

June 28, 2002

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne Brathwaite Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: David E. Janssen  
Chief Administrative Officer

## **STATUS REPORT ON THE SERVICE INTEGRATION BRANCH**

This is the seventh quarter status report on the operations of the Service Integration Branch (SIB). As you know, your Board approved the creation of the Service Integration Branch within the Chief Administrative Office (CAO) to phase-in staffing resources; to support and coordinate collaborative policy development initiatives; to assist County departments integrate services delivery systems; and to help provide children and families with needed information.

Significant actions completed this quarter include the following:

- **Restructured Children and Families Budget:** For the first time, this budget was published and released as an addendum to the County's Proposed Budget. It provides the systemic framework for tracking how County programs are individually and collectively contributing to improving the lives of children and families.
- **Service Integration Action Plan:** The New Directions Task Force (NDTF) has approved implementation of uniform Customer Service and Satisfaction Standards for health and human service agencies; distribution of a Most Commonly Required Fees and Documents Matrix brochure for County programs serving children and families; and piloting of the Universal Face Sheet to streamline the referral and intake process across agencies.

Each Supervisor  
June 28, 2002  
Page 2

- **Multi-agency Co-location and Service Integration Plan:** Best asset management practices for co-locating and integrating services have been identified and focus group interviews with County departmental staff and community representatives were conducted to identify policy and program challenges and opportunities. A final report will be distributed in July 2002 that includes: a recommended prototype framework for a co-located and integrated Multi-agency Family Services Center; and asset management policy recommendations.
- **Office of Child Care:** The State contract amendment for the Investing in Early Educator Project was received from the California Department of Education to extend the period of the contract to June 30, 2003 and add \$4,958,082 for retaining and training qualified staff in subsidized funded child development centers.
- **Web-Enabled Mapping Service Platform:** This application to improve the ability for children and families to locate and access County facilities was completed and turned over to ISD to be incorporated into the County's Home Web page

Given the Department of Public Social Services (DPSS) budget situation, SIB's Long-Term Family Self-Sufficiency (LTFSS) Evaluation Unit is being eliminated based on the recommendation to reallocate the \$2 million funding for Project #46: LTFSS Evaluation. A revised MOU with DPSS is also being finalized to reflect the change in scope of work associated with the \$1.6 million curtailment to the CalWORKs evaluation.

Attached is a more detailed status report matrix on the most significant initiatives being supported by SIB. Focus areas for the upcoming quarter include securing State and Federal funding approval for the Child Health and Education Passport APD; implementing approved Service Integration Action Plan recommendations and facilitating the NDTF's review and approval of the remaining Service Integration Action Plan implementation recommendations; and distribution of the report regarding a prototype for co-located facilities and asset management policy recommendations.

If you have any questions or need additional information, please contact Alisa Drakodaidis at (213) 893-2477.

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Attachment

c: Children's Planning Council  
New Directions Task Force Chair  
Interagency Operations Group

## SERVICE INTEGRATION BRANCH - SEVENTH QUARTER STATUS REPORT

Service Integration Initiative	Deliverables	Results
<p><b><i>Service Integration Action Plan</i></b></p> <p>Purpose: To make the County's health and human service delivery system more family-focused, culturally-competent, accessible, responsive, and accountable for improved outcomes for children and families.</p>	<p>To improve outcomes for children and families by implementing action plan steps that:</p> <ol style="list-style-type: none"> <li>1. Enhance access to services;</li> <li>2. Improve customer service and satisfaction;</li> <li>3. Optimize multi-agency service delivery;</li> <li>4. Develop an integrated approach for sharing data and information between agencies;</li> <li>5. Identify opportunities to leverage funding streams for expanding and enhancing services for children and families; and</li> <li>6. Identify additional action steps that are needed to pursue long-term success and more profoundly improve outcomes for children and families.</li> </ol>	<p>Briefings on SIAP implementation recommendations were presented to the following departmental executive leadership teams:</p> <ul style="list-style-type: none"> <li>- Department of Mental Health;</li> <li>- Department of Children and Family Services;</li> <li>- Child Support Services Department; and</li> <li>- Probation Department.</li> </ul> <p>The following motion was approved by the New Directions Task Force (NDF):</p> <ul style="list-style-type: none"> <li>• Approve the recommendation and implementation plan for the Most Commonly Required Fees/Documents Matrix, which includes agencies confirming the comprehensiveness and accuracy of information and ensuring its distribution among County departments, community partners, and the public.</li> <li>• Approve the recommendation and implementation plan for piloting the Universal Face Sheet within LTFSS Project #38, Family Resource Centers, and /or one County department for up to six months and evaluate its use as a standardized intake instrument.</li> <li>• Adopt the Customer Service and Satisfaction Standards (Standards) as the acceptable performance level for providing services to children and families served by the County's health and human services agencies and their community partners, and approve the recommendation and implementation plan for communicating, implementing, evaluating, and recognizing the achievement of the Standards.</li> <li>• Support the approved SIAP recommendations by providing necessary resources; continuing executive leadership involvement; ensuring the active participation of appropriate agency staff in implementation activities; and working collaboratively with lead agencies to successfully implement and evaluate the impact of the recommendations in achieving the SIAP values and goals.</li> </ul>

Service Integration Initiative	Deliverables	Results
<p><b>Service Integration Action Plan (Cont'd)</b></p>		<p><b>Workgroup 4: Data Sharing/Information</b></p> <p>The Chief Administrative Officer and Chief Information Officer have approved the Workgroup's recommendation to move forward with submitting an Information Technology Fund (ITF) application and Request for Proposal for procuring a commercial off the shelf software application for implementing an Internet accessible Los Angeles Services Identification and Referral System (LASIR) for use by County staff, community-based agencies, and the public.</p> <p><b>Workgroup 5: Funding For Services</b></p> <p>An interactive Web page for displaying funding stream information obtained via the <i>Funding for Services Survey</i> completed by County health and human service departments is being designed with piloting to occur in the Fall of 2002.</p> <p>As part of its revenue maximization efforts, the Workgroup is finalizing a plan for leveraging opportunities within three major Federal entitlement sources (Title IV-E, Title XIX and TANF) that will affect the following County departments: DCFS, DMH, DHS, and DPSS.</p>

Service Integration Initiative	Deliverables	Results
<p><b><i>Restructuring the Children's Budget</i></b></p> <p><b>Purpose:</b> To clearly demonstrate the contribution the County is making toward improving the lives of children and families, provide information necessary to guide future program decisions, and identify to what extent County funds are utilized effectively and efficiently.</p>	<p>The Restructured Children's Budget will:</p> <ol style="list-style-type: none"> <li>1. Be developed at the same time the Proposed Budget is developed and include all programs aimed at serving children and families;</li> <li>2. Provide a program performance budget that is based on Mark Friedman's Results-Based Decision Making model which includes both performance and results accountability;</li> <li>3. Link program performance measures with program budget allocations, actual expenditures, and funding sources; and</li> <li>4. Provide an analysis of the efficiency and effectiveness of individual programs and the collective cross-agency contributions toward improving outcomes.</li> </ol>	<p>The restructured Children and Families Budget was presented as an addendum to the County's Proposed Budget.</p> <p>The Children and Families Budget provides a summary of efforts being taken to improve outcomes for children and families in Los Angeles County; an identification of County-administered programs; department program performance and results detail; and a summary of funding sources and revenue stream data.</p> <p>Instructions are being prepared for all participating departments to submit quarterly data reports for program performance measures identified in the Children and Families Budget.</p>

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<p><b><i>Multi-agency Co-location and Service Integration Plan</i></b></p> <p><b>Purpose:</b> To set a direction to begin streamlining the County's policies and processes so children and families can obtain multiple services in one-stop centers.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Identifying best asset management practices for co-locating and integrating services;</li> <li>2. Confirming the compatibility of co-locating program service populations and the benefit of integrating operations;</li> <li>3. Developing co-location policy and strategy recommendations; and</li> <li>4. Identifying priorities and developing a plan for phasing in the expansion of multi-agency integrated service delivery locations.</li> </ol>	<p>Best asset management practices for co-locating and integrating services have been identified and focus group interviews with County departmental staff and community representatives were conducted to identify policy and program challenges and opportunities. Site visits were conducted at three County co-located facilities and two non-County facilities to identify space, program, and management issues.</p> <p>Preliminary findings were presented to County departmental staff and community representatives, and they identified their target population and core County and community-based services that should be provided by the Family Service Centers.</p> <p>A final report will be distributed in July 2002 that includes: a recommended prototype framework for a co-located and integrated Multi-agency Family Service Centers; and asset management policy recommendations. The report findings and recommendations will support the development of future integrated health and human service facility projects.</p>

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<p><b>Child Health and Education Passport System</b></p> <p><b>Purpose:</b> To allow County staff, health, mental health, developmental disability and education providers, and child caregivers the ability to access and update health and education information, via the Internet, for each of the children to whom Los Angeles County extends its support and protection through the child dependency and juvenile delinquency systems.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Developing an Advanced Planning Document (APD), Request for Proposal (RFP), and sample contract;</li> <li>2. Securing State and Federal funding approval for the PASSPORT;</li> <li>3. Issuing RFP and executing contract; and</li> <li>4. Overseeing implementation of project.</li> </ol>	<p>The APD was submitted by CDSS on April 4, 2002 to the Federal Administration of Children and Families (ACF) and the State Departments of Finance (DOF) and Information Technology (DOIT) for approval.</p> <p>DOF and DOIT have preliminarily identified the following significant issues:</p> <ul style="list-style-type: none"> <li>• Minimize the impact on CWS/CMS, eliminate interface, (legislative requirement);</li> <li>• Further reduce the size of the pilot in terms of the number of participating children, providers, and caregivers;</li> <li>• Further develop the pilot evaluation plan; and</li> <li>• Concern that a commercial off the shelf product does not exist for the PASSPORT and not comfortable with Internet access technology concept.</li> </ul> <p>DOF, DOIT, and CDSS are meeting to finalize their comments and position regarding Los Angeles County's response to their initial comments and questions.</p> <p>CDSS representatives indicated that the Federal ACF were re-directing staff from the review of the annual APD for CWS/CMS to focus on the PASSPORT APD since they had received direction that PASSPORT is a priority. According to information received from our local advocates, ACF is in the process of preparing a detailed analysis of our PASSPORT APD and plans to distribute shortly.</p>

Service Integration Initiative	Deliverables	Results
<p><b><i>New Directions Task Force (NDTF) Special Needs Housing Alliance</i></b></p> <p><b>Purpose:</b> To increase the availability of special needs housing through the integration of efforts by County departments, service providers, housing agencies, developers, and other stakeholders.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Inventorying existing housing and program resources;</li> <li>2. Assessing funding opportunities;</li> <li>3. Executing an operational agreement between agencies to confirm roles, responsibilities, and commitment of resources; and</li> <li>4. Developing and implementing a strategic plan for increasing the availability of Special Needs Housing.</li> </ol>	<p>The Special Needs Alliance has collected and is analyzing the survey data regarding resource availability and service needs for special needs housing.</p> <p>Shelter Partnership has been retained by the Special Needs Housing Alliance to: analyze the data collected from the surveys; work with County departments/agencies to clarify any inconsistencies with the data; draft a report that summarizes the survey data; and develop a series of recommendations to enhance the collection of future information. The final report is scheduled for presentation to NDTF in September 2002.</p> <p>SIB staff developed an Interdepartmental Funding/Legislative Protocol instrument for the Alliance to track funding/legislative opportunities and initiate coordinated responses relating to special needs housing. The protocol instrument is scheduled to be presented to NDTF in August 2002 for approval.</p> <p>The Alliance developed an Interdepartmental Contact Directory consisting of special needs housing resource staff. Staff members identified in this contact list will begin piloting the protocol instrument once approved by NDTF.</p>

Service Integration Initiative	Deliverables	Results
<p><b><i>NDTF Faith-Based Organization (FBO) Collaboration Council</i></b></p> <p><b>Purpose:</b> To increase the availability of services for children and families by partnering with FBOs.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Developing informational materials/guidelines on charitable choice;</li> <li>2. Enhancing community access to funding and technical assistance and training information through the Office of Small Business (OSB) and its Web page;</li> <li>3. Identifying areas of collaboration between FBOs and County departments;</li> <li>4. Developing channels of communication for programmatic/policy community input; and</li> <li>5. Developing an inventory of “successful” Charitable Choice collaborative models and preparing a synopsis of lessons learned.</li> </ol>	<p>Subcommittees of the Faith-Based Organization Collaboration Council have completed the following actions:</p> <ul style="list-style-type: none"> <li>• Developed a publication entitled: <i>“Charitable Choice: A Guide for Public Agencies,”</i> to familiarize County department staff with the Federal law, dispel commonly held myths, and enhance FBO participation in the County RFP process. The Guide has been reviewed and approved by IOG, and is scheduled to be presented to NDTF for approval in July 2002.</li> <li>• Collaborated with SIB’s Urban Research Unit to compile a contact list of approximately 3,000 FBOs throughout the County for the purpose of enhancing FBO participation in Service Planning Area/American Indian Children Councils to establish and enhance local voluntary and informal service delivery systems. The list has been geocoded by Supervisorial District, Service Planning Area, and other jurisdictional boundaries. Plans to enhance the accuracy of this list are underway through collaboration with USC’s <i>Center for Religion and Civic Culture</i>, and ultimately this information will be accessible via the County’s Web page.</li> <li>• Worked with IOG member departments to gather information for enhancing the functionality of the CAMIS Web site and make County contracting information more easily accessible to the public.</li> </ul>

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<p><b>Interagency Operations Group (IOG)</b></p> <p><b>Purpose:</b> To support the IOG mission to promote the County's vision for children and families by facilitating and accelerating the implementation of effective and integrated services that generate solutions to remove operational barriers.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Increasing County Staff knowledge of other agencies' systems, missions, language, disciplines, and funding streams; and developing managers and staff committed to collaboration and integrated services;</li> <li>2. Supporting change within IOG member agencies to achieve the IOG mission;</li> <li>3. Maximizing opportunities to improve outcomes through service integration;</li> <li>4. Promoting and supporting community-based assessment, planning and evaluation; and</li> <li>5. Serving as an interagency problem solving body that generates solutions to operational barriers.</li> </ol>	<p>Received and complied departmental responses to the Community-Based Planning Protocol with initial findings targeted for presentation to the IOG in July.</p> <p>Completed data gathering and analysis for the <b>School-Based Linkages</b> initiative and currently engaged in generating a report outlining school and County resources, linkage opportunities and strategies for achieving service enriched schools to enhance children's academic performance and associated County outcome indicators.</p> <p>The Committee is exploring potential "mixed-use" projects, which would include involving current school construction projects as a service integration strategy. The Committee is developing a work plan that will include the following:</p> <ul style="list-style-type: none"> <li>• Reaching out to school/County initiative with similar goals to eliminate duplication of efforts;</li> <li>• Researching existing model, such as the San Diego City Heights example for lessons learned; and</li> <li>• Formulating action steps to support this strategy within system transformation efforts already underway in Los Angeles.</li> </ul>

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<p><b>Office of Child Care</b></p> <p><b>Purpose:</b> To support the efforts of the Policy Roundtable for Child Care and Child Care Planning Committee to improve the availability, quality, and access to child care in Los Angeles County.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Coordinating implementation of the Centralized Eligibility List (CEL) Pilot Project to ensure equitable and streamlined access to the full range of subsidized child care services for all income-eligible families; provide accurate, unduplicated information on the numbers of income-eligible families seeking subsidized child care services; and improve the ability to advocate for new resources for underserved communities and populations;</li> <li>2. Coordinating implementation of AB 212 - Investing in Early Educators Project, to improve the quality of child care services by reducing turnover and increasing the education of qualified teaching staff through the award of cash stipends; improve the management skills of administrators in California Department of Education-funded child development centers through the provision of a focused management-training program; and conduct a process and impact evaluation to ensure that "lessons learned" are identified;</li> </ol>	<p>On June 10, 2002, SIB released a Request for Proposal (RFP) to procure an appropriate, web-based software application to implement the County's CEL.</p> <p>The State contract amendment for the Investing in Early Educator Project was received from the California Department of Education. The amendment will add \$4,958,082 and extend the period of the contract to June 30, 2003. The amendment will be filed for the July 9, 2002 Board agenda.</p> <p>As a result of the initial stipend applicant cycle for the Investing in Early Educators Program, over 1,700 stipend applications were received from persons working in CDE-funded child development centers. Applicants are submitting verification of ongoing employment in CDE-funded child care center programs, and successful completion of at least three semester units related to child development or the completion of a degree. Stipend checks will be released beginning in July 2002, following confirmation of eligibility.</p> <p>The second stipend cycle has been initiated and applications are due to the Office of Child Care by July 15, 2002. The third cycle is scheduled to begin in August 2002.</p> <p>The Los Angeles County Children and Family First – Proposition 10 Commission will administer a stipend program for persons working in non-funded child care settings. Office of Child Care staff is working with the Commission staff to coordinate data collection and analysis efforts of both stipend programs. This collaborative approach for evaluation will yield information on the efficacy of stipends, within the subsidized sector and beyond, to develop systematic improvement recommendations for compensation in the field of child development.</p>

Service Integration Initiative	Deliverables	Results
<p><b>Office of Child Care (Continued)</b></p> <p><b>Purpose:</b> To support the efforts of the Policy Roundtable for Child Care and Child Care Planning Committee to improve the availability, quality, and access to child care in Los Angeles County.</p>	<ol style="list-style-type: none"> <li>3. Initiating a collaborative planning process to sustain and institutionalize compensation improvements for persons working in child development programs and family child care homes;</li> <li>4. In conjunction with the Week of the Young Child, coordinating the preparation and presentation of a report card describing the first year's accomplishments and future goals of the Policy Roundtable for Child Care;</li> <li>5. Obtaining endorsements of the Child Care Planning Committee's Strategic Plan for Child Care and Development to: 1) articulate a common vision for the child care and development infrastructure; 2) Set strategic directions for ensuring capacity development, quality improvements, and access to child care and development services; and</li> <li>6. Developing and implementing a plan for the collection, analysis, and dissemination of current child care data that informs the community on issues related to child care supply and demand, quality and access, parent preferences and affordability, and facilitates efforts to expand and/or enhance needed services.</li> </ol>	<p>Currently, 50 persons are enrolled in the Investing in Early Educators Program Management Development for Early Childhood Educators (MDECE) training provided by the Anderson School of Management at UCLA.</p> <p>The Office of Child Care, in conjunction with the Center for the Child Care Work Force, is updating a child care center compensation study conducted in 1995. Compensation surveys were distributed to a randomly selected sample of 650 child care centers, 248 surveys were returned, resulting in a 38 percent response rate. The final analysis of the survey is planned for completion by September 2002.</p> <p>In the State Budget, the Governor proposed to restructure the subsidized child care system. The Policy Roundtable for Child Care hosted a dialogue with Rita Saenz, Director of the California Department of Social Services to discuss the Governor's proposed changes. Ms. Saenz reported that the Governor decided not to pursue the reform proposal. It was stressed that this decision was only a one-year reprieve, next Spring an additional \$130 million would need to be identified to maintain the current level of service.</p> <p>The Roundtable continued to work with the Department of Regional Planning to revise the child care zoning ordinance. As a result of this effort, development standards related to large family child care homes have been removed, and fees for both large family child care homes and child care centers have been reduced.</p> <p>Esther Torres was elected to serve as Chair of the Roundtable and thanked outgoing Chair, Jacquelyn McCroskey, for her leadership during the inaugural year of the Roundtable. Bonnie Bailer was elected to serve as Vice-Chair. The Roundtable is completing its first annual report and intends to distribute the document to the Board of Supervisors during the month of August 2002.</p>

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<p><b>County Employee Child Care</b></p> <p><b>Purpose:</b> To implement actions to enhance the availability of child care for County employees including enhanced information awareness and needs assessment.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Identifying a host department and facilitating development and implementation of an operator contract for the Van Nuys Civic Center Child Care Center; and</li> <li>2. Supporting the Labor-Management Child Care Task Force to implement the strategic plan for enhancing employee child care services.</li> </ol>	<p>A white paper has been prepared describing the County's involvement in employee child care services. This paper will be used as an information tool to promote participation in the Van Nuys employee child care center. The process to re-locate existing services on the site has taken longer than anticipated and has caused some delay to the capital project.</p> <p>The Labor Management Child Care Task Force hosted six child care information fairs for County employees between April 16, 2002 and May 2, 2002. We were particularly pleased to be able to provide County employees who are new and prospective parents with the "Welcome Baby Kits" developed by the California Children and Families Commission. Our local Commission has provided the Office of Child Care with a supply of these informative kits.</p> <p>Fairs were held in the following locations:</p> <ul style="list-style-type: none"> <li>• Compton Court, Compton</li> <li>• East Los Angeles Library, Los Angeles</li> <li>• Department of Children and Family Services, Lancaster</li> <li>• Hahn Hall of Administration, Los Angeles</li> <li>• Registrar-Recorder, Norwalk</li> <li>• Van Nuys Superior Court, Van Nuys</li> </ul>

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<p><b>Web–Enabled Mapping Service Platform</b></p> <p><b>Purpose:</b> To improve the ability for children and families to locate and access County facilities.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Overseeing the development of a Web-enabled Mapping Service Platform that will facilitate the public and County personnel’s access to services by: 1) displaying the location of County facilities; 2) displaying geographic layers for Supervisorial Districts, Cities, and Unincorporated Areas; and 3) providing driving directions to the requested services.</li> <li>2. Obtain a contractor for this project.</li> <li>3. Produce an Integration and Approach document.</li> <li>4. Produce a Technical Design document.</li> <li>5. Test prototype User Interface and User Interaction with the application.</li> <li>6. Test prototype User Interface and User Interaction with the application.</li> <li>7. Add Parks and Recreation Department’s database to the application.</li> <li>8. Complete the development of the application.</li> <li>9. Test the final product.</li> <li>10. Produce User and System documentation.</li> <li>11. Train staff for maintenance.</li> <li>12. Install the application on the production servers in Downey.</li> </ol>	<p>The following has been accomplished during this quarter.</p> <ul style="list-style-type: none"> <li>• The User Interface prototype was demonstrated to CIO staff. The following changes to the application were requested: 1) Base the layout and the user interaction of the application on the Delaware Department of Labor application, and 2) Include Parks data into the application to allow users the ability to display and provide information on County Parks.</li> <li>• A revised Technical Design Memorandum was created based on the new request. The Revised Technical Design document was reviewed and approved by UR and CIO staff.</li> <li>• Draft copies of the User and System documentations were prepared.</li> <li>• The application was turned over to ISD to be incorporated into the County’s Home Web page.</li> </ul>

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<p><b>Urban Research</b></p> <p><b>Purpose:</b> To centralize needed expertise and reduce the cost of duplication among departments for conducting Census data analysis, supporting operational applications of geographic information system concepts; producing ad-hoc maps and data products; developing master geographic cataloguing systems; constructing an Economic Database; and providing technical system support services.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Ongoing analysis and support of Census-related questions;</li> <li>2. Coordinating multidepartmental efforts to update the Thomas Brothers Digital Database for creating a complete, current, and accurate street centerline file;</li> <li>3. Continuing to improve the matching process of addresses to streets and names between disparate data files;</li> <li>4. Creating demographic, employment, and economic change (growth) database for Los Angeles County and the Southern California Region; and</li> <li>5. Continuing to enhance and modify the Emergency Management Information System (EMIS) to optimize its usefulness and meet the changing needs of Emergency Operation Center.</li> </ol>	<p>Specific fields from the SF-2 file were extracted and a series of standard reports were created for responding to questions regarding very fine breakdowns of ethnicity and race by age at the Census Tract level.</p> <p>UR added the Assessor parcel polygons as a background to the Transactional Updating System (TUS), this action represented a major improvement to the Registrar Recorder's street file updating process. The TUS tile system was then extracted as a reference file, and matched against the voters file to test the Single-Point Data Entry (SPDE) System. The initial process to match voters to the TUS resulted in a 98% match rate. The remaining 2 % error listings are being worked on to bring the match rate to as close to 100% prior to the final implementation of SPDE. The updating process for SPDE is being modified to reduce the time it takes to build a precinct file for the reference file.</p> <p>The SCAG project matching records for the Dunn &amp; Bradstreet and ABI Business files was completed. The file provides a complete listing of businesses for Los Angeles and the surrounding counties. It was used to prepare lists of businesses in the unincorporated area of Altadena for redevelopment.</p> <p>Work began on the Terrorist Early Warning module to EMIS to restrict the display of certain types of incidents in the system as part of a grant to support the Sheriff's anti-terrorist efforts.</p> <p>The EMIS staff is updating the operating systems to be compliant with the directive to migrate to Windows 2000 and Exchange Server 2000. Work continues to migrate GIS platform to ArcGIS 8 and ArcIMS to support use of Intranet/Internet mapping. Network lines and computers were installed. Work began with LASD to separate the LASD network lines from EOC/LACOEEOC network to make the EMIS more accessible to County departments. Analysis and recommendation for EMIS future platform were presented to the CIO.</p>

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<p><b>Revenue Recovery</b></p> <p><b>Purpose:</b> To assist departments in recovering funds that would not normally be recovered through their administrative process</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Managing the ongoing monthly process to recover the Medi-Cal revenue for the Department of Mental Health (DMH), which is estimated between \$1 million and \$2 million annually by matching Medi-Cal eligible patient records for DMH and the Department of Health Services (DHS) against the State Medi-Cal Eligibility History File or State Medi-Cal Eligibility Data System (MEDS).</li> <li>2. Managing the ongoing monthly process to recover the Medi-Cal revenue for DHS, which is estimated at \$500,000 annually.</li> <li>3. Managing the ongoing monthly process to recover the misallocated State Board of Equalization (SBE) sales tax, which is estimated between \$2 million and \$2.8 million annually.</li> <li>4. Developing and implementing a revenue recovery system for the Department of Treasurer and Tax Collector (TTC) to identify tax revenues that should be accruing to the County, but are currently misallocated to other jurisdictions. The project will be done in phases beginning with large companies, such as Southern California Edison.</li> </ol>	<p>A total of \$ 960,345 was collected in FY 2001-02 for the Department of Mental Health (DMH). The following is the collection detail for this period:</p> <ol style="list-style-type: none"> <li>1. \$ 120,187 in March 2002</li> <li>2. \$ 123,696 in April 2002</li> <li>3. May 2002 total will in available end of June.</li> </ol> <p>UR is continuing to provide information on non-governmental agencies (NGA) to DMH at no cost to assist in revenue collections. DMH has determined that it is no longer necessary to contract with Health Management Systems (HMS), instead they will rely on UR for all revenue recovery processes.</p> <p>Total collection for FY 2001-02 for Department of Health Services (DHS) was \$313,173. The following was collected for this period:</p> <ol style="list-style-type: none"> <li>1. \$ 3,585 in March 2002</li> <li>2. \$ 41,902 in April 2002</li> <li>3. \$ 16,854 in May 2002</li> </ol> <p>UR is assisting DHS by using MEDS file of Medi-Cal eligible rather than the Eligibility History file. Preliminary results show a significant increase in revenue recovery.</p> <p>Total collection for FY 2001-02 in quarterly geocoding of business addresses to recover misallocated sales tax revenue was \$2.51 million. The following is a breakdown of recovered revenue for FY 2001-02:</p> <ol style="list-style-type: none"> <li>1. \$ 649,513 in first quarter (07/01 – 09/01)</li> <li>2. \$ 797,018 in second quarter (10/01-12/01)</li> <li>3. \$ 565,765 in third quarter (01/02 – 03/02)</li> <li>4. \$ 499,606 in fourth quarter (04/02 – 06/02)</li> </ol> <p>The MOU with TTC was finalized to begin auditing the utility taxes for increased revenues.</p>

Service Integration Initiative	Deliverables	Results
<p><b><i>Long-Term Family Self-Sufficiency (LTFSS) Plan Evaluation</i></b></p> <p><b>Purpose:</b> To identify the extent to which the LTFSS Plan contributes to the achievement of self-sufficiency and improved outcomes for children and families based on outcome indicator and performance measurement data.</p>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Completing a Baseline/Story Behind the Baseline report inclusive of baseline indicator data and forecasts that depict where we've been and where we are headed in the absence of the LTFSS Plan;</li> <li>2. Completing the Utility of the Planning and Service Delivery Framework report to describe how the LTFSS Plan has employed the results-based planning framework and provide insights on how to enhance its efficacy in future Plan years;</li> <li>3. Coordinating technical assistance to ensure participating LTFSS departments utilize a standard data tracking system to report client-level results, as specified in the Evaluation Design, to demonstrate organizational effectiveness and fiscal responsibility across LTFSS projects; and</li> <li>4. Producing the annual Countywide Evaluation Report based on the two aforementioned reports and project-level reports.</li> </ol>	<ul style="list-style-type: none"> <li>• The Baseline/Story Behind the Baseline Report was completed June 5, 2002.</li> <li>• The Utility of the Planning and Evaluation Framework was completed June 17, 2002.</li> <li>• A summary of available LTFSS project data was provided to DPSS in May to support the work of the CalWORKs and LTFSS Plan reprioritization committee.</li> <li>• SIB held an Evaluation Design Training on June 18, 2002 to facilitate projects' completion of baseline and project evaluation reports.</li> <li>• The Countywide Evaluation Report was submitted on June 7, 2002 to DPSS for approval.</li> <li>• Six of twenty-nine (21%) implemented LTFSS projects are currently in compliance with the LTFSS Evaluation Design project deliverable timeline.</li> <li>• Elimination of project funding for the evaluation of the LTFSS Plan was recommended and approved.</li> </ul>

Service Integration Initiative	Deliverables	Results
<p><b>CalWORKs Evaluation</b></p> <p><b>Purpose:</b> To conduct an evaluation of CalWORKs to monitor the Department of Public Social Services' (DPSS) success in:</p> <ol style="list-style-type: none"> <li>1) Reducing child poverty,</li> <li>2) Reducing dependency of needy parents on government benefits, and</li> <li>3) avoiding unanticipated outcomes that negatively affect families and communities, as required by the CalWORKs Performance Monitoring and Evaluation Plan approved by the Board of Supervisors (the Board) in April 1998.</li> </ol>	<p>Actions to include:</p> <ol style="list-style-type: none"> <li>1. Releasing two Request for Proposals (RFPs) to select a contractor that will have responsibility for conducting evaluation research on Operational Practices and to select a contractor that will have responsibility for conducting evaluation research on Community impacts;</li> <li>2. Selecting and executing contracts for services;</li> <li>3. Issuing the Community Impacts Report # 1;</li> <li>4. Issuing the Welfare-to-Work Report #2; and</li> <li>5. Issuing the Operational Practices Report.</li> </ol>	<ul style="list-style-type: none"> <li>• The RFP selection recommended two vendors for selection recommendation, however, due to budget curtailments, both RFPs #02-SIB03 and #02-SIB04 were cancelled.</li> <li>• A draft of the Welfare-to-Work Report #2 was completed on April 26, 2002.</li> <li>• The final report on the impact of CalWORKs on families, communities, and children was submitted to DPSS on May 1, 2002.</li> <li>• A draft MOU for CalWORKs services was submitted to DPSS on May 7, 2002, which includes a revised scope of work based on the \$1.6 million cut to the CalWORKs evaluation services.</li> </ul>