

COUNTY OF LOS ANGELES  
DEPARTMENT OF MILITARY AND VETERANS AFFAIRS  
2615 S. Grand Avenue, Suite 100  
Los Angeles, CA 90007



United We Stand



Joseph N. Smith  
Director

February 16, 2010

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

14 FEBRUARY 16, 2010

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

Dear Supervisors:

**APPROVAL OF APPROPRIATION ADJUSTMENT AND AUTHORIZATION TO  
FILL POSITIONS IN THE DEPARTMENT OF MILITARY AND VETERANS  
AFFAIRS FOR FISCAL YEAR 2009-10  
(ALL SUPERVISORIAL DISTRICTS)  
(4 VOTES)**

**SUBJECT**

Request approval of an appropriation adjustment to provide salary and employee benefits and associated services and supplies, to fund four full-time equivalent positions in the Department of Military and Veterans Affairs.

**IT IS RECOMMENDED THAT YOUR BOARD**

1. Approve an appropriation adjustment (Attachment A) in the amount of \$375,000 to increase appropriation and an intrafund transfer from the Department of Mental Health (DMH) to fund four (4) full-time equivalent (FTE) positions in the Department of Military and Veterans Affairs for the Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI) System Navigators for Veterans Services.
2. Authorize the Department of Military and Veterans Affairs (DMVA) to fill four (4) FTE positions in the Veterans Services Division in excess of what is provided in DMVA's staffing ordinance, and subject to allocation by the Chief Executive Office (CEO).

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EXECUTIVE OFFICE  
(213) 744-4841

VETERANS SERVICES  
(213) 744-4825

VETERANS ADVISORY COMMISSION  
(213) 744-4827

FAX  
(213) 748-5473

## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS**

The purpose of these actions is to increase the number of budgeted positions in the Veterans Services Division to administer the implementation of the Veteran System Navigators. System Navigators for Veterans is a new program that will assist Veterans transitioning from military to civilian life (combat to community), including Veterans having difficulty with re-integration which require assistance with employment, education, socialization, children and family issues, substance abuse, domestic violence and homelessness. This program will work with Veterans and their families to help them identify their needs, develop an action plan, access knowledgeable service providers, and join a support network.

Predictably, with the increasing number of returning Iraq/Afghanistan veterans, there is percentage needing mental health services. Concurrently, the nation's recession has motivated other veterans to apply for Federal Benefits. Consequently, DMVA workload is now 39% above FY 2008-09 and current staff cannot handle this mental health issue.

The Department is recommending that your Board approve the attached appropriation adjustment (Attachment A) and associated staffing to allow the Department to hire and fill four full-time equivalent positions to fully implement the Veteran System Navigators Program. The positions being requested are listed in Attachment B.

### **Implementation of Strategic Plan Goals**

The recommended actions are consistent with County Strategic Plan Goal 4, Health and Mental Health and the mission of this Department.

### **FISCAL IMPACT/FINANCING**

The recommended actions will have no impact on net County cost. The appropriation adjustment will increase the Salaries & Employee Benefits by \$291,000 and Services & Supplies by \$84,000 which is fully offset by an intrafund transfer from the Department of Mental Health in the amount of \$375,000. The contract will continue through the end of the Fiscal Year (FY) on June 30, 2010 and funds from this program will be budgeted as part of the annual budget.

Sufficient appropriation is included in the Department of Mental Health's FY 2009-10 Final Adopted Budget to fund the Salaries & Employee Benefits and Services and Supplies for this program. The funding for FY 2010-11 will be included in the annual budget process.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

California Proposition 63 (now known as the Mental Health Services ACT or MHSA), passed in 2004 provides increased funding for personnel and other resources to support county mental health programs. DMVA initiated action to obtain a portion of those monies from the California Department of Veterans Affairs (CDVA) and DMH to provide services to returning combat veterans.

Following DMVA's efforts, the CDVA transferred \$60,000 of its annual budget to DMVA on 09/23/09 to fund one FTE position for the Veteran System Navigator Program which is automatically renewed for successive Fiscal Years. Concurrently, one FTE was obtained from the Chief Executive Office to start the program immediately and is included in the FY 2009-2010 Budget.

Additionally, DMVA and DMH entered into a Memorandum of Understanding to memorialize DMVA's administration of the Veteran System Navigator Services referred to in this Board Letter. That MOU is attached here as Attachment C.

### **IMPACT ON CURRENT SERVICES**

This action will have no impact on any other services. The signing of this Agreement will enable the County to increase its mental health outreach activities.

### **CONCLUSION**

Upon approval of this request, please instruct the Executive Officer, Board of Supervisors to send the original Board letter and attachments to

Department of Military and Veterans Affairs  
Attention: Joseph N. Smith  
2615 S. Grand Avenue, Room 100  
Los Angeles, California 90007

Respectfully submitted,

 FOR  
JOSEPH N. SMITH  
Director

JNS: rb

Attachment (3)

C: Executive Officer, Board of Supervisors  
County Counsel  
Chief Executive Officer

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPT'S. NO. 767

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

February 1, 2010

AUDITOR-CONTROLLER:

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

FY 2009-10

34 - VOTES

SOURCES

Military & Veterans Affairs
A01-MV-26500-6800
Intrafund Transfers - \$375,000
Increase IFT

USES

Military & Veterans Affairs
A01-MV-26500-1000
Salaries & Employee Benefits - \$291,000
Increase Appropriation

Military & Veterans Affairs
A01-MV-26500-2000
Services & Supplies - \$84,000
Increase Appropriation

SOURCES TOTAL: \$ 375,000

USES TOTAL: \$ 375,000

JUSTIFICATION

This adjustment reflects transfer of funds from the Department of Mental Health to increase appropriation for Salaries & Employee Benefits to fund four full-time equivalent (FTE) positions in the Veterans Services Division for the Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI) System Navigators for Veterans Services.

ADOPTED

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AUTHORIZED SIGNATURE JOSEPH N. SMITH, DIRECTOR

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)

#14 FEB 16 2010

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

REFERRED TO THE CHIEF EXECUTIVE OFFICER FOR ---

- RECOMMENDATION
ACTION

- APPROVED AS REQUESTED
APPROVED AS REVISED

AUDITOR-CONTROLLER

BY Karen Shikama

CHIEF EXECUTIVE OFFICER

BY David S. S. S.

B.A. NO. 098

Feb 4 20 10

Feb 4 20 10

**PROPOSED STAFFING FOR THE VETERANS SYSTEM NAVIGATOR PROGRAM**

<b>POSITION</b>	<b>FTE'S</b>	<b>COMMENTS</b>
VETERANS CLAIMS ASSISTANT II	Four (4)	To provide assistance to veterans transitioning from military to civilian life (combat to community) including Veterans having difficulty with re-integration require assistance with employment education, socialization, children and family issues, substance abuse, domestic violence and homelessness.

**MEMORANDUM OF UNDERSTANDING BETWEEN**  
**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH**  
**AND**  
**LOS ANGELES COUNTY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS**  
**FOR**  
**IMPLEMENTATION OF MENTAL HEALTH SERVICES ACT**  
**PREVENTION AND EARLY INTERVENTION**  
**VETERAN SYSTEM NAVIGATORS SERVICES**

**I. PURPOSE**

This Memorandum of Understanding or "Agreement" is entered into between the Los Angeles County Department of Mental Health (DMH) and the Los Angeles County Department of Military and Veterans Affairs (DMVA).

The purpose of this Agreement is to effect an intra-fund transfer for DMVA to administer the implementation of the Veteran System Navigators Services. Approximately 3,000 transition-age youth, adult, and older adult Veterans will receive services. System Navigators for Veterans is a pilot project that will utilize military Veterans to engage Veterans and their families in order to identify currently available services, including supports and services tailored to the particular cultural, ethnic, age and gender identity of those seeking assistance. The System Navigators will follow-up with the Veterans and their families to ensure that these individuals have successfully linked up and received the help they need. Training about available public and private resources will be provided to assist the System Navigators.

The System Navigators will engage in joint planning efforts with community partners, including Veterans groups, Veterans administration, community-based organizations, other County Departments, intradepartmental staff, schools, health service programs, faith based organizations, self-help and advocacy groups, with the goal of increasing access to mental health services and strengthening the network of services available to Veterans within and outside the mental health system. Further, System Navigators will assist the Veterans and their families by promoting awareness of mental health issues and work towards destigmatizing seeking help. It is expected that System Navigators will develop effective working relationships with a number of community-based agencies that serve Veterans as well as other programs that can address the unique needs of Veterans who may be undergoing mental health problems including community colleges, housing programs, social service agencies.

**II. TERM OF AGREEMENT**

The term of the Agreement shall be continuous through the end of the Fiscal Year (FY) on June 30, 2010, commencing upon execution by both parties, unless sooner terminated or extended, in whole or in part, as provided in this MOU. This Agreement shall be automatically renewed for successive FY periods thereafter commencing July 1, 2010, unless terminated as provided herein.

**III. AGREEMENT FUNDING**

DMVA shall receive funds from DMH in an annual amount not to exceed \$374,528.00 (three hundred seventy-four thousand five hundred twenty eight dollars) for the Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI) System Navigators for Veterans Services as detailed in Budget (Attachment A).

**IV. VETERAN SYSTEM NAVIGATORS SERVICES**

The MHSA, adopted by the California electorate in November 2004, creates a new permanent revenue source, administered by the California State Department of Mental Health (SDMH), for the transformation and delivery of mental health services provided by State and County agencies and requires the development of integrated plans for prevention, innovation, and system of care services. In February 2006, SDMH approved the Los Angeles County Department of Mental Health's (DMH) Community Services and Supports (CSS) Plan, the first of the MHSA Plans to be released. Implementation of the programs funded under the CSS Plan was initiated in 2007. Subsequently, on September 25, 2007 SDMH released the Prevention and Early Intervention (PEI) guidelines, the second largest component of the MHSA. PEI focuses on evidence-based services, education, support, and outreach to help inform and identify those who may be affected by some level of mental health issue. Providing mental health education, outreach and early identification (prior to diagnosis) can mitigate costly negative long-term outcomes for mental health consumers and their families. On August 27, 2009 the Mental Health Services Oversight and Accountability Commission (MHSOAC) approved DMH's PEI Plan.

The Los Angeles County Department of Mental Health Stakeholder group unanimously supported the creation of Service Area Navigator Teams that would, across age groups, assist individuals and families in accessing mental health and other supportive services and network with community-based organizations in order to strengthen the array of services available to clients of the mental health

system. Such networking would create portals of entry in a variety of settings that would make the Department's long-standing goal of *no wrong door* achievable. The countywide Veterans PEI Ad Hoc Steering Committee recommended the funding of Veteran System Navigators to provide prevention services to Veterans with potential mental health issues.

SDMH guidelines described operational definitions for prevention and early intervention in order to delineate funding parameters for the PEI plan as distinct from other MHSA components. Prevention in mental health involves reducing risk factors or stressors, building protective factors and skills, and increasing support. Prevention promotes positive cognitive, social and emotional development and encourages a state of well-being that allows the individual to function well in the face of changing and sometimes challenging circumstances. Universal Prevention targets the general public or a whole population group that has not been identified on the basis of individual risks. Selective Prevention targets individuals or a subgroup whose risk of developing mental illness is significantly higher than average.

System Navigators will assist Veterans transitioning from military life to civilian life (combat to community), including Veterans having difficulty with re-integration require assistance with employment, education, socialization, children and family issues, substance abuse, domestic violence and homelessness. The System Navigators will:

1. Engage with Veterans and their families to help them quickly identify tailored services and supports, including advocating where necessary;
2. Recruit community-based organizations and professional service providers to join an active support network for Veterans;
3. Follow-up with Veterans and their families to ensure successful linkage; and
4. Use information technology and other means to map and keep current on the availability of services and supports for Veterans and their families.

#### **V. DEPARTMENT OF MILITARY AND VETERAN AFFAIRS RESPONSIBILITIES**

DMVA agrees to provide the following services for the MHSA PEI System Navigators for Veterans Services:

1. Conduct outreach, engagement and education to Veterans, including homeless Veterans, to enhance access to prevention and early



intervention mental health services. System Navigators associated with different age groups will work in the community to link Veterans in need of care but not currently receiving services to public mental health and other supportive services. While time-limited, System Navigators will strive to ensure that individuals actually receive the appropriate level of services they are willing to accept.

2. Provide case management/supportive services to Veterans including, but not limited to:
  - a) *Benefit Establishment.* Assist Veterans in determining eligibility for Veterans of Administration (VA) benefits or eligibility for County and State benefits, General Relief, Supplemental Security Income, Medi-Cal and other resources available to Veterans.
  - b) *Employment and Education Assistance.* Assist Veterans in job search or training in preparation for employment. If eligible, assist Veteran in navigating the VA in regards to establishing educational and or other entitled benefits as well as provide ongoing support.
  - c) *Peer Support.* Refer Veterans to or assist in conducting peer support groups.
  - d) *Collaboration with other Veteran Service Organization.* Provide Veterans with needed resources or services that may not be available at one Veteran services organization but may be available at another. Collaboration will help to meet the Veteran's overall needs.
  - e) *Children and Family Support.* Provide essential peer support for families of returning Veterans. Many families are experiencing marital problems and emotional problems and need education in what to do. Families need to understand the reintegration issues of the Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) returning Veterans through peer supportive services.
  - f) *Housing for Homeless.* Place homeless or about to become homeless Veterans in Veteran housing facilities or assist the Veteran in securing homeless Veteran housing that have other Veteran resources attached.
3. Ensure contract compliance administratively, legally, and financially.
4. Submit quarterly reports that demonstrate the reasonable and allowable expenditures in providing necessary care and services in accordance

with the contractual agreement between DMVA and DMH. DMVA will gather program statistics on the type of services provided to Veterans and their families including, number of Veterans served, ages, gender, ethnicity, branch of service served and dispositions/outcomes.

5. In collaboration with DMH, develop an outcomes measurement tool that will evaluate program effectiveness and Veteran program satisfaction.
6. Appropriately share critical information with all service partners in compliance with policies of confidentiality described in Section VIII below and as necessary for program evaluation as required by DMH.

#### **VI. DEPARTMENT OF MENTAL HEALTH RESPONSIBILITIES**

DMH agrees to provide the following services for the System Navigators for Veterans Programs:

1. Provide Navigator program consultation, training on how to negotiate the DMH system of care, and training on the use of the Veteran's Network of Care Website.
2. In collaboration with DMVA, develop an outcomes measurement tool that will evaluate program effectiveness and Veteran program satisfaction.
3. Ensure contract compliance administratively, legally, and financially.
4. Monitor program effectiveness on a quarterly basis. The DMH Manager of Veteran services and PEI staff will review program statistics on the type of services provided to Veterans and their families including, number of Veterans served, ages, gender, ethnicity, branch of service served and dispositions/outcomes.
5. Appropriately share critical information with all service partners in compliance with policies of confidentiality described in Section VIII below and as necessary for program evaluation as required by DMH.

#### **VII. OUTCOMES AND PERFORMANCE-BASED CRITERIA**

1. The expected outcomes of the Veteran System Navigator Services are:

Memorandum of Understanding  
 Department of mental Health & Department of Military and Veterans Affairs  
 Veteran System Navigators Services

- a) Increased number of Veterans and their families who access and utilize resources serving Veterans.
  - b) Improved follow-up and linkage with Veterans and their families to agencies providing supportive services and advocacy.
  - c) Reduced number of Veterans and their families who are experiencing symptoms of anxiety and depression.
  - d) Partnerships with non-traditional mental health agencies to encourage Veterans and their families to participate in services and to help minimize the stigma associated with mental health.
  - e) Creation or expansion of a multi-disciplinary inter-agency network of providers who serve Veterans and their families.
2. This MOU includes five Performance-based Criteria that will measure the DMVA's performance related to operational measures that are indicative of quality program administration. These criteria are consistent with the MHSA and the PEI Plan. These measures assess the agency's ability to provide the required services and to monitor the quality of the services. DMVA shall collaborate with DMH to provide processes for systematically evaluating quality and performance indicators and outcomes at the program level. Should there be a change in Federal, State and/or County policies/regulations, DMH, at its sole discretion, may amend these Performance-based Criteria via a MOU amendment. DMVA shall cooperate with DMH in the regularly scheduled monitoring of the program, including review of agency and program records, site visits, telephonic conferences, correspondence, and attendance at provider meetings where the Proposer's adherence to the performance-based criteria will be evaluated.

The Performance-based Criteria are as follows:

PERFORMANCE-BASED CRITERIA	METHOD OF DATA COLLECTION	PERFORMANCE TARGETS
DMVA has required Veteran multidisciplinary team staffing	Staff rosters	Agency hires staff as stipulated
Staff responds to requests for services or referrals in a timely manner	Centralized tracking	100% of referrals are responded to by DMVA in a timely manner

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 Veteran System Navigators Services

PERFORMANCE-BASED CRITERIA	METHOD OF DATA COLLECTION	PERFORMANCE TARGETS
Complete and accurate records are maintained that track Veteran referrals, usage, expenditure, as well as specific demographic diagnostic, and outcome data for program participants	Review of monthly and quarterly reports for accuracy and completeness	DMVA maintains an accurate and complete database for Veteran System Navigators Services, including all relevant back-up documentation, (e.g., referral forms) and required reports are submitted to DMH on or before due date every month
Networking with agencies to encourage Veterans and their families to participate in services	Directory of contact agencies	Referral network; increase in agency type and number
Veterans are satisfied with the services received	Veterans Satisfaction Survey	Outcome measurement is given upon conclusion of services and/or referrals

**VIII. CONFIDENTIALITY**

DMH and DMVA agree to maintain the confidentiality of all records and information relating to the participants under this Agreement. This shall be in accordance with Welfare & Institutions Code (WIC) provisions, as well as other applicable State and County laws, ordinances, regulations, and directives relating to confidentiality. DMVA and DMH shall inform all their managers, supervisors, employees, and contractor providers providing services hereunder, of the confidentiality provision of this Agreement.

In no case shall records or information pertaining to participants be discussed to any person, except designated County/contract employees, without the written permission of the DMVA and DMH Directors or other authorized representative.

**IX. FISCAL PROVISIONS**

DMH shall make payment to DMVA for services rendered pursuant to this Agreement. Such payment shall be made from the MHSA Act of 2004, Prevention and Early Intervention Plan. Under no circumstances shall MHSA reimburse DMVA in excess of actual cost. Payment terms are as follows:

1. DMH shall prepare the initial Departmental Services Orders (DSO) for the program incorporated into this Agreement. In subsequent years, the DSOs will be prepared in accordance with Chief Executive Office budget instructions.
2. DMVA shall submit Departmental invoices monthly that comply with Auditor-Controller guidelines. Expenditures must correspond to the MHSA PEI 2009-2010 Plan budget approved by SDMH and MHSOAC. Changes to the budget review require signed written approval of both parties.
3. Departmental invoices with supporting documentation should be submitted by the 28<sup>th</sup> of the following service month to:  
Dolly Maung, DSO Coordinator  
Budget & Financial Reporting Division  
Department of Mental Health  
550 S. Vermont Avenue  
Los Angeles, Ca 90020  
Phone: 213-738-4699  
FAX: 213-639-6773  
E-mail: DMAung@dmh.lacounty.gov
4. Supporting documentation at a minimum shall include the month for which the claim is submitted, the types of services provided, the number of Veterans and their families served, and the amount of the payment requested.
5. DMH shall review the quarterly reports submitted by DMVA and determine the reasonable and allowable expenditures in providing the necessary services to Veterans in the program in accordance with the contractual agreement between DMH and DMVA. The process shall be utilized to determine the actual costs and therefore justify the need for the augmented funding of the System Navigators programs.

Memorandum of Understanding  
Department of mental Health & Department of Military and Veterans Affairs  
Veteran System Navigators Services

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6. Contact persons regarding fiscal provisions are:

- a) Dolly Maung, DSO Coordinator  
Budget & Financial Reporting Division  
Department of Mental Health  
550 S. Vermont Avenue  
Los Angeles, Ca 90020  
Phone: 213-738-4699  
FAX: 213-639-6773  
E-mail: DMAung@dmh.lacounty.gov
  
- b) Rose Bueta, Administrative Assistant III  
Department of Military and Veterans Affairs  
2615 S. Grand Avenue #100  
Los Angeles, CA 90007  
Phone: 213-744-4821  
FAX: 213-743-4885  
E-mail: RBueta@mva@lacounty.gov

**X. AMENDMENTS**

This Agreement may be amended by mutual written consent of the parties. No variation, modification, change, or amendment of this MOU shall be binding upon any party unless such variation, modification, change, or amendment is in writing and duly authorized and executed by all parties. The Agreement may be terminated at any time, without cost, by either of the parties upon giving at least thirty (30) days prior written notice thereof to the other. This Agreement may be immediately terminated if funding becomes unavailable.

**XI. NOTICES**

All notices or demands required or permitted to be given or made under this MOU shall be in writing and shall be hand delivered with signed receipt or mailed by first-class registered or certified mail, postage prepaid, addressed to the parties at the following addresses and to the attention of the person named. Addresses and persons to be notified may be changed by either party giving ten (10) calendar days prior written notice thereof to the other party.

Memorandum of Understanding  
Department of mental Health & Department of Military and Veterans Affairs  
Veteran System Navigators Services

Notices to DMH shall be addressed as follows:

Marvin J. Southard, DSW,  
Director  
Los Angeles County Department of Mental Health  
550 S. Vermont Avenue  
Los Angeles, Ca 90020

Joseph N. Smith, Colonel, USMC, (Ret.),  
Director  
Los Angeles County Department of Military and Veterans Affairs  
2615 S. Grand Avenue #100  
Los Angeles, CA 90007

**IN WITNESS HEREOF, the parties hereto have executed this Agreement:**

**DEPARTMENT OF MENTAL HEALTH**



MARVIN J. SOUTHARD, DSW  
DIRECTOR

12/2/09

Date

**DEPARTMENT OF MILITARY AND VETERANS AFFAIRS**



JOSEPH N. SMITH, COLONEL, USMC, (RET.)  
DIRECTOR

November 19, 2009

Date

## ATTACHMENT A

### County of Los Angeles Department of Military & Veterans Affairs

#### BUDGET DETAIL VETERAN SYSTEM NAVIGATORS PROGRAM

ALLOCATION PER YEAR			\$ 374,528.00
<b>DIRECT SALARIED POSITIONS</b>	<b>MONTHLY COST</b>	<b>YEARLY COST</b>	
VETERANS CLAIMS ASSISTANT II	\$ 3,958.00	12	\$ 47,496.00
EMPLOYEE BENEFITS	33%		\$ 15,673.68
SALARIES & EMPLOYEE BENEFITS			\$ 63,169.68
<b>NUMBER OF POSITIONS</b>		<b>4</b>	
TOTAL SALARIES & EB			<b>\$ 252,678.72</b>
OVERHEAD COST	15%		\$ 37,901.81
<b>TOTAL SAL &amp; EMPLOYEE BENEFITS/OVERHEAD COST</b>			<b>\$ 290,580.53</b>
<b>SERVICES &amp; SUPPLIES</b>			
RENTS & LEASES			\$ 8,400.00
ADMINISTRATIVE SERVICES			\$ 2,000.00
INFORMATION TECHNOLOGY SERVICES			\$ 2,000.00
OFFICE EQUIPMENT & SUPPLIES			\$ 6,587.00
TRANSPORTATION & TRAVEL/TRAINING			\$ 2,000.00
<b>TOTAL</b>			<b>\$ 20,987.00</b>
<b>NUMBER OF POSITIONS</b>		<b>4</b>	
<b>TOTAL SERVICES &amp; SUPPLIES</b>			<b>\$ 83,948.00</b>
<hr/>			
<b>TOTAL S&amp;EB &amp; S&amp;S</b>			<b>\$ 374,528.53    \$ 374,528.53</b>