

**Broome County Department of Social Services**

# Annual Report



**2013**

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## Our Vision:

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 contribution of our staff and the participation of our community. This vision shall be achieved through a culture which encourages continuous improvement.



## Commissioner's Advisory Council

### Arthur R. Johnson, LCSW

Commissioner  
Broome County Department of Social Services

### Michelle Napolitano

Fairview Recovery Services, Inc.

### Andrew Baranoski

American Civic Associations, Inc.

### Sandra Sanzo

Broome County Department of Social Services

### Janette Cyganovich-Brush

Family Violence

### Don Bowersox

Broome County Department of Social Services

### Robert Houser

Children's Home of Wyoming Conference

### Kris Marks

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### Peggy Steinberg

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### Fred Du Four

Family & Children's Society

### Keith Leahey

Mental Health Association

### Darrell Newvine

Family Enrichment Network

### Carole Coppens

YWCA

### Lori Accardi

Catholic Charities



Members of the Commissioner's Advisory Council

## A Message from Commissioner, Arthur R. Johnson, LCSW



2013 was a year of significant change and challenges for the Department. New York State implemented many new policies designed to facilitate financial stability in the state. Some of these policies include: State take over Medicaid Administration, new Medicaid Managed Care Initiatives, Juvenile Justice Reform, Health Care Reform, etc. Many of these reforms are significantly changing our work practices.

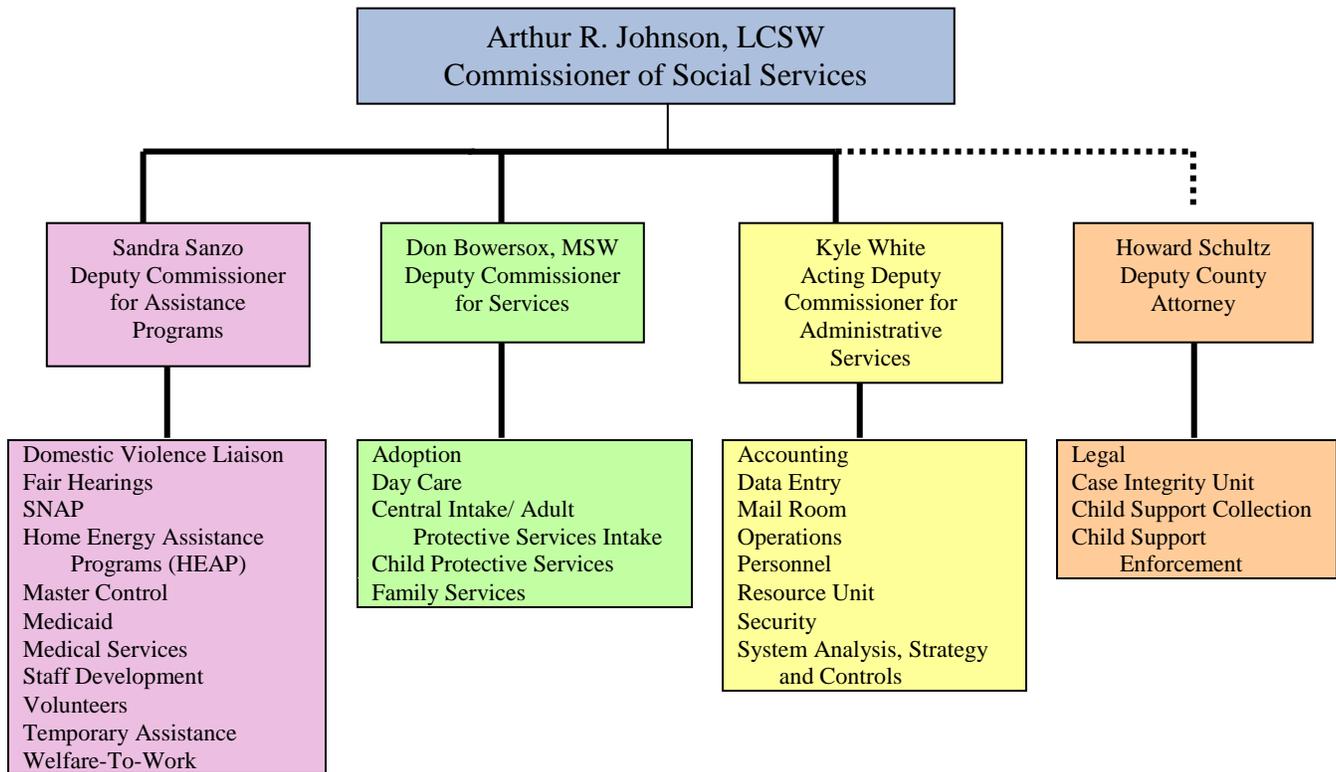
Lean/6Sigma (LSS) training, planning and projects were implemented. LSS provides methodologies for improving processes and outcomes. Intellectual capital for the initial training was supplied by Professor Daryl Santos, Ph.D., and Mohammad Khasawneh, Ph.D. professors of systems science and industrial engineering from Thomas J. Watson School of Engineering at Binghamton University (BU). They provided instruction on the *Broome County Department of Social Services Lean Leader Training*. Eleven administrators attended this 7.5 hour session.

*Lean Expert*, a second training and planning session of eighteen hours, was delivered by Srikanth Poranki, Ph.D. Industrial Engineering, BU, and Diane Lange, MS, Organizational Development Specialist, United Health Services. In all, seventeen managers attended the trainings. Three main projects were addressed in 2013. The projects were front end redesign, streamlining the State Central Registry (SCR) intake process and reducing bus pass errors.

By the end of 2013, fifteen long-term employees from DSS retired. Cumulatively they had over one hundred years of experience. Their years of service are a credit to the department and to the citizens that we serve. We wish them well in their new life experiences. I also want to acknowledge the continued youth movement that is occurring at DSS as many of our veteran staff retire and new staff are brought on board. These staff represent the future of the Department.

Finally, I want to recognize all of our staff for the hard work that they do to provide our county's most vulnerable citizens with the help they need in these trying times.

# Organizational Chart



First Row: Acting Deputy Commissioner, Kyle White, Commissioner Arthur Johnson  
 Back Row: Deputy Commissioner, Sandra Sanzo, Deputy County Attorney, Howard Schultz  
 and Deputy Commissioner, Donald Bowersox.

# **SOCIAL SERVICES ACCOMPLISHMENTS 2013**

## **Children Services and Adult & Family Services**

- We successfully proposed a 7<sup>th</sup> Unit for CPS to deal with the continued increasing number of hotline reports received.
- We continued our goal of having every caseworker trained in CPS for improved safety and risk assessment. Also enables us to deal with vacancies in CPS by moving experienced staff into open positions.
- CPS kept overdue investigations throughout the year at around 20% or less. We were able to keep staff/investigations ratios closer to 1:12. This is a much more manageable
- 25 Adoptions were finalized
- Residential levels of care reached historic lows in 2013. We continued to successfully place youth at lower levels of care in family care settings.
- Foster Care reached historic lows in 2013.
- Our Detention Reform Efforts continued. We used 1/3 of our care days at Haskins. We regularly brought the issue of length of stay (LOS) to the attention of the Family Court Judges. We pushed for electronic monitoring to be a detention alternative for Judges. We continued the Detention After School Program as a detention alternative. We worked with Haskins non-secure detention center to restructure their contract for 2014 including alternatives to detention such as phone call reminders to appear in court, supervision during key afternoon hours after school, etc.
- Further reduced the number of resolutions required by introducing a resolution to the legislature that enables the Department to contract with providers for an additional two years.
- Participated in the Lean Sixth Sigma Training. Project was completed in CPS to improve and streamline the process when a new report comes in. Projects include the fleet operation and bus passes. Several staff from services are involved.
- Worked with the Assistance Deputy to improve the front door/lobby project. Gave up a keyboard position that was needed in Assistance to make project work.
- Garage files were purged and organized. The garage files are well organized and expired cases have been removed and shredded.
- The division continued to host students from both Broome Community College as well as Binghamton University for social worker field placements.
- Added the Child & Adult Care Food Program as a requirement for legally exempt day care provider that provides an average of 30 hours more per week.

## **Public Assistance Division**

- In January 2013, the Safety Net Housing Project was expanded to include the Family Assistance population to ensure appropriate housing placement and program integrity. Overall, hotel placements were decreased by 11.5% and the length of stay averaged 6.81 days for the Safety Net cases; 7.67 days for the Family Assistance cases. The Local Shelters with case management services were maximized and hotel costs were decreased by \$51,800.
- The TANF Work Experience Project, in collaboration with the Broome County Urban League operates a recycling center and thrift store. The project works with Temporary Assistance families

to provide work experience and skill development. The Broome County Urban League served a total of 667 clients.

- In 2013 the BCDSS VITA site, with the help of volunteers, prepared 656 income tax returns. This free income tax service brought \$960,098 in federal refunds to individuals and families that reside in Broome County, of which \$472,079 was earned income credit and \$26,347 was child tax credit. By utilizing this free service, families saved up to an additional \$200.00 as they did not have to use the services of a paid tax preparer.
- The Welfare to Work Unit saw 1,130 TANF and Safety Net recipients enter employment for a savings of \$1,840,726, processed 1,159 sanctions saving \$469,455 for a total of \$2,310,181 which was a 2% increase over 2012.
- The Temporary Assistance application process was redesigned at initial application to engage consumers in their employment and housing activities to increase self-sufficiency. A total of 15,168 Temporary Assistance applications were processed which represents a 4% increase as compared to 2012. The redesign involves more manpower and case management activities at the front end of the eligibility process. On average, 12% of the Safety Net applicants and 30% of TANF applicants completed the Welfare to Work Requirements for Temporary Assistance eligibility, which resulted in the decrease of the TANF caseload by 10.8% and Safety Net by 4%.
- The Medicaid Division moved to task base processing system to ensure continued timely and accurate case determinations in the Medicaid Undercare Unit. Prior to implementation, the average Examiner had undercare changes between one and four weeks old and Renewals were completed 90% of the time. In 2013, all work is completed within one week and renewals are completed timely and accurately 98% of the time.

## 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

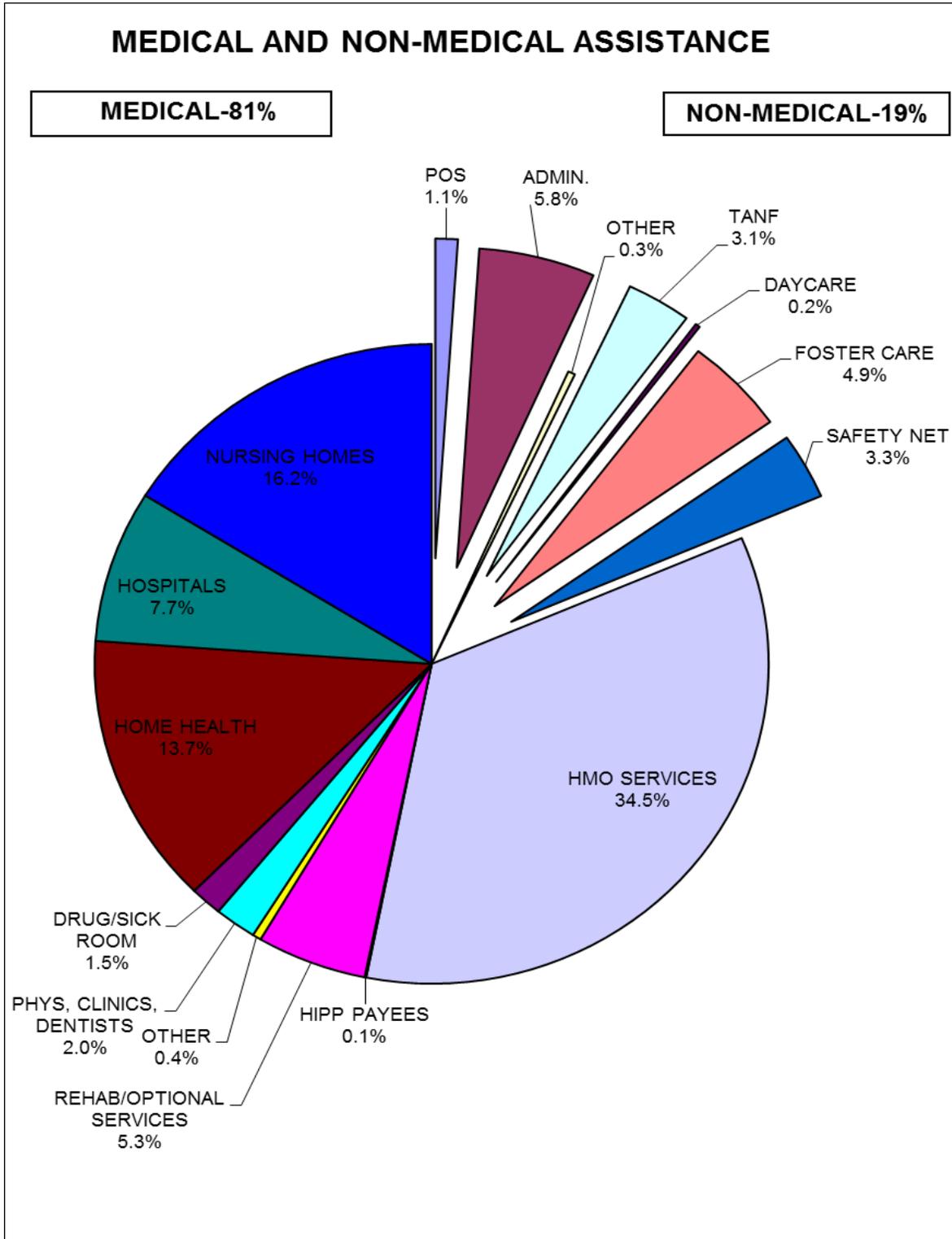
To continuously achieve excellence of both process and product.

### 10. Continuous Growth

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

# 2013 BUDGET EXPENDITURES

How \$401,240,432 (Federal, State and Local Shares) was spent for Department Programs in 2013



## **EXPENDITURES BY PROGRAM**

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

	<b>2012</b>	<b>2013</b>
TANF	1,805	1,611
SAFETY NET	1,706	1,744
MA & MA SSI & MAFC, NH, FHPlus	25,269	25,949
FOOD STAMPS	16,426	25,949
NURSING HOMES	1,285	1,331
PSA CASES	465	467
CHILDREN IN FOSTER CARE	300	298
CHILDREN IN DAY CARE	1,564	1,439

### **PROGRAM ACTIVITIES Cumulative for year**

	<b>2012</b>	<b>2013</b>
REPORTS OF ABUSE AND NEGLECT	4,046	3,966
MANAGED CARE ENROLLMENT	28,559	30,382
ENTRIES TO EMPLOYMENT	1,073	1,130
SANCTIONS	1,302	1,159

## EXPENDITURES BY PROGRAM

<b>PROGRAMS</b>	<b>2012</b>	<b>2013</b>
Medical Assistance Program	\$39,206,775	\$38,841,332
Temporary Aid to Needy Families	\$12,077,103	\$12,455,454
Administration	\$21,224,989	\$22,388,853
Foster Care	\$20,797,621	\$18,845,084
Safety Net	\$12,210,130	\$13,386,687
Purchase of Services	\$4,333,255	\$4,277,619
TANF Day Care	\$1,093,804	\$907,380
Burials	\$627,692	\$602,158
Emergency Aid to Adults	\$228,628	\$233,021
RepPayee/PSA	\$567,330	\$523,826
Non-Secure Detention	\$866,625	\$883,097
<b>Totals</b>	<b>\$113,233,952</b>	<b>\$113,344,511</b>

## REVENUES

	<b>2012</b>	<b>2013</b>
Repayments	\$2,973,680	\$3,121,695
Revenues – Federal/State	\$47,231,691	\$50,565,315
Net Cost to County	\$63,028,581	\$59,657,501

# 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.

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

Temporary Assistance is the cash component of the Assistance Programs. Consumers receive a cash benefit either paid to them or to a vendor to pay for specific household needs. Household composition, resource and income levels will affect the amount of the shelter, heat, utility and other payments made for eligible families and individuals.

Temporary Assistance Caseload (as of 12/31):

	<b>2012</b>	<b>2013</b>
All Categories	3,513	3,356

Applications: Family Assistance, Safety Net and Emergency Programs:

	<b>2012</b>	<b>2013</b>
Received:	14,677	15,168
Approved:	4,933	4,294
Denied and Withdrawn:	6,780	7,231
Other (open/close, reopened, reactivated):	4,872	5,337



Income Maintenance Activity:

	<b>2012</b>	<b>2013</b>
Walk-ins	4,956	5,202
Recertifications	4,825	3,444
Cases Closed	3,718	5,023
Case Changes	27,412	33,494
Front Desk Contacts	171,397	179,332

**FAIR HEARINGS**

Fair Hearings is the process applicants and recipients have to review Agency decisions made on their application for Assistance Programs. The Fair Hearing Specialist is responsible to represent the Agency in this administrative process.

Fair Hearings Activity:

<b>Fair Hearings</b>	<b>2012</b>	<b>2013</b>
Called	742	671
Held	162	211
Affirmed	118	177
Reversed	18	36
Decision correct when made (New information provided)	19	34
Withdrawn	122	14
Defaults	327	354



**MEDICAL ASSISTANCE (MEDICAID)**

Medicaid is the program that 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 State policy changes, such as the Elimination of the Resource Test for Non-SSI-Related Medicaid/Family Health Plus Applicants/Recipients and the Elimination of the Personal Interview Requirement for Medicaid and Family Health Plus Applicants, as well as easing of other application and renewal procedures for applicants and recipients has continued to drive the Medicaid/Family Health Plus caseload increases. Another reason for continued increase in caseload size is the maintaining of active cases while individuals are in psychiatric institutions and while they are incarcerated. The Medicaid caseload increased 10% from 2011 to 2012.

<b>Caseload (as of 12/31)</b>	<b>2012</b>	<b>2013</b>
MA Only	23,367	24,988
MA-SSI	6,916	7,070
<b>TOTAL</b>	<b>30,283</b>	<b>32,058</b>

<b>Applications- MA only and MA SSI</b>	<b>2012</b>	<b>2013</b>
Received	10,260	11,361
Approved/Reopened*	10,369	12,342

\* includes cases opened by the state for Buy-In and Medicare Savings Program  
 \*MA-SSI automatic system openings are included. No application is received.



**SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)**

SNAP (formerly 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 an electronic benefit card, which is scanned in any of 29 locations (grocery stores) in Broome County.

<b>Caseload (as of 12/31)</b>	<b>2012</b>	<b>2013</b>
Temporary Assistance SNAP	2,292	2,805
SNAP Only (Non-Temporary Assistance households)	14,134	14,109
<b>TOTALS:</b>	<b>16,426</b>	<b>16,914</b>

<b>Applications (NPA)</b>	<b>2012</b>	<b>2013</b>
Received	7,220	6,999
Approved/Opened	6,701	5,619



**Expedited Supplemental Nutrition Assistance Program (SNAP)**

The Expedited SNAP program issues SNAP benefits 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 SNAP benefit within 5 calendar days.

During 2013, 4,256 households were screened for Expedited SNAP. Of those screened, 2,651 or 62% 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.

The 2012-2013 administrative allocation for Broome County totaled \$456,983. Beginning in 2007-2008 the payments were sent from Albany (OSC) directly to the vendors. Therefore it was no longer necessary to give the local districts an allocation for Emergency, Non-public assistance and Public assistance payments (\*). The Allocation is for Administrative costs only. HEAP is 100% Federal funding.

The State provided a supplemental benefit in the 2012-2013 HEAP year.

	<b>2011-2012</b>	<b>2012-2013</b>
Administrative Allocation	\$513,362	\$456,983
Total County Allocation	\$513,362	\$456,983

	<b>2011-2012</b>	<b>2012-2013</b>
Public Assistance /SNAP Households	12,954	11,756
Non-Public Assistance Households	5,594	5,885
Emergency Payments	2,676	1,954
Furnace Repair/Replacement	31	60



## 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 (TEAP) and On-The-Job Training (OJT) programs, Food Stamp Employment and Training (FSE&T), and the Disabled Client Assistance Program.

<b>TANF/Safety Net Non-Compliance</b>	<b>2012</b>	<b>2013</b>
Non Compliance Sanctions	1,302	1,159
Welfare Grant Savings	\$448,918	\$469,455

### 2012 Welfare-to-Work Unit Highlights:

<b>TANF/Safety Net Recipients</b>	<b>2012</b>	<b>2013</b>
Entries to Employment	1,073	1,130
Welfare Grant Savings	\$1,817,663	\$1,840,726
<b>Total Grant Savings</b> <i>(Entries to Employment and Sanctions)</i>	<b>\$2,266,581</b>	<b>\$2,310,181</b>



<b>Welfare to Work Caseload (mthly avg)</b>	<b>2012</b>	<b>2013</b>
TANF	1,172	1,185
TANF exempt*	440 (38%)	454 (38%)
Safety Net	1,190	1,221
SN exempt*	647 (54%)	708 (58%)
<b>Total caseload</b>	<b>2,362</b>	<b>2,407</b>
<b>Total exempt*</b>	<b>46%</b>	<b>48%</b>

\*exempt status – not capable of engaging in work activity as confirmed by medical documentation

## TEMPORARY ASSISTANCE SERVICES SCREENING UNIT

The Temporary Assistance Services Unit is comprised of staff that 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 and Medicaid applicants; short-term poverty-related services for Temporary Assistance recipients; housing; eviction, utility termination, and lack of food.

<b>Temporary Assistance and Medicaid</b>	<b>2012*</b>
Number of cases screened	10,050
Denied or withdrawn	2,341
Opened at screening	879
Referred for eligibility determination	6,168

\*In 2013, the function of the Unit changed to focus on emergency assistance and crisis management.

<b>Emergency Assistance and Crisis Management</b>	<b>2013</b>
Number of cases screened	8,495
Number of cases approved for emergency assistance (housing issues/fuel/utility shutoffs)	2,433



## 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.

	2012	2013
Nursing home patients (average)	1,294	1,337
*Personal Care Service hours	186,595	180,682
Cost of Service	\$2,972,288	\$2,884,773
Adult Foster Care Clients	34	36
Care at Home Clients (as of 12/31)	9	14

\* 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.

	2012	2013
Cases reviewed for Aid to Disabled Category	172	174
Cases eligible for Aid to Disabled Category	146	159
Cases reviewed for SSI/SSD	162	162
Cases approved for SSI/SSD	147	176



## 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, Medicaid, Public Assistance and Services.

	<b>2012</b>	<b>2013</b>
PCAP Cases	423	532
PCAP Eligibility Determinations	714	842

## MANAGED CARE

Broome County Social Services is a Mandatory Medicaid Managed Care County. In 2010 Governor Cuomo signed Executive Order #5 which created the Medicaid Redesign Team (MRT) in January 2011. The MRT is aimed at redesigning New York's outsized Medicaid program. One overarching themes of the redesign team proposals is to move all Medicaid recipients from Fee for Service reimbursement to Managed Care. As of December 31, 2013 Broome's total managed care enrollment was 25,252 which represents a 67% 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 <2%.

<b>Plan</b>	<b>2012 Year to Date Enrollment</b>	<b>2013 Year to Date Enrollment</b>
CDPHP	333	275
Fidelis	4,002	4,372
Excelsus	21,156	22,062
UHC	297	543
<b>TOTAL</b>	<b>25,788</b>	<b>27,252</b>

## 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.

The Family Health Plus Program is repealed effective January 2015. Current FHP enrollees who have income up to 133% on the FPL will be transitioned to Medicaid in 2014.

FHP enrollees with income between 133%-150% who enroll a specific Qualified Health Plan, currently referred to as the Silver Plan, will have their premiums and cost-sharing paid by the State.

Those who do not choose the Silver plan will go to the Advance Premium Tax Credit program through the exchange.

<b>Plan</b>	<b>2012 Year to Date Enrollment Family Health Plus</b>	<b>2013 Year To Date Enrollment Family Health Plus</b>
CDPHP	47	35
Fidelis	460	382
Excellus	2,634	2,252
UHC	44	49
<b>TOTAL</b>	<b>2,771</b>	<b>2,718</b>

## 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 40 private practicing dentists to improve access to dental services for the Medicaid population. The Medicaid program as a whole is moving to a managed care environment whereby the dental benefits are provided through the managed care plans. The DSS Case Manager currently provides client education and assistance with billing and eligibility concerns for Fee for Service Medicaid recipients. In 2013, 532 billing and eligibility concerns were resolved.

# 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.

### Central Intake (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.

	2012	2013
Intake Referrals assigned	201	273
PINS Diversion referrals	108	110

### 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.

	2012	2012
PSA Referrals	465	447
PSA Intake: Adult Abuse	29	14
Self-Neglect	436	137
Representative Payee	341	378



## FAMILY SERVICES

Family Services 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.

The following is a 2-year comparison of key activities regarding children who have been placed in foster care:

	<b>2012</b>	<b>2013</b>
Children Placed - all levels of care	153	136
Children discharged - all levels of care	150	147
Children freed for adoption	29	30
Children placed in adoptive homes	15	47
Children legally adopted	14	25
Children in foster homes (12/31)	223	223
Children in institutions (12/31)	42	40
Children in group homes (12/31)	20	25
Children in all levels of care	300	298
Number of foster homes	19	0



## 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 (average per month)

	<b>2011</b>	<b>2012</b>
Families Receiving Daycare Services	940	911
Children Receiving Daycare Services	1,643	1,564



## 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 an 8% increase in the number of SCR reports received in 2012. See the three-year comparison below:

	<b>2011</b>	<b>2012</b>	<b>2013</b>
Abuse Reports	242	235	241
Neglect Reports	3,484	3,467	3,725
<b>TOTAL</b>	<b>3,728</b>	<b>4,046</b>	<b>3,966</b>
Sexual Abuse Reports	209	209	224
New Family Court Petitions	121	86	88
1034 Investigations	446	499	456
Assist Other Counties in SCR Investigations	274	302	322



## **PURCHASE OF SERVICE 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. These services are described below.

### **SEXUAL ABUSE TREATMENT**

The Sexual Abuse Treatment Program is a contracted service with the Family and Children's Society. This program provides assessment and treatment services to the victims and families of interfamilial child sexual abuse.

### **THERAPEUTIC AFTER-SCHOOL PROGRAM**

The Therapeutic After-School Program is a contracted service with the Children's Home of Wyoming Conference. The program provides therapeutic after-school services to youth at risk of institutional placement. The program operates on all school attendance days during the school year, 5 days per week, except for legal holidays and a two-week interruption during the summer months.

### **PINS DIVERSION SERVICES**

The PINS (Person In Need of Supervision) Diversion Services are provided through the Probation Department. The purpose of this program is to divert PINS cases from Family Court and subsequent DSS custody and placement in group home and institutional care.

### **FAMILIES FIRST**

This program is provided in conjunction with the Mental Health Department. This program provides a Family Preservation approach by offering home-based crisis intervention to families at high risk of having their children placed in foster care. The program is available 24 hours a day, seven days a week and is very intensive.

### **FUNCTIONAL FAMILY THERAPY**

Functional Family Therapy (FFT) is an empirically grounded, well-documented and highly successful family intervention program for dysfunctional youth. Target populations range from at-risk preadolescents to youth with very serious problems such as conduct disorder, violent acting-out and substance abuse. While FFT targets youths aged 11-18, younger siblings of referred adolescents often become part of the intervention process. Intervention ranges from, on average, 8-12 one-hour sessions for mild cases and up to 30 sessions of direct service for more difficult situations. This is a home-based model.

### **COORDINATED CHILDREN'S SERVICE INITIATIVE**

The Coordinated Children's Service Initiative (CCSI) is an interagency initiative that supports the county in creating systems of care that respond promptly to the needs of children at risk of out-of-home care, their families and their community. The program is child centered, family focused, strength based, culturally competent and flexible enough to meet the unique needs of children and their families. CCSI incorporates three major components into its process: Parent Partners, the wraparound process, and parent support groups.

### **NON-RESIDENTIAL SERVICES FOR VICTIMS OF DOMESTIC VIOLENCE**

This service provides information, referrals, advocacy, counseling, education and outreach services and a twenty-four hour hotline for victims of domestic violence. The program provides help with public entitlement programs, relocation and budgeting assistance, and some assistance with household furnishings.

## **CHILD ADVOCACY CENTER (CAC)**

This program provides coordination of services: victim advocacy, crisis intervention and case management for child abuse/neglect victims and the non-offending family members. The program also educates local agencies and providers in the awareness and identification of child sexual abuse. The CAC referral process permits sharing of appropriate information regarding the disclosure, eliminating the need for the medical practitioner to conduct an added interview, and reducing further trauma to the child. Broome County is one of the few in the state to have readily accessible medical specialists for cases of child sexual abuse.

## **ELDER ABUSE OUTREACH**

The Elder Abuse Outreach program enhances the potential for case-finding and successful intervention. It identifies older adults with impairments that decrease their capacity for self-care and self determination and who are unable to meet their essential needs for food, clothing, shelter, medical care or to protect themselves from abuse, neglect or exploitation, and have no one available who is willing and able to assist them in a responsible manner. Office of Aging (OFA) provides case assistance but refers to Protective Services for Adults (PSA) when appropriate.

## **LOURDES HOME VISITING**

This program provides Family Services Advocates and Fatherhood Advocates who work with families from pregnancy until the child reaches the age of five. They work with the parents to enhance the parent-child relationship, to enhance healthy childhood growth and development and to develop strong family support systems.

## **SOS DOMESTIC VIOLENCE/CHILD ABUSE PROGRAM**

A part time Family Services Worker from the SOS Shelter works with Child Protective Caseworkers to provide families affected by domestic violence information about relevant services and options.

## **CHILDREN'S HOME PREVENTIVE SERVICES PROGRAM (CHPS)**

The program provides family focused child-centered preventive services to child(ren) at risk of abuse/neglect or foster care placement. Comprehensive arrays of services are provided to improve parent-child interaction, promote self sufficiency and preserve the family unit.

## **SHARING HOPE AND INSPIRING NEW ENERGY (SHINE)**

The program provides intensive case managers to work with families that have youth in the PINS/JD system. The focus is to prevent detention placements, decrease the length of stay for youth that are placed and prevent higher levels of placement.

## **DETENTION ALTERNATIVE AFTERSCHOOL PROGRAM (DASP)**

The program is an intensive afterschool program that works with PINS & JD's who have either had an initial appearance before Family Court or been adjudicated. The program is designed to give the Courts an alternative to detention placement. The program is one of our many services aimed at juvenile justice reform.

## **CATHOLIC CHARITIES PROTECTIVE SERVICES FOR ADULTS PROGRAM**

The program provides adult protective under care services to approximately 200 clients that have been determined eligible for protective services. These individuals also require representative payee services. This program includes a Financial Management Only (FMO) for adults who don't require under care services but do need to have a representative payee. The FMO program serves approximately 175 clients.

## PURCHASE OF SERVICE PROGRAMS

	PROVIDER	TOTAL SERVED	AMOUNT
Sexual Abuse Treatment Program	Family & Children's Society	231 Clients	\$461,050
Functional Family Therapy (FFT)	Catholic Social Services	76 Families	\$314,899
Therapeutic After-School Program	Children's Home of Wyoming Conference	36 Youth	\$606,333
PINS/JD Diversion	Probation Department	121 PINS 302 JD	\$1,101,127
Families First	Mental Health Department	80 Families	\$604,248
Non-Residential Services to Victims of Domestic Violence	SOS Shelter	80 Clients	\$84,213
Child Advocacy Center	Crime Victim's Assistance Center	10-15	\$15,222
Coordinated Children's Services Initiative (CCSI)	Catholic Charities of Broome County	137 Families	\$128,512
Elder Abuse Outreach	Broome County Office for Aging	10-15 Clients	\$105,098
Lourdes Home Visiting	Lourdes	58 Families	\$181,101
SOS Shelter Domestic Violence/Child Abuse	SOS Shelter	30-35 Clients	\$25,000
Children's Home Preventive Services Program (CHPS)	Children's Home of Wyoming Conference	100 Children	\$473,800
Sharing Hope and Inspiring New Energy (SHINE)	Catholic Social Services	42 Youth	\$152,349
Detention Alternative Afterschool Program (DAASP)	Lourdes Youth Services	80-90	\$200,318
Catholic Charities Protective Services for Adults Program	Catholic Charities	200 Undercare Cases 200 FMO	\$531,802
<b>Total</b>	<b>All Providers</b>		<b>\$4,985,064</b>

## BROOME COUNTY PERFORMANCE MANAGEMENT



Lynne Esquivel, MPA  
Performance Management Analyst

Lynne Esquivel oversees the monitoring of contracted mental health and preventive services programs for children and families within the Broome County Mental Health and Social Services Departments. In addition, Lynne provides technical assistance to contract agencies to support ongoing performance improvement. She recently completed the *Driving Government Performance: "Leadership Strategies that Produce Results"* at Harvard's Kennedy School of Government Executive Education.

Lynne serves on the Cultural and Linguistic Competence (CLC) Committee for both Mental Health and Social Services in Broome County. She has worked closely with [Lenora Reid-Rose, Director, Cultural Competence and Diversity Initiatives](#) at Coordinated Care Services, Inc. (CCSI) to provide support to Broome County's CLC initiatives. Lynne also has partnered with NYS OMH Bureau of Cultural Competency to co-chair the Central Regional Multicultural Advisory Committee. This Committee hosted a town hall meeting in May to strengthen the collaboration between licensed agencies, community members and consumers to reduce behavioral health service disparities for racial and ethnic minorities served in the NYS

Behavioral Health Care system. The Committee will meet quarterly to eliminate stigma and improve behavioral health service outcomes.

Lynne received her bachelor's degree in Applied Social Science and her Master's of Public Administration from Binghamton University with a concentration on health policy. In addition to the on-site expertise Lynne brings to the Broome County Mental Health and Social Services departments, she draws on members of the Coordinated Care Services, Inc. team as needed to provide specialized support in the areas of [Evaluation and Services Research](#), [Service Quality and System Development](#) and [Financial Services / Contract Management](#). An on-site Information Analyst provides additional support to performance improvement initiatives.

## **BROOME COUNTY FAMILY VIOLENCE PREVENTION COUNCIL**

The Family Violence Prevention Council is a forum to address the incidence and effects of family violence in Broome County sponsored by the Broome County Executive and Legislature. The mission of the Council is to reduce the incidence and severity of family violence in all its forms; child abuse, domestic violence and elder abuse. The Council consists of 40 representatives from the community that volunteer their time to work on issues of family violence. Through the work of various Council committees, the Council meets its functions of: Interagency Coordination, Community Education, Professional Education, Advocacy and Program Development. The Council is certified to provide the curriculum; NYS Identification and Reporting of Child Abuse and Neglect for Mandated Reporters. Many professionals in New York State are required to have this training. The office also has a library of resources on child abuse, domestic violence, and elder abuse and can provide various types of training on issues of family violence. Council coordinator and part time clerical staff are employed by the Department of Social Services.

For information about the Council and preventing family violence please visit its website: [www.gobroomecounty.com/fvpc](http://www.gobroomecounty.com/fvpc). A copy of the Family Violence Prevention Council Annual Report 2013 can be obtained by calling the Council office at 778-2153.



# 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 2013 there were 137 foster care eligibility determinations compared to 166 in 2012; of these, 99 were Title IV-E determinations, as compared to 119 Title IV-E determinations in 2012.

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.

	2012	2013
Services Systems Transactions	19,162	20,885



## 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.

	2012	2013
Authorizations	230,193	234,276



## MASTER CONTROL

Master Control is the record custodian for active, auxiliary, and closed Public Assistance, Food Stamp and Medical Assistance Cases. All new case numbers are processed in this unit. In addition, Master Control provides various County agencies with client identification numbers and effective dates of eligibility. Staff is responsible for the finger imaging of all mandated Assistance Programs' applicants and recipients, averaging 640 per month. Other duties include staffing the reception desk, issuing benefit cards (averaging 740 per month). Master Control houses two (2) document scanning stations, one staffed fulltime and the other as staffing allows.

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 where on an average day, 420-425 calls could be processed for the Agency.

	<b>2012</b>	<b>2013</b>
Case Numbers Issued	5,204	5,190
Clients Finger Imaged (TA)	6,366	7,693
Switchboard Phone Calls Received	102,636	100,647



# 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 2013 were:

### Court Appearances

	2012	2013
Child Welfare	2,648	2,240
Child Support	3,840	3,585
Total	6,411	5,825



### Monetary Recoveries

	2012	2013
Child Support Recoveries*	\$2,477,999.32	\$2,491,228.95
Lien Recoveries (Estates, Injury Claims, Overpayments, MA Real Property, Mortgages)	\$991,306.95	\$818,380.20
Medicaid Provider Fraud Demonstration Program	\$236,827.23	\$116,939.50
Misc. Civil Collections	\$13,244.95	\$7,253.27
Total Monetary Recoveries	\$3,719,082.99	\$3,433,801.92

\* Joint effort with Child Support Enforcement Unit reflects declining public assistance caseload.

### Child Welfare

	2012	2013
Child Abuse/Neglect New Children Receiving Protection	183	191
Foster Children Having Legal Proceedings Commenced to Free for Adoption	51	58

### Protective Services for Adults

	2012	2013
Guardianships	39	37

## CHILD SUPPORT ENFORCEMENT AND COLLECTION

The Child Support Program, which includes the Child Support Enforcement Unit (CSEU) and the Support Collection Unit (SCU), are responsible for establishing and enforcing support orders against legally responsible relatives, and on behalf of public assistance applicants/recipients, as well as non-applicant/recipient individuals who make an application for Child Support Services.

These units are also responsible for establishment of paternity for all children born out of wedlock for these applicants as necessary. The CSEU also has a responsibility to secure a court order for Third Party Insurance on behalf of all children in receipt of Public Assistance and Medicaid only benefits. Additionally, the SCU has primary responsibility to collect, monitor and enforce all support as ordered and made payable through it by any court of competent jurisdiction.

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.

<b>Child Support Collections</b>	<b>2012</b>	<b>2013</b>
Aid to Dependent Children	\$1,516,351.77	\$1,500,952.11
Other (Home Relief, Child Welfare Medical, etc.)	\$963,740.55	\$990,477.24
Total Social Services Collections	\$2,479,999.32	\$2,491,429.35
Total General Public Collections	\$15,477,011.50	\$15,348,169.36
Total Automated Support Collection Unit Collections	\$17,957,010.82	\$17,839,598.71
Federal Incentive on Aid to Dependent Children Support Payments*	\$100,372.00	\$99,672.00
Tax Offset (Federal and NYS)	\$1,221,953.50	\$1,242,510.11

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

	<b>2012</b>	<b>2013</b>
Paternity Established by Court Order	211	166
Agency Acknowledgments	16	28



# 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 State and Federal government. Accounting is responsible for issuing all benefits to eligible clients. In addition to issuing benefits, it also audits and issues checks relative to provider claims and is responsible for the Cash Management System (CAMS). This system is used for receipt and check distribution for Representative Payee Accounts and receipt of repayments and recoveries to the Agency.

Other tasks Accounting completes are the reconciliation of check issuance and PeopleSoft reports, check disbursements and reconciliation of the Revolving Fund, Petty Cash disbursements and the preparation of data input sheets for the Office of Management and Budget.

	2012	2013
Authorizations	60,817	62,089
Checks	41,613	41,916
Electronic Benefits	73,813	74,098

	2012	2013
Repayments Processed	6,108	5,933
Value of Repayments	\$6,625,444	\$6,650,873

MAINTENANCE OF CLAIMS*	Public Assistance		Food Stamp	
	2012	2013	2012	2013
Year				
Number of Claims	9,332	9,813	1,019	1,089
Value of Claims	\$7,460,355	\$7,740,812	\$784,361	\$826,449

\*For open and closed cases.



Accounting also processes Interim Assistance Reimbursement claims and ensures accurate accountings and claims are filed with the Social Security Administration in a timely manner.

	<b>2012</b>	<b>2013</b>
Number of Retro SSI Claims	299	294
Amount of Reimbursement Received	\$821,201	\$789,296

### **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, and property ownership is required before assistance can be issued.

The Resource Unit coordinates all burials of indigent persons. The Unit is also responsible for pre and post inspection of rented housing having a security deposit agreement with the agency.

The unit compiles research of benefits issued for the legal unit to establish claims and child support orders. All departmental printing orders are maintained in the Resource unit.

	<b>2012</b>	<b>2013</b>
Number of burials arranged	270 (Cost \$654,775)	255 (Cost \$625,665)
Number of rental inspections	183	191

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

	<b>2012</b>	<b>2013</b>
TPHI offset Medicaid	53,781,630	\$56,139,740

### **PERSONNEL**

Personnel has the responsibility of coordinating and completing all personnel related functions for the department. Includes the maintenance of each individual employee's personnel file, which includes completing "Employee Change in Status Forms" (step and longevity increments, promotions, leaves of absence, etc), "Employee Separation Forms", and "New Employee Data Forms". In addition, personnel monitors all DSS and Personnel policies and practices regarding vacation, sick leave, leave of absences,

worker’s compensation, completion of annual evaluations and probationary reports. Personnel coordinates Civil Service regulations and procedures with the Broome County Department of Personnel.

Personnel also processes a bi-weekly payroll which includes inputting Sick, Vacation and Floating Holiday Hours, overtime, retro owed step increments, etc.

	<b>2012</b>	<b>2013</b>
Personnel Data Records	314	330
Payroll Transactions	12,687	13,528
Position Change Request	38	29

**OPERATIONS MANAGEMENT**

The Operations Management Unit is primarily responsible for building related issues. These include: safety of the building and its inhabitants, physical environment, parking lot, telephones, courier services, room set-ups and recycling. In addition to building related issues, Operations Management is also responsible for scheduling the use and maintenance of the agency’s fleet of vehicles and providing supervision for the Workfare Program participants assisting with related duties.

	<b>2012</b>	<b>2013</b>
Security Incidents	367	442
Cars in Agency Fleet	25	25
Average Operational Fleet Size	22.9	23.3
Miles Traveled	331,866	311,174
Pieces of Mail Processed	244,715	248,134



# 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 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. All divisions of the Department benefit from the full spectrum of training options and support services that the Unit offers. We are results oriented and focus on continuous improvement in the following areas:

**Staff Development** - 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 programs.

	2012	2013
Employees in Degree Programs	13	14

A sampling of the training deliveries in 2013 included:

- Provided Orientation for 51 new employees,
- *PeopleSoft Electronic Time Entry Functions* to all supervisors, for system rollout and
- Two distinct training sessions of Lean Process Improvement for managers including:
  - Broome County Department of Social Services Lean Leader Training- Quality Concepts and Lean Thinking, and
  - Lean/ Six Sigma Expert Training

The Unit's Staff Development Specialist created and delivered *HIPAA: Basics and Privacy* and *Sexual Harassment Training* to new employees.

	2012	2013
Units of Job Specific Training (all program areas)	2,265	2,319

Staff Development successfully transitioned to the Human Services Learning Center (HSLC) from Statewide Training Automated Registration System (STARS) through the NYS OCFS- Bureau of Training.

**Volunteer Services** - to support and supplement the work of the organization through a variety of programs and services that match the needs of the community and the agency to the skills of the volunteer.

	<b>2012</b>	<b>2013</b>
Number of Volunteers / Interns	445	418
Hours of Service	8,717	11,187
Value of Donated Goods	\$17,691	\$21,297

Volunteers and interns had a positive impact on the organization in 2013. They assisted in the daily operations of the agency by performing such activities as keyboarding, scanning, filing income taxes, conducting surveys and by providing other clerical related functions.

Broome County DSS hosted a VITA (Volunteer Income Tax Assistance) site again in 2013. Interns and volunteers for the VITA program filed 656 income tax returns for families and individuals whose household income was under \$49,078. This income tax site brought over \$960,098 in total federal refunds to individuals and families in Broome County. Of which, \$472,079 was earned income credit and \$26,347 was child tax credit. The Volunteer's office continued its collaboration with the United Way of Broome County.

In addition, specialized programs provided children the opportunity to attend summer camp. This year 64 youngsters were able to attend a summer camp of their choice. The Holiday Wish Program provided 285 gifts to children. SUNY Kids program continued to provide weekly local cultural excursions for children in Broome County.

With the ending of the Friendship Tree, the Volunteer's office took over the program and was able to seek volunteers to keep the Birthday Buddy Program intact. Thirty four youngsters were able to receive gifts from the Birthday Buddy Program.

The Volunteer's office made a new connection with SEFCU this year and received donations of 120 backpacks for back to school and 260 hats, scarves and gloves sets to be handed out to our customers over the winter months.



## GRANTS

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. Instead, the funding for these grants is provided by New York State and/or the Federal Government. Listed below are these grants:

<b>GRANT</b>	<b>2013 GRANT AMOUNT</b>
Binghamton University Bachelor Program	\$46,253
Broome Community College Associate Degree Program	\$40,153
Child Care and Development Block Grant (CCDBG)	\$3,648,126
Child Care Fraud Detection and Prevention	\$19,108
Child Passenger Safety Program	\$6,058
Child Protective Services Enhanced Funds	\$29,896
Flexible Funds for Family Services (formerly Combined TANF)	\$952,194
Food Stamp Most Improved Grant	\$521
Home Energy Assistance Program (HEAP) *	\$511,624
Integrated County Planning	\$1,403
Medicaid Fraud and Abuse	\$0
Medicaid Managed Care Program (MAX)	\$21,662
Medicaid Outstation Worker Program (MOW)	\$112,557
Medicaid Technologies Improvement Grant	\$6,705,139
SNAP Employment & Training	\$87,379
SNAP Nutrition Education	\$25,865
SNAP PPG	\$5,448
Summer Youth Employment Program	\$253,431
<b>TOTAL</b>	<b>\$12,466,817</b>

\*An additional \$6,732,242 was paid by New York State on behalf of Broome County.

## Staff Honored for Service:

The following employees received citations from the Broome County Executive commending them for their years of service to the County.

### 5 years

Heather Denton  
Cody Matoushek  
Linda Buman  
Diane Dreyer  
Stephanie Gray  
Courtney Hall  
Angie Roberts  
Lorna Singer  
Lawrence Braun  
Diane Braman  
Jamie-Lynn Muggeo  
Jessica Yourdon  
Debra Bresloff  
Jessica Brown  
Candy Clements  
Lisa Horbey  
Peter Ames  
Dominic Lamont  
Lisa Reardon  
David VanEtten  
Natalie Collins  
Marlene Gioia  
Brenda Rowe  
Nora Seeley

### 10 years

Jolla Chidester  
Joyce Ballard  
D. Gayle Betzenhauser  
Regina Hummell

### 15 years

Tammy Bailey  
Rose Espinal  
Lori Igo  
Linda Potter  
Kelly Buckland  
Kathleen Bednar  
Marnie Coyle  
Keri Coyne  
Karen Bradham

### 20 years

Kathleen Walsh  
Joseph Patrick  
Jessie Sullivan  
Christine Thomas  
Jeanne Norton  
Suzanne Darpino

### 25 years

Sonja Bennett  
Michelle Jones  
Margaret Turner  
Sylvia Cullen  
Diane Boettger

### 30 years

Jo Anne Hall



# Employee of the Month



**January 2013**  
April Nichols



**February 2013**  
Linda Potter



**March 2013**  
Heather Miller



**April 2013**  
Amanda Turkett



**May 2013**  
Dana Ward



**June 2013**  
William "Bill" Myers



**July 2013**  
Patricia Shirhall



**August 2013**  
Teresa Lateer



**September 2013**  
Heather Denton



**October 2013**  
Michelle Ferrigno



**November 2013**  
Dianna Harden



**December 2013**  
Melissa Falvey