



2012 Annual Report

San Bernardino County Human Services

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



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A message from Human Services...



Welcome to the 2012 San Bernardino County Human Services (HS) Annual Report. San Bernardino County HS is comprised of nine departments, which serve public and private efforts to ensure that our county's citizens who are most in need become healthy and productive members of society.

The economy of the past few years has greatly impacted caseloads for most programs, while the state and federal governments have not increased funding to administer these programs. Despite the impact on workload, HS staff remain committed to providing services to the county's most needy. Following is a description of the services we offer.

[Department of Aging and Adult Services \(DAAS\)](#)

Provides protective, in-home and nutrition support, Ombudsman services and training and employment services for seniors. It also includes the Public Guardian/Conservator.

[Department of Behavioral Health \(DBH\)](#)

Provides mental health, alcohol and substance abuse services to county residents who are experiencing major mental illness, substance abuse and other addictions.

[Department of Child Support Services \(DCSS\)](#)

Provides child support enforcement including establishing court orders for paternity and child support, locating parents and assets to enforce court orders, and collecting support payments.

[Children and Family Services \(CFS\)](#)

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

[Children's Network \(CN\)](#)

Provides services to at-risk children by improving communications and planning, coordinating and collaborating with agencies who serve children.

[Preschool Services Department \(PSD\)](#)

Provides Head Start and state preschool early childhood education, services to children with special needs, information, advocacy and referral services.

Assistant Executive Officer

Department of Public Health (DPH)

Provides a diverse range of services for all county residents to ensure a healthy quality of life in the community.

Transitional Assistance Department (TAD)

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

Veterans Affairs (VA)

Provides assistance to veterans with claims, information and referral services, advocacy and outreach.

Management Services

Human Services also has eight Management Services divisions that support the work of our nine departments.

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

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

Linda Haugan,

Human Services Assistant Executive Officer

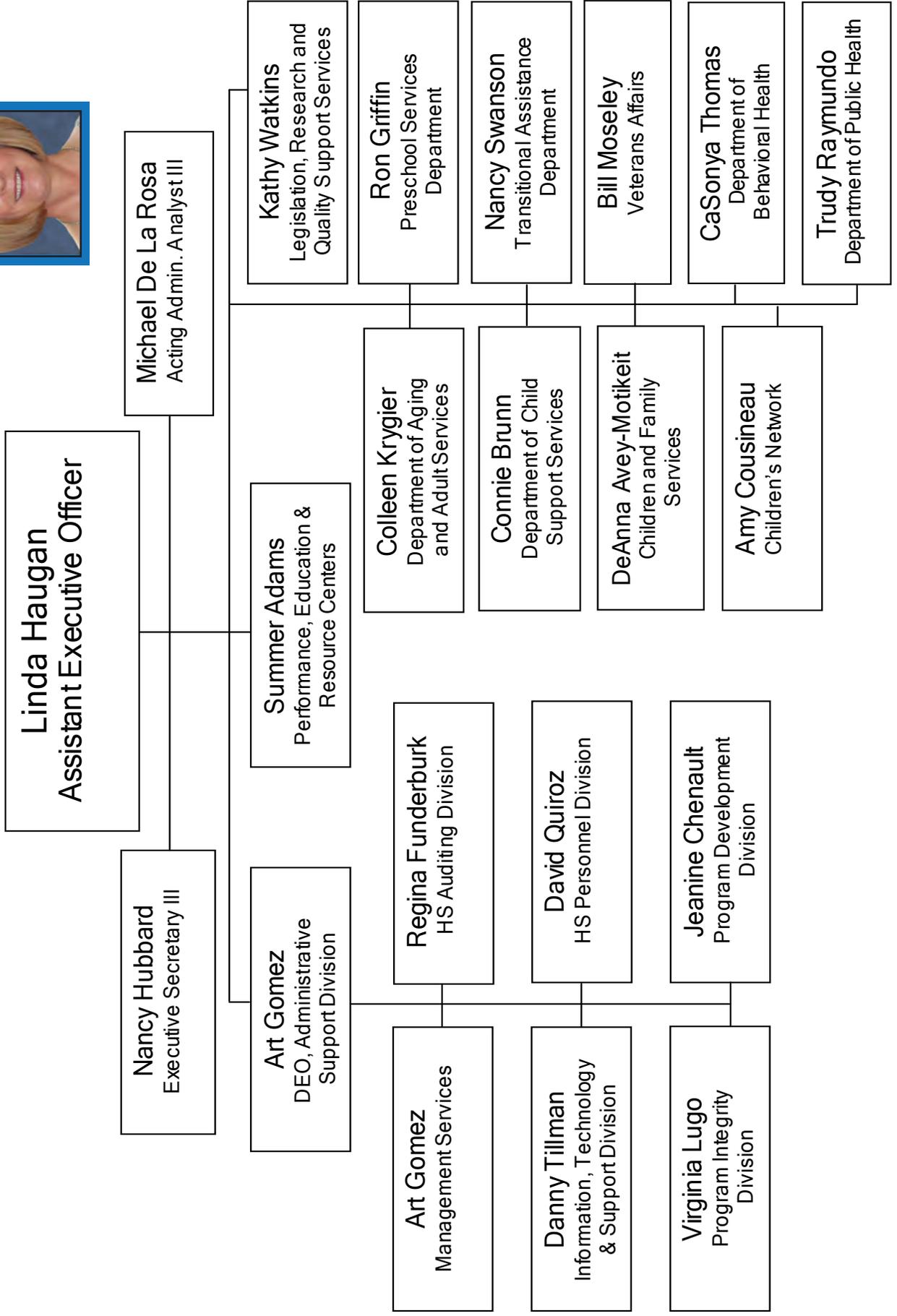
MISSION STATEMENT

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



AAA	Area Agency on Aging
APS	Adult Protective Services
ARMC	Arrowhead Regional Medical Center
BOS	Board of Supervisors
C-IV	Consortium IV (Establishing multi-county Automated Welfare System)
CAAHL	Child and Adult Abuse Hotline
CACI	Child Abuse Central Index
CalFresh	Formerly Food Stamps Program
CalWORKs	California Work Opportunities for Kids
CAO/CEO	County Administrative Office/County Executive Officer
CalMHSA	California Mental Health Services Authority
CAPIT	Child Abuse Prevention, Intervention and Treatment
CASE	Coalition Against Sexual Exploitation
CBO	Community-Based Organization
CDA	California Department of Aging
CDSS	California Department of Social Services
CHEAC	County Health Executives Association of California
CMHDA	California Mental Health Directors Association
CMS	Case Management System
CMS	Centers for Medicaid and Medicare Services
CPS	Child Protective Services
CRO	Community Relations Office
CSC	Customer Service Center (TAD)
CWDA	County Welfare Directors Association
CWS	Child Welfare Services
DBH	Department of Behavioral Health
DFSP	Disaster Food Stamp Program
DPH	Department of Public Health
EBT	Electronic Benefits Transfer
ECM	Enterprise Content Management
EHS	Early Head Start (Preschool Services)
EHS	Environmental Health Services
EL	Educational Liaison
ESP	Employment Services Program

Human Services

HS	Human Services
IHSS	In-Home Supportive Services
ILP	Independent Living Program
LPS	Lanterman-Petris-Short
LIHP	Low-Income Health Program
MCRS	Medi-Cal Case Review System
MDT	Multi-Disciplinary Team
Medi-Cal	California's Medicaid Program
MEDS	Medi-Cal Eligibility Determination System
MHSA	Mental Health Services Act
MOSS	Microsoft Office SharePoint Server
MOU	Memorandum of Understanding
NACo	National Association of Counties
OAA	Older Americans Act
PACE	Process Approach to Case Excellence
PEI	Preschool Early Intervention
PII	Personally Identifiable Information
PSSF	Preserving Safe and Stable Families
RLA	Regional Lead Agencies
SART	Screening, Assessment, Referral and Treatment
SCSEP	Senior Community Service Employment Program
SIA	Senior Information and Assistance
SIP	Systems Improvement Plan
TANF	Transitional Assistance for Needy Families
TAY	Transitional Age Youth
TB	Tuberculosis
TDM	Team Decision Making
TOP	Training Online Program
USDVA	United States Department of Veteran Affairs
VITA	Volunteer Income Tax Assistance
VSR	Veterans Service Representative
WEX	Work Experience Program
WIC	Women, Infants and Children
WPR	Work Participation Rate
WTW	Welfare To Work

GLOSSARY OF ACRONYMS

NACO AWARDS



The following Human Services departments were awarded the **2012 National Association of Counties Achievement Award**.

For a list of all award recipients, visit:

www.naco.org/programs/recognition and click on Achievement Awards.

DBH

- Elevate Program
- Peer-Driven Room and Board Advisory Coalition
- Residentially-Based Services Pilot Program in partnership with Children and Family Services
- Developing Tomorrow's Leaders Today

DCSS

- Dialing for Dollars Program in partnership with the Transitional Assistance Department

DPH

- Development of a Mobile Website Increases Public Accessibility to Environmental Health Services

TAD

- CalFresh Senior Outreach Partnership in collaboration with the Department of Aging and Adult Services
- Technical Employment Training

CONGRATULATIONS TO ALL!

Human Services

- *Aging and Adult Services*
- *Behavioral Health*
- *Child Support Services*
- *Children and Family Services*
- *Children's Network*
- *Preschool Services*
- *Public Health*
- *Transitional Assistance*
- *Veterans Affairs*

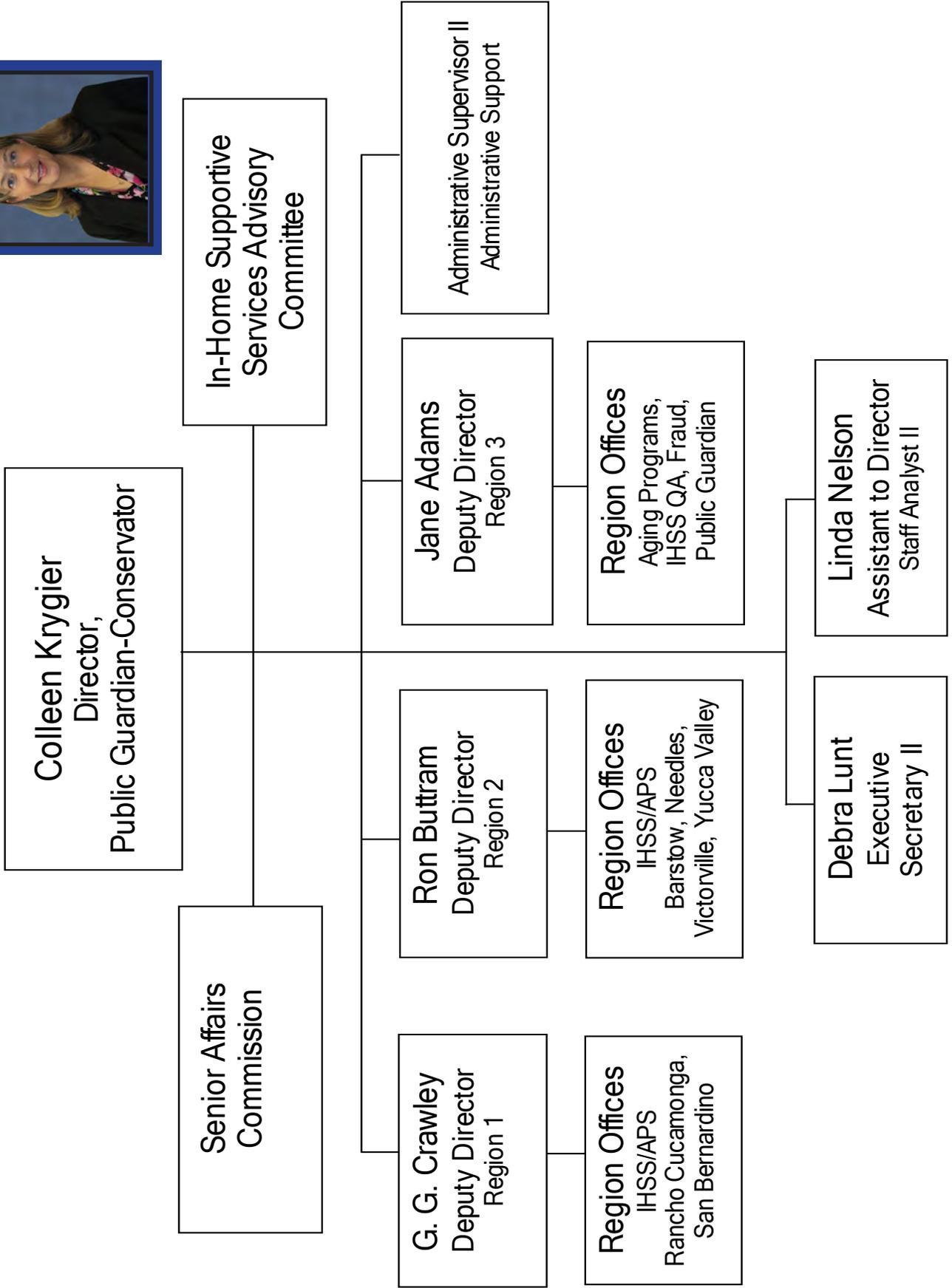
*This Annual Report reflects the Human Services organizations and services as of June 30, 2012.

Department of Aging and Adult Services - Branch Offices



- 1 Barstow
536 East Virginia Way (760) 256-5544
- 2 Fontana-Senior Information & Assistance Services Only
8572 Sierra Ave. (909) 829-8515
- 3 Needles
1300 Bailey Ave. (760) 326-9328
- 4 Rancho Cucamonga
9445 Fairway View Pl., Ste. 110 (909) 948-6200
- 5 Redlands-Public Guardian - Conservator Office
222 W. Brookside Ave. (909) 798-8500
- 6 San Bernardino
686 E. Mill St., 1st Floor (909) 891-3700
- 7 Victorville
17270 Bear Valley Rd., Ste. 108 (760) 843-5100
- 8 Yucca Valley
56357 Pima Trail (760) 228-5390

Department of Aging and Adult Services





Mission *The Department of Aging and Adult Services (DAAS) provides services to 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.*

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

Adult Programs - Under the direction of the California Department of Social Services (CDSS), DAAS administers two major programs.

The In-Home Supportive Services (IHSS) program provides in-home personal and domestic services which enable persons to remain independent in their homes and without which they would be at risk of out-of-home placement.

The Adult Protective Services (APS) program provides emergency response to referrals of possible elder and dependent adult abuse and neglect, and provides investigations, reports to law enforcement, crisis intervention, and links to services for at-risk elders and dependent adults.

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

The programs under the OAA include Senior Information and Assistance (SIA), Senior Nutrition, Senior Employment, and Long Term Care Ombudsman.

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

Accomplishments for 2011/2012

DAAS accomplished the following in 2011/2012:

- √ Received 2012 National Association of Counties (NACo) Achievement Award in conjunction with TAD for the CalFresh Outreach Partnership. The number of seniors receiving CalFresh benefits increased by 25.6% after implementation of this program.

Accomplishments for 2011/2012 continued...

- √ Provided 2,650 seniors with nutrition education.
- √ Provided 369,644 congregate meals served in senior centers throughout the county and 390,462 home delivered meals to home-bound seniors.
- √ Contacted 17,232 individuals providing information on services available to seniors.
- √ Ombudsman program provided 126 community education sessions; distributed educational materials to 3,455 individuals; attended 51 resident and family council meetings; investigated 2,633 complaints; participated in 2,629 monitoring visits; provided 2,480 training sessions for caregivers and 355 training sessions for professionals.
- √ Ombudsman Program has generated \$121,500 in Citation Penalty Funding - funding comes from reports made on Nursing Homes and Residential Care facilities that have gross violations of policy/procedures.
- √ Aging staff members work with various partners to provide Volunteer Driver program to seniors and disabled adults who live in rural areas of the county and who do not have access to transportation and would otherwise be home-bound.
- √ The Department of Social Work at California State University, San Bernardino (CSUSB) surveyed 400 seniors about their use of the internet through a collaborative partnership with CSUSB. DAAS served on the Department of Sociology's Community Advisory Group for the Custodial Grandparents Intervention Study.
- √ Held the 25th Annual Adult Protective Services MDT Conference with over 245 attendees.
- √ Published the first Elder Death Review Team report for review years 2009/10.
- √ Published the Elder Abuse Protocol, a multi-agency protocol that deals with adult protection issues.
- √ Implemented new DAAS Case Management System (DCMS) that replaced the Adult Protective Services data system.

Goals for 2012/2013

DAAS established the following goals for 2012/2013:

Adult Programs

1. Assist at-risk adults and frail elderly to maintain independence and live safely in the least restrictive environment.
2. Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life.

Aging Programs

1. Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance.

Public Guardian

1. Ensure Public Guardian provides timely and accurate financial support to conservatees.

How Outcomes Are Measured

DAAS measures outcomes by the following methods:

Activity	Measure
Assist at-risk adults and frail elderly to maintain independence and live safely in the least restrictive environment	<ul style="list-style-type: none">• Complete 90% of the annual re-evaluations process for IHSS customers within state time frames
Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life	<ul style="list-style-type: none">• Respond to emergency APS referrals within state mandated time frames
Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance	<ul style="list-style-type: none">• Increase individual customers contacted by Senior Information and Assistance by 8 percent
Ensure Public Guardian provides timely and accurate financial support to conservatees	<ul style="list-style-type: none">• Pay 85% of conservatees' bills within ten days of receipt

Program Information

Adult Programs:

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

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

Aging Programs:

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

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

Program Information continued...

Senior Information and Assistance (SIA) - Provides information and assistance to help senior citizens solve problems and learn about opportunities, services, and community activities. The program provides assistance and advocacy by making contact with various organizations that can provide needed services to seniors. Follow-up and evaluations are provided to ensure the senior is receiving appropriate services. Individuals can be connected to the SIA office nearest to their location by calling 1-800-510-2020, toll free. SIA offices are open Monday through Friday during normal business hours.

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

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

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

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

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

Program Information continued...

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

Public Guardian/Conservator:

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

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

Statistical Information

Program	Statistical Information 2011/12
APS	Average 632 reports of elder or dependent adult abuse monthly
IHSS	Average 20,333 open cases monthly
SCSEP	Average 38 eligible seniors
SIA	Average 1,436 contacts per month
MSSP	Average 275 cases per month

Caseload by Program

Caseload by Program	Workload Indicators
IHSS - Open Cases	20,333
APS Referrals	632
APS Open Cases	1,038
MSSP Cases	275
Public Guardian - Probate Cases	136
Public Guardian - LPS Cases	398



Testimonial

“The In-Home Supportive Services program has meant so much to me and my daughter. My daughter, Noelle is the client and I am her provider. IHSS has helped me in many ways over the years; since 1993. First of all,



the program allows our household the monetary contribution that has let me be at home with Noelle. I have to assist her with everything including bathing, dressing, toiletry, cooking, cleaning, etc. If I wasn't there to watch her, she sometimes gets herself in trouble. It has meant so much to me to keep Noelle home.

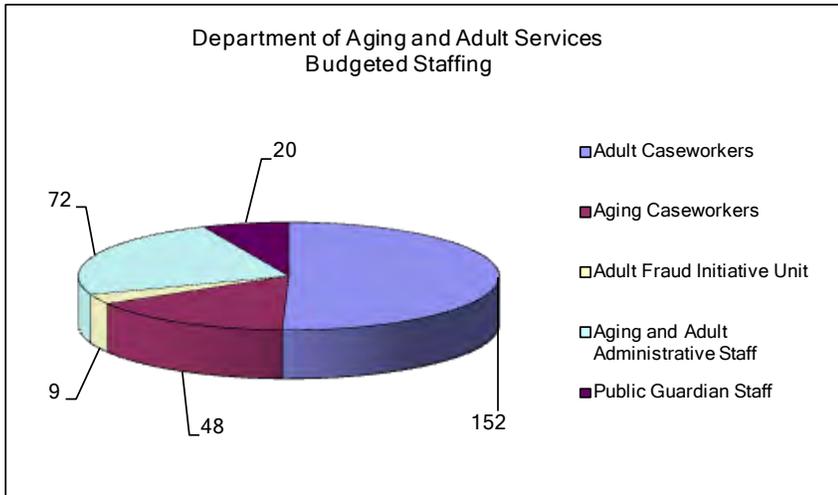
I've had some ups and downs over the years with different programs such as Social Security and Medi-Cal. My IHSS Social Worker has been there to assist me and guide me in overcoming those difficulties. We've had the same IHSS Social Worker for years and it means so much to me that Noelle is comfortable with her. When folks from other programs come to visit us in our home, Noelle can get anxious and upset, but she is so calm with her IHSS Social Worker. I wouldn't trade IHSS and our Social Worker for a bag of gold!”

--Peter Paniz



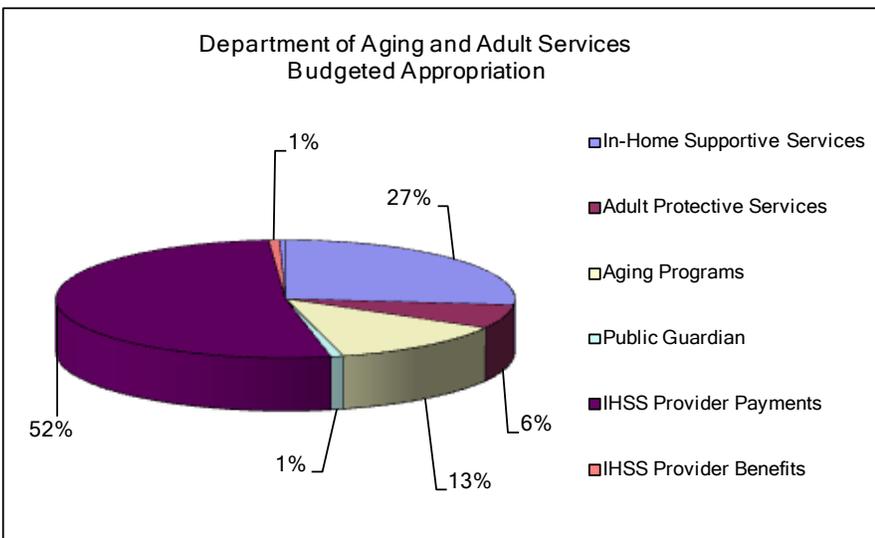
Staffing Information 2011/2012

Total staffing is approximately 301 employees.



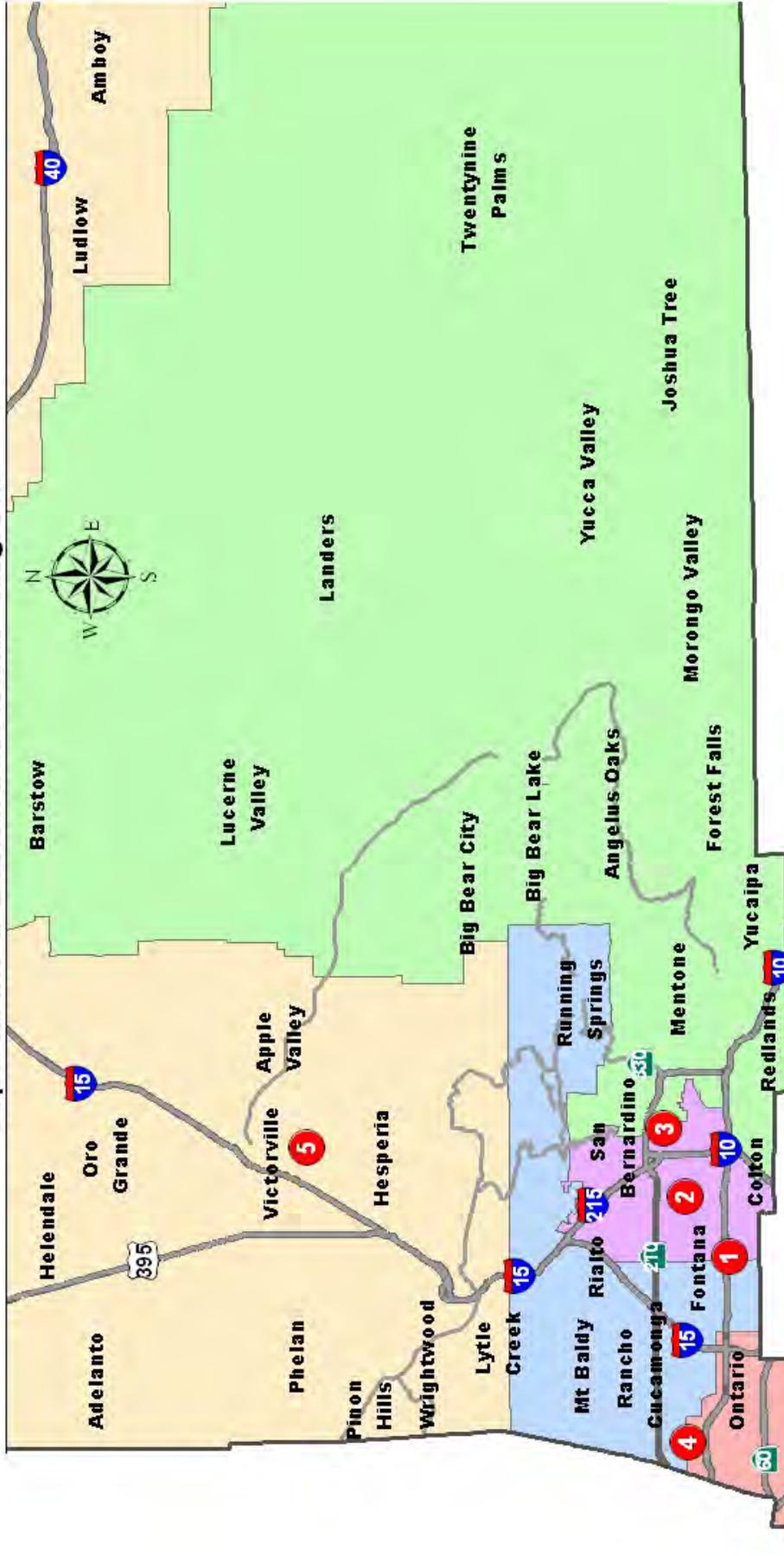
Budget Information 2011/2012

The department budget for FY 11/12 is \$72,192,522.



In-Home Supportive Services	\$19,238,378
Adult Protective Services	\$4,741,550
Aging Programs	\$9,174,377
Public Guardian	\$644,679
IHSS Provider Payments	\$37,547,105
IHSS Provider Benefits	\$557,016
IHSS Public Authority	\$289,417
Total	\$72,192,522

Department of Behavioral Health - Regions

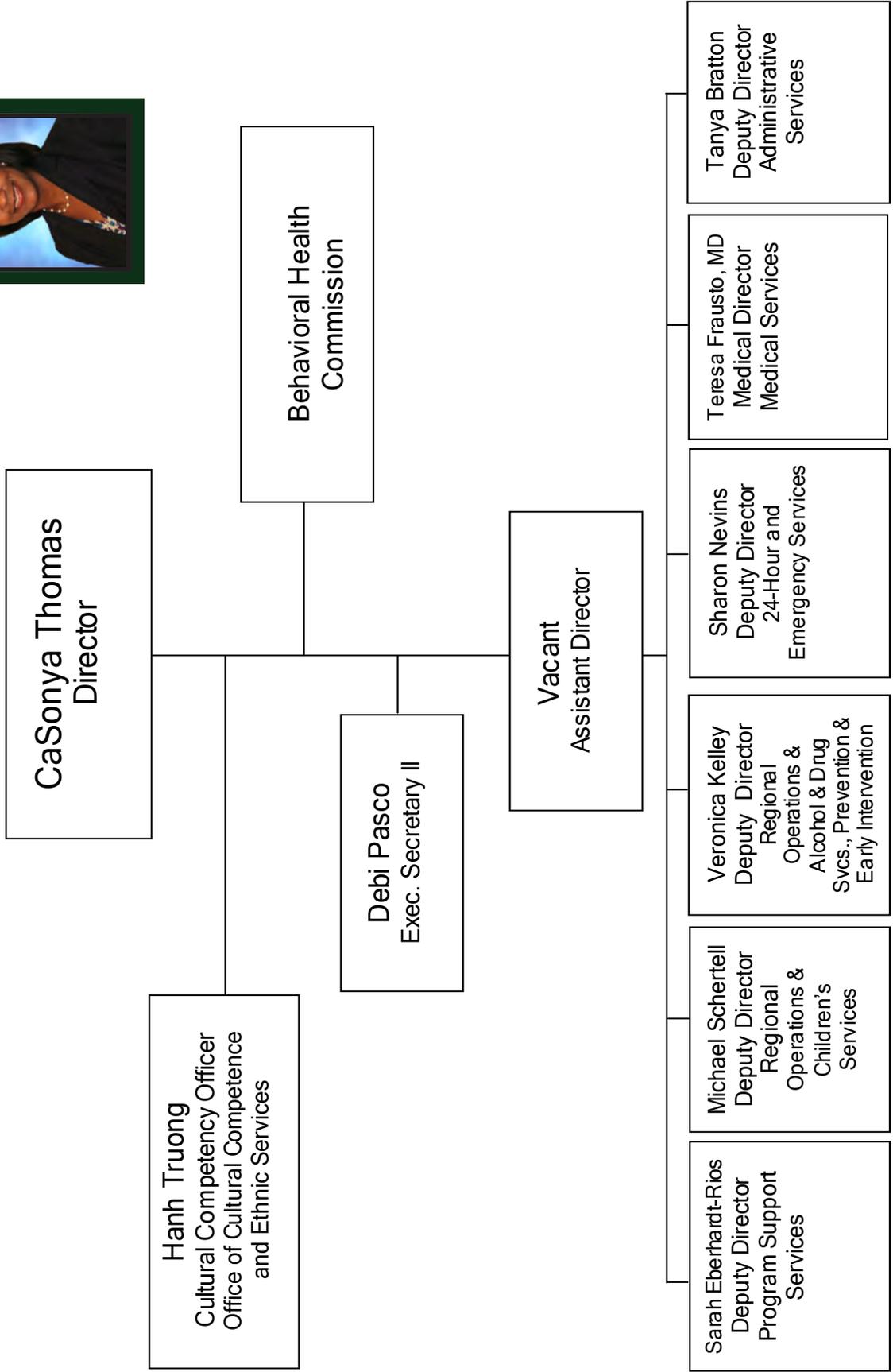
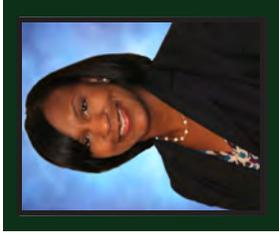


- | | | |
|--|---|---|
| Central Valley Region | East Valley Region | Desert Region |
| 1 Vista Community Counseling
17216 Slover Ave., Bldg. L
Fontana (909) 854-3420 | 3 Phoenix Community Counseling
820 E. Gilbert St.
San Bernardino (909) 387-7200 | 5 Victor Valley Behavioral Health
12625 Hesperia Rd.
Victorville (760) 955-1777 |
| County of San Bernardino Health Services | West Valley Region | |
| 2 Mesa Counseling Center
850 E. Foothill Blvd.
Rialto (909) 421-9200 | 4 Upland Community Counseling
934 N. Mountain, Ste. C
Upland (909) 579-8100 | |

Legend

DBH Offices

Behavioral Health



Department of Behavioral Health Services



Mission *The County of San Bernardino Department of Behavioral Health (DBH) programs strive to be recognized as a progressive system of seamless, accessible and effective services that promote prevention, intervention, recovery and resiliency for individuals, families and communities.*

Description DBH and its contract partners are responsible for providing mental health, alcohol and substance abuse services to county residents who are experiencing major mental illness, substance abuse and other addictions. DBH and its contract partners provide treatment, which may include psychiatric medical services, to all age groups with primary emphasis placed on treating seriously emotionally disturbed children, youth and their families, adults, and older adults who are experiencing serious mental illness. Another integral part of the behavioral health service delivery system consists of specialized programs including prevention and early intervention, crisis intervention services, workforce education and training, homeless services, and the Offices of Consumer and Family Affairs and Cultural Competence and Ethnic Services.

The County of San Bernardino has a Behavioral Health Commission that is appointed by the Board of Supervisors (BOS), in accordance with the Welfare and Institutions Code 5604. The Behavioral Health Commission provides the advisory link between the BOS and DBH in providing public input into the delivery of public mental health services to the communities within the county.

DBH collaborates with agency partners through contracts, agreements and Memorandums of Understanding (MOU) to maximize the provision of available behavioral health services to the approximately 2,000,000 residents living in the County of San Bernardino. DBH currently manages close to 400 contractual agreements for the delivery of mental health and substance abuse services.

Accomplishments for 2011/2012

DBH accomplished the following in 2011/2012:

- √ Established an MOU with State Department of Rehabilitation for Employee Training of DBH Consumers.
- √ Offered the Elevate Technical Assistance and Capacity Building program for local organizations.
- √ Established regular ongoing communication with CalMHSA to implement the following statewide projects at a local level:
 - » Student Mental Health initiative
 - » Suicide Prevention

Accomplishments for 2011/2012 continued...

- √ Successfully implemented ArrowCare (LIHP), a new optional healthcare program being established at the local level in California. DBH partnered with ARMC, DPH and TAD to enroll and establish eligibility for over 17,000 low-income individuals.
- √ Initiated Trauma Resiliency Model Training for over 50% of Community Crisis Services staff.
- √ Developed and implemented a case management model at all Probation Day Reporting Centers.
- √ Received the 2011 Council of Mentally Ill Offenders (COMIO) Best Practices Award for the Integrated New Family Opportunities (INFO) program.
- √ Received \$59 million in Mental Health Service Act (Prop. 63) funding to continue services of six components: Community Services and Supports-Community Program Planning; MHSA Housing Program; Prevention and Early Intervention; Workforce Education and Training; Capitol Facilities; Technology; and Innovation.
- √ Received four National Association of Counties (NACo) Achievement Awards:
 - » Elevate Program; Office of Prevention and Early Intervention
 - » Peer-Driven Room and Board Advisory Coalition; Patients' Rights
 - » Residentially-Based Services Pilot Program; DBH, CFS and County Probation
 - » Developing Tomorrow's Leaders Today; Workforce Education and Training; Loma Linda University School of Social Work

Goals for 2012/2013

DBH established the following goals for 2012/2013:

1. Expand services of all Family Resource Centers and the Native American Resource Center to include a community health worker at each site.
2. Finalize the prototypes of three inter-active data dashboards that will provide "data on demand" for administration and management decision-making.
3. Integrated Health and Managed Care - Achieve closer integration and coordination between physical healthcare and mental health services at designated sites throughout DBH.
4. Extend Crisis Intervention Training to additional partnering agencies (i.e. County Probation Department and County Fire Department).

How Outcomes Are Measured

DBH outcomes are evaluated through various methods to ensure accomplishment of department goals. Data is collected from several resources including the DBH practice management system, client surveys, and program-specific data sources. DBH regularly rendered treatment success and customer satisfaction. DBH measures outcomes by the following methods:

Activity	Measure
Expand services of all Family Resource Centers and the Native American Resource Center to include a community health worker at each site	<ul style="list-style-type: none"> The addition of a community health worker at each Family and Native American Resource Center
Finalize the prototypes of three interactive data dashboards that will provide data on demand for administration and management decision-making	<ul style="list-style-type: none"> Creation of three interactive dashboards
Achieve closer integration and coordination between physical healthcare and mental health services at designated sites throughout DBH, ARMC, IEHP and Molina	<ul style="list-style-type: none"> Formalization of a referral and information-sharing plan among these agencies
Extend Crisis Intervention Training to additional partnering agencies	<ul style="list-style-type: none"> Open mental health crisis training opportunities for Probation and Fire and measure by documenting number of staff who complete the training

Program Information

Adult and Older Adult Services - Offers a variety of services, which include medication support, psychotherapy, case management, crisis intervention, residential care, housing referrals, employment services, forensic services and consumer-run and peer support services through the Adult and Older Adult System of Care.

Alcohol and Drug Services - Provides a full range of substance abuse prevention, outpatient and residential programs throughout the county. Services include:

- › Outpatient Services
- › Detoxification
- › Residential Treatment
- › CalWORKs Mental Health Program
- › Recovery Centers
- › Perinatal Clinics
- › Partnership for Healthy Mothers and Babies

Program Information continued...

Children's Services - The Children's System of Care is a collaboration between the Department of Behavioral Health, public agencies and community-based organizations that provide a variety of services which include:

- » Centralized Children's Intensive Case Management Services (CCICMS)
- » Transitional Age Youth Services
- » School-Based Services
- » Juvenile Justice Services
- » Family Services for early identification of mental health needs of children in foster care

Crisis Services - The Community Crisis System of Care collaborates with law enforcement, hospital emergency departments and community partners to provide urgent psychiatric care to consumers in their communities. Services include:

- » Psychiatric diversion services are provided at ARMC and include a culturally competent screening and diversion of consumers who may not be in need of hospitalization, to a more appropriate level of care.
- » Community Crisis Response Teams and Crisis Walk-In Clinic staff consist of multi-disciplinary mental health professionals who provide crisis intervention services 24/7, both in the field and on-site, to seriously mentally ill individuals of all ages.

Medical Services - Provides Psychiatric Diagnostic Evaluations for the severely mentally ill. The Psychiatric team works in collaboration with a multi-disciplinary team and community providers including primary care to develop culturally/linguistically competent treatment plans. Therapies include medication management, crisis intervention and brief focused psychotherapies. Medical Services also provides education/training/clinical experience to future mental health/medical care providers in various teaching institutions in the county.

Office of Consumer and Family Affairs - To better include consumers and family members in the development of services provided by DBH, the department developed the Office of Consumer and Family Affairs which employs both a family member and a consumer as Peer and Family Advocates. The primary function of each is to:

- » assist consumers and family members in accessing services.
- » encourage family participation as a team member in the consumer's treatment plan.
- » connect consumers and family members with support agencies.

Program Information continued...

Office of Cultural Competence & Ethnic Services - The vast population growth in the County of San Bernardino has presented several cultural and linguistic challenges in providing behavioral health services. To address access barriers due to these challenges, the Office of Cultural Competence & Ethnic Services provides the administrative oversight for embedding and integrating cultural and linguistic competence across every program within the department. In addition, monitors adherence to federal, state, and local mandates for cultural and linguistic competence, and is responsible for developing, monitoring, and implementing the state-required Cultural Competency Plan (CCP).

Statistical Information

An extended range of program-specific services is provided to enhance the department's ability to promote wellness, recovery, and resilience.

Expanded Community-Based Programs	Number of people served through Full Service Partnership	Number of people served through system development	Number of people served through outreach and engagement
Success First: C1 (Wraparound)	905		
Integrated New Family Opportunities: C2	68	642	
One Stop: Transitional Age Youth: TAY-1	1,257	546	1,554
Clubhouse: A1		2,257	5,912
Forensics: A-2	195	66	
ACT: A-3	171		
Crisis Walk-In Clinics: A-4		8,847	
Triage: A-5		3,085	
Community Crisis Response Team: A-6		4,114	8,971
Homeless: A-7	1,083	919	273
ABET: A-8	74		
Agewise: Circle of Care System Development: OA-1		116	128
Agewise: Circle of Care Mobile Outreach: OA-2	18	569	612
Total Persons Served	3,771	21,161	17,450

Statistical Information continued...

Prevention and Early Intervention programs provide strategies, activities, and services designed to deter the onset of, or provide intervention early in the manifestation of, a behavioral health condition.

Prevention/Early Intervention Program	0-14 Years	15-25 Years	26-64 Years	65+ Years
Older Adult Community Services	0	0	0	11,096
Children Youth Connection	709	353	2,764	12
Student Assistance Program	46,975	5,806	5,418	92
Community Wellness and Enrichment	625	3,284	14,394	196
Military Services and Family Support Program	106	279	1,278	10
National Curriculum and Training Institute, Crossroads	3,804	5,531	3,964	241
Family Resource Center	20,804	5,726	17,425	876
Preschool PEI Program	1,013	0	240	0
Native American Resource Center	1,990	5,672	3,363	1,515
Promotores de Salud	220	676	8,976	507
Resilience Promotion in African American Children	3,730	15	183	0
Lift	196	0	193	0
Total Services	80,172	27,342	58,198	14,545

DBH serves the public by providing both mental health services and substance abuse services. Services include inpatient hospitalization, residential and outpatient services delivered through department clinics, contract agencies and the Managed Care Network.

	Mental Health Program	Alcohol and Drug Program
Total Number of Services	614,779	421,778
Age group of clients receiving Behavioral Health Services	Number of Clients Served	Number of Clients Served
0 - 15 Years (Children)	11,129	178
16 - 25 Years (Transitional Age Youth)	7,821	1,327
26 - 59 Years (Adults)	17,602	3,797
60+ Years (Older Adults)	1,620	153
Total	38,172	5,455

Testimonial

“My name is Cindy Messer. I came to the Department of Behavioral Health (DBH) as a consumer many years ago. When I first heard about peer support and clubhouses I was not very excited. I would go to the clubhouse but wouldn’t talk to anyone. I often didn’t care what I was wearing or if my hair was even brushed. Slowly I began interacting with my peers who also experienced mental illness. I became very interested in the arts and began running my own groups. Several years later, I was offered a position as a Peer and Family Advocate working in the clubhouses for DBH. I was afraid of being off of Social Security, so I chose to work part-time only. Recently, I was offered the opportunity to work full-time. This time, with the support of my family and colleagues, I accepted the position. I am now a full-time County employee. I assist consumers in finding resources, starting groups and daily social interaction. I am also an artist and my artwork has been displayed and honored throughout the County as well as the state. I even won a blue ribbon at the L.A. County Fair!

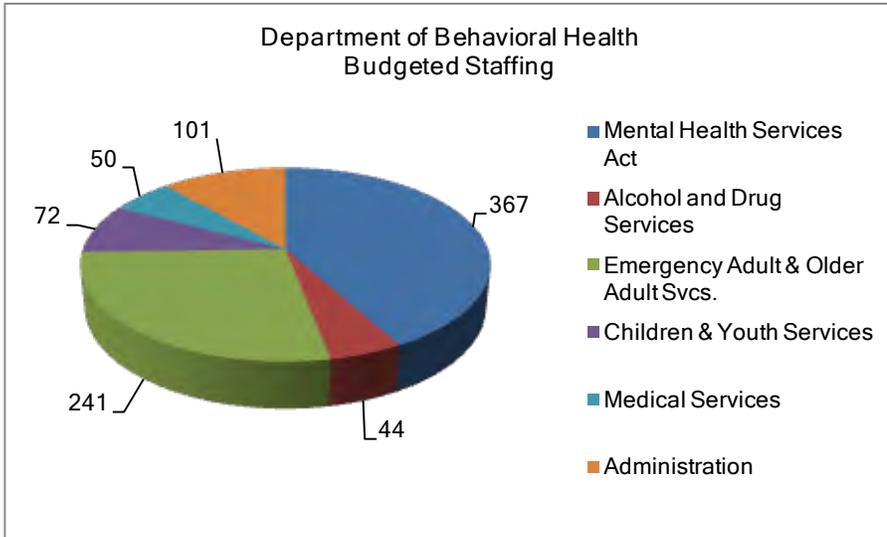
Recently I was awarded the Cultural Competency Excellence award for my work with consumers in culturally appropriate and respectful ways. I continue to look for ways to learn and grow. I have taken several art classes at the community college and was selected to participate in the Department’s Leadership Development Program. I have accomplished so many goals. I am now setting new goals for myself in coming years!”

--- Cindy Messer



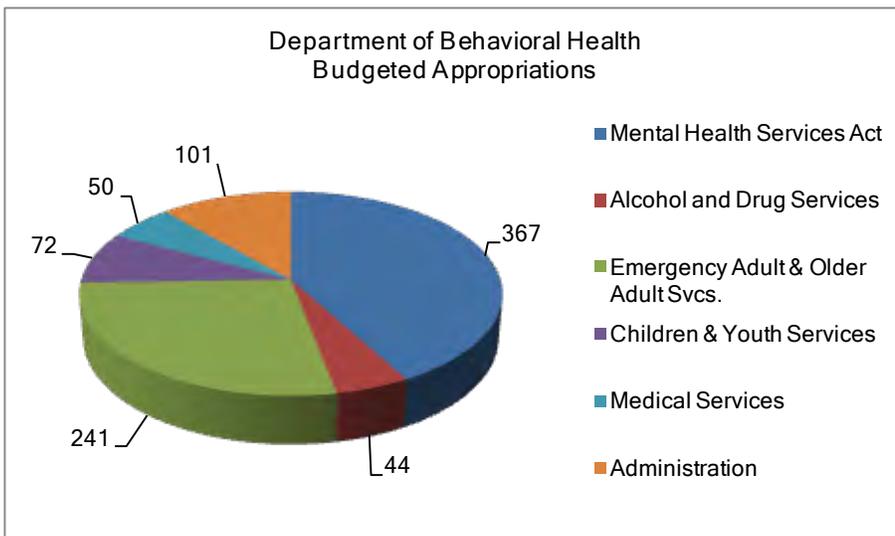
Staffing Information 2011/2012

Total staffing is approximately 875 employees.



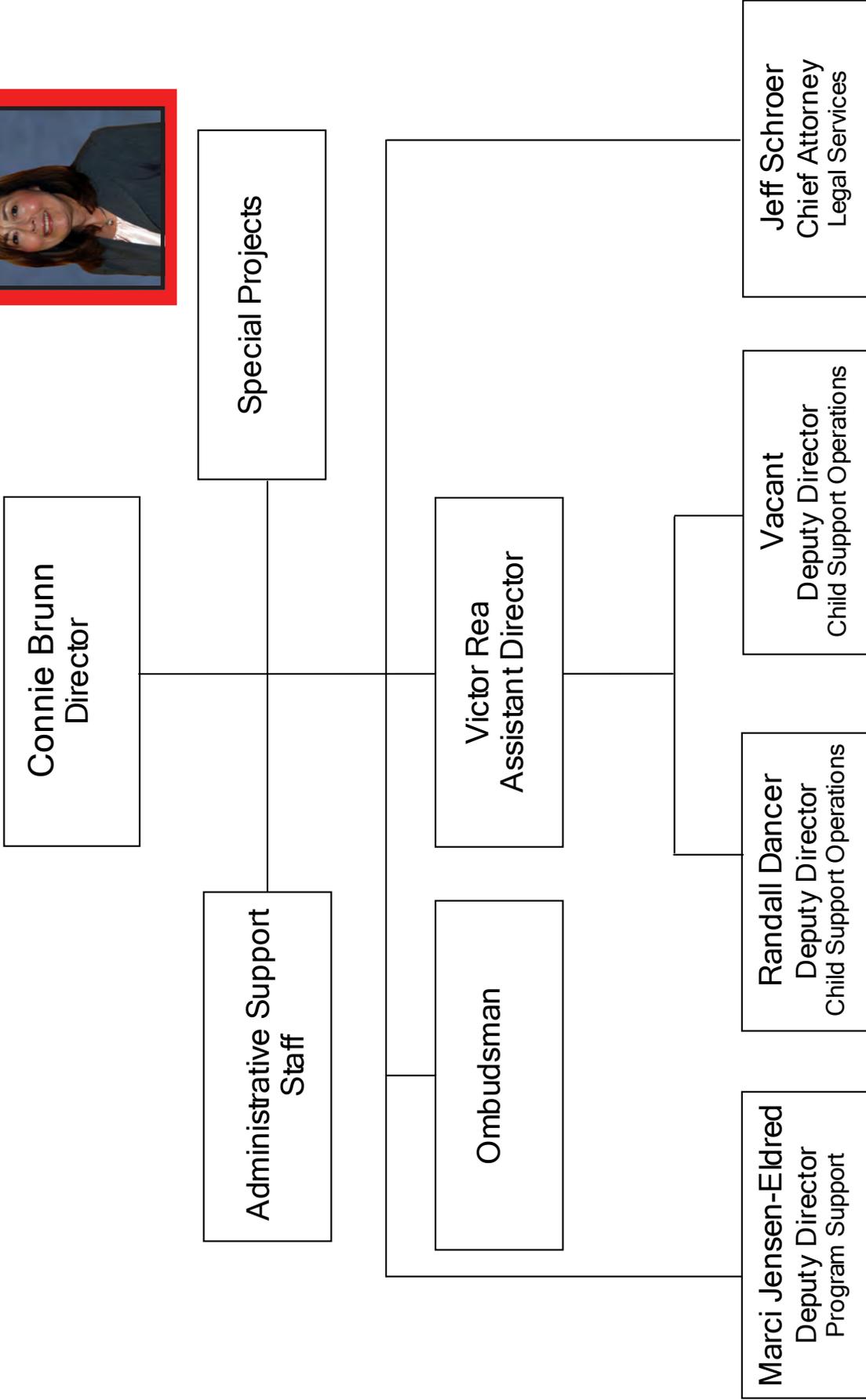
Budget Information 2011/2012

The department budget for FY 11/12 is \$216,938,666.



Mental Health Services Act	\$76,837,069
Alcohol and Drug Services	\$19,463,788
Emergency Adult & Older Adult Services	\$58,202,174
Children & Youth Services	\$35,567,995
Medical Services	\$12,856,006
Administration	\$14,011,634
Total	\$216,938,666

Department of Child Support Services



Department of Child Support Services



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

Description Basic program activities of DCSS include locating absent parents, establishing orders for monetary support and medical support pursuant to state guidelines, and enforcing and modifying those obligations when needed. Families receiving public assistance are required to participate in the Child Support Enforcement program and are paid the first \$50 of current support collected each month. The remainder is reimbursed to the state and federal governments for the public assistance paid to clients. Custodial parents who are not receiving public assistance may also receive program services and payments received are distributed directly to the custodial parent.

Accomplishments for 2011/2012

DCSS accomplished the following in 2011/2012:

- √ Collected \$169,104,107 in child support payments.
- √ Ranked second in the state in program cost effectiveness, distributing \$4.21 for each dollar in government funding provided to the department.
- √ Improved in all five child support program federal performance measures.
- √ Received the California Department of Child Support Services Directors' Excellence Award for exceeding all performance goals established by the State in Federal Fiscal Year 2011.
- √ Managed a caseload of over 117,000 cases providing comprehensive child support services including:
 - Established 10,279 court orders
 - Provided service to 194,580 customers in the call center
 - Conducted 63,715 interviews
- √ Completed the redesign of the department's website and introduced a new Facebook® page to provide more comprehensive program information to the public and the department's customers.
- √ Continued our efforts to ensure the availability of services to all county residents by assisting 199 customers with their child support-related issues at TAD offices located throughout the county.
- √ Conducted 15 outreach sessions at hospitals and birthing facilities throughout the county to increase awareness of the paternity declaration process.
- √ Continued our collaboration with the San Bernardino County Workforce Development Department to implement the Avenues to Employment program, providing employment-related services to unemployed non-custodial parents who are unable to meet their child support obligation.

Accomplishments for 2011/2012 continued...

- √ Conducted 12 customer education workshops for parents seeking information about modifying their order due to a change in circumstances.
- √ Conducted an outreach program for non-custodial parents with past due accounts, collecting overdue payments from 622 parents.
- √ Assisted recently-released parolees with child support cases by providing case-specific assistance to help them bring their case into compliance.
- √ Hosted eight Volunteer Income Tax Assistance free income tax preparation sessions to help eligible parents file and receive earned income tax credits and use the refunds to pay past due child support.

Goals for 2012/2013

DCSS established the following goals for 2012/2013:

1. Improve performance in the federal performance measures.
 - a. Paternity establishment percentage goal is 100%
 - b. Support order establishment goal is 88%
 - c. Current support collections goal is 62%
 - d. Cases with arrears collections goal is 65%
 - e. Cost effectiveness goal is \$4.21
2. Continue to evaluate changes to the statewide automated child support system and restructure business processes as appropriate to ensure optimum customer service and performance.
3. Monitor customer feedback to determine the quality of the service they receive and, where appropriate, take follow-up action to address customer issues.
4. Continue to implement early intervention case management strategies to promote increased collections and customer service.
5. Facilitate family-centered services by informing customers of available community resources which promote family self-sufficiency.

Testimonial

"This program has changed my life. I became permanently disabled and struggled for three years trying to find a place to live, pay for my utilities, transportation to my doctors, pay for prescriptions, while paying my child support arrearages.

Now there is a program, the 'Compromise of Arrears' program, which allows the non-custodial parent to work with the department on the arrears payments. I can now pay my rent and bills on time and see my doctor and pay for my medication.

The Child Support program saved my life. Because of this program, I am here and living my life.

I want to thank every single person who is involved with this program. You must know what a profound difference this has made in my life. Thank you all so very much."

--Stewart Embrey

How Outcomes Are Measured

DCSS measures outcomes by the following methods:

Activity	Measure
Improve performance by implementing new processes and modifying existing processes	<ul style="list-style-type: none">• Increase the percent of cases with support orders established to 88%• Increase the payment rate on cases with current support owed to 62%
Make effective use of the automated system to ensure compliance time frames are met	<ul style="list-style-type: none">• Meet 90% of key case processing time frames for compliance• Meet 95% data reliability standard for quarterly reviews
Direct resources to the most productive and efficient activities	<ul style="list-style-type: none">• Assist 100% of customers with newly established orders through implementation of focused early intervention activities

Program Information

Establishment of Paternity - Paternity may be established through voluntary acknowledgment by the biological parents or through determination by the court. Genetic testing is done in any case in which paternity is disputed. Establishment of paternity ensures that the child receives the same legal rights that would be provided to a child born to married parents.

Locate - Action to locate the non-custodial parent (NCP) must commence within 75 days of receipt of the case if the NCP's whereabouts are unknown, or his/her assets need to be located. Automated interface of data from state and federal sources occurs continuously and workers have access to a variety of information sources in order to establish and enforce child support orders.

Establishment of a Support Order - The establishment of a court order setting a payment amount for child support is necessary before collection action can commence. It is not always necessary for parties to go to court to establish an order. Orders can be established by mutual consent of the parties, subject to approval by the court. State guidelines are used to determine the amount of child support, taking into consideration the parents' incomes and the amount of time the child resides with each parent.

Enforcement and Collection - Most child support is collected through orders to withhold the NCP's wages. Other collection methods include: interception of federal and state tax refunds; attachment of unemployment compensation, disability payments and lottery winnings; liens on real and personal property; suspension of driver's licenses and other professional licenses; denial of passports; contempt-of-court actions; and criminal prosecution. A \$25 annual fee is charged on cases for which at least \$500 is collected within a one year period when the custodial parent has never received public assistance.

Program Information continued...

Review and Adjustment - Orders may be reviewed to ensure that the order reflects the NCP's ability to pay. Reviews are conducted when information is received indicating that there is a significant change of circumstances, or at least once each three years for cases in which the custodial parent is receiving public assistance.

Administrative Processes - Administrative processes are used as an alternative to the need for a court hearing when establishing or modifying a court order. Prior to establishment or modification of a child support order, NCPs are given the opportunity to meet with a caseworker to agree to a stipulation which eliminates the need for them to appear in court.

Early Intervention - A comprehensive early intervention program is conducted to engage NCPs in their child support case and promote successful case outcomes. NCPs are contacted at the time their case is opened to provide information regarding the program and answer questions they may have. Customers are also provided with an opportunity prior to the court hearing to meet with a caseworker to discuss the status of their case. Those customers who do not stipulate or appear at their hearing are contacted after their order is established to ensure they have full information regarding their new obligation. Customers whose accounts become delinquent are immediately contacted to address the delinquency.

Customer Service Activities - A number of services are available to assist customers with the management of their cases. Customers who live in outlying areas may visit nearby Transitional Assistance Department offices and meet with caseworkers via webcam to obtain assistance with their cases. Modification workshops are offered for customers who are interested in information about modification of their existing child support order. The department also participates in outreach events at locations throughout the county to provide program information and assist customers with their cases.

Customer Communication - Information about department services is available through a variety of sources, including the department's website and Facebook® page. The website includes a variety of online tools which customers can use to answer questions about their case or obtain program information. To further facilitate customer communication, the department provides Payment Answer Kits to non-custodial parents which provide program information and describe the various mechanisms available for making child support payments.

Statistical Information

Paternity Establishment

Children in caseload born out of wedlock as of June 30, 2012	98,102
Children with paternity established or acknowledged as of June 30, 2012	86,807

Support Order Establishment

Support orders established July 2011 - June 2012	10,279
Cases in caseload with a support order as of June 30, 2012	100,187

Current Support Collections

Total current support owed	\$184,860,236
Total current support collected	\$106,098,622

Arrears Collections

Cases with arrears due in fiscal year 2011/12 as of June 30, 2012	69,199
Cases paying towards arrears as of June 30, 2012	41,297

Total Collected (both current and arrears)

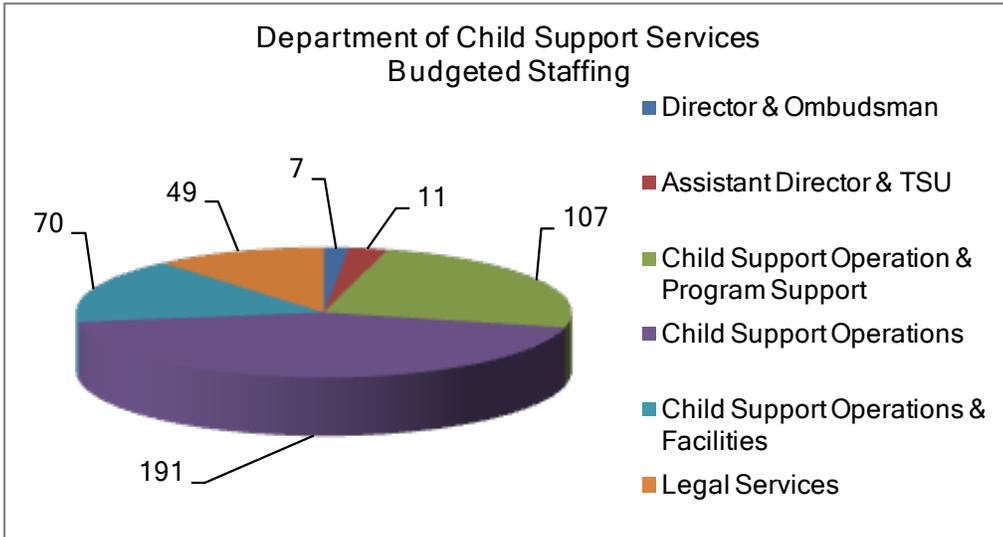
July 2011 - June 2012	\$169,104,107
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Caseload by Program

Open cases as of June 30, 2012	117,530
Aided cases	38,606
Non-Aided cases	78,924
Children in caseload	136,311

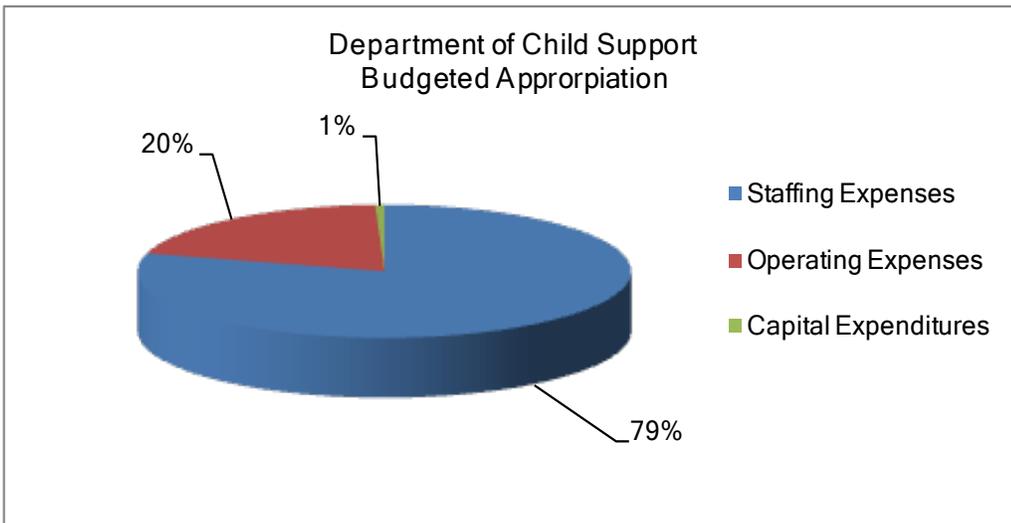
Staffing Information 2011/2012

Total staffing is approximately 435 employees.



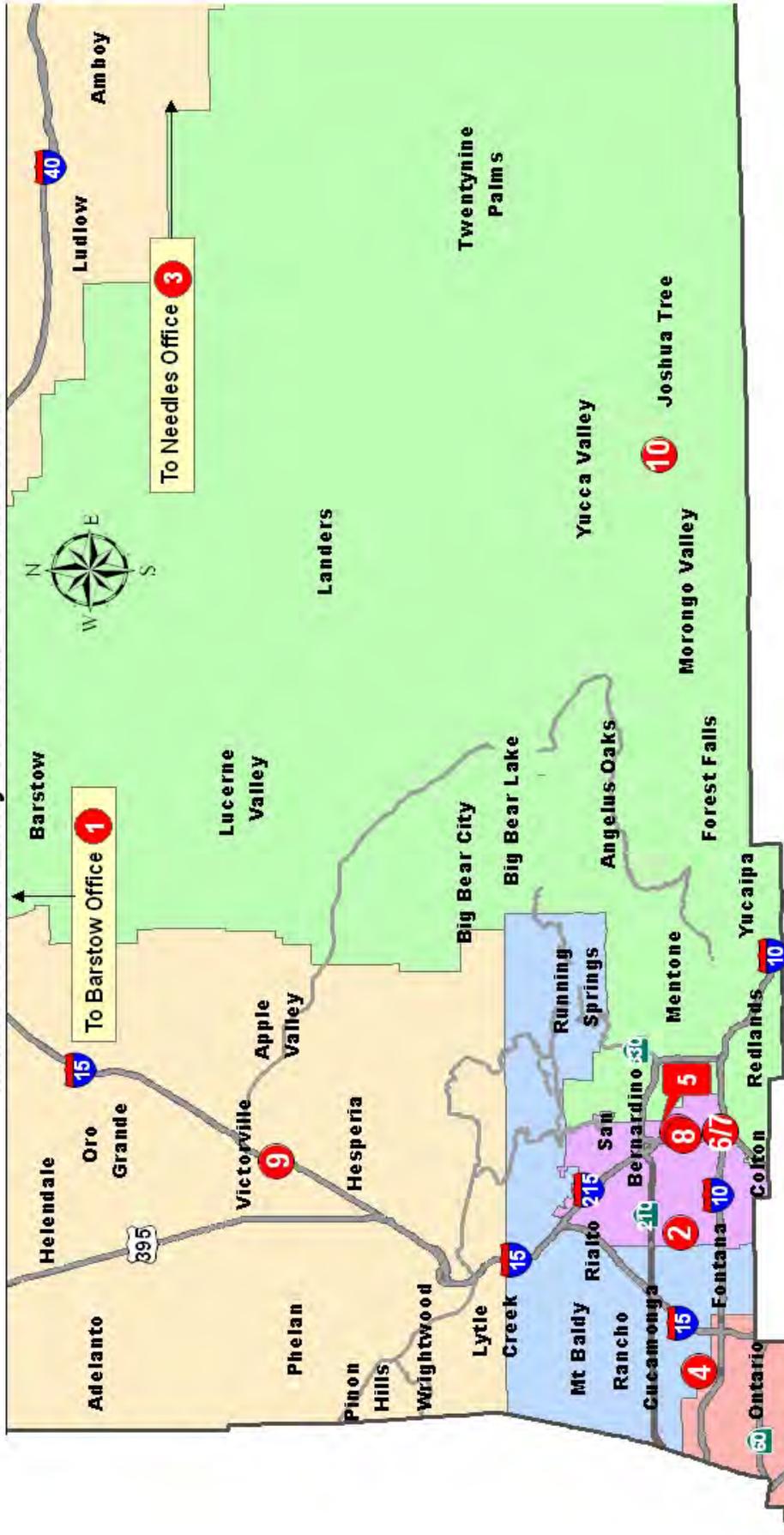
Budget Information 2011/2012

The department budget for FY 11/12 is \$38,930,579.



Staffing Expenses	\$30,878,412
Operating Expenses	\$7,819,499
Capital Expenditures	\$232,668
Total	\$38,930,579

Children and Family Services - Branch Offices

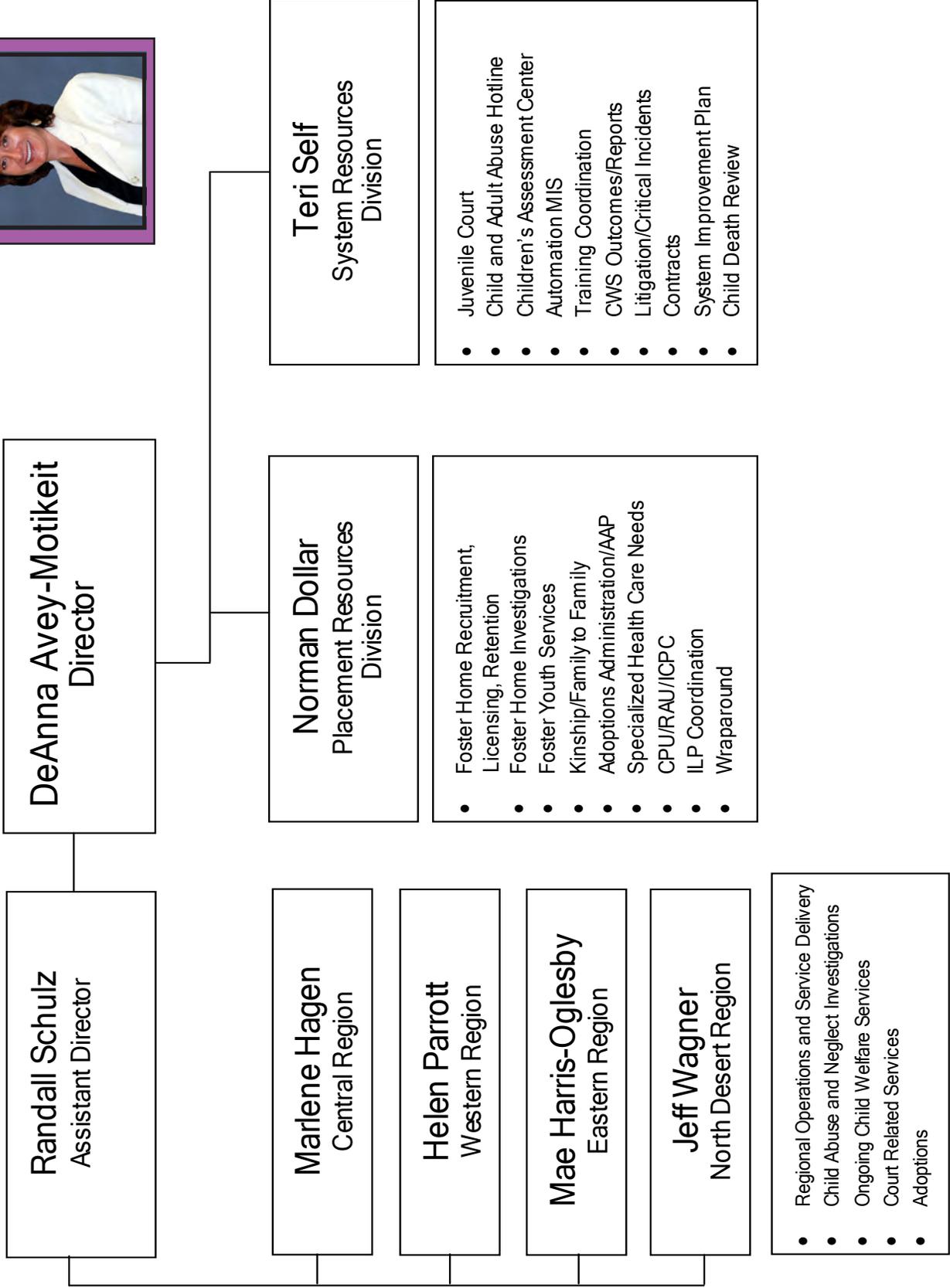


Legend

 CFS Offices

- 1** Barstow
1900 E. Main St. (760) 957-1552
- 2** Fontana
17621 Foothill Blvd. (909) 428-4201
- 3** Needles
1300 Bailey Ave. (760) 326-9275
- 4** Rancho Cucamonga
9638 Seventh St. (909) 945-3762
- 5** San Bernardino-Gifford
1504 Gifford St. (909) 386-1100
- 6** Placement Resources-San Bernardino
412 W. Hospitality Ln. (909) 891-3300
- 7** System Resources-San Bernardino
412 W. Hospitality Ln. (909) 891-3300
- 8** San Bernardino-Carousel Mall
128 Carousel Mall (909) 388-1900
- 9** Victorville
15480 Ramona Ave. (760) 243-6640
- 10** Yucca Valley
56311 Pima Trail (760) 228-5300

Children and Family Services



Children and Family Services



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

Description CFS provides family-centered programs and services designed to ensure safety, permanence, and well-being for San Bernardino County's children, while strengthening and attempting to preserve the family unit. CFS 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:

Emergency Response (ER) services are in-person investigations for children in danger from abuse, neglect or exploitation. These services are available 24 hours a day, 7 days a week in which short-term intensive services are provided to families to ensure children are safe and receiving appropriate care from their parent or guardian. Emphasis is on crisis intervention and avoiding a Juvenile Court action.

Family Maintenance (FM) services provide time limited services to children in their own homes aimed at preventing or correcting neglect and abuse. The primary goal of FM services is to allow children to remain safely in their own homes by providing services and supervision for the family.

Family Reunification (FR) services also provide time limited services to families whose children cannot remain safely in the home and whose children have been removed by court order. The goal of FR services is to help the family overcome their problems so the children can be reunited with their parents or guardians.

Permanency Planning (PP) services are provided only when there are no feasible means of maintaining or reunifying the child with his/her parent(s). Permanency Planning is defined as a comprehensive case planning process directed toward the goal of a permanent stable home for a child. It is generated from Concurrent Planning, which is the timely permanence for children through the establishment of an alternate permanent plan while FR services are being provided.

Description continued...

Permanency Programs are a means of providing a permanent stable home for a child via:

- Reunification with custodial parent (s)
- Adoption
- Guardianship
- Kin-gap
- Planned Permanent Living Arrangement (PPLA)

Adoption is the permanent plan and legal process offering the most stability to children who cannot return to their parents, which permanently gives parental rights to adoptive parents.

Accomplishments for 2011/2012

CFS accomplished the following in 2011/2012:

- √ Received and assessed approximately 51,869 child abuse referrals, based on the number of children involved in referrals.
- √ Finalized 296 adoptions.
- √ Arranged for 1,337 children to attend Summer Camp.
- √ Organized and hosted 373 foster and kinship youth at the 5th Annual CFS Sports Faire.
- √ Hosted 102 graduating youth at the 2012 Senior Celebration to commemorate their achievement of completing high school; they were accompanied by 134 guests.
- √ Hosted 140 youth at the 2012 Foster Youth Summit hosted by the CFS Independent Living Program (ILP) and the California Youth Connection to focus on recommending changes to the foster care system.
- √ Served 88 youth in the Transitional Housing Placement-Plus program (THP+).
- √ Wraparound services were provided to 808 children countywide by CFS, Probation and DBH to decrease group home placements.
- √ Completed 1,393 Participatory Decision Making meetings including 1,033 Team Decision Making (TDM) meetings and 310 Transitional Conferences (TC). 284 community partners and family support individuals participated in these meetings.
- √ Hosted the Annual Foster Parent Picnic with 626 children, foster parents, and others in attendance.
- √ Completed 2,324 Relative and NREFM assessments and re-assessments from July 1, 2011 to June 30, 2012.
- √ Had 442 licensed foster family homes as of June 30, 2012.
- √ Completed 899 forensic interviews (200 for physical abuse, 664 for sexual abuse and 35 for witnesses) at the Children's Assessment Center.

Goals for 2012/2013

CFS established the following goals for 2012/2013:

1. Increase the number of children and youth that remain safely at home, based on the development of safety plans during Team Decision Making meetings (TDMs).
2. Prepare foster youth with more consistent engagement in the Transitional Independent Living Plan (TILP) to ensure their best possible successful exit from foster care.

How Outcomes Are Measured

CFS measures outcomes by the following methods:

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

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

Activity	Measure
Increase number of Team Decision Making meetings (TDMs)	<ul style="list-style-type: none">• Increase the percentage of TDM meetings by 10 percent
Increase number of Transitional Conferences with transitional youth to prepare them for a successful exit from foster care	<ul style="list-style-type: none">• Increase percentage of Transitional Conferences conducted by 10 percent
Increase compliance for documenting National Youth Transitional Data	<ul style="list-style-type: none">• Increase percentage of National Youth Transitional Data compliance by 5 percent

Program Information

Family to Family (F2F) - CFS has adopted this nationally known “best practice” model, which strives to create a child welfare system that is neighborhood-focused, family-centered and strength-based. A primary goal is to maintain children in their own community when placement is required, thereby preserving many of the key positive relationships and influences in the child’s life. The core strategies are recruiting placement resources for families, building community partnerships, using Participatory Decision Making and monitoring outcomes.

Participatory Decision Making - Decisions relating to the placement of at-risk children are critically important. Making the best decision requires consideration of many complicated factors. When removing children from their homes, changing placement, or returning at-risk children to their homes, CFS strives

Program Information continued...

to involve all relevant stakeholders in the placement decision. Several strategies are used including Team Decision Making (TDM) meetings, Transitional Conferences (TC) and Family Group Decision Making (FGDM). Each of these strategies is a strength-based, family-focused intervention process mediated by a facilitator. They are designed to strengthen the natural care-giving system for the children. Participants include family members, family-identified support persons, CFS caseworkers, and other service providers. Participants assist the family in creation and follow through of safety and permanency plans. The broad-based involvement assures all relevant information and resources are considered in the decision making process and helps keep the focus on the best interest of the child.

Healthy Homes - Is a collaborative between CFS and the Department of Behavioral Health to increase early identification of treatment needs for children, stability of out-of-home placements and potential for reunification.

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 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 DBH, Probation Department, Public Health, County Superintendent of Schools, community members and faith-based organizations.

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 live on their own. ILP services include workshops, conferences, training, career counseling, tutoring and assistance with scholarships.

Educational Liaisons (EL) - ELs work cooperatively with social workers, schools, foster youth and caregivers to ensure the educational needs of foster children are met. The ELs are experienced in the educational profession, usually as credentialed teachers, making them subject matter experts in the regional offices for social workers to consult regarding educational issues for children in their caseloads. ELs track Exit Exams and graduation credits, as well as advocate for foster children to receive needed services, such as tutoring through the school district. ELs also assist youth in preparation for and application to college.

Family Advocate Resource Service (FARS) - The FARS Unit includes the Parent Partner Program and the Domestic Violence Counselors. Parent Partners and Domestic Violence Counselors are in each office to offer support not only to staff but to CFS clients. Parent Partners are available to help new CFS parents navigate the system. Since Parent Partners are former clients who have successfully reunified

Program Information continued...

with their children they are able to speak to clients on a personal level. Parent Partners assist workers by acting as a life coach for birth parents, visiting birth parents in rehabilitation, and teaching social skills to birth parents. Domestic Violence Counselors are available to assist social workers with referrals or cases where domestic violence is a possible issue.

Statistical Information

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

Referrals	Jan - Dec 2009 (12 months)	Jan - Dec 2010 (12 months)	Jan - Dec 2011 (12 months)	Jan - June 2012 (6 months)
Referrals	26,828	27,767	24,428	12,436
No. of children	47,871	52,933	47,732	24,309
Average monthly no. referrals	2,238	2,314	2,030	2,073

The types of abuse reported from 2007 through June 2012 is reflected below:

Types of Abuse Reported	2009	2010	2011	2012
Sexual Abuse	11%	10%	9%	8%
Physical Abuse	20%	20%	18%	16%
Severe Neglect	2%	2%	2%	2%
General Neglect	46%	45%	48%	46%
Emotional Abuse	4%	4%	2%	<1%
Caretaker Absence/ Incapacity	4%	3%	3%	2%
Exploitation	<1%	<1%	<1%	<1%
At Risk/ Substantial Risk	12%	15%	18%	16%
Not Available (Referral still open)	<1%	<1%	<1%	9%

Statistical Information continued...

4,164 children were in out-of-home care as of the end of June 2012. Of those children, 18% were placed either outside of San Bernardino County (699) or out of the state (49).

2,357 children left placement during fiscal year 2011/2012. The following information pertains to the reasons for exiting foster care during this fiscal year.

Foster Children Exiting from Placement	# of Foster Youth Exiting Foster Care FY 11-12	% of Foster Care Youths Exit Reason
Reunification	1,418	60%
Adoption	296	13%
Emancipation	322	14%
Guardianship	155	7%
Non-CWS Agency has Jurisdiction	92	4%
Child Adjudicated 601/602	22	.9%
Incarcerated	23	.9%
Other	29	1%
Total	2,357	100%

Testimonial:

“First I would like to start by thanking you for getting involved in my families’ life. I appreciate all the services you offer to allow parents the chance to reunite with their children whenever possible.

Had it not been for your organization getting involved with my family, my life would still be out of control. I was too blind to see that my drug use was emotional abuse to my children. I felt that as long as I was able to do the things parents were supposed to do that I didn’t have a problem. I was angry and blamed your organization, instead of putting the blame where it really belonged, on myself.

It wasn’t until a few months after my girls were taken away the second time that I realized that your organization was right. I know that when I get my children back, I will be a much better mother because of Children and Family Services. My biggest regret is that I didn’t see that a long time ago. I realize now just how important your job really is. I just wish that more families could understand that you’re not the enemy. That you only want what’s in the best interest of the children. I know that your job is very difficult dealing with angry parents and abused children every day. It is hard not to let your emotions get the best of you, or get attached to the children you deal with. I would like to praise you on an awesome job you are doing. I support what your organization does for families in our community.” --- Katherine C.

Statistical Information continued...

Children in placement by age group at the end of June 2012:

Age	Number	Percent
0 - 2	780	19%
3 - 5	675	16%
6 - 9	721	17%
10 -12	510	12%
13 - 15	672	16%
16 - 18	783	19%
19 and older	23	1%
Total	4,164	100%

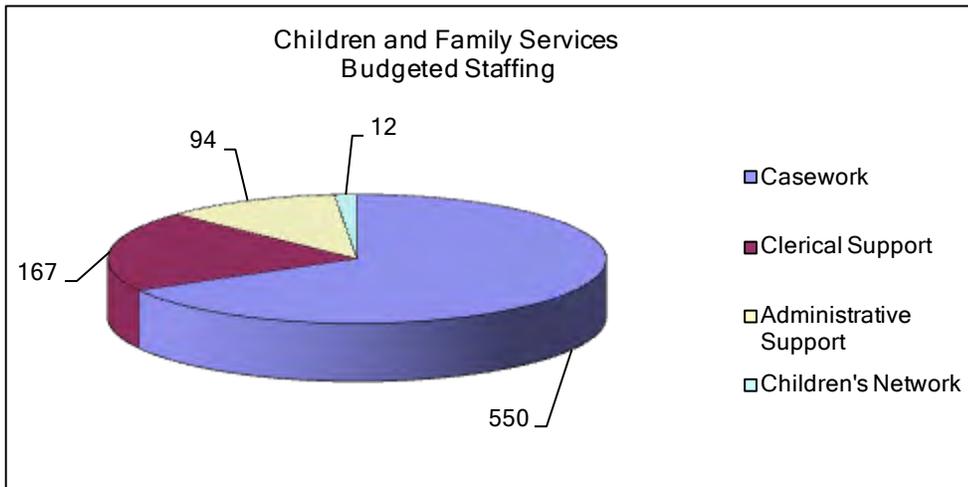
Testimonial:

September 11, 2007, is a day to remember because I received a phone call from a social worker informing me that CFS had taken my kids out of their mother's care for noncompliance and into custody in a foster home. My first reaction was to "curse out" the social worker. She told me I have two options. One, I could lose my children forever or two, I could go to treatment and work on getting custody back. She explained the mother's services were going to be terminated. Hearing that, I didn't hesitate to ask how to get help. She sent me to inpatient rehabilitation. My "clean and sober" date is November 8, 2007, the day I stopped using drugs. I entered treatment on November 13 and learned how to surrender my life to a better way of living. In receiving services, I realized what is most important to me in life are my kids. I graduated from the inpatient treatment program and drug court and the love for my children helped me stay focused on staying "clean and sober." My kids were returned back to my custody January 15, 2009, and my case was closed. In February 2009, my children and I moved into our first apartment as a family. Initially I was overwhelmed with raising my 9 and 7 year old daughters by myself. It was a very panicking experience! I had to learn how to comb my daughter's hair and wake up early to get them ready for school, but it was an experience I had been waiting for a very long time. I had to do everything: cooking, cleaning, laundry and shopping. I also continued going to Narcotics Anonymous meetings. I heard about the Parent Partner Program through CFS. This is a program where parents who have had their children removed from their custody and successfully reunite, serve as mentors to parents in the Dependency system. I started working for the Parent Partner Program and can honestly say this is the second longest job I have ever had and my first job clean and sober! Working with fathers whose children have been removed is rewarding because I can use my experiences to help other fathers. Yes, it is a slow process but if you put your anger aside, and do what is asked of you, then the rewards will come. I am now 4 1/2 years sober and am able to use my experience to help other parents be a Partner in Hope.

---Ruben Moreno

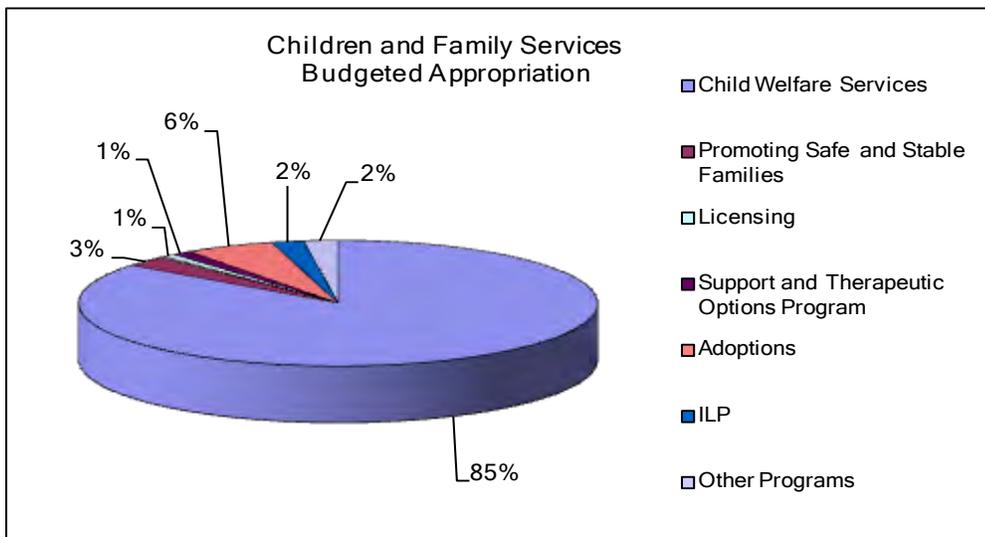
Staffing Information 2011/2012

Total staffing is approximately 823 employees.



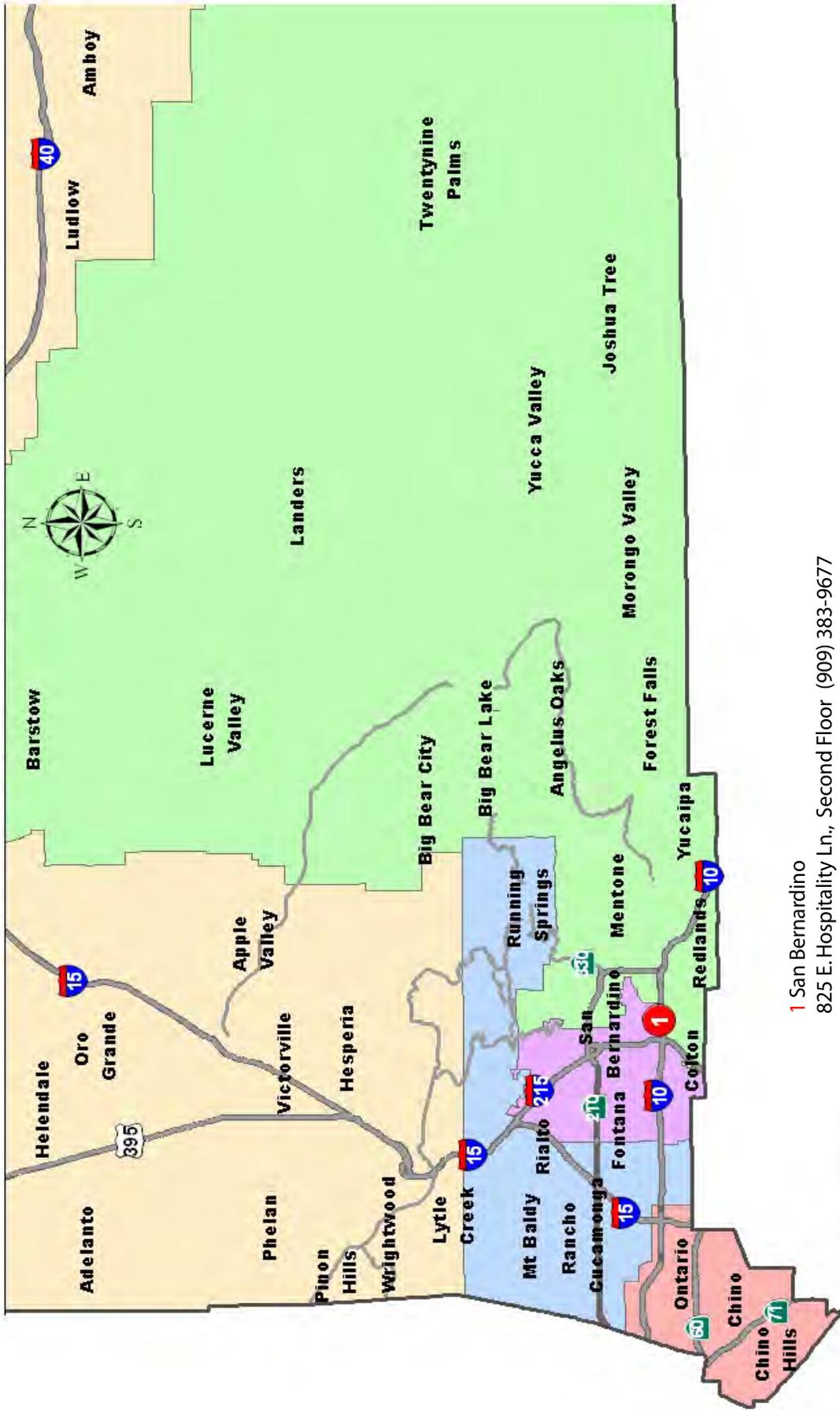
Budget Information 2011/2012

The department budget for FY 11/12 is \$87,428,164.



Child Welfare Services	\$74,546,811
Promoting Safe and Stable Families	\$2,407,948
Foster Care Training and Recruitment	\$253,555
Licensing	\$664,632
Support and Therapeutic Options Program	\$1,066,021
Adoptions	\$4,864,407
ILP	\$1,757,936
Other Programs	\$1,866,854
Total	\$87,428,164

Children's Network - Branch Office

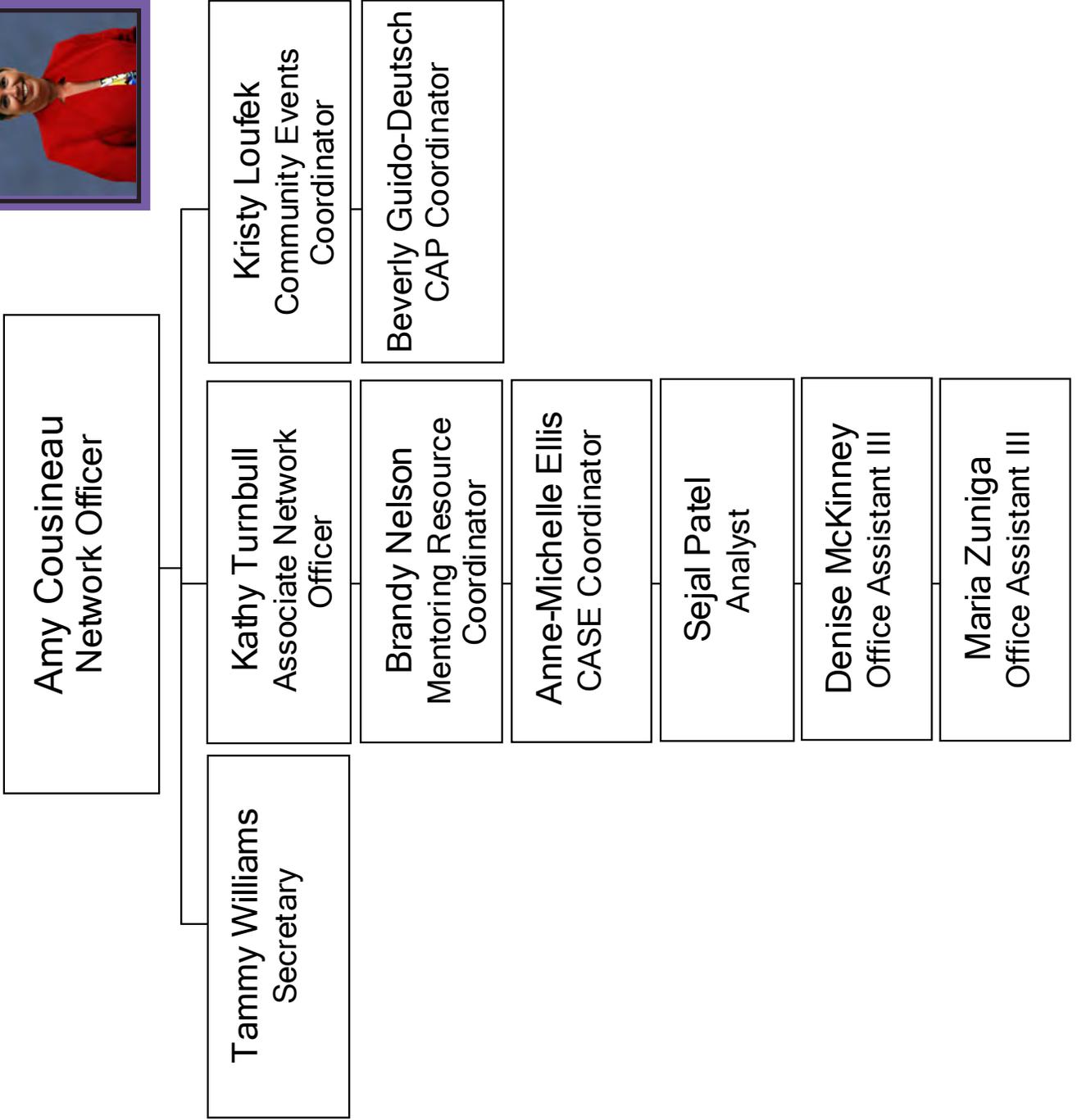


1 San Bernardino
825 E. Hospitality Ln., Second Floor (909) 383-9677

Legend

 Children's Network Office

Children's Network



Children's Network



Mission *The overall goal of the Children's Network (CN) is to help at-risk children by improving communication, planning, coordination, and cooperation between child serving agencies, both public and private, to better serve children and youth.*

Description In 1985, the San Bernardino County Grand Jury recommended that an interagency council be established to study and coordinate children's services for the County. Thus, the Children's Network was established in 1986. The Children's Policy Council serves as the guiding board of the Children's Network.

Accomplishments for 2011/2012

CN accomplished the following in 2011/2012:

- ✓ Launched a three month Child Abuse Awareness exhibit, "The Lisa Project," in partnership with First 5 San Bernardino, Children and Family Services and Children's Fund.
- ✓ Hosted the 25th Annual Children's Network Conference at the Ontario Convention Center on September 28 and 29. Keynote speakers included Dr. Kiti Randall, Ph.D., Commander Lori Moriarty and authors Claire and Mia Fontaine.
- ✓ Coordinated countywide efforts to improve the conditions of homeless youth in San Bernardino County. In line with the strategic plan, two homeless youth shelters were opened.
- ✓ Chaired the Child Death Review Team for San Bernardino County and began a statistical analysis of the data with the goal of reducing the number of preventable deaths.
- ✓ Partnered with the Department of Public Health on the "Happiest Babies on the Block" child abuse prevention program made possible by a grant from First 5 San Bernardino with the intention of reducing the number of incidents of Shaken Baby Syndrome.
- ✓ Continued public awareness efforts of the Coalition Against Sexual Exploitation (CASE), a Mental Health Services Act (MHSA) Innovations grant-funded program between the District Attorney, Public Defender, Probation Department, Sheriff's Department, Children and Family Services, Department of Behavioral Health and County Schools.
- ✓ Coordinated workshops and trainings on behavioral and mental health topics related to children zero through age five for county and community partners through the Screening, Assessment, Referral and Treatment (SART) program. Funding was provided by a grant from First 5 San Bernardino.

Accomplishments for 2011/2012 continued...

- √ The Mentoring Taskforce, which is a MHSA Prevention and Early Intervention grant-funded program, continued to work in conjunction with County and community partners to assist system involved youth in making permanent, positive, life-long connections.
- √ Continued the Child Abuse Reporting campaign in partnership with First 5 San Bernardino, Children and Family Services, and the Inland Empire United Way/211.
- √ Forwarded recommendation to BOS to declare April 2012 Child Abuse Prevention Month in San Bernardino.
- √ Participated in the planning and implementing of the annual Foster Care Summit along with Children and Family Services, California Youth Connection and San Bernardino County Schools.
- √ Collaborated with the Child Care Planning Council, Workforce Investment Board Youth Council, Head Start Shared Governance Board, CASA and Children's Fund Board of Directors.
- √ Maintained a resource center available to County and community partners with materials available on child safety topics such as: Safe Surrender, Shaken Baby, drowning prevention, positive parenting and appropriate child discipline.
- √ Tracked group home requests in conjunction with AB 2149, the County-sponsored group home legislation from 2004. Interfaced with BOS on group home issues.

Goals for 2012/2013

CN established the following goals for 2012/2013:

1. Expand Child Abuse Prevention efforts countywide.
2. Support community-based organizations in their efforts to provide street outreach and maintain emergency shelters for the county's homeless youth.
3. Evaluate statistics and make recommendations to Children's Policy Council on safety campaigns to reduce the number of child deaths.
4. Develop a strategic plan to help meet the needs of the county's sexually exploited minors.
5. Increase awareness of the importance of early identification and treatment options for the drug-exposed and high-risk zero through five population in San Bernardino County.
6. Obtain grant funding to enhance existing programs and for new programs as they relate to safety and the well-being of children.

Children's Network Committees

Children's Policy Council - is the governing body for the Children's Network and is comprised of a member of the BOS, a representative from the CEO's office, the Presiding Judge of the Juvenile Court and department heads of County child-serving agencies.

Children's Network Committees continued...

Homeless Youth Taskforce - is an interagency team comprised of community and County partners established to address the needs of the homeless youth in the County.

Child Death Review Team - is a multi-disciplinary team charged with reviewing child (0-17) deaths to identify trends, inform prevention and safety campaigns and develop interagency policies to ultimately reduce the number of unnecessary child deaths.

Coalition Against Sexual Exploitation (CASE) - is a taskforce comprised of community and County partners with the goal of educating the community about the growing problem and connecting exploited youth with the appropriate services.

Countywide SART - is an early intervention service provided to children ages 0 - 5 at risk for emotional/behavioral problems associated with substance exposure and issues related to abuse and neglect.

Mentoring Youth Taskforce - is an interagency team comprised of community and County partners with the goal of improving the coordination of mentoring services to system-involved youth.

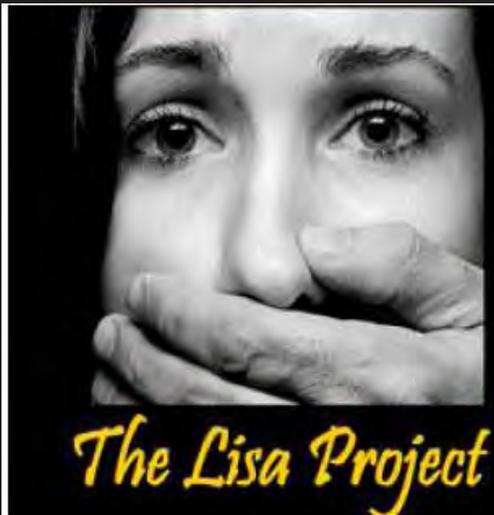
Child Abuse Prevention Council - is comprised of representatives from public and private agencies throughout the county who come together primarily for the purpose of coordinating efforts to prevent child abuse and neglect.

Children's Legislative Review - is an interagency team that reviews legislation that impacts the lives of children and families.

Foster Care Advisory Council - is an interagency team that focuses on improving outcomes for foster youth.

Statistical Information

- √ Hosted 5,139 visitors at "The Lisa Project" over a three month period at three different locations throughout the county.
- √ Hosted over 500 people at the 25th Annual Children's Network Conference in September.
- √ Received proclamations from 18 cities in San Bernardino County during the month of April.
- √ Hosted over 400 people at the 14th Annual Shine a Light on Child Abuse Prevention Awards Breakfast.
- √ Distributed over 400,000 pieces of educational materials and giveaways to support child abuse prevention and child safety.
- √ Collaborated on over 100 community events.
- √ Participated in the five County Regional Child Abuse Prevention Coalition.



Testimonials

My name is Jenae Holtz and I am the Director of the Desert/Mountain Children's Center in Apple Valley, California. We employ approximately 150 employees and provide mental health services to over 3,500 children annually. Our agency was asked to participate in "The Lisa Project" for San Bernardino County in February 2012. Many of the employees from the Children's Center volunteered their time and their lives were changed after seeing the impact to our community in raising awareness of the abuses that occur to our most vulnerable population. I volunteered many evenings as I believe in the importance of educating our communities about the degree of abuse happening throughout our country.

The Lisa Project was created by Gene Hardin from Stockton, California and is a unique multi-sensory exhibit that allows visitors to experience the reality of child abuse. With the help of First 5 San Bernardino, Children and Family Services, Children's Fund, and the County Children's Trust Fund, Children's Network was able to sponsor this free exhibit in three locations throughout San Bernardino County during January, February and March of this year. The first location was at Arrowhead Regional Medical Center in Colton; then the Lisa Project was moved to the Victorville Mall; and finally to Victoria Gardens in Rancho Cucamonga.

My husband and I chose to have our 11 year old son experience "The Lisa Project" as we have had great concerns about possible abuse in his history and his reluctance to share what has happened. After going through the first exhibit room he wanted to get out of the truck because it was too hard to hear "Lisa." I asked him why he stayed and he said he knew he needed to see the whole thing for himself. In the reflection room, he wrote that he knows people that things like these have happened to and it has messed up their lives. He encouraged others to talk in the reflection room. What a great opening to have the conversation with him about whatever has happened in his life and to develop the coping skills he will need to handle those abuses. He talked with us that evening over dinner and we encouraged him to continue to talk to us, his mother, his counselor, etc.; but not to be silent. What a gift he learned, not to be silent. It was so enlightening to watch so many people experience "The Lisa Project" and have an "aha" moment of what is happening to our children and youth and how they might participate in helping to change our world for the better. I found it a privilege to spend time with "The Lisa Project" volunteers. What an amazing group of people who have their time to share an important message.

--Jenae Holtz, Desert/Mountain Children's Center



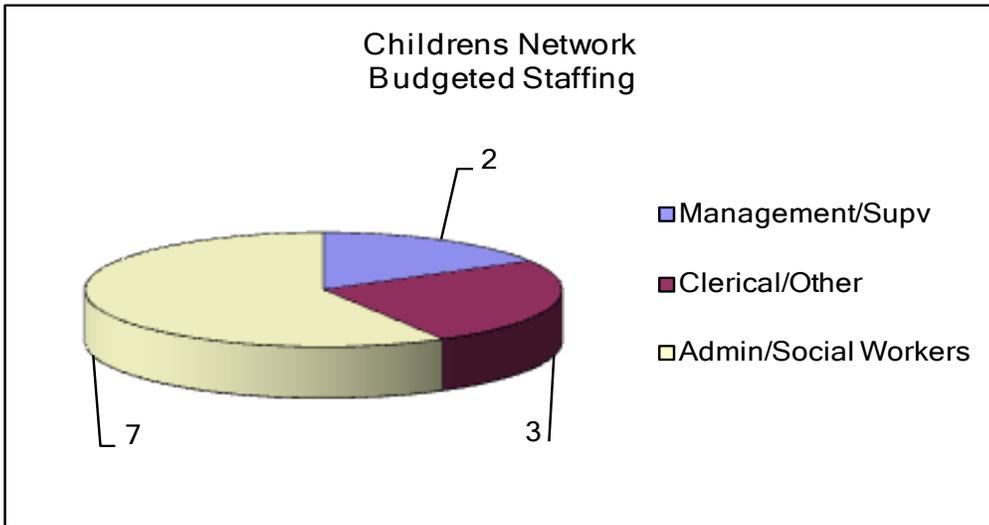
In 2010, there were no shelters for homeless youth in San Bernardino County. The Children's Network took the lead in developing the Homeless Youth Taskforce to solve this problem. The Family Assistance Program had been looking for solutions to this problem, but had been unable to identify funding and build the necessary relationships throughout the county to open a youth shelter. Children's Network provided the guidance and leadership necessary to bring agencies together to jointly address the needs of homeless youth. Today, that leadership has resulted in the opening of two shelters with

a total of 16 beds for homeless youth. Without the work of the Children's Network, there would still be no safe place for a homeless youth to sleep.

---Darryl Evey, Family Assistance Program

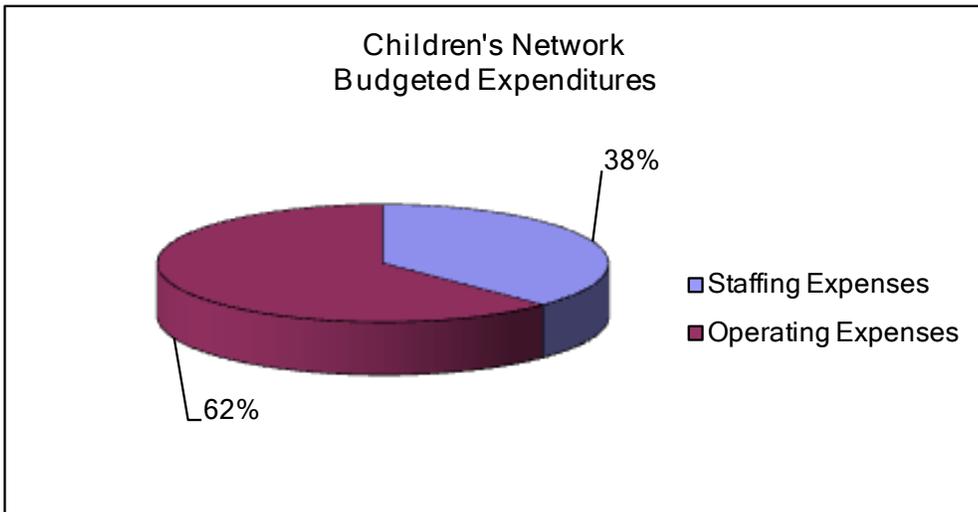
Staffing Information 2011/2012

Total staffing is approximately 12 employees.



Budget Information 2011/2012

The department budget for FY 11/12 is \$747,336.



Staffing Expenses	\$280,318
Operating Expenses	\$467,018
Total	\$747,336

Preschool Services Department - Branch Offices

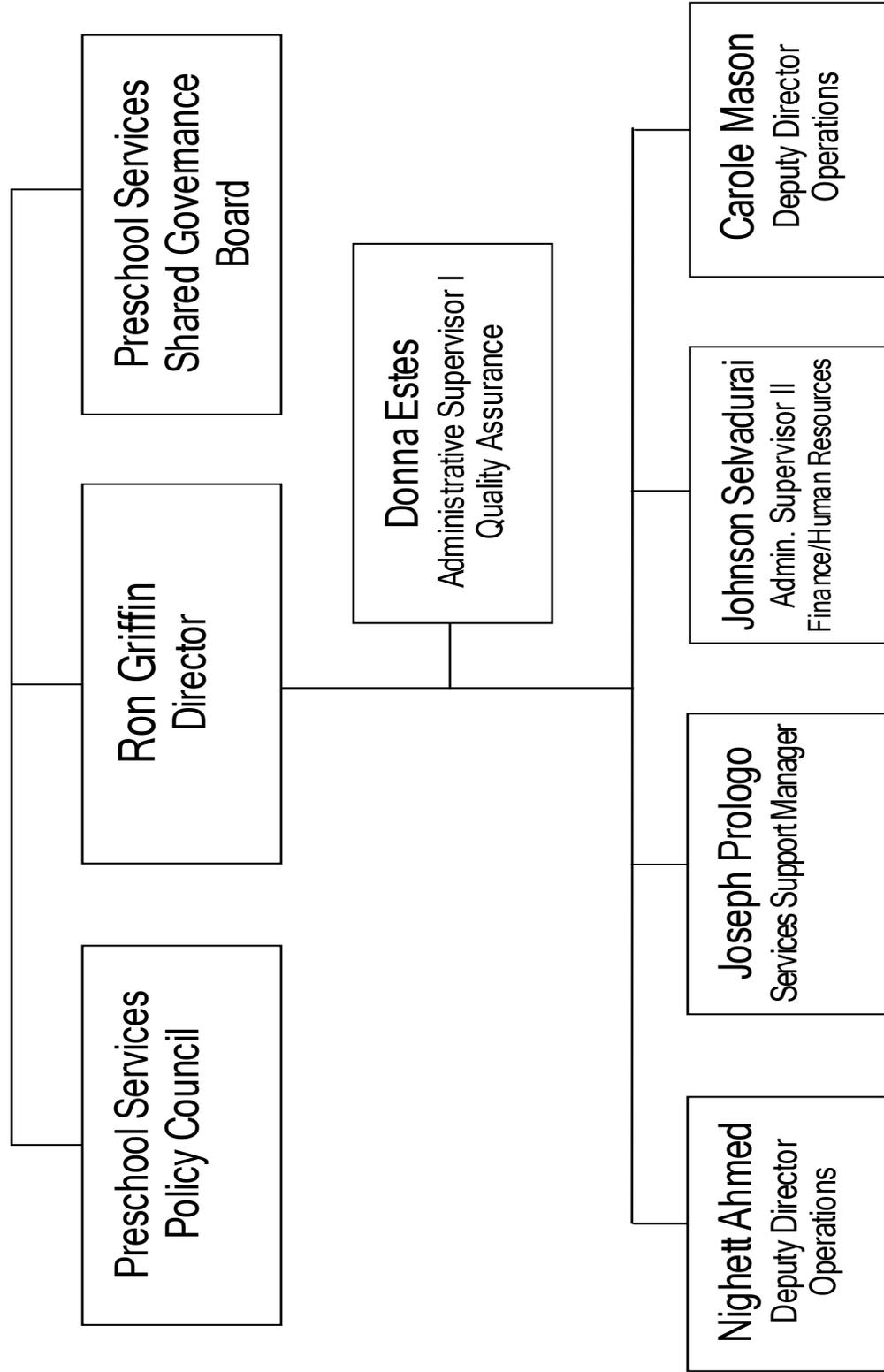


- 1 Appley Valley Head Start/Family Learning Center (FLC)
13589 Navajo Road (760) 240-5353
- 2 Barstow Head Start/FLC
25757 Agate Road (760) 253-2336
- 3 Ontario Maple Head Start/FLC
555 West Maple (909) 983-2039
- 4 Rialto Renaissance Head Start/FLC
1360 West Foothill Boulevard (909) 421-3011
- 5 San Bernardino Mill Street Head Start
503 East Central Avenue (909) 885-0789
- 6 San Bernardino/Del Rosa Head Start/FLC
2382 North Del Rosa Avenue (909) 881-7544
- 7 San Bernardino - PSD Administration
662 South Tippecanoe Avenue (909) 383-2078
- 8 Twentynine Palms Head Start/FLC
71409 29 Palms Highway (760) 367-2188
- 9 Victorville Head Start/FLC
14029 Amargosa Road, Ste. C (760) 951-3431
- 10 Yucca Valley Head Start/FLC
56389 Pima Trail (760) 369-7424

Legend

Preschool Services Offices

Preschool Services Department



Preschool Services Department



Mission *Preschool Services Department (PSD) strives to improve the well-being of children, empower families, and strengthen communities.*

Description PSD operates the Federal Head Start and Early Head Start, and State Preschool programs in San Bernardino County. The department's ultimate vision is that our children will excel in whatever setting they go to next; our families' quality of life is measurably better after participating in our programs; and our efforts increase the quantity and quality of sustainable resources and services countywide.

Accomplishments for 2011/2012

The past year presented new opportunities to the Preschool Services Department to provide educational, health and social services support to the County's most disadvantaged children and their families.

PSD accomplished the following in 2011/2012:

- √ Achieved 100% PSD teachers with Associates degree in accordance with Head Start regulations.
- √ Successfully implemented the Classroom Assessment Scoring System (CLASS) department wide.
- √ Successfully passed the State of California Department of Education for the Child & Adult Care Food Program (CACFP) audit, which serves nearly 95,000 meals on a monthly basis.
- √ Fully implemented Child Outcomes Planning and Assessment (COPA) software to track enrollment, attendance, and all pertinent family information.
- √ Introduced COPA.net to all PSD staff to access email, calendars, mailing lists, task management, directories, file sharing, contact management and utilize an automated help system.
- √ Broke ground on new Baker Learning Center. Completion of the building is scheduled for June 2013.
- √ Expanded community services at the Nicholson Family Center to include a tutoring program.

Goals for 2012/2013

The program goals established by PSD are based on the results of our Community Assessment and the findings of our annual Self-Assessment, which was updated in November 2011. PSD's primary focus continues to be to promote school readiness and ensure long term success in school and other life endeavors and provide support to families to pursue self-sufficiency.

Goals for 2012/2013 continued...

PSD established the following goals for 2012/2013:

1. Increase participation of families receiving Temporary Assistance to Needy Families (TANF) in Head Start.
2. Increase the number of foster care children enrolled in Head Start programs. PSD has stationed staff at CFS locations to work directly with CFS clientele and facilitate enrollment of foster care children into PSD programs.
3. Assist parents who do not currently have a high school diploma or GED to obtain one. PSD has increased the availability of GED classes by working with local school districts.
4. Increase awareness of the benefits of participating in Head Start and Early Head Start programs. PSD ensures all information related to program/department activities, services and operational information is distributed to all staff. PSD also updates and monitors the PSD website and intranet to provide the most current information.
5. Increase the percentage of teaching staff who possess a Bachelor's Degree to meet the requirements set by Head Start regulations.

Testimony

Timothy Redondo was a Head Start child. He was enrolled into the San Bernardino County Head Start program at the North Fontana Head Start center in 1981. As a teen, he attended A.B. Miller High School in Fontana. His mother worked as a special education teacher's aide in the district. After he graduated from high school, Tim volunteered in her classroom on his days off from work and realized he wanted to become a teacher and work with special needs children. "The Head Start program gave me a good head start on achieving my goals in education and in life. The educational and social activities and the caring attitude of the teaching staff at North Fontana Head Start were a very positive influence on my goal of becoming a teacher."



While working full-time, Tim attended Chaffey College. After graduation he transferred to California State University San Bernardino and returned to a PSD Head Start classroom to complete the required classroom observations for his early childhood education classes. After completing his Bachelor's degree, Tim then found work as a teacher's aide in Long Beach while working on his Master's degree.

In May 2012, Tim received his Master's degree in Special Education with a specialization in Autism from Mount St. Mary's College in Los Angeles. PSD would like to congratulate Tim on his academic achievements and wish him well in his career!

How Outcomes Are Measured

PSD measures outcomes by the following methods:

Activity	Measure
Increase participation in Head Start by families receiving TANF	<ul style="list-style-type: none"> • Increase participation by 10%
Increase number of foster care children enrolled in Head Start/Early Head Start over the next two years	<ul style="list-style-type: none"> • Continue to collaborate with CFS to increase the number of foster children enrolled in the County of San Bernardino Head Start program by 7% per year
Assist parents who do not currently have a high school diploma or G.E.D. with obtaining one	<ul style="list-style-type: none"> • Continue to collaborate with Adult schools and ROP countywide to enroll parents in the G.E.D. programs • Continue to provide mentoring, support services and resources to assist an additional 5% of parents with obtaining their G.E.D.
Increase awareness of benefits of participating in Head Start and Early Head Start programs	<ul style="list-style-type: none"> • Continue to use innovative technology to reach out to the community to inform them of resources available to children and families through the Head Start and Early Head Start programs • Continue to utilize existing assets (staff and current program parents) to reach out to our communities
Increase percentage of PSD's teaching staff who possess a Bachelor's Degree	<ul style="list-style-type: none"> • Continue to provide tuition reimbursement assistance to teaching staff pursuing a Bachelor's Degree

Program Information

PSD administers the Head Start and Early Head Start programs in 43 locations throughout the County of San Bernardino. These programs provide early childhood education and family services to over 6,000 disadvantaged children from birth to five years of age, pregnant women and families.

Head Start (HS) - is a national program that provides comprehensive developmental services for children ages three to five and their families.

Program Information continued...

This program provides specific services such as:

- » Health and Social Services
- » Developmental and Behavioral Screenings
- » School Readiness

Parent education, family support, and social services designed to support and empower Head Start families; assist them in becoming economically self-sufficient; and assist them to identify and achieve personal goals.

Early Head Start (EHS) - was established to assist pregnant women, infants and toddlers to age three. EHS is designed to assist with enhancing:

- » children's physical, social, emotional and intellectual development.
- » pregnant women's access to comprehensive prenatal and postpartum care.
- » parent education on their child's development.
- » parents' efforts to fulfill their parental roles and move towards self-sufficiency.

In addition, the EHS program promotes healthy prenatal outcomes, enhances the development of infants and toddlers, and promotes health family functioning.

State Preschool - is a comprehensive child development program that provides a safe and nurturing hands-on learning environment that helps each child reach his/her highest potential in the areas of:

- » Social development
- » Cognitive/cognitive development
- » Language development
- » Physical development

Child and Adult Food Care Program (CACFP) - is a state-and federally-funded program that:

- » provides children enrolled in PSD programs with nutritious, well-balanced meals.
- » aids in developing good eating habits in children that will last through later years.

Program Information continued...

Low-Income First-Time Mothers (LIFT) Nurse Visitation Program (NVP) - is a Nurse Home Visitation program for pregnant women and their newborns funded by the County of San Bernardino Department of Behavioral Health (DBH). The program is designed to increase healthy pregnancies and deliveries and provide new mothers with infants and child care education.

Preschool Early Intervention (PEI) - in partnership with DBH, PEI provides teachers and parents with strategies and activities to help them identify social, emotional and behavioral issues in children in order to prevent the onset of more severe behavioral conditions. The PEI program also provides referrals to families in need of additional support services and resources such as:

- » Appropriate mental health providers
- » Support groups for parents and care takers
- » Primary care providers

Statistical Information

PSD compiles and analyzes all service area data, such as demographics and resources. This allows us to determine how to provide the most useful and appropriate services to the largest number of eligible children and families to ensure that the department maximizes the use of Head Start and Early Head Start funds.

Race	2008	2009	2010	2011
White	162,938	159,986	157,674	155,722
Hispanic	331,907	335,850	340,317	344,673
Asian	25,141	25,670	26,209	26,7773
Pacific Islander	1,618	1,652	1,677	1,709
Black	62,719	63,229	63,716	64,507
American Indian	2,854	2,792	2,755	2,726
Other	20,509	20,406	20,379	20,420

*Children Now Report, 2012 Annie E. Casey Foundation

Statistical Information continued...

In addition to high quality educational programs, PSD families receive comprehensive supportive and referral services. The following are the number of families who received services/referrals in 2011/12 according to the Family Services Assessment data (COPA 05/25/2012).

* Head Start Information Report 2011-2012

Referral Service	Families Served
Parenting Education	711
Clothing Assistance	196
Community Resources	1,042
Family Health Assistance	234
Housing Assistance - Subsidies, Utilities, Repairs, etc.	34
Employment Assistance	182
Food Assistance	208
Financial Assistance	70
Emergency/Crisis Intervention (such as an immediate need for food, clothing, and shelter)	28
Children's Fund Assistance	378
Childcare	30
Transportation	10

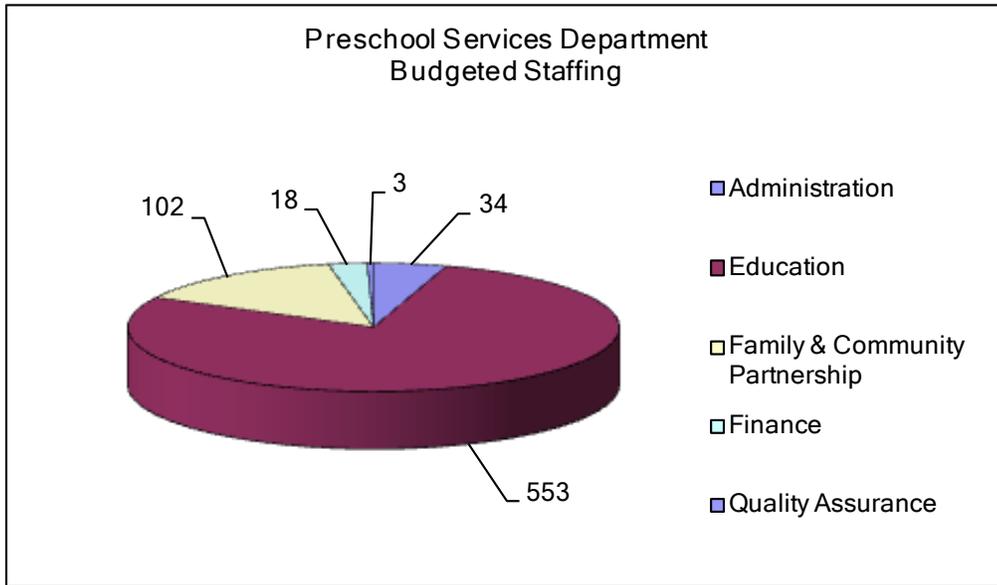
Caseload by Program

Preschool Services serves a caseload of 5,841 Head Start and State Preschool children and their families annually.

Programs	Slots
First 5 Pre-K PD Academy	256
NVP - Nurse Visitation Program	72
LIFT Program - Low Income First-Time Mothers	72
Head Start	4,024
Early Head Start	718
CSPP (State)	619
First 5 Full Day	80
Total	5,841

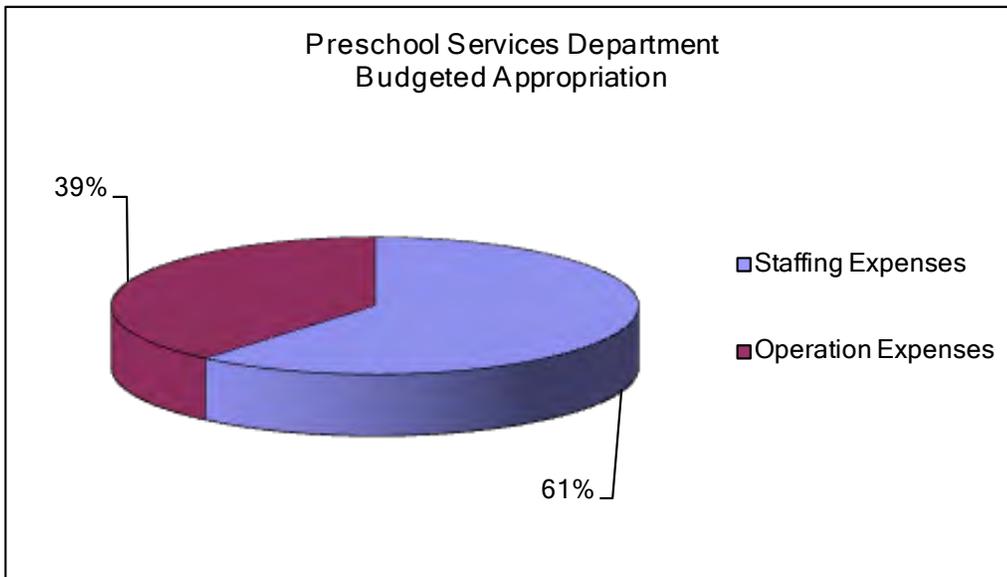
Staffing Information 2011/2012

Total staffing is approximately 710 employees.



Budget Information 2011/2012

The department budget for FY 11/12 is \$47,415,412.



Staffing Expenses	\$28,965,970
Operation Expenses	\$18,449,442
Total	\$47,415,412

Department of Public Health - Branch Offices



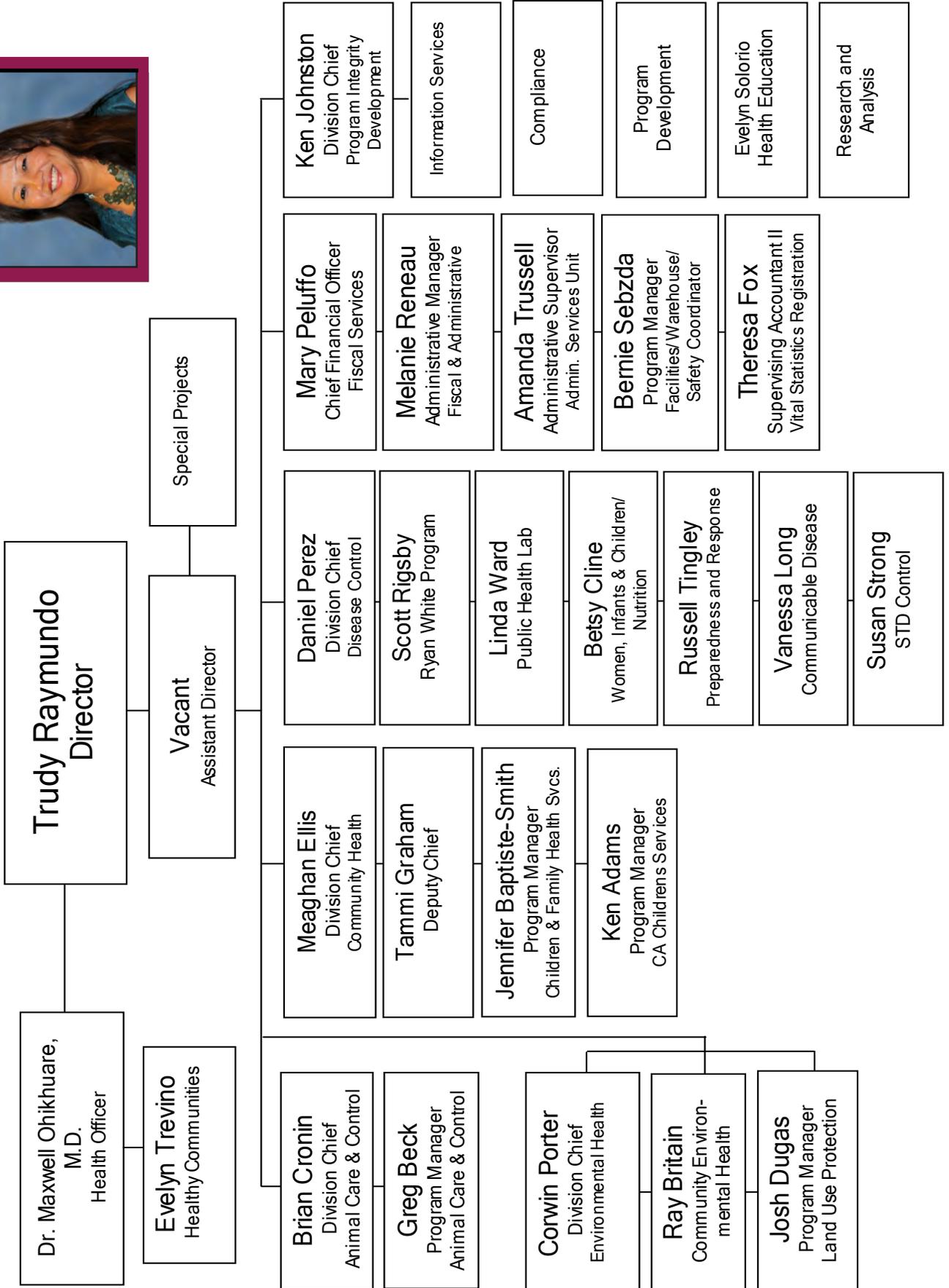
Clinic Sites (800) 722-4777

- 1 Adelanto
18270 Casaba Road, Ste. 304
- 2 Big Bear Lake
477 Summit Boulevard
- 3 Hesperia
16453 Bear Valley Road
- 4 Needles
1406 Bailey Avenue, Ste. D
- 5 Ontario
1647 E. Holt Boulevard
- 6 Redlands
800 E. Lugonia Avenue, Ste. F
- 7 San Bernardino
799 E. Rialto Avenue

Legend

 DPH Offices

Public Health



Department of Public Health



Mission *The mission of the Department of Public Health (DPH) is to satisfy our customers by providing community and preventive health services that promote and improve the health, safety, well-being, and quality of life of county residents and visitors.*

Description DPH provides a diverse range of services for all county residents to ensure a healthy quality of life in the community by:

- monitoring health status to identify community health problems.
- diagnosing and investigating health problems and health hazards in the community.
- informing, educating, and empowering people about health issues.
- mobilizing community partnerships to identify and solve health problems.
- developing plans and policies that support individual and community health efforts.
- enforcing laws and regulations that protect health and ensure safety.
- linking people to needed personal health services and ensuring the provision of health care when otherwise unavailable.
- ensuring a competent public health and personal health care workforce.
- evaluating effectiveness, accessibility, and quality of personal- and population-based health services, researching new insights and innovative solutions to health problems.

Accomplishments for 2011/2012

DPH accomplished the following in 2011/2012:

Animal Care and Control

- √ Increased animal adoptions by 37% over the last fiscal year, due in part to collaboration with Animals Are First Fund (ARFF) and partnerships with private businesses such as PetSmart and non-profit charitable animal organizations.

California Children Services (CSS) program

- √ Assisted families of patients with severe medical conditions in applying for the PRUCOL category of Medi-Cal designed for Aliens Permanently Residing in the US Under Color of Law, saving the County over \$1,434,831.
- √ Provided Advanced Life Skills to adolescent CCS members to prepare for independent living by creating groups such as the Montclair Munchers, a meal preparation class at the Montclair MTU, and both Money Management classes and group classes to assist in college and career planning with our Wahooski's Teen Group in Hesperia to help transition CCS members to adulthood.

Accomplishments for 2011/2012 continued...

Clinic Operations

- √ Expanded Primary Care Services to include both County Medical Services Program (CMSP) and ArrowCare covered patients in three health centers: Ontario, Hesperia and San Bernardino.
- √ Expanded HIV service hours at Hesperia and Ontario Health Centers resulted in visit increases of 119% and 113% respectively over fiscal year 2010/11.
- √ Received successful Health Resources and Service Administration (HRSA) Capital Development Grant award of \$4,897,415 for the construction expansion of the Hesperia Health Center over three years.
- √ Trained 36 youth-serving providers on STD/HIV prevention through the STD Community Intervention Program in collaboration with providers who serve over 3,780 youth through public schools, community health centers, youth shelters, HIV/AIDS service organizations, and California State University San Bernardino.

Communicable Disease Section (CDS)

- √ Exceeded the state average and ensured timely completion of therapy for 86% of TB cases.
- √ Partnered with health care providers, Clinic Operations and Preparedness and Response Program to administer 14,354 doses of influenza vaccine to County residents.
- √ Ensured that more than 39,000 children are up-to-date with their immunizations.
- √ Automated and standardized morbidity report data from a variety of data sources.
- √ Developed and implemented a protocol to better facilitate rabies post-exposure prophylaxis for under- and uninsured residents.

Environmental Health Services (EHS)

- √ Received a NACo Achievement Award for the development of a “Mobile Website to Increase Public Accessibility to Environmental Health Services.”
- √ Developed a “hot truck” inspection program.
- √ Developed a “body art” inspection program.
- √ Instituted a program to assist food facility operators improve food handling called, “Food Safety HELP.”
- √ Conducted first biannual “industry roundtable” to facilitate networking and collaboration with the food industry.

Accomplishments for 2011/2012 continued...

Family Support Services (formerly Family Health Services)

- √ Maintained collaboration with DBH and CFS to conduct the Perinatal Screening, Assessment, Referral, and Treatment (PSART) program.
- √ Continued to collaborate with 13 hospitals throughout the county through the Local Assistance for Maternal Health (LAMH) program to increase awareness of the risks associated with elective labor induction.
- √ Maintained a countywide network of 161 Child Health and Disability Prevention (CHDP) program medical providers.
- √ Coordinated the Comprehensive Perinatal Services Program (CPSR) with 69 private medical practices that provide health and nutrition education services to low-income women to improve pregnancy outcomes.
- √ Participated in 45 health fairs and local events to disseminate educational information and resources to more than 25,000 community members.

Healthy Communities Program

- √ Gained 17 of the County's 24 incorporated cities and towns and 2 unincorporated communities as partners encompassing 82% of all County residents.
- √ Adopted Healthy City/Town Resolutions by 10 of the city/town councils and 3 cities have updated their general plans to include health of residents as a guiding principle; more cities are in progress.

Laboratory

- √ Improved test capacity building through staff cross-training and implementation of new tests for diseases of Public Health importance.

Preparedness and Response Program (PRP)

- √ Signed five MOU's for Mobile Point of Dispensing Site (PODs) trailers and Mobile POD trailers (MPTs) with Big Bear, Hesperia, Yermo, Apple Valley and Redlands.
- √ Signed 19 MOU agreements for PODs for a total of thirty.
- √ Coordinated the Statewide Medical Health Exercise Program to test emergency operations procedures for the DOC, communications, intelligence and information sharing and medical surge.
- √ Conducted two-day Pandemic Influenza Planning Summit focused on healthcare surge capacity planning and the need for establishing alternate care sites. The Summit highlighted plans for POD sites and showcased a mobile POD trailer through an interactive operational presentation.
- √ Conducted a Public Information Officer (PIO) & Risk Communication Training to DPH Health Education Specialists to provide a general understanding of DPH roles as emergency responders, as well as the role of DPH PIOs during a health-related emergency.

Accomplishments for 2011/2012 continued...

Health Promotion and Education Services

- √ Conducted 24 educational sessions and distributed 175 car seats to county residents through the Low Cost Car Seat program.
- √ Conducted 134 initial home visits/assessments and 27 educational sessions to various community based organizations, schools and community members throughout the West and East Valley of the county through the Coordinated Asthma and Referral Education (CARE) program.
- √ Completed 348 Adult Perception surveys and 272 Youth Perception surveys through the Alcohol and Drug Abuse Prevention (ADAP) program which assisted in identifying community needs to develop community driven prevention services.
- √ Provided over 150 behavioral modification materials/items such as the local “San Bernardino County Resource Guide for Smoking Cessation” and tobacco cessation materials through the Tobacco Use Reduction Now (TURN) program to County employees and their family members at the March Wellness Expo. Over 2,000 behavior modification materials promoting tobacco use prevention were distributed to the community during TURN’s participation at over 40 resource/health fairs.

Women, Infants and Children (WIC) program

- √ Increased WIC participant access to other needed services by co-locating WIC with the DBH and ARMC at the new County Health Services site in Rialto.

Network for a Healthy California

- √ Provided nutritional education about the connection between healthy and nutrition choices, physical activity and chronic disease prevention to approximately 86,000 county residents at various community events and classes.

Ryan White (RW) program

- √ No findings were discovered during County Single Audit of the RW program, where staff worked with the contracted auditing agency for multiple weeks to facilitate their review and auditors were impressed with the Program’s contract monitoring process.

Vital Statistics program

- √ Ranked third (San Bernardino County) in the state with a percentage of 97.53% for registering births within the ten day law requirement.

Goals for 2012/2013

DPH established the following goals for 2012/2013:

1. Promote and increase community collaboration and involvement to enhance access to care.
2. Promote and ensure a healthful environment.

How Outcomes Are Measured

DPH measures outcomes by the following methods:

Activity	Measure
Develop and implement programs and strategies to increase access to coordinated behavioral and primary health services	<ul style="list-style-type: none">Total number of clients enrolled and eligible to access comprehensive primary and behavioral health services through countywide collaborative programs <p>2012-2013 Target: 20,000</p>
Increase animal adoptions through increased community involvement, education and outreach	<ul style="list-style-type: none">Animal Control strives to increase adoptions each year by at least 5% <p>2012-2013 Target: 6,853</p>

Program Information

Communicable Disease Section (CDS) - manages, controls and takes measures as necessary to prevent the spread of disease. CDS investigates all reported or suspected cases of active tuberculosis, including contact investigation, provides nurse case management, and ensures completion of long-term medical management. CDS reduces vaccine-preventable diseases by improving immunization practices in public and private settings, encouraging vaccinations across the lifespan, and monitoring school/childcare immunization law compliance. CDS conducts ongoing community disease surveillance and case investigations, tracks disease trends and potential sources of disease outbreaks. Investigations are conducted for over 80 diseases and conditions that physicians, hospitals and laboratories are required to report.

Vital Statistics Program - is responsible for registering all births and deaths and issuing burial permits in the County of San Bernardino. Vital Statistics issues certificates of births, deaths, and fetal deaths which have occurred in the current year or in the previous year.

California Children Services - provides medical case management to authorize diagnostic and treatment services to individuals from birth to age 21 with qualifying medical conditions who meet residential and financial eligibility criteria. Physical and occupational therapy is also provided at school-based medical therapy units throughout the county.

Laboratory - provides laboratory testing to support DPH programs, including Clinic Operations, Animal Care and Control, Environmental Health Services and Communicable Disease Section. Provides laboratory testing and reference services to local hospitals, medical providers and law enforcement.

Environmental Health Services

Community Environmental Health Services - The *Food Protection Program* conducts food facility inspections, trains food service workers on safe food handling practices and investigates complaints on

Program Information continued...

facilities suspected of food-borne illnesses. The *Recreational Health Program* inspects public swimming pools, spas, water slides, lakes and lagoons for possible health and safety hazards. The *Housing Property Improvement Program* inspects and assesses environmental hazards and responds to complaints at apartments, motels/hotels, camps, detention facilities and bed and breakfast facilities.

Land Use Protection Program (LUPP)- protects public health and safety for the residents of the County of San Bernardino through effective environmental management, which includes innovative disease surveillance, routine inspections, education and enforcement. LUPP regulates water, wastewater, land use, tattoo and body art facilities, waste entities and disease vectors in the county to prevent disease transmission and safeguard natural resources.

Healthy Communities Program- is a central resource for communities' efforts to become healthier places to live, work, play and learn. Project partners include schools, community-and faith-based organizations, public and private agencies, universities, and city governments.

Animal Care and Control- works to prevent rabies in humans and pets. Teaches responsible pet ownership, including the importance of spaying and neutering. Protects and serves the public and pets by enforcing laws and pertinent ordinances, cares for all animals domestic and wild, reunites lost pets with their owners and places unwanted pets into new homes.

Preparedness and Response Program- is devoted to generating readiness through planning, mitigating and responding to public health emergencies such as pandemics/outbreaks, biological/chemical/radiological terrorism and natural disasters.

Clinic Operations- is the platform on which all DPH clinical-related services reside. Clinical care services are delivered at DPH clinics through a comprehensive and coordinated delivery model and include: immunizations, maternal and reproductive health, primary care, tuberculosis screening and clinical care, and HIV/AIDS medical care and case management. Services are available in all three health planning regions (east valley, west valley, and desert) of San Bernardino County. Additionally, two health centers located in the high desert have attained Federally Qualified Health Center status expanding primary care services to uninsured and underinsured county residents. Community based services provided by the Clinic Operations Section include: health education (clinic and community based); operation of mobile alternative HIV testing services; and medical care for post-release individuals pursuant to AB109, the 2011 Public Safety Realignment bill.

Health Promotion and Education Services- educates the residents of the county and promotes healthy living through various community outreach programs, including: Tobacco Use Reduction Now; Coordinated Asthma Referral and Education; child car seat safety; and alcohol and drug use prevention.

Women, Infants and Children (WIC) Program- is a nutrition, education and food supplement program that serves low-income pregnant, breast feeding, postpartum women, infants and children up to age five. The goal of WIC is to improve birth outcomes and the growth and development of young children.

Program Information continued...

Network for a Healthy California- is part of a statewide movement of local, state and national partners collectively working toward improving the health status of low-income Californians to create environments that support fruit and vegetable consumption and physical activity.

Family Support Services- seeks to improve access to quality health care for pregnant women, children, teens and families to ensure preventative and primary care services are available to those identified as “at-risk.” Outreach is done through in-home, school-based and community-based services.

Maternal, Child and Adolescent Health - assists low-income women and children to access health care and supportive services in order to improve pregnancy outcomes and health indicators.

Maternal Mortality- The Local Assistance for Maternal Health Program seeks to reduce the rate of elective labor induction by convening partners from the medical, health education, and community arenas to develop common clinical guidelines, a tool kit, and patient education curriculum.

Child Health and Disability Prevention (CHDP) - provides nursing case management, referral, and health education services to individuals from birth to age 21 who are diagnosed with conditions that require follow-up health care or other assistance.

Children in Foster Care - The Health Care Program for Children in Foster Care Program provides public health nursing consultation services to children in out-of-home placement to ensure they receive medical assessments and health care according to CHDP guidelines.

RX 4 Kids - provides nurse consultation services to Children and Family Services emergency workers, monitors medical care of children in foster care, and case manages foster children on psychotropic medications or who have special health care needs.

Lead Program - The Childhood Lead Poisoning Prevention and Medi-Cal Lead programs provide community education to increase awareness of the potential danger of children’s exposure to lead.

Substance Abuse Programs - The goal of the Perinatal Screening, Assessment, Referral and Treatment (PSART) program is to reduce the number of infants born with exposure to alcohol, tobacco, and/or illicit drugs. The Children’s SART (CSART) program serves families to ensure that children are reared in a safe and nurturing home in order to achieve optimal health and development.

Statistical Information

Animal Care and Control

- 17,246 animals were housed in County shelters
- 32,917 field service calls were responded to and investigated by ACC Officers

Statistical Information continued...

- 247,852 office inquiries were received
- 327 animal establishments were inspected

Clinic Operations

In fiscal year 2011-12, Clinic Operations provided 74,865 visits through the Public Health clinics. Following are those visits broken down by type

- 37,372 reproductive health visits
- 3,707 HIV/AIDS visits
- 913 TB visits
- 17,424 visits for immunization
- 3,643 maternal health visits
- 9,312 primary care visits
- 2,494 cancer detection visits for Every Woman Counts program

Communicable Disease Section (CDS)

- 3,522 home visits were conducted to ensure the timely completion of TB treatment
- 59 cases of clinically active TB were reported to the state
- Distributed 22,552 doses of influenza vaccine to county partners and residents
- Investigated and/or received more than 14,000 reports of communicable diseases, conditions and outbreaks
- Assessed that 94% kindergarten and 95% childcare immunization rates exceed the state averages for both kindergarten and childcare centers

Environmental Health Services

- 46,726 food handlers received training and certification
- Conducted over 58,000 inspections, investigations, surveys and reviews

Family Support Services (formerly Family Health Services)

- Conducted over 12,000 physical and dental examination reviews for foster children in out-of-home placement in the CFS and Probation systems
- Provided in-home case management services to 1,364 pregnant and parenting teens to reduce the incidence of unplanned and unwanted pregnancies via the Cal-Learn program
- Provided nurse consultation services to more than 4,000 children through the Rx 4 Kids program
- Processed over 22,000 Early and Periodic Screening, Diagnosis and Treatment (EPSDT) referrals to screen children for basic health care needs

Statistical Information continued...

- Provided blood lead case management services to 94 families, including education on the dangers of children's exposure to lead
- Provided 4,477 health screenings to school-aged children

Laboratory

- 55,000 specimens were accepted and 90,000 laboratory tests were performed

Network for a Healthy California

- Provided nutrition education about the connection between healthful nutrition choices and chronic disease prevention including recommended portions and minutes of physical activity to over 85,960 county residents at community events and classes

Ryan White program

- In fiscal year 2011/12 there were 3,381 persons living with HIV/AIDS in San Bernardino County. 1,472 West Valley (Montclair, Ontario, Chino, Fontana areas); 1,352 East Valley (Big Bear, Rialto, San Bernardino, Redlands areas); 507 Desert (Baker, Wrightwood, Joshua Tree, Needles areas); and 50 unknown
- 1,095 White; 1,280 Hispanic; 898 African American; 108 Other
- Through four contracted service providers with locations in San Bernardino County, the RW program serves approximately 25% of the above referenced individuals

Vital Statistics program

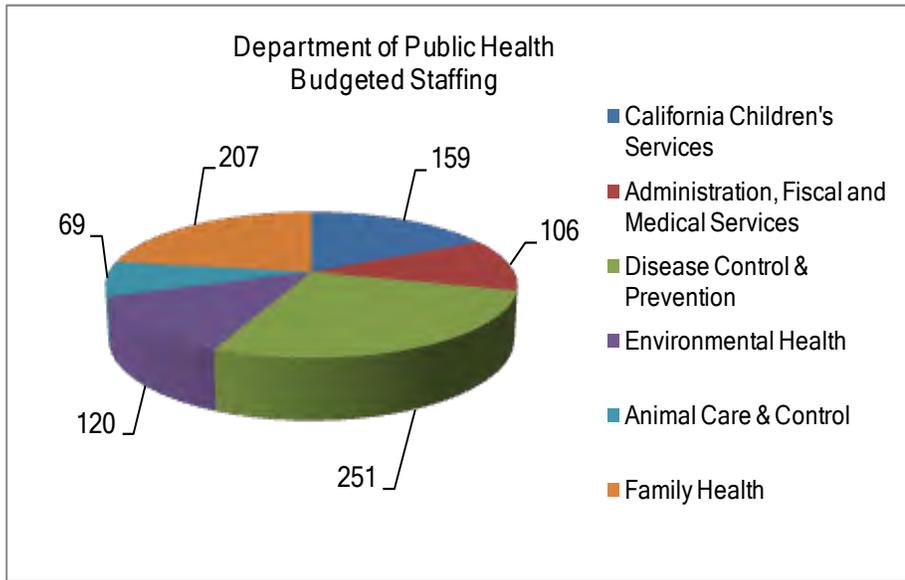
- 25,738 births registered in the County
- 12,684 deaths registered in the County
- 8,890 Birth Certificates sold
- 69,346 Death Certificates sold
- 15,161 Burial Permits issued

Women, Infants and Children (WIC) program

- In fiscal year 2011/12, WIC provided over 970,000 food voucher packets at 16 sites throughout the county. These vouchers generated over \$58 million in sales at more than 220 authorized WIC grocers.
- Over 17,200 infants (birth to 12 months) were served each month representing approximately 65% of all infants born in the county for this same period

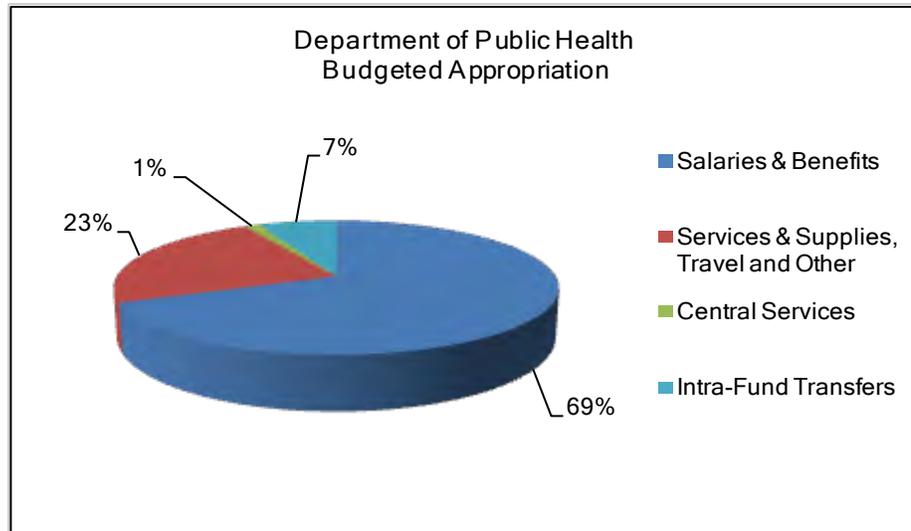
Staffing Information 2011/2012

Total staffing is approximately 912 employees.



Budget Information 2011/2012

The department budget for FY 11/12 is \$100,689,646.



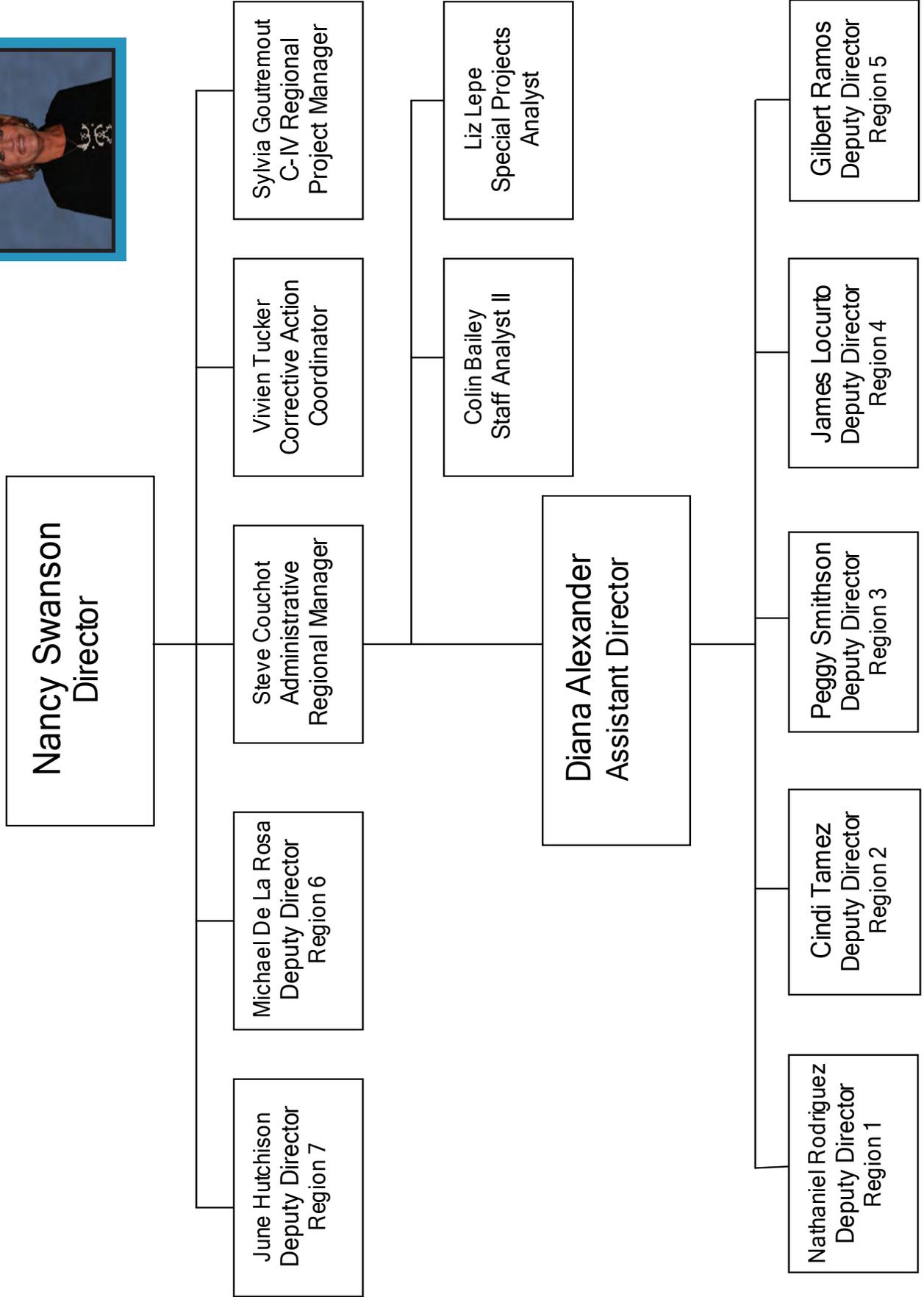
Salaries & Benefits	\$69,283,650
Services & Supplies, Travel and Other	\$23,381,115
Central Services	\$1,322,624
Intra-Fund Transfers	\$6,702,257
Equipment	\$236,900
Total	\$100,926,546

Transitional Assistance Department - Branch Offices



1 Adelanto	13 San Bernardino	19 Yucca Valley
10875 Rancho Rd.	860 E. Brier Dr.	(909) 388-0245 56357 Pima Trail (760) 228-5226
2 Barstow	14 San Bernardino	
1900 E. Main St.	265 E. 4th St.	(909) 252-4701
3 Colton	15 San Bernardino	
2040 W. Woodpine Ave.	1585 E. Highland Ave.	(909) 475-8544
4 Fontana Employment Services	16 San Bernardino	
16730 Arrow Blvd.	2050 N. Massachusetts	(909) 475-2006
5 Fontana	17 Twenty-nine Palms	
7977 Sierra Ave.	73629 Sun Valley Dr.	(760) 361-1475
6 Hesperia	18 Victorville	
9655 9th Ave.	15010 Palmdale Ave.	(760) 552-6106
7 Hesperia Medi-Cal	12 Redlands	
15980 Main St.	881 W. Redlands Blvd.	(909) 335-3334
8 Needles	9 Ontario	
1300 Bailey St.	1637 E. Holt Blvd.	(909) 933-6466
9 Ontario	10 Ontario Medi-Cal	
1637 E. Holt Blvd.	1627 E. Holt Blvd.	(909) 458-9573
10 Ontario Medi-Cal	11 Rancho Cucamonga	
1627 E. Holt Blvd.	10825 Arrow Rte.	(909) 945-0805
11 Rancho Cucamonga	13 Redlands	
10825 Arrow Rte.	881 W. Redlands Blvd.	(909) 335-3334
12 Redlands	14 Victorville	
881 W. Redlands Blvd.	15010 Palmdale Ave.	(760) 552-6106
13 San Bernardino	15 San Bernardino	
860 E. Brier Dr.	1585 E. Highland Ave.	(909) 475-8544
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265 E. 4th St.	2050 N. Massachusetts	(909) 475-2006
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17 Twenty-nine Palms	19 Yucca Valley	
73629 Sun Valley Dr.	56357 Pima Trail	(760) 228-5226

Transitional Assistance Department



Transitional Assistance Department



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

Description 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 (WTW) services to CalWORKs recipients.

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

Accomplishments for 2011/2012

TAD accomplished the following in 2011/2012:

- √ Provided free tax preparation services, (Volunteer Income Tax Assistance -VITA) for 5,043 low-income San Bernardino County residents, which resulted in over \$10.2 million in combined refunds (federal and state) and over \$5.1 million in Earned Income Tax Credit (EITC). Over \$7.5 million estimated local economic activity was generated by EITC.
- √ Designed and implemented Service Efficiency Initiatives to enhance customer service and provide for more efficient program delivery given the increasing public assistance caseloads.
- √ Implemented the Customer Service Center (CSC) on August 5, 2011, for CalWORKs/CalFresh/Medi-Cal continuing cases, averaging 90,000 calls per month. The CSC is a state-of-the-art call center with many modern technological features. Implementation of the CSC has freed up staff resources in district offices to focus on work from increased caseloads.
- √ Implemented Process Approach to Case Excellence (PACE) as a task-based approach to processing work versus traditional individualized case management approach. Implemented in conjunction with the CSC on August 5, 2011. PACE provides for a more efficient assignment and completion of casework. Initial analysis indicates an overall increase in the timely processing of case actions (even at a time of increasing workloads/caseloads and demand for our services).
- √ Received one of only four National Golden "Hunger Champion" awards given out by the United States Department of Agriculture to states and counties for outstanding use and implementation of CalFresh outreach efforts and innovations.

Accomplishments for 2011/2012 continued...

- √ Partnered with Technical Employment and Training (TET) Inc. to provide CalWORKs recipients with an industry-based training in manufacturing. The training program is an intensive 630 hour course that integrates real-life manufacturing practices into teaching. The program had over a 90% graduation rate. All program graduates also successfully passed the nationally recognized National Institute for Metalworking Skills (NIMS) certification. To date, approximately 44% of program graduates have entered employment in the manufacturing field.
- √ Entered a CalFresh Senior Outreach Partnership with DAAS and provided nutrition information to over 15,000 senior citizens in San Bernardino County through a series of 476 separate events, activities and visits. Of those who applied, more than 40% were found eligible and are receiving benefits. Senior recipient numbers increased 25.6% to 8,959 seniors from 7,135 the previous year.
- √ Enrolled approximately 10,000 of an expected 20,000 low-income eligible customers into Medi-Cal programs as part of a Human Services collaborative effort towards early implementation of Patient Protection and Affordable Care Act coverage expansion components.
- √ Continued expansion and use of C4Yourself website for access to CalWORKs, Medi-Cal and CalFresh (Food Stamps) benefits for county residents, and the ability to complete annual recertifications online. Applications received online are 30% for CalFresh, 17% Medi-Cal and approximately 30% for CalWORKs. Currently the County receives over 8,000 applications a month via C4Yourself.com - an increase of nearly 100% over the previous year average of 4,300 per month.

Goals for 2012/2013

TAD established the following goals for 2012/2013:

1. Increase the total number of households participating in the CalFresh (Food Stamps) program.
 - A. Increase public awareness/access of CalFresh benefits.
2. Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits.
 - A. Increase the number of WTW mandatory CalWORKs participants who are engaged in a federal WTW activity.
3. Maintain CalFresh error rate proficiency.
 - A. Maintain the CalFresh error rate below the federal tolerance level of six percent to avoid fiscal sanction.
4. Implementation of up-front lobby management with increased self-service options.
 - A. Enable customers to image documents into cases and receive a receipt without having to wait in line for reception.

How Outcomes Are Measured

TAD measures outcomes by the following methods:

Activity	Measure
Maintain a 5% increase in number of households participating in the CalFresh (Food Stamps) program	<ul style="list-style-type: none"> Measured monthly through caseload reports
Achieve 50% of CalWORKs participants who are engaged in a Federal Welfare-to-Work activity	<ul style="list-style-type: none"> Measured monthly through WPR reports
Maintain a three percent error rate when calculating CalFresh (Food Stamps) benefits	<ul style="list-style-type: none"> Measured through Quality Control (QC) reports
Successfully implement up-front lobby management with increased self-service options	<ul style="list-style-type: none"> Number and type of documents scanned through the Document Upload Kiosks (DUK) and Wireless Barcode Reader (WBR) and placed into received status Number of customers utilizing the DUK and WBR Number of customer sign-ins on reception log pre- and -post DUK/WBR Percentage of customer satisfaction survey responses at a level of satisfactory and above

Program Information

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

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

Program Information continued...

Medi-Cal - pays for health care for certain needy residents of 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 - is operated by TAD and funded by the California Department of Social Services (CDSS). This program provides child care payments to providers on behalf of CalWORKs recipients in approved work or training programs, parents in protective services cases and the working poor. Payments are reimbursements for child care provided, and are paid directly to the provider.

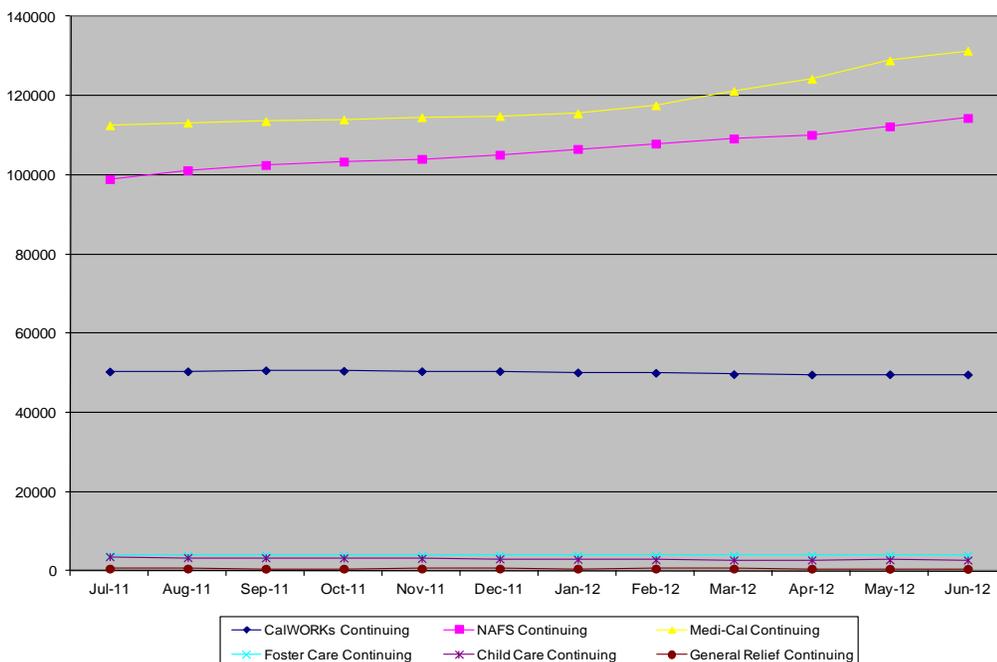
Employment Services Program (ESP) - is the WTW component of CalWORKs. The program assists CalWORKs recipients in obtaining employment that leads to their self-sufficiency. Employment Services staff work with individuals in overcoming barriers that prevent employment. The program also provides supportive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

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

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

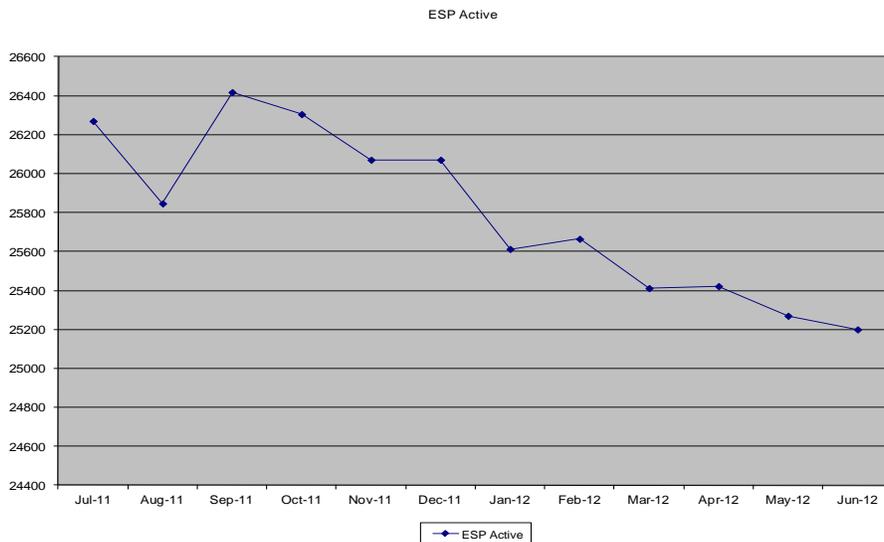
Statistical Information

TAD eligibility continuing caseloads through June 2012:



Statistical Information continued...

Employment Services continuing caseloads through June 2012:



Caseload by Program

Program	Caseload
CalWORKs	49,577
CalFresh	114,348
Medi-Cal	131,344
Child Care	2,728
Employment Services	25,200
Foster Care	9,983
General Relief	517

Testimonial

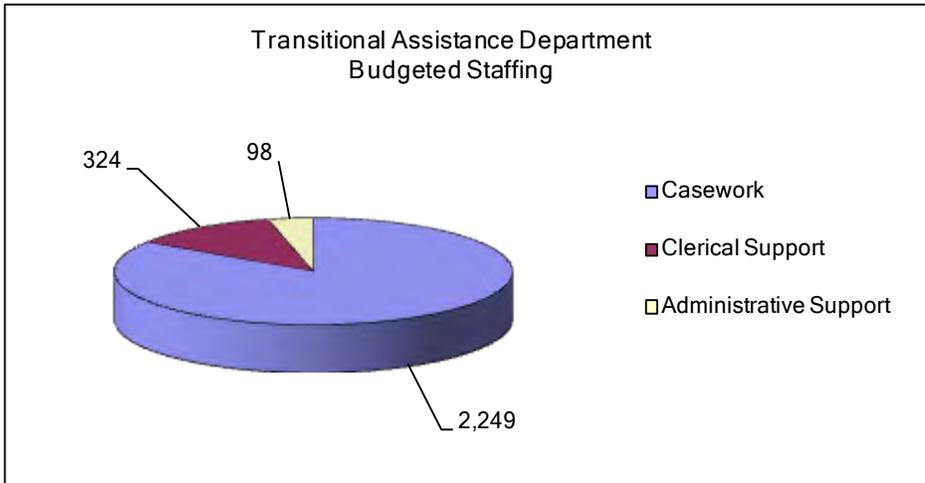
"I too was on public assistance. I went from working at a Thrift store to taking classes to better myself, then to another Thrift store. It is what I had to do to keep a roof over my child's head and food on the table. After being on public assistance and not being able to find a job, I got the privilege to be a part of the Work Experience (WEX) program. My Employment Services Specialist (ESS) put my name in for the program while I was searching for a job. I arrived to the interview on time and the interviewer told me that our goal was to find me a permanent job. So I did just that; I looked really hard, interviewed, tested and more.

I am now proud to say that I have recently finished training for an Eligibility Worker Trainee position and just became an Eligibility Worker I. It was not easy but with perseverance, effort and lots of work, I did it! WEX is an awesome program and both community service and WEX gave me the recent experience I needed to find work." --Carmen De Luna



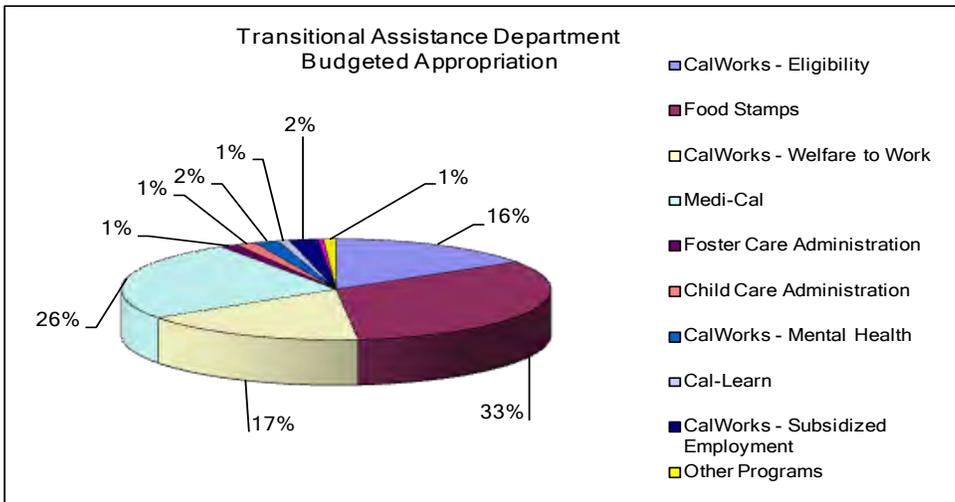
Staffing Information 2011/2012

Total staffing is approximately 2,671 employees.



Budget Information 2011/2012

The department budget for FY 11/12 is \$256,269,657.



CalWorks - Eligibility	\$40,570,071	General Relief Administration	\$1,042,828
Food Stamps	\$83,363,782	Other Programs	\$2,452,799
CalWorks - Welfare to Work	\$43,828,689	Total	\$256,269,657
Medi-Cal	\$65,524,457		
Foster Care Administration	\$3,352,845		
Child Care Administration	\$3,807,121		
CalWorks - Mental Health	\$4,607,368		
Cal-Learn	\$2,221,594		
CalWorks - Subsidized Employment	\$5,498,103		

Veterans Affairs - Branch Offices



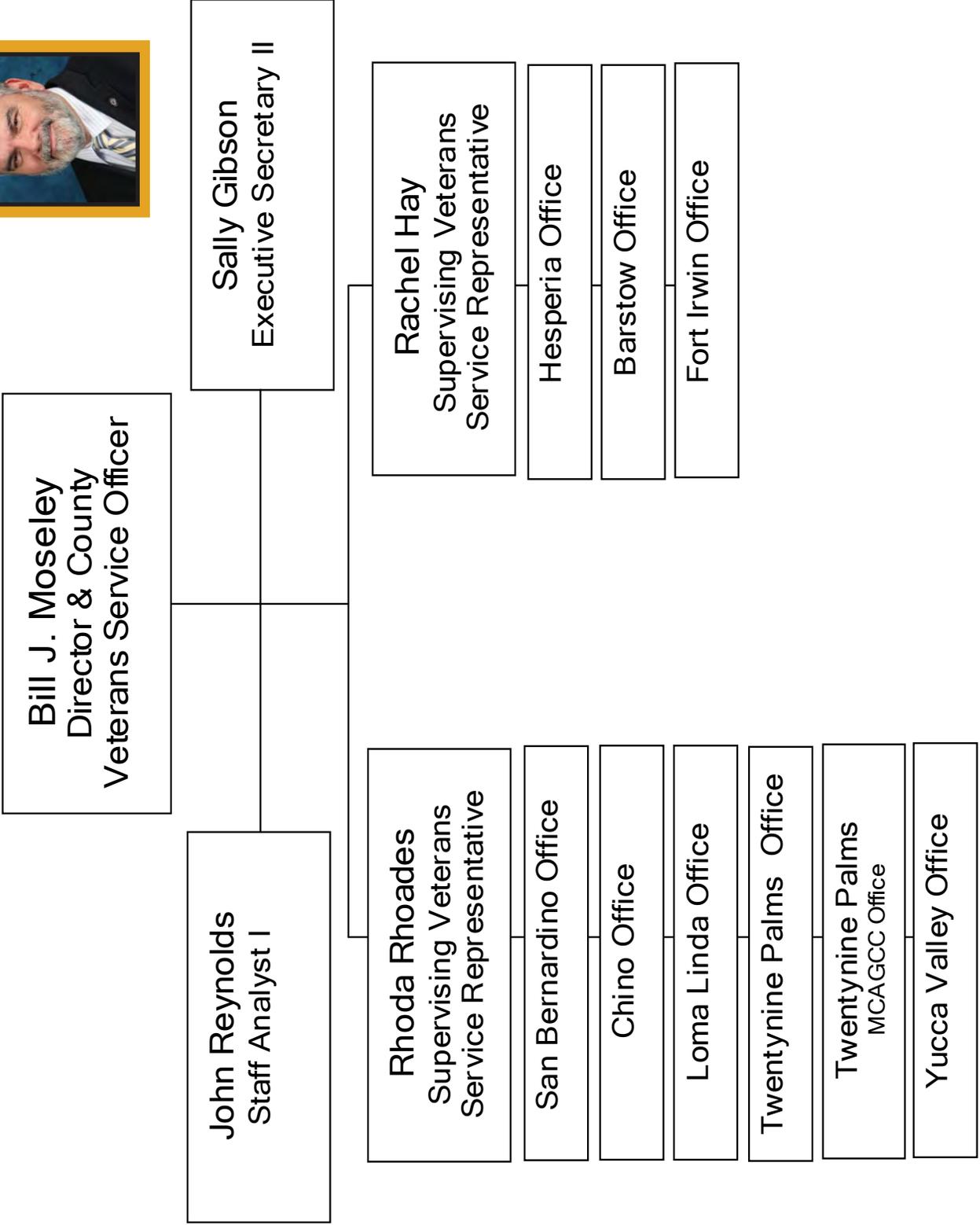
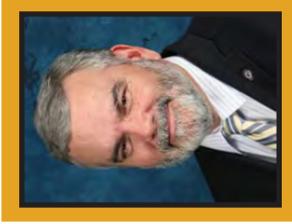
- 1 Barstow
100 E. Veterans Pkwy., Bldg. 100-A (760) 252-6257
- 2 Chino
13260 Central Ave., Second Floor (909) 465-5241
- 3 Fort Irwin
ACAP Bldg. 577
- 4 Hesperia
15900 Smoke Tree St. (760) 995-8010
- 5 Loma Linda (office temporarily closed due to construction)
11201 Benton St. (760) 252-6257
- 6 San Bernardino
175 W. 5th St. (909) 387-5516
- 7 Twentynine Palms
73629 Sun Valley Dr. (760) 361-4636
MCAGCC Village Center Bldg. 1551 (760) 830-6344
- 8 Yucca Valley
56357 Prima Trail (760) 228-5234

Legend

●

VA Offices

Veterans Affairs



Veterans Affairs



Mission *Veterans Affairs (VA) honors the commitment and sacrifice of our veterans, military and their families by promoting awareness of their contributions and unique challenges. We identify and obtain benefits and services for our clients through advocacy, outreach and education, thereby contributing to the quality of life and well-being of our communities.*

Description Approximately one-third of the U.S. population, or twenty-four million veterans and forty-eight million family members, are potentially eligible for federal veterans' benefits. In San Bernardino County there are approximately 375,000 veterans, active military and their families. We provide services to former members of the U.S. Armed Forces and their families and survivors residing in the County of San Bernardino.

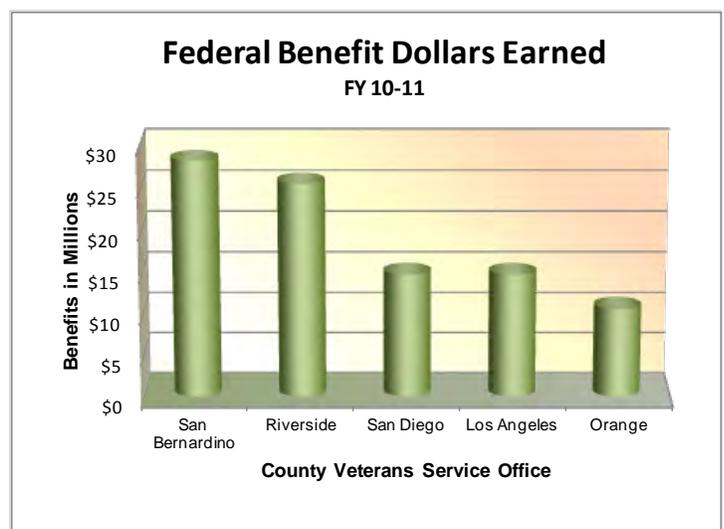
Department veterans' services staff play an important role in a national veteran's advocacy network and are often the initial contact to the Veterans Affairs (VA) system for veterans in our community. County employees work with state and federal employees, veteran service organizations, and, in some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

For eighty-six years, Veterans Affairs has provided local, hands-on assistance to San Bernardino County's veterans and their families. Working with other local resource providers, 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 can be measured in lives touched, customer satisfaction, and in federal benefit dollars earned for our clients and their communities.

Accomplishments for 2011/2012

VA accomplished the following in 2011/2012:

- ✓ Provided services to 22,127 county residents, which represents an 82 percent increase in clients served since 2004.
- ✓ Coordinated a countywide holiday collection drive resulting in the receipt and distribution of more than \$15,300 in overseas calling cards, gift cards and cash donations for the families of deployed military personnel.



Accomplishments for 2011/2012 continued...

- √ Received the highest overall customer service rating of “excellent” from 93% of our clients.
- √ Obtained more than \$28 million in new federal benefits for county residents, up from \$22 million the previous year.
- √ Processed and approved 963 California College Fee Waivers for dependents of disabled veterans living or attending school in San Bernardino County. This provided county residents a savings of \$3,564,700 in tuition and fees at California state colleges and universities.

Goals for 2012/2013

VA established the following goals for 2012/2013:

1. Emphasize higher standards of customer service that will promote the health, well-being and quality of life of all San Bernardino County veterans and their families.
2. Promote staff training and development to maintain United States Department of Veterans Affairs (USDVA) accreditation.

How Outcomes Are Measured

VA measures outcomes by the following methods:

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

Program Information

VA services are delivered in the following four primary areas:

1. Claims Assistance
 - A. Provide benefits counseling, claim preparation, and development.
 - B. Monitor VA claim processing and resolve adjudicative issues of questions in favor of our clients.
 - C. Provide assistance with administrative and/or appellate review of claims.
 - D. Administer the California College Fee Waiver program for dependents of disabled veterans.

Program Information continued...

2. Information and referrals

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

3. Advocacy

A. Individual advocacy includes determination of adjudicative questions and concerns related to processing a veteran's claim.

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

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

4. Outreach

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

B. Conduct outreach to nursing and retirement homes, mortuaries, schools, military separation programs, and service organizations (American Legion, VFW, etc.) to inform the community of veterans' benefits and services.

C. Meet with veterans' services providers in the community to inform them of veterans' special needs.

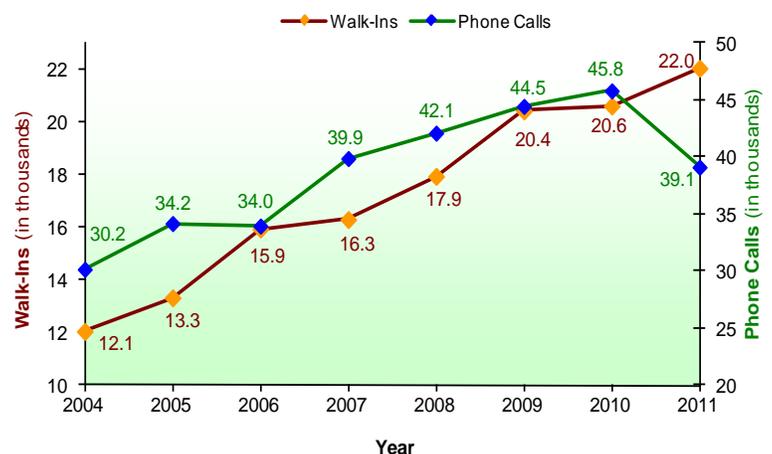
Statistical Information

Client Trends

Walk-ins: Since 2004, walk-in traffic has increased **82%**. This is due to several causes:

- Soldiers returning from Iraq and Afghanistan are discharging from the military.
- As Korea and Vietnam veterans age, their health declines and they seek more benefits and services.
- Increased collaborative outreach efforts with other County departments including DBH, DAAS, and TAD has resulted in a greater number of clients.

Veterans Affairs Client Trends



Statistical Information continued...

Phone Calls: Since 2004, the number of phone calls the department has received has increased **29%**, while the number of office assistants (OAs) answering phones has decreased from five to four positions.

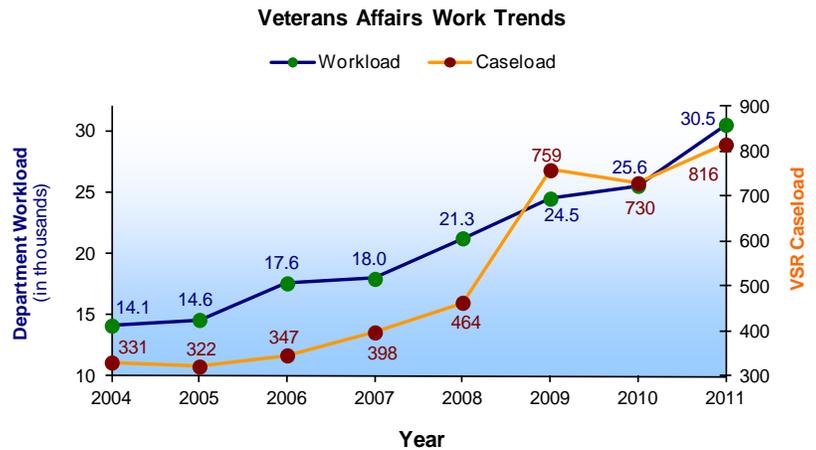
Workload: Department workload has increased **116%** over the past seven years. "Workload" is defined as completed applications for monetary benefits, medical/mental health services, educational assistance, vocational rehabilitation and the like.

Caseload by Program

VSR Caseload: The number of open client files has increased accordingly. Since 2004, the caseload average has grown **147%**. San Bernardino staff is currently managing an average of 816 active cases each.

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

- Correction of military records
- Dependency Indemnity Compensation
- Disability compensation
- Disability pension
- Military discharge upgrades
- Educational assistance
- Federal Tort claim assistance
- Funeral and burial assistance
- Government life insurance
- Home loan guaranty
- Outpatient medical and dental treatment
- Small Business Administration
- Social Security administration
- Business license
- Tax and fee waiver



"My wife and I went to County Veterans Affairs (VA) and had a pleasant experience. Darlene, the VSR we saw had a great attitude and was very kind and knowledgeable about VA laws and benefits; she was very professional getting into detailed information that my wife and I needed to know. I received correspondence from the federal VA and brought it to the County VA hoping they could help us understand the information. Darlene explained in detail the new rating I got from the VA and all the benefits connected with the rating. She took time to fully answer all our questions and took care of everything. It was such a relief to deal with someone who not only knew what to do, but also was interested in doing it. We really appreciate the staff. After our visit, we felt so good that someone was not only so willing to help us, but was so personable as well; it was truly uplifting."

--Mr. and Mrs. Peter Gallegos

Caseload by Program continued...

- College tuition fee waiver
- Disabled veteran license plates
- Employment and unemployment
- Farm and home loans
- Veteran property tax exemption
- Fishing and hunting licenses
- Motor vehicle registration fees
- State parks and recreation passes
- Veterans Homes of California
- Veterans preference in California Civil Service examinations
- Disabled Veteran Business Enterprises (DVBE) opportunities
- Veterans Day and Memorial Day ceremonies coordination
- Jail and hospital outreach claims assistance services
- Local and state employment verifications
- Job preference
- Community outreach
- Peddler's license
- Stand-downs and care fairs
- Transportation services
- Veteran's advocacy
- Fiduciary services
- Homeless assistance
- Veterans' recognition events
- Case management
- Cost avoidance to state and local governments



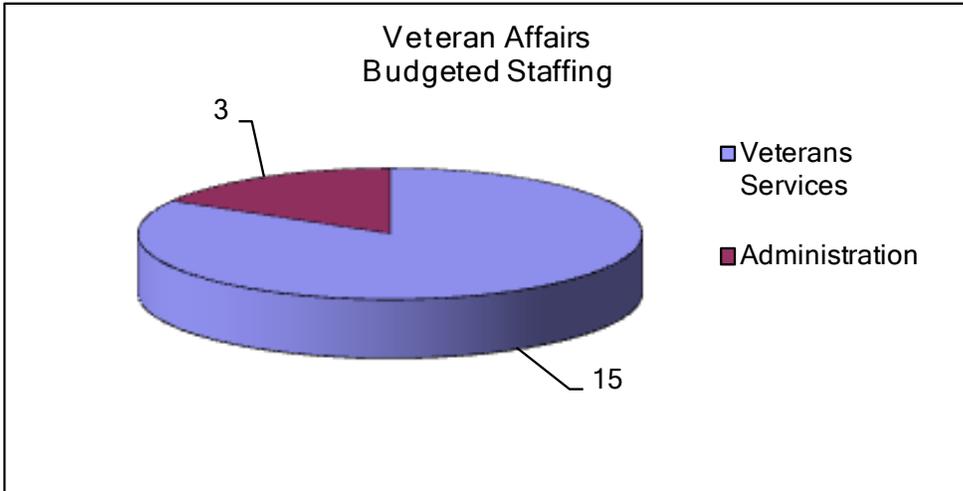
A veteran listens to VA presentation.



Third District County Supervisor, Neil Derry, speaks to audience at veterans' community outreach event in Yucaipa.

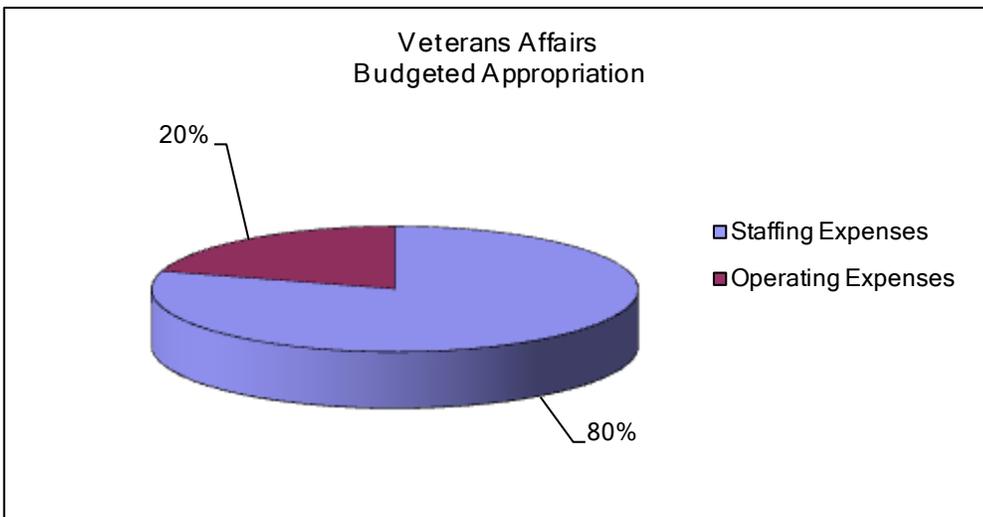
Staffing Information 2011/2012

Total staffing is approximately 18 employees.



Budget Information 2011/2012

The department budget for FY 11/12 is \$1,754,182.

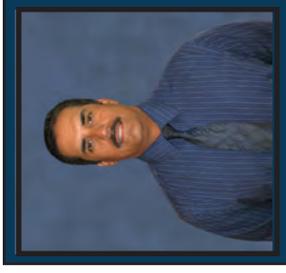


Staffing Expenses	\$1,395,429
Operating Expenses	\$358,753
Total	\$1,754,182

Human Services

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

Management Services



Art Gomez
Deputy Executive Officer

Art Gomez
Deputy Executive Officer
Administrative Support Division

David Quiroz
HS Administrative Manager
HS Personnel

Danny Tillman
Information Services Manager
Information, Technology & Support
Division

Virginia Lugo
Division Chief
Program Integrity Division

Regina Funderburk
HS Auditing Manager
HS Auditing Division

Jeanine Chenault
Deputy Director
Program Development Division

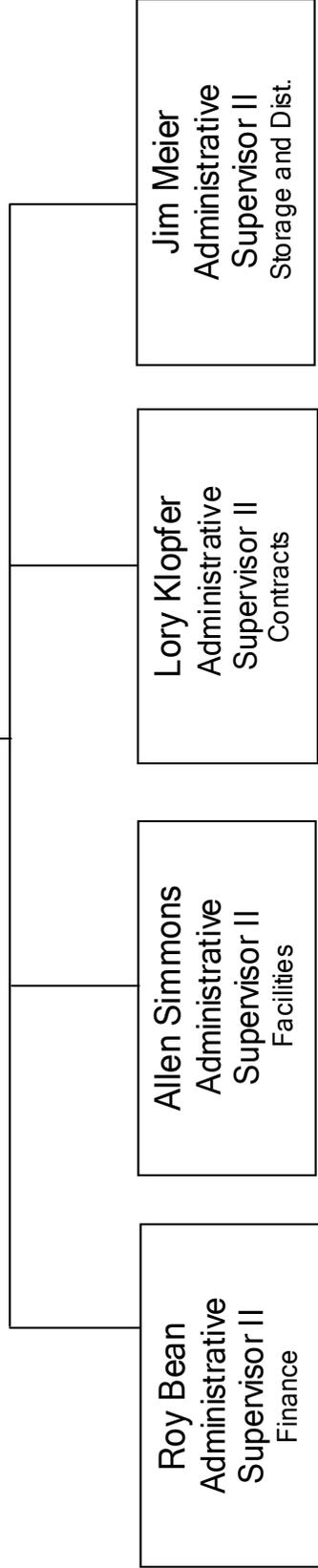
Administrative Support Division



Art Gomez
Deputy Executive Officer

Donella Masi
Clerical Support

Administrative Analysts
John Hallen
Arnold Rocha
Monique Amis



Roy Bean
Administrative Supervisor II
Finance

Allen Simmons
Administrative Supervisor II
Facilities

Lory Klopfer
Administrative Supervisor II
Contracts

Jim Meier
Administrative Supervisor II
Storage and Dist.



Administrative Services Division

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

Description ASD is dedicated to assisting Human Services departments and divisions in the delivery of services. We do so by providing support, and sharing our expertise, in the area of budget and finance, contract administration, facilities management, and storage and distribution. ASD employs ethical, knowledgeable, and professional staff committed to helping our customers reach their goals.

Accomplishments for 2011/2012

ASD accomplished the following in 2011/2012:

Contracts

- √ Successfully administered procurements, prepared and processed all resulting contracts and monitored for administrative, fiscal, and program contract compliance for, CFS, Children and Family Commission, CF, CN, DAAS, DCSS, DPH, HS Administration, Public Authority, PERC, PSD, Probation, Public Guardian, TAD and VA.
- √ Prepared and processed agreements as follows:

» Non-financial contracts and amendments	73
» Revenue contracts and amendments	30
» Service contracts and amendments	275
» Employment contracts and amendments	27
» Memorandum of Understanding	45
» Procurements	30
» Contracts monitored	184
- √ Developed new Contract and Procurement templates to include special fillable fields with auto-complete and auto-fill functionality and incorporated current standard language which significantly increased processing time for these tasks.
- √ Assisted in the implementation of the County's new Electronic Procurement System (ePro). Assigned one Staff Analyst II as the lead HS representative to the ePro implementation team over a nine month period to ensure HS contract needs were addressed and incorporated during implementation. Trained over 60 staff county wide on the use of ePro.
- √ Successfully completed first procurement through the County's new ePro system.

Accomplishments for 2011/2012 continued...

- √ Worked with fiscal monitoring staff, department staff and PDD staff to coordinate and complete contract monitoring and use reports for all assigned contracts per the HS Contracts Unit policy and procedures.

Facilities

- √ Completed Victorville DAAS paint and carpet project and installed new ergonomic-designed furniture.
- √ Completed San Bernardino TAD (Highland and Del Rosa) paint and carpet project and installed new ergonomic-designed furniture.
- √ Installed new ergonomic-designed furniture at Hesperia TAD.
- √ Remodeled Hesperia TAD (Main Street) to accommodate new High Desert Customer Service Center.
- √ Assisted with grand opening of San Bernardino TAD's new state-of-the-art Customer Service Center.
- √ Completed ITSD/HS Personnel paint and carpet project and commenced new ergonomic-designed furniture installation.

Finance

- √ Coordinated 2012/13 budget process for 19 budget unit totaling over \$1.0 billion including approximately 5,450 employees.
- √ Assisted HS departments with maximizing use of available County Expense Claim funding. As a result, 96 percent (\$417 million, an increase of \$5 million from prior year) of available funding was utilized.
- √ Effectively implemented the new Electronic Purchasing System that was rolled out by Purchasing in April 2012. Set up all participating HS departments, coordinated document input into the system and coordinated with the Auditor/Controller/Tax Collector to ensure that all invoices were paid by year-end.

Storage and Distribution

- √ Completely cleared out the HS leased space in the basement of the County Library. The clear-out of the County Library constituted the sixth and final leg of the HS Warehouse consolidation project initiated in 2005. Clearing the County Library constitutes an annual savings of over \$100,000 to the department.
- √ Delivered nearly 2,000 turkeys to community based organizations for Thanksgiving.
- √ Hosted separate events for the non-profit Children's Fund, which included the Backpack, Hanes and Homeless events.
- √ Helped to set up and open several new HS facilities.

Goals for 2012/2013

ASD established the following goals for 2012/2013:

Contracts

Fully leverage the County's ePro functionality efficiencies within the HS Contracts Unit for completion of procurements and resulting contracts.

1. Implement recommendations of the HS Administrative Services Review.
2. Continue to work closely with fiscal monitoring staff, department staff and PDD to coordinate and complete all contract monitoring and use reports per HS policy and procedures.
3. Work with various stakeholders to further refine Board Agenda Item Review process to ensure efficient use of resources and consistency in the preparation and processing of Board items.
4. Explore professional development opportunities for staff as needed and requested.

Facilities

1. Relocate existing Redlands and Colton TAD staff to new LEED-Certified facilities.
2. Open new TAD facility in Rialto.
3. Relocate existing Victorville CFS staff to new LEED-Certified facility.
4. Relocate existing San Bernardino CFS Special Services staff into new LEED-Certified facility to include CFS Emergency Operations Center.
5. Continue to work to restructure/refine HS ergonomic program.
6. Complete Auto CAD training for Facilities Unit staff.
7. Implement recommendations of the Administrative Services Review.

Finance

1. Work with ITSD to complete refinement of the Online Requisition System and participate in the final rollout to departments and support divisions.
2. Participate in workgroups at County Purchasing to assist with countywide support and enhancement of the new ePro system.
3. Conduct HS budget training presentations as requested for appropriate HS staff.
4. Continue to develop management reporting tools to help departments and support divisions operate more effectively and remain within available funding limitations.

Storage and Distribution

1. Implement a new inventory control process to consolidate all inventory management at the Storage and Distribution Center into a single software application.

Goals for 2012/2013 continued...

2. Explore opportunities to lease warehouse space to interested County departments for the purpose of storing a wide variety of material and supplies.
3. Initiate an online “warehouse catalog” that details all available inventory for distribution. This online catalog will be available to all HS departments to better serve their facility requirements and to speed the acquisition process.
4. Continue to provide the best customer service possible.
5. Maintain the ability to meet emergency services for both storage and distribution of necessary supplies to the County when requested.

How Outcomes Are Measured

ASD measures outcomes through customer evaluations, customer surveys, and comment cards.

Program Information

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

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

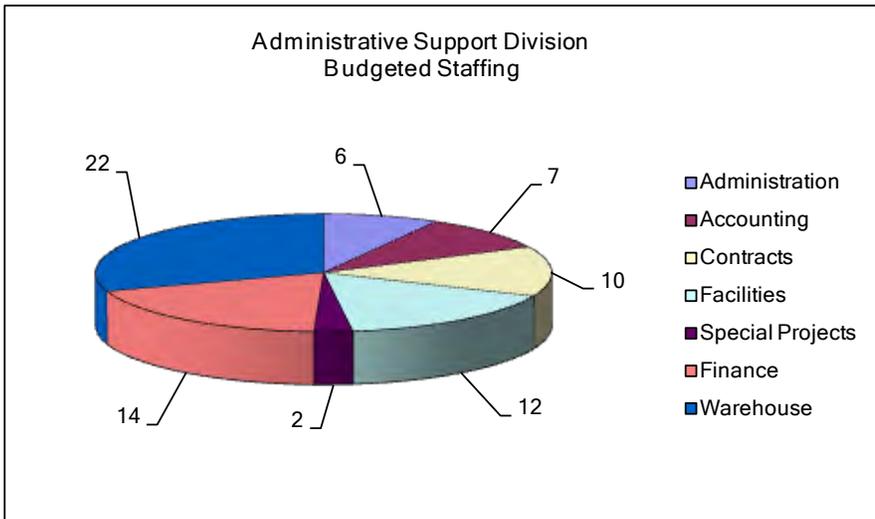
Facilities - Provides building space coordination and integration services for the physical workplace. Specifically, Facilities Operations coordinates acquisition, use and maintenance of leased facilities; determines future space/equipment requirements; oversees site selection, Request for Proposal (RFP)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

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

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

Staffing Information 2011/2012

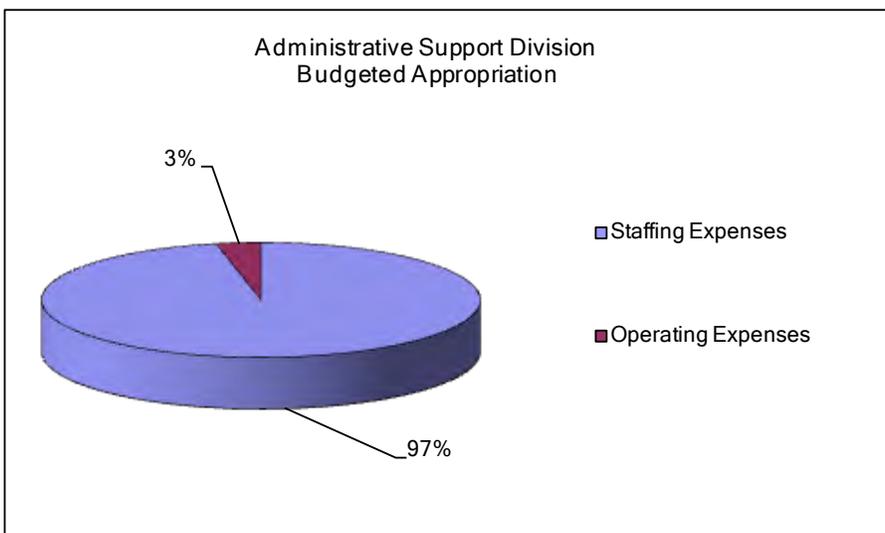
Total staffing is approximately 73 employees.



Budget Information 2011/2012

The division budget for FY 11/12 is \$5,243,868.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in program expenditures identified in each respective department.



Staffing Expenses	\$5,072,154
Operating Expenses	\$171,714
Total	\$5,243,868

HS Auditing Division



Regina Funderburk
HS Auditing Manager

Gina Beltran
Secretary

Terry Sullivan
Supervising Accountant II
Special Banking

Darlene Lynch
Supervising Fiscal Specialist
Recovery

Chris Garot
Supervising Fiscal Specialist
Special Processing

Maury Sharifi
Supervising Accountant II
Fiscal Monitoring

Tammy Pasquarella
Supervising Fiscal Specialist
Payments

Regina Funderburk
HS Auditing Manager
Reporting



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.*

Description 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 CalFresh (Food Stamp) programs to residents by County warrant, electronic benefits transfer card, and direct deposit to bank accounts.

Accomplishments for 2011/2012

HS Auditing accomplished the following in 2011/2012:

- √ Met reporting and claiming requirements for transitional assistance paid to program recipients and contractors who deliver those benefits.
- √ Collected approximately \$3,848,367 of benefit over-payments through the Welfare Intercept System, intercepting both IRS and Franchise Tax Board (FTB) refunds.
- √ Coordinated Single Audit process between the Auditor-Controller (via external auditors) and HS departments.
- √ Met Social Security department's fiscal requirements for both the Sub-Payee and Foster Care programs.
- √ Collaborated with ITSD to select and procure a new Sub-Payee/SSI Advocacy program accounting database.
- √ Participated in C-IV system workgroups to enhance and refine the system's capabilities for accounting and reporting purposes.
- √ Collaborated with multiple HS departments to reduce over-payments in the Foster Care program.
- √ Developed a formal staff recognition program.
- √ Transitioned the Fiscal Monitoring function from HS Administration to HS Auditing.

Goals for 2012/2013

HS Auditing established the following goals for 2012/2013:

1. Collaborate with ITSD to automate Wraparound program invoice verification process.
2. Collaborate with ITSD to develop a website aimed at increasing customer awareness of HS Auditing processes and services.
3. Assess staff training needs and develop a formal staff training program.
4. Explore possibility of accepting credit card, ATM and EBT payments at the front counter and/or over the phone.
5. Collaborate with PDD to complete an online policy and procedures manual.
6. Participate in C-IV system workgroups to enhance and refine the system's capabilities for accounting and reporting purposes.
7. Upgrade Recovery Unit customer service phone system.
8. Transfer microfiche accounting ledger images to CD in order to preserve images for future reference.

How Outcomes Are Measured

HS Auditing measures outcomes by the following methods:

Activity	Measure
Financial and statistical reports submitted within state guidelines and time frames	<ul style="list-style-type: none">• Percentage of reports submitted within specified time frames = 100%
Benefit payments issued to clients in a timely and accurate manner	<ul style="list-style-type: none">• Percentage of system-ready benefits audited and processed within 24 hours of availability = 100%
Continuous improvement of business processes and best practice ideas generated by staff	<ul style="list-style-type: none">• Feedback from customers

:

Program Information

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

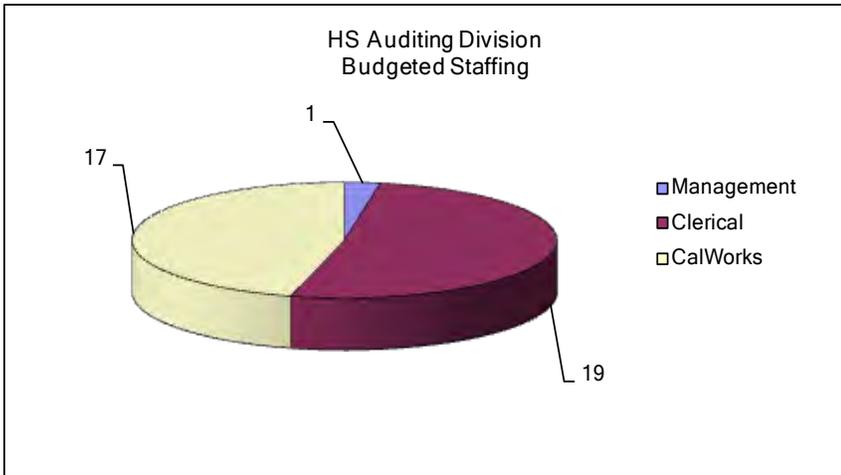
- Prepares assistance claims, which are required for funding and reporting benefits provided to county residents.
- Collects over-payments from benefit recipients.
- Serves as representative payee for Social Security benefits for HS customers who are unable to manage their financial affairs.
- Prepares 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/Treasurer.
- Provides audit assistance and training to HS departments relative to developing and updating internal controls and accounting procedures.
- Reviews auditing and accounting standards, and federal and state fiscal regulations to ensure HS compliance.
- Coordinates the Single Audit process and all state and federal audits/reviews for HS departments.

Statistical Information

Activity	No. Issued	Amount
Cash benefits issued electronically	\$647,211	\$277,382,141
Cash benefits issued by warrants	\$303,924	\$173,829,178
Collection of benefit over-payments	---	\$17,639,445

Staffing Information 2011/2012

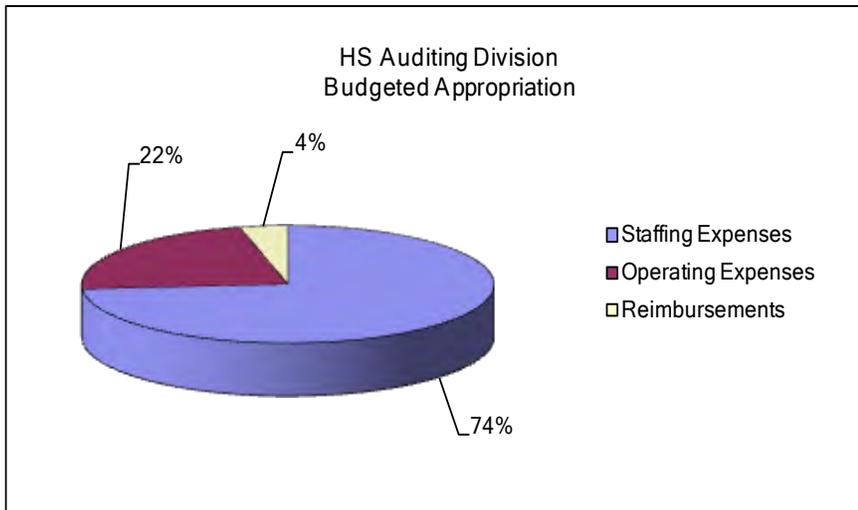
Total staffing is approximately 37 employees.



Budget Information 2011/2012

The division budget for FY 11/12 is \$3,691,580.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in program expenditures identified in each respective department.



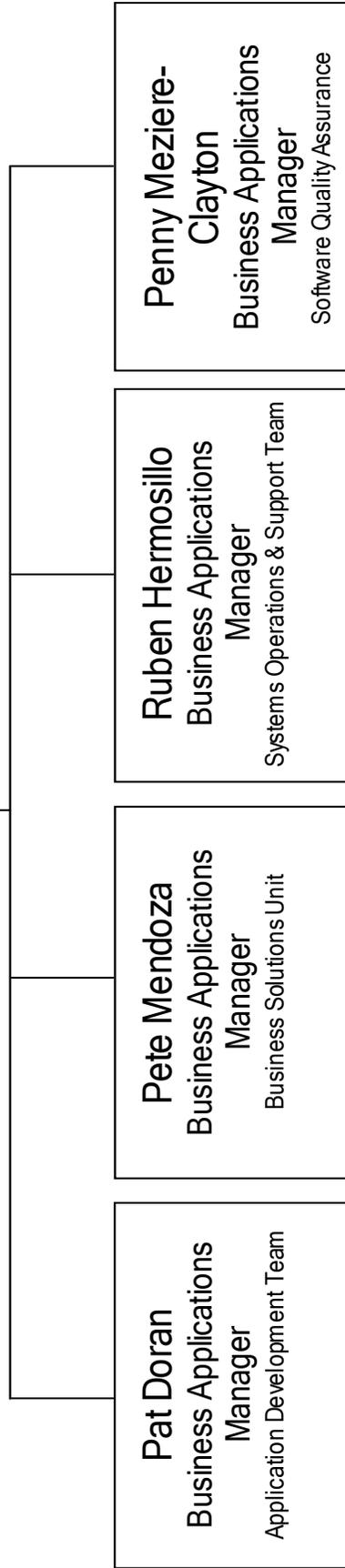
Staffing Expenses	\$2,718,544
Operating Expenses	\$834,280
Reimbursements	\$138,756
Total	\$3,691,580

Information, Technology & Support Division



Danny Tillman
Departmental Information
Services Administrator

Amy Edwards
Secretary I



Pat Doran
Business Applications
Manager
Application Development Team

Pete Mendoza
Business Applications
Manager
Business Solutions Unit

Ruben Hermosillo
Business Applications
Manager
Systems Operations & Support Team

Penny Meziere-
Clayton
Business Applications
Manager
Software Quality Assurance



Information, Technology & Support Division

Mission *Information, Technology & Support Division (ITSD) provides business and technology solutions to HS departments through business consulting, application development, systems consulting and support.*

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

Accomplishments for 2011/2012

ITSD accomplished the following in 2011/2012:

ADT - Application Development Team

- √ Developed and implemented the following Application Development projects for ITSD customers.
 1. Medi-Cal Case Review phase 2 (including PACE)
 2. Contracts phase 2
 3. Veterans Case Management System (VCMS)
 4. CalFresh/CalWORKs budgeting application
 5. IHSS Fraud Referral Tracking System (RTS)
- √ Implemented new clustered production SQL 2008 environment.
- √ Developed, implemented and continue to support Low-Income Health Program (LIHP)/Arrow Care data pull from C-IV data warehouse for Arrowhead Regional Medical Center.

BSU - Business Solutions Unit

- √ Completed 28 collaborative projects associated with SOS, ADT, and SQA improving communications throughout the process.
- √ Completed 72 first level application issues for customers reporting problems with applications in the production environment.
- √ Developed data files to be used by partners for new Low-Income Health Program.
- √ Provided oversight of Enterprise Content Management (ECM) project which refers to the technologies, strategies, methods and tools used to capture, manager, store, preserve, and deliver document content.

Accomplishments for 2011/2012 continued...

- √ Upgraded 14 databases to more current data base technologies.

SOS - Systems Operations & Support

- √ Incorporated standard practice of using and supporting common centralized file storage (Home Shares) within CFS and other departments.
- √ Implemented standard server redundancy for file storage and critical application servers for all departments.
- √ Assisted in building and supporting the infrastructure for new solutions like Public SharePoint and Generic Imaging.
- √ Implemented network upgrades for several departments improving scalability and reliability.
- √ Assist in deploying and supporting new infrastructure and business process solutions for the TAD Customer Service Center.
- √ Began relocating the HS computer equipment located in the ISD computer room to meet new power and cooling.

SQA - Software Quality Assurance

- √ Implemented a public facing SharePoint 2010 environment which includes the creation of a public SharePoint site for the Veterans Affairs Inland Empire Veterans Collaboration (IEVC). The IEVC site allows authorized persons outside the county to share and collaborate with organizations associated with Veterans Affairs.
- √ Initiated the upgrade of the internal SharePoint MOSS '07 to SharePoint 2010.
- √ Designed and implemented the new internet website for DCSS. The new site allows for better visibility of Child Support services and the ability for customers to make payments.
- √ Purchased the robust workflow management tool K2 Blackpearl to enhance the workflow of SharePoint as well as allow the connection to other applications in a customer business process.
- √ Supported HS ITSD customers by completing 1,120 website updates and 186 SharePoint support requests.
- √ Supported ADT, SOS, and BSU with the testing and implementation of 28 projects.

Goals for 2012/2013

ITSD established the following goals for 2012/2013:

ADT - Application Development Team

1. Develop the ESP and FS upgrades to Case Review System.
2. Develop and implement Personnel phase 4 enhancements.
3. Complete development and testing of Travel Request System and implement into production.
4. Implement Business Intelligence (BI) platform, provide training, and transition reports to BI system.
5. Complete enhancements to DCSS data loader processes.
6. Complete transition to new clustered SQL 2008 environment for developing, testing and data warehouse.
7. Continue support of C-IV database warehouse.
8. Continue support of IHSS time sheet processing system.

BSU - Business Solutions Unit

1. Manage IT projects to increase team efficiencies and better serve our customers.
2. Develop project management database with business intelligence to better serve internal and external clients, customers and collaborators.
3. Implement Enterprise Content Management.
4. Continue to maintain Medi-Cal Personally Identifiable Information (PII) solution throughout HS departments.
5. Develop techniques to better serve our Business Units as they evolve to become a more mobile remote user and interact with new technologies.

SOS - Systems Operations & Support

1. Begin implementation of a standardized Storage Area Network (SAN) technology for HS.
2. Upgrade HS Core Networking Switch infrastructure.
3. Implement standard back-up solutions for both network and desktop back-ups.
4. Replace current ITSD Help Desk product using ISD's new Help Desk infrastructure.
5. Implement network upgrades for several departments improving scalability and reliability.

Goals for 2012/2013 continued...

6. Upgrade several system application products to update version and functionality.
7. Begin deployment of new HS Active Directory network domain.

SQA - Software Quality Assurance

1. Complete the upgrade and migration of SharePoint MOSS '07 to SharePoint 2010 in the intranet environment.
2. Continue the conversation of public websites to public SharePoint sites allowing departments to manage their site content.
3. Create a public SharePoint site for TAD.
4. Continue support of ITSD's HS customers' websites and SharePoint sites.

How Outcomes Are Measured

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

Program Information

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

BSU - Business Solutions Unit - BSU provides business process analysis and project management for improving business systems in HS departments.

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

SQA - Software Quality Assurance - The SQA team ensures software products and processes conform to the customer's specific requirements and standards are met and provides another level in software testing. SQA performs detailed system testing of applications that reduces programmer and user testing time.

Statistical Information

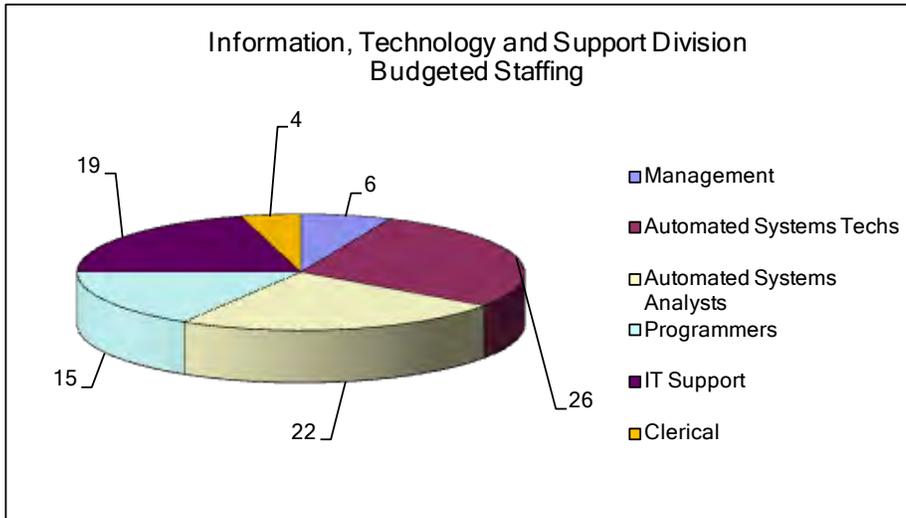
SOS - Systems Operations & Support - SOS provides support to approximately 6,000 users in 140 HS offices countywide. The charts below detail equipment supported and services provided.

Equipment	Number
Desktop computer systems (C-IV and non C-IV)	6,039
Printers (network and personal)	1,738
Laptops	719
Servers (physical)	127
Servers (virtual)	143
Switches	116
UPS (Universal Power Supply)	205
Pocket PCs	4
Projectors	158
Scanners (non C-IV)	149
C-IV Scanners	2,082
Wireless Access Points	173

Services Provided	2010/11
Calls to Help Desk	23,284
New Equipment Installed	325
Moved/Swapped Equipment	859
Servers Installed (new or upgraded)	55
Site Inventories	78
Equipment and Software Orders for Departments	406
County-Owned Smart Phones	91
Site Moves and Remodels	7

Staffing Information 2011/2012

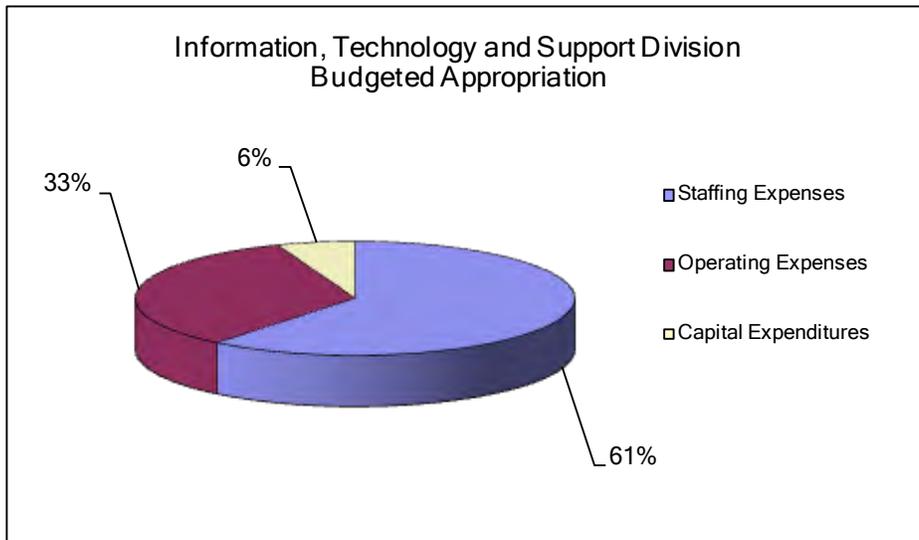
Total staffing is approximately 92 employees.



Budget Information 2011/2012

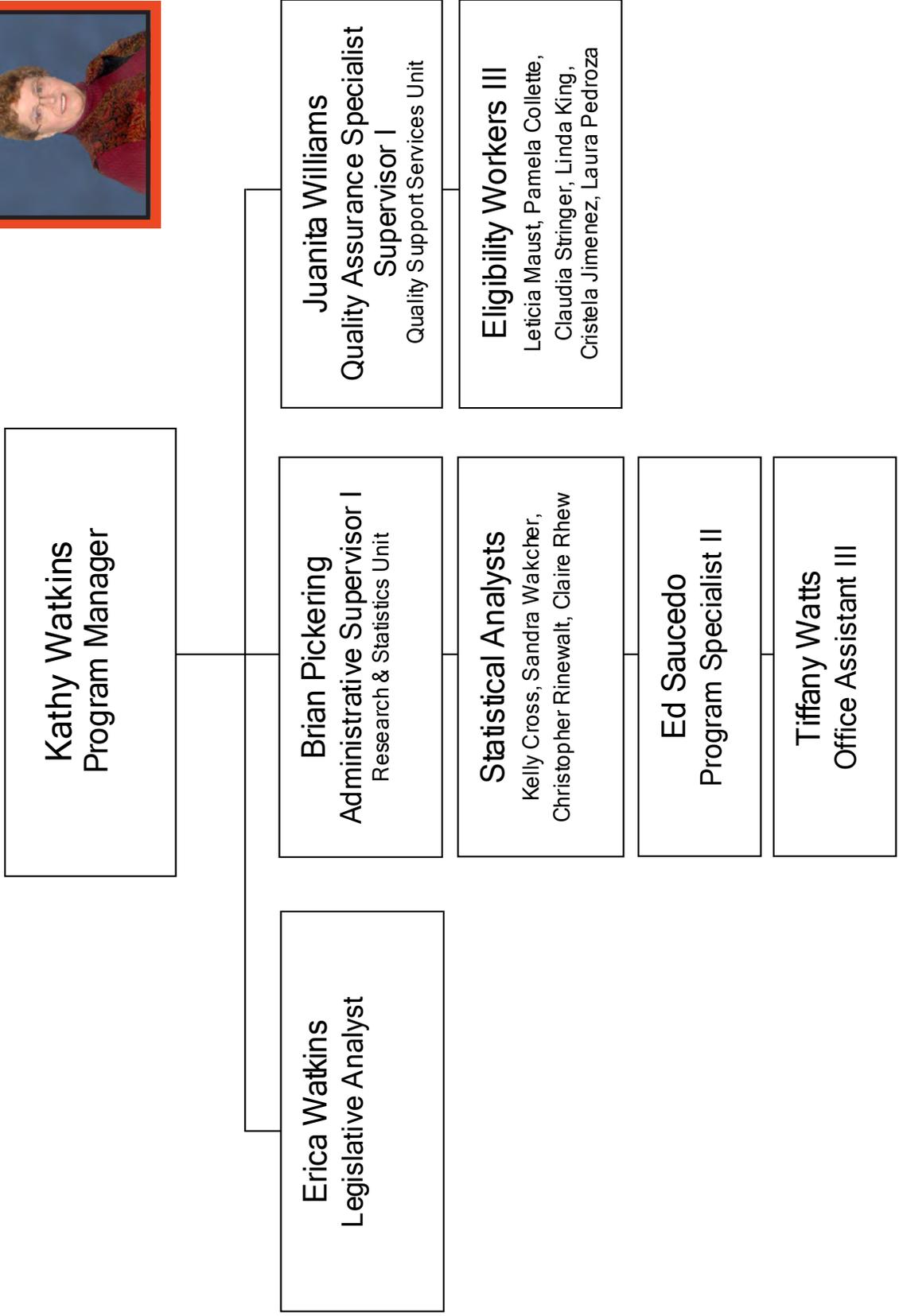
The division budget for FY 11/12 is \$14,960,307.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in program expenditures identified in each respective department.



Staffing Expenses	\$8,963,309
Operating Expenses	\$4,945,110
Capital Expenditures	\$847,593
Total	\$14,960,307

Legislation, Research and Quality Support Services Unit





Legislation, Research and Quality Support Services

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

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

Accomplishments for 2011/2012

LRQU accomplished the following in 2011/2012:

Legislative Analysis

- √ Facilitated and supported the passage of the County-sponsored legislation SB 578, Schools: foster care: course credit. SB 578 requires a school district or county office of education to accept coursework satisfactorily completed by a pupil in foster care while attending another school and to award full or partial credit for such coursework.
- √ Supported the passage of AB 212, the California Fostering Connections to Success Act. AB 212 makes various revisions to the provisions of law enacted by AB 12. This bill allows state-only Kin-GAP recipients to continue to receive aid after they reach 18 years of age under specified conditions.
- √ Tracked and provided analysis on over 700 bills in the State Legislature related to Human Services and Juvenile Probation.
- √ Tracked and monitored federal legislation that would effect Human Services programs.
- √ Provided legislative training to Human Services staff and local academic institutions.
- √ Worked closely with the California State Association of Counties and its affiliate associations to provide County input/suggestions to support, oppose, or amend pending legislation.
- √ Continued to provide support to HS departments in developing the County's state and federal platforms.
- √ Worked closely with the County Office of Legislative Affairs to facilitate the Board of Supervisor's legislative positions.

Research and Statistics

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

Accomplishments for 2011/2012 continued...

- √ Designed, administered and analyzed surveys of HS customers to help tailor programs and services to better serve their needs.
- √ Designed, administered and analyzed numerous online employee surveys for CFS.
- √ Produced approximately 100 monthly reports utilized by TAD, CFS, and DAAS managers.
- √ Developed tracking, caseload assignment tools, and outcome monitoring for TAD move to Customer Service Center-based case management.
- √ Utilized Arc-GIS to create maps for TAD and CFS to assist in making policy and business decisions.
- √ Utilized Google Maps to create Internet-based interactive maps for DBH Homeless Services, Preschool Services Department, Children's Network, CFS, First Five, TAD and Veterans Affairs.
- √ Assisted TAD, CFS and DAAS in implementing various policy and programmatic changes.
- √ Provided data for and assisted CFS with the implementation of Extended Foster Care.
- √ Provided DAAS with various reports intended to reduce the potential for IHSS fraud.

Quality Support Services

- √ Assisted various HS departments (CFS, TAD, DAAS, PDD, Appeals and Probation) with ongoing case reviews of over 6,000 cases and provided statistical data analysis.
- √ Researched and gathered data quarterly regarding youth aging out of foster care for the state's SOC 405E, Exit Outcomes Statistical Report on behalf of CFS.
- √ Conducted yearly review of the entire population of active General Relief (GR) cases within TAD to determine accuracy of GR casework and consistency upon entries in the General Relief Management System (GRMS).
- √ Assisted CFS with evaluating the quality and structure of narration within the Child Welfare Services/ Case Management Services (CWS/CMS) systems.
- √ Helped maintain the federal-to-non-federal ratio for Title IV-E funds on behalf of CFS.
- √ Corrected CFS data in the National Youth in Transition database bringing it into compliance with federal government policies and procedures regarding individual identity data.
- √ Conducted monthly telephone surveys concerning the quality and services of the WRAP Around program (WFI-4) offered to foster youth through CFS and entered responses into the WONDERS database.

Goals for 2012/2013

LRQU established the following goals for 2012/2013:

Legislative Analysis

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

Goals for 2012/2013 continued...

2. Continue to engage in more state budget-related research to provide our customers with up-to-date budget information, which is especially critical given the state's continuing budget difficulties.
3. Maintain our focus on federal legislation to provide quick and accurate information and analysis on pending federal actions that could impact the County departments for whom we provide legislative services.
4. Advocate for state legislation through the CSAC affiliate associations that advance the interests of HS departments in serving their customers.

Research and Statistics

1. Explore best practices in outcome and performance evaluation through collaboration with other public and private agencies.
2. Assist CFS with system redesign and system improvement plan.
3. Assist TAD with program monitoring and outcome evaluation related to new service delivery models and regulation changes.
4. Evaluate and monitor programs administered by HS to ensure high quality, cost effective service delivery to residents of the county.

Quality Support Services

1. Provide quality assurance support to HS departments requiring assistance.
2. Provide case reviews, surveys, and data analysis to departments currently supported.
3. Provide support through the federal maximizer position in an effort to maintain the federal-to-non-federal ratio of Title IV-E funds.
4. Provide input and direction to DAAS regarding the IHSS Quality Assurance program.
5. Perform case reads and surveys required to measure improvements in the Outcomes and Accountability System Improvement Plan for CFS.
6. Assist with designing the SOC 405X to track Exit Outcomes Statistical Report of foster youth re-entering the foster care system.

How Outcomes Are Measured

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

Program Information

Legislative Analysis Unit - Using an advanced bill tracking system called Capitol Track, the Legislative Analysis Unit is responsible for monitoring all state and federal legislation that would affect both the many

Program Information continued...

departments under the umbrella of HS. Analysts review in excess of 1,000 bills during the state legislature session. Information is gathered from appropriate staff and written analyses and recommendations are prepared for agency decision-makers to aid them in deciding whether to recommend supporting or opposing key legislation. In coordination with research analysts, the unit analyzes the fiscal impact of pending legislation on caseloads and administrative workload. The unit represents HS departments on the legislation committees of CWDA.

The unit is also instrumental in developing and writing the County's state and federal legislative platform for all HS departments.

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

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

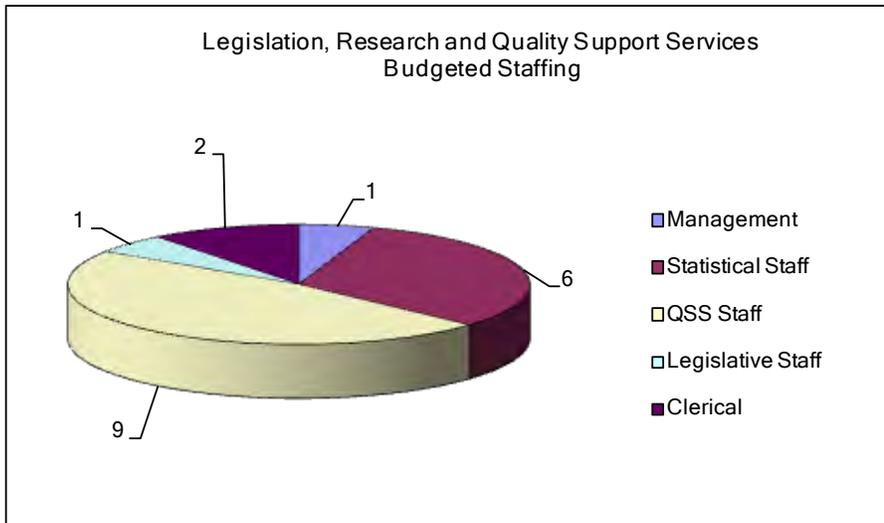
Research and Statistics creates specialized reports from administrative databases serving TAD, CFS and DAAS. This allows departments to quickly answer questions concerning caseload demographics and movement, as well as program performance. It also provides the ability to perform fiscal estimates concerning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

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

- Assists in maximizing funding for CFS by increasing federal Title IV-E revenue for administrative costs for CFS and the Juvenile Probation department, and for the TAD foster care maintenance payments.
- Tracks and determines eligibility for foster care children receiving SSI to help increase the County's Title IV-E penetration rate.
- Identifies and tracks all non-federal foster children residing with a non-related legal guardian to ensure they are properly counted and identified in the welfare database.
- Audits foster care cases for Title IV-E compliance and eligibility.
- Performs quarterly state-mandated Quality Assurance case reviews for DAAS' IHSS program.

Staffing Information 2011/2012

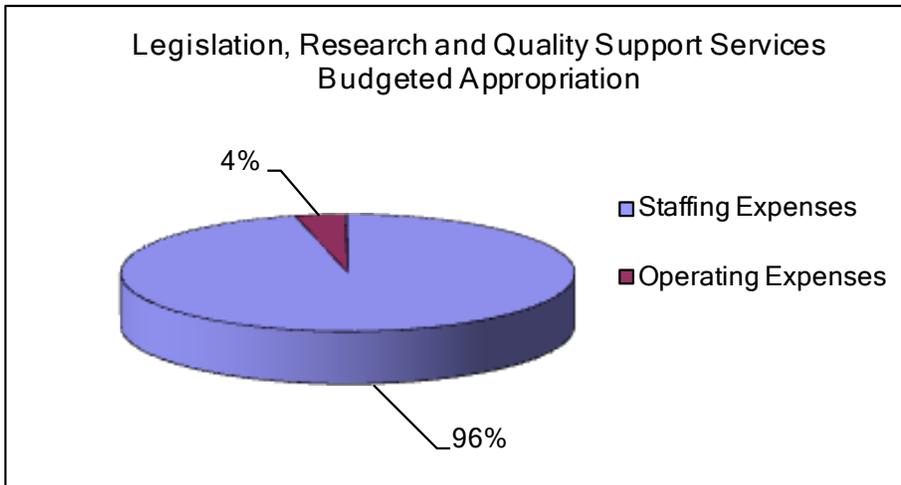
Total staffing is approximately 19 employees.



Budget Information 2011/2012

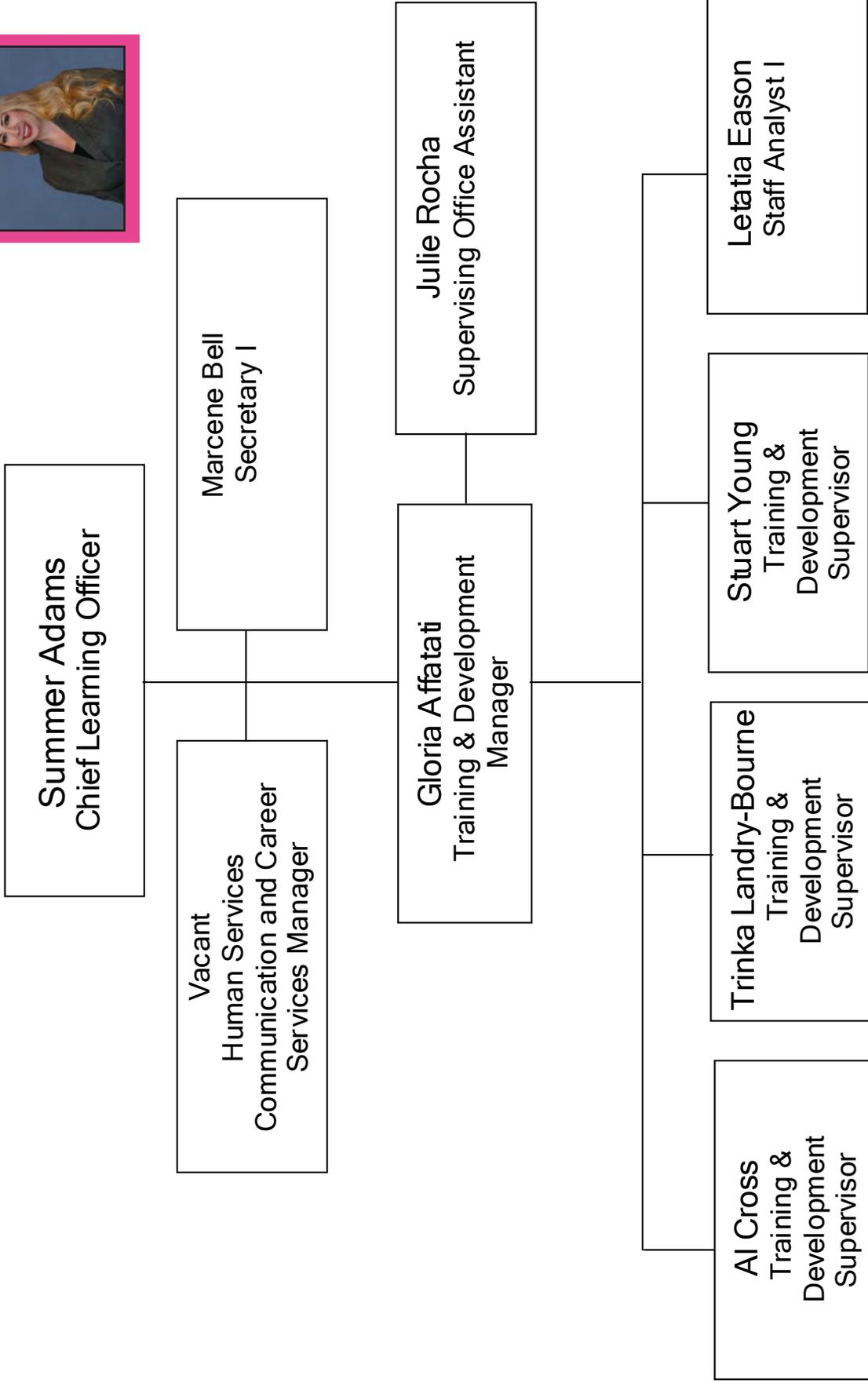
The division budget for FY 11/12 is \$1,328,591.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in program expenditures identified in each respective department.



Staffing Expenses	\$1,279,012
Operating Expenses	\$47,237
Reimbursements	\$2,342
Total	\$1,328,591

Performance, Education & Resource Centers





Performance, Education and Resource Centers

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

Description PERC delivers workplace programs and services that help individuals and departments identify and achieve professional and operational goals. Skilled professionals develop, coordinate, and deliver training that is designed to support and prepare the County's workforce to meet the needs of our community. PERC provides assessment, consultation, and behavioral intervention services, including strategic planning and facilitation services. Additionally, PERC supports departments within the Human Services organization with the development and coordination of internal and external communications and media relations.

Accomplishments for 2011/2012

PERC accomplished the following in 2011/2012:

- √ Partnered with Human Services departments to maximize existing training resources in support of their operations, workflow and business redesign initiatives.
- √ Developed, tested and launched e-learning training modules via the Learning Management System (LMS) to develop or refresh workforce skill sets.
- √ Created and delivered new classroom training modules to meet departments' emerging needs.
- √ Attained 100% compliance of the mandatory training hours required by CDSS.
- √ Compiled and presented data to demonstrate compliance with Merit Systems Principles.
- √ Achieved accreditation for the Fundamentals of Supervision and Fundamentals of Management series curricula with California State University, San Bernardino.
- √ Provided consultation, assessment, and facilitation services to County departments.
- √ Developed staff on emerging program and technology developments and trends, organizational events, and best practices.
- √ Collaborated with departments and community stakeholders to build a strategic plan for the San Bernardino Reentry Collaborative designed to address the HS needs of the reentry population.
- √ Developed a blended learning framework and structure for social worker training that utilized university resources.

Goals for 2012/2013

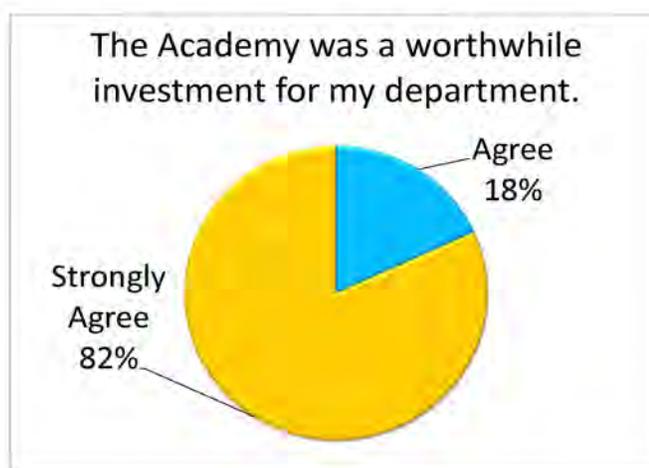
PERC established the following goals for 2012/2013:

1. Expand the use of information and communication technology resources and tools to enhance training options and deliverables.
2. Increase, leverage, and maximize available resources to support department initiatives and effectively respond to customer needs, as well as current and future demands for service.
3. Create and provide innovative training designed to enhance knowledge and increase individual job performance, proficiency, and productivity.
4. Increase collaborative efforts with customer departments to enhance organizational effectiveness.
5. Engage customer departments by anticipating and responding to current and emerging needs for their workers.

How Outcomes Are Measured

Results are measured through a customer driven approach, which includes the following methods:

- Student evaluations; participant response
- Feedback from collaborative partners
- Cognitive outcomes and knowledge checks
- Skill-based outcomes
- Pre and post assessments
- Transfer of learning
- Program evaluation
- Peer review and self-evaluation



Program Information

Employee Training and Development - PERC provides initial and ongoing job skills training to eligibility and social workers supporting various Human Services programs. In addition to programmatic training, PERC offers a broad spectrum of high-quality training and development services. PERC is accredited by the Board of Behavioral Sciences to provide continuing education credits (CEUs).

PERC offers training programs in the following areas:

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



Career Development - PERC provides 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 is available to assist employees and departments with the following:

- Career, communication, values and interest assessments
- Personal development plans
- Up-to-date professional development tools and strategies for goal setting, interviewing and resume writing
- Guidance on establishing mentor relationships
- Succession planning

Program Information continued...

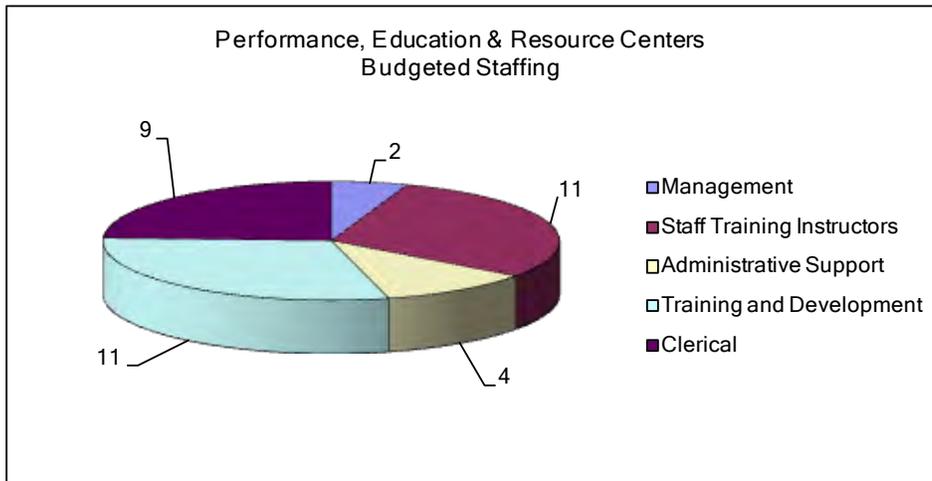
Organizational Development - PERC's professional consultants help departments collect data, define issues, and develop strategies to improve their operational effectiveness and efficiency. Intervention strategies include surveys, needs assessments, focus groups, strategic planning, team building, and other group facilitation processes.

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 HS Community Relations website and responds to general inquiries from the public, media, and other agencies. The Community Relations Office acts as a liaison to the County's Public Information Office and is a point of contact and collaboration with other counties throughout the state. The CRO also maintains internal communication among HS departments through the quarterly publication of the HS Connection newsletter. In addition to the HS Connection, the CRO produces the HS Annual Report.



Staffing Information 2011/2012

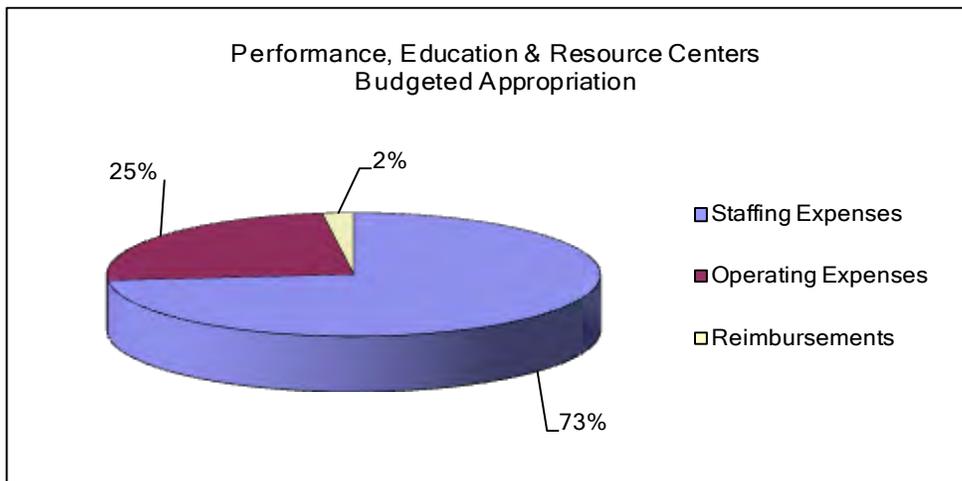
Total staffing is approximately 37 employees.



Budget Information 2011/2012

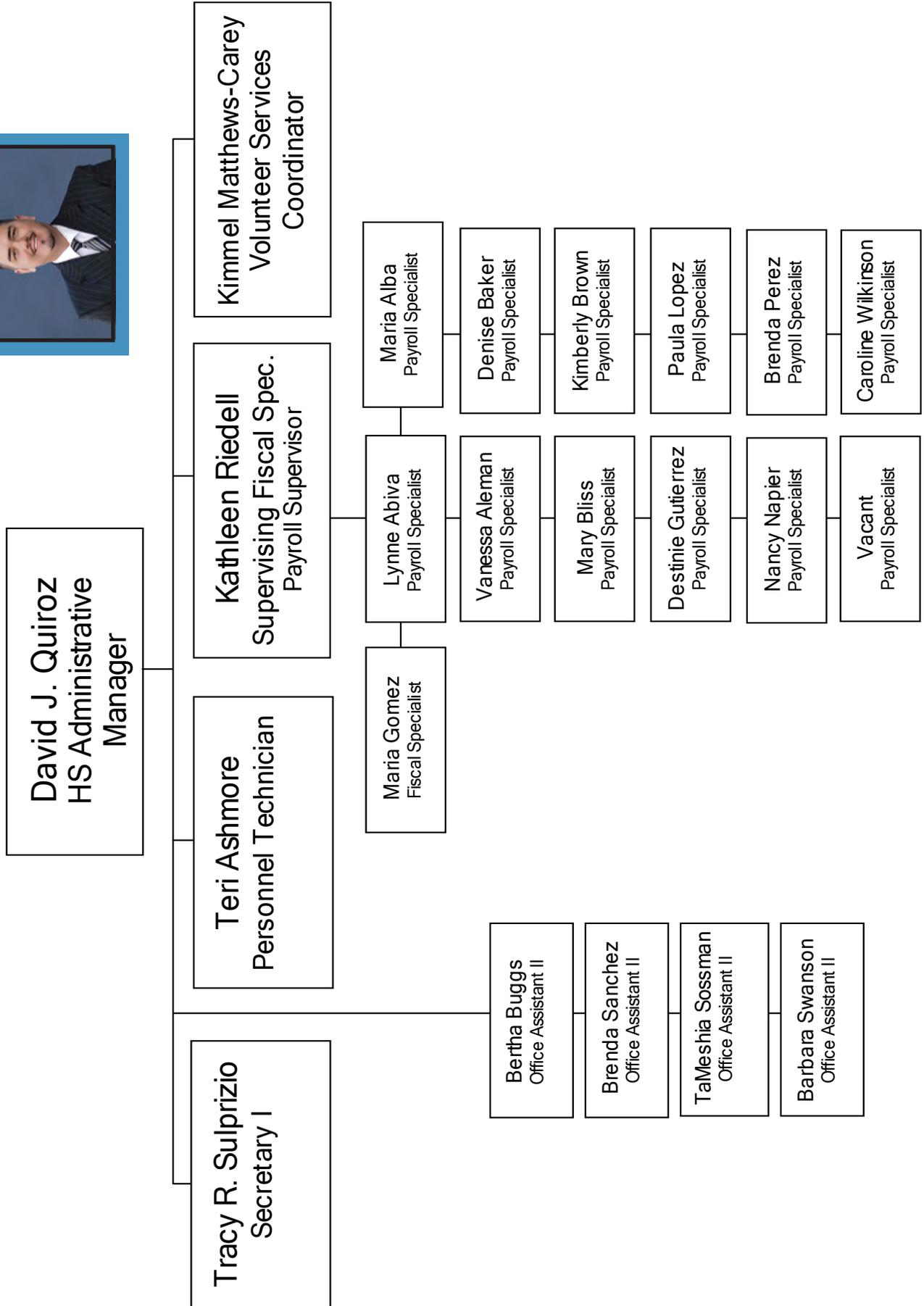
The division budget for FY 11/12 is \$3,904,356.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in program expenditures identified in each respective department.



Staffing Expenses	\$2,866,999
Operating Expenses	\$957,752
Reimbursements	\$79,605
Total	\$3,904,356

HS Personnel Division





HS Personnel Division

Mission *Our mission at Human Services Personnel is to provide high quality customer service, ensuring HS employees receive their pay and benefits in a prompt and accurate manner, while providing HS departments the staffing tools they need to provide critical services to County customers.*

Description HS Personnel is responsible for handling departmental needs, which includes managing the payroll and handling internal personnel transactions for over 5,400 employees. Departments served include CFS, DAAS, PSD, TAD, ITSD, PERC, HS Management Services, Work Experience Workers (WEX) and volunteers.

Accomplishments for 2011/2012

HS Personnel accomplished the following in 2011/2012:

- √ Initiated planning of Phase IV of the Personnel Transactions Database. Testing of Phase IV to begin late 2012 and will include retirement tracking, County Service Pin logging/tracking, automated new hire packets, employment verification logs, reference check logs, bilingual pay tracking, employee I.D. card logs, and automated processing of documents/notifications for deceased employees.
- √ Streamlined the Smarthire/Background processes to eliminate paperwork, save time, and improve turnaround time for required clearances.
- √ Updated the HS Personnel website with current information, eliminated out-dated information, and currently working to complete design overhaul.
- √ Helped improve timeliness of appointment scheduling and turn around times for physical clearances with the help of the Center for Employees Health and Wellness.
- √ Began the conversion of older, Microfiche Personnel records into more easily attainable electronic process.

Goals for 2012/2013

HS Personnel established the following goals for 2012/2013:

1. Implement a more efficient Live Scan process for our remote-area customers. Development in this area will potentially enable customers to attain Live Scan services without having to travel long distances.
2. Develop countywide supervisory/management training that focuses on E-time accuracy, complete transaction paperwork, and the training of employees on HS Personnel procedures.

Goals for 2012/2013 continued...

3. Finish Microfiche records transition into complete electronic availability.
4. Continue to cross-train and develop staff to maximize worker efficiency and ensure that HS Personnel is always operating at a high level.
5. Build upon our fast and efficient delivery of services and explore additional ways that can enhance, or augment our customer service practices.

How Outcomes Are Measured

The HS Personnel Division measures outcomes by the following methods:

Outcomes for payroll are measured on a bi-weekly basis by the number of time sheets that are processed, the number of pay warrants that are issued, and the timeliness that they are completed.

Outcomes for all other HS Personnel transactions are measured by frequency of satisfied department-requested start dates, validity of transaction-required paperwork, and turnaround expectations set forth by EMACS system requirements.

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

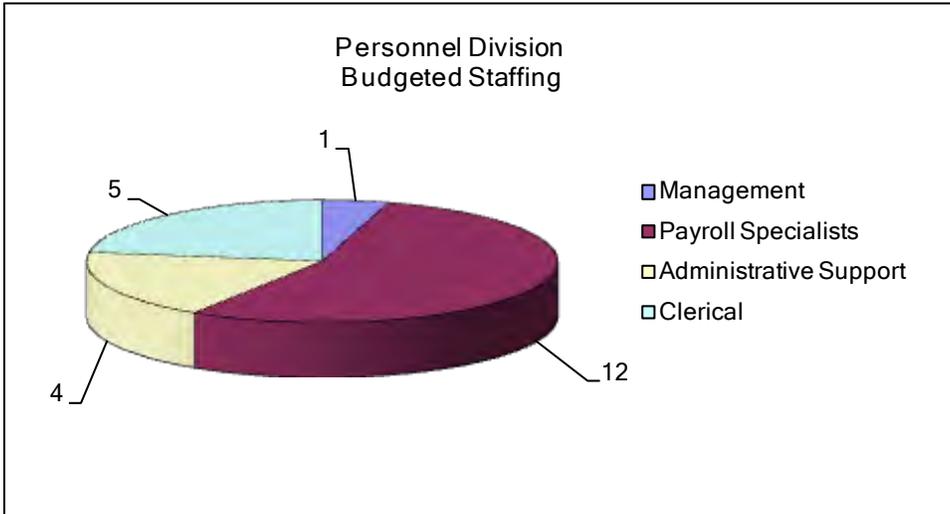
Program Information

Payroll - is responsible for completing all required pre-employment paperwork for newly hired, promoted, or transferred employees; arranging pre-employment physicals, live-scan fingerprinting and background checks; reference checks; employment verifications; maintaining files of all interview materials; processing all electronic time sheets, disability and extended leave paperwork; making payroll corrections; processing step advancements, work performance evaluations and required paperwork to place new employee information in the payroll system; performing reception/customer service, telephone, photo identification card, and mail distribution duties.

Integrated Volunteer Program - is responsible for conducting recruitments; processing applicants; assisting departments in tracking volunteer hours worked; filling vacancies; writing and maintaining volunteer assignment descriptions; maintaining volunteer personnel files; writing public service announcements and press releases; representing the program at a variety of service organizations, school meetings and functions; and maintaining the volunteer website.

Staffing Information 2011/2012

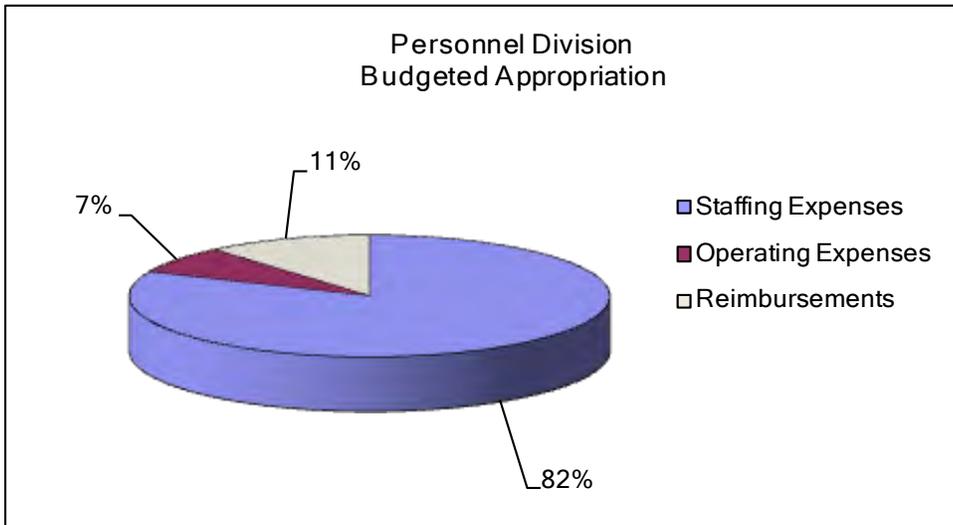
Total staffing is approximately 22 employees.



Budget Information 2011/2012

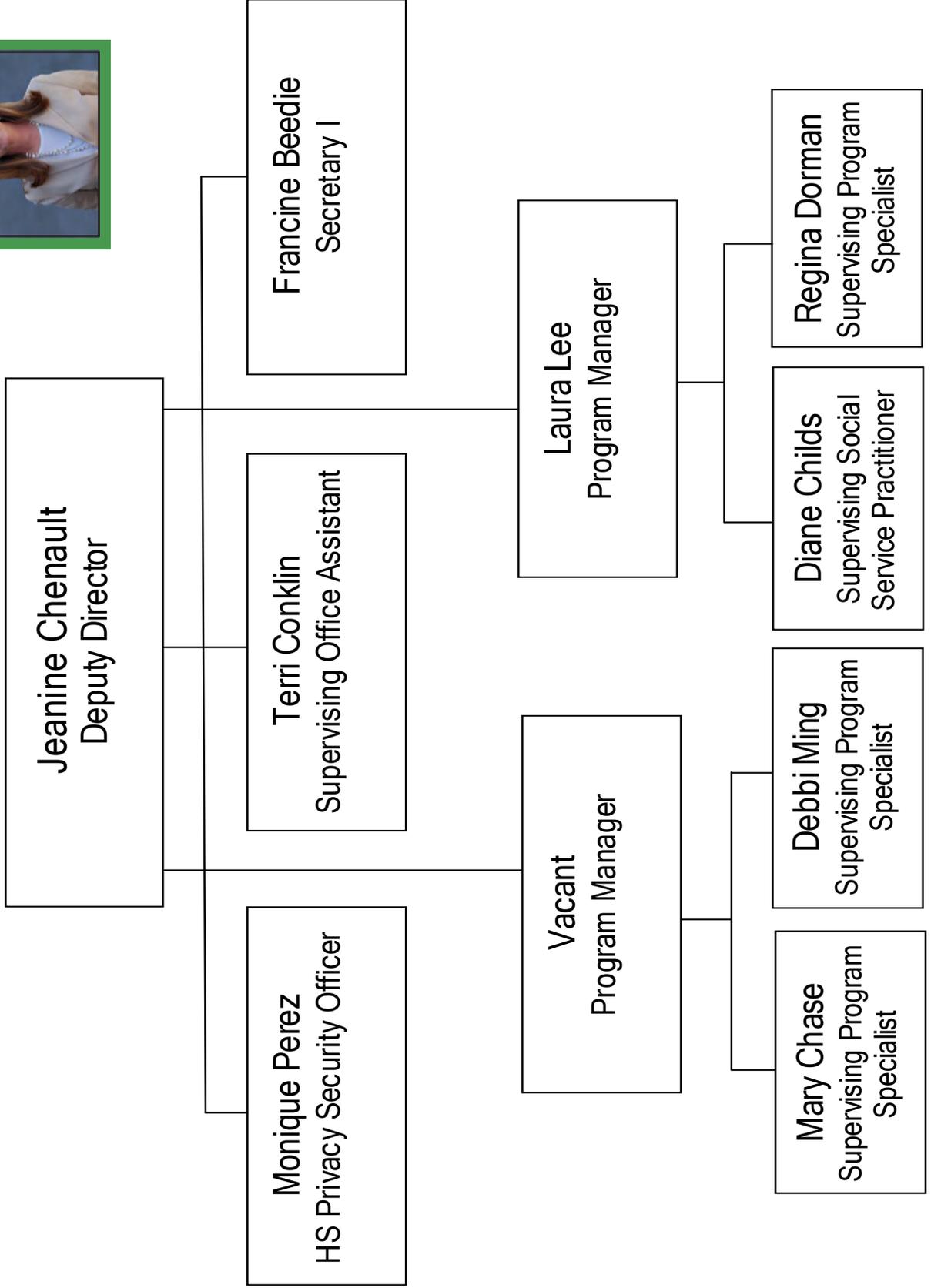
The division budget for FY 11/12 is \$1,323,515.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in program expenditures identified in each respective department.



Staffing Expenses	\$1,078,555
Operating Expenses	\$96,945
Reimbursements	\$148,015
Total	\$1,323,515

Program Development Division





Program Development Division

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

Description PDD performs program and policy development support services for HS and other County agency customers. The division provides program representation for HS departments to state, county, and local agencies. PDD coordinates implementation of adopted legislation, regulations, and state/federal policy clarifications. The division develops and maintains administrative program, policy and operations manuals; automated systems user guides; forms; and notifications for use by over 6,000 staff in HS departments.

The division is comprised of five units providing program and policy development services to HS and other County agency customers:

- * Adult Services/Human Services Policy & Contracts Support
- * Children and Family Services
- * TAD Eligibility & Health Services/Special Projects
- * TAD Eligibility/Welfare to Work (WTW)
- * Office Administration & Support



Accomplishments for 2011/2012

PDD accomplished the following in 2011/2012:

- √ Provided program and policy development products/services to assist HS departments in meeting their FY 2011-12 business plan objectives, publishing and disseminating 2,287 policy and procedure products.
- √ Analyzed and implemented 449 state regulatory letters/notices.
- √ Developed and disseminated 292 Frequently Asked Questions for the online knowledge database.
- √ Supported a total of 287 contracts/MOUs.
- √ Provided response and resolution to 2,066 C-IV system trouble tickets.
- √ Developed and issued 1,987 Medi-Cal Eligibility Determination System (MEDS) reports for compliance action by TAD staff.
- √ Developed award submissions for 5 National Association of Counties (NACo) 2012 Achievement Awards; two were awarded.
- √ Developed a CalFresh/Food Stamp outreach toolkit, and provided program presentations to community based organizations.

Accomplishments for 2011/2012 continued...

- √ Managed County project implementation of a Low Income Health Program (ArrowCare), providing health care for low income individuals in preparation for the Federal Health Care Reform expansion. A highly successful collaborative effort with ARMC, DAAS, DBH, DPH, TAD, CEOs office, IEHP and Molina (Managed Care Partners).
- √ Provided program development for major initiatives for TADs business process re-engineering and efficiency measures; Process Approach to Case Excellence (PACE) and Customer Service Center. (CSC).
- √ Developed processes, policies, and knowledge assets to implement a new Adult Services on-line case management system in DAAS.
- √ Provided program development support for the In-Home Support Services (IHSS) program on state legislative changes and mandates, program budget restrictions, and numerous litigated changes to those legislative changes.
- √ Developed processes, policies, and knowledge assets to implement major legislative changes for TAD: Foster Care, Child Care, CalWORKs, Medi-Cal and Cal-Learn.
- √ Developed processes, policies, and knowledge assets to continue implementation of AB12, California's Fostering Connections to Success, a federally subsidized program to provide support to foster youth through age twenty-one.
- √ Facilitated HS development of a strategic plan, work protocol/products, and a joint agreement on Parolee Resources and Services including DAAS, TAD, DBH, DPH, Public Defender's Office, Workforce Development Department and the Probation Department based on AB109 provisions (early release of parolees) to assess the risks of target populations and their need for services, to ensure a successful transition into self-sufficiency.
- √ Developed a joint updated collaborative agreement, the San Bernardino County Elder and Dependent Adult Abuse Inter-Agency Protocol to optimize organizational effectiveness and response in Adult Protective Services. Collaborating agencies included DAAS, Sheriff/Coroner, local law enforcement agencies, District Attorney, County Counsel, Arrowhead Regional Medical Center, DPH, DBH, Probate Investigations and the Victim Services Program.
- √ Provided County representation in multiple, federal, state, and local stakeholder collaborations and associations.
- √ Improved quality of knowledge assets through updated software and staff training on product development enhancing core competencies of all staff.

Goals for 2012/2013

PDD established the following goals in 2012/2013:

1. Continue training and development of staff in updated software.
2. Extend Project Management training to interested direct service departments.
3. Provide project management and facilitation to support HS and County partners' collaborations/ initiatives.
4. Continually assess internal operations to ensure efficiency and effectiveness.

How Outcomes Are Measured

PDD measures outcomes by the following methods:

Activity	Measure
Provide accurate and timely program and policy development	<ul style="list-style-type: none">• Data tracking of project/product development• Customer feedback
Maintain and improve product infrastructure and service outcomes	<ul style="list-style-type: none">• Increased availability of knowledge assets in an electronic medium• Improved knowledge asset product quality• Effectiveness of improvements to programs, policies, and procedures

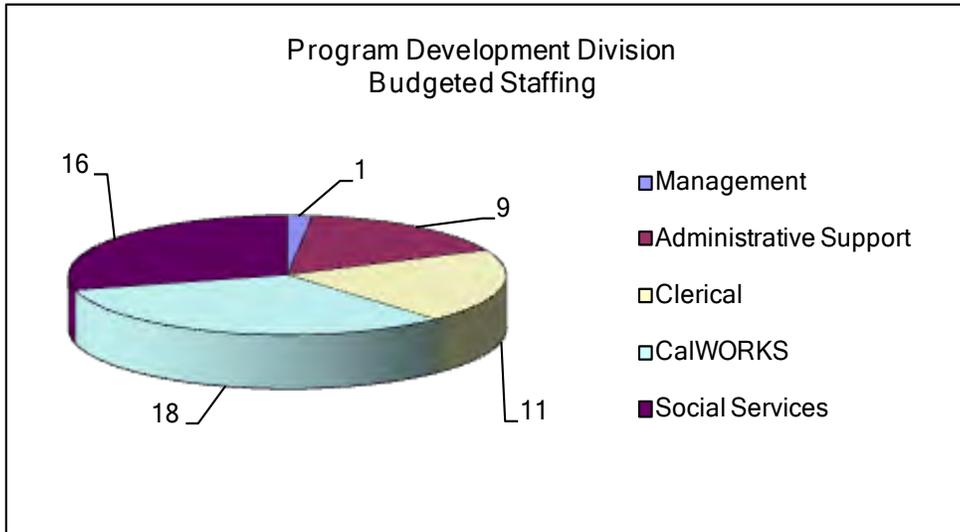
Program Information

Services provided by the division support HS departments' objectives and successful outcomes.

1. Develop knowledge assets, such as policy and procedure handbooks, forms, and electronic tools for use by HS staff.
2. Review and determine the potential impact of proposed and enacted federal and state regulatory/legislative changes on specific programs and services, providing recommendations and impact analysis to customers.
3. Initiate and maintain contact with federal, state, and other county officials to ensure accurate local implementation of regulations.
4. Act as operational, programmatic or technical expert for the various HS programs. Conduct and coordinate comprehensive research and analytical studies of program and operational activities.
5. Organize, coordinate, and monitor progress of special projects and provide reports for HS management.
6. Assist in preparing contract solicitations and monitoring contract program compliance.
7. Prepare reports and recommendations for appropriate action, based on research and studies.
8. Provide assistance to customer department management concerning program-related questions or complaints received from the public or community stakeholders.
9. Facilitate cross functional multi-department project planning and development of major initiatives.

Staffing Information 2011/2012

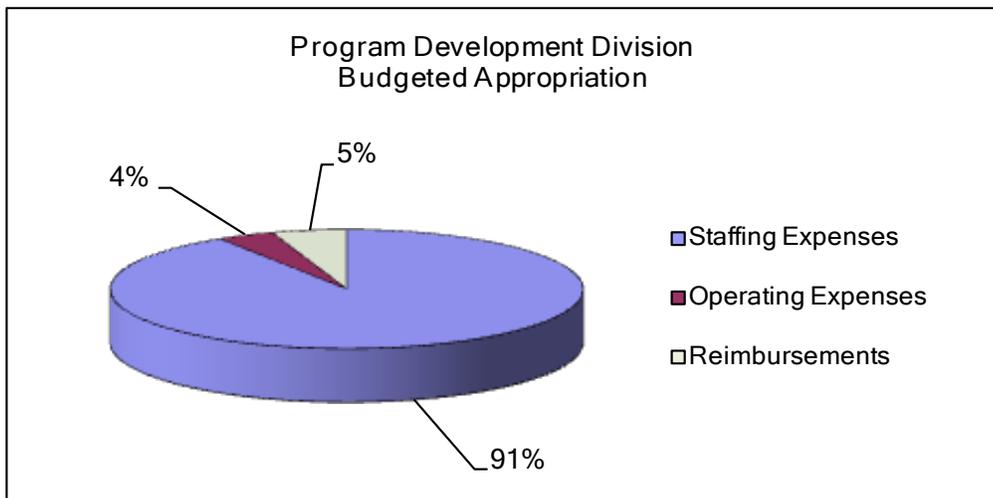
Total staffing is approximately 55 employees.



Budget Information 2011/2012

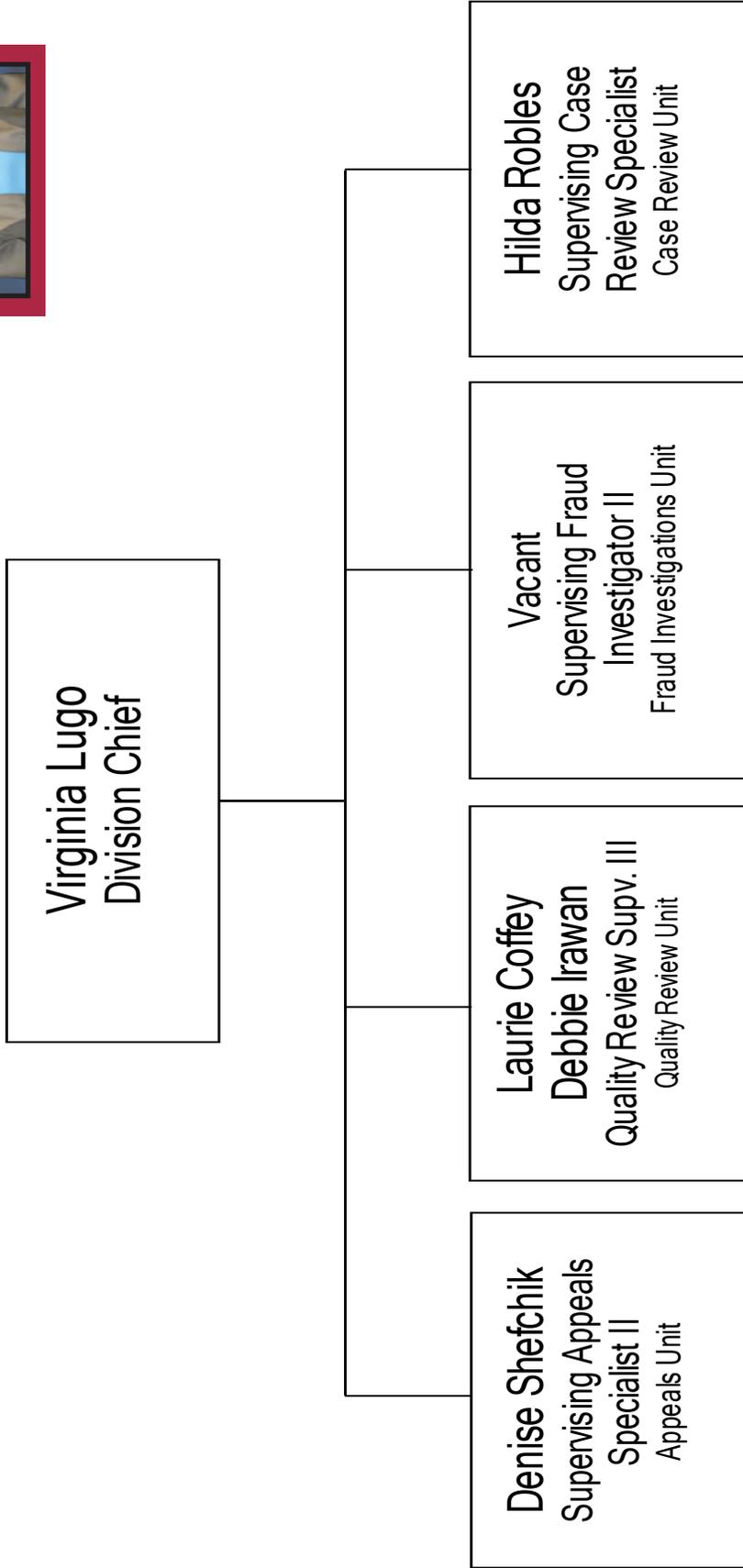
The division budget for FY 11/12 is \$4,631,881.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in program expenditures identified in each respective department.



Staffing Expenses	\$4,214,298
Operating Expenses	\$181,338
Reimbursements	\$236,245
Total	\$4,631,881

Program Integrity Division





Program Integrity Division

Mission *The Program Integrity Division (PID) is devoted to providing quality services to the Human Services departments it serves, and is committed to ensuring that welfare programs are administered fairly, equally, and without system abuse.*

Description PID provides supportive services to three Human Services (HS) departments: the Transitional Assistance Department (TAD), Department of Children and Family Services (CFS), and the Department of Aging and Adult Services (DAAS). These include specialized functions, which are mandated by the state to be apart from benefit processing, ongoing tasks that require special training, as well as special projects and assistance for unusual situations.

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

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

Accomplishments for 2011/2012

PID accomplished the following in 2011/2012:

Case Review Unit (CRU)

- √ Processed 60 Critical Incident Referrals comprised of in-depth investigations, analysis and recommendations for process development and policy and procedure revision with the goal of reducing liability exposure for the County.
- √ Received and processed 132 Child Abuse Central Index (CACI) Grievance Review Hearing requests.
- √ Received and processed 67 ArrowCare (LIHP) Appeals of Action from January 25, 2012 through June 30, 2012.
- √ Continued involvement as core participants at MDT meetings, including:
 - » Child Death Review
 - » Children's Assessment Center (CAC)
 - » Loma Linda Children's Hospital, Child Protection Center
 - » Domestic Violence and Death Review
 - » Elder Abuse and Death Review

Accomplishments for 2011/2012 continued...

- √ Assisted in the development of the ArrowCare countywide program and respective forms.
- √ Developed and implemented new PID Policies and Procedures for the ArrowCare program.
- √ Provided assistance to CFS and PID with five special projects.

Fraud Investigation Unit (FIU)

- √ One of the first fraud units in the state of California to implement a new program that specifically targets CalFresh (Food Stamps) benefit trafficking by recipients.
- √ Provided support to DCSS by out-stationing a fraud investigator to assist in the prosecution of those that fail to provide child support.
- √ Referred 293 felony cases to the District Attorney's Office for prosecution, and referred an additional 187 cases for collections.
- √ Identified total fraud overpayment/over-issuance amount of \$1,900,182 sent to the District Attorney for prosecution and the total amount sent to collections was \$208,817.
- √ Completed a total of 12,243 Case Referral investigations.

Appeals Unit (AU)

- √ Received and processed 7,192 requests for hearing; a 6% increase from fiscal year 2010/2011.
- √ Had 69% of County's position upheld in hearing decisions received and heard by Administrative Law Judges.
- √ Developed and presented focused trainings for a partnered unit, as well as another Human Services Department served by PID. The result was a more cooperative approach in hearing preparation and hearing success.
- √ Expanded the use of technology by incorporating digital recording into our County-level hearings, resulting in increased efficiency and cost savings.
- √ Developed processes and procedures of Administrative Disqualification Hearings (ADH) and will begin implementation of targeting the misuse of CalFresh (Food Stamps) funds.

Quality Review Unit (QRU)

- √ Completed 7,022 home visits in support of eligibility and benefit determinations.
- √ Conducted 34,555 case reviews in support of the Quality Assurance/Quality Control function, Failure to Provide function, WTW program and the TAD Tier/Focus Review System.
- √ Completed 29,330 CalFresh (Food Stamps) Negative Reviews.
- √ Reviewed 46,562 CalWORKs cases to determine eligibility for adults based on time-on-aid.
- √ Reconciled 67,562 earned income abstracts resulting in the establishment of \$821,700 CalWORKs over-payments and \$3,238,279 CalFresh (Food Stamps) over-issuances through recovery accounts.

Accomplishments for 2011/2012 continued...

- √ Developed a communication and inbox process for TAD regarding recovery accounts.
- √ Developed and implemented procedures for Quality Assurance staff at the TAD Customer Service Center.

Goals for 2012/2013

Case Review Unit (CRU)

1. Continued enhancement of the staff's skills and knowledge within the Hearing Officer role in the CACI and ArrowCare hearing process.
2. Continued focus on the reduction of County liability and exposure by identifying areas of procedural improvement in managing Critical Incident investigations.
3. Continued efforts to increase awareness of the Case Review Unit and the Critical Incident referral process through communication, feedback and exposure to the Human Services Agency line staff.

Fraud Investigation Unit (FIU)

1. Continue to provide optimum customer service to TAD by continuously monitoring FIU manpower in order to evenly distribute workloads, complete referrals in a timely and thorough manner, and reduce to a minimum any investigations backlog.
2. Continue to provide training to FIU investigators and supervisors in order to maintain an updated and professional staff, ensuring staff are up to date in accepted law enforcement practices and performing in a professional, competent manner.
3. Develop and implement proactive projects, such as the new CalFresh (Food Stamps) trafficking program, to ensure the unit remains progressive and innovative in deterring fraud.

Appeals Unit (AU)

1. Fully implement the Administrative Disqualification Hearing (ADH) process.
2. Continue to evaluate unit practices by refining, updating and developing innovative approaches to achieve and maintain successful outcomes.
3. Continue to improve communication and increase positive interaction with all departments served through active participation and collaboration in the resolution of obstacles and achieving common goals.
4. Continue to evaluate methods for increasing the success rate in hearings through focused trainings provided to staff for skill enhancement.

Quality Review Unit (QRU)

1. Complete all time-on-aid reviews, applying changes implemented by AB 1471.
2. Update and revise internal processes and procedures to maximize efforts and minimize time

Goals for 2012/2013 continued...

spent completing assigned functions.

3. Develop a successful process for case referrals to appeals for Administrative Disqualification Hearings.

How Outcomes Are Measured

PID measures outcomes by the following methods:

1. Analyzing data and tracking specific program outcomes.
2. Surveying staff members.
3. Testing effectiveness of improvements to programs, policies, and processes.

Activity	Measure
<p><u>Case Review Unit</u></p> <p>Provides Critical Incident Investigations and reports</p> <p>Ensures effectiveness of report to County departments</p> <p>Provides preliminary recommendations on fatality/near fatality cases</p> <p>Provides Grievance Review Hearing recommendations</p> <p>Provides ArrowCare Hearing decisions</p>	<ul style="list-style-type: none"> • Satisfactory rating as indicated by customer feedback • Customer feedback • Recommendations tracked via Recommendation Report • Recommendations adopted by CRU/CFS management consensus • Recommendation adopted by the Director of CFS • Decisions tracked via quarterly report to UCLA via Assistant Hospital Administrator (Arrowhead Regional Medical Center)
<p><u>Fraud Investigation Unit</u></p> <p>Provide prompt, comprehensive, concise information to the Eligibility Worker in order to ensure accuracy of benefits issued</p>	<ul style="list-style-type: none"> • Eligibility Worker feedback • Feedback from District Attorney's Office • Track over-payments identified by FIU
<p><u>Appeals Unit:</u></p> <p>Increase the percentage of hearing decisions in favor of the County</p>	<ul style="list-style-type: none"> • Compare the number of "wins" to the total number of hearing decisions; in 2011, 69% of hearings were decisions in favor of the County • The number of hearings requested increased by 6% compared to the number of hearing requests during Fiscal Year 2010/2011

How Outcomes Are Measured continued...

Activity	Measure
<p><u>Quality Review Unit</u></p> <p>Ensure accuracy of customer benefits issued</p> <p>Provide analysis tool to TAD to pro-actively decrease payment errors</p>	<ul style="list-style-type: none"> • Customer feedback • Quality Control Review findings • Maintain active case payment error rate below 3.5% • Decrease negative case review payment error rate by 2%

Program Information

Case Review Unit (CRU)

- Conducts specialized case reviews at the direction of County Counsel.
- Makes preliminary findings on fatality/near fatality incidents which may be reportable to the state.
- Holds the Hearing Officer duties for the Grievance Review hearings and makes recommendations based on the evidence presented to the Director of CFS for final determination.
- Holds the Hearing Officer duties of the ArrowCare (LIHP) and makes final decisions based on current regulations and evidence presented by the County Representative.

Fraud Investigation Unit (FIU)

- Prevents, identifies, investigates, and prepares cases for prosecution to ensure the integrity of the welfare system.

Appeals Unit (AU)

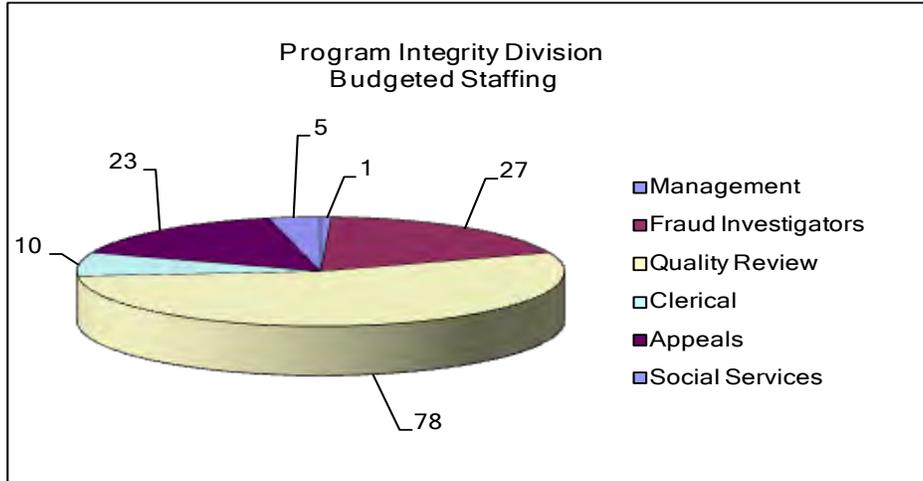
- Represents the County in State Administrative hearings in which applicants or recipients (A/R) of public assistance dispute a case action.
- As Hearing Officer, conducts General Relief hearings and Grievance Review hearings for CFS.
- Investigates civil rights complaints and receives/responds to complaints from various sources.

Quality Review Unit (QRU)

- Reviews and reconciles reports, cash aid overpayments calculations and collection; CalWORKs Work Participation Rate; CalFresh (Food Stamp) Quality Control case reviews; CalWORKs time-limit calculations; and other specialized welfare functions for TAD.

Staffing Information for 2011/2012

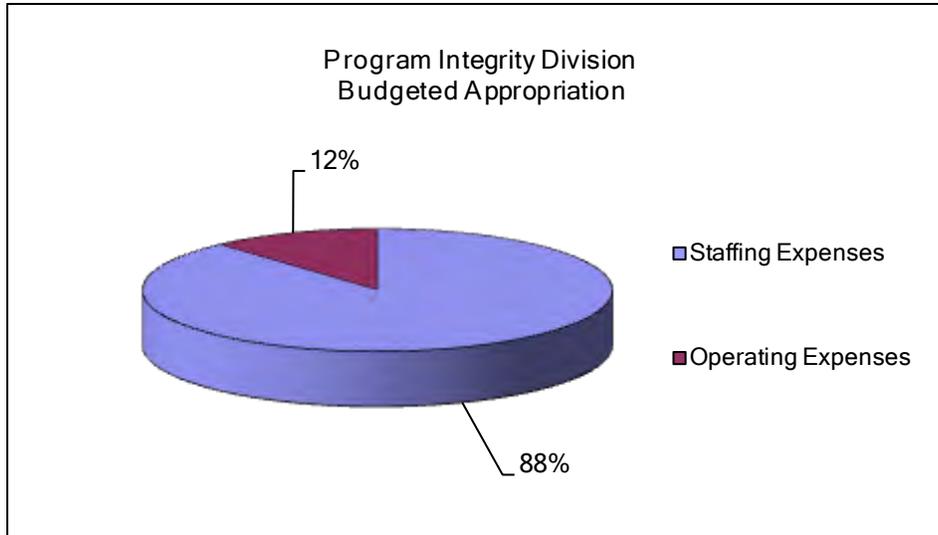
Total staffing is approximately 144 employees.



Budget Information for 2011/2012

The division budget for FY 11/12 is \$11,844,731.

Costs for this unit are expensed through programs within TAD, CFS and DAAS. Costs shown here are included in the program expenditures identified in each respective department..



Staffing Expenses	\$10,456,548
Operating Expenses	\$1,388,183
Total	\$11,844,731

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.



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