

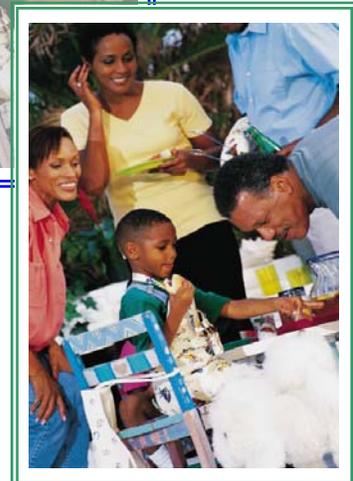
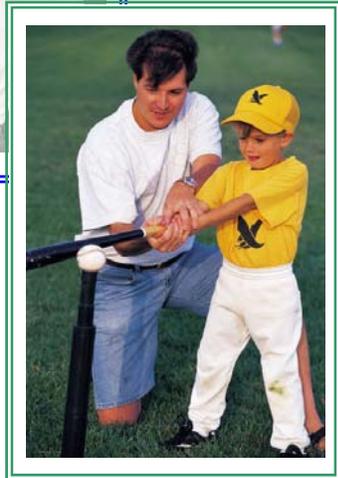
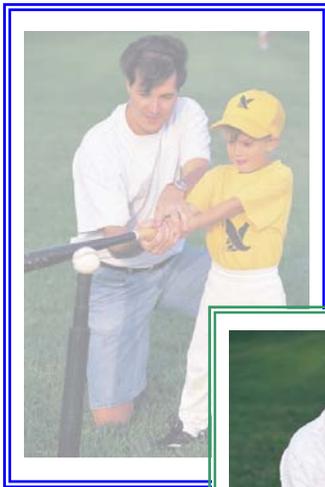


HUMAN SERVICES

SAN BERNARDINO COUNTY HUMAN SERVICES



2006/07 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 Linda Haugan,
Assistant Administrative Officer
for Human Services**



Welcome to the 2006/2007 San Bernardino County Human Services (HS) Annual Report. My staff and I appreciate the opportunity to provide essential and quality social services to San Bernardino County citizens in their times of need. This report will not only bring clarity to the services that we provide, but will also highlight our accomplishments from this year and our goals for next year.

The services we provide are essential and diverse. Social workers provide services to abused and neglected children and the elderly and disabled. Case-workers from our various departments provide on-going support for persons needing food assistance, Medi-Cal, childcare and employment. They also obtain financial assistance for children through child support, prepare toddlers for elementary school and help veterans get needed services. Administrative personnel and support staff assist the work of the agency with budget and procurement oversight, policy development, personnel management, program integrity and facility management.

Despite decreased funding over the last few years for many of our programs, Human Services continues to serve our community with quality service in the most cost efficient manner. This is a challenge since our county, at 21,000 square miles, is the largest county in the United States. We stay true to our mission because we have such dedicated and productive staff.

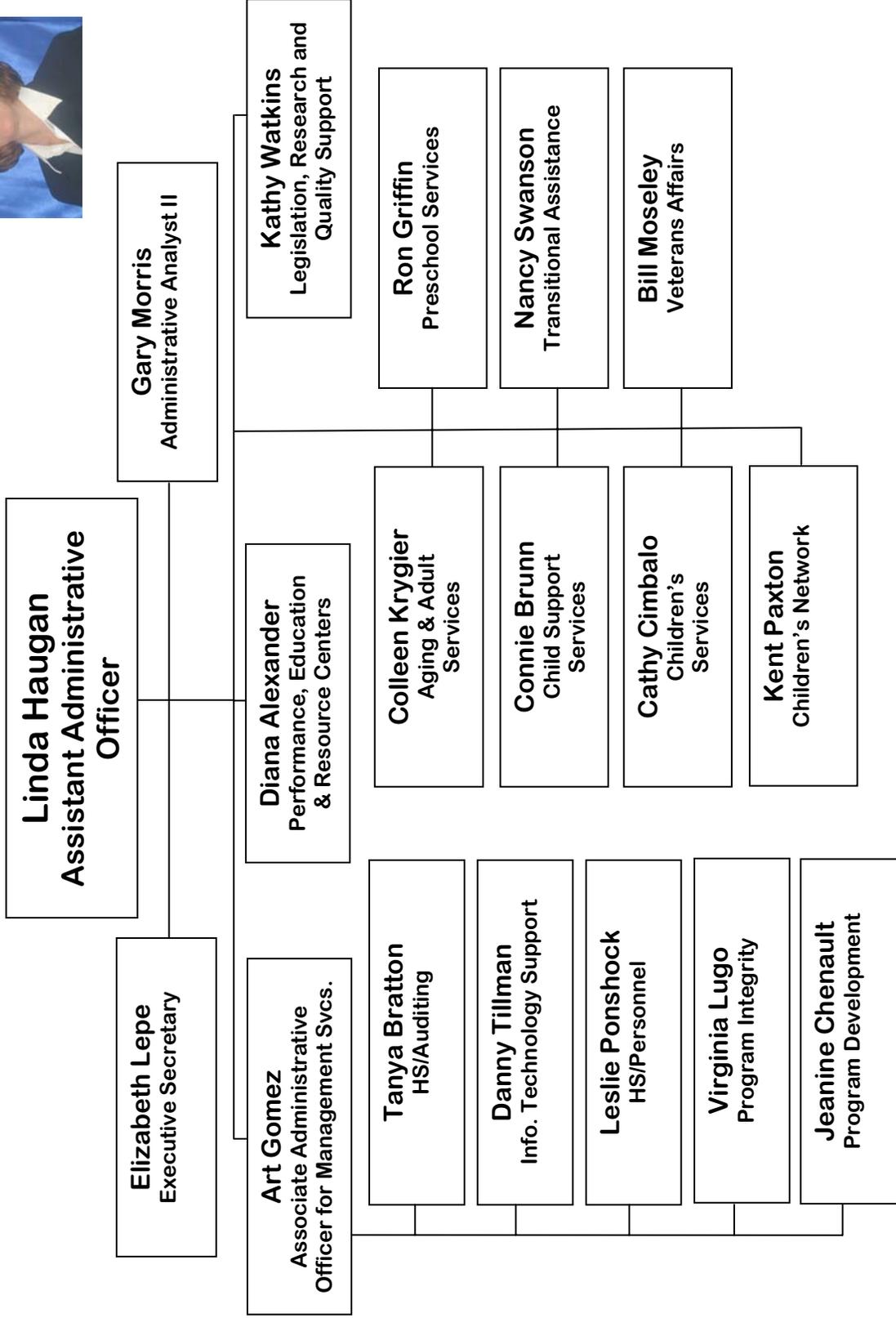
As you read the report, you will notice that our services touch many families in our community. We look forward to continuing our quality service to San Bernardino County citizens. We also look forward to new opportunities and successes in future years.

HS Mission Statement

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



San Bernardino County Human Services





HUMAN SERVICES

SAN BERNARDINO COUNTY HUMAN SERVICES

Aging and Adult Services



Colleen Krygier
Director

Senior Affairs Commission

In-Home Supportive Services Advisory Committee

G. G. Crawley
Deputy Director
Region 1

Carl Eklund
Deputy Director
Region 2

Jane Adams
Deputy Director
Region 3

Claudia Rozzi
Administrative Supervisor II
Administration & Fiscal Support

Regional Offices
IHSS/APS/SIA: Ontario
San Bernardino
SIA: Fontana, Redlands

Regional Offices
IHSS/APS/SIA/MSSP/
Linkages: Victorville
Needles, Barstow,
Yucca Valley

**Aging Programs/
IHSS QA/ Public
Guardian**

Debby Johnson
Executive
Secretary II

Linda Nelson
Staff Analyst II

Glenda Jackson
Education/Special
Events

Department of Aging and Adult Services (DAAS)

Mission

The Department of Aging and Adult Services 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.

The Department of Aging and Adult Services (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 2005/2006

Aging and Adult Services Department accomplished the following in 2005/2006:

- ✓ Transitioned the administration of the County's Public Guardian-Conservator office into DAAS to provide a more efficient continuum of services for clientele.
- ✓ Relocated County Public Guardian-Conservator office from the County's Coroner's office to Redlands.
- ✓ Held 19th Annual Multi-Disciplinary Team Conference, attended by 180 professional staff from six different counties.
- ✓ Held 3rd Annual Celebrating Seniors Day Fair.
- ✓ Increased participation by 33% in the federal Medical Administrative Activities program. MAA provides reimbursement from the federal Medicaid Program for outreach and other health-related activities.
- ✓ Worked in cooperation with service providers to offer more homebound seniors frozen entrée meals to reduce cost per meal.
- ✓ Implemented and trained the four largest nutrition providers on how to enter service activities and hours into the data management system for the Aging programs. Training fully completed by January 2006.

Accomplishments for 2005/2006 continued...

- ✓ Completed Beta testing for the automated processing of timesheets for the IHSS care providers. Currently the department processes over 30,000 timesheets a month by manually entering the data into the state's IHSS payroll system. The pilot project for the new automated system begins August 2006.
- ✓ Developed and implemented IHSS Quality Assurance (QA) for enhanced program integrity in client services.
- ✓ Increased the number of nurses for Quality Assurance in Health Care Case Management for medically fragile clients in the MSSP and IHSS programs.

Goals for 2006/2007

Aging and Adult Services Department established the following goals for 2006/2007:

Adult Programs

1. Assist at-risk adults and frail elderly to maintain independence and live safely in the least restrictive environment.
 - A. Complete applications for In-Home Supportive Services (IHSS) within 30 days.
 - B. Complete annual re-evaluations (RV) for IHSS clients within state timelines.
2. Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life.
 - A. Respond to Adult Protective Services (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 Senior Information & Assistance (SIA) outreach efforts.
2. Assist at-risk adults and frail elderly to maintain independence and live safely in the least restrictive environment.
 - A. Increase Multipurpose Senior Services Program (MSSP) caseloads to state target.
 - B. Increase number of individuals served through the Senior Nutrition programs.

Public Guardian Programs

1. Ensure Public Guardian conservatees reside in appropriate setting and receive needed services.
 - A. Visit conservatees on quarterly basis.
2. Ensure the safety and welfare of the at-risk adults and the elderly referred to Public Guardian.
 - A. Complete probate referral investigations within 60 days.

How Outcomes Are Measured

Aging and Adult Services Department measures outcomes by the following methods:

Activity	Measure
Complete applications for In-Home Supportive Services (IHSS) within 30 days	• Achieve 75% of IHSS applications completed within 30 days
Complete annual re-evaluations (RV) for IHSS clients within state timelines	• Achieve 90% of IHSS RVs completed within state timelines
Respond to Adult Protective Services (APS) referrals within state mandated timelines	• Responded to 100% of APS referrals within the state mandated timeframes
Increase Senior Information & Assistance (SIA) outreach efforts	• Increase number of SIA contacts by 8% (total of 60,000 contacts)
Increase Multipurpose Senior Services Program (MSSP) caseloads to state target	• Increase number of MSSP clients served by 11% (total of 328 clients)
Increase number of individuals served through the Senior Nutrition programs	• Increase number of individuals served through Senior Nutrition programs by 1% (total of 6,677 individuals)
Visit conservatees on a quarterly basis	• Visited 70% of conservatees quarterly (current rate is 60%)
Complete probate referral investigations within 60 days	• Completed 60% of probate investigations within 60 days of referral (current rate is 50%)

Program Information

In-Home Supportive Services (IHSS) – The IHSS program provides personal and domestic services for aged, disabled and blind persons, enabling them to remain in their own homes. 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.

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.



Program Information continued...

Adult Protective Service (APS) – The APS program investigates and resolves reports on elder and dependent adult abuse. The program provides a wide range of services and activities necessary to prevent or remedy situations in which elderly and/or vulnerable adults are endangered because of exploitation, neglect or incapacity, or are endangered or abused by the treatment of others. A toll free hotline number is available twenty-four hours a day, 7 days/week at 1-877-565-2020.

Senior Nutrition Program – Provides a meal program for seniors 60 and over. Seniors are served a nourishing meal at lunchtime Monday through Friday at nutrition sites around the county. Nutrition and education counseling is provided at the nutrition sites along with an opportunity for companionship and to enjoy other activities. Home-delivered meals are also available for homebound seniors in some communities. 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 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.

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.



Public Guardian-Conservator – Public Guardian acts as conservator of any individuals found to be gravely disabled or to lack capacity to manage their finances and provide for their own care. The conservator is responsible for the conservatee’s care: custody and control that includes where the conservatee lives and ensures his/her daily needs are met.

Multipurpose Senior Services Program (MSSP) – The MSSP is designed to prevent or delay placement in a residential care facility and provides assistance to the elderly and their caregivers to enable individuals 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 above who reside in skilled nursing transitional care units, or residential care facilities for the elderly. The program uses fully trained, certified volunteers to help with problems regarding quality of care, food, finance, meaningful activities, visitors of choice, residents’ rights, and other concerns. Staff visits the facilities regularly to ensure residents know about the program’s services and work with licensing agencies responsible for the facilities. They assist facility administrators and staff in solving problems with families and difficult residents, provide community education to groups, and witness durable power of attorney for health care documents.

For more information call (909) 891-3928 or toll free at 1-866-229-0284.

Statistical Information

Adult Protective Services (APS) – APS Hotline receives an average of 567 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 16,030 eligible IHSS cases with an average of 89 authorized service hours per case, per month. The average monthly cost per case is \$761.

Senior Information and Assistance (SIA) – SIA staff makes an average of 4,300 contacts per month with individuals seeking assistance.

Senior Nutrition Program – An average of 32,000 meals are served in congregate settings (senior centers, community centers, etc.) each month. Another 40,250 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 96 eligible seniors through out 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.

Ombudsman Services – The department receives and responds to an average of 130 complaints each month through this program.

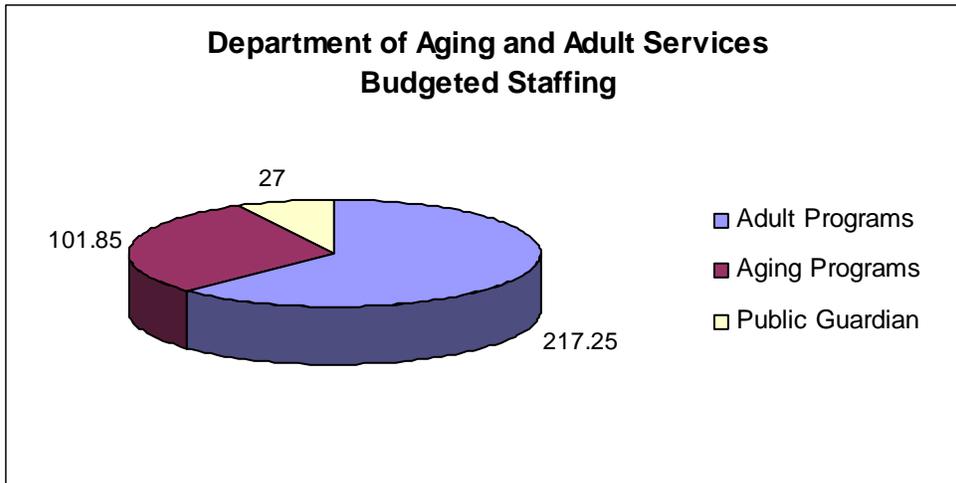
Public Guardian-Conservator – By court appointment, the Public Guardian-Conservator acts as conservator for an average of 308 cases. The program has an average of 94 probate cases and 102 Lanterman, Petris, Short Act (LDS) cases.

Caseload by Program

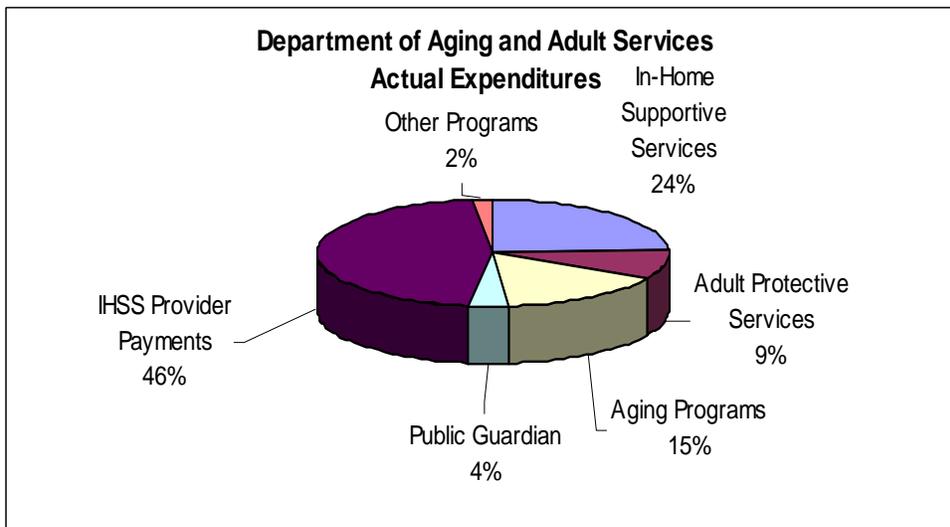
Program	Workload Indicators
IHSS – Continuing Cases	16,030
APS – Referrals	578
APS – Open Cases	1,084
MSSP Cases	345
Public Guardian – Probate Cases	94
Public Guardian – Conservator Cases	308
Public Guardian - LDS (Lanterman, Petris, Short Act)	102

Staffing Information 2005/2006

Total staffing is approximately 346 employees.

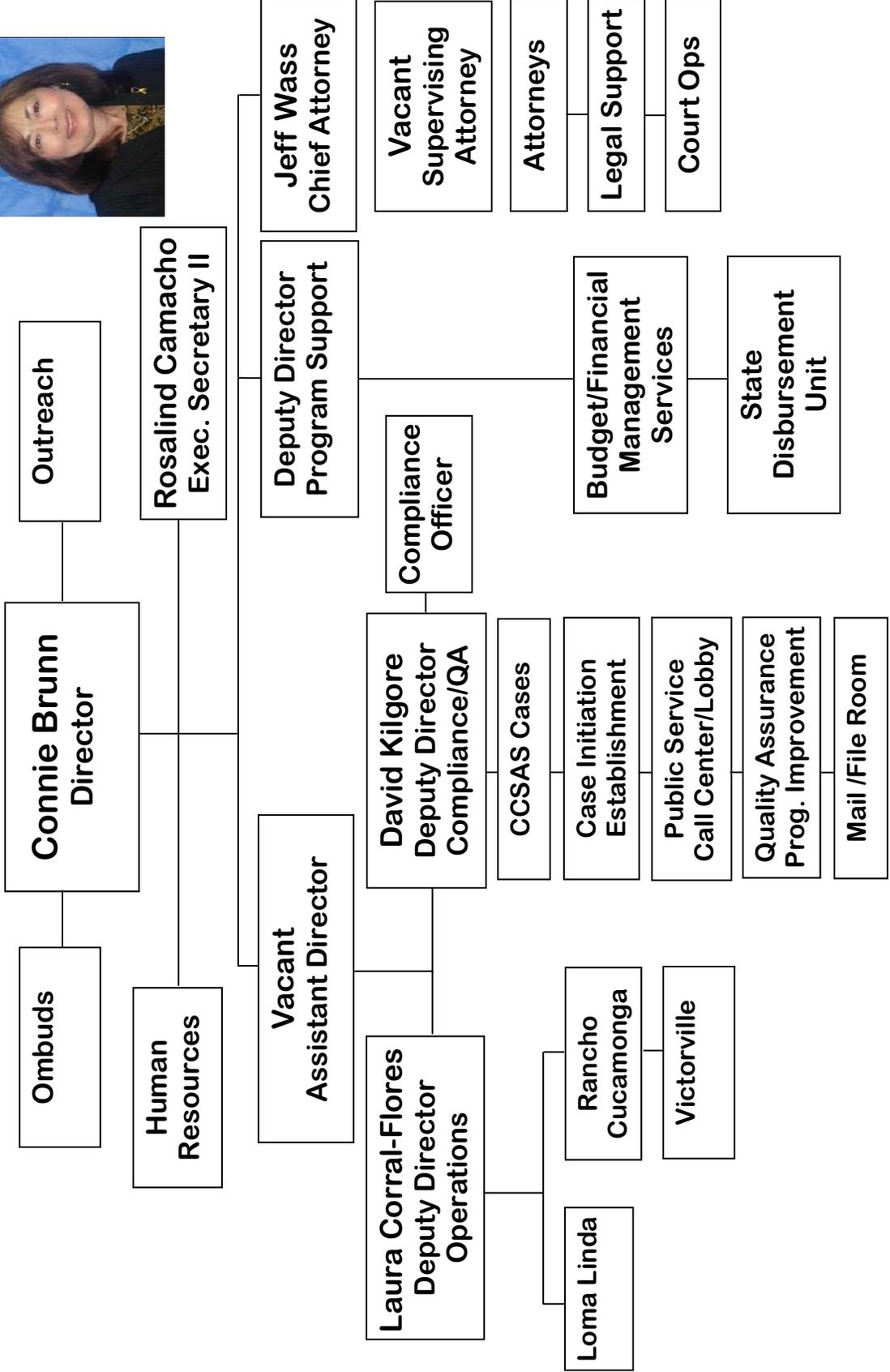


Budget Information 2005/2006



In-Home Supportive Services	\$15,405,477
Adult Protective Services	\$5,568,887
Aging Programs	\$9,779,051
Public Guardian	\$2,237,675
IHSS Provider Payments	\$28,962,572
Other Programs	\$1,257,482
Total	\$64,132,050

Child Support Services



Child Support Services (DCSS)

Mission

The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders, and collects 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 the Department of Child Support Services (DCSS) include locating absent parents, establishing support orders pursuant to state guidelines, enforcing support obligations and modifying support 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. 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 2005/2006

Child Support Services accomplished the following in 2005/2006:

- ✓ **Customer Service Improvements**
 - ✓ Successfully implemented a new Call Center on October 31, 2005. The call center is staffed with operators who are child support officers.
 - ✓ Installed a computer in each office lobby for customers to access the state and county child support websites.
 - ✓ Installed a direct connect telephone for customers who want to access case specific information via the Child Support Integrated Voice Response System (IVR).
- ✓ **Paternity Establishment - Provided Paternity Opportunity Program (POP) training to the Transitional Assistance Department regarding the purpose and use of the POP forms.**
- ✓ **CASES Conversion - Successfully converted to a new consortium child support case management system (CASES).**
- ✓ **Rancho Cucamonga Remodel - Successfully completed the remodel of the Rancho Cucamonga office.**
- ✓ **Compliance and Federal Data Audit - Passed both the Compliance Audit and the Federal Data Reliability Audit.**
- ✓ **State License Match System (SLMS) Day - Held two SLMS release days. Over 200 obligors participated in the program. A total of \$23,524.00 in past due support was collected.**

Accomplishments for 2005/2006 continued...

- ✓ Child Support Awareness Month – Recommended to the Board of Supervisors that August 2005 be declared Child Support Awareness Month in the County of San Bernardino.
- ✓ State Disbursement Unit – Transitioned to the State Disbursement Unit (SDU) on February 1, 2006. Child support payments are forwarded directly to the SDU for disbursement. Federal law requires a single location for processing child support payments.
- ✓ Demand Team – Implemented a Demand Team to handle requests for demands from escrow companies. Liens are routinely placed on real property to secure child support.

Goals for 2006/2007

Child Support Services established the following goals for 2006/2007:

- Meet all federal performance measures.
 - Paternity establishment goal is 85%
 - Current support collections goal is 46%
 - Cases with arrears collections goal is 57.7%
- Complete the CASES workflow alignment process.
- Reduce the number of presumed income orders.
- Increase the number of cases on the court calendar.
- Reduce the number of cases that are continued in court.
- Implement the Notice of Motion in place of the Order to Show Cause.
- Continue the imaging of case files project.
- Meet compliance and data reliability requirements.
- Implement an incarcerated parent referral process with the Public Defender.
- Complete the gap analysis in anticipation of the California Child Support Automation System (CCSAS) conversion.
- Maintain good customer service.



How Outcomes Are Measured

Child Support Services 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 collection of arrears.

How Outcomes Are Measured continued...

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

Activity	Measure
Improve organizational performance	<ul style="list-style-type: none"> • Increase percent of collections on current support • Increase the percentage of cases with a support order established
Improve service delivery and compliance mandates	<ul style="list-style-type: none"> • Meet key case processing timeframes necessary for compliance of cases

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 sixty 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

Program Information continued...

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.

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 June 30, 2006	120,585
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Children with paternity established or acknowledged June 30, 2006	92,019
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Support Order Establishment

Cases in caseload with support order as of June 30, 2006	99,168
--	--------

Total Collected (both current and arrears)

July 2004 - June 2005	\$149,983,652.25
-----------------------	------------------

July 2005 - June 2006	\$150,391,607.24
-----------------------	------------------

Current Support Collections

Total current support owed	\$186,203,057.97
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Total current support collected and distributed	\$84,390,100.93
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Caseload

Open cases as of June 30, 2005	145,335
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Open cases as of June 30, 2006	147,454
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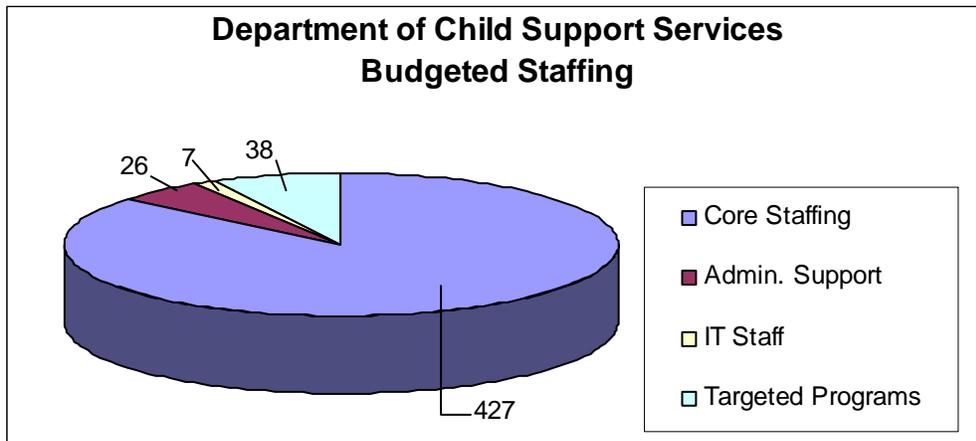
Arrears Collection

Cases with arrears due in fiscal year 2005/06 as of June 30, 2006	72,943
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Cases paying toward arrears as of June 30, 2006	38,209
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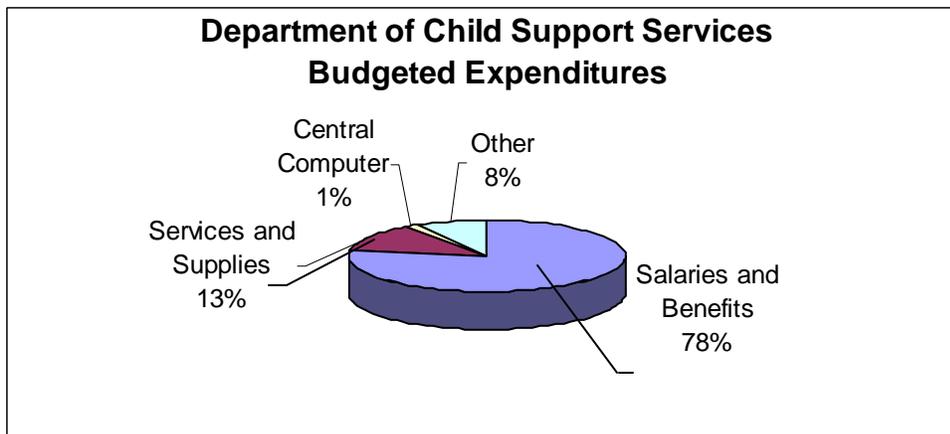
Staffing Information 2005/2006

Total staffing is approximately 496 employees.



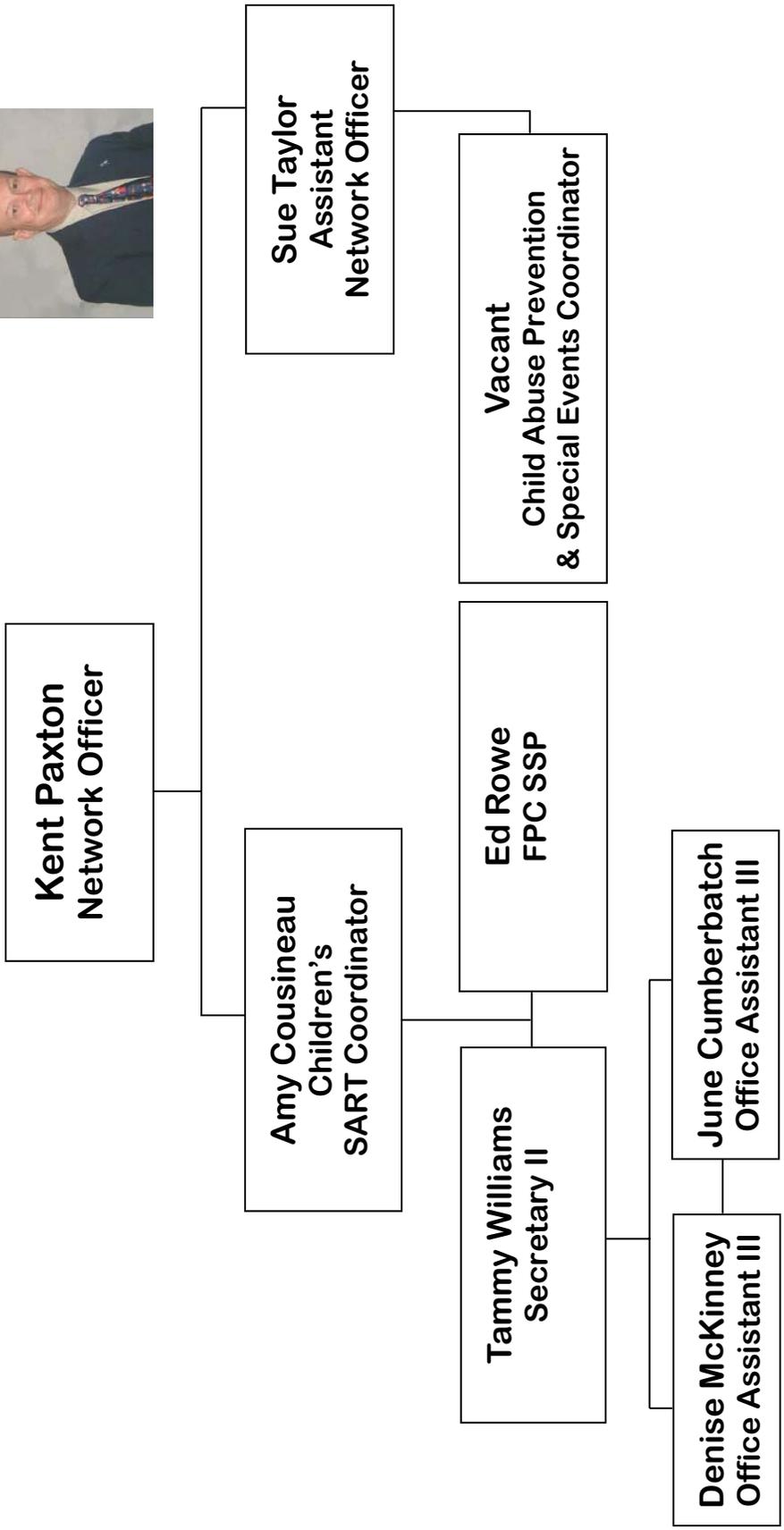
Budget Information 2005/2006

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, in turn, contracts with counties to perform program functions. 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 2005-06 state fiscal year for the department is \$39,661,243.



Salaries and Benefits	\$30,613,141
Services and Supplies	\$5,130,926
Central Computer	\$567,313
Other	\$3,349,863
Total	\$39,661,243

Children's Network



Children's Network (CN)

Mission

The overall goal of the Children's Network 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."

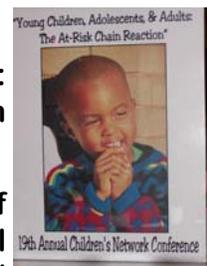
The Children's Network of San Bernardino County concerns itself with "children-at-risk," defined as minors who, because of their behavior, abuse, neglect, medical needs, educational assessment or detrimental daily living situation, are eligible for services from one or more of the constituent agencies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

Accomplishments for 2005/2006

Children's Network accomplished the following in 2005/2006:

Children's Policy Council

- ✓ Continued support of the Child Welfare Services Self Assessment process and forwarded recommendations to the Board of Supervisors.
- ✓ 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 Human Services Legislation and Research Unit.
- ✓ Sponsored the 19th Annual Children's Network Conference: "Young Children, Adolescents & Adults: The At-Risk Chain Reaction."
- ✓ Forwarded contract recommendations to the Board of Supervisors for the Promoting Safe and Stable Family federal funds, and the Child Abuse Prevention Intervention and Treatment funds.
- ✓ Developed the SART Memorandum of Understanding in conjunction with First 5 and other partners to screen, assess and provide treatment services for children ages 0-5 who are at high risk for emotional/behavioral problems; collaborated with the Department of Behavioral Health to fund the High Desert and East/Central Valley SART Assessment Centers through EPSDT Medi-Cal billing.



Accomplishments for 2005/2006 continued...

- ✓ Continued to facilitate the Drug Endangered Children Task Force in conjunction with the Sheriff's Office, the Departments of Children's Service and Public Health to ensure a coordinated response for children found at methamphetamine drug manufacturing sites.
- ✓ Forwarded recommendation to the Board of Supervisors to declare April 2006 Child Abuse Prevention Month in San Bernardino County; hosted the "Eighth Annual Shine a Light on Child Abuse Awards Breakfast."
- ✓ Continued coordination activities with the Countywide Gangs and Drugs Task Force on early intervention strategies with youth at high risk for gang affiliation.
- ✓ Facilitated the "Mynasha's Circle" and "Operation Phoenix" planning processes in conjunction with the Fifth District Supervisor and Mayor's Office in the city of San Bernardino.



- ✓ Assisted in the development of Juvenile Mental Health Court model.
- ✓ Established a Cultural Competence Committee and Cultural Competence Memorandum of Understanding for Children's Policy Council member agencies.
- ✓ Participated in the Mental Health Services Act (Prop.63) planning process.

Family Preservation Councils (Multidisciplinary Teams)

- ✓ Served 455 at-risk children through the regional Family Preservation Councils, and an additional 56 at-risk children through consultation and referral.
- ✓ Diverted 55 children from group home placement for an estimated savings of \$1.85 million (based on an RCL 12 group home rate of \$5,613 per month at a six month length of stay).
- ✓ Served on School Attendance Review Boards for the Fontana, Rialto, Colton, San Bernardino, Redlands and Yucaipa/Calimesa Unified School Districts.

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 500 attendees at the 2006 Child Abuse Prevention Awards Breakfast.
- ✓ Participated in over 50 community events including health and safety fairs.
- ✓ Partnered with Inland Empire Health Plan to fund four billboards countywide on water safety.
- ✓ Received 24 City Council Proclamations for Child Abuse Prevention Month and 10 Proclamations for Safe Summer.



Goals for 2006/2007

Children's Network established the following goals for 2006/2007:

- Continue collaboration and co-leadership for Operation Phoenix in the city of San Bernardino to reduce crime and juvenile delinquency risk factors.
- Continue to provide countywide leadership for the development of the Screening, Assessment, Referral, and Treatment (SART) system for at-risk children, ages 0-5.
- Coordinate Policy Council member agency activity in the area of cultural competence to improve customer service to children and families.
- Coordinate Child Abuse Prevention and Family Preservation Council efforts countywide.
- 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 Board of Supervisors, the County Administrative Officer 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

Family Preservation Councils -

- Served 455 at-risk children through the regional Family Preservation Councils. Served an additional 56 at-risk children through consultation and referral.
- Diverted 55 children from group home placement for an estimated savings of \$1.85 million (based on RCL 12 group home rate of \$5,613 per month at a six month length of stay).

Child Abuse Prevention Council -

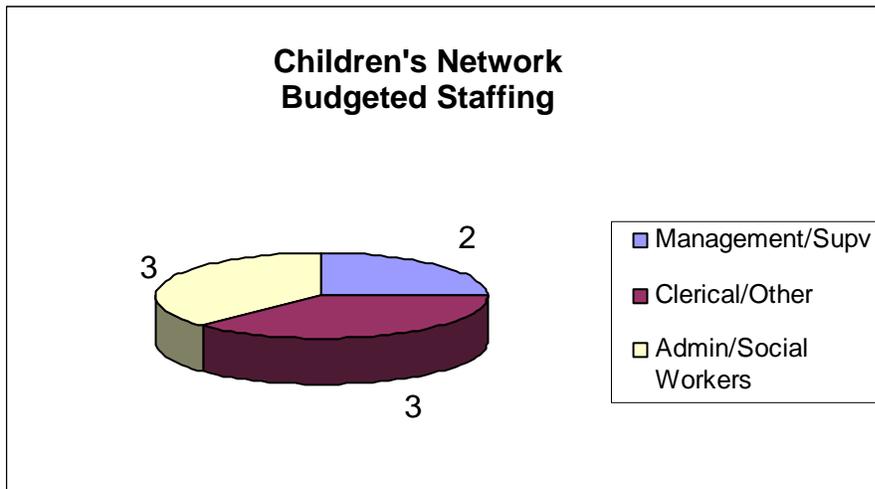
- Distributed 300,000 pieces of Child Abuse and Summer Safety prevention materials, including fans, window stickers, blue ribbons, and lapel pins to agencies throughout the county.
- Received 24 City Council Proclamations for Child Abuse Prevention Month, and 10 Proclamations for Safe Summer.

Statistical Information continued...

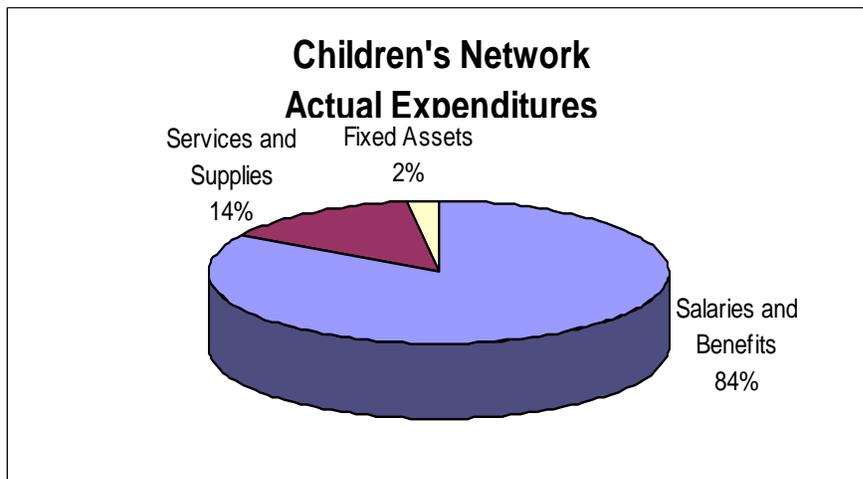
- Participated in over 50 community events including health and safety fairs.
- Hosted 500 attendees at the 2006 Child Abuse Prevention Awards Breakfast.
- Partnered with Inland Empire Health Plan to fund four billboards countywide on water safety.

Staffing Information 2005/2006

Total staffing is approximately 8 employees.

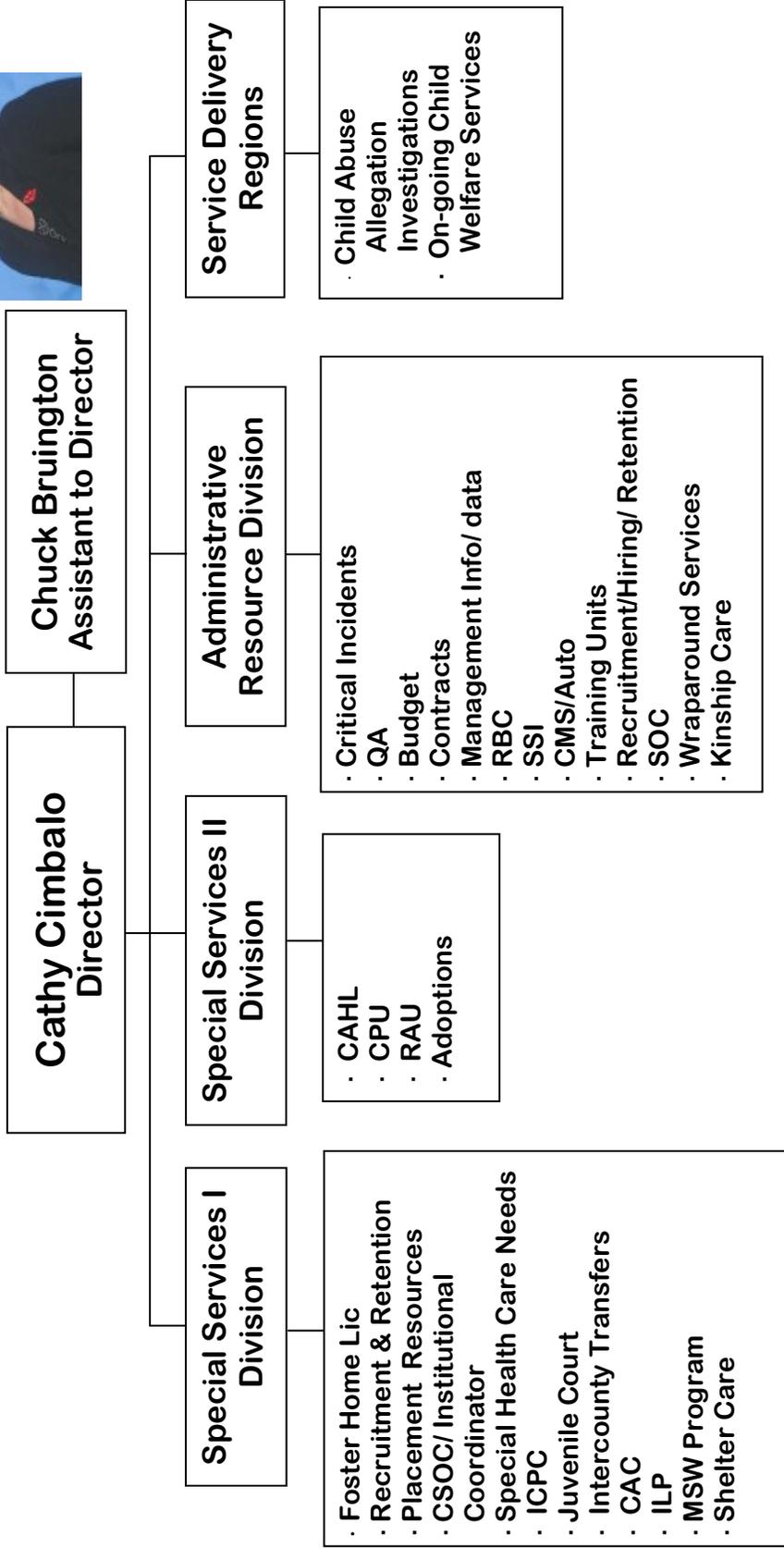


Budget Information 2005/2006



Salaries and Benefits	\$514,232
Services and Supplies	\$88,362
Fixed assets	\$13,191
Total	\$615,784

Children's Services



Department of Children's Services (DCS)

Mission

The mission of the Department of Children's Services 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.

The Department of Children's Services 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 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 services, 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 2005/2006

The Department of Children's Services accomplished the following in 2005/2006:

- ✓ Received and assessed approximately 58,779 child abuse referrals based on number of children involved in referrals.
- ✓ In collaboration with County Superintendent of Schools, developed a joint Educational Taskforce that served as the state model.
- ✓ Assessed Child Welfare Services needs and updated the System Improvement Plan to enhance outcomes for children and families.
- ✓ Implemented Wraparound services countywide to decrease group home placements.
- ✓ Finalized 433 adoptions and reunified 1,151 children placed in out-of-home placement with their parents.
- ✓ Established the DCS Annual Training Plan.
- ✓ Implemented "Family to Family" in Rialto to maintain children in their communities.
- ✓ Trained staff and community partners on the following client centered services/ programs: Wraparound, Family to Family, and Family Group Decision-Making.
- ✓ Increased the number of housing slots available to DCS families from 40 to 90, via a partnership with the Housing Authority.
- ✓ Implemented Kinship Centers and services countywide serving 425 families.
- ✓ Established the Youth Advisory Board that invites DCS foster youth, foster staff, and significant adults to discuss foster care issues.
- ✓ Developed/provided program management reports on an on-going basis.
- ✓ Provided semi-annual countywide and regional media packages containing statistical information on DCS programs.
- ✓ Retrieved over 600 educational records for foster youth.



Accomplishments for 2005/2006 continued...

- ✓ Implemented Safe Measures, a program to enhance tracking of outcome measures and provide program management reports.
- ✓ Recruited and hired 129 staff.
- ✓ Provided college scholarships to 82 youth.
- ✓ Licensed 156 new foster family homes.

Goals for 2006/2007

The Department of Children's Services established the following goals for 2006/2007:

1. Increase the number of adoptions by 3.2%, by increasing the number of home studies completed and expediting adoptive placements.
2. Increase the number of foster children in the Independent Living Skills Program who earn a high school diploma or G.E.D by 2%. DCS plans to accomplish this goal through the following objectives:
 - 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	• Number of children adopted
Increase number of foster children in the Independent Living Skills Program who earn a high school diploma or G.E.D.	• Foster youth graduating with a high school diploma over 2004/2005 statistics

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 Team Decision Making, and monitoring outcomes. F2F was implemented in Rialto in 2004 and has since expanded into Victorville. Planning for implementation in the city of San Bernardino is underway.

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 Kinship Support Services Program is available in two regions of the county and is a collaborative effort between the Department of Children’s Services (DCS), Central City Lutheran Mission and the High Desert Relative Caregivers.

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 Department of Behavioral Health, Probation Department, Department of 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-JUNE 2006 (6 months)	PERCENT DIFFERENCE
Referrals	31,233	15,940	1.96%
No. of children	58,390	29,584	1.97%
Average Monthly No. Referrals	2,603	2,657	98%

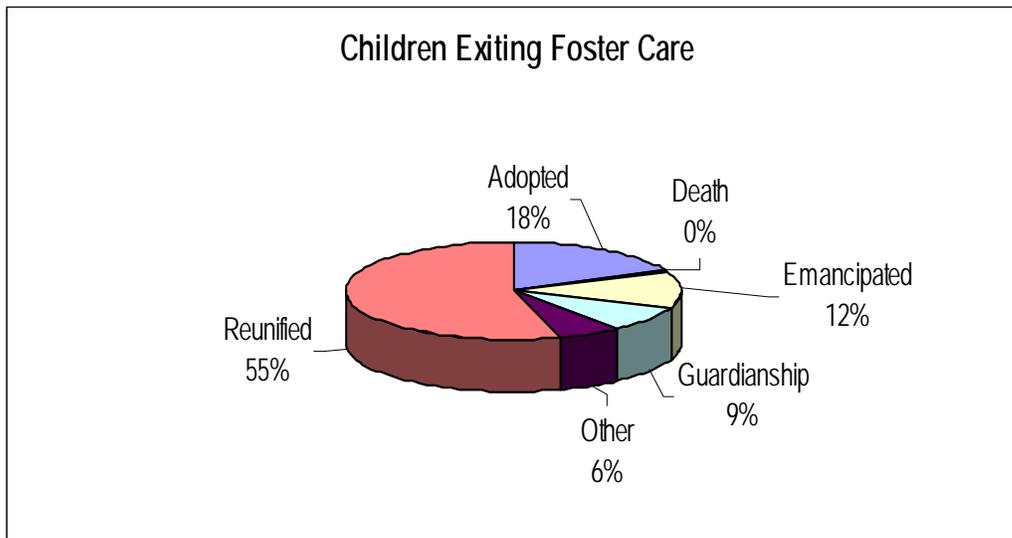
The type of abuse reported from 2001 through June 2006 is reflected below:

TYPE OF ABUSE REPORTED	2001	2002	2003	2004	2005	2006 YTD
Sexual Abuse	9%	10%	9%	9%	9%	9%
Physical Abuse	18%	20%	17%	18%	18%	17%
Severe Neglect	4%	4%	3%	2%	3%	3%
General Neglect	43%	43%	44%	42%	42%	40%
Emotional Abuse	8%	3%	2%	4%	4%	4%
Caretaker Absence/ Incapacity	8%	6%	5%	6%	6%	5%
Exploitation	<1%	<1%	<1%	<1%	<1%	<1%
At Risk/Substantial Risk	11%	11%	15%	15%	13%	13%
Not Available (referral still open)				4%	5%	10%

Statistical Information continued....

San Bernardino County currently has 5,121 children in out-of-home care. Of those, 22% are placed either outside of San Bernardino County (990) or out of the state (116).

Out of the total 5,121 children placed, 2,126 left placement during fiscal year 2005/2006. The following information pertains to the reasons for exiting from foster care during this fiscal year.

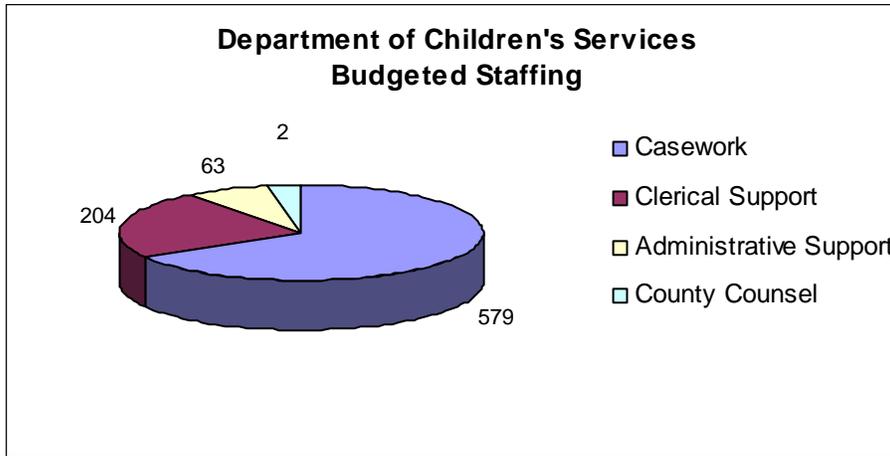


The percentage of children in placement by age group is summarized in the following table.

0-2	13 %
3-5	13 %
6-9	19 %
10-12	18 %
13-15	22 %
16-18	14 %
Over 18	<1 %

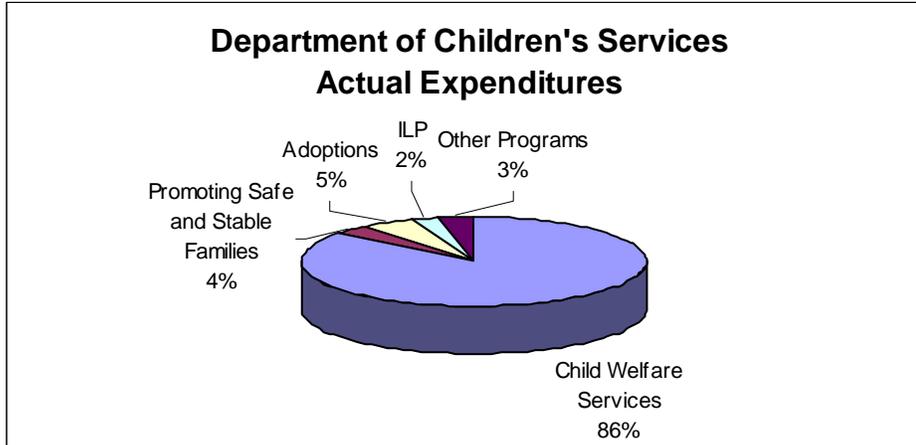
Staffing Information 2005/2006

Total staffing is approximately 873 employees.



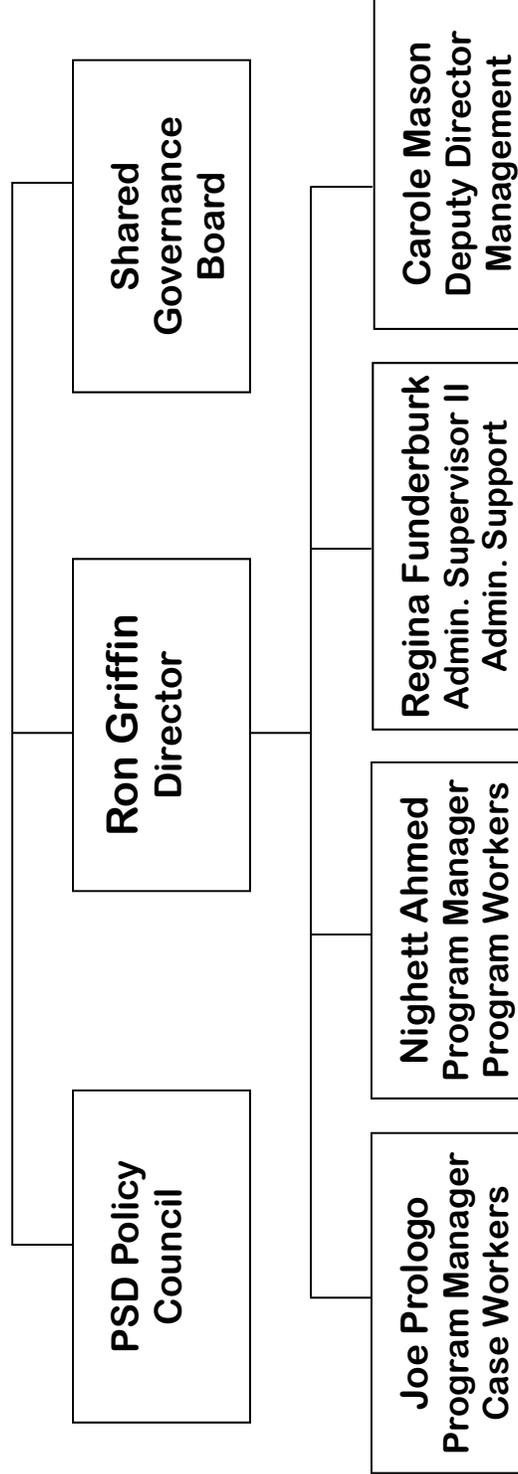
Budget Information 2005/2006

DCS received an allocation of \$88.7 million for fiscal year 2005/2006. Of this, 86% was allocated to Child Welfare Services. DCS is expected to receive an allocation of \$93 million for fiscal year 2006/2007.



Child Welfare Services	\$75,788,867
Promoting Safe and Stable Families	\$3,151,286
Adoptions	\$4,471,175
ILP	\$2,181,364
Other Programs	\$3,035,171
Total	\$88,627,863

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.

The 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 2005/2006

The Preschool Services Department accomplished the following in 2005/2006:

- ✓ Maintained enrollment and satisfaction rating at over 95%, exceeding federal mandate and the 2005/2006 DRDP Parent Survey.
- ✓ Successfully completed the tri-annual Head Start Federal Review in 2005 and the tri-annual USDA Child and Adult Care Food Program Audit.
- ✓ The PSD Family Literacy Program successfully partnered with local libraries and schools with 116 parents attending at 15 locations countywide.
- ✓ The Apprenticeship Job Training program prepared volunteers for jobs in the custodial, food service and/or clerical fields.
- ✓ 90 families participated in the Home Based Option, which provides services and educational opportunities in the home.
- ✓ 183 students participated in childhood development classes offered by PSD and the University of Riverside Family, Friends and Neighbors program.

Goals for 2006/2007

The Preschool Services Department established the following goals for 2006/2007: PSD's goals for 2006-07 include school readiness, child outcomes, customer services 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 progression toward positive outcomes as required by the Desired Results Development Profile-Revised program (DRDP-R).
2. Increase parent (customer) satisfaction rate.
3. Maintain the level of child enrollment necessary to meet federal and state requirements.

How Outcomes Are Measured

The Preschool Services Department measures outcomes by the following methods:

Activity	Measure
Desired Results Developmental Profile Plus (DRDP+) to meet state and federal assessment requirements	<ul style="list-style-type: none">• Achieve school readiness of children enrolled to ensure positive outcomes resulting in 85% mastery in 3 major areas: Language Development, Literacy, Numbers and Operations
Percentage of parents who respond positively on Desired Results for Parents (DRDP)and agency surveys	<ul style="list-style-type: none">• Increase parent satisfaction rate to 85%
Meet federal and state requirements for enrollment	<ul style="list-style-type: none">• Bi-weekly enrollments of at least 95%

Program Information

The Preschool Services Department serves 4,535 disadvantaged children at 39 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.

Program Information continued...

Children's Services Division - The Children's Services Division oversees the daily operations of the 39 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 nurse 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.

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.

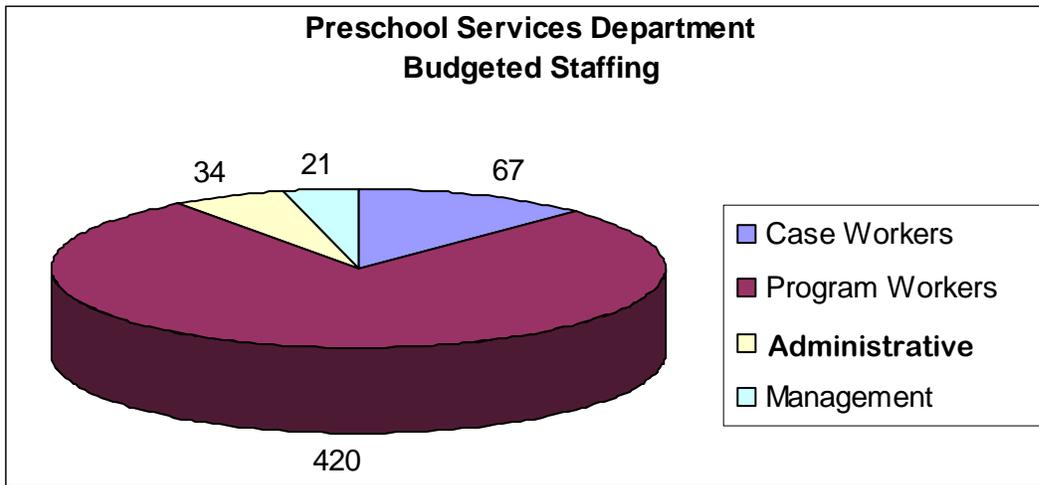
Special Services - The Special Services Division has extended core capability for providing screening, evaluation, remediation and/or referral services to children with multiple special needs/disabilities.

Caseload

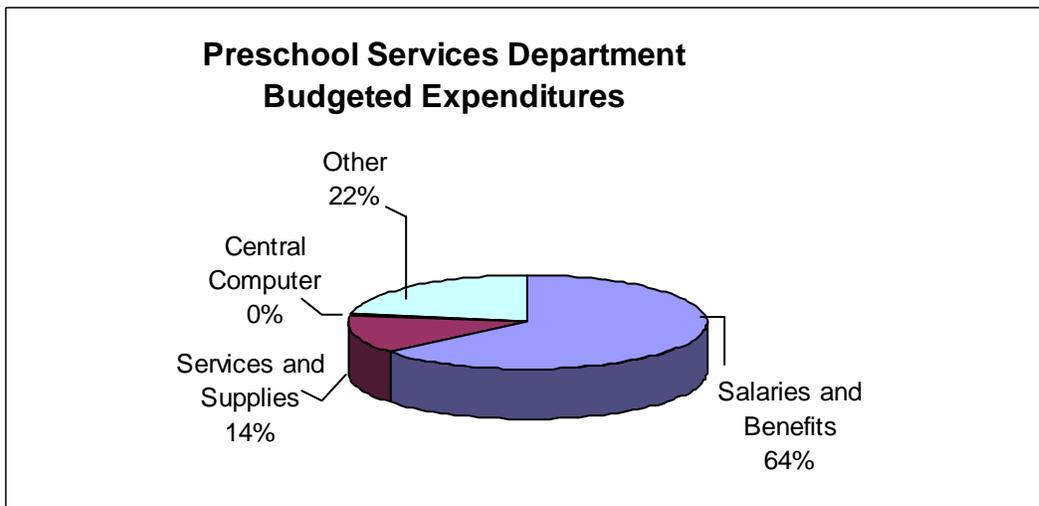
Preschool Services serves a caseload of 4,535 Head Start and State Preschool children and their families annually.

Staffing Information 2005/2006

Total staffing is approximately 542 employees.

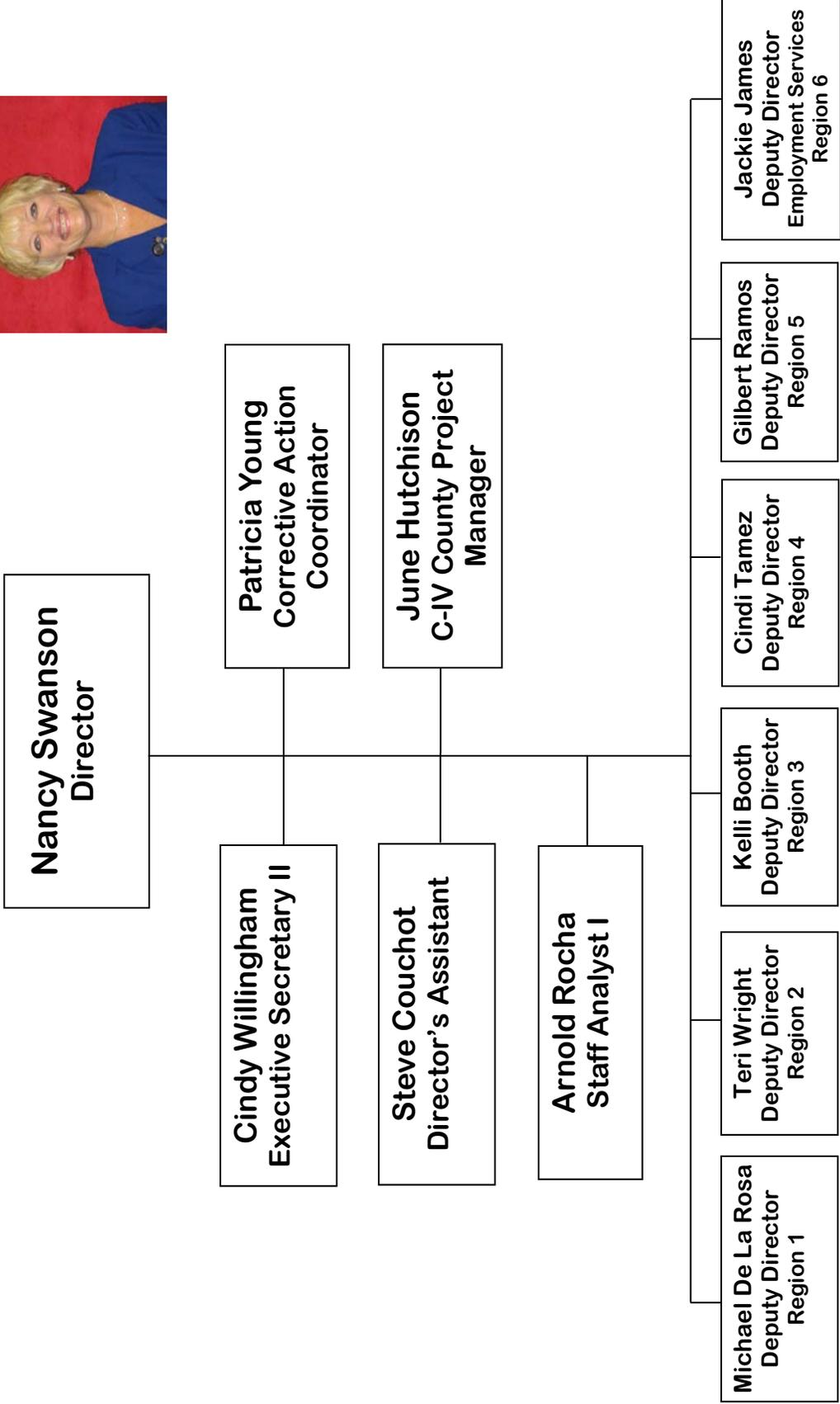


Budget Information 2005/2006



Salaries and Benefits	\$24,663,123
Services and Supplies	\$5,239,690
Central Computer	\$112,055
Other	\$8,643,156
Total	\$38,658,024

Transitional Assistance Department



Transitional Services Department (TAD)

Mission

The mission of the Transitional Assistance Department 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 (TAD) 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 CalWORK 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 2005/2006

The Transitional Assistance Department accomplished the following in 2005/2006:

- ✓ Maintained Food Stamp error rate below federal tolerance rate at 2.46%.
- ✓ Met the CalWORK Work Participation Rate (WPR).
- ✓ Successfully continued the Volunteer Income Tax Assistance (VITA) program for low income individuals. This program resulted in over \$1 million in federal tax refunds and over \$1 million in Earned Income Tax Credits to San Bernardino County residents.
- ✓ Met the established state performance standards for timely processing of Medi-Cal applications and re-evaluations.

Goals for 2006/2007

The Transitional Assistance Department established the following goals for 2006/2007:

- Maintain Food Stamp error rate below national tolerance rate (6% or less).
- Increase Work Participation Rate (WPR) to 58% or above in light of more stringent WPR requirements.
- Meet established state performance standards for processing of Medi-Cal Eligibility Data Systems (MEDS) alerts.
- Increase by 10% the total number of households participating in the Food Stamp program.
- Enhance customer service satisfaction.

How Outcomes Are Measured

The Transitional Assistance Department measures outcomes by the following methods:

Activity	Measure
Food Stamp error rates	<ul style="list-style-type: none"> Quality control (QC) reports
Work Participation Rate (WPR)	<ul style="list-style-type: none"> Measured monthly through WPR report
Medi-Cal performance standards	<ul style="list-style-type: none"> Measured monthly through MEDS alert transaction reports and renewal reports
Application processing	<ul style="list-style-type: none"> Measured monthly through delinquent application reports
Customer Service	<ul style="list-style-type: none"> Customer satisfaction surveys

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.



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 EBT card that is used just like a bankcard at most local food stores. The Food Stamp Program is a federal- and state-funded program.

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

Child Care - TAD operates a number of child care programs funded by the California Department of Social Services 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 the Department of Children’s Services (DCS) or the Probation Department.

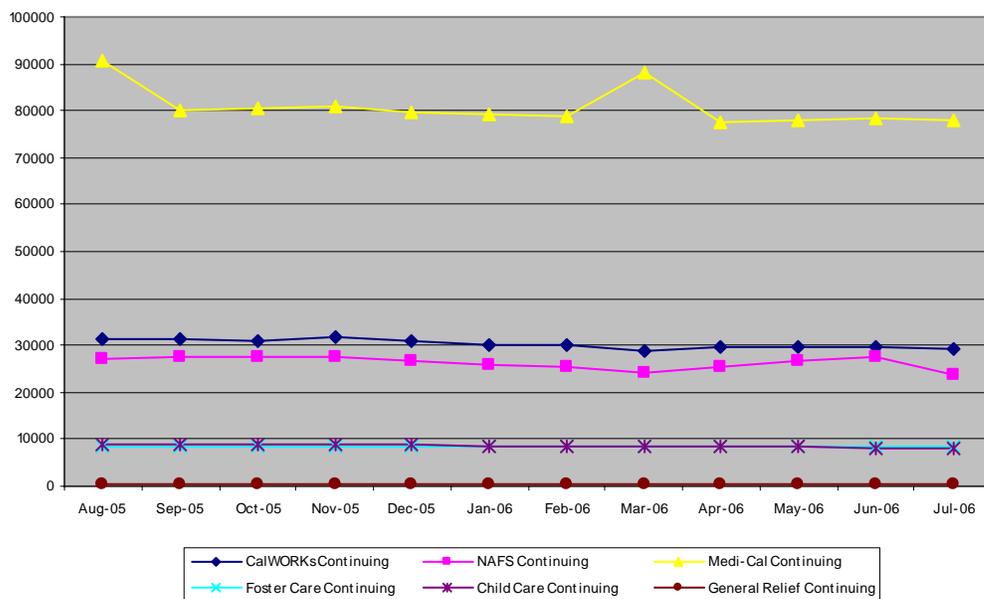
General Relief - The County General Relief (GR) program provides loan assistance to indigent individuals and families in temporary need of housing, food and/or transportation. General Relief is the only TAD program that is totally funded, as well as administered, by the County of San Bernardino.

Program Information continued...

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 July 2006:

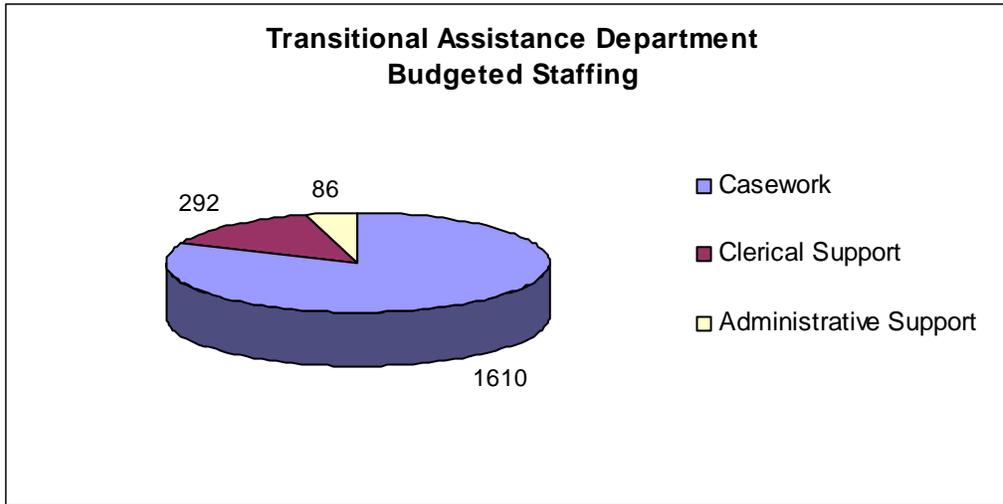


Caseload by Program

Program	Workload Indicators
CalWORK	29,291
Food Stamp	41,129
Medi-Cal	77,960
Child Care	8,522
Employment Services	19,530
Foster Care	8,522
General Relief	341

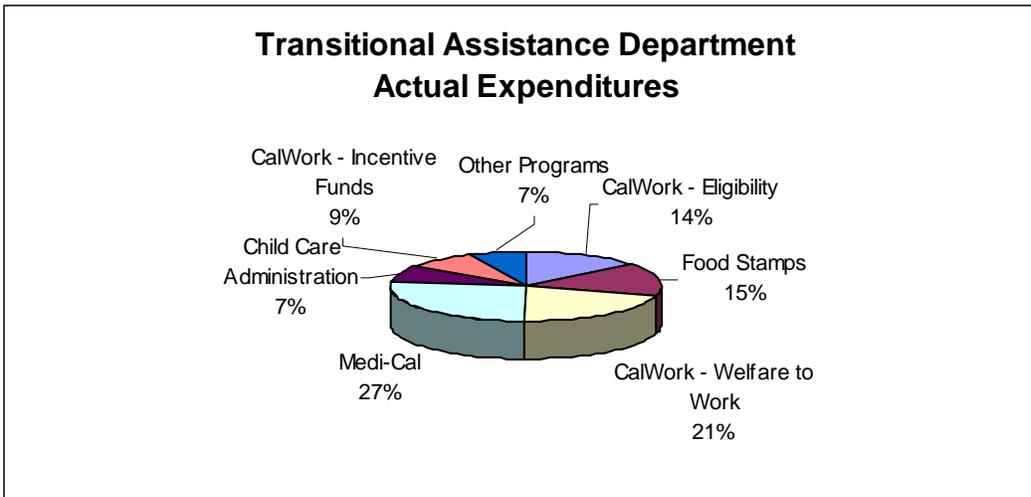
Staffing Information 2005/2006

Total staffing is approximately 2,000 employees.



Budget Information 2005/2006

The department budget for FY 05/06 is \$190,221,240.



CalWork - Eligibility	\$27,329,465
Food Stamp	\$28,818,016
CalWork - Welfare to Work	\$39,378,954
Medi-Cal	\$51,443,683
Child Care Administration	\$13,573,737
CalWork - Incentive Funds	\$16,332,444
Other Programs	\$13,344,941
Total	\$190,221,240

Veterans Affairs



Bill J. Moseley
Director & County
Veterans Service Officer

Scott Martinez
Staff Analyst I

Sally Gibson
Executive Secretary II

Earl Dugas
Supervising Veterans
Service Representative

San Bernardino Office

Loma Linda Office

Chino Office

**Twenty-nine Palms
Office**

Yucca Valley Office

Rhoda Rhoades
Supervising Veterans
Service Representative

Victorville Office

Barstow Office

Veterans Affairs (VA)

Mission

The Department of Veterans Affairs 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.

Veterans service staff play a significant role in a national veteran's advocacy network. Department employees work with state and federal employees, veteran service organizations, and attorneys to secure benefits for our county's veterans and their families. County staff are often the initial contact to the VA system for veterans in our community.



For over eighty years, Veterans Affairs 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. Veterans Affairs' services are measurable in lives touched, customer satisfaction, and in federal benefit dollars earned for clients and their communities.

Accomplishments for 2005/2006

The Veterans Affairs Department accomplished the following in 2005/2006:

- √ Provided services to 16,714 county residents.
- √ Produced \$17.8 million in new federal benefits for county residents.
- √ Had an overall error rate of less than one percent according to state performance audit review of all department workload performed during the period of July - December 2005.
- √ Processed and approved 671 California College Fee Waivers for disabled veterans' dependents living or attending school in San Bernardino County. This provided county residents a savings of \$1,412,535 in tuition and fees at California state colleges and universities.

Accomplishments for 2005/2006 continued...

College Fee Waiver Outreach

Since 1995, the California counties have administered the California College Fee Waiver Program for the dependents of disabled veterans. Eligible students receive a waiver of mandatory system-wide fees and tuition at California colleges and universities. To better ensure that eligible students are informed of their benefits, the department conducted outreach to school counseling and career centers at all county high schools to publicize the fee waiver school program. Each school received packets containing posters



and flyers describing the fee waiver program. Five schools requested on-site visits to inform their counseling staff about the program.

Goals for 2006/2007

The Veterans Affairs Department has established the following goals for 2006/2007:

1. Development of higher standards of customer service.
 - A. Revise customer service policy to ensure full commitment to our customers, which will require participation and support of Veterans Affairs employees.
 - B. Develop and implement customer satisfaction post-interview and telephone surveys on a regular basis.
 - C. Initiate customer-focused training for all employees that covers topics including: customer service, diversity, and sensitivity (special customer needs: terminal illness, death, disability, etc.).
 - D. Give special recognition to staff who exemplify high standards of customer service during the year.
2. Increase outreach efforts regarding services provided by the department to service-connected disabled veterans and those recently separated from the military.
 - A. Conduct special mailings to service-connected disabled veterans to advise of additional benefits and services provided.
 - B. Continue sending "Welcome Home" letters to recently discharged military personnel.
3. Promote staff training and development in accordance with state and national training standards to meet Continuing Education Unit (CEU) requirements and to maintain United States Department of Veteran Affairs (USDVA) accreditation.
 - A. Collaborate with other Southern California counties to develop a training consortium to provide regional quarterly staff training.
 - B. Periodically educate department technical employees covering materials from various training courses, advocacy journals and other sources.

Goals for 2006/2007 continued...

- C. Veterans Service Representatives will attend state and nationally sanctioned training conferences each year on a rotational basis.
- D. Annually, the department will recognize staff that has demonstrated the greatest amount of professional growth and development.

How Outcomes Are Measured

The Veterans Affairs Department 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 regarding 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 more in new customer contacts and target customers served
Promote staff training and development in accordance with state and national training standards to meet Continuing Education Unit requirements and to maintain USDVA accreditation	<ul style="list-style-type: none"> • Percent of supervisory interview and case reviews receiving scores of 4 (exceeds standards). The department estimates that $\geq 90\%$ of overall case review scores will average 4

Program Information

Veterans Affairs' services are delivered in the following four primary areas:

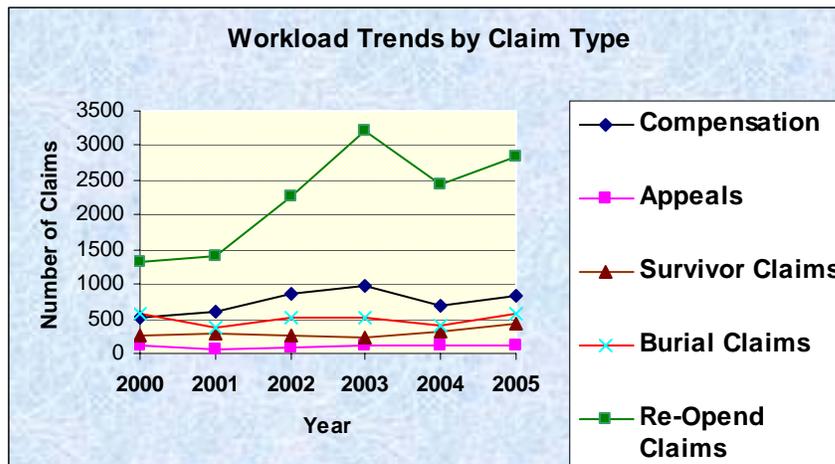
1. Claims assistance

- 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.

Program Information continued...

2. Information and referral to other programs and services, including but not limited to:

- Other County departments such as: Department of Aging and Adult Services, Transitional Assistance Department, Department of Behavioral Health, County Recorder, etc.
- Area homeless and emergency services providers.
- State and federal agencies including Social Security and SSI, Employment Development, Rail Road Retirement, Department of Defense, etc.



3. Advocacy

- Individual advocacy includes determination of adjudicative questions and concerns related to processing of an individual veteran's claim.
- Advocacy at the policy level includes resolution of local policy and procedural issues that better serve the bureaucracy rather than our veterans.
- Legislative advocacy involves providing state and federal elected officials with technical assistance regarding veterans' legislation.

4. Outreach



- Participate in community events relevant to veterans: job fairs, stand-downs, government day events, etc.
- Conduct outreach to nursing and retirement homes, mortuaries, schools, military separation programs, and service organizations (American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc.) for the purpose of informing the community of veterans' benefits and services.

Program Information continued...

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

FEDERAL BENEFITS & SERVICES	
Correction of Military Records	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, Tax and Fee Waiver	Motor Vehicle Registration Fees
College Tuition Fee Waiver	Property Tax Exemptions
Disabled Veteran License Plates	State Parks and Recreation Passes
Disabled Veteran Business Enterprise (DVBE) Opportunities	Veterans Homes of California
Employment and Unemployment	Veterans Preference in California Civil Service Examinations
Farm and Home Loans	Waiver Property Tax Exemptions
Fishing and Hunting Licenses	

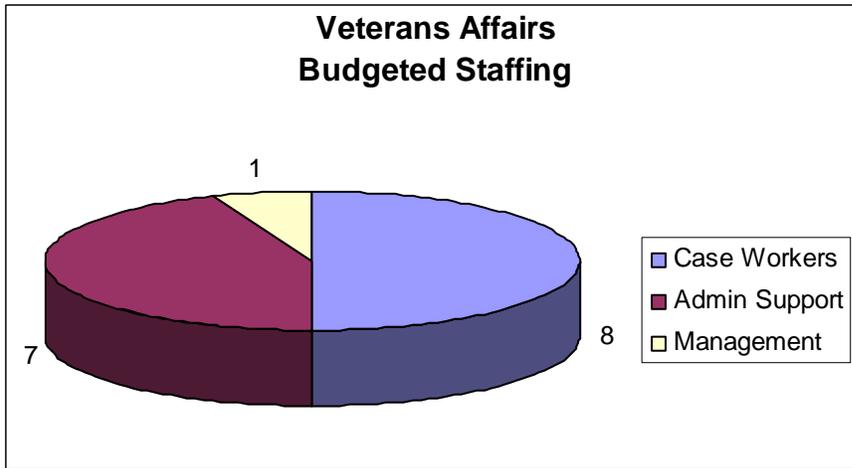
Caseload

The department's Veterans Service Representatives (VSRs) currently maintain an average caseload of 350 - 375 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.

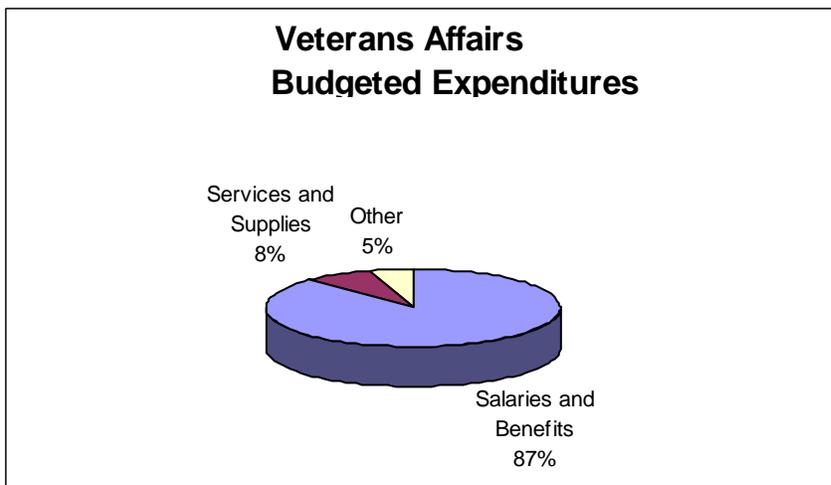
LOCAL VETERANS' BENEFITS & SERVICES	
Case Management	Jail and Hospital Outreach
Claims Assistance Services	Local and State Employment Verifications and Job Preference
Community Outreach	Peddler's License
Cost Avoidance to State and Local Governments	Stand Downs & Care Fairs
Coordinate Veterans' Day &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

Staffing Information 2005/2006

Total staffing is approximately 16 employees.



Budget Information 2005/2006



Salaries and Benefits	\$1,095,255
Services and Supplies	\$97,958
Other	\$60,029
Total	\$1,264,563

A Closer Look At
**Human Services
Administrative Units**

PID

PDD

Management Svcs.

ITSD

ASD

Auditing

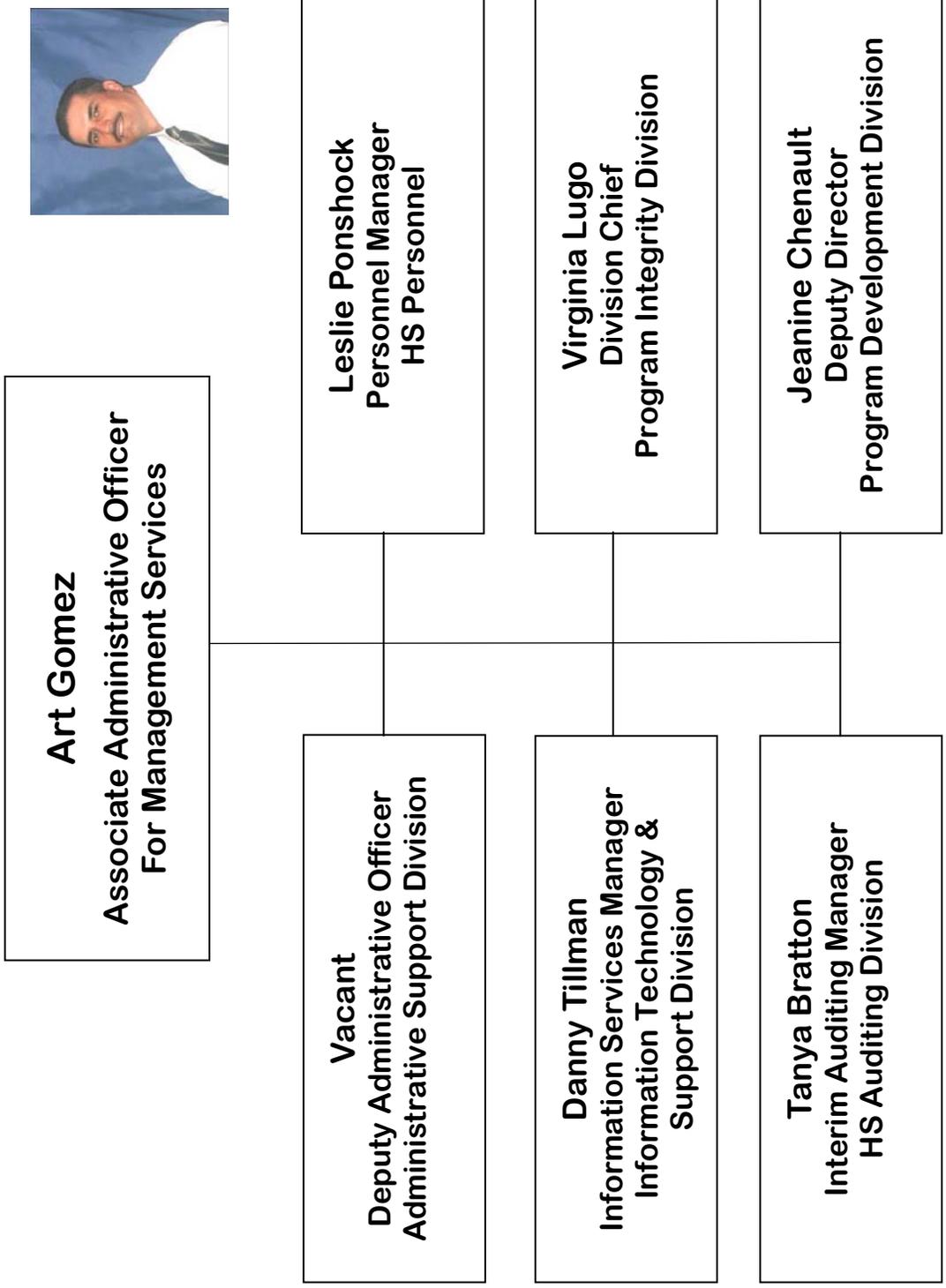
LRQU

PERC

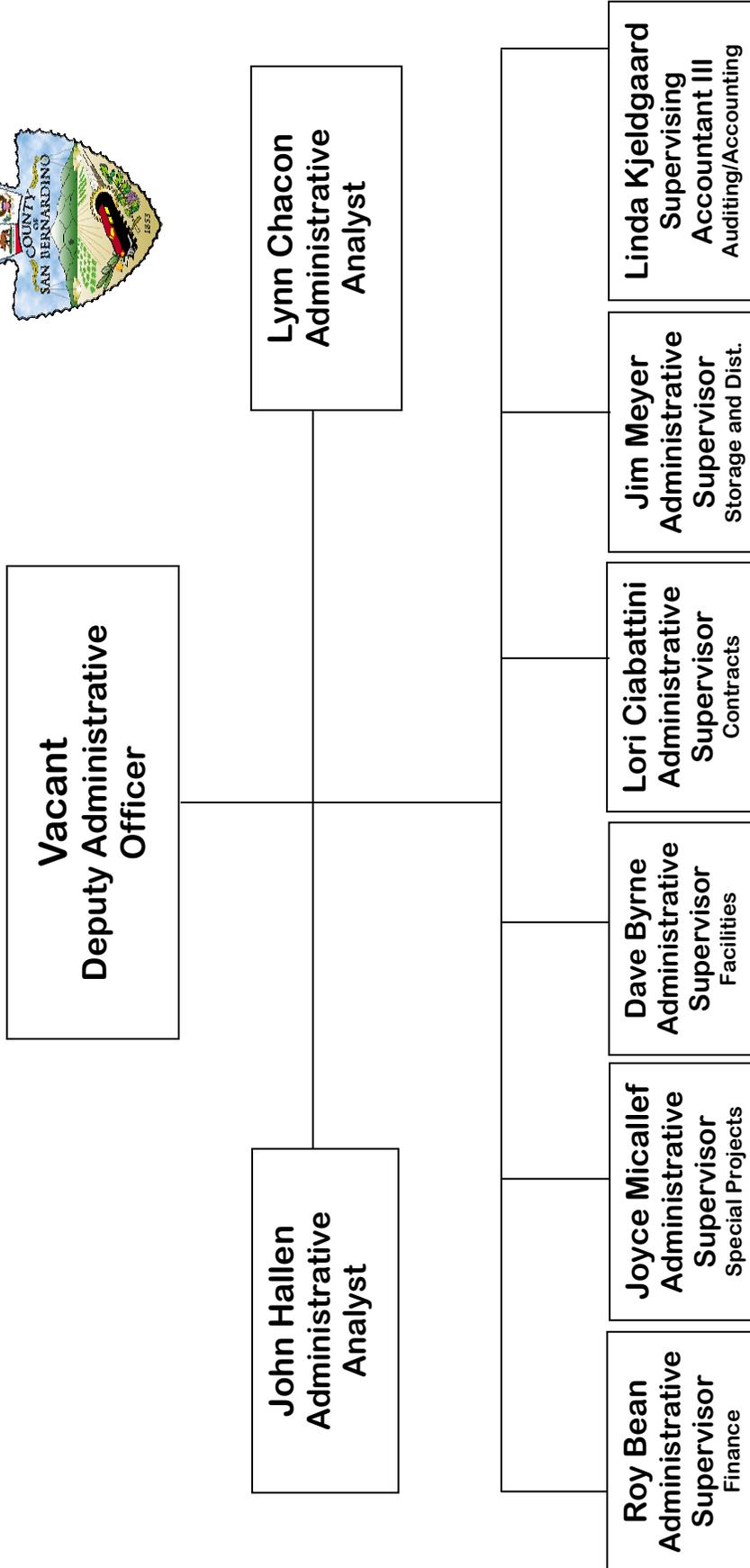
Personnel



Management Services



Administrative Support Division



Administrative Support Division (ASD)

Mission

The Administrative Support Division 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 2005/2006

The Administrative Services Department accomplished the following in 2005/2006:

- √ Coordinated the 2006/2007 budget process for 18 budget units totaling over \$850,000,000 and approximately 4,600 employees.
- √ Reduced by 10% the number of payment documents that are processed through the Auditor-Controller's office by expanding and more effectively utilizing the use of County procurement credit cards and petty cash checking accounts.
- √ Completed three departmental organizational/process/staffing reviews (Purchasing Department, Community Development Department, HS Auditing) and three research/analysis projects (Public Guardian/DBH MOU Analysis, ASD Telephone Data Line Cost Reduction Analysis, Utility Cap Analysis for 825 Hospitality Lane).
- √ Moved all archive boxes from the General Services Administration (GSA) warehouse at 777 E. Rialto to a more efficient Colton warehouse with a first year facility cost savings of \$26,520.
- √ Consolidated operations resulting in closure of three facilities for a reduction of more than 35,000 square feet of space, a savings of more than \$630,000 a year.
- √ Developed a computerized vehicle rating system to assist in better management of the HS vehicle fleet. The program uses factors such as mileage, age, vehicle type and location to not only identify which vehicles should be replaced but also which vehicles should be assigned to a particular geographic location.
- √ Successfully administered service procurements for the County Administrative Office; Clerk of the Board; Department of Children's Services; Department of Aging and Adult Services, Department of Public Health; Human Services Administration; Performance, Education & Resource Centers; Preschool Services Department; and Transitional Assistance Department.
- √ Prepared and processed agreements as follows:
 - ⇒ Non-financial Contracts and Amendments: 15
 - ⇒ Revenue Contracts and Amendments: 25
 - ⇒ Service Contracts and Amendments: 250
 - ⇒ Employment Contracts and Amendments: 55
 - ⇒ Memorandum of Understanding: 75

Accomplishments 2005/2006 continued...

- ✓ Implemented the C-IV system into the Child Care Reports for TAD.
- ✓ Completed fiscal monitoring of 93 contracts for TAD, DCS, DPH and PSD, as well as audits of 32 cash funds held by TAD, DCS and DAAS.

Goals for 2006/2007

The Administrative Support Division established the following goals for 2006/2007:

- Complete development and implementation of an SQL version of the Contracts Database. All of the unit's customers will be given access to this version of the database, providing them with real time updates to each project status. Create and provide user training.
- Complete construction of a new 49,000 sq. ft. warehouse. Prior to the end of FY06/07, the current facility at 435 S. Waterman will close and move to the new facility at 1140 Cooley Street, San Bernardino. In time, the new facility, with a vastly improved storage system and state of the art automated retrieval system, will allow us to close the remaining two storage facilities and operate in a single facility.
- Roll out automated services and supplies requisition process.
- Further develop management reporting tools to assist departments and support divisions to operate efficiently while providing the most effective service to their customers.
- Develop and implement additional controls to keep expenditure levels within the limits of program allocations, while maximizing the leverage of the department's local funding.
- Enhance customer service satisfaction (as measured by ASD on-line customer comment feedback).
- Continue to improve efficiency and cost effectiveness of HS services provided by successfully completing current and future review projects. Current projects include:
 - Public Guardian Organizational and Process Review
 - DCS Organizational and Process Review
 - ASD Auditing Organizational and Process Review
 - TAD Workload Standard Analysis
- Reorganize the Storage and Distribution Center into a two-unit section with efficiencies gained through streamlined supervision, new computer systems, and the automated archive retrieval system for the closed files unit.
- Continue consolidating operations where such action results in a better delivery of services and/or conserves resources.
- Develop a manual that would incorporate all of the policies and procedures for the auditing, accounting and SSI/Foster Care functions of the unit.



How Outcomes Are Measured

The Administrative Support Division measures outcomes by the following methods: customer evaluations, customer surveys and comment cards.

Program Information

As identified in our mission statement, the Administrative Support Division (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.

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.

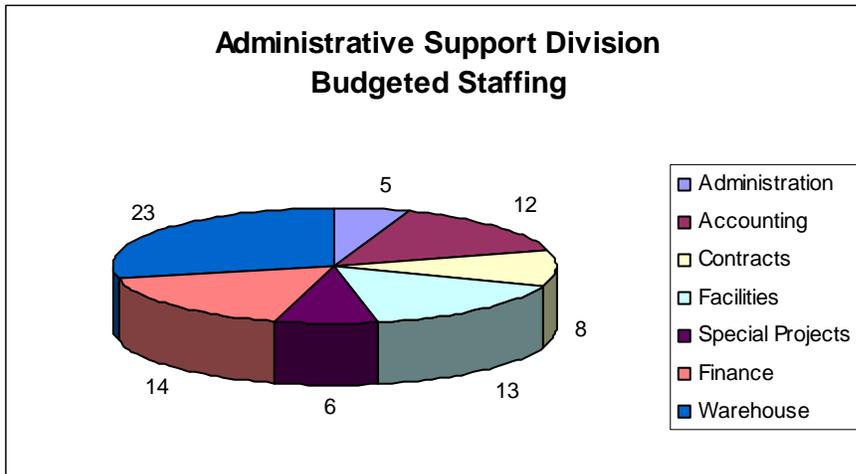
Storage and Distribution - Provides forms distribution, warehousing and archive storage.

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.

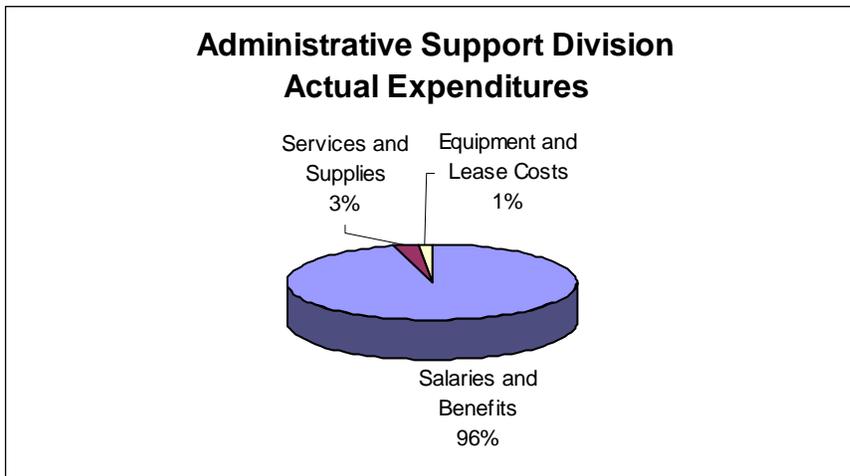
Contracts - provides procurement and contracting services to all HS departments. The primary function of the unit is to obtain required program services while ensuring public resources are used efficiently and effectively. Staff ensure all procurements and resulting contracts comply with contracting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

Staffing Information 2005/2006

Total staffing is approximately 81 employees.



Budget Information 2005/2006



Salaries and Benefits	\$5,678,883
Services and Supplies	\$179,385
Equipment and Lease Costs	\$77,700
Total	\$5,935,968

HS Auditing Division



Tanya Bratton
Interim HS Auditing
Manager

Sharon Henaghan
Secretary

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

Sandra Sossie
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 2005/2006

The Auditing Division accomplished the following in 2005/2006:

- ✓ Developed and implemented reorganization plan for better efficiency due to new welfare system, reducing staff from 53 to 32 budgeted positions.
- ✓ Provided efficient, ethical, high quality services oriented to our customer needs.
- ✓ Met reporting and claiming requirements required for funding the costs of administering welfare programs, and assistance benefits paid to welfare program recipients and contractors who deliver those benefits.
- ✓ Celebrated one year anniversary of the new Consortium IV (C-IV) system conversion.
- ✓ Provided assistance in the design of the Tax Intercept System within C-IV which created approximately \$8 million of newly established intercept accounts.
- ✓ Converted to electronic benefit transfer cash and food stamps with JP Morgan in April 2005.
- ✓ Decreased usage of paper warrants by 50% from a monthly average of 70,000 to 35,000 warrants.
- ✓ Participated in and completed Reports Design Confirmation Process to identify and resolve inaccuracies of 128 C-IV generated state and backup reports.

Goals for 2006/2007

The Auditing Division established the following goals for 2006/2007:

- Convert from pre-printed warrants to blank stock warrants.
- Complete online policy and procedure handbook.
- Conduct continuous internal training sessions on various aspects of the division for cross training purposes.

Goals for 2006/2007 continued...

- Continue to enhance our knowledge and skills in C-IV to better serve our customers.
- Continue to work with C-IV to ensure proper accounting and improve internal controls.

How Outcomes Are Measured

The Auditing Division measures outcomes by the following methods:

Activity	Measure
Financial and statistical reports submitted within state guidelines and time frames	• Percentage of reports submitted within specified time frames = 100%
Benefit payments issued to clients in a timely and accurate manner	• 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	• Feedback from customers

Program Information

The Auditing Division 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:

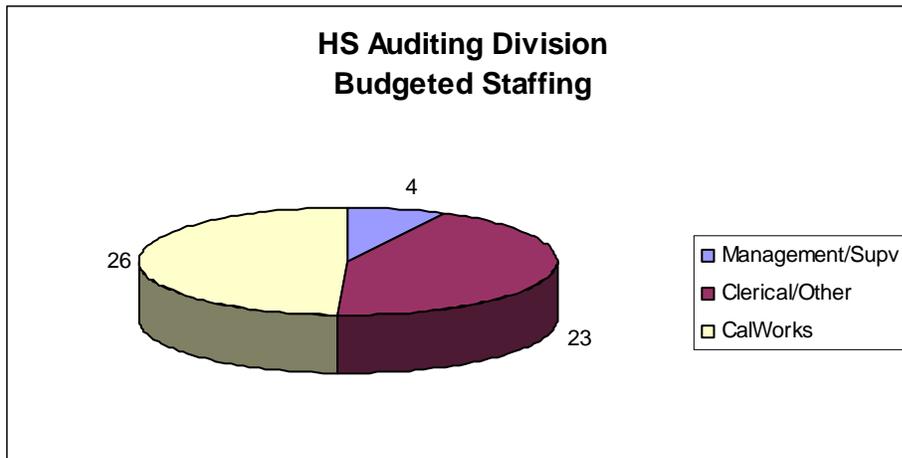
- Prepares assistance claims, which are required for funding and reporting of benefits provided to county residents.
- Delivers benefit payments via electronic benefit transfer card, warrant and direct deposits to customer bank accounts. Approximately 390,000 warrants were issued during 2005-2006.
- 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

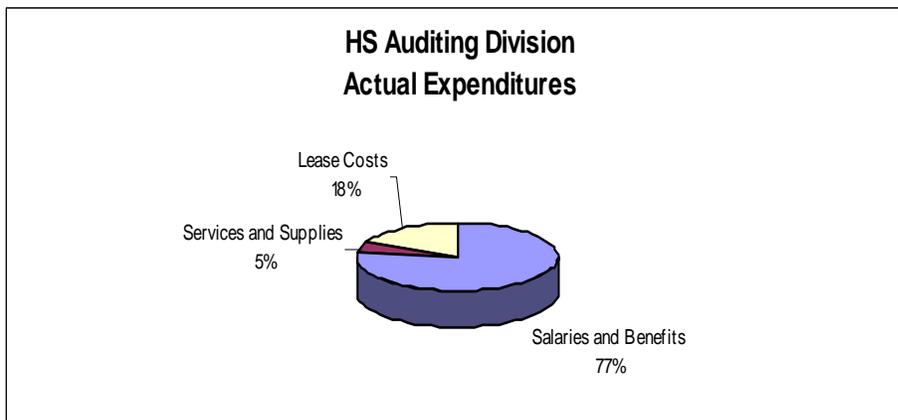
Cash benefits issued by warrants	390,000
Cash benefits issued electronically	407,875
Collection of benefit overpayments	\$10,116,000

Staffing Information 2005/2006

Total staffing is approximately 53 employees.



Budget Information 2005/2006



Salaries and Benefits	\$2,817,373
Services and Supplies	\$190,472
Lease Costs	\$661,520
Total	\$3,669,365

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.

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 2005/2006

The Information Technology & Support Division accomplished the following in 2005/2006:

- √ Received the 2006 Achievement Award from the National Association of Counties for My Easy Desk Source.
- √ Implemented Service F.I.R.S.T class online registry.
- √ Implemented Personnel automation program.
- √ Implemented program reporting tools for HS.
- √ Implemented survey reports for HS Administration.
- √ Developed external website for DCSS.
- √ Developed internal (intranet) website for Program Integrity Division.
- √ Created a specialized application for sensitive case records for the Department of Children's Services Adoptions Database.
- √ Created a specialized application for the Veterans Affairs case management.
- √ Expanded C-IV imaging for document storage and retrieval for Transitional Assistance Department.
- √ Replaced and upgraded computer equipment in various departments within HS.

Goals for 2006/2007

The Information Technology & Support Division established the following goals for 2006/2007:

- Implement a configuration management solution.
- Implement an automation testing solution.

Goals for 2006/2007 continued...

- Create a process that allows departments to prioritize projects and enables ITSD to complete and implement new procedures that are most critical to Human Services.
- Continue to monitor C-IV and provide technical support on system upgrades and enhancements.
- Continue to provide Help Desk support to users.
- Complete policies and procedures for the Business Solutions Team to ensure consistency and effectiveness in project management and application development (the next phase of Ten-Step Project Management implemented in 2004/2005).
- Evaluate all servers for development of replacement schedule. Begin acquisition of replacements this fiscal year.
- Evaluate all Cisco switch systems for development of a replacement schedule. Begin acquisition of replacements this fiscal year.
- Replace targeted PCs for users as identified in budget planning process.
- Migrate to Exchange 2003 from earlier version Exchange 5.5.
- Upgrade exchange email system to increase storage capacity for users.
- Expand user capacity and evaluate alternative methods for improved storage backup and retention capabilities.



How Outcomes Are Measured

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

Program Information

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

STARS



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.

Program Information continued...

Systems Operations & Support (SOS):

SOS provides technical support for HS’s hardware and software needs, including Help Desk assistance, desktop computers and printers, E-mail, and network connection needs. The inventory and fiscal unit handles quotes and vendor relations, maintains electronic equipment inventory, and provides warehousing of supplies and equipment.



Software Quality Assurance (SQA):

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 137 projects in 2005.

As of December 31, 2005, BST and ADT were actively working on 10 high priority projects and 10 lower priority projects. BST/ADT currently support and maintain 81 production systems.

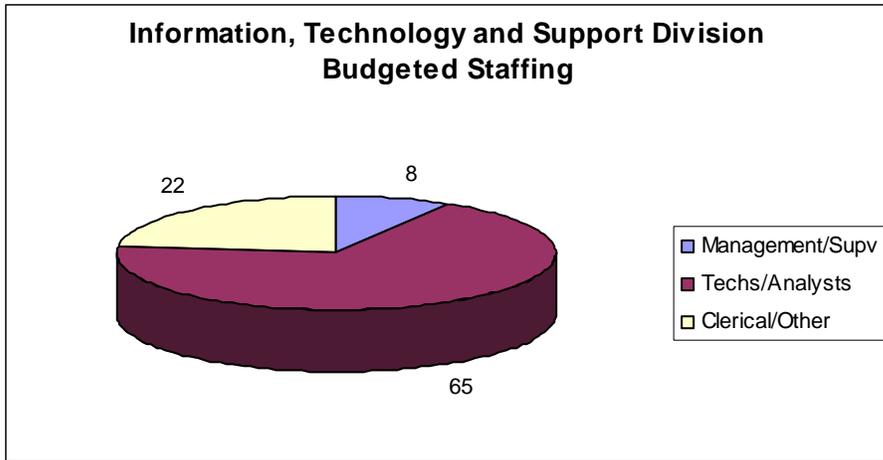
Systems Operations & Support (SOS):

SOS provides support to about 6,000 users in 145 Human Services offices county-wide. The charts below detail what equipment is supported and the services provided.

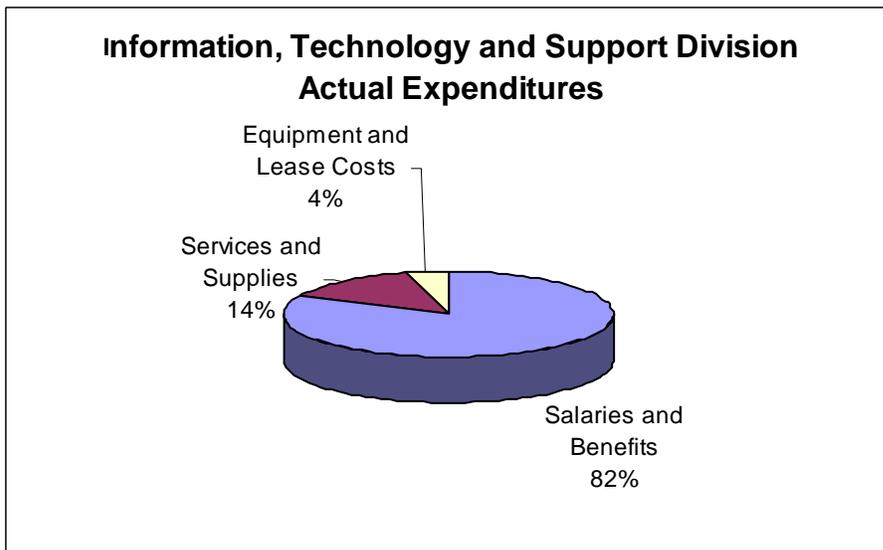
Service Provided	2005	2004	% Change	Equipment	Number
Calls to Help Desk	21685	13869	1.6 %	Desktop computer systems	5,151
On-site service calls	12483	4757	2.6 %	Printers (Network & Personal)	1,633
New equipment installed	1512	1036	1.5 %	Laptops	257
Moved/swapped equipment	3104	1447	2.1 %	Servers	163
Software installed	2294	1213	1.9 %	Switches	144
PC equipment upgrade	427	271	1.6 %	UPS (Universal Power Supply)	268
Servers installed	11	24	-.5 %	Pocket PCs	94
Servers upgraded	0	0	0	Projectors	69
Site inventories	113	105	1.1 %	Digital Cameras	38
				Scanners	53
				C-IV imaging systems	43

Staffing Information 2005/2006

Total staffing is approximately 93 employees.

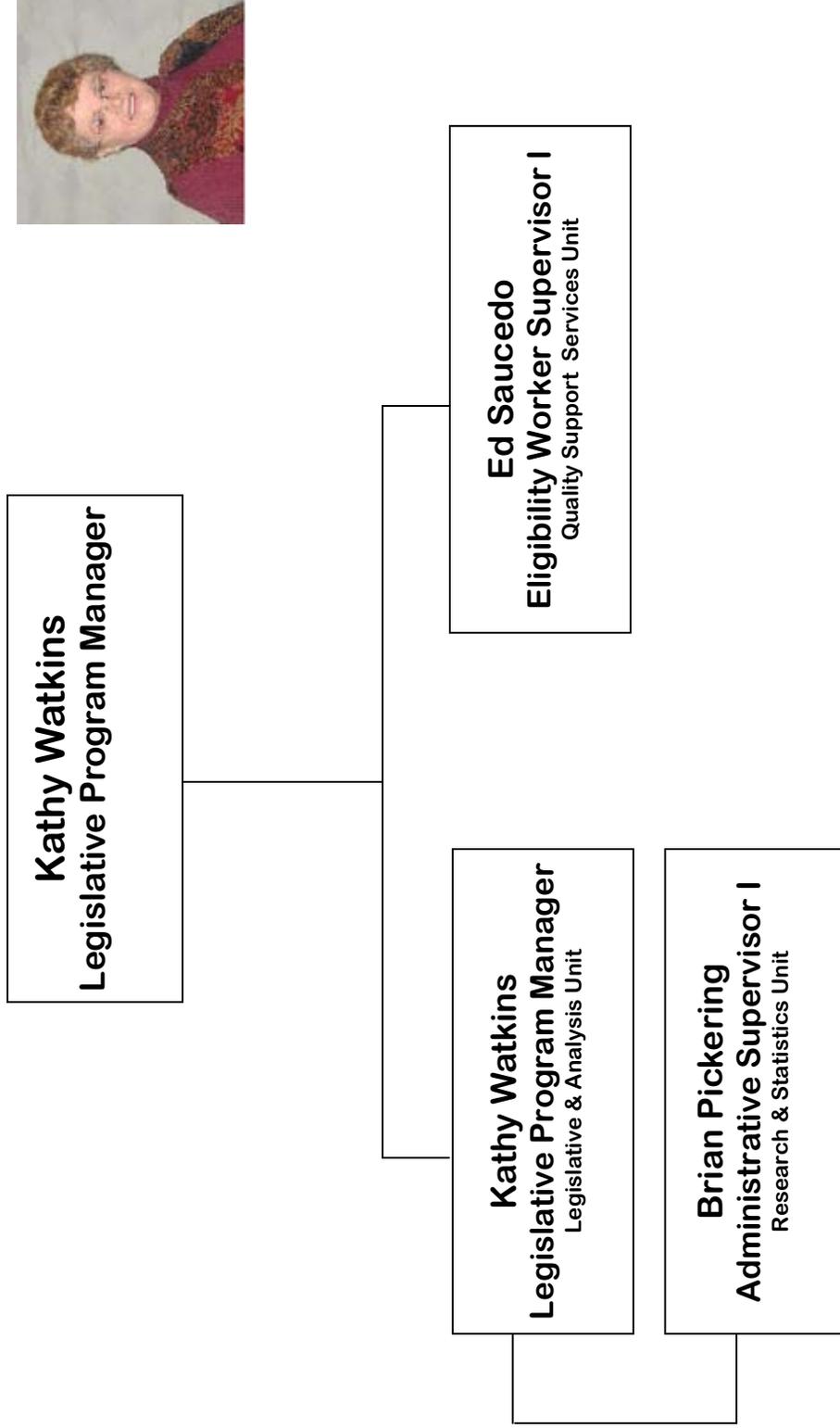


Budget Information 2005/2006



Salaries and Benefits	\$6,454,258
Services and Supplies	\$1,089,366
Equipment and Lease Costs	\$330,037
Total	\$7,873,660

Legislation, Research and Quality Support Services Unit



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.

Legislation, Research and Quality Support Services performs data analysis, program evaluations, outcome measure tracking, quality assurance and legislative advocacy for HS departments.

Accomplishments for 2005/2006

The Legislative and Analysis, Research and Statistics and Quality Support Services Units accomplished the following in 2005/2006:

Legislative and Analysis

- ✓ Facilitated and supported passage of the County-sponsored legislation, AB 1116, the emergency injections bill for foster children.
- ✓ Tracked and provided analyses on over 630 bills in the State Legislature to HS departments, Behavioral Health, Public Health and Juvenile Probation.

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:

- ✓ Gathering and analysis of data for the California Welfare Directors Association to assist in shaping the state's response to the federal reauthorization to the Transitional Assistance for Needy Families (TANF) program.
- ✓ Assistance to the Department of Aging and Adult Services in implementing and evaluating quality control initiatives relating to the provision of In Home Supportive Services.
- ✓ Assistance to the Department of Children's Services in implementing and evaluating Family to Family, Wraparound, and system improvements mandated by Assembly Bill 636.
- ✓ Development of maps and address lists of at-risk customers threatened by the Sawtooth fire, the July 2006 heat wave and other emergency situations, to assist in disaster response and determine locations for services that best serve Human Services customers.

Accomplishments for 2005/2006 continued...

Research and Statistics continued...

- ✓ Completed approximately 100 caseload management reports on a monthly schedule and 1,380 ad-hoc reports (used once for the purpose at hand) for DCS, TAD and DAAS.

Quality Support Services

- ✓ Following the implementation of the Independence Plus Waiver for IHSS, QSS staff assisted with the review and processing of approximately 3,000 cases for Medi-Cal eligibility.
- ✓ QSS continued to support various HS departments, including DCS, DAAS, TAD, and Probation, with ongoing case reviews of over 4,300 cases and the provision of statistical data and analysis for each review.
- ✓ Conducted specialized projects in support of multiple HS departments.

Goals for 2006/2007

The Legislative and Analysis, Research and Statistics and Quality Support Services Division established the following goals for 2006/2007:



Legislative and Analysis

- Work closely with PDD to identify, develop, and implement strategies in the CalWORK program to meet the increased federal work participation rates in the TANF program.
- Engage in more state budget-related research to provide our customers with up-to-date budget information.
- Increase 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

- Improve the procedure for identifying at-risk Human Services populations in times of emergency and help facilitate quicker responses by streamlining data gathering and dissemination.
- Assist State Child Welfare in developing timely and accurate data entry, and implement policy improvements/suggestions for the AB636 state and federal measures.
- Proactively research avenues to increase state and federal revenues for all departments within Human Services.

Quality Support Services

- Expand our support to other HS departments in addition to broadening our focus to other programs within the departments already supported.
- Develop QSS case reviews for Quality Assurance in the IHSS program.

Goals for 2006/2007 continued...

Quality Support Services (continued)

- Monitor movement from federal foster care to state-only foster care to ensure proper funding, and maintain/increase federal penetration rate.
- Continue random reviews of federal foster care cases for both DCS and Probation in preparation for the 2006 Federal IV-E Review.

How Outcomes Are Measured

LRQU measures outcomes by the following methods: 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 the many departments under the umbrella of Human Services (HS). Analysts review in excess of 1,200 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 County Welfare Director's Association (CWDA), and the County Health Executives Association of California (CHEAC), the County Mental Health Association (CMHDA), and the County Alcohol and Drug Programs Administrators Association (CADPAAC), all of which take positions to support, oppose, or amend legislation.



The unit is also instrumental in developing and writing the County's state and federal legislative platform for all HS departments, as well as the Department of Public Health and the Department of Behavioral Health.

Research and Statistics Unit

A critical function of the Research and Statistics Unit is to provide research services concerning all Human Services (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 creates specialized reports from administrative databases serving the Transitional Assistance Department (TAD), Department of Children's Services (DCS), and Department of Aging and Adult Services (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 California Welfare Director's Association, California Department of Social Services, and various other state-level entities.

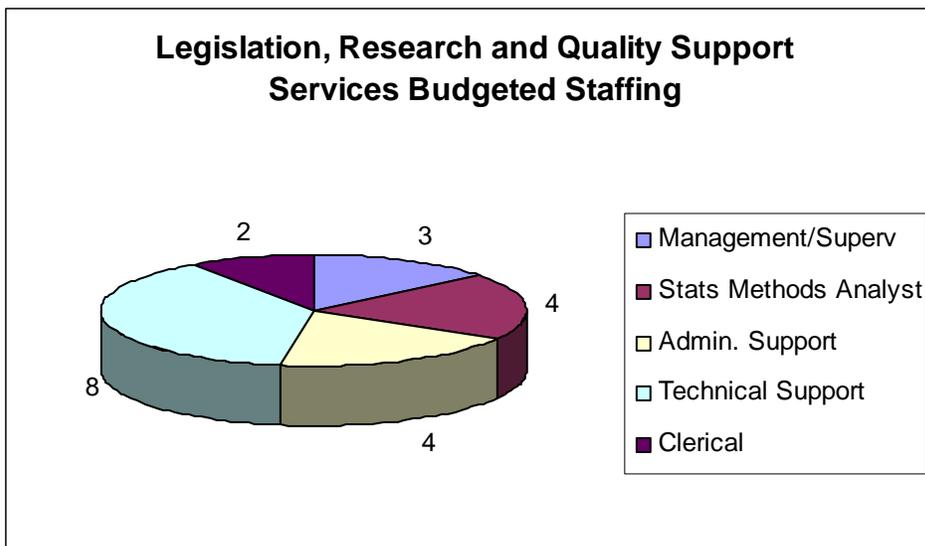
Quality Support Services Unit

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

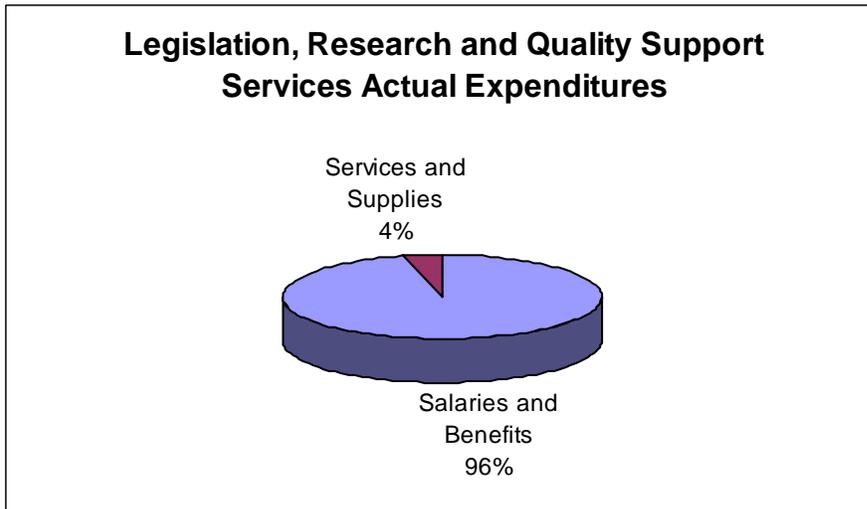
- Assists in maximizing funding for the Department of Children's Services by increasing federal Title IV-E revenue for administrative costs for Children's Services and the Juvenile Probation Department, and for the TAD Foster Care maintenance payments.
- Tracks and determines eligibility for foster care 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.

Staffing Information 2005/2006

Total staffing is approximately 21 employees.

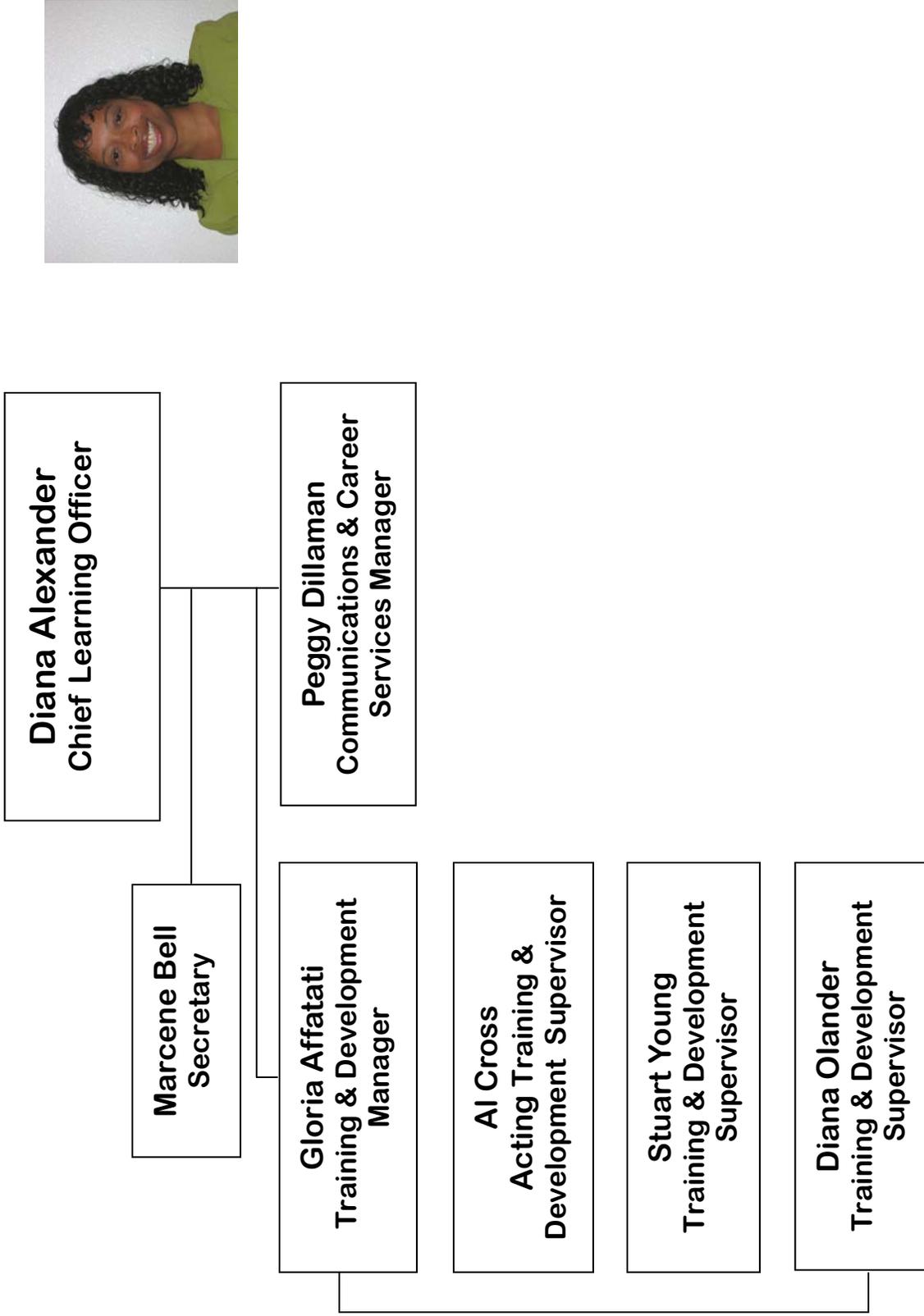


Budget Information 2005/2006



Salaries and Benefits	\$1,327,722
Services and Supplies	\$54,074
Total	\$1,381,796

Performance, Education & Resource Centers



Performance, Education & Resource Centers (PERC)

Mission

Acting with the utmost integrity and professionalism, the Performance, Education & Resource Centers 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.

Performance, Education & Resource Centers (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 2005/2006

Performance, Education & Resource Centers accomplished the following in 2005/2006:

- √ Collaborated with County departments and other public and private agencies in the design and hosting of the Hurricane Rita/Katrina Resource Fair.
- √ Continued visibility in the community through participation in Radio Mexico.
- √ Participated on California Welfare Directors Association (CWDA) Public Awareness & Education (PAE) and Human Resources (HR) subcommittees.
- √ Participated on CWDA HR working committee responsible for development and presentation of a conference on workforce and succession planning.
- √ Continued to monitor and evaluate workplace training needs for Transitional Assistance staff in the C-IV work environment.
- √ Expanded E-learning offerings.
- √ Provided media and communication support coverage for Human Services departments' major events.
- √ Received certification for additional Information Mapping instructor.
- √ Updated the HS Community Relations Office internet and intranet websites.
- √ Updated and increased visibility of the PERC Library, an internal source of educational books and tapes, by producing a marketing brochure.

Accomplishments for 2005/2006 continued...

- ✓ Produced second HS Annual Report in hard copy, on CD and on the County's internet and intranet websites.
- ✓ Facilitated and supported the Department of Aging & Adult Services' process review and improvement initiative.
- ✓ Restructured New Employee Orientation to include presentations by the Chief Learning Officer, Board of Supervisors and County Administrative Officer. Processed over 1,000 new employees.
- ✓ Administered \$229,000 in tuition reimbursement funds for five (5) bargaining units, including more than 1,300 requests for reimbursement.
- ✓ Worked with Human Resources Department to provide supervisors and above with AB 1825 Sexual Harassment and Discrimination training.

Goals for 2006/2007

Performance, Education & Resource Centers established the following goals for 2006/2007:

- Restructure PERC website to provide more information and increase online access to programs, services, and resources.
- Implement an online learning management system and expand e-learning offerings.
- Assist with implementation and tracking of mandatory non-discrimination training for supervisors and managers.
- Design an employee development plan for Transitional Assistance Department staff.
- Work with the County Administrative Office to design and implement a comprehensive customer service program, including performance expectations, work performance standards, and a system for rewards and recognition.
- Increase PERC Library services to include books on tape/CD.
- Increase career assessment/development and leadership development programs as a strategy for succession planning.
- Expand the use of mentoring and job shadow programs.
- Conduct bi-annual organizational culture and internal service surveys.
- Develop, coordinate and implement an annual training plan in collaboration with Department of Children's Services, Department of Aging & Adult Services, Transitional Assistance Department and Child Support Services.
- Redesign Children's Services Orientation & Induction program to provide a better design flow with new standardized statewide core curriculum.

How Outcomes Are Measured

Performance, Education & Resource Centers 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 un-met 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 Human Services 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.



PERC offers training programs in the following areas:

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

Program Information

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.



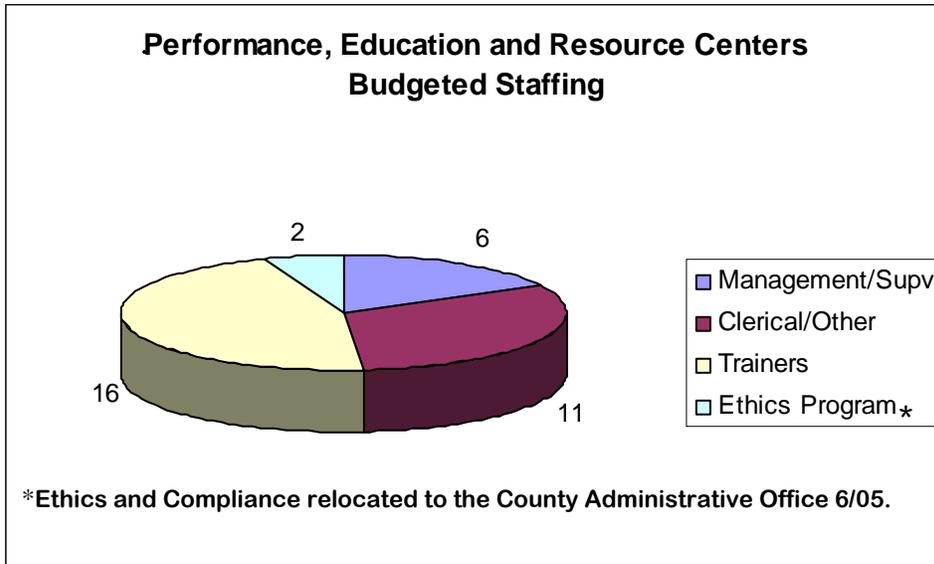
Communication Services -



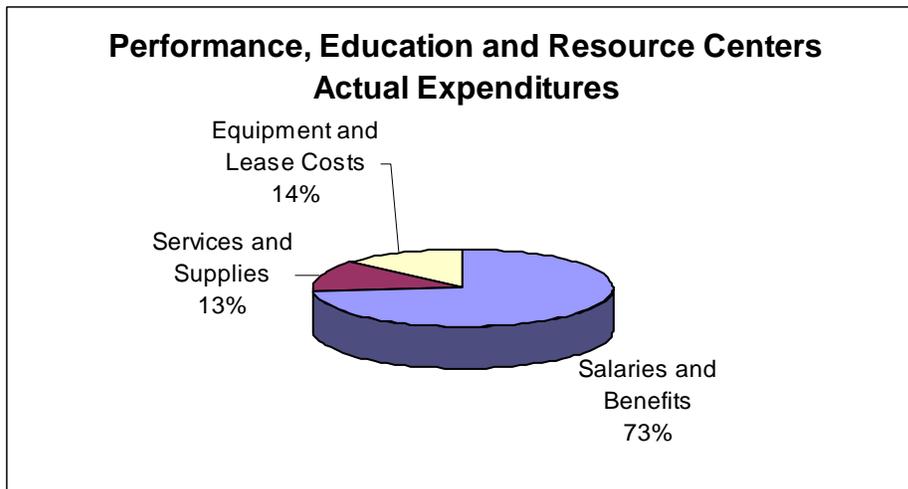
The Community Relations Office (CRO) provides a wide range of communication services including public information, marketing and special event assistance for all Human Services departments. This office maintains the Human Services Community Relations website and responds to general inquiries from the 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 2005/2006

Total staffing is approximately 35 employees.



Budget Information 2005/2006



Salaries and Benefits	\$2,267,534
Services and Supplies	\$392,168
Equipment and Lease Costs	\$421,092
Total	\$3,080,795

Personnel Division



Leslie Ponshock
Personnel Manager

Kathy Warlick
Secretary

Kathleen Riedell
Supervising Fiscal Specialist
Payroll

Kathy Byrd
Volunteer Coordinator
Volunteer Program

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 4,400 employees in DAAS, DCS, TAD, PSD, Management Services, ITSD and PERC.

Accomplishments for 2005/2006

The Personnel Division accomplished the following in 2005/2006:

- ✓ Employed a Volunteer Coordinator for the integrated volunteer services program for Human Services, ensuring further enhancement and growth of the program.
- ✓ Implemented a marketing program for the integrated volunteer services program and conducted a successful recruitment for Veteran's Affairs to obtain van drivers to take veterans to and from the Jerry Pettis Memorial Hospital in Loma Linda for medical appointments.
- ✓ Designed and began programming of a volunteer web site that is scheduled to be complete and on-line in late October 2006.
- ✓ Implemented new hire module (phase 1) of the Personnel Transactions database allowing the one time entry of data and completion of multiple forms, logs, and tracking tools. This eliminates manually completing individual forms and logs, streamlines processing of employment transactions, and reduces errors. New hire paperwork appointments have been reduced by as much as 40 minutes each.
- ✓ Designed and began programming of phase 2 of the Personnel Transactions database. This will allow maintenance of historical transaction data and automated processing of multiple employment transactions for the same employee.

Goals for 2006/2007

The Personnel Division established the following goals for 2006/2007:

- Further enhance and strengthen the Volunteer Services program.
- Continue to improve our work processes.
- Complete programming and implement phase 2 of the Personnel Transactions database.
- Begin designing and programming phase 3 of the Personnel Transactions database.

Goals for 2006/2007

- Test and implement electronic submission of employee's time and labor report department-wide.
- Continue to provide quality customer service to our employees and identify opportunities to further enhance our 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 Time and Labor Reports (TLRs) 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.



Program Information

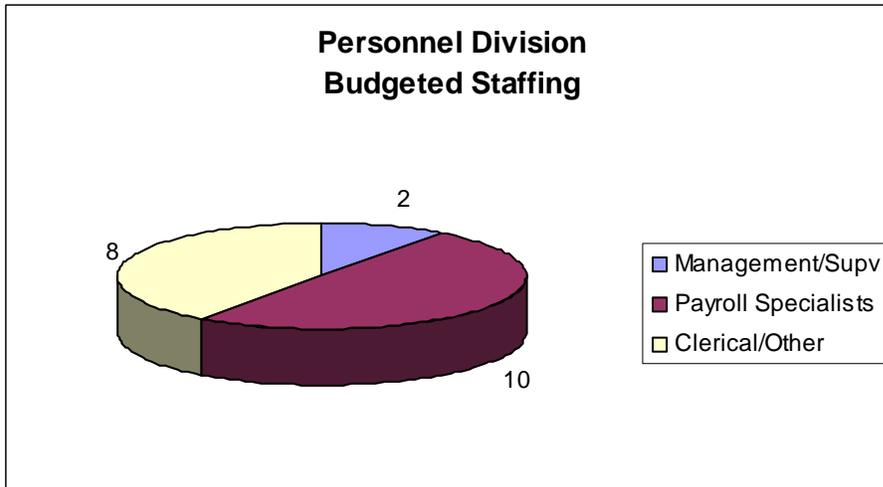
Payroll is responsible for obtaining certification lists; completing all required pre-employment paperwork for newly hired, promoted, or transferred employees; arranging pre-employment physicals and live-scan fingerprinting; maintaining files of all interview materials; processing all Time and Labor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

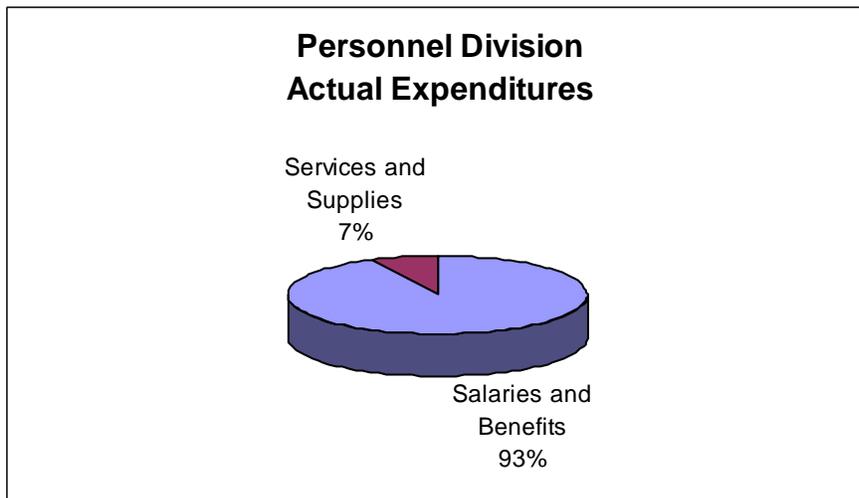
The Integrated Volunteer Program is responsible for conducting recruitments, processing applicants, assisting departments in tracking volunteer hours worked, filling vacancies, writing and maintaining volunteer assignment descriptions, maintaining volunteer personnel files, writing public service announcements and press releases, and developing and maintaining a volunteer web site.

Staffing Information 2005/2006

Total staffing is approximately 20 employees.



Budget Information 2005/2006

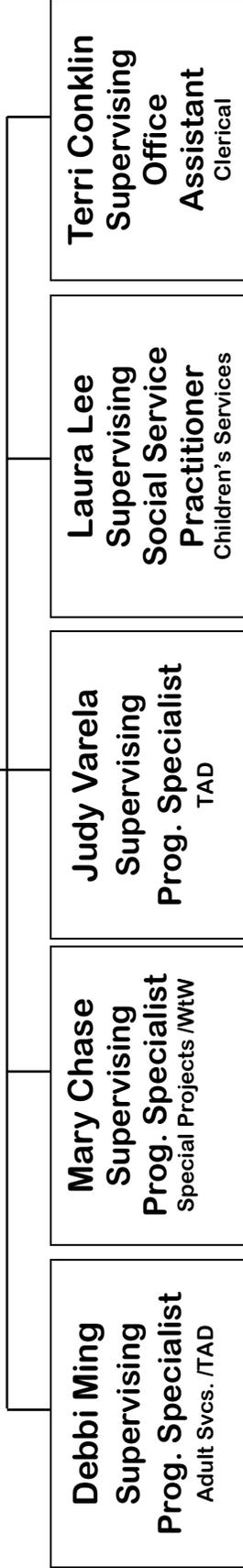


Salaries and Benefits	\$944,141
Services and Supplies	\$73,243
Total	\$1,017,384

Program Development Division



Jeanine Chenault
Deputy Director



Program Development Division (PDD)

Mission

Program Development Division supports the overall mission of Human Services, providing program development support to improve public service outcomes and accomplishments. The motto of the Human Services (HS), Program Development Division (PDD) is "Building a Foundation for Public Service" through the development of knowledge assets and tools for Human Service Departments.

Program Development Division seeks to add value to public programs through the development of such resources as: handbooks for administrative policy and procedure, user guides, forms, informational flyers and tools. Our guiding principles are to:

- Ensure customer satisfaction and outcomes are priorities in all strategic planning, resource development, and services.
- Ensure services are accessible, effective, and delivered in a timely manner by anticipating and meeting our customers' needs while exceeding their expectations.
- Build strong partnerships with our customers through communication, collaboration and education.
- Promote creativity, recognition of diligent work and high morale, understanding that human resources are our greatest assets.

Accomplishments for 2005/2006

The Program Development Division accomplished the following in 2005/2006:

- ✓ Published/Disseminated 1,204 policy and procedure products.
- ✓ Placed all current handbooks on the on-line intranet and initiated web-based extra-net access.
- ✓ Analyzed 772 state regulatory notices.
- ✓ Provided help desk services for C-IV System on over 3,000 calls.
- ✓ Facilitated new handbook and C-IV User Guide committees.
- ✓ Provided immediate program/policy direction for the aid provisions of Katrina disaster victims, for customer department staff, community and Board of Supervisors.
- ✓ Facilitated policy and procedure development with the CalWORK, EBT transition.
- ✓ Prepared annual hours of operation plan, Blanco Report.
- ✓ Prepared the annual Food Stamp Employment & Training (FSET) Plan.
- ✓ Transitioned MEDS Coordinator responsibility to PDD; established protocols, user groups and knowledge tools to remedy potential sanctions in 2006.
- ✓ Drafted hospital discharge protocol for adult service workers.

Accomplishments for 2005/2006 continued...

- ✓ Established quarterly state/county meetings for MC QC to showcase best practices in County and collaborate with DHS on up-coming audits.
- ✓ Facilitated the implementation of the IHSS Quality Assurance program (lead workgroup, track planning, make recommendations, implement program/policy handbook material as needed).
- ✓ Facilitated the implementation of the IHSS CMS Waiver, requiring extensive coordination with two state agencies and two major HS departments; chaired workgroup to trouble shoot technical issues with CWDA and DSS.
- ✓ Co-chaired and developed a report on findings and recommendations related to DCS performance in timeliness to decrease a child's time in the foster care system by addressing a systematic manner to conduct concurrent adoption planning while also working on the potential for a family reunification.
- ✓ Co-developed and implemented a court orientation information system (PowerPoint with voice over) for family members to understand the custody and reunification process, with information on case planning, and the social worker's role. It will facilitate obtaining all necessary demographic information to expedite the process.
- ✓ Completed operations documentation to assist in the Auditing Business Process Review, consisting of 231 different processes performed by seven teams.
- ✓ Wrote narrative portions of the Mental Health Services Act plan for DBH, based on input from target group teams.
- ✓ Developed Child Support Services Business Continuity Plan required for continued operations during disasters.
- ✓ Developed and published Critical Incident Unit protocol and policy for all Human Services departments.
- ✓ Provided Human Services department representation at numerous state and local meetings.



Goals for 2006/2007

The Program Development Division established the following goals for 2006/2007:

1. Maintain and improve product infrastructure:
 - Issue three on-line handbooks in software that improves efficiency/ease of use.
 - Convert forms from outdated software to new application for efficiency.
 - Increase forms available in electronic medium.
 - Develop new web site for on-line knowledge assets.
 - Develop and implement customer feedback within intranet site.

Goals for 2006/2007 continued...

2. Provide program and policy development products/services to assist customer departments in meeting their FY 2006/2007 business plan objectives:
 - Facilitate workgroups/cross-functional teams for continuous development/improvement of products and services for TAD, DCS and DAAS programs.
 - Collaborate on support objectives with customer departments and establish performance measurement.
 - Develop methods and materials for Food Stamp outreach.
 - Develop materials regarding TANF reauthorization (analysis, recommendation and plan).
 - Refine and enhance MEDS coordinator and specialist's duties and roles.
 - Develop on-line handbook for Child and Adult Abuse Hotline operations.
 - Develop joint DBH and DAAS/Public Guardian Lanterman Petris Act manual.
 - Develop operations manual for Public Guardian.
3. Continue DCS policy and program support to implement provisions of AB 636, to include:
 - concurrent planning/timeliness to adoptions
 - recruiting and supporting foster parents
 - team decision making
 - self evaluation
 - supporting ILP youth in completing HS or obtaining GED
 - transition program contract responsibility to PDD
 - Revise CWS/CMS Desk Guide to accommodate two major code drops for Automated System.
 - Complete Auditing online handbook.
 - Finalize DBH Clinicians Manual and publish on-line.
 - Develop materials to implement new IHSS guidelines on hourly task mandates.
 - Continue to work with customer departments on grant applications and outcome tracking.
4. Identify and address staff development needs to meet ongoing challenge of providing innovative products and services:
 - Establish quarterly collaboration with ITSD to identify technology innovations and development needs.
 - Schedule Microsoft Publisher and Visio training to meet new technology product delivery.
 - Develop all staff in area of contract compliance.

How Outcomes Are Measured

The Program Development Division measures outcomes by the following methods:

Activity	Measure
Maintain and improve product infrastructure	<ul style="list-style-type: none"> • Tracking project/product development data • Convert forms to new software for improved functionality • Increase form availability in an electronic medium • Develop new web site for on-line knowledge asset accessibility • Develop and implement customer feedback within intranet site
Provide program and policy development products/services to assist customer departments in meeting their FY 06/07 business plan objectives	<ul style="list-style-type: none"> • Customer feedback. • Effectiveness of improvements to programs, policies and procedures • Effective service outcomes of customer goals

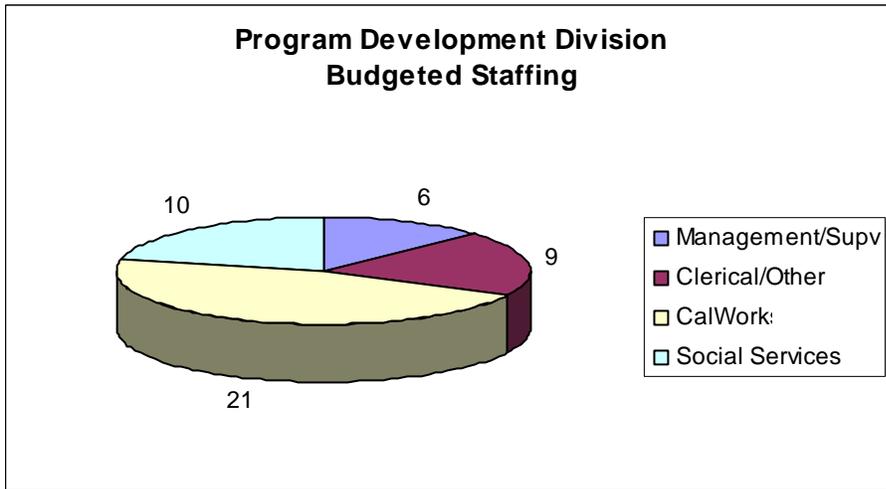
Program Information

The Program Development Division (PDD) performs a wide range of program and policy development support services for Human Services (HS) and other County department 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 Human Services departments.

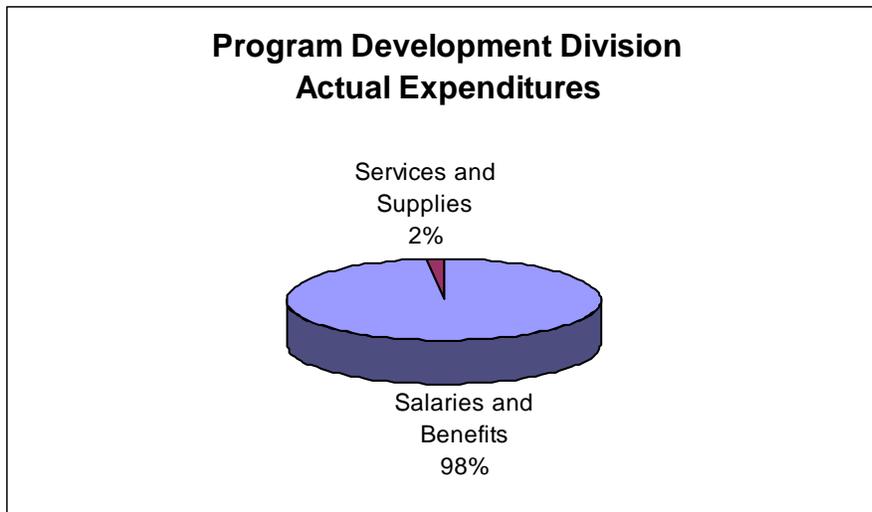
The division coordinates the implementation of adopted legislation, regulations and recommendations; initiates and maintains contact with federal, state and other county officials to ensure accurate implementation of state regulations; reviews and determines the potential impact of proposed and enacted federal and state regulatory/legislative changes on specific programs and services, providing recommendations and impact analysis to customers; facilitates cross-functional teams and stakeholder groups to exchange information regarding program planning and operational development; conducts and coordinates comprehensive research and analytical studies of program and operational activities; organizes, coordinates, and monitors progress of special projects and provides reports for HS management; assists in the preparation of contract solicitations and monitoring of contract program compliance; prepares reports and recommendations for appropriate action based on research and studies; prepares grant applications and proposals; assists in monitoring grants to ensure compliance with all programmatic and administrative objectives; provides assistance to customer department management concerning program related questions or complaints received from the public or community stakeholders; and acts as operational, programmatic or technical expert for the various HS programs.

Staffing Information 2005/2006

Total staffing is approximately 46 employees.



Budget Information 2005/2006

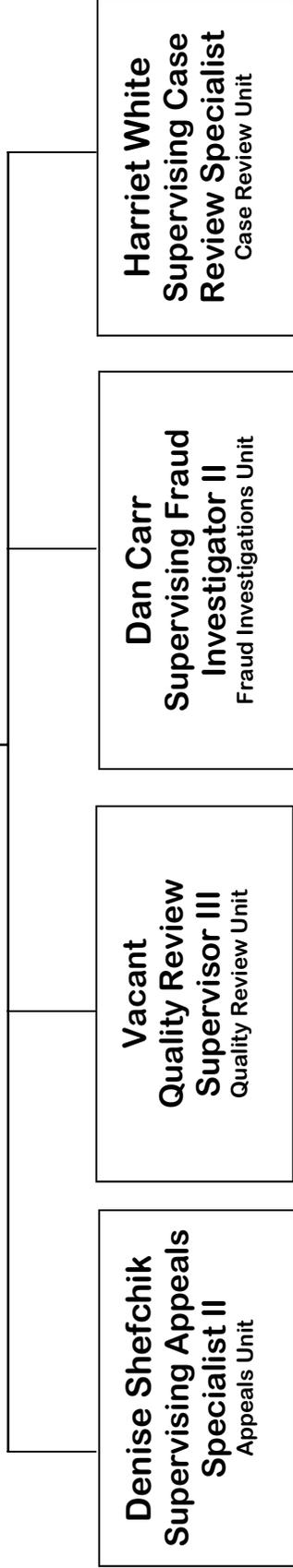


Salaries and Benefits	\$3,228,011
Services and Supplies	\$55,132
Total	\$3,283,143

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 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.

The Program Integrity Division 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 2005/2006

The Program Integrity Division accomplished the following in 2005/2006:

Division-wide

- √ Many of our staff members applied for and were accepted to the County Management Leadership Academy.
- √ The division is continuing to see staff promote out to various highly responsible positions in other departments thanks to the skills they cultivate while working at PID.
- √ Completed special studies of departmental policies.
- √ Provided vital information for Risk Management use in on-going 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

- √ Transitioned to a new critical incident management system.
- √ Upgraded the Case Review Unit website.
- √ Completed 112 case reviews, improving completion time to an average of 87 days.

Accomplishments for 2005/2006 continued...

Case Review Unit (continued)

- ✓ Completed the Department of Children's Services Orientation and Induction overview.

Quality Review Unit

- ✓ Provided TAD with a timely continuous flow of information on which to base corrective action. This information assisted TAD in achieving a 2.46% Food Stamp Program error rate for federal fiscal year 2004/2005.
- ✓ Provided FNS 310 Handbook training to TAD Corrective Action supervisors.
- ✓ Developed the TAD/QC server to enhance communication between TAD and QRU.
- ✓ Completed 6,376 Early Fraud Detection home calls. 34% of those completed identified discrepant information. Home call staff partnered with TAD, completing 890 ABAWD/FSET database reviews.
- ✓ Completed 35,811 Time Limit case reviews.
- ✓ Completed 20,592 Income Eligibility Verification System (IEVS) matches.
- ✓ Completed 4,345 second-party reviews of CalWORK and Food Stamp cases.
- ✓ Completed 1,782 Welfare to Work reviews.

Appeals Unit

- ✓ Received and processed 6,963 requests for hearing. 65% of all requests were resolved without the need for a hearing.
- ✓ Of the hearing decisions received and heard by Administrative Law Judges, 63% were decided in favor of the County's decision.
- ✓ Successfully implemented and enhanced a structured training program for new appeals specialists.
- ✓ Maintained a 63% success rate in hearings while handling a 15% increase in the number of hearing requests received in previous year.



Fraud Investigation Unit (FIU)

- ✓ Implemented an investigative services pilot project for IHSS.
- ✓ Completed research and developed a draft of the new Policy & Procedure Manual for FIU.
- ✓ Implemented and completed a successful pilot project with Child Support Services.
- ✓ Developed and implemented several progressive and innovative investigative projects: Out-of-State EBT, Operation DAD, the Trona and Needles project.
- ✓ Developed the first formalized training program for newly hired investigators.



Goals for 2006/2007

The Program Integrity Division established the following goals for 2006/2007:

Division-wide:

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

Case Review Unit:

- Continue to provide data of special interest to department heads and management.
- Hold quarterly discussions with department heads and stakeholders to review critical incident trend analysis.

Quality Review Unit:

- Develop written procedures that will increase our responsibility for reporting the work participation rate to TAD and the state.
- Successfully transition hardcopy Income Eligibility Verification System (IEVS) reports to softcopy through C-IV.
- Utilize Quality Circles as a vehicle for teamwork, enhancing the performance of the duties that are assigned, communications, and improving the work environment.

Appeals Unit:

- Work with C-IV to develop and implement reports specific to hearing information.
- Update the Appeals Resource Manual.
- Continue to work on communication with all departments served.
- Continue to increase the hearing success rate.

Fraud Investigation Unit:

- Complete the new Policy & Procedure Manual and make it available to staff members.
- Develop new Internal Security Program with new and innovative proactive approaches to detecting internal fraud.
- Continue the IHSS pilot project and track specific program outcomes.

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
<u>Quality Review:</u> <ul style="list-style-type: none"> • Ensure accuracy of customer benefits issued • Provide analysis tool to TAD to proactively decrease payment errors 	<ul style="list-style-type: none"> • Customer feedback • 50% decrease in payment errors
<u>Appeals:</u> <ul style="list-style-type: none"> • Increase percentage of hearing decisions in favor of the County • Provide TAD/DAAS with analysis of issues resolved outside of hearings 	<ul style="list-style-type: none"> • 2% increase in favorable hearing decisions • 3% reduction in number of hearings requested
<u>Case Review:</u> <ul style="list-style-type: none"> • Provide critical incident investigations and reports • Ensure usefulness of reports to County departments 	<ul style="list-style-type: none"> • Satisfactory rating as indicated by customer feedback • Customer feedback
<u>Special Investigations:</u> <ul style="list-style-type: none"> • Provide prompt, comprehensive, concise information to ensure accuracy of benefits issued 	<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.

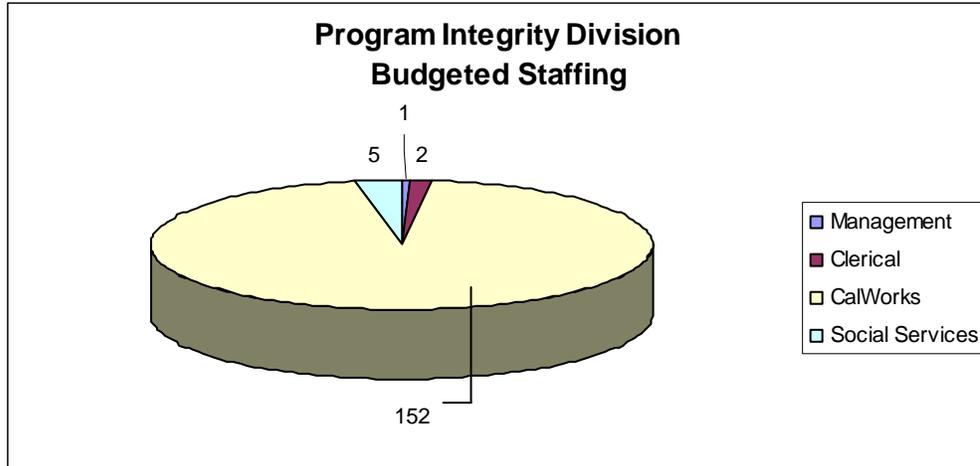
Case Review Unit conducts specialized case reviews, at the direction of County Counsel.

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.

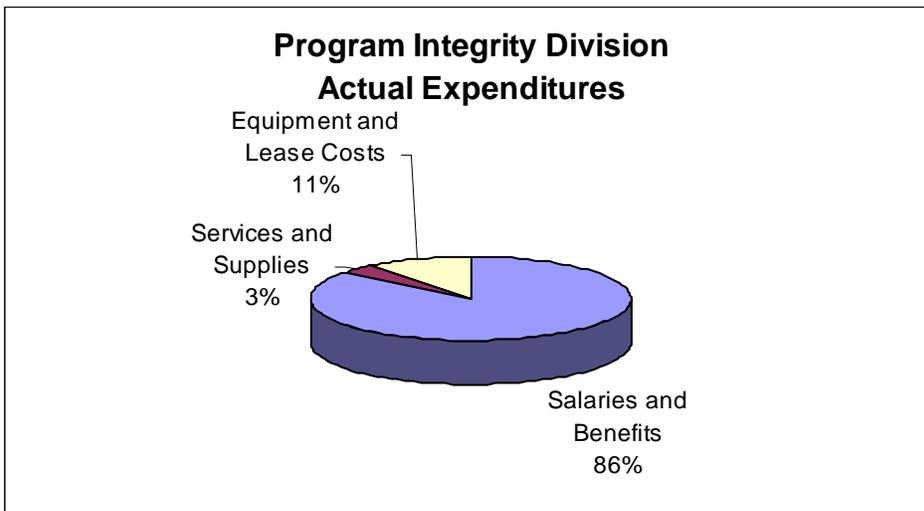
Appeals Unit represents the County in administrative hearings in which public assistance case decisions are disputed by the clients; initiates requests for administrative disqualification hearings; investigates recipient civil rights complaints; receives and resolves or refers elsewhere for resolution,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

Staffing Information 2005/2006

Total staffing is approximately 160 employees.



Budget Information 2005/2006



Salaries and Benefits	\$10,538,828
Services and Supplies	\$414,046
Equipment and Lease Costs	\$1,338,469
Total	\$12,291,343

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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