regular basis.
 - B. Continue to emphasize excellent customer service with employees.
 - C. Continue customer-focused training for employees; customer service, diversity and sensitivity to special customer needs (i.e. terminal illness, death, disability, etc.) training.
2. Continue to build on staff training and development in accordance with state and national training standards in order to meet Continuing Education Unit (CEU) requirements and to maintain United States Department of Veteran's Affairs (USDVA) accreditations.
 - A. Collaborate with other Southern California counties to conduct regional quarterly staff training.
 - B. VSRs will continue to participate in week-long state- and -nationally sanctioned training conferences.

How Outcomes Are Measured

VA measures outcomes by the following methods:

Activity	Measure
Higher standards of customer service	<ul style="list-style-type: none"> Percentage of written/telephonic customer service survey results receiving scores of 3 (above average) to 4 (outstanding) in overall customer satisfaction ratings. The department estimates overall customer satisfaction will average 90% or more
Increase outreach efforts of services provided by the department to service-connected disabled veterans and those recently separated from the military	<ul style="list-style-type: none"> Percentage increase in the number of target customers served and the number of new customer contacts made. The department estimates an increase of 10% or better in new customer contacts and target customers served
Promote staff training and development in accordance with state and national training standards in order to meet Continuing Education requirements and to maintain USDVA accreditation	<ul style="list-style-type: none"> Percent of supervisory interview and case reviews receiving scores of 4 (exceeding standards). The department estimates that 90% of overall case review scores will average 4 or higher

Program Information

VA services are delivered in the following four primary areas:

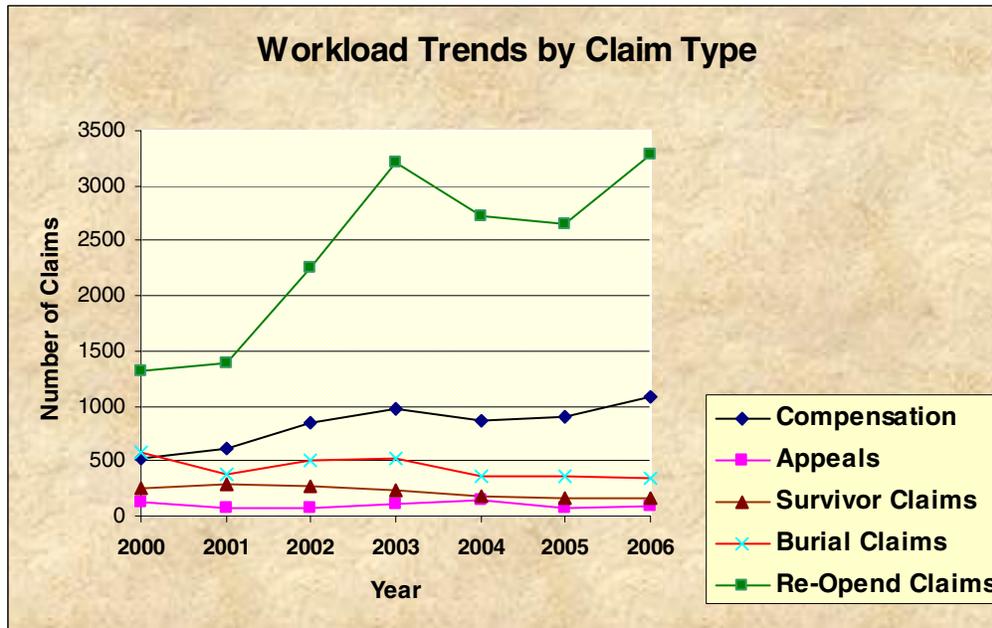
1. Claims assistance

- 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 referral to other programs and services

- Other County departments including DAAS, TAD, DBH, County Recorder, etc., and area homeless and emergency services providers. Employees also refer clients to state and federal agencies including Social Security and SSI, Employment Development, Rail Road Retirement, Department of Defense, etc.

Program Information continued...



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...

VA staff may provide assistance to veterans and their families with the following:

FEDERAL BENEFITS & SERVICES	
Correction of Military Records	Funeral & Burial Assistance
Dependency Indemnity Compensation (DIC)	Government Life Insurance
Disability Compensation	Home Loan Guaranty
Disability Pension	Outpatient Medical and Dental Treatment
Military Discharge Upgrades	Small Business Administration
Educational Assistance	Social Security Administration
Federal Tort Claim Assistance	
CALIFORNIA VETERANS' BENEFITS & SERVICES	
Business License	Motor Vehicle Registration Fees
Tax and Fee Waiver	Property Tax Exemptions
College Tuition Fee Waiver	State Parks and Recreation Passes
Disabled Veteran License Plates	Veterans Homes of California
Disabled Veteran Business Enterprise (DVBE) Opportunities	Veterans Preference in California Civil Service Examinations
Employment and Unemployment	Fishing and Hunting Licenses
Farm and Home Loans	

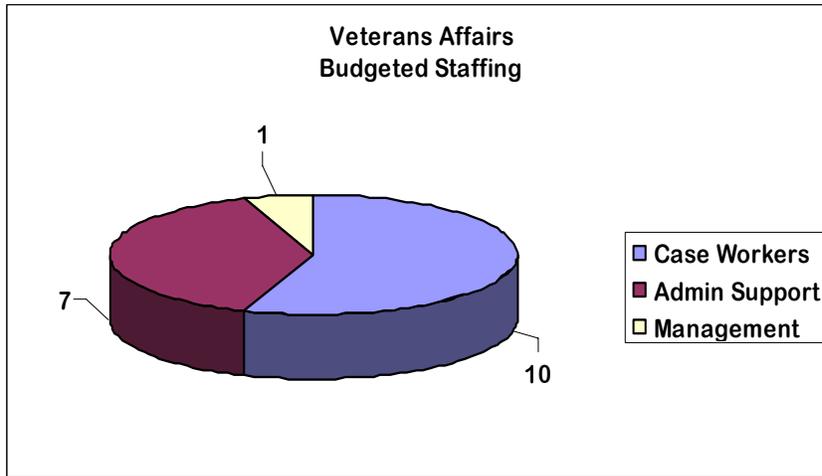
Caseload

The department's VSRs currently maintain an average caseload of 375 - 400 active cases each. Individual cases may vary in complexity ranging from lost or stolen benefit checks to complex multi-issue disability claims and appeals for benefits.

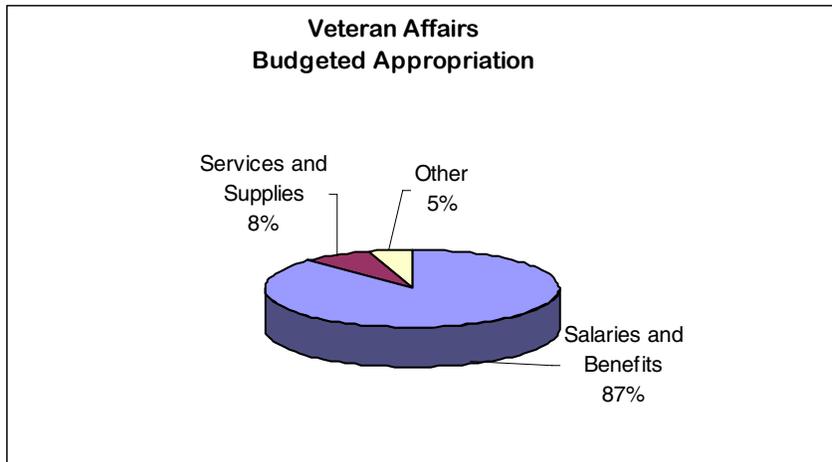
LOCAL VETERANS' BENEFITS & SERVICES	
Case Management	Coordinate Veterans Day and Memorial Day Ceremonies
Jail and Hospital Outreach Claims Assistance Services	Transportation Services
Local and State Employment Verifications	Veteran's Advocacy
Job Preference	Fiduciary Services
Community Outreach	Homeless Assistance
Peddler's License	Veterans' Recognition Events
Stand Downs and Care Fairs	Cost Avoidance to State and Local Governments

Staffing Information 2006/2007

Total staffing is approximately 18 employees.



Budget Information 2006/2007



Salaries and Benefits	\$1,095,255
Services and Supplies	\$97,958
Other	\$60,029
Total	\$1,253,242

HUMAN SERVICES

*A closer look at Human Services
administrative units...*

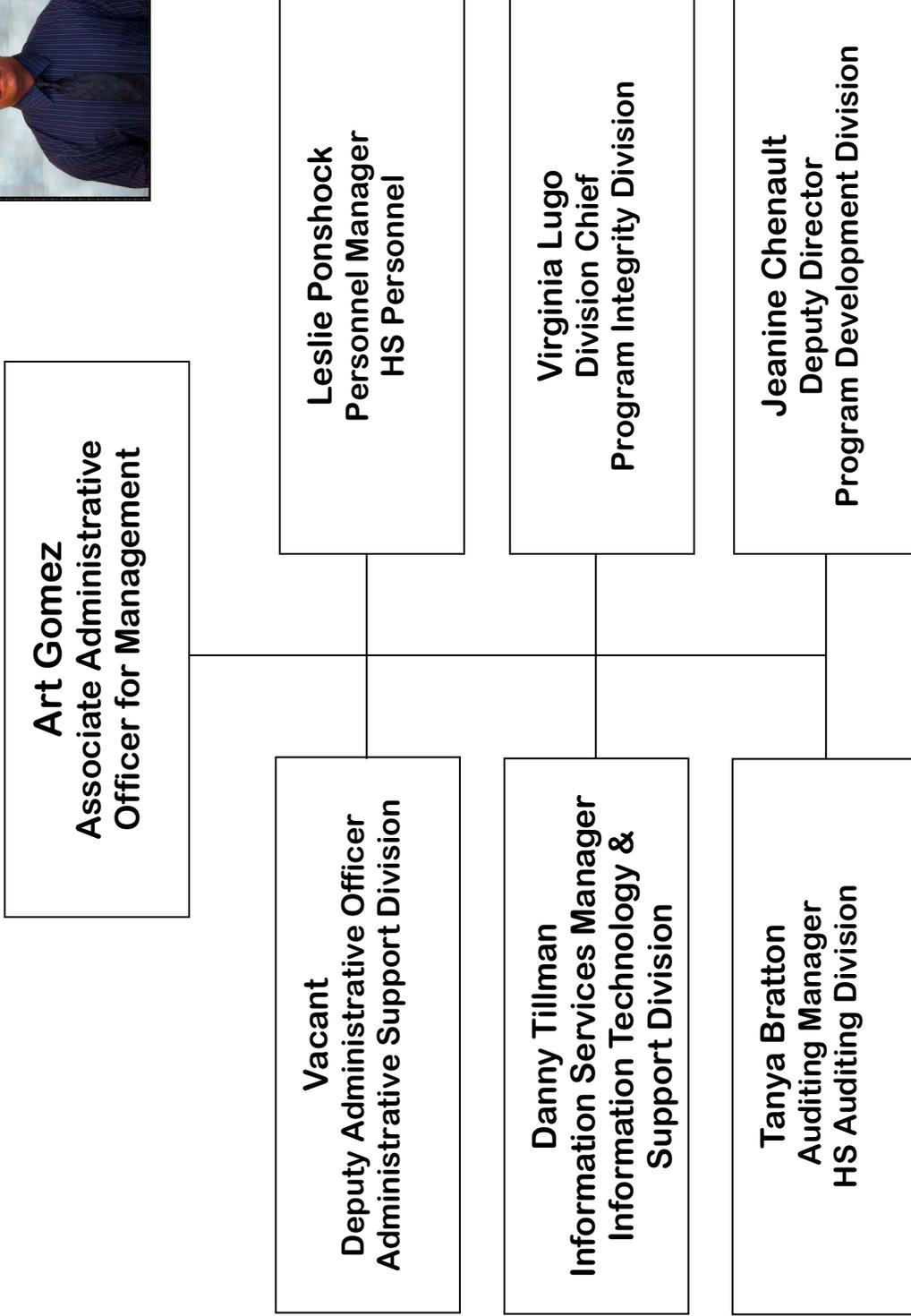


- *Management Services*
- *Administrative Support Division*
- *HS Auditing*
- *Information Technology Services Division*
- *Legislation, Research and Quality Support Services*
- *Performance, Education & Resource Centers*
- *HS Personnel Division*
- *Program Development Division*
- *Program Integrity Division*

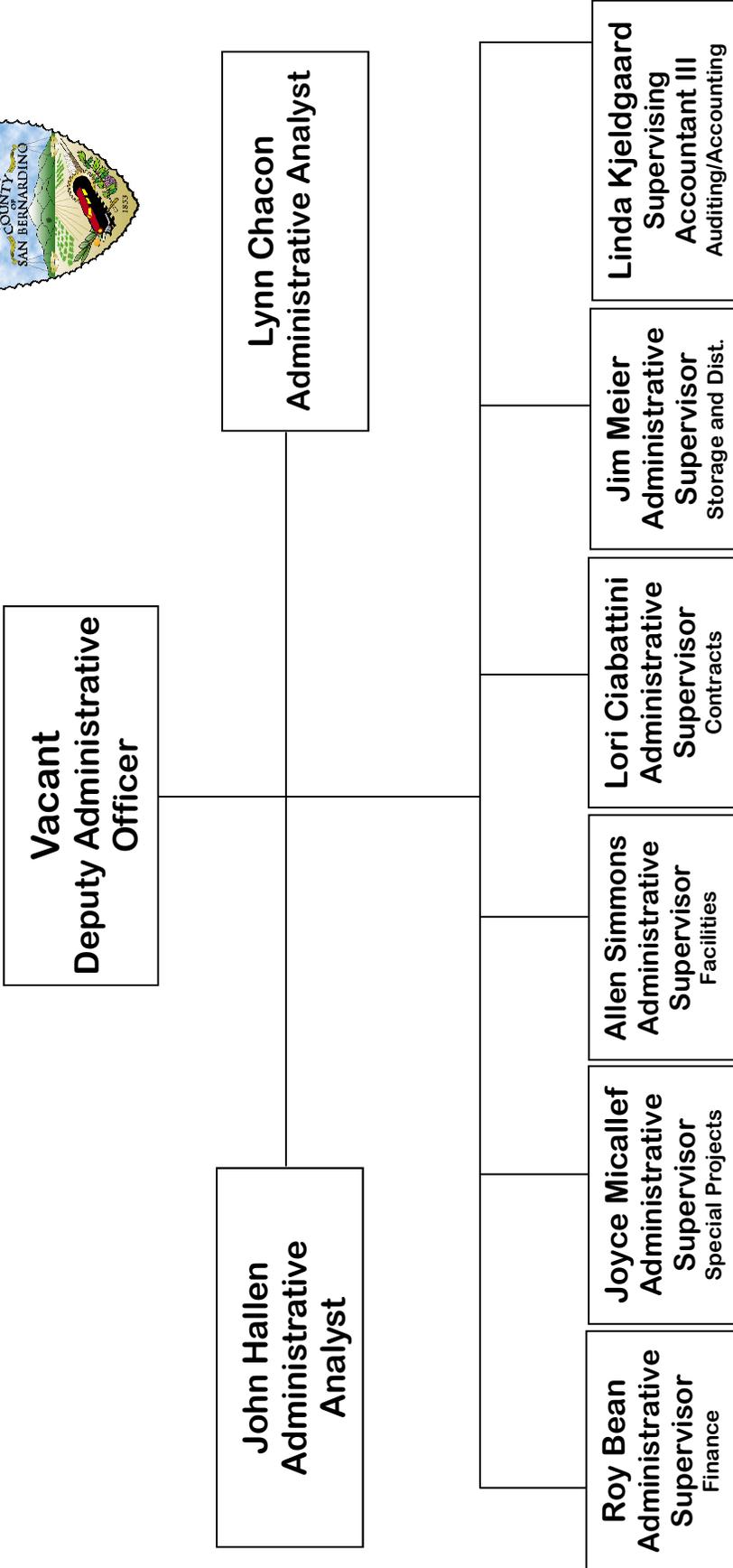


ADMINISTRATIVE UNITS

Management Services



Administrative Support Division



Administrative Support Division (ASD)

Mission

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.

Accomplishments for 2006/2007

ASD accomplished the following in 2006/2007:

Auditing

- √ All policies and procedures for auditing, accounting and SSI/Foster Care functions have been started or finalized.
- √ Provided fiscal monitoring of 95 contracts for TAD, DCS, and PSD, as well as audits of 19 cash funds held by TAD, DCS and DAAS.
- √ Organized a training seminar for staff from TAD, DCS, PSD, DAAS, ASD, DPH and DBH on the federal Grant Administrative Requirements for programs and contracts.

Contracts

- √ Successfully administered procurements and prepared and processed agreements for the Children's Network, Children's Fund, DAAS, DCSS, DCS, First Five, HS Admin, In-Home Supportive Services, Public Authority, PSD, TAD, VA and PERC.
- √ Successfully administered 424 service procurements for the CAO; COB; DCS; DAAS, DPH; HS Administration; PERC; PSD; and TAD.

Prepared and processed agreements as follows:

⇒ Non-financial Contracts and Amendments:	34
⇒ Revenue Contracts and Amendments:	33
⇒ Service Contracts and Amendments:	252
⇒ Employment Contracts and Amendments:	60
⇒ Memorandum of Understanding:	45

- √ Implemented a web-based version of the database used to track the status of all contract projects.

Facilities

- √ Completed and opened the new 49,000 square foot warehouse.
- √ Purchased, installed and implemented Lenel keycard access control system networks in ten HS facilities.
- √ Completed the design of a new virtual TAD workstation.

Accomplishments for 2006/2007

Finance

- √ Coordinated the 2007/08 budget process for 18 budget units total over \$890,000,000 and approximately 4,600 employees.
- √ Rolled out pilot of automated services and supplies.
- √ Implemented additional controls to keep expenditure levels within the limits of the program.

Special Projects

- √ Coordinated the Department of Emergency Operations Plan.
- √ Enhanced the Community Based Organizations Partnership program application process to allow for more accessibility.

Warehouse

- √ Completed construction of new warehouse for HS high value equipment.

Goals for 2007/2008

ASD established the following goals for 2007/2008:

Auditing

1. Complete unit procedures and compile into manual format.
2. Communicate to HS departments the unit's availability to offer accounting and auditing services.

Contracts

1. Further develop the web-based version of the contracts database to include a monitoring module that supports the newly implemented Contract Monitoring Policy and Standard Practice.
2. Roll out a "new and improved" version of the ASD website to include web-based contracts database and the new Online Requisition System.



Facilities

1. Install and activate keycard access control to approximately twelve HS facilities.
2. Continue project management and completion of the Public Health Clinic Laboratory remodel, Adelanto TAD, and new PERC and PSD Administration facilities.

Goals for 2007/2008 continued...

Facilities continued...

3. Construction of interior and exterior tenant improvements at DAAS administration and TAD.

Finance

1. Complete the pilot of the automated services and supplies requisition process and roll out to applicable HS departments and support divisions.
2. Further develop management reporting tools to assist departments and support divisions to operate more efficiently.

Special Projects

1. Continue to improve efficiency and cost effectiveness of HS services provided including the San Bernardino County/Operational Area Emergency Management Plan County Disaster Preparedness.
2. Enhance and develop SPU staff to continue to meet the expanding and multi-faceted needs of our customers.

Warehouse

1. Move out of the Colton warehouse and close the facility.
2. Acquire and implement a state of the art automated radio frequency identification enabled inventory management system.

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:

Finance - Develops, prepares and reviews budgets for departments, support divisions, and subsistence budgets in HS. Collects data and prepares the County expenditure claim 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.

Program Information continued...

Auditing - Provides auditing and accounting assistance for HS departments. Auditing assistance is provided by coordinating the Single Audit process and audits/reviews conducted by state and/or federal agencies, and conducting fiscal monitoring of HS contracts and special audits as requested by HS departments and/or required by federal or state agencies. Accounting assistance is provided by preparing deposits and transfers for state advances and reimbursements, preparing and filing financial reports to the state, and providing HS management with financial data, and administering SSI/Foster Care funds.

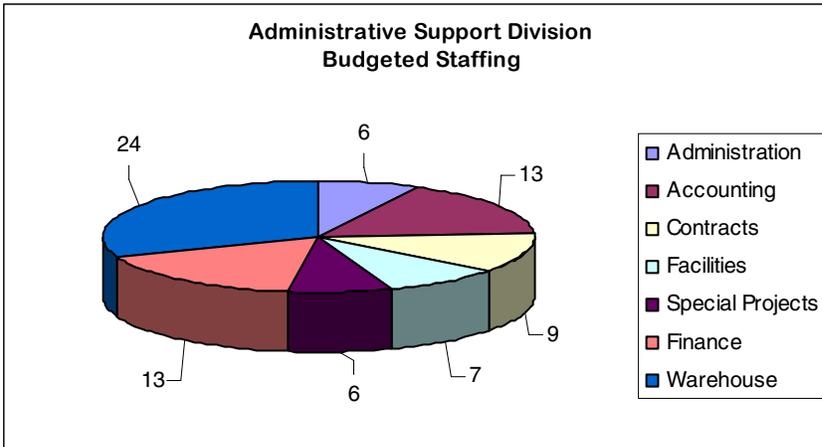
Storage and Distribution - Provides forms distribution, warehousing and archive storage.

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, 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.

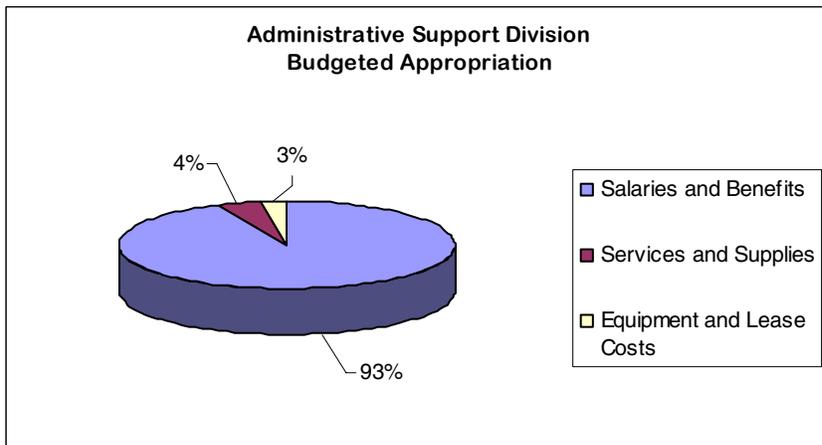
Contracts - provides procurement and contracting services to all HS departments. The primary function of the unit is to obtain required program services while ensuring public resources are used efficiently and effectively. Staff ensure all procurements and resulting contracts comply with contracting laws, federal and state regulations, and local policies.

Staffing Information 2006/2007

Total staffing is approximately 78 employees.



Budget Information 2006/2007



Salaries and Benefits	\$5,679,447
Services and Supplies	\$256,517
Equipment and Lease Costs	\$157,775
Total	\$6,093,739

HS Auditing Division



Tanya Bratton
HS Auditing Manager

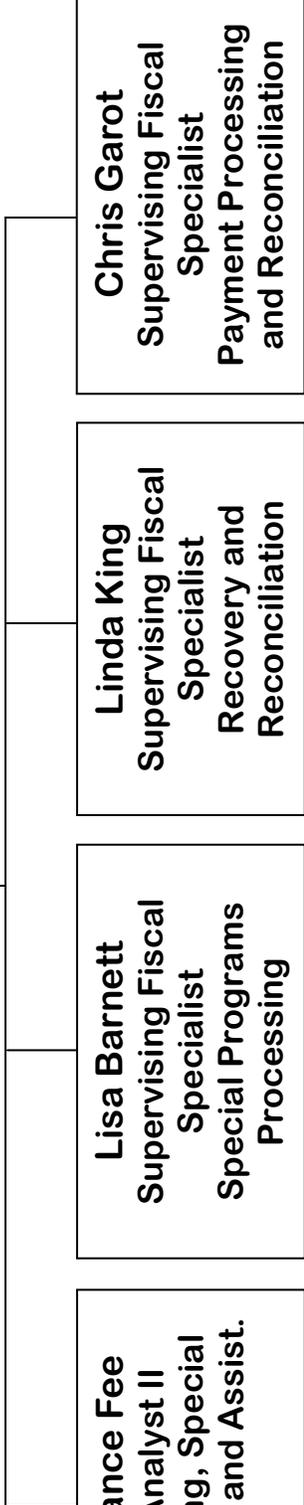
Sharon Henaghan
Secretary

Constance Fee
Staff Analyst II
Reporting, Special
Projects, and Assist.

Lisa Barnett
Supervising Fiscal
Specialist
Special Programs
Processing

Linda King
Supervising Fiscal
Specialist
Recovery and
Reconciliation

Chris Garot
Supervising Fiscal
Specialist
Payment Processing
and Reconciliation



HS Auditing Division

Mission

The role of HS Auditing Division is to provide accounting, auditing, collections and benefit payment services for County departments in Human Services. 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.

Accomplishments for 2006/2007

HS Auditing accomplished the following in 2006/2007:

- ✓ Met reporting and claiming requirements for funding assistance benefits paid to welfare program recipients and contractors who deliver those benefits.
- ✓ Participated in the C-IV System Expungement Workgroup to discuss requirements to allow expunged cash benefits to be visible on C-IV screens effective January 2007.
- ✓ Streamlined Foster Care Group Home rates reconciliation process from 31 hours to 12 hours per month.
- ✓ Collaborated with TAD and PDD in developing a process to issue Welfare to Work (WTW) Incentive Control Valuables to TAD districts.
- ✓ Collaborated with PDD and PERC to train and transition TAD office assistants from the manual process of reporting control valuables issuances to use the C-IV System and produce automated reports.
- ✓ Successfully transitioned the following functions to the Auditing Division:
 1. Supplemental Income Advocacy Unit
 2. Wraparound program invoice verification
 3. Resource Data Bank Administrator for Foster Care Provider information
- ✓ Eliminated a seven month backlog for Social Security reimbursement authorizations and maintained all disbursements to date.
- ✓ Implemented work flow improvements by utilizing a fiscal assistant as a central point of contact for the Supplemental Income Advocacy Unit.
- ✓ Participated in the C-IV System EBT Host to Host Workgroup to confirm requirements to allow real-time account creation, card and benefit issuance allowing clients to receive benefits sooner.
- ✓ Collected approximately \$1 million of benefit overpayments through the C-IV Tax Intercept System.

Accomplishments for 2006/2007 continued...

- ✓ In conjunction with PID-Appeals, refined refund practices to ensure clients receive funds due to them in a timely manner.

Goals for 2007/2008

HS Auditing established the following goals for 2007/2008:

1. Collaborate with ITSD to automate the Wraparound program invoice verification process.
2. Complete procedures and tab-through forms for the Supplemental Income Advocacy Unit.
3. Enhance the Supplemental Income Advocacy database to include history information and not lose this data as current information is inputted.
4. Ability to accept credit card, ATM and EBT payments at front counter and/or over the phone.
5. Collaborate with PDD to complete online policy and procedure handbook.
6. Add a collections officer and develop an action plan to seek repayment of improper payments to clients.
7. Continue to participate on 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	<ul style="list-style-type: none">• Percentage of reports submitted within specified time frames = 100%
Benefit payments issued to clients in a timely and accurate manner	<ul style="list-style-type: none">• 100% of system-ready benefits audited and processed within 24 hours of availability
Continuous improvement to business processes and best practice ideas generated by staff	<ul style="list-style-type: none">• 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 Human Services as follows:

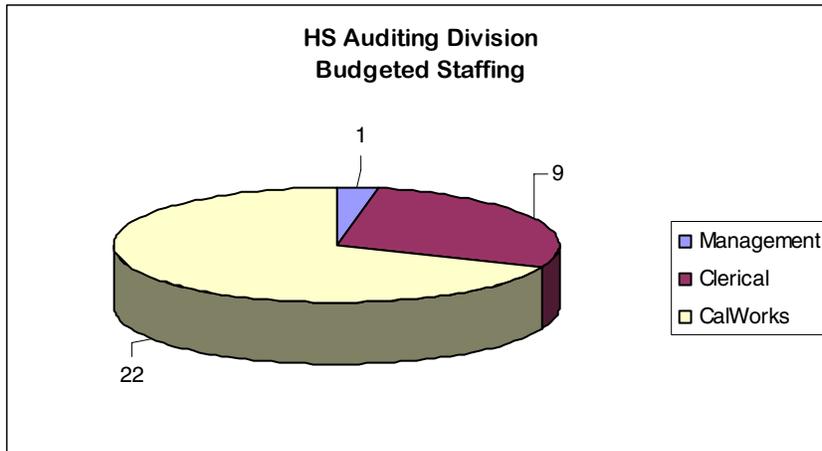
- Prepares assistance claims, which are required for funding and reporting of benefits provided to county residents.
- Approximately 351,310 warrants were issued during fiscal year 2006-2007.
- Collects overpayments from benefit recipients.
- Serves as representative payee for Social Security benefits 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.

Statistical Information

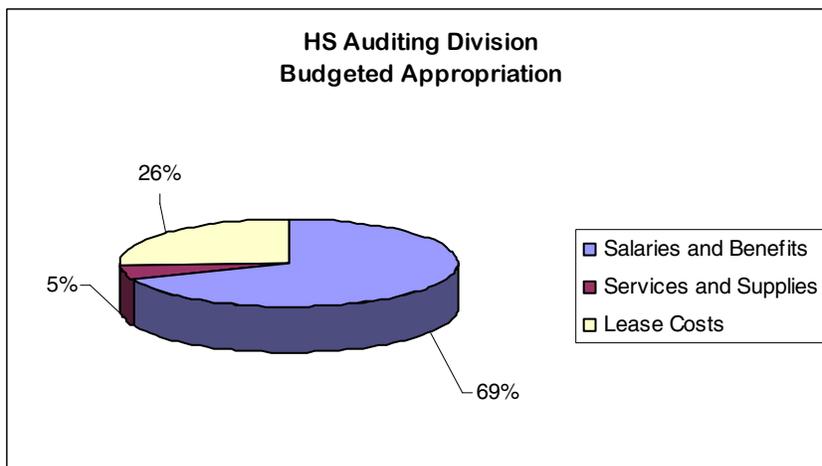
Activity	Dollars Issued
Cash benefits issued by warrants	\$351,310
Cash benefits issued electronically	\$649,910
Collection of benefit overpayments	\$8,929,967

Staffing Information 2006/2007

Total staffing is approximately 32 employees.



Budget Information 2006/2007

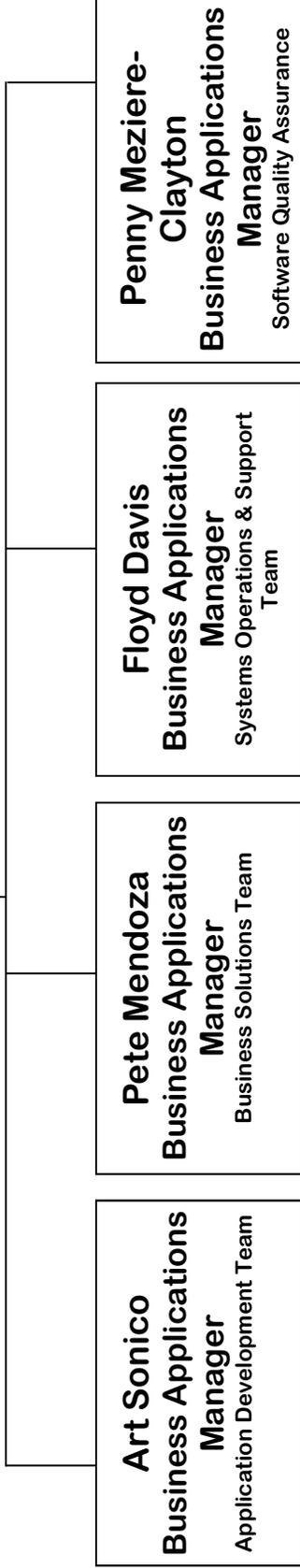


Salaries and Benefits	\$1,784,913
Services and Supplies	\$132,452
Lease Costs	\$679,068
Total	\$2,596,433

Information Technology & Support Division (ITSD)



Danny Tillman
Director



Information Technology & Support Division (ITSD)

Mission

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

Information Technology and Support Division (ITSD) supports HS departments and divisions by providing information technology services such as analysis of business processes, design and development of web pages and software applications, and technical support for hardware and software.

Accomplishments for 2006/2007

ITSD accomplished the following in 2006/2007:

BST—Business Solutions Team

- √ Completed communication classes for project managers.
- √ Developed and completed Waterfall Development Life Cycle Methodology with generic project management.
- √ Completed Share Point Services for a repository, currently in BETA version.

ADT—Application Development Team

Developed and implemented the following:

- √ Online Requisition System (ORS) to automate the Form 003 for HS.
- √ Automated web publishing of HS Administrative Manual, HS forms for TAD and PDD and the contracts administration system for ASD.
- √ TAD and DCSS' new websites on the intranet.
- √ Automated system MEDS for HS departments.
- √ Volunteer Involvement Program (VIP) website and personnel automation system for HS Personnel.

SQA—Software Quality Assurance

- √ Supported all ITSD teams in testing and implementing over 160 projects.
- √ Upgraded all C-IV PCs and added additional image scanning capacity to meet user department requirements.

Accomplishments for 2006/2007 continued...

SOS—Systems, Operation and Support

- ✓ Finalized evaluation and began deployment plan for additional servers.
- ✓ Utilized 1,600 recovered C-IV PCs at other County locations.
- ✓ Ordered and installed 200 new PCs for TAD management and upgraded all Human Services users with Exchange 2003.
- ✓ Began upgrade of 100mbs email storage capacity for HS users.
- ✓ Installed new Virtual Tape Library system for all HS departments use.

Goals for 2007/2008

ITSD established the following goals for 2007/2008:

BST—Business Solutions Team

1. Continue to refine the Waterfall Development Life Cycle Methodology and Project Management Methodology.
2. Complete and implement Share Point Services repository for production environment use.

ADT—Application Development Team

1. Complete development and implementation of web-based Veterans Case Management System (VCMS) for Veterans Affairs and ORS for Human Services.
2. Complete development and implementation of PDDs automated publishing of forms, handbooks, guides, manuals and flyers.
3. Develop a data warehouse for C-IV cases.
4. Develop and implement an automated Case Review System for the HS Medi-Cal program and an improved ITSD customer service website for Human Services.
5. Reduce web update workload and improve customer service by empowering end-users with the ability to update the sites themselves.



Goals for 2007/2008 continued...

SQA—Software Quality Assurance

1. Implement and research testing tools for Team Track configuration management application and Quality Center test tracking solution.
2. Train team members on new configuration management products.

SOS—Systems, Operation and Support

1. Monitor and provide technical support for C-IV system upgrades and enhancements.
2. Evaluate all servers and Cisco systems for development of a replacement schedule.
3. Develop design criteria for the deployment of VM-Ware to support virtual servers within ITSD/HS.

How Outcomes Are Measured

ITSD measures outcomes by the following methods: customer surveys and feedback from HS departments and divisions.

Program Information

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 Team (BST) -

BST provides business process analysis and project management for the purpose of improving business systems in HS departments.

Systems Operations & Support (SOS) -

SOS provides technical support for HS's hardware and software needs, including Help Desk assistance, desktop computers and printers, email, 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

Application Development Team (ADT) and Business Solutions Team (BST) -
 BST and ADT completed 170 projects in 2006.

Systems Operations & Support (SOS) -

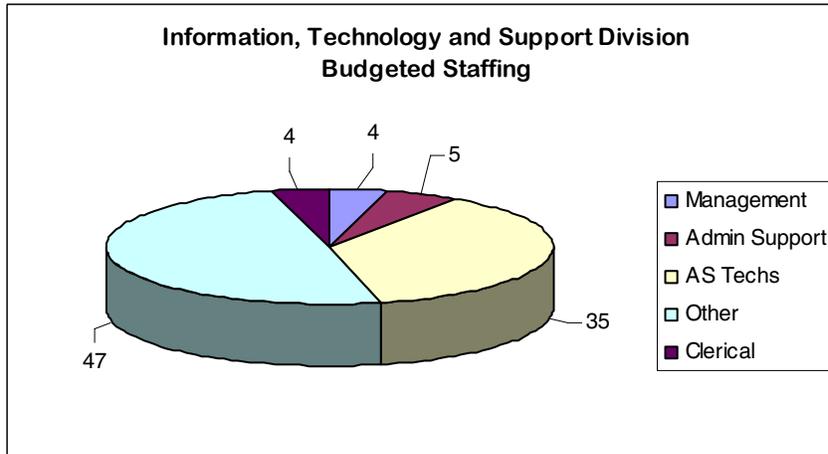
SOS provides support to about 6,000 users in 140 Human Services offices county-wide. The charts below detail what equipment is supported and the services provided.

Equipment	Number	Service Provided	2006	2005	% Change
Desktop computer systems	6,790	Calls to Help Desk	19,807	21,685	8.7%
Printers (Network & Personal)	1,848	On-site service calls	9,348	7,733	21%
Laptops	214	New equipment installed	397	479	17%
Servers	105	Moved/swapped equipment	1,042	1,658	37%
Switches	96	Servers installed	5	11	55%
UPS (Universal Power Supply)	213	Servers upgraded	3	0	0%
Pocket PCs	134	Site inventories	91	113	19.4%
Projectors	74				
Digital Cameras	29				
Scanners	66				
C-IV imaging systems	41				

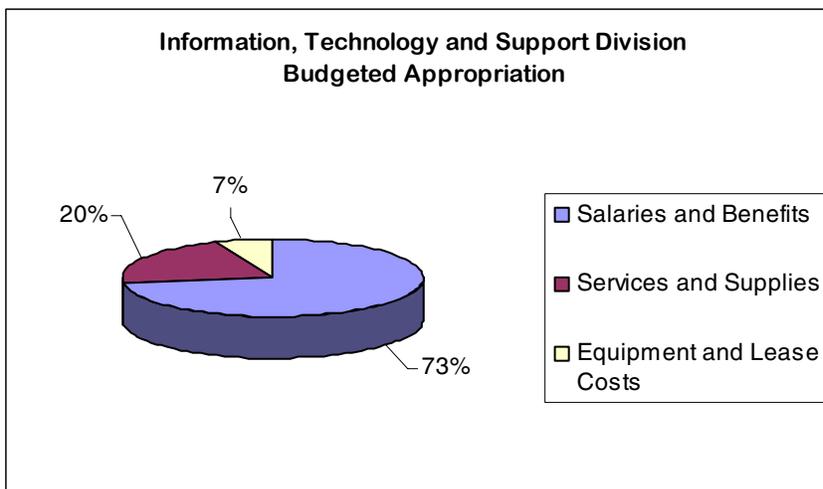


Staffing Information 2006/2007

Total staffing is approximately 95 employees.



Budget Information 2006/2007

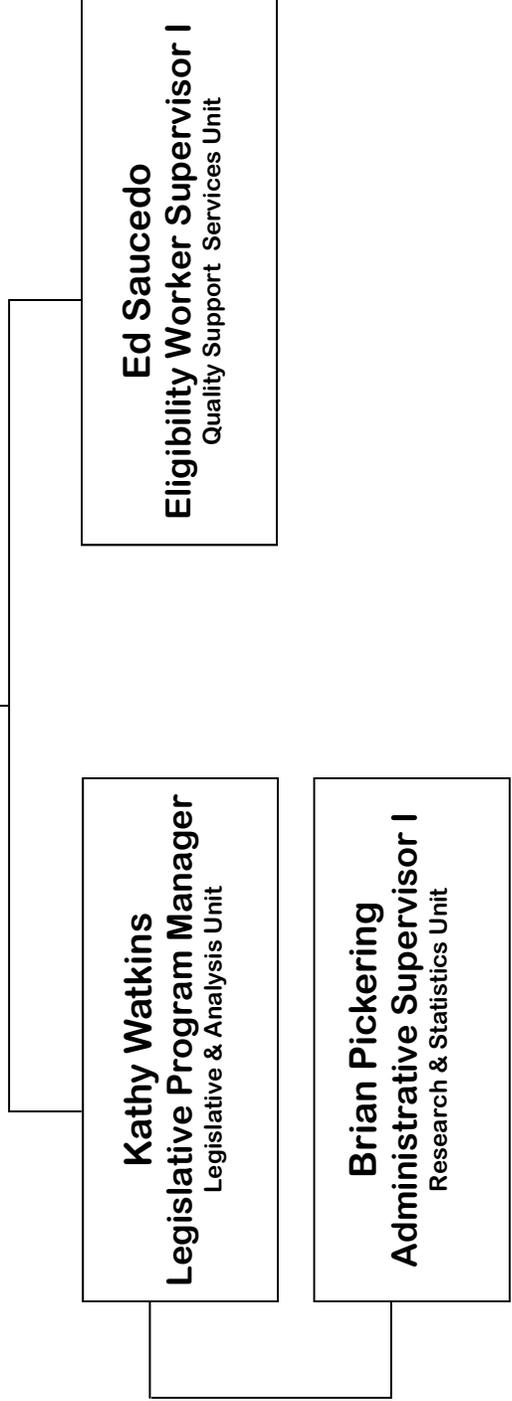


Salaries and Benefits	\$7,523,014
Services and Supplies	\$2,088,299
Equipment and Lease Costs	\$669,546
Total	\$10,280,859

Legislation, Research and Quality Support Services Unit



Kathy Watkins
Legislative Program Manager



Legislation, Research and Quality Support Services Unit (LRQU)

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.

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

Accomplishments for 2006/2007

LRQU units accomplished the following in 2006/2007:

Legislative and Analysis

- √ Facilitated and supported passage of the County-sponsored legislation, AB 1462, which permits federal financial participation for the limited placement of children placed in for-profit foster care facilities.
- √ Tracked and provided analyses on over 1,000 bills in the State Legislature to HS departments, DBH, PH, First Five and Juvenile Probation.
- √ Provided legislative training for the Management and Leadership Academy, First Five staff and local academic institutions.

Research and Statistics

The Research portion of Legislation and Research continued to assist departments and directors in meeting their goals and mandates for their programs. Among the highlights of this support are:

- √ Receipt of National Association of Counties (NACo) award for development of mapping and routing applications to assist in emergency response.
- √ Assessment of costs associated with the Foster Care program and involvement in developing procedures to realize future savings.
- √ Development of measures to assess outcomes related to efforts to increase work participation among recipients of Public Assistance.
- √ Collaborated with the California Department of Veterans' Affairs in the analysis of a statewide survey to identify underserved veterans.
- √ Continued monitoring of outcomes related to DCS implementation of Family to Family and other performance improvement measures.
- √ Monthly production of approximately 100 reports utilized by the managers of TAD, DCS, and DAAS.

Accomplishments for 2006/2007 continued...

Quality Support Services

- ✓ QSS continued to support various HS departments, including DCS, DAAS, TAD, and Probation, with ongoing case reviews of over 5,700 cases and the provision of statistical data and analysis.
- ✓ Conducted specialized projects in support of multiple HS departments including recommendations to reduce overpayments in the Foster Care program.
- ✓ QSS conducted a case review focusing on the Concurrent Planning process as part of the DCS Outcomes and Accountability Self-Improvement Plan.
- ✓ Helped maintain the federal to non-federal ratio for Title IV-E funds.
- ✓ Assisted in the 2006 federal Title IV-E audit ensuring that the County of San Bernardino avoided fiscal penalties.
- ✓ Expanded reviews and data analysis in the IHSS program to include various focus areas.

Goals for 2007/2008

The Legislative and Analysis, Research and Statistics and Quality Support Services Division established the following goals for 2007/2008:

Legislative and Analysis



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

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 Human Services 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.

Goals for 2007/2008 continued...

Quality Support Services continued...

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 QA program.
5. Continue to perform case reads and surveys required to measure improvements in the Outcomes and Accountability SIP for DCS.

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 and Analysis Unit -

Using an advanced bill tracking system called Capitol Track, the Legislative and 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 Human Services 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 HS on committees of the CWDA, and the CHEAC, the CMHDA, and the CADPAAC, all of which take positions to support, oppose, or amend legislation. The unit also maintains contact and cooperates with other associations, including the Health Officers Association (HOAC), the Animal Control Directors Association (CACDA), the County Records Association (CRAC) and the Emergency Medical Services Administrators Association (EMSAAC).

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 and DBH.

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 (GIS).

Program Information continued...

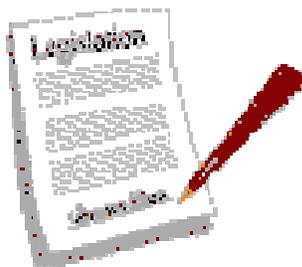
Research and Statistics Unit continued...

Research and Statistics creates specialized reports from administrative databases serving TAD, DCS, 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 the CWDA, CDSS, and various other state-level entities.

Quality Support Services Unit -

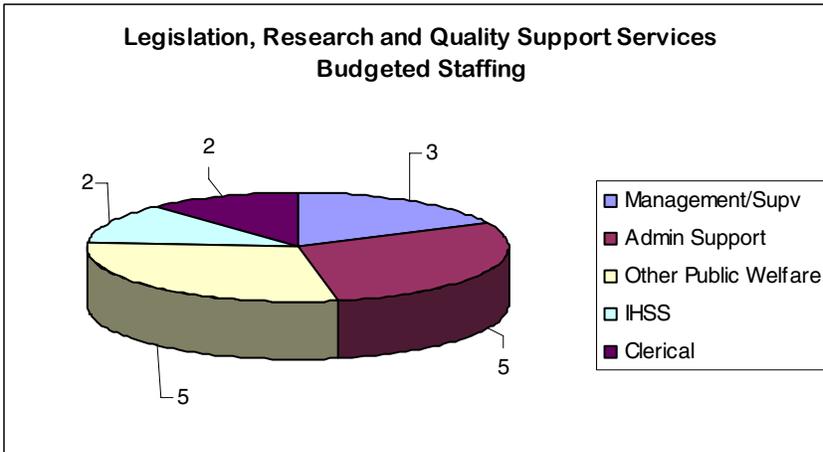
Through case reviews, audits, and data tracking, responsibilities of the Quality Support Services Unit include:

- Assists in maximizing funding for DCS by increasing federal Title IV-E revenue for administrative costs for Children's Services 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 In-Home Supportive Services (IHSS) program.

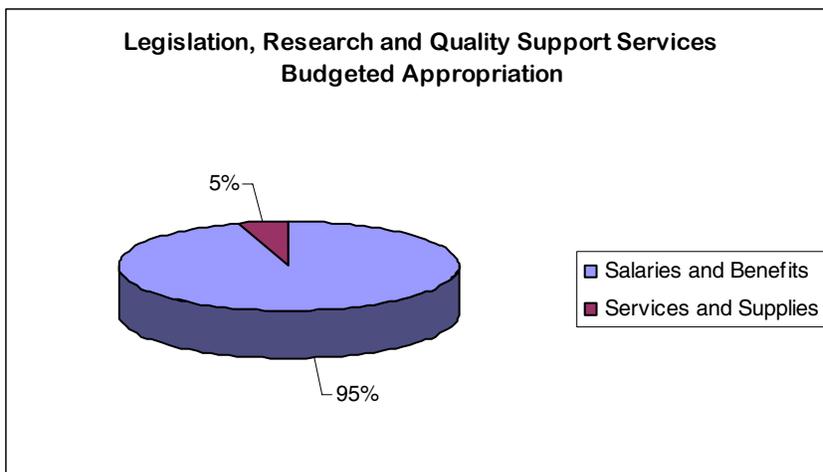


Staffing Information 2006/2007

Total staffing is approximately 17 employees.



Budget Information 2006/2007

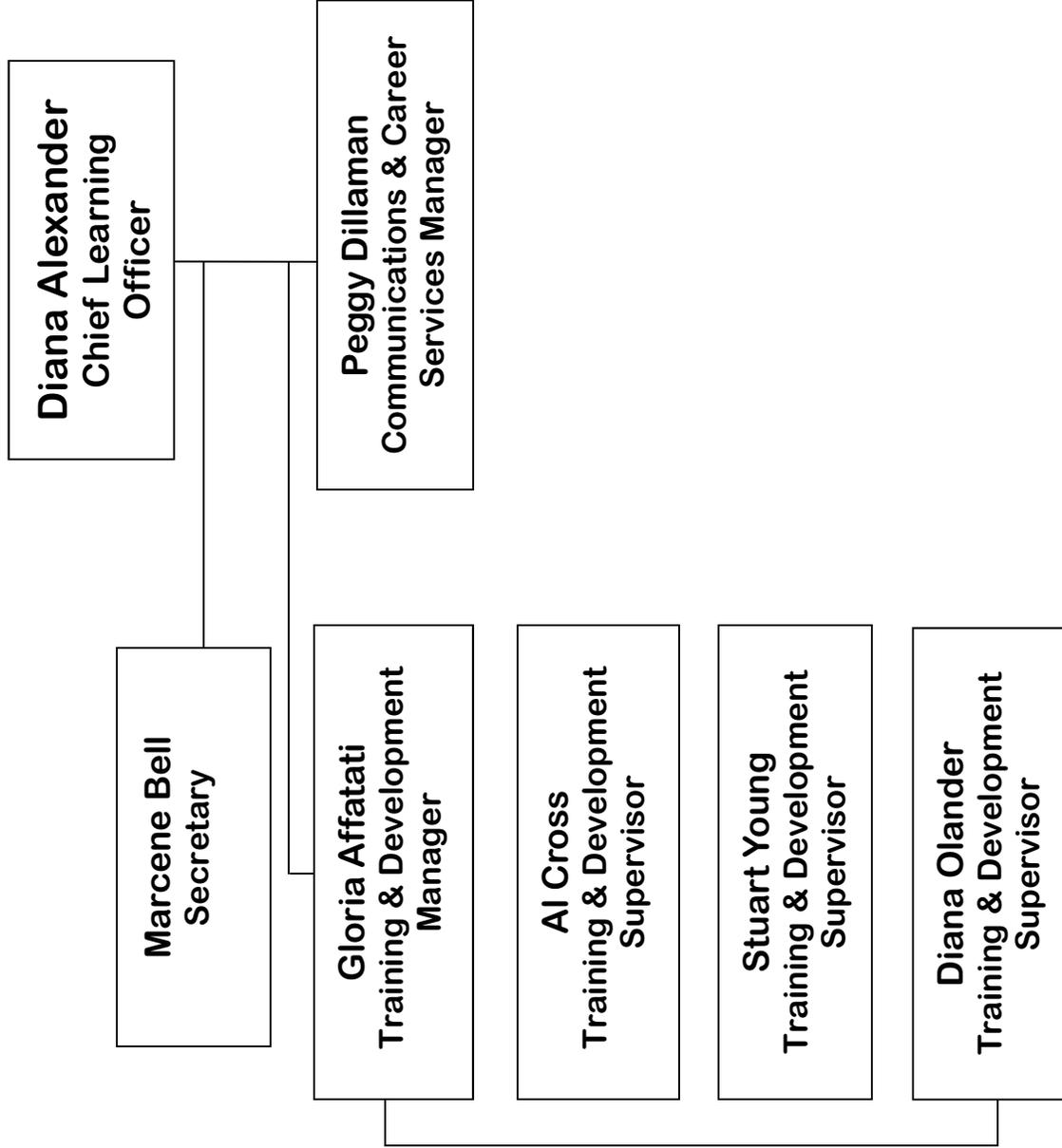


Salaries and Benefits **\$1,357,517**

Services and Supplies **\$69,201**

Total	\$1,426,718
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Performance, Education & Resource Centers



Performance, Education & Resource Centers (PERC)

Mission

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.

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.

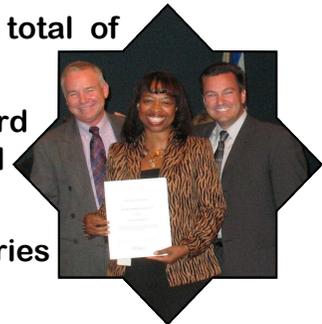
Accomplishments for 2006/2007

PERC accomplished the following in 2006/2007:

- √ Expanded the use of electronic surveys to conduct training needs assessments, and gather participant feedback in HS trainings.
- √ Provided orientation and introduction training to 379 eligibility workers and employment services specialists.
- √ Established protocol for quarterly online in-service offerings in support of TAD's STARS project.
- √ Gained formal accreditation by California State University San Bernardino of the Management & Leadership Academy (MLA) for upper division management degree credits.
- √ Delivered a variety of consultative and facilitative services to other governmental organizations such as the cities of Colton and Fontana as well as the Riverside Transit Agency.
- √ Upgraded, launched and administered the PERC/Easyi Health Insurance Portability & Accountability Act (HIPAA) online learning system for County-wide utilization to meet federal mandated HIPAA training requirements.
- √ Facilitated Comprehensive Assessment Tool (CAT) training and provided Hand-on Wizard training to over 500 DCS staff within a six week period.
- √ Reduced cost and travel time of DCS and DAAS staff by providing trainings in various county regions.

Accomplishments for 2006/2007 continued...

- ✓ Developed marketing materials to assist DAAS with outreach communication regarding elder abuse.
- ✓ Coordinated 18th Annual countywide Awards for Excellence, a nationally recognized employee recognition program.
- ✓ Trained a total of 3,983 employees, including 1,808 in supervisory, management, executive and professional development, and 379 in TAD-specific Orientation & Induction programs.
- ✓ Provided numerous in-service training topics to approximately 2,000 TAD employees.
- ✓ Provided New Employee Orientation (NEO) for 1,796 new County employees.
- ✓ Created 2006/2007 HS Annual Report.
- ✓ Processed 1,483 tuition reimbursement requests for a total of \$280,994.
- ✓ Received National Association of Counties (NACo) award for Service F.I.R.S.T. customer service training, attended by 17,367 County employees.
- ✓ Enhanced PERC library services to offer book summaries on CD.
- ✓ Developed and instituted a Mystery Shopper program to improve customer service Countywide



Goals for 2007/2008

PERC established the following goals for 2006/2007:

1. Seek California State University San Bernardino accreditation for the Fundamentals of Supervision and Management One and Two programs.
2. Support and contribute to the County's Leadership Succession Plan via the MLA three-track program.
3. Investigate and conduct a readiness assessment for e-learning.
4. Continue to support TAD's initiatives in the areas of Work Participation, Food Stamp participation and aid programs' error rate compliance.
5. Complete a training needs analysis on C-IV navigation skills for multi-program employees of all levels.
6. Enhance ethnographic interviewing skills of DCS social workers with Fairness & Equity Training.
7. Develop an Educational Advocacy training for DCS line staff to enhance their ability to advocate for educational right for children in placement.

Goals for 2007/2008 continued...

8. Develop department wide training and program-specific curriculum for all DAAS and IHSS program staff.
9. Provide Ethics and Professional Boundaries training to new DAAS staff.
10. Improve Human Services departments' visibility of service through increased media exposure.
11. Increase offering of books on CD through the PERC library.

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 on-line classes offered	Program participation and unmet demand (wait lists)	Customer satisfaction with communication services	Customer satisfaction indicators
Revenue generated		Public inquiries received by HS/Community Relations Office	
Turnaround time for Education Assistance Proposal 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 service 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



Career Development - 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

Organizational Development - 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.

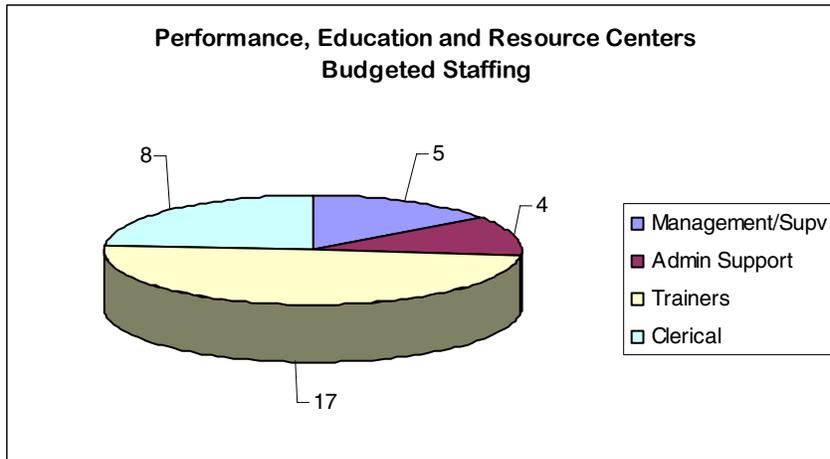
Communication Services - The Community Relations Office (CRO) provides a wide range of communication services including public information, marketing and special event assistance for all Human Services departments.



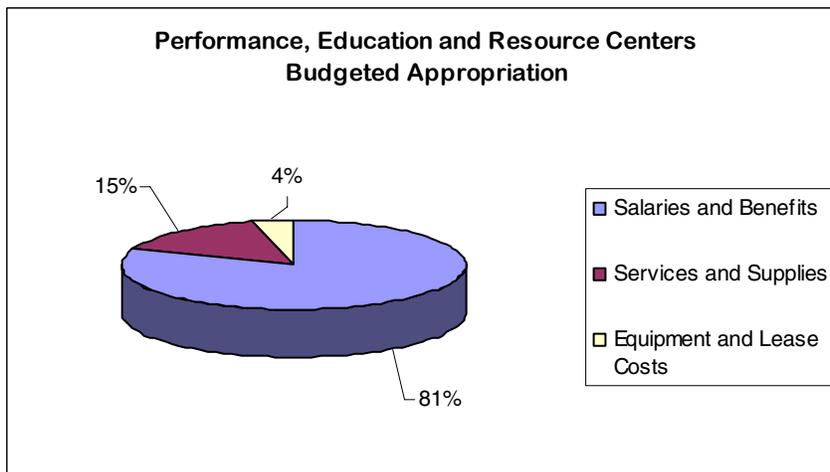
This office maintains the Human Services Community Relations website and responds to general inquiries from the public, the media and other agencies. The Communications Officer acts as a liaison to the County's Public Information Office and, through participation on the California Welfare Director's 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 Human Services departments through the quarterly publication of the *HS Connection*. In addition to the *HS Connection*, the CRO also produces the HS Annual Report and the HS Pocket Guide.

Staffing Information 2006/2007

Total staffing is approximately 34 employees.



Budget Information 2006/2007



Salaries and Benefits	\$2,240,512
Services and Supplies	\$428,601
Equipment and Lease Costs	\$106,977
Total	\$2,776,090

Personnel Division



Leslie Ponschok
Personnel Manager

Kathy Warlick
Secretary

Kimmel Mathews
Personnel Technician

Bertha Buggs
Office Assistant II
Reception

Barbara Davis
Office Assistant II
Leave Coordination

Connie Marine
Office Assistant II
Reception

Ashley Reeves
Office Assistant II
Reception

Kathy Byrd
Volunteer Coord.
Volunteer Program

Kathleen Ridell
Supervising Fiscal
Specialist – Payroll

- Payroll Specialists
- Maria Alba
 - Vanessa Aleman
 - Denise Baker
 - Caroline Barron
 - Mary Bliss
 - Kimberley Brown
 - Destinie Cotton
 - Cynthia Horzen
 - Paula Lopez
 - Nancy Napier
 - Brenda Perez
 - Marcus Thomas

Maria Gomez
Fiscal Specialist

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.

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

Accomplishments for 2006/2007

The Personnel Division accomplished the following in 2006/2007:

- ✓ Implemented phase 2 of the Personnel Transactions database. This allows maintenance of historical employment transaction data and automated processing of multiple employment transactions for the same employee.
- ✓ Started the design and programming of phase 3 of the Personnel Transactions database allowing for automated processing and logging of payroll adjustments, on-demand warrants, work performance evaluations, step increases, and leave of absences.
- ✓ Began implementing e-Time in all HS Management Services and VA allowing for electronic recording, approval of time, leave and overtime requests.
- ✓ Implemented the HS Integrated Volunteer Improvement Program's website.
- ✓ Completed several successful marketing campaigns for volunteer recruitment in the HS Integrated Volunteer Improvement program.

Goals for 2007/2008

The Personnel Division established the following goals for 2007/2008:

1. Complete implementation of e-Time in the remaining HS departments.
2. Test and implement phase 3 of the Personnel Transactions database.
3. Begin to design and program phase 4 of the Personnel Transaction database.
4. Revise old and implement new work processes required by the implementation of e-Time.
5. Continue recruiting volunteers and enhance the HS Integrated Volunteer Improvement program.
6. Develop proactive and enhanced customer service to employees on medical leave of absence.
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 biweekly basis as TLRs and 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

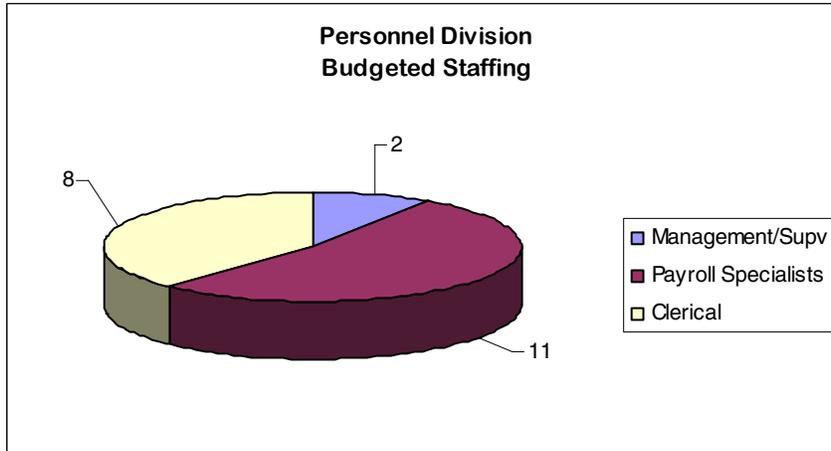
Payroll - Is responsible for obtaining certification lists; completing all required pre-employment paperwork for newly hired, promoted, or transferred employees; arranging pre-employment physicals and live-scan fingerprinting; maintaining files of all interview materials; processing all Time and Labor and 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, and maintaining the volunteer web site.

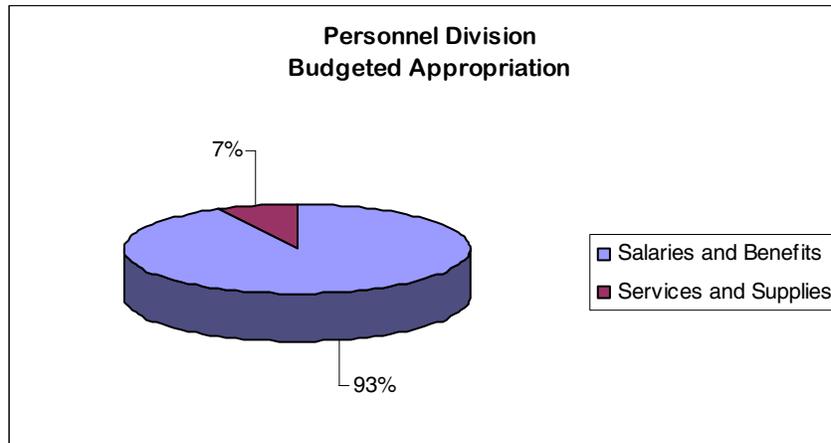


Staffing Information 2006/2007

Total staffing is approximately 21 employees.

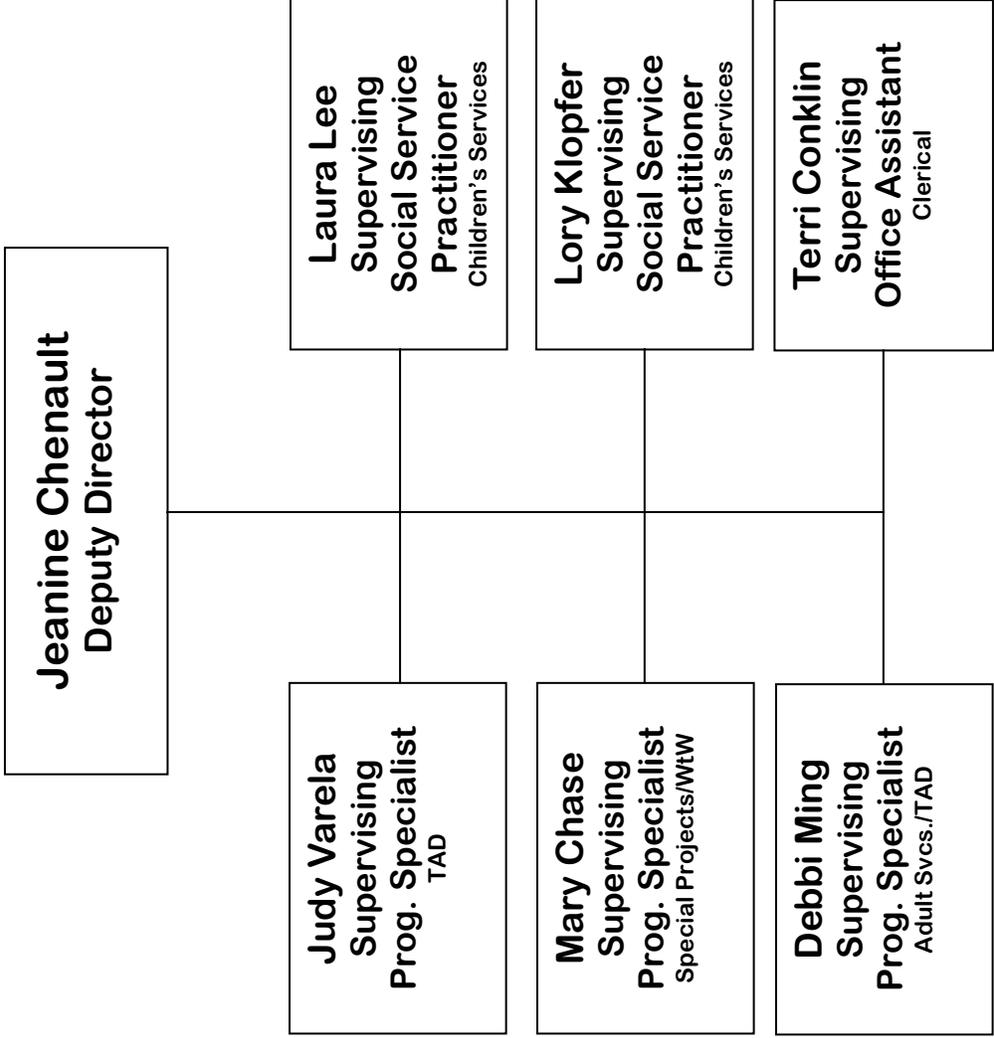


Budget Information 2006/2007



Salaries and Benefits	\$1,135,997
Services and Supplies	\$91,240
Total	\$1,227,237

Program Development Division



Program Development Division (PDD)

Mission

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.

PDD performs a wide range of program and policy development support services for Human Services and other County agency customers. Services provided by the division support HS departments' objectives and successful outcomes. 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 3,600 staff in Human Services departments.

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

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

Accomplishments for 2006/2007

PDD accomplished the following in 2006/2007:

- ✓ Provided program and policy development products/services to assist HS departments in meeting their FY 2006/2007 business plan objectives, publishing and disseminating 5,664 policy and procedure products.
- ✓ Developed new web page and publishing process for improved user access to knowledge assets in PDD online handbooks.
- ✓ Facilitated work groups/cross-functional teams for continuous development/improvement of knowledge asset products and services for TAD, DCS, and DAAS programs.
- ✓ Developed State audit questionnaire response on Electronic Benefit Transfer (EBT) disaster recovery process, provided program support for HS during Sawtooth fire and federal freeze disaster.
- ✓ Developed Transitional Assistance to Needy Families (TANF) reauthorization materials devising methods to improve work participation rates and compliance activities for federal reauthorization mandates.
- ✓ Provided Human Services representation at numerous state, county, and local workgroups.
- ✓ Provided program support for the procurement and monitoring of 234 TAD, DCS, and Probation (AB 1913) contracts and Memorandum of Understanding (MOU).

Accomplishments for 2006/2007 continued...

- √ Published over 800 forms for TAD in a new online system, providing tab-thru access for user ease.
- √ Provided program support for two winning NACo awards; DCS Court Orientation video and Power Point, and the “Helpful Numbers for Seniors” pamphlet by supervisory district.

Goals for 2007/2008

PDD established the following goals for 2007/2008:

1. Provide program and policy development products/services to assist HS departments in meeting their FY 2007/2008 business plan objectives.
2. Develop, pilot and implement new Customer Project Request System using current technologies.
3. Continue program support to TAD in TANF Welfare to Work activities, improving work participation rates.
4. Develop new and enhanced DCS knowledge assets to support improved Child Welfare Services (CWS) outcomes.
5. Provide program support in developing disaster planning protocols for HS departments.
6. Implement TAD Food Stamp outreach services, such as “C4 Yourself” - online web-based food stamp application within the C-IV system.
7. Develop refugees/victims of human trafficking/domestic violence Cash Assistance program for immigrants (CAPI) materials.
8. Provide program services to HS departments on 234 contracts, MOUs and work experience site agreements.
9. Develop panoramic user guides for key Public Guardian processes.

How Outcomes Are Measured

PDD measures outcomes by the following methods:

Activity	Measure
Provide accurate and timely program and policy development	<ul style="list-style-type: none"> • Data tracking of project/product development • Customer feedback
Maintain and improve product infrastructure	<ul style="list-style-type: none"> • Increase form availability in an electronic medium • Effectiveness of improvements to programs, policies and procedures • 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 3,600 staff in HS departments.

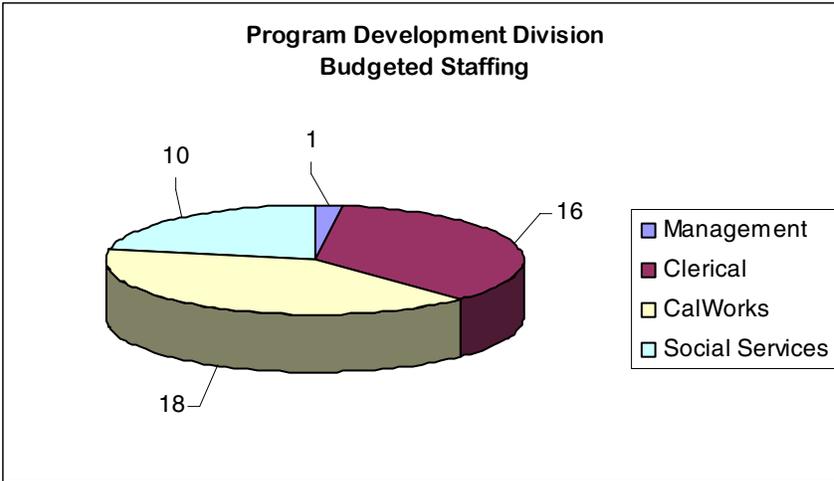


The division -

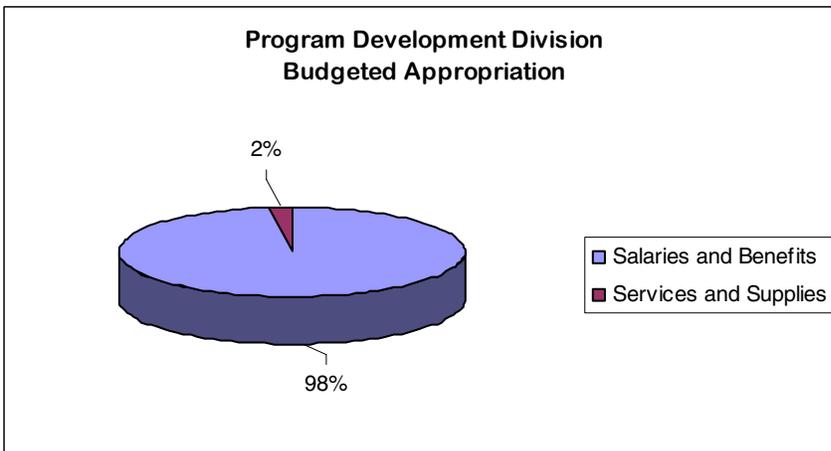
- 1. Reviews and determines the potential impact of proposed and enacted federal and state regulatory /legislative changes on specific programs and services, providing recommendations and impact analysis to customers;**
- 2. Initiates and maintains contact with federal, state and other county officials to ensure accurate implementation of state regulations;**
- 3. Facilitates cross-functional teams and stakeholder groups to exchange information regarding program planning and operational development;**
- 4. 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;**
- 9. Acts as operational, programmatic or technical expert for the various HS programs;**
- 10. Develops and maintains administrative, program, policy and operations manuals, automated systems user guides, forms and notifications for HS departments.**

Staffing Information 2006/2007

Total staffing is approximately 45 employees.



Budget Information 2006/2007

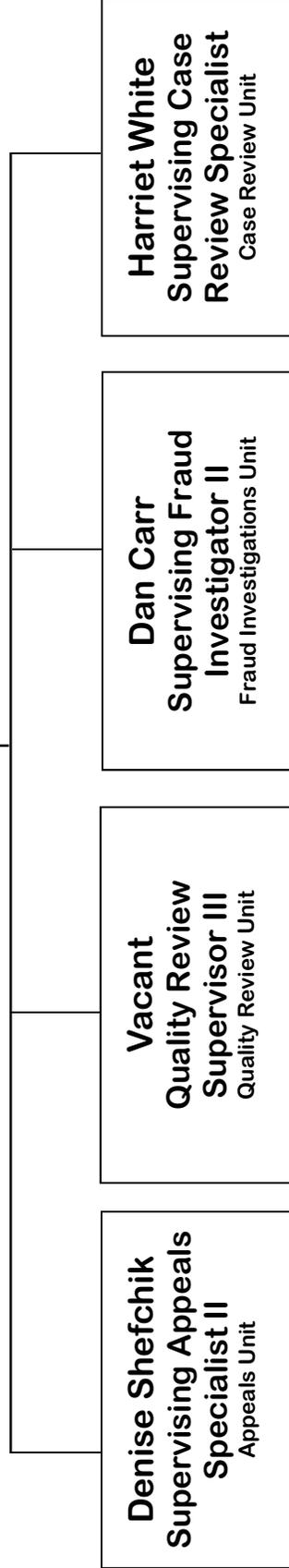


Salaries and Benefits	\$3,419,530
Services and Supplies	\$79,321
Total	\$3,498,851

Program Integrity Division



Virginia Lugo
Division Chief



Program Integrity Division (PID)

Mission

The division 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.

Program Integrity Division (PID) provides supportive services to the three social service departments: TAD, DCS, 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 different units with unique functions that support HS departments:

1. Case Review Unit
2. Quality Review Unit
3. Appeals Unit
4. Fraud Investigation Unit

Accomplishments for 2006/2007

PID accomplished the following in 2006/2007:

Division-wide

- ✓ Provided vital information for Risk Management use in ongoing litigation.
- ✓ Updated and improved automation tools used for increased efficiency and assistance with gathering of statistical data, therefore broadening our data reporting capabilities.

Case Review Unit

- ✓ Completed 164 case reviews including extensive analysis and recommendations for department policy and procedure revision, with the ultimate goal of reducing liability exposure for the County of San Bernardino.
- ✓ Core participant at Multidisciplinary Team (MDT) meetings including:
 - * Child Death Review
 - * CAC—Children’s Assessment Center
 - * Loma Linda (LLUMC) Child Abuse
 - * Domestic Violence MDT
 - * Domestic Violence Death Review
 - * Elder Abuse & Death Review



Accomplishments for 2006/2007 continued...

Quality Review Unit

- ✓ Completed 8,011 total home-calls, an increase of 20% from the previous year.
- ✓ Completed 2,629 Welfare to Work reviews, an increase of 32% from the previous year.
- ✓ Completed 43,553 Time Limits reviews, an increase of almost 18% from the previous year.
- ✓ Completed 19,387 IEVS matches, established 4,876 Recovery Accounts, and set up \$2,670,427 to be recovered.
- ✓ Completed 6,090 second-party reviews of CalWORKs and Food Stamp cases, an increase of almost 29% from the previous year.



Appeals Unit

- ✓ Received and processed 6,375 requests for hearing, a decrease of 10% from the previous year, 68% of which were resolved without the need for a hearing.
- ✓ Of the hearing decisions received and heard by Administrative Law Judges, 65% upheld the county's position in totality; a 2% increase from year 2005/06. An additional 17% upheld a portion of the county's position.
- ✓ Improved communication and cooperation with staff and DAAS through facilitating a better understanding of each department's processes.
- ✓ Completed revisions to the policies and procedures contained in the Appeals Resource Manual.



Fraud Investigation Unit (FIU)

- ✓ Automated the FIU Policy & Procedure Manual and made it available online.
- ✓ Investigators completed 12,016 investigations, 145 of which resulted in a referral to the District Attorney for prosecution.
- ✓ Automated the FIU Training Manual and made CDs to be deposited in employees training file upon completion of training.



Goals for 2007/2008

PID established the following goals for 2007/2008:

Division-wide

1. Develop methods to evaluate customer service to departments and individuals we serve.
2. Continue to support self-improvement of staff through training, conferences, and the Management and Leadership Academy.

Goals for 2007/2008 continued...

Case Review Unit

1. Present a CRU Service Proposal and Unit Operational Assessment to PID and HS management.
2. Expand the CRU database and reporting capabilities.
3. Enhance unit reporting to customers by providing quarterly and annual reports.

Quality Review Unit

1. Work with TAD and Auditing to develop an overpayment process and taskforce to decrease or eliminate all pending recovery accounts in C-IV.
2. Work with ESP/TAD to develop reports containing the Work Participation Sample, TANF Sample, and LRU information to improve sharing information related to the Work Participation Rate.
3. Work with TAD, PDD, and PERC to develop OJT lessons specific to QRU functions like Time Limits, IEVS, QC, and WPR. Work with TAD to train these lessons once developed.
4. Work with PDD to develop a QRU Handbook in line with current and future function of QRU and have an electronic version available to staff once completed.

Appeals Unit

1. Develop a customer survey relevant to the varied customers served (i.e. state and county staff and claimants).
2. Develop and implement reports specific to hearing information on C-IV.

Fraud Investigation Unit

1. Develop innovative proactive internal and external detection systems to curb the fraud in public assistance programs.
2. Justify and achieve POST certification for the Fraud Investigations Unit.
3. Increase by 33% the number of referrals to the District Attorney for prosecution.

How Outcomes Are Measured

The Program Integrity Division 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.

Activity	Measure
<p><u>Quality Review:</u> Ensure accuracy of customer benefits issued Provide analysis tool to TAD to proactively decrease payment errors</p>	<ul style="list-style-type: none"> • Customer feedback • 5% decrease in payment errors
<p><u>Appeals:</u> Increase percentage of hearing decisions in favor of the County Provide TAD/DAAS with analysis of issues resolved outside of hearings</p>	<ul style="list-style-type: none"> • 2% increase in favorable hearing decisions • 3% reduction in number of hearings requested
<p><u>Case Review:</u> Provide critical incident investigations and reports Ensure usefulness of reports to County departments</p>	<ul style="list-style-type: none"> • Satisfactory rating as indicated by customer feedback • Customer feedback
<p><u>Special Investigations:</u> Provide prompt, comprehensive, concise information to ensure accuracy of benefits issued</p>	<ul style="list-style-type: none"> • Reduce fraudulently received benefits

Program Information

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

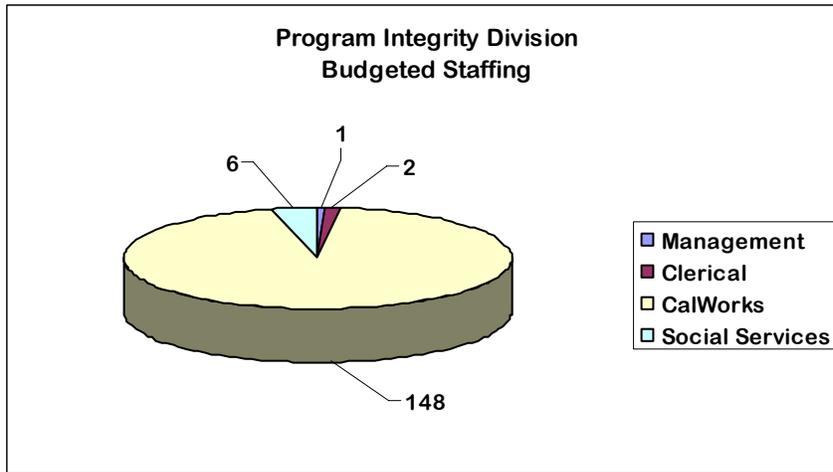
Case Review Unit - Conducts specialized case reviews, at the direction of County Counsel.

Quality Review Unit - Is responsible for the review and reconciliation of reports, cash aid overpayment calculations and collection; CalWORK Work Participation Rate; Food Stamp Quality Control case reviews; CalWORK time limit calculations; and other specialized welfare functions for TAD.

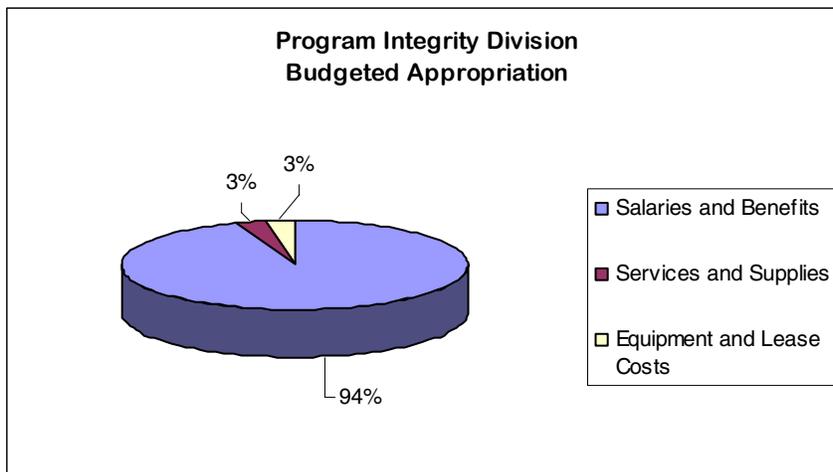
Appeals Unit - Represents the County in administrative hearings in which public assistance case decisions are disputed by the clients; initiates requests for administrative disqualification hearings; investigates recipient civil rights complaints; receives and resolves or refers elsewhere for resolution, complaints about how cases are handled by workers; and receive tips on welfare fraud.

Staffing Information 2006/2007

Total staffing is approximately 157 employees.



Budget Information 2006/2007



Salaries and Benefits \$10,283,421

Services and Supplies \$277,546

Equipment and Lease Costs \$314,364

Total	\$10,875,331
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The County of San Bernardino is an Equal Opportunity Employer. As an entity covered under Title II of the Americans with Disabilities Act, the County does not discriminate on the basis of disability and upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities.



The Human Services Annual Report is produced by the Performance, Education & Resource Centers (PERC). If you would like a copy of this report on CD, please contact: Peggy Dillaman, Communications and Career Services Mgr. County of San Bernardino – PERC
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pdillaman@hss.sbcounty.gov