

Broome County Department of Social Services

ANNUAL REPORT - 2003

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AGENCY VISION

Our vision is to be an organization which promotes self-sufficiency and assures the protection of vulnerable individuals. We strive to have an organization which values the needs of our customers, the contributions of our staff and the participation of our community. This vision shall be achieved through a culture which encourages continuous improvement.

TABLE OF CONTENTS

Accomplishments	1
Organizational Chart	3
Caseload Report	4
Tables	5

Assistance Programs

Temporary Assistance	7
Medicaid	8
Food Stamps	8
Home Energy Assistance	9
Welfare-to-Work	10
Temporary Assistance Services	11

Medical Services

Disability Review	12
Prenatal Care Assistance Program	12
Managed Care	13
Family Health Plus	13
Dental Case Management Program	13

Social Services

Adult and Family Services	14
Child Placement Services	15
Child Protective Services	16
Family Violence Prevention Council	16
Purchase of Service Programs	17

Support Services

Services Systems	18
Welfare Management System	18

Enforcement

Legal Unit	19
Resource Unit/Third Party	20
Child Support Enforcement and Collection	20

Administrative Services

Accounting	22
Personnel	22
Operations Management	23
Master Control	23

Central Administration

Staff Development, Planning and Volunteer Services	24
---	----

Grants

Department Grants	26
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**BROOME COUNTY
DEPARTMENT OF SOCIAL SERVICES**

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JEFFREY P. KRAHAM
Broome County Executive

ARTHUR R. JOHNSON, CSW
Commissioner

**Department of Social Services
2003 Accomplishments**

The following is an overview of the Broome County Department of Social Services' significant accomplishments for 2003, by division:

Administrative Services:

Fiscal / Systems

- Secured Third Party Health Insurance cost avoidance of over \$31 million or over 15% of Gross Medical Payments.
- Developed reports to monitor budget to actual expenditures and assist in year-end projections.
- Reduced YTY employee mileage reimbursement through fleet efficiency.
- Conducted fiscal analysis of various department chargebacks to reduce costs and to gain a better understanding of the services provided.
- Converted 12 PC workstations from County to State control resulting in county savings.
- Developed the DSS Guardian Report application to reduce errors and improve format.
- Developed various data queries(Cognos, WMS) resulting in considerable time savings.
- Installed 179 State PC's, 23 laser printers as part of the Plan B HSEN Network Project.

Admin / Operations

- Eliminated monthly payroll reports. Using bi-weekly reporting system per payroll audit.
- Using email for all notices to supervisors regarding personnel issues, general correspondence.
- Updated Building Evacuation Plan to comply with new Federal Standards.
- Created a fleet utilization and unlocked vehicle report.
- Installed a Public Address System in the lobby.
- Reduced night cleaning contract from 5 nights per week to 3. Realized county cost savings while requiring improved service.
- Revised DSS courier schedule to increase organizational efficiency and reduce costs.
- Implemented a project to maximize the efficiency of copy machines.

Process Reengineering, Staff Development

- Educated all DSS employees on process reengineering.
- 106 reengineering suggestions reviewed 86 implemented suggestions.
- Designated Coordinator of Volunteer Services as Project Manager for DSS Imaging Project.
- Provided Centraport training to 227 individuals.
- Created departmental efficiencies by establishing electronic and voice mail distribution lists and posting public information to the DSS webpage.

Assistance Programs:

- Staff reorganization to address staff reduction, to distribute supervisors more evenly over staff and workers more evenly across caseloads.
- Reorganization resulted in an evaluation of all processes and the opportunity to document written

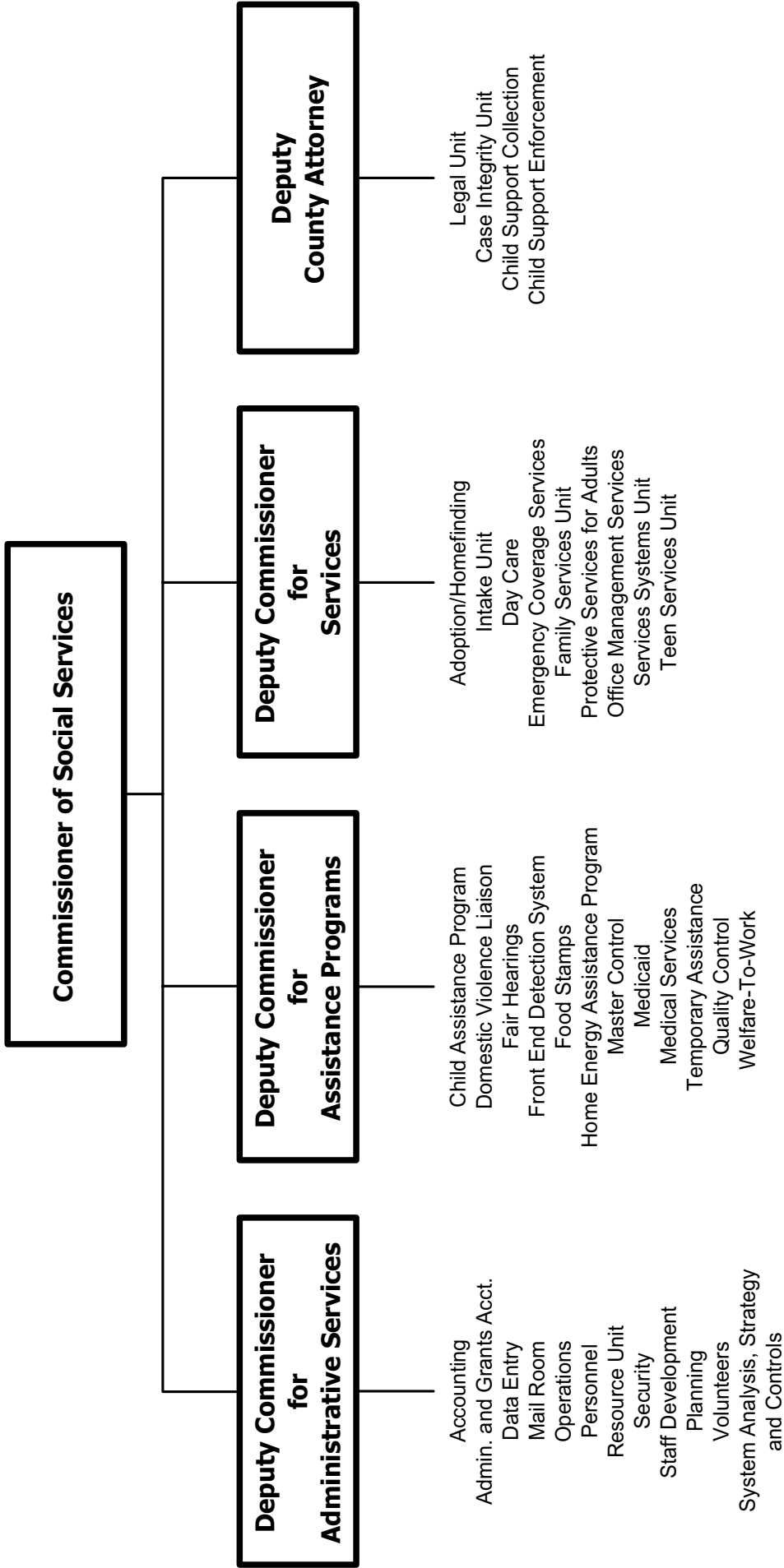
procedures for several workflow.

- Endicott Satellite office closed as workers and supervisors were needed in-house to facilitate staff re-distribution to accommodate caseloads. Cost savings also realized.
- Automated and streamlined work processes through the use of computers to allow immediate access to technology for completing work.
- TANF Services Block Grant Service providers (11 programs) presented to agency and were evaluated based on outcome measures allowing for consideration for continuation based on performance and setting a precedence for future program evaluation.
- Temporary Assistance Eligibility Compliance Issues
 - Now able to meet state compliance standards by changing benefits issuance to date documentation is received rather than application filing date – significant cost savings involved
 - Denied applications are now reconsidered, if requested within 30 days of original denial, rather than requiring filing of a new application. Cost savings and efficiencies realized due to decrease in paperwork necessary to process eligibility determination.
- Temporary Assistance and Food Stamps processed an all time high number of applications in 2003.

Services Division:

- 3 separate official state and federal case reviews held positive findings regarding case assessments, safety and permanency in cases.
- Successfully incorporated all Juvenile Probation Services under DSS funding.
- Successfully converted Catholic Charities Purchase of Service Program to Functional Family Therapy.
- Incorporated joint recruitment and training of foster parents with 2 other agencies to allow for better coordination and an expanded recruitment base.
- Successfully nominated 7 current or former foster care youth for the newly established Education and Training Voucher Program.
- CPS conducted Mandated Reporter Training for EMT's, school personnel, Day Care Programs, child care personnel, law enforcement, mental health providers, and other human services organizations.
- Purchases of Service Providers presented to agency and were evaluated based on outcome measures allowing for consideration for continuation based on performance and setting precedence for future program evaluation.
- Installed State Computers in the Protective Services for Adults program and trained users.
- In August 2003, Nancy Kumrow, Protective Services for Adults, along with Attorney General Dennis McCabe, presented training on Elder Abuse to the Police Academy trainees. We will be part of their regular curriculum.
- In September 2003, Nancy Kumrow, Protective Services for Adults, was asked to do a presentation on Elder Abuse to a statewide conference of medical examiners, coroners and EMT's.
- Implemented a Mentoring Program for Independent Living Youth.
- Almost 30 children freed for adoption.
- Subsidized over 300 adoptions per month.
- Decreased total number of children in foster care.
- Services staff made over 52,000 face to face contacts.
- Over 1700 children per month received day care services through DSS.

Department of Social Services



**BROOME COUNTY DEPARTMENT OF SOCIAL SERVICES
 END OF YEAR CASELOAD REPORT
 Caseload on December 31st**

	2002	2003
TANF	1,323	1,327
SAFETY NET	868	1,028
MA & MA SSI & MAFC, NH	14,130	14,962
FOOD STAMPS	5,357	5,762
NURSING HOMES	1,402	1,540
PSA CASES	453	436
CHILDREN IN FOSTER CARE	349	333
DAY CARE	1,733	1,170

**PROGRAM ACTIVITIES
 Cumulative for year**

	2002	2003
REPORTS OF ABUSE AND NEGLECT	2,368	2,158
MANAGED CARE ENROLLMENT	12,478	13,817
ENTRIES TO EMPLOYMENT	1,106	1,078
SANCTIONS	382	384

EXPENDITURES BY PROGRAM

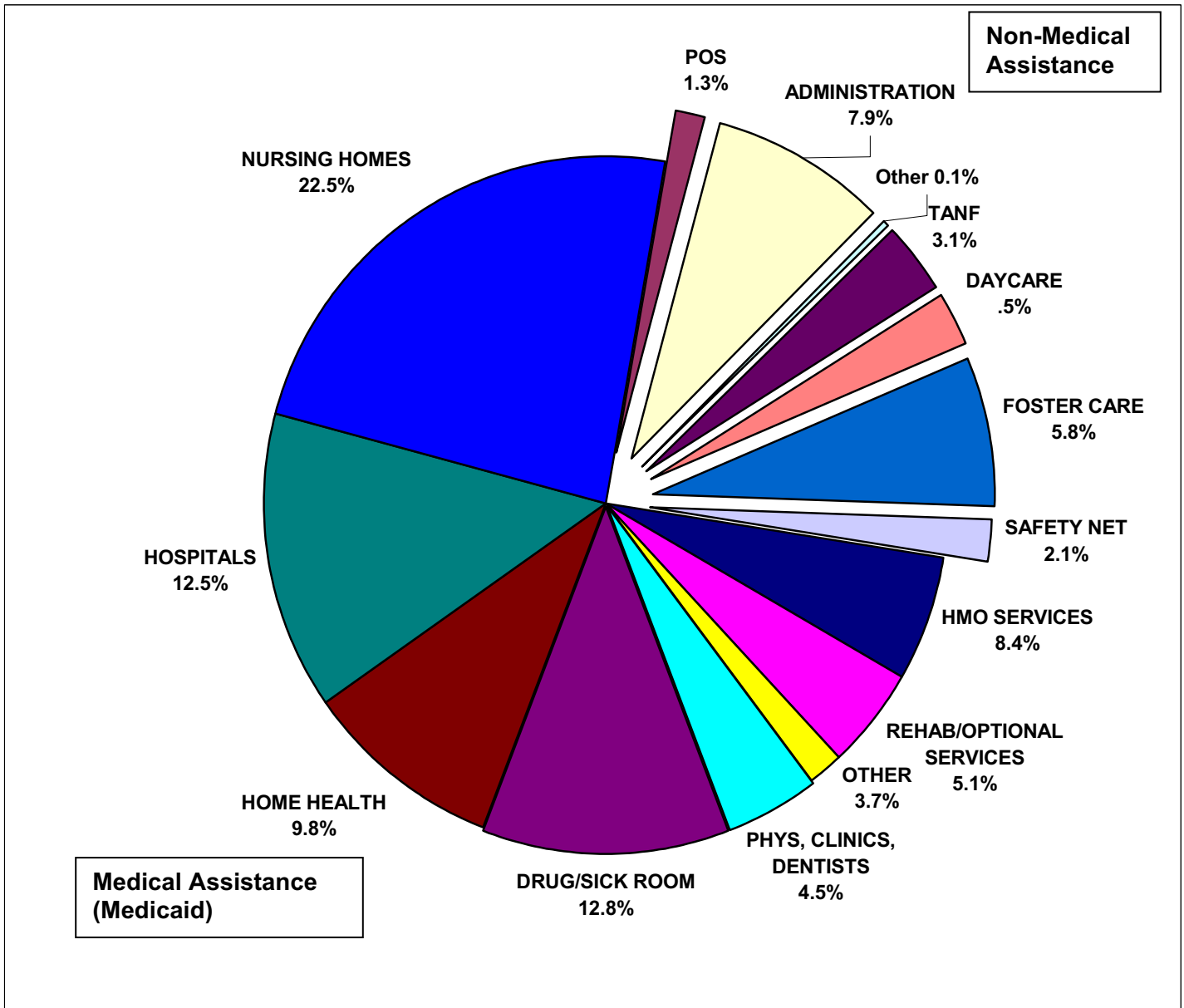
PROGRAMS	2002	2003
Medical Assistance Program	\$31,971,998	\$33,589,027
Temporary Aid to Needy Families	7,495,221	7,665,111
Administration	19,452,660	19,799,256
Foster Care	14,563,096	14,396,276
Safety Net	4,545,743	5,362,846
Purchase of Services	3,086,964	3,222,906
TANF Day Care	1,172,783	1,228,350
Burials	244,112	316,436
Transfer to Grant for CAP	134,048	58,745
Emergency Aid to Adults	12,447	23,468
Special Needs-FTHA	1,445	3,883
Non-Secure Detention	1,155,887	1,229,402
Totals	\$83,836,404	\$86,895,706

REVENUES

	2002	2003
Repayments	\$4,508,311	\$5,217,374
Revenues – Federal/State	\$38,550,573	\$42,425,042
Net Cost to County	\$40,770,520	\$39,253,290

2003 BUDGET EXPEDITURES

HOW \$249,817,414 (federal, state and local shares) was spent for Department programs in 2003



ASSISTANCE PROGRAMS

The Assistance Programs Division is responsible for the administration of the benefits programs. These include Temporary Assistance, Medicaid, Food Stamps and the Home Energy Assistance Program. The division also includes the Welfare-to-Work Unit and the Teen Services Unit.

The goal of the assistance Programs is to determine eligibility for the various benefit programs to perform the following:

1. Assist clients in achieving self-support and self-sufficiency;
2. Provide accessible and responsive services to recipients; and
3. Provide the most efficient service possible while maintaining high standards of effectiveness.

TEMPORARY ASSISTANCE

During 2003 the Temporary Assistance caseload increased 8% over 2002. This reflects the continued slow economy and the lack of local jobs.

Temporary Assistance Caseload (as of 12/31):

	2002	2003
All Categories	2,191	2,357

Applications: Aid to Dependent Children, Home Relief and Emergency Programs:

	2002	2003
Received:	7,079	7,485
Approved:	3,074	1,794
Denied and Withdrawn:	3,914	4,195

Income Maintenance Activity:

Client Contacts:	2002	2003
Walk-ins	6,595	4,344
Recertifications	1,932	2,205
Cases Closed	2,810	2,707
Case Changes	19,356	21,459

	2002	2003
Front Desk Contacts	107,655	110,620

Fair Hearings Activity:

Fair Hearings	2002	2003
Called	267	348
Held	101	132
Affirmed	113	155
Reversed	19	29
Split (decision correct when made)	0	35
Withdrawn	70	68

MEDICAL ASSISTANCE (MEDICAID)

Medicaid is the program, which enables indigent individuals in our community to obtain necessary medical care, services and supplies by assisting them with the payment for such services.

The increasing numbers of elderly in the community and federal policy changes, which added new programs, such as guaranteed continuous coverage for children under 19, Facilitated Enrollment and Family Health Plus, continue to drive Medicaid caseload increases. The Medicaid caseload increased 6% from 2002 to 2003.

Caseload (as of 12/31)	2002	2003
MA Only	8,958	9,699
MA-SSI	5,172	5,263
TOTAL	14,130	14,962

Applications- MA only and MA SSI	2002	2003
Received	8,113	7,937
Approved/Reopened*	8,367	7,994

*Includes transfers from other programs

FOOD STAMPS

Food Stamps is a federally funded program administered by the Department of Social Services for the United States Department of Agriculture. The goal of the program is to provide a higher level of nutrition to income eligible individuals and families by enhancing their ability to purchase food.

Eligibility for the program is determined by financial criteria. Those found to be eligible receive a card, which is activated by computer scan in any of 29 locations (grocery stores) in Broome County. The stamps are issued by the grocery store but can be spent anywhere that is authorized to receive Food Stamps.

Caseload (as of 12/31)

	2002	2003
Temporary Assistance Food Stamps	1,165	1,529
*Food Stamps Only (Non-Temporary Assistance households)	5,357	5,762
TOTALS:	6,522	7,291

* Includes SSI and Office of Mental Health Hygiene Cases

Applications (NPA)	2002	2003
Received	4,099	4,219
Approved/Opened**	3,854	3,780

** Includes transfers from other programs

Expedited Food Stamps

The Expedited Food Stamps program issues Food Stamps to needy persons on an emergency basis. This includes, for example, people who have terminated income, or pending income. Identification is required of all applicants. Any income received within the month of application, together with liquid resources, is budgeted against amounts to determine eligibility. Interviews are conducted on an immediate basis so those eligible clients may receive their Food Stamps within 5 calendar days.

During 2003, 7,585 households were screened for Expedited Food Stamps. Of those screened, 2,061 or 27% were found to be eligible for this service. Some of these households also were processed for a Public Assistance program.

HOME ENERGY ASSISTANCE PROGRAM (HEAP)

HEAP provides energy assistance to low income households through payments to those households' fuel and/or utility suppliers. The program also provides emergency assistance for repair or replacement of essential heating equipment and in fuel emergency situations. The program includes a twenty-four hour hotline from October through April of each year to ensure that county residents have recourse in the event of an emergency situation when the Department is not open.

The Broome County Social Services HEAP unit is responsible for the processing of all HEAP applications, including those received from the Office for the Aging. OFA serves the over-60 and disabled population in Broome County. PROBE serves the under-60 population in Broome County.

The 2002-2003 budget for Broome County totaled \$3,126,681. This program is 100% Federally funded.

	2001-2002*	2002-2003
Administrative Allocation	\$229,384	\$287,967
Emergency Allocation	\$535,664	\$675,384
Non-Public Assistance County Allocation	\$1,130,690	\$1,040,809
Public Assistance	\$898,011	\$1,122,521
Total County Allocation	\$2,794,341	\$3,126,681
Households Served	5,762	9,966

*Benefit levels per household increased by State.

WELFARE-TO-WORK

The Welfare-to-Work Unit (WTW), consists of the Safety Net Division (located at the Main Street Department of Social Services), and the Welfare to Work family Assistance Division (located at the Broome Employment Center). These offices offer a variety of programs and services to public assistance and food stamp recipients to help them gain and retain employment and become self-sufficient.

These programs and services include employability assessment and planning, job readiness training, WORKFARE/Community Work Experience, job search, and job development, placement and retention. Other activities include the Training and Employment (TEP) and On-The-Job Training (OJT) programs, Food Stamp Employment and Training (FSE&T), and the Disabled Client Assistance Program.

2003 Welfare-to-Work Unit Highlights:

TANF/Safety Net Recipients	2002	2003
Entries to Employment	1,106	1,079

	2002	2003
Required TANF Welfare to Work Activities Participation Rate	50%	50%
Broome County's Rate	54%	54%

	2002	2003
Required Safety Net Welfare to Work Activities Participation Rate	90%	90%
Broome County's Rate	100%	92%

TASA/Teen Services Unit

The Teen Services Unit was created under the Pregnant and Parenting Youth Service TANF grant to enhance the services provided by TASA. With common Welfare to Work outcomes as a focus, and with continuing or completing high school education as a primary objective, the unit attempts to identify specific barriers that inhibit a youth’s success and to develop plans to overcome them. Primary emphasis of casework activity is upon education, self-sufficiency, lifestyle stabilization, improved parenting, reduction of subsequent births, and developing positive connections to community through employment, family living and socially appropriate and safe behavior.

	2002	2003
Number of TASA/TSU Cases	332	464

TEMPORARY ASSISTANCE SERVICES UNIT

The Temporary Assistance Services Unit is comprised of staff who performs a variety of services, which are either mandated or supportive of the Agency goals and responsibilities. The functions of this unit include the following: screening all Temporary Assistance applicants; short-term poverty-related services for Temporary Assistance recipients; housing; services; teen pregnancy/parenting counseling (Teenage Service Act Program); services to help persons apply for SSI or SSD; and the monitoring of restricted Medicaid recipients' use of Medical Services.

	2002	2003
Number of cases screened	7,006	7,485
Denied or withdrawn	2,782	1,591
Opened at screening	84	217
Referred for eligibility determination	4,136	5,677

MEDICAL SERVICES

The Medical Services Unit monitors service provision in Personal Care Services, nursing home and other long term care programs. Services to nursing home and hospital patients include monitoring levels of care, informing patients of their rights, and insuring appropriateness of care requested.

	2002	2003
Nursing home patients (average)	1,402	1,315
*Personal Care Service hours	157,545	175,584
Cost of Service	\$2,224,994	\$2,905,850
Adult Foster Care Clients	39	32
Care at Home Clients (as of 12/31)	22	22

* These figures do not include Medicaid Personal Care authorized by the Long Term Home Health Care Program Agencies.

DISABILITY REVIEW

Medicaid Aid to Disabled is a special program to maximize federal reimbursement through the use of the Aid to Disabled category in Medicaid that assists the NYS Department of Health in demonstrating cost neutrality for the 1115 Managed Care Waiver.

	2002	2003
Cases reviewed for Aid to Disabled Category	475	394
Cases eligible for Aid to Disabled Category	287	149
Cases reviewed for SSI/SSD	38	40
Cases approved for SSI/SSD	172	158

PRENATAL CARE ASSISTANCE PROGRAM (PCAP)

The Prenatal Care Assistance Program (PCAP), funded by New York State, enables pregnant women with limited financial resources or health insurance to receive prenatal care. The Designated Pregnancy Worker in DSS serves as a contact person for pregnant women, PCAP sites, Child/Teen Health Plan, Medicaid, Public Assistance and Services.

In November of 2000, PCAP expanded Medicaid eligibility to pregnant women and infants up to age one with family incomes up to 200% of the Federal Poverty Level. Medical Services is responsible for accepting the Medicaid applications, determining eligibility and serving as the liaison for PCAP providers.

	2002	2003
PCAP Cases Opened	1,000	913
PCAP Eligibility Determinations	1,004	851

MANAGED CARE

Broome County Social Services implemented Mandatory Medicaid Managed Care enrollment on May 1, 1998. As of December 31, 2003 Broome's total enrollment was 13,817, which represents a 77% penetration of the eligible population. If recipients do not select a managed care plan, the State assigns one for the recipient. Each mandatory Social Service district is to maintain a minimum 20% auto-assign rate. Due to successful education and outreach efforts by the Medical Services staff, Broome DSS maintained an average auto-assignment rate of 8.0%.

Plan	2002 Year to Date Enrollment	2003 Year to Date Enrollment
CDPHP	5,644	7,723
Broome MAX	6,359	5,634
Fidelis	475	470
TOTAL	12,478	13,817

FAMILY HEALTH PLUS

Broome County Social Services implemented the Family Health Plus Program on September 4, 2001. Family Health Plus (FHP) is New York State's first insurance program for adults who do not have health insurance and have incomes too high to qualify for Medicaid. FHP is available to single adults, couples without children and parents between the ages of 19 and 64. Comprehensive health insurance coverage is provided through managed care plans.

Plan	2002 Year to Date Enrollment Family Health Plus	2003 Year To Date Enrollment Family Health Plus
CDPHP	1,630	2,795
GHI-HMO	3	48
Fidelis	104	143
TOTAL	1,737	2,983

DENTAL CASE MANAGEMENT PROGRAM

Broome County Department of Social Services implemented the Dental Case Management Program on April 1, 2002. The program partners with over 50 private practicing dentists to improve access to dental services for the Medicaid population. The Case Manager provides client education and follow-up as well as provider support. Over 1,000 clients were served in 2003.

SOCIAL SERVICES

ADULT AND FAMILY SERVICES

The Adult and Family Services units provide assessment, information and referral, crisis intervention, and on-going services to families and individual adults.

Preventive Services for Families

Preventive Services for Families focuses on case management and support services for families experiencing parent-child conflict, marital conflict, severe child behavior problems, and those whose children are at risk of foster care placement.

	2003
Intake Referrals	569
PINS Diversion referrals	441

Protective Services for Adults

Protective Services for Adults are provided to adults who are in danger of harm through their own actions or the actions of others, and who have no one willing and able to help them responsibly.

	2002	2003
PSA Referrals	663	643
Information & Referral	574	657
Representative Payee	405	433
PSA Intake:		
Adult Abuse	188	161
Self-Neglect	509	483
Total Cases Served	1,090	1,038

Day Care

The Day Care Unit offers day care services to recipients of Temporary Assistance and are individuals who are involved in employment or the JOBS program and recipients of Child Protective or Preventive Services as part of a therapeutic service plan for the family. Day Care is also provided to low income working families and recipients who are transitioning from Temporary Assistance to employment.

Caseload (as of 12/31)

	2002	2003
Families Receiving Daycare Services	1,991	1,656
Children Receiving Daycare Services	3,299	3,299

CHILD PLACEMENT SERVICES

Child Placement units work with families with children in (or at risk of) foster care placement, and children in need of adoptive placement. The primary goal of casework with children is to help the child achieve permanency; or to prevent foster care by addressing problems that place the child at risk of placement. This section is responsible for the agency's Foster Care and Adoptive Homes, including certification, training and support.

The following is a 2-year comparison of key activities for Child Placement:

	2002	2003
Children Placed - all levels of care	148	149
Children discharged - all levels of care	183	159
Children freed for adoption	19	23
Children placed in adoptive homes	43	15
Children legally adopted	33	34
Children in foster homes (12/31)	349	187
Children in institutions (12/31)	85	84
Children in group homes (12/31)	41	42
Children in all levels of care	349	333
Number of foster homes	75	65
Number of Care Days	132,072	118,391

CHILD PROTECTIVE SERVICES

Child Protective Services is responsible for receiving and investigating all reports of child abuse and neglect. In addition, CPS must, when appropriate, provide, arrange for, or monitor the provision of services necessary to ensure and protect the child's welfare and to preserve and stabilize family life whenever possible.

When families are unable or unwilling to accept or use supportive and rehabilitative services, CPS has an obligation to initiate Family Court proceedings to protect the child. CPS must be able to receive and investigate reports on a 24- hour a day, seven-day per week basis. CPS has four basic program areas. These are (1) Intake/Investigation; (2) Undercare Services; (3) Monitoring, and (4) Emergency Coverage. Undercare Services are provided by the local district's Family Service Units

Child Protective Services experienced a 9% decrease in the number of SCR reports received in 2003. See the three-year comparison below:

	2001	2002	2003
Abuse Reports	157	174	189
Neglect Reports	2,283	2,194	1,969
TOTAL	2,440	2,368	2,158
Sexual Abuse Reports	149	167	196
New Family Court Petitions	72	100	68
1034 Investigations	249	259	385
Assist Other Counties in SCR Investigations	163	176	145
Emergency Abuse/Neglect Calls	1,566	1,794	1,753

BROOME COUNTY FAMILY VIOLENCE PREVENTION COUNCIL

The Family Violence Prevention Council is an advisory council to the Broome County Executive and the community on issues of family abuse and neglect. The Council is responsible to the County Executive, however the staff are employed by the Department of Social Services and under the Administration of both DSS and the Youth Bureau.

A copy of the "Broome County Family Violence Prevention Council: Annual Report 2003" is available by contacting their office.

PURCHASE OF SERVICES PROGRAMS

In order to fulfill its mandate to provide essential services to children and families, the Department purchases services from a number of other community agencies. The purpose of these services is to improve family functioning and to reduce the number of children in out-of-home care as well as the number of care days provided. These services are listed below.

	PROVIDER	CASES/MO	AMOUNT
Sexual Abuse Treatment Program	Family & Children's Society	63	\$425,451
Adolescent Preventive Services (APS)	Catholic Social Services	34	\$301,817
Therapeutic After-School Program	Children's Home of Wyoming Conference	37	\$490,338
Parent Aide/Homemaker Services	Family & Children's Society	71	\$236,144
PINS Diversion	Probation Department	175	\$864,836
Families First	Mental Health	9	\$400,977
Non-Residential Services to Victims of Domestic Violence	SOS Shelter	41	\$101,381
Child Advocacy Center	Crime Victim's Assistance Center	N/A	\$27,644
Coordinated Children's Services Initiative (CCSI)	Catholic Charities of Broome County	N/A	\$61,750
Elder Abuse Outreach	Broome County Office for Aging	N/A	\$75,440
Youth Advocate Program	Youth Advocate Programs, Inc.	12	\$313,073
Total	All Providers	442	\$3,298,851

SUPPORT SERVICES

SERVICES SYSTEMS UNIT

The Services Systems Unit assures proper authorization, claiming and reimbursement for the Services Division of the Department. This Unit provides data entry services for payment of foster care, day care, institutions and purchase of service providers.

Eligibility determinations on all cases and required referrals to child support, school districts and third party health insurance are done through this unit. In 2003, there were 211 foster care eligibility determinations; of these, 78 were Title IV-E determinations, as compared to 87 Title IV-E determinations in 2002

The Services Systems unit must also authorize and track expenditures for Division for Youth and Special Education placements to assure the department receives proper reimbursement.

	2002	2003
Services Systems Transactions	14,072	14,283

WELFARE MANAGEMENT SYSTEM (WMS)

The Welfare Management System is an individually oriented Eligibility file of all persons receiving Temporary Assistance, Medical Assistance, Food Stamps, Home Energy Assistance and Social Services in New York State. It is used to manage Social Services programs across all counties in New York State.

The WMS Coordinator supervises the Data Entry Unit and oversees all computer and systems activities for the Department. This includes responsibility for maintaining and upgrading the necessary hardware and software integrating both State and County systems.

	2002	2003
Authorizations	130,334	136,481

ENFORCEMENT

LEGAL UNIT

The function of the Legal Unit is to represent the Department effectively in court and administrative Hearings, and to advise and furnish legal services in support of the Department's programs. Major activities for the Legal Unit for 2003 were:

Court Appearances

	2002	2003
Child Welfare	1,989	2,065
Child Support	4,173	4,017
Total	6,162	6,082

Monetary Recoveries

	2002	2003
Child Support Recoveries*	\$1,808,075	1,901,270
Estates Proceeds	769,925.24	653,561.06
Injury Claim Liens	207,065.93	271,645.12
Misc. Civil Collections	7,217.45	9,662.45
Fraud Recoveries (cash)**	216,808.75	159,297.93
Mortgages	49,868.05	41,177.72
Medicaid Real Property Liens	152,125.10	322,815.76
Overpayment Collections	11,223.39	10,154.50
Total Monetary Recoveries	\$3,222,308.91	3,369,584.54

* Joint effort with Child Support Enforcement Unit reflects declining public assistance caseload. Overall collection, which includes cases transitioning off welfare, totaled \$16,717,584, an \$126,431 increase over 2002.

** In other cases referred to the Case Integrity Unit for investigation, the Department's Certification Unit substantially recovered overpayments by reduction of public assistance grants.

Welfare Fraud

	2002	2003
Fraud Referrals to Case Integrity Unit	2,072	2,316
Fraud Prosecution/Arrests	162	113
Conviction (District Attorney's Office)	68	87

Child Welfare

	2002	2003
Child Abuse/Neglect Petitions filed	107	79
Petitions to Free Foster Children for Adoption	26	22

Protective Services for Adults

	2002	2003
Guardianships	26	27

RESOURCE UNIT/THIRD PARTY

The Resource Unit assists all staff in obtaining necessary information concerning client income and assets. Verification of wages, benefits, bank accounts, insurance, property ownership is required before assistance can be issued. The Unit maintains records of all assigned assets, such as real property and mortgages, and coordinates all burials of indigent persons. The Unit is also responsible for pre and post inspection of rented housing.

	2002	2003
Number of burials arranged	106 (Cost \$244,144)	147 (Cost \$346,836)
Number of rental inspections	397	371

The major responsibility of the Third Party Health Insurance Unit is to reduce Medicaid expenditures through maximum utilization of other third party health insurance.

	2002	2003
TPHI offset Medicaid	\$38,426,704	\$31,674,362

CHILD SUPPORT ENFORCEMENT AND COLLECTION

The Child Support Program, which includes the Child Support Enforcement Unit (CSEU) and the Support Collection Unit (SCU), has as its principle responsibility the timely establishment and enforcement of child support obligations.

The Child Support Enforcement Unit (CSEU), which includes the Child Support Services Unit (CSSU), shares similar responsibilities of investigating matters of non-support and/or paternity. The CSEU acts on matters wherein the Department of Social Services has an Assignment of (Support) Rights, in accordance with Social Services Law. The CSSU provides services on behalf of persons who have made application for and have been approved for Child Support Services.

The Support Collection Unit (SCU) has the local administrative responsibility for monitoring, enforcing and distributing support payments to petitioners within Broome County and throughout the United States.

Child Support Collections	2002	2003
Aid to Dependent Children	\$1,148,392.76	\$1,123,723.55
Other (Home Relief, Child Welfare Medical, etc.)	\$661,043.32	\$777,996.02
Total Social Services Collections	\$1,809,436.08	\$1,901,719.57
Total General Public Collections	\$14,781,717.28	\$14,815,864.68
Total Automated Support Collection Unit Collections	\$16,591,153.36	\$16,717,584.25
Federal Incentive on Aid to Dependent Children Support Payments*	\$165,528.00	\$125,512.00
Tax Offset (Federal and NYS)	\$833,382.33	\$870,425.58

*In 1990, the State Department of Social Services began taking a percentage of this incentive as an administrative fee.

	2002	2003
Paternity Established by Court Order	143	161
Acknowledgements	305	231

ADMINISTRATIVE SERVICES

The Division of Administrative Services is responsible for the supervision and coordination of the fiscal and operating functions that are supportive of the agency's operation.

ACCOUNTING

Accounting is responsible for the fiscal operation of the Department and for preparing and filing all pertinent reports and claims for reimbursement as required by the Sate and Federal government. The Claims Unit issues all benefits to eligible clients. In addition it audits and issues checks relative to provider claims. This Unit is responsible for the Cash Management System (CAMS) which is used for receipts and check distribution for Representative Payee Accounts and receipt of repayments and recoveries to the Agency. Reconciliation of check issuance and FAMIS reports is completed in this unit as well as preparation of data input sheets for the Finance Department. This unit handles the Revolving Fund and Petty Cash disbursements.

	2002	2003
Authorizations	97,980	99,809
Vouchers	3,726	3,479
Checks	29,951	29,094
Electronic Benefits	45,677	48,823

	2002	2003
Repayments Processed	6,971	7,842
Value of Repayments	\$5,110,976	\$5,467,921

MAINTENANCE OF CLAIMS*	Public Assistance		Food Stamp	
	2002	2003	2002	2003
Year				
Number of Claims	5,779	5,991	1,367	1,084
Value of Claims	\$5,211,646	\$5,208,424	\$821,025	\$732,977

*For open and closed cases.

The Administrative Support Unit is responsible for the fiscal operation of the Department and for preparation and filing all pertinent reports and claims for reimbursement as required by the State and Federal Governments.

PERSONNEL

Personnel is responsible for the maintenance of each individual employee's Personnel File, which includes record keeping functions associated with vacation time, sick time, leaves of absence, and all other pertinent information. Other functions include the preparation of Personnel Data Records and coordination of Civil Service regulations and procedures with the Broome County Department of Personnel.

The Personnel Unit manages the mailing operations for the Department. The Unit records all authorizations received by the Accounting Department.

	2002	2003
Pieces of Mail Processed	295,375	283,435
Authorizations Logged	97,980	99,809

OPERATIONS MANAGEMENT

The Operations Management Unit is responsible for building related issues. Areas include: safety of building and inhabitants, physical environment, parking lot, telephones, courier services, room set-ups, and recycling. In addition, Operations Management schedules use and maintenance of the agency's fleet of vehicles. The Unit provides supervision for Workfare Program participants assisting with related duties.

	2002	2003
Security Incidents	323	339
Cars in Agency Fleet	27	27
Travel Requests for Destinations Outside of Broome Co.	725	738
Average Operational Fleet Size	25.8	26.2
Miles Traveled	361,316	331,948

MASTER CONTROL

Master Control is the record custodian for closed Public Assistance, Medical Assistance and non-Public Assistance Food Stamps. All new case numbers are processed through Master Control. This unit checks obituaries and issues notices to appropriate units. In addition, Master Control provides various County agencies with CIN numbers and effective dates of eligibility.

Requisitioning, distributing, recycling and inventory control of office supplies for staff also fall under the responsibility of Master Control. State forms and publications are ordered and distributed by this unit. All shipments received in this agency are signed for and routed through Master Control. Master Control also has responsibility for the Telephone Switchboard Operator. On the average day 275-300 calls could be processed through the switchboard.

	2002	2003
Case Numbers Issued	3,653	3,813
Authorizations (638) and Vouchers	727	481
Switchboard Phone Calls Received	70,151	77,005

CENTRAL ADMINISTRATION

Central Administration seeks to maximize the Department's human, physical and fiscal resources in accomplishing the Department's mission consistent with State and Federal regulations and to continually improve the quality of services delivered to the citizens of Broome County.

Staff Development, Planning and Volunteer Services

This Unit is committed to improving the organization through its employees and to providing services and resources that enable the organization to realize its goals. We are results oriented and focus on continuous improvement in the following areas:

Training - to develop all levels of staff in the competencies required to provide quality services to the community.

Staff Development personnel provide job specific training units for all program areas in the department. In addition, through contracts with Binghamton University and Broome Community College we support employees in degree and certificate programs.

One focus for training in 2003 was on providing computer skills training to 177 new computer users. 388 training slots were used for Basic PC, Outlook and Attachmate training. In addition, CentraPort training was provided to 227 individuals.

	2002	2003
Units of Job Specific Training (all program areas)	1,259	2,835

	2002	2003
Employees in Degree Programs	18	19
Employees in Certificate of Administration Program	10	13

Planning - to provide technical assistance and support through research and statistical analysis, grant writing, and meeting facilitation to aid in organizational and community planning.

Planning activities in 2003 focused on two major initiatives, Process Reengineering and Document Imaging. The Process Reengineering initiative brought about 210 recommendations from employees on ways to create efficiencies in the workplace. A team of trained staff reviewed 50% of those recommendations, implementing changes that exceed \$75,000 in savings to the Department. \$70,000 was reinvested into the Department. The remainder of the suggestions will be reviewed in 2004.

The Document Imaging and Records Retention project began with successful grant writing efforts that resulted in an award of \$150,000 from NYS Childcare Subsidy Program Allocation Funds to implement imaging in the Day Care Unit, Accounting and certain Temporary Assistance functions. The Department is fully engaged

in all aspects of planning for document imaging. Implementation is planned for early 2004.

Volunteer Services -

	2002	2003
Number of Volunteers / Interns	155	87
Hours of Service	14,921.74	15,085
Value of Donated Goods	\$18,050	\$20,510

Volunteers and interns had a positive impact on the organization in 2003. They assisted in the daily operations of the agency by performing activities such as keyboarding and flowcharting desk procedures. Children benefited from our specialized programs designed for them, from having adult mentoring friendships to going on weekly local cultural excursions with student counselors. Such programs also gave children the opportunity to attend camp and receive gifts through the Holiday Wish Program.

In 2003, the Coordinator of Volunteer Services was designated as the agency Grant Writer. Through the resulting efforts, the agency sought and procured two grants totaling \$202,000.

Agency participation in community events is also encouraged and coordinated through the Volunteer Office. In one such effort, staff manned a booth at the Teammates for Life event sponsored by the Youth Education Services Community Action Project (YESCAP). 3,500 people attended the event and hundreds of children spent time in creative activities at our booth.

In order to fulfill its mission and augment services to the residents of Broome County, the department applies for and receives a variety of grants. These grants are not a part of the department's operating budget and represent additional programs and revenues brought to our county. New York State or the Federal Government provides funding. These grants are listed below.

GRANT	GRANT AMOUNT-2003
Binghamton University Bachelor Program	\$114,536
Broome Community College Associate Degree Program	14,925
Child Assistance program (CAP)	320,185
Child Care and Development Block Grant (CCDBG)	3,715,502
Child Health Plus Facilitated Enrollment	38,072
Day Care Home Registration	238,853
Dental Assessment Case Manager	53,313
Food Stamp Employment and Training (FSE&T)	31,630
Food Stamps Nutrition Education (FSNE)	144,463
Home Energy Assistance Program (HEAP)	3,285,759
Medicaid Managed Care Program (MAX)	116,949
Medicaid Outstation Worker	73,084
New York Work Block Grant 3	257,642
Service and Training for Individuals in Vocational Education (STRIVE)	30,748
Transitional Opportunities Program	244,210
TANF Services Block Grant	803,887
TOTAL	\$9,393,757

**Broome County Department
of Social Services
Organizational Values**

1. Professionalism

Applying the highest standards of ethics and practice in the performance of one's duties.

2. Doing What is Right

Within organizational parameters, and based on facts, to make decisions and to act in accordance with the values and the vision of the department.

3. Taking Responsibility

The acceptance and ownership of the consequences of one's decisions and actions.

4. Results Oriented

To identify desired outcomes and work toward achieving those outcomes in an efficient manner.

5. Team Oriented

Working with others to promote an environment of "collective" ownership of organizational outcomes.

6. Enthusiasm

Being positively energized and motivated while working toward one's full potential.

7. Innovation

To explore and develop new ideas and products that improve individual and organizational performance.

8. Acceptance of Risk

Understanding that progress and change involves some degree of uncertainty.

9. Quality

To continuously achieve excellence of both process and product.

10. Continuous Growth

Taking responsibility to seek and utilize opportunities that support individual and organizational development.