

***Westchester County
Department of Social Services***

***Kevin M. McGuire
Commissioner***

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THE PROPOSED 2014 DSS BUDGET

A PRESENTATION TO:

**COMMITTEE ON
BUDGET AND APPROPRIATIONS
OF THE
WESTCHESTER COUNTY
BOARD OF LEGISLATORS**

FRIDAY, NOVEMBER 22, 2013

Our Mission

“The aid, care and support of the needy are public concerns and shall be provided by the state and by such of its subdivisions, and in such manner and by such means, as the legislature may from time to time determine.”

NYS Constitution
Article XVII Section 1

The mission of the Westchester County Department of Social Services is:

- to empower its customers to become independent; and
- to ensure the health, safety and protection of vulnerable adults and children.

Programs and Services: Child Welfare

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- **Child Protective Services (CPS)** investigates all reports of alleged child abuse and neglect on the day the report is received in order to better ensure the safety and well-being of children in Westchester County.
- **Preventive Services** lessen the risk of foster care placement by responding to the service needs of families with children at risk of and are sometimes mandated (**MPS**) but not always: e.g. Community Optional Preventive Services or **COPS**.
- **Foster Care** is temporary out-of-home care for children who cannot be safely left to the custody of parents or other caretakers. The range of care is from placement with a family to a specialized residential facility.
- **Adoption Services** are provided before, during, and after the legal process to children who are unable to return to their birth families and to the families who adopt them.

Programs and Services (cont'd.)

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- **Independent Living** prepares children in the care and custody of the Commissioner who are “aging out” for life on their own as responsible adults.

Protective Services for Adults

- Provides intervention and investigation of, and an assessment/service plan for, immediate and ongoing needs, through family and community outreach.
- Immediate objectives on referrals are:
 - to assess the safety of the individual adult and, if needed,
 - how to best mitigate the risk to such an adult in the community who is
 - unable to protect himself or herself from abuse by others or
 - whose physical and /or mental impairment results in self-neglect.

Services to the General Public

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- **The Office of Child Support Enforcement** assists in the collection of support payments for both public assistance households and non-public assistance households on request.
- **The Office of Veterans' Services** is available to assist all Veterans in Westchester County and their dependents in receiving the maximum benefits to which they are entitled.
- **The Westchester-Putnam Workforce Investment Board** operates One-Stop Employment Centers in Mount Vernon, Peekskill and White Plains and taps both public and private resources to ensure that individuals are employable and retain their jobs and to assist employers in locating, training and retaining a skilled workforce.

Temporary Assistance Programs

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- **Cash assistance programs for emergencies** (**EAA**: Emergency Assistance to Adults, **EAF**: Emergency Assistance to Families, **ESNA**: Emergency Safety Net Assistance)
- **Cash assistance programs for on-going financial needs** (**TANF**: Temporary Assistance to Needy Families, **SNA**: Safety Net Assistance to Adults and **SNF**: Safety Net Assistance to Families.)
- **Child care subsidies** for temporary assistance households and low-income households earning up to 200% of the Federal Poverty Level. (Transitional assistance is available for low-income households already receiving subsidies earning up to 275% of the FPL based on family size).
- **HEAP**: the Home Energy Assistance Program.

TA Programs (cont'd.)

7

- Medical Assistance (**Medicaid**) is available to help individuals who cannot afford to pay for their medical care. Each of the programs offered has unique eligibility criteria. Many individuals receiving Medical Assistance in Westchester County receive services through enrollment in a Managed Care plan of their choice. (While Medical Assistance is in a multi-year transition to a state take-over of most functions, applications continue to be accepted and processed in 2014 at all department district offices).
- **SNAP**: the Supplemental Nutrition Assistance Program (formerly Food Stamps).
- **Temporary housing assistance for homeless** households whether single, a childless couple or a family with children.

Services during non-business hours and emergencies

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- The Department's **Emergency Services** unit, based at 85 Court Street in White Plains, provides after-hours and weekend coverage for all services emergencies, including investigation of child abuse reports from the state central registry, placements in temporary housing and responding to “no food” emergencies.
- When caseworkers are not available on site, caseworkers are available on call to respond to any immediate need for a field visit when Emergency Services has shut down for the night.
- The Department is a key participant in the county's **emergency planning and assistance for disasters**. During an emergency, the department is responsible for operating reception centers for residents who might be displaced from their homes.

Other Mandated Activities

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- Administration.
 - ✦ Contracts.
 - ✦ Facilities, inventory and supplies.
 - ✦ Financial administration.
 - ✦ IT.
 - ✦ Management and supervision.
 - ✦ Payroll and Personnel.
- DV Liaison.
- Employment and engagement in work activities.
- Fair Hearings.
- Program Integrity.
 - ✦ Computer matches.
 - ✦ Field investigations.
 - ✦ Front End Detection.
 - ✦ Investigation of fraud allegations and referrals.
 - ✦ OMIG liaison.
 - ✦ Vendor audits.
- Recoupment, recoveries and resources.

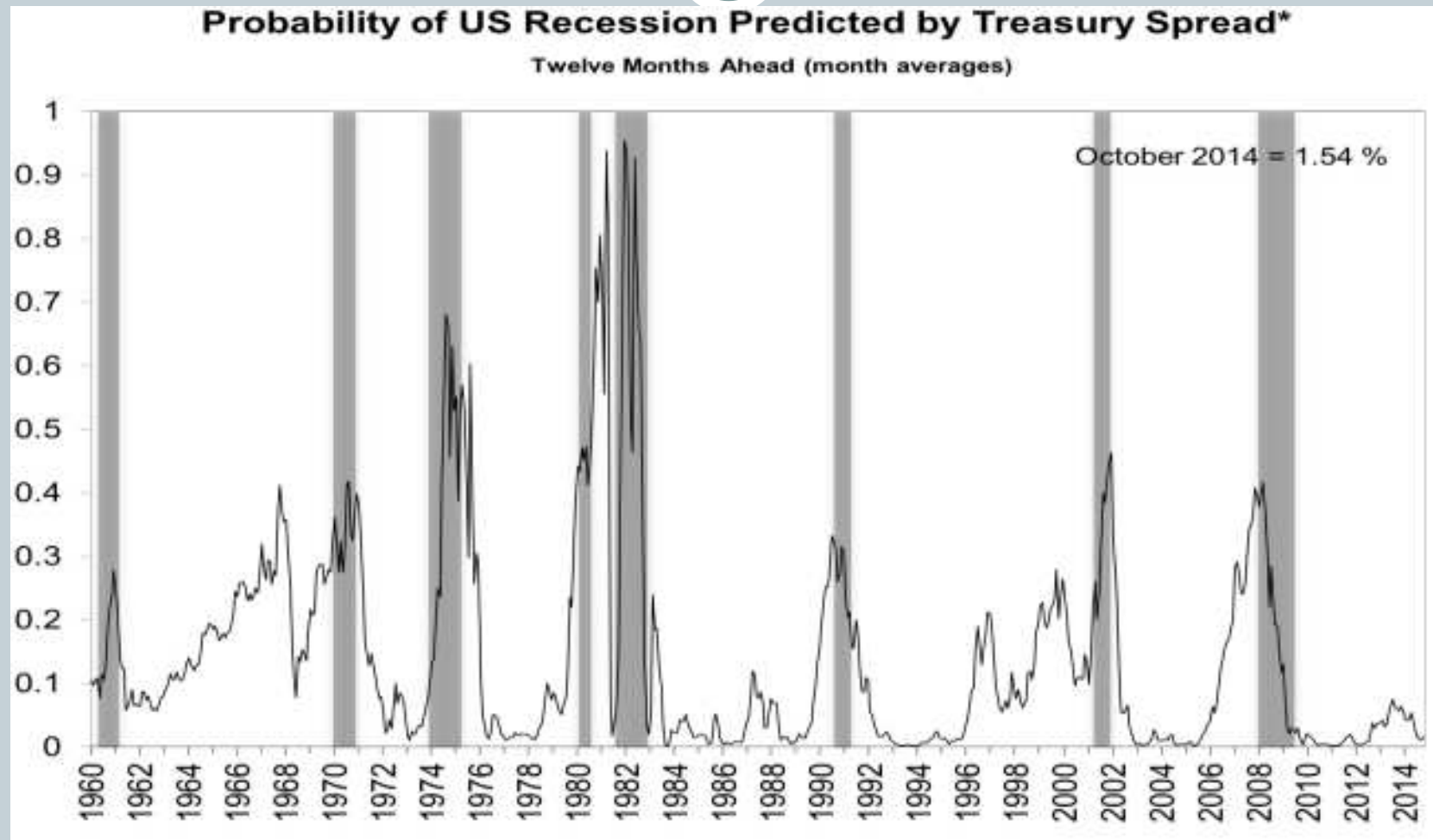
The Economy

10

**ASSUMPTIONS,
ENVIRONMENT
AND PARAMETERS**

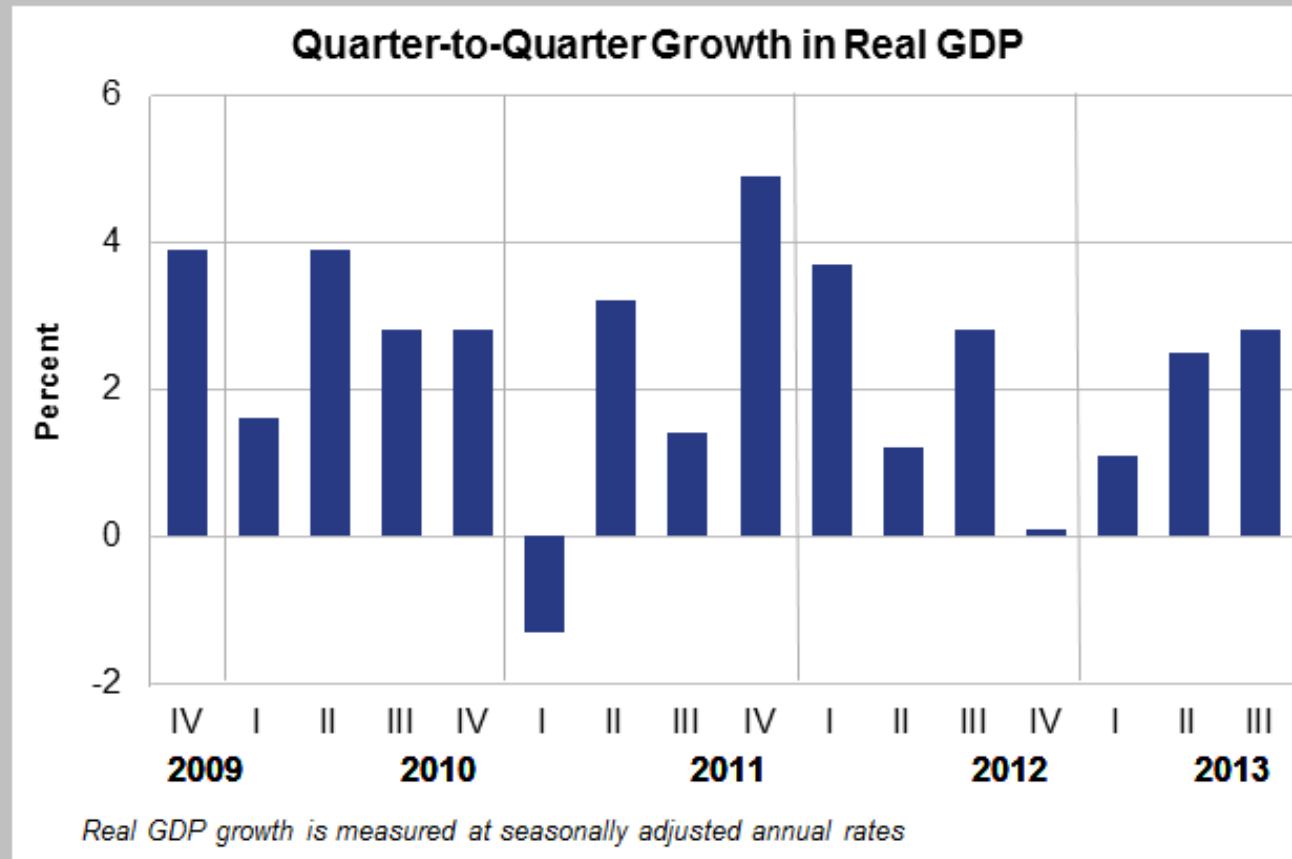
Assumption 1: Low Risk of Recession

11



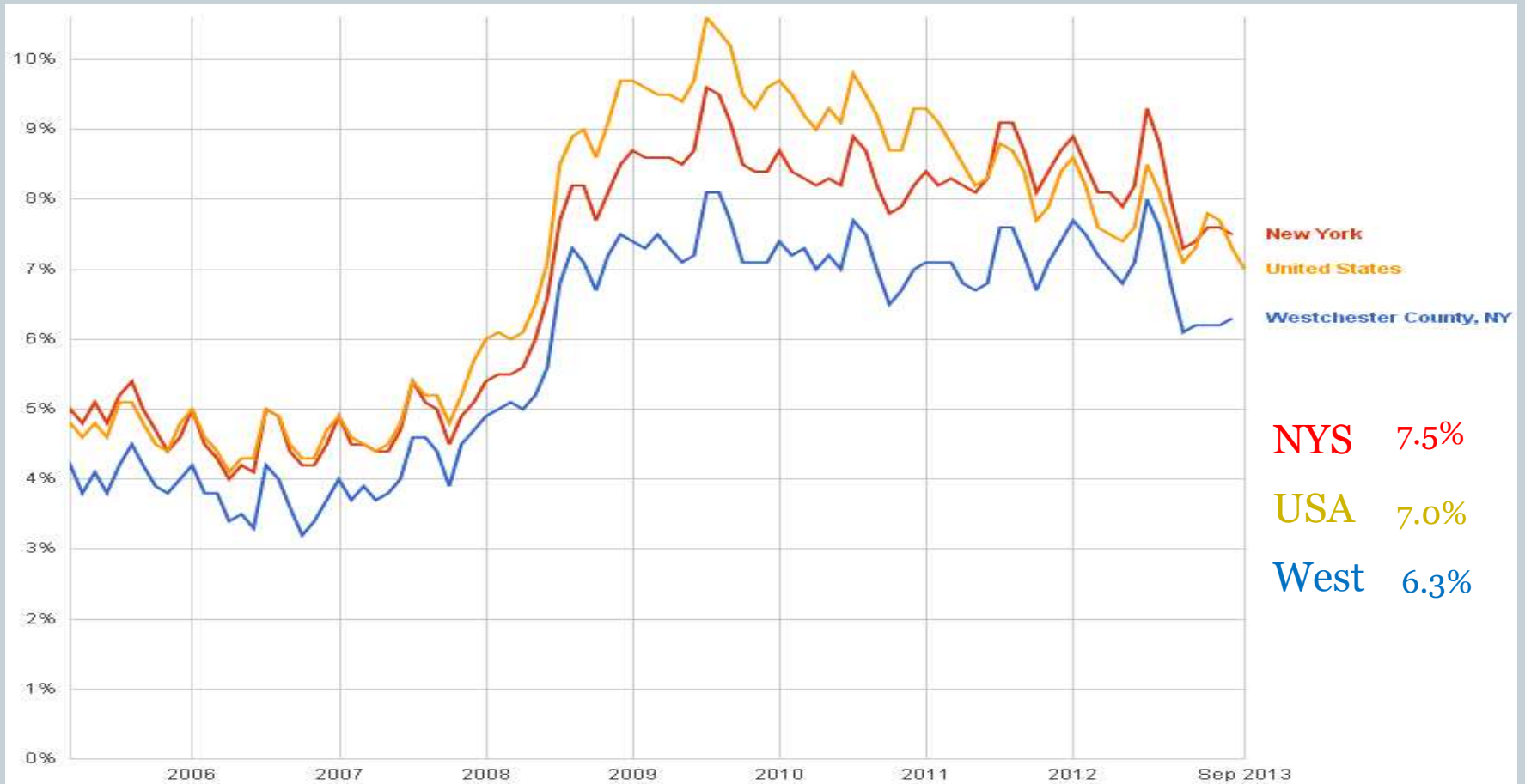
Assumption 2: Real GDP Growth of 2.5%-3.0%

12



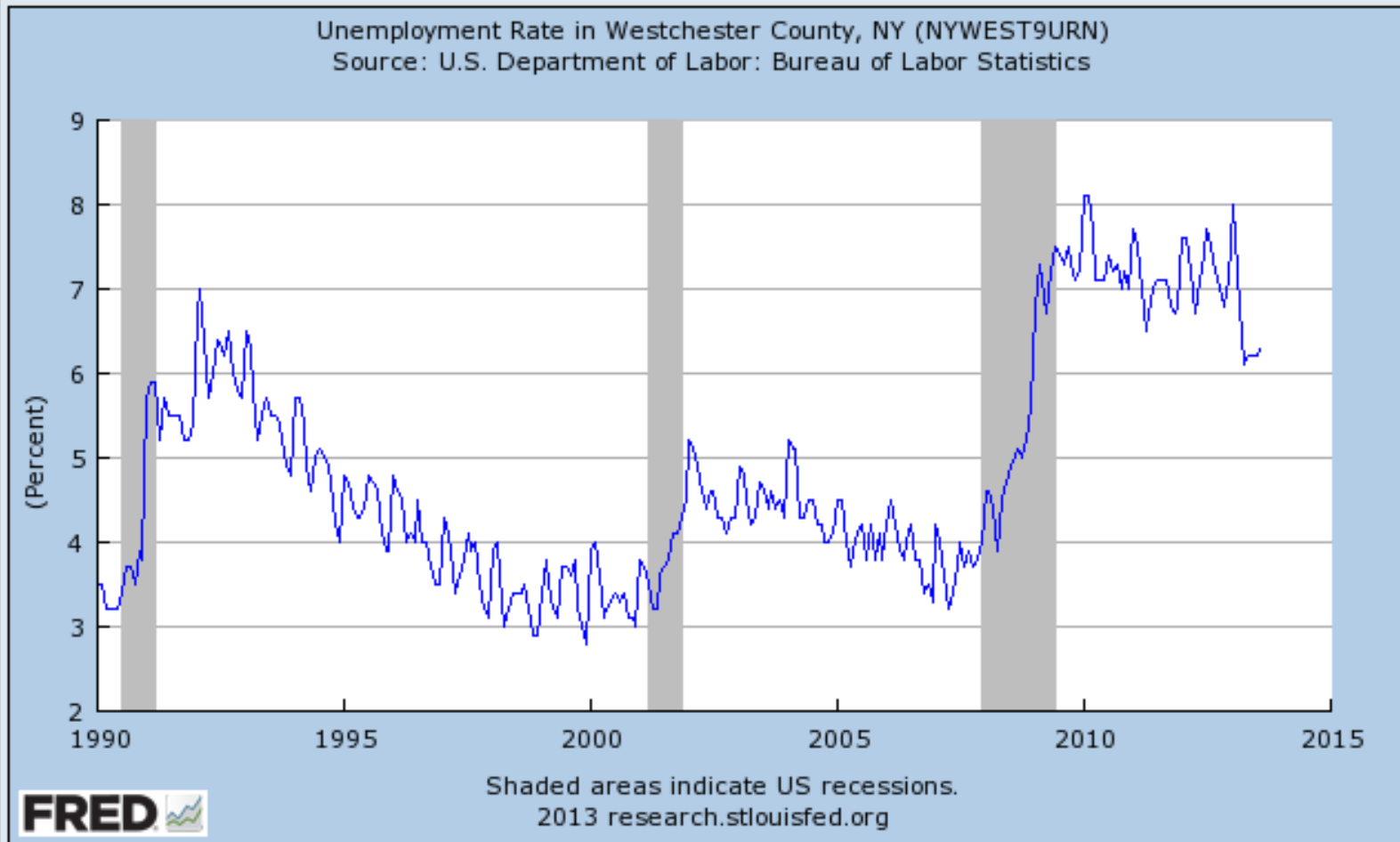
Assumption 3: 6%+ unemployment persists

13

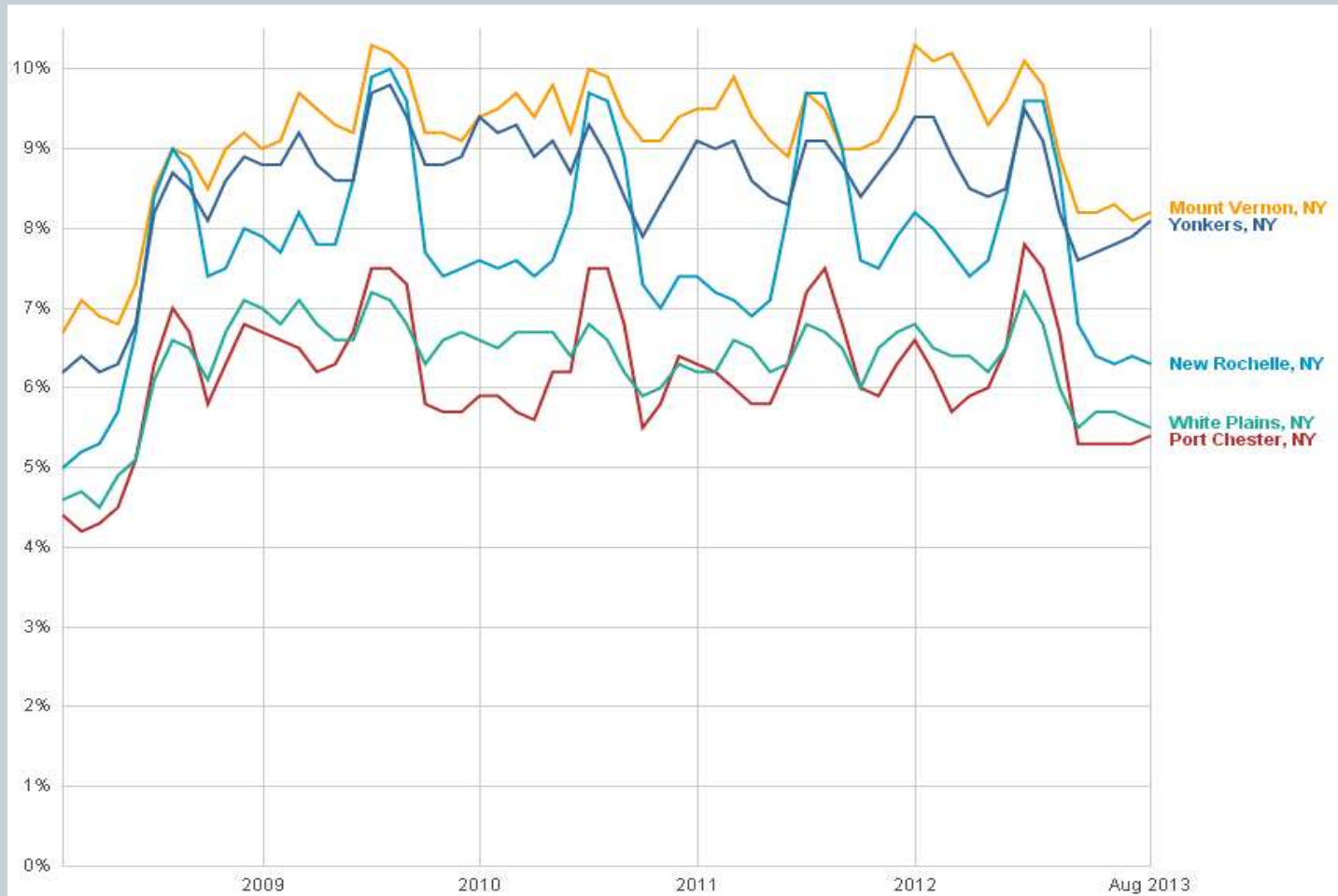


Westchester-only Unemployment Rate

14

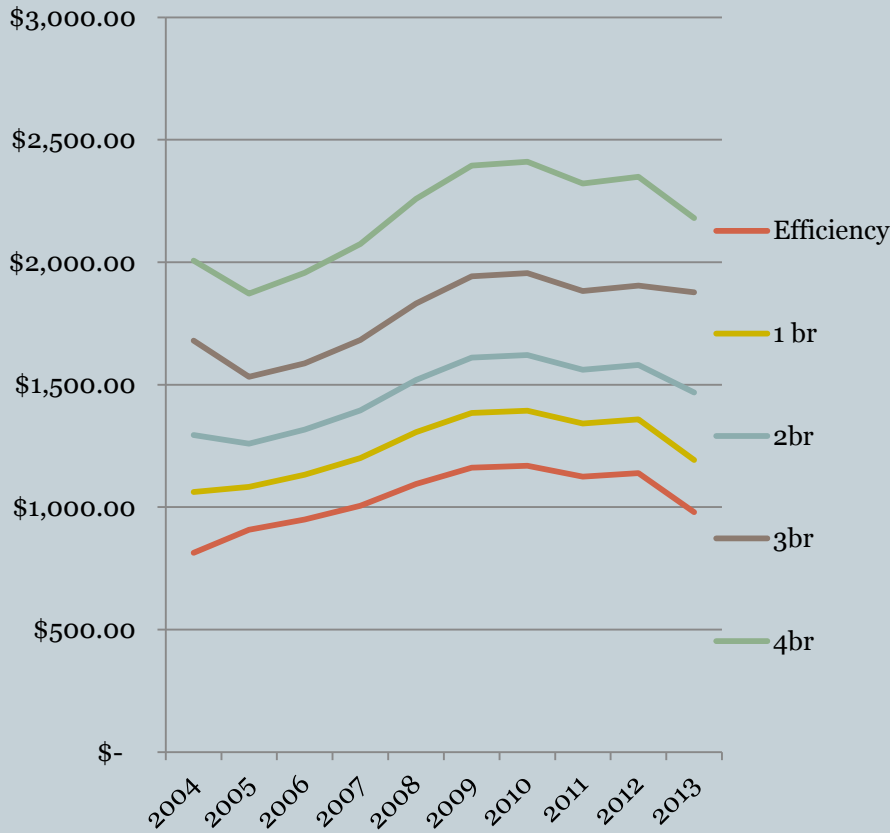


Note: The recovery in employment in Westchester is uneven



Assumption 5: Market rents, though restrained, remain out of reach for most WCDSS customers.

HUD FMR



WRO Surveys

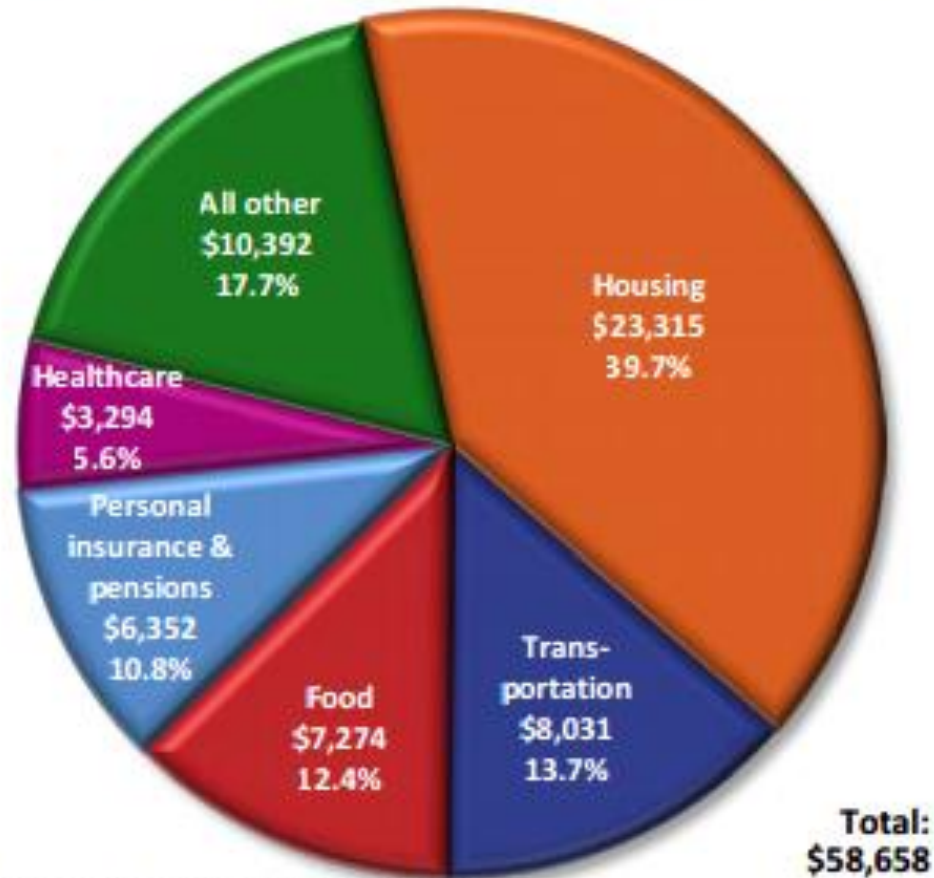


NYers spend 40% of income for housing

HUD's Section 8 (certificates) program requires participants to pay just 30% of income .

Many housing organizations believe once the 30% threshold is crossed, a renter household is "overburdened."

New York area average annual expenditures 2011-12



Source: U.S. BLS, Consumer Expenditure Survey

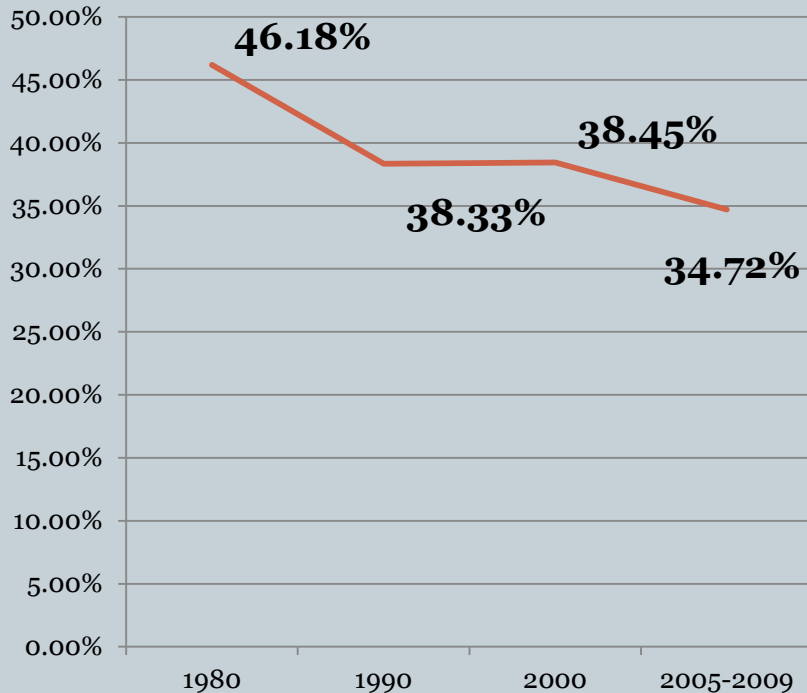
A minimum wage earner must work 74 hours a week to earn enough income to pay 40% of it to rent a median-priced efficiency in Westchester County.

| Apartment Size | Median Rent (WRO Survey) | Monthly Income Required | Hours per week at min.wage | Hourly wage at 40/hours per week |
|-----------------------|---------------------------------|--------------------------------|-----------------------------------|---|
| Efficiency | \$ 923.00 | \$ 2,307.50 | 74 | \$ 13.32 |
| 1 BR | \$ 1,286.00 | \$ 3,215.00 | 102 | \$ 18.56 |
| 2 BR | \$ 1,650.00 | \$ 4,125.00 | 131 | \$ 23.82 |
| 3 BR | \$ 1,890.00 | \$ 4,725.00 | 151 | \$ 27.28 |

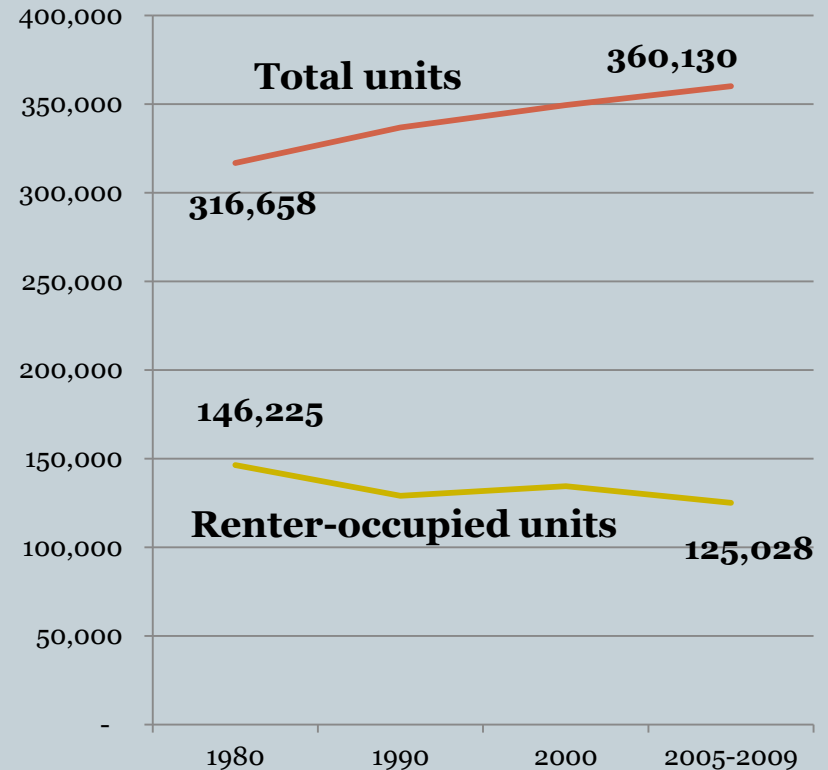
While the number of housing units increases, the supply of rental housing decreases in Westchester.

The percentages:

Renter-occupied



The raw numbers:



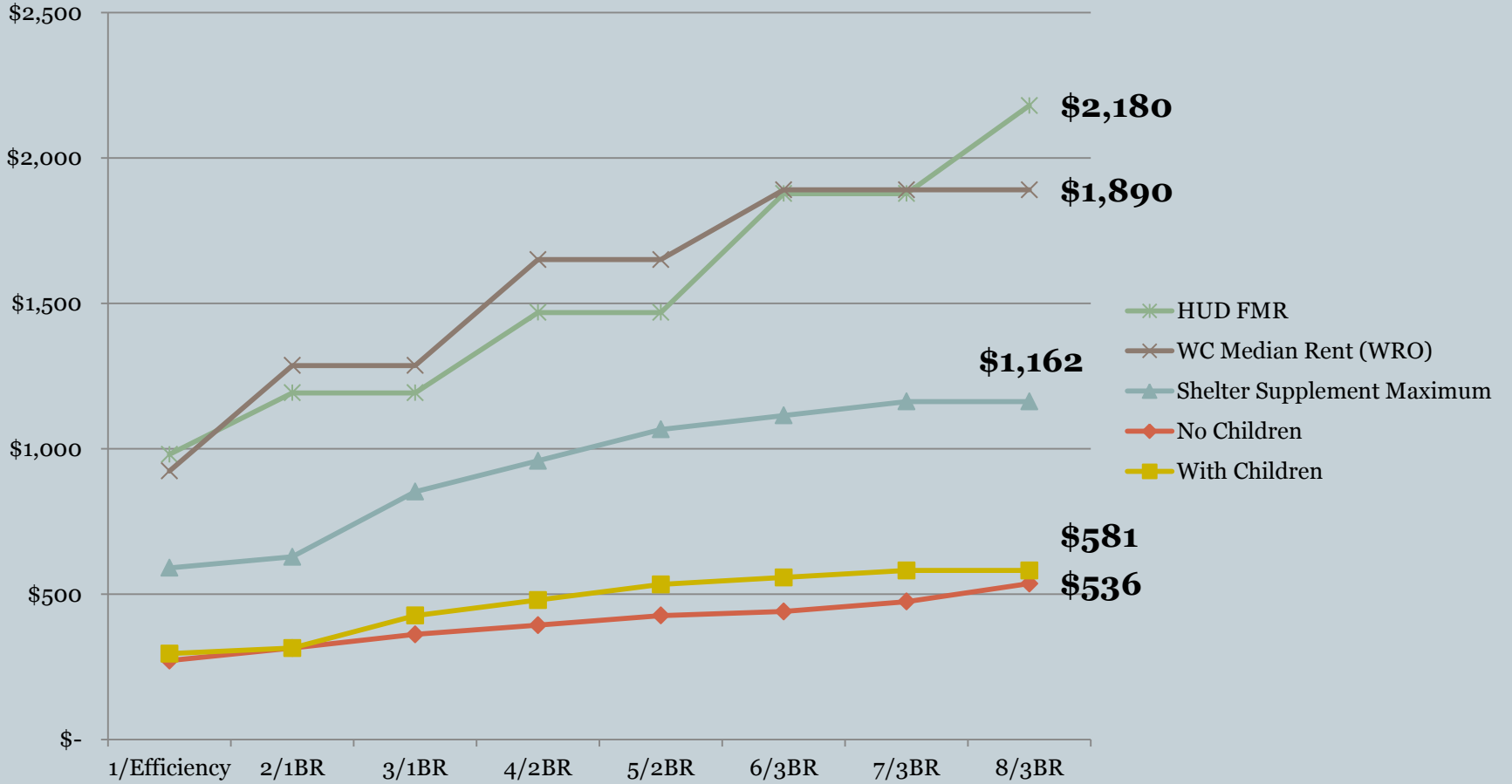
The Supplemental Measure of Poverty

Unlike the official poverty rate, the supplemental poverty measure, also calculated by the Census Bureau, takes into account the impact of different benefits and necessary expenses on the resources available to families, as well as geographic differences in housing costs.

In 13 states and the District of Columbia the supplemental rates are higher than the official statewide poverty rates. New York is one of these states according to the most recent release (November 6, 2013).

Under the official measure, **NY's poverty rate (2010-2012) was 16.5%.** **Under the supplemental measure, it climbs to 18.1%,** ahead of 43 other states, like, well, Mississippi. (Only AZ, CA, DC, FL, GA, LA, and NV are higher.)

NYS TA Shelter Allowances vs. Westchester Median and Fair Market Rents



Out of Reach?

22

- Westchester County is the 10th most expensive metropolitan area in America.
- Renters would need to earn \$28.23/hour (\$58,720 a year) in order to afford a two-bedroom apartment at HUD Fair Market Rates, without being “housing cost-burdened” (i.e. spending >30% of gross income on housing costs).
- The good news? The actual average hourly wage of Westchester’s renter households is about \$17.00. A two-income household earning \$17.00 an hour each can afford a 2-BR apartment at FMR without being housing cost-burdened.
 - ✦ A single individual earning \$17.00 an hour, who can spend 40% of his/her income on housing, would have \$1,000 a month – about \$100 more than needed to afford an efficiency.
 - ✦ Two individuals splitting a 1BR need earn \$11.00 to \$15.00 an hour to afford the apartment.

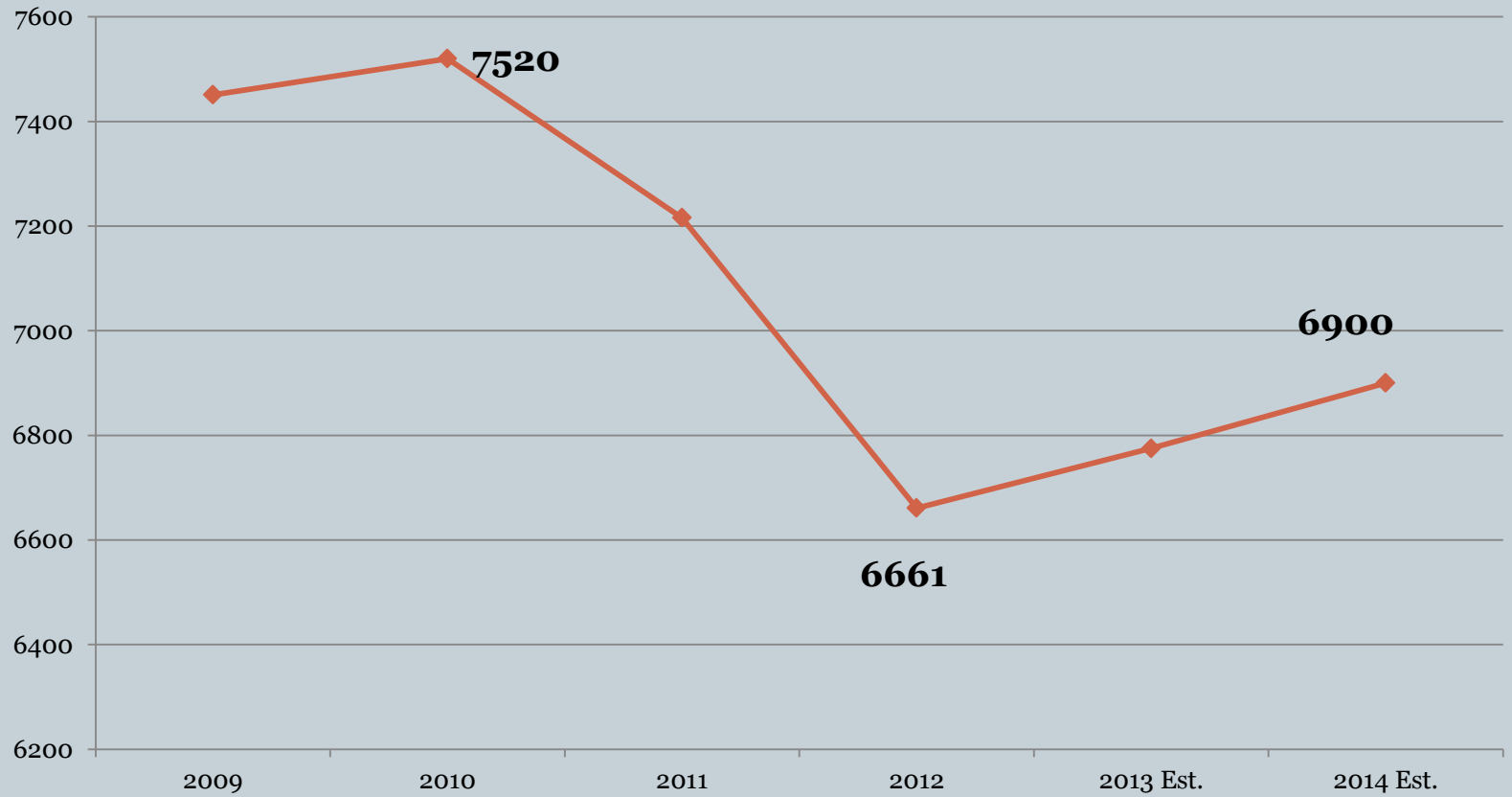
The Trends

23

**CHILD WELFARE
NPA MEDICAID
NPA SNAP
TANF, SNF AND SNA
OTHER PROGRAMS
STAFFING**

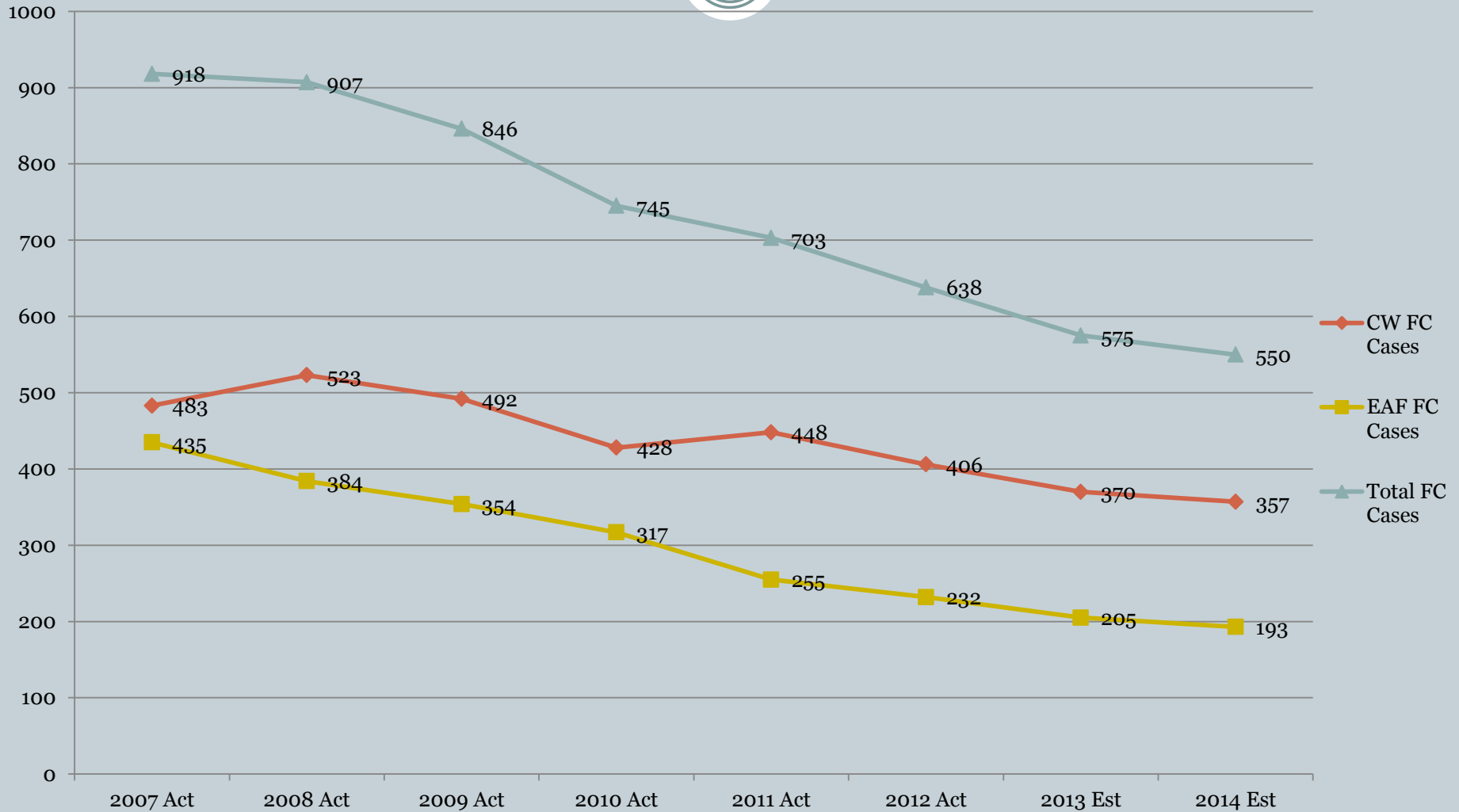
State Central Registry CPS Calls

24



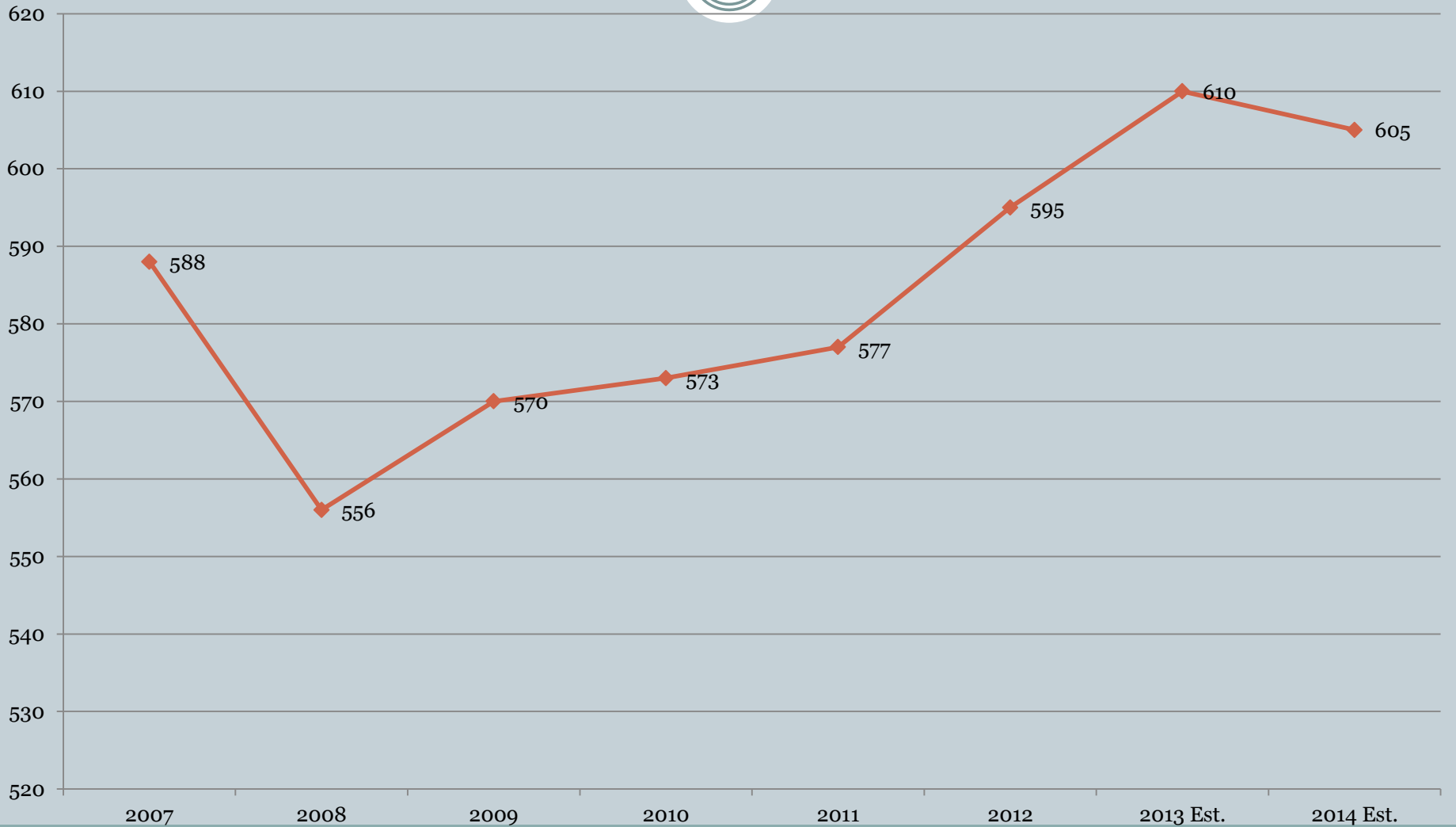
Child Welfare and EAF Foster Care Cases

25



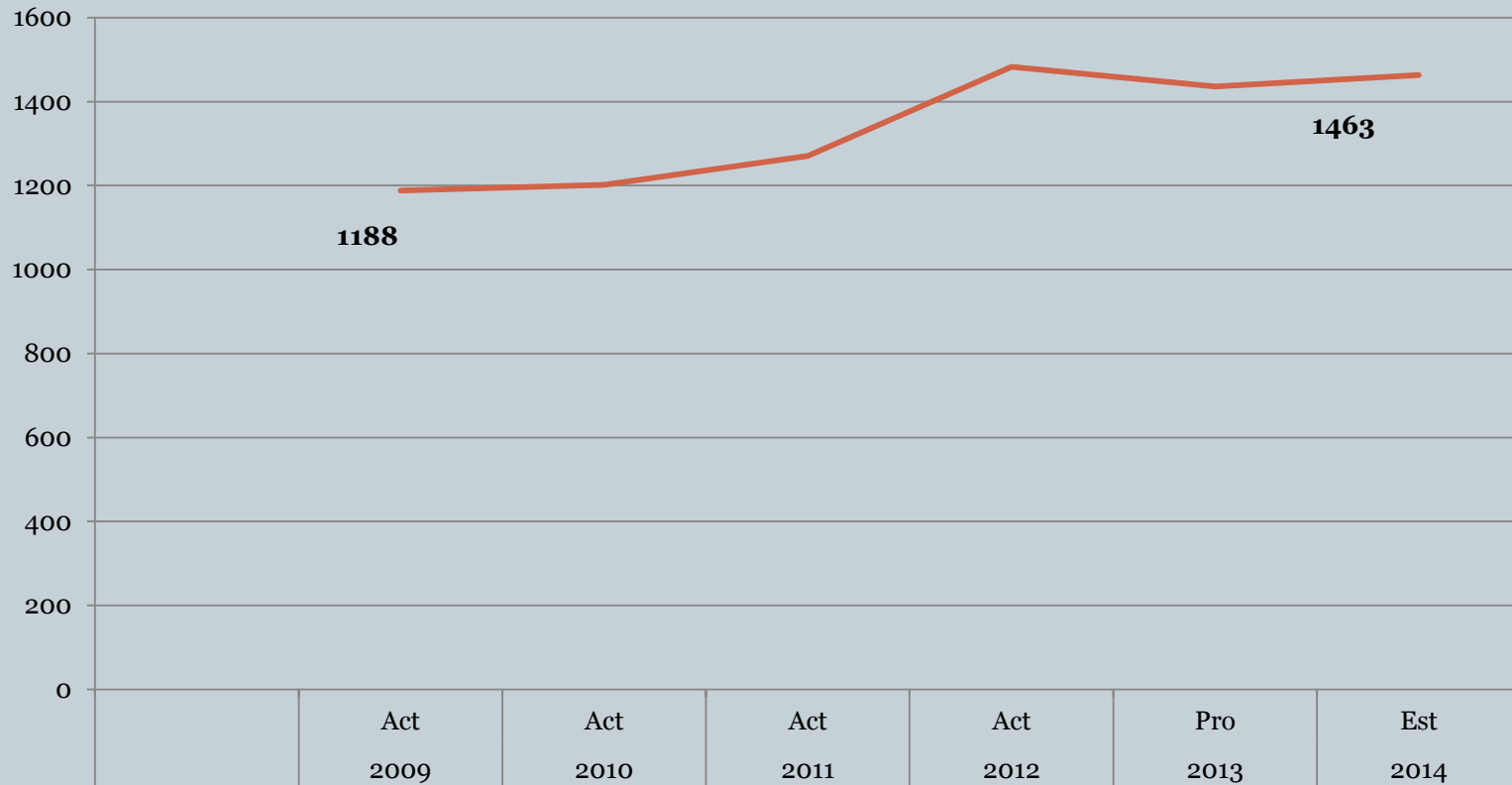
Adoption Cases

26



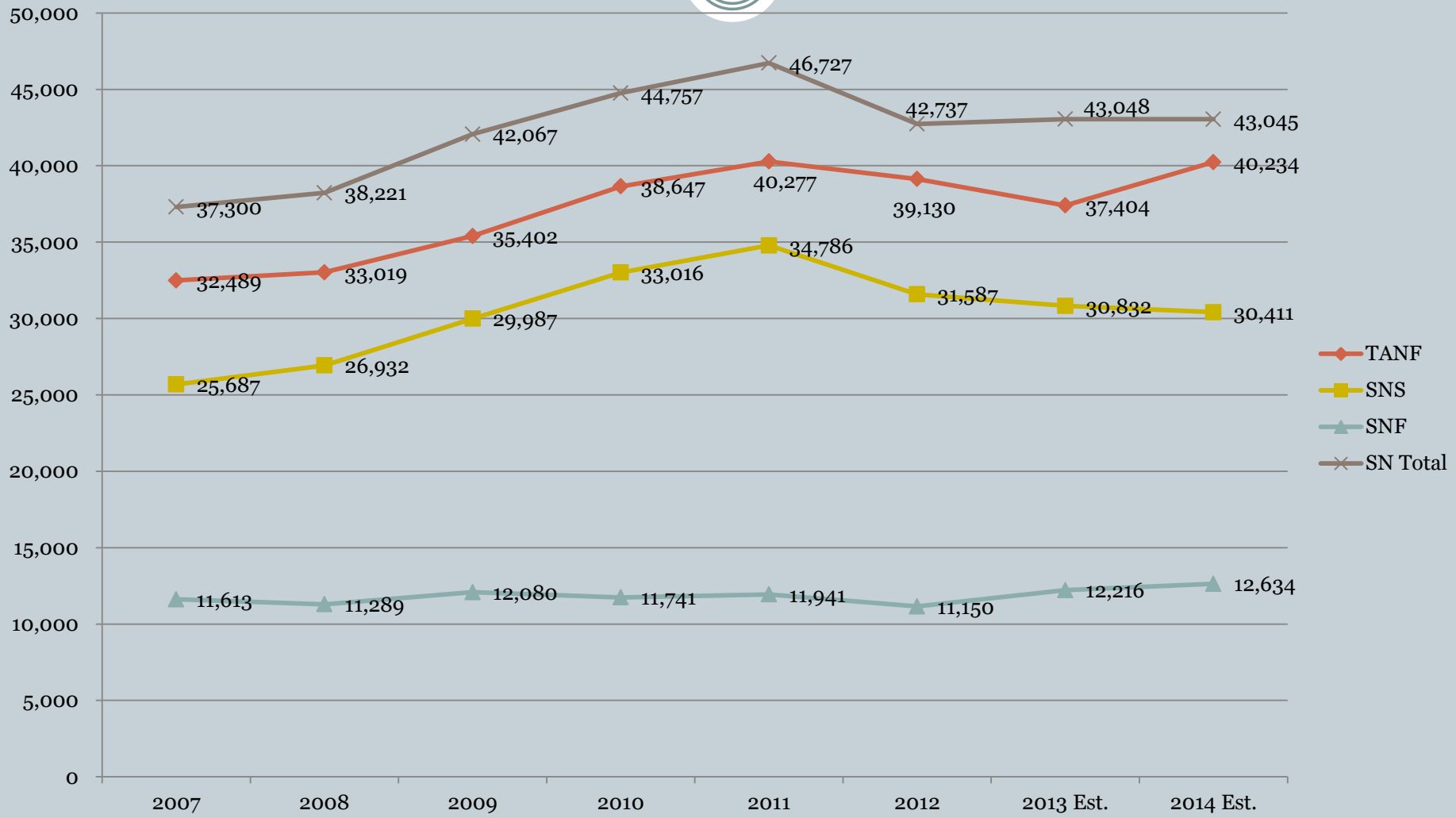
Protective Services for Adults Caseload

27



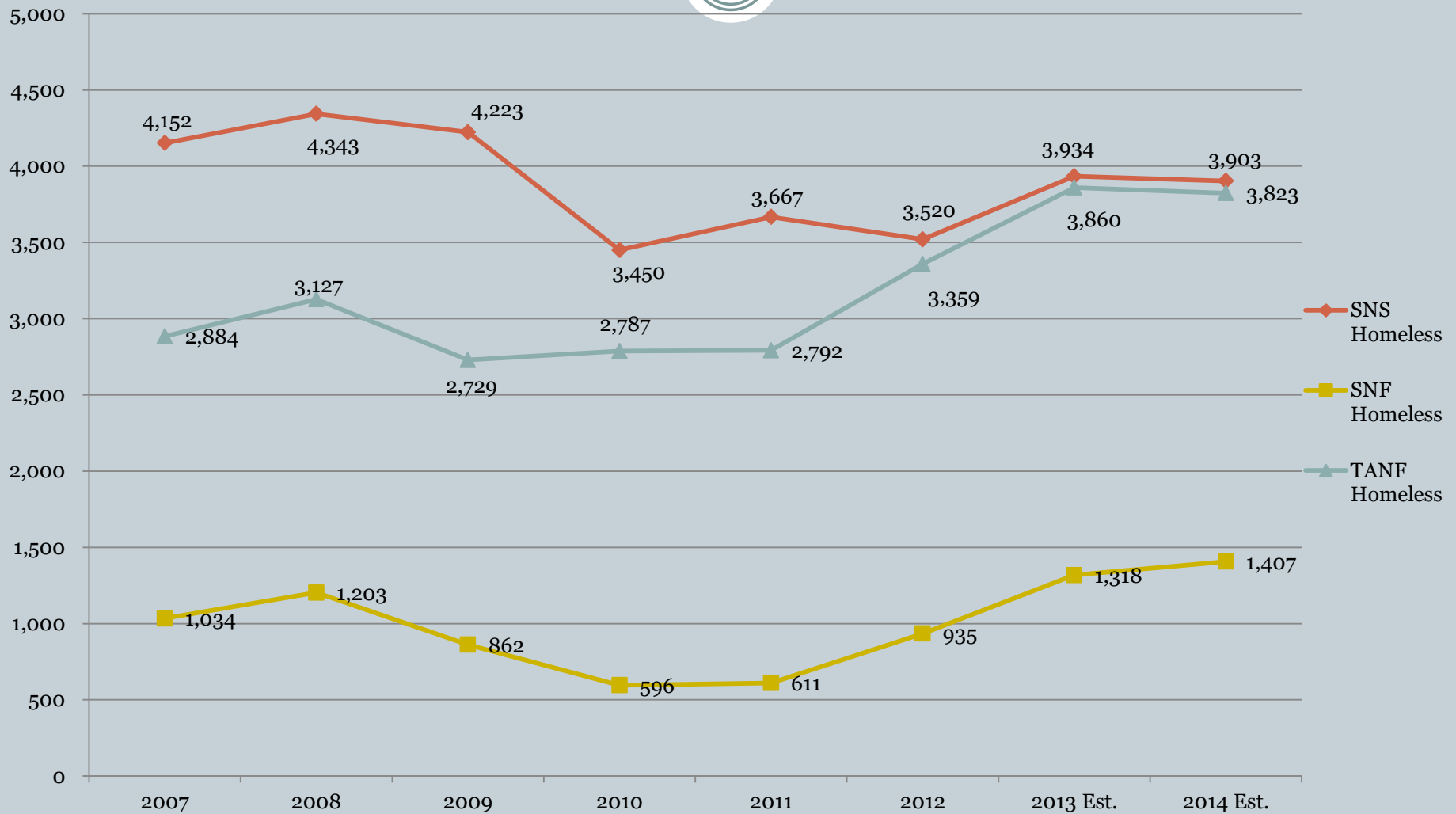
SN and TANF Caseload Trends

28

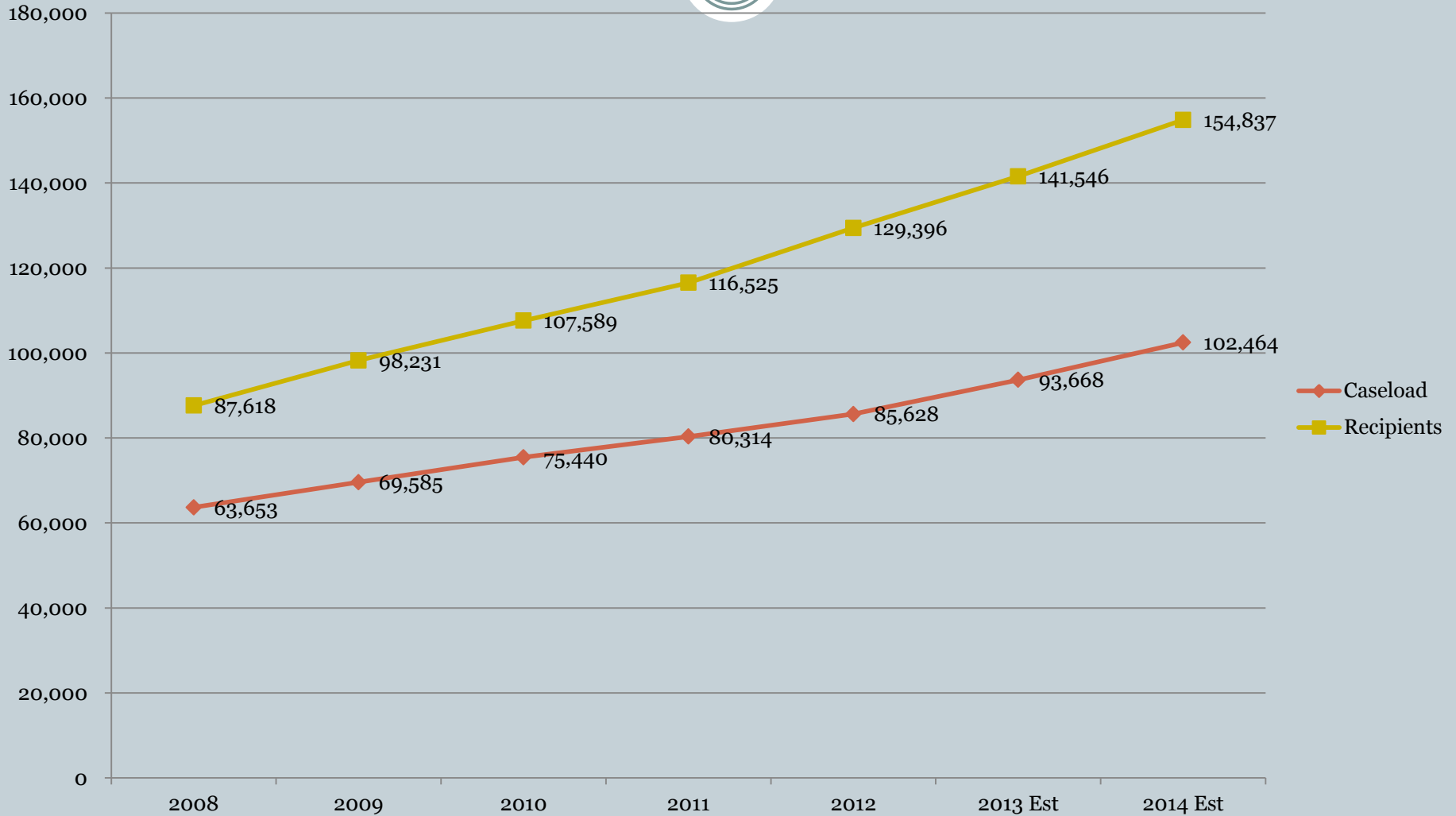


SNS, SNF, and TANF Homeless Cases

29

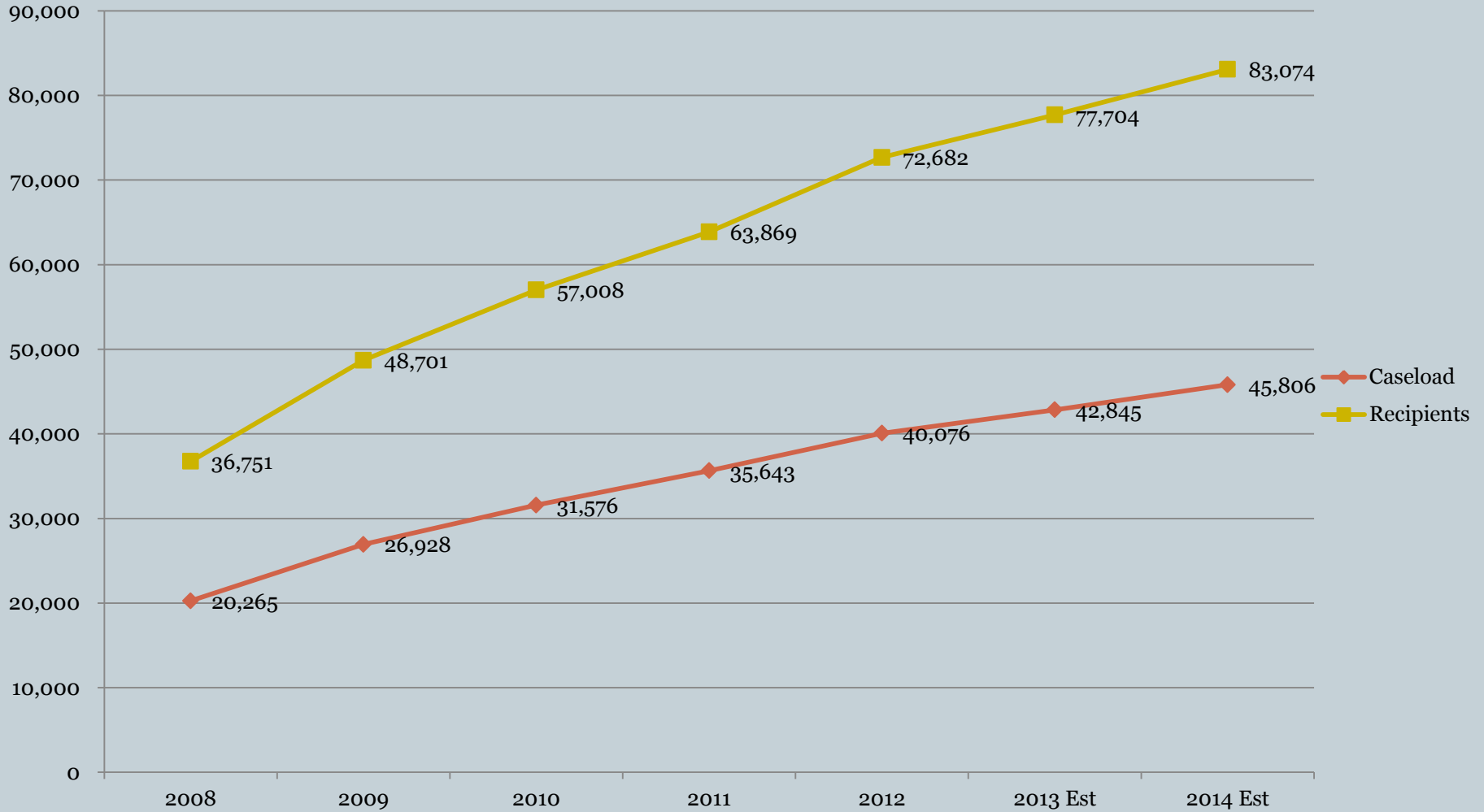


Medicaid Beneficiaries



SNAP *(formerly Food Stamps)*

31



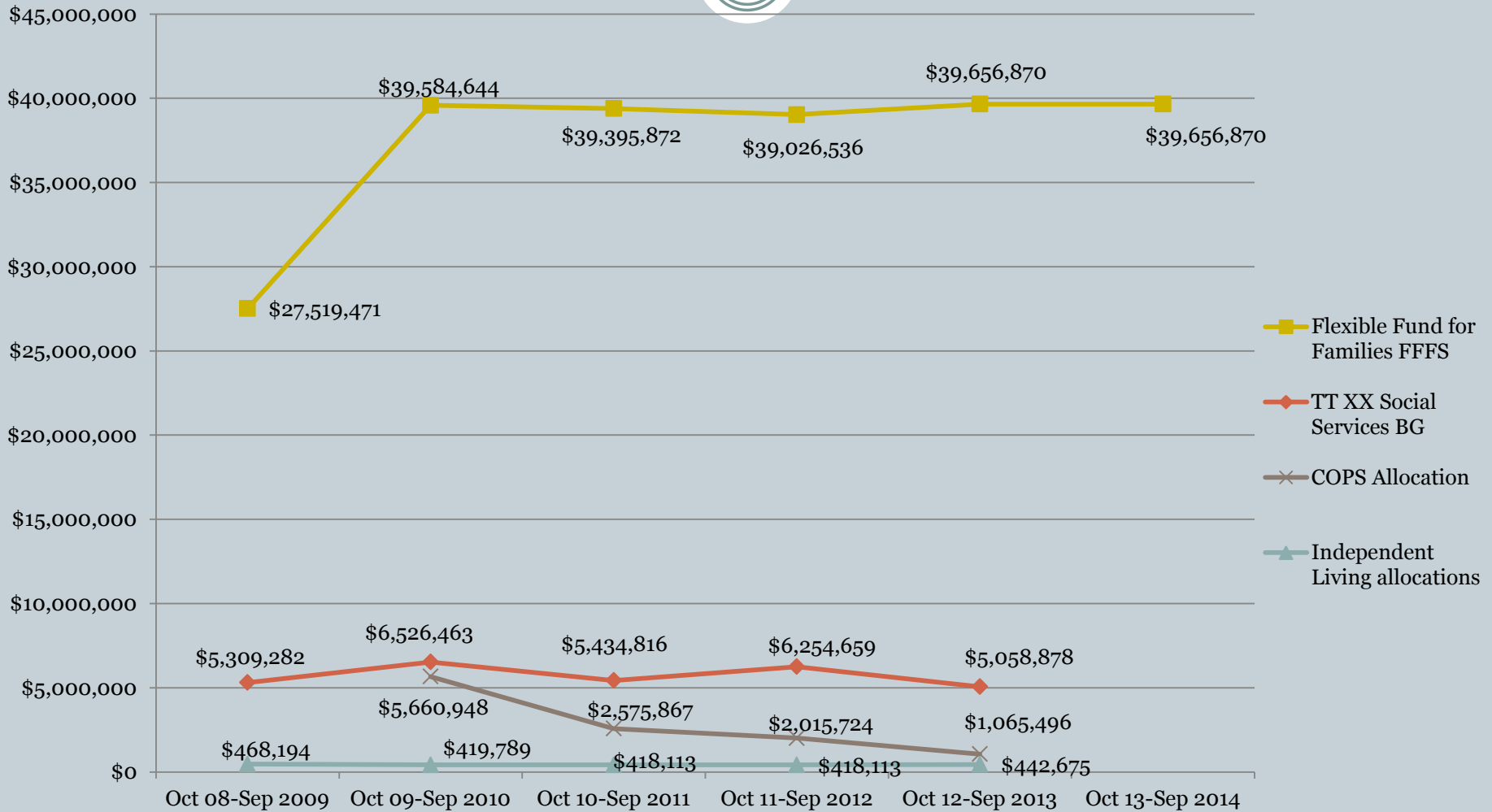
Federal Non-Block Grant Revenues

32

| Year | FMAP | Child care ARRA | Other ARRA | Total FMAP/ARRA |
|-----------|---------------|-----------------|--------------|-----------------|
| 2008 | \$ 6,673,130 | \$ - | \$ - | \$ 6,673,130 |
| 2009 | \$ 28,586,529 | \$ - | \$ 4,756,271 | \$ 33,342,800 |
| 2010 | \$ 39,122,199 | \$ 1,787,752 | \$ 1,245,691 | \$ 42,155,642 |
| 2011 | \$ 17,102,769 | \$ 1,688,006 | \$ 2,650 | \$ 18,793,425 |
| 2012 | \$ - | \$ - | \$ 785,674 | \$ 785,674 |
| 2013 | \$ 1,931,040 | \$ - | \$ - | \$ 1,931,040 |
| 2014 Est. | \$ 8,303,472 | \$ - | \$ - | \$ 8,303,472 |

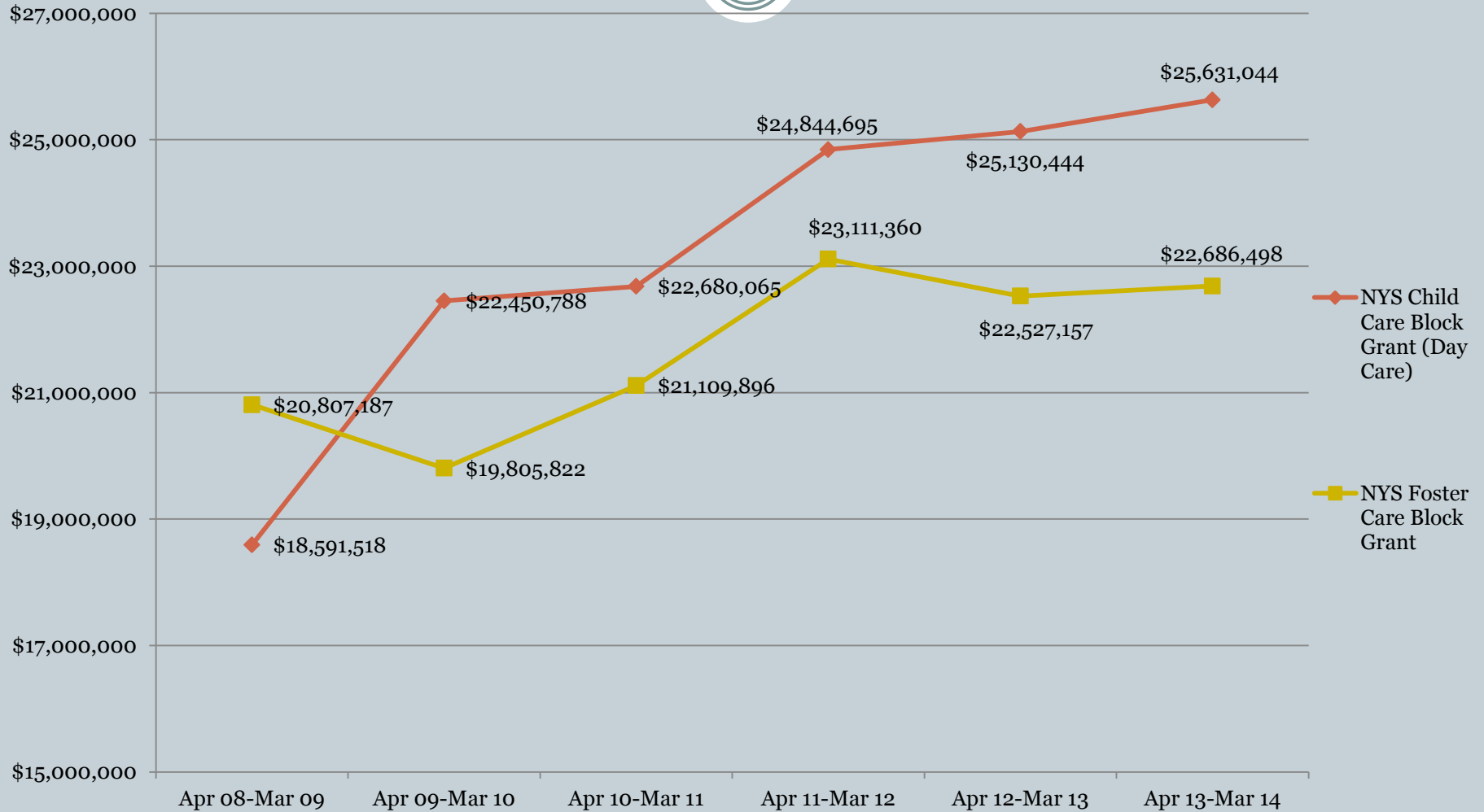
Federal Block Grant Revenues

33



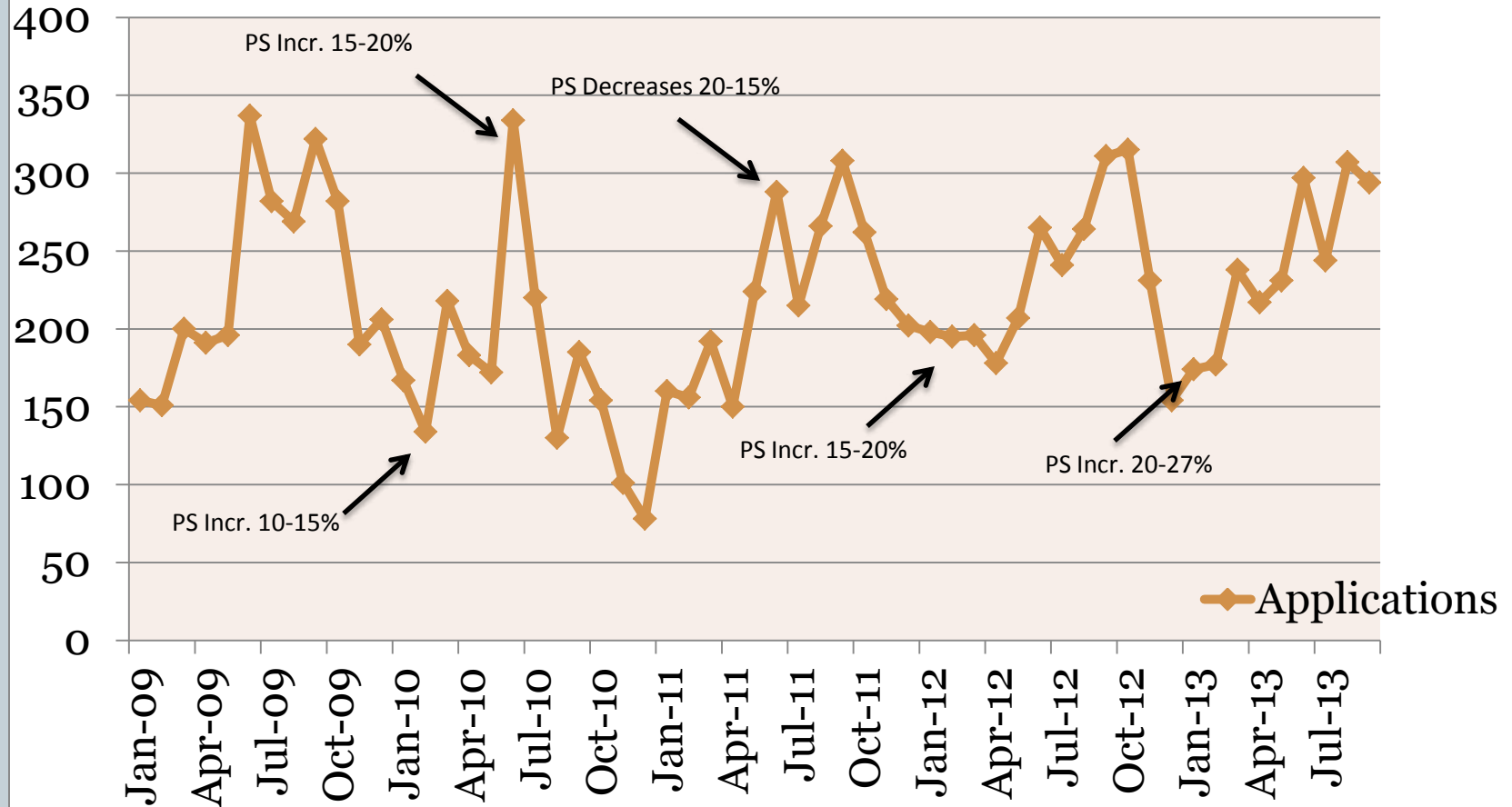
NYS Child Block Grant Revenues

34



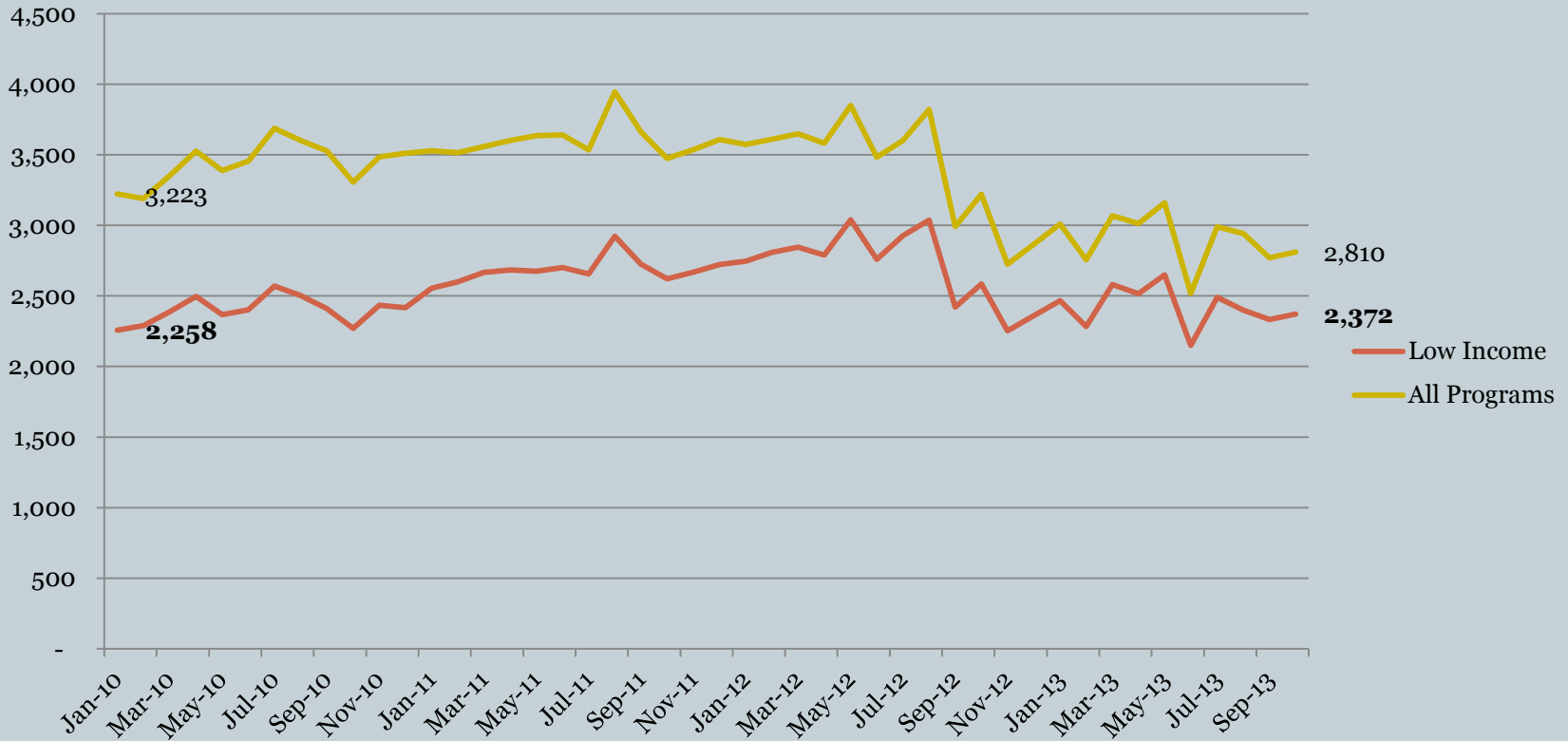
Child Care Subsidy Applications and Parent Share

Child Care Subsidy Application History



Child Care Subsidies: monthly average of paid claims

36



The ever-optimistic Mr. Peters ...

37



The Year Nearly Passed: 2013

38

**HONORS
INITIATIVES COMPLETED
INITIATIVES UNDERWAY**

HONORS

39

- **Child Support Enforcement.** Westchester County was awarded **2012 Best Current Collections on Child Support Percentage Award** and **2012 Best Arrears Collections on Child Support Percentage Award** for a large size district by NYS OTDA.
- **Child Welfare: Independent Living.** Westchester County is **one of 18 child welfare agencies in the United States – and the only one in New York State** – to win a two-year federal planning grant (HHS) to promote better outcomes for children exiting Foster Care on reaching their majority. Six of the planning grant winners will receive funding up to \$5 million per year to demonstrate the pilot programs they recommend.
- **Child Welfare: On-Line Policies and Procedures Manual** won a **2013 Quality Award** from the National Staff Development and Training Association (APHSAs).
- **Protective Services for Adults.** This office's Manager and key staff were recognized by the New York State Office of Children and Family Services in 2013, for **outstanding service**. The recently formed and county-wide Multidisciplinary Team (MDT), designed to review and provide support on especially challenging cases, was also recognized.

These are significant accomplishments and reflect well on the skill, devotion to duty and highest standards of our staff – Congratulations!

Initiatives Completed

40

- **BREAKING NEWS!** Ahead of the November 30th deadline, **Westchester has achieved its ambitious goal of housing 75 homeless veterans in 100 days ...** As of yesterday we are at 76! Thanks to the Montrose and Bronx VA Centers, our own Veterans' Services agency and our non-profit partners around the county!
- Though enhancements remain to be made, the **Case Management Information Center** is handling more than **2,000 calls a day** that once went to workers in district offices. Frequently needed information is available through the automated prompt system, without having to speak to a worker, including case-specific information for an applicant or recipient. More than half of the daily call volume is handled this way but **agents assist about 1,000 customers in either English or Spanish.**
- The exercise of an applicant or recipient's due process rights should not be construed as a potentially fraudulent action that may require investigation. **Fair Hearings** was severed organizationally from program integrity functions and physically **relocated to a central location in White Plains.** The new space boasts a **second hearing room** and the ability to use a conference room as a third, allowing more hearings to be scheduled.

Initiatives Completed (cont'd.)

41

- **FEDS.** During 2013, the Front End Detection eligibility verification process was **decentralized into the field.** The intensive eligibility interviews stemming from the state requirement to implement FED systems to combat fraud are now conducted the same day, the next day or at the most the second day in the district office of application.
- **Single Point of Access (Services).** Building on the success of our Cross Systems Units that partners with Probation and Community Mental Health to stabilize family functioning and divert/prevent out-of-home placements in detention, foster care or a medical setting, a partnering relationship with Community Mental Health's Single Point of Access was added. The purpose is to ensure that all children and families receive services no matter the point of entry.
- **SNAP Case-banking.** During 2013, the processing of all non-public assistance SNAP cases was centralized at 112 East Post Road in White Plains.

Initiatives underway: Managerial restructuring

42

Without increasing operating budget position count:

- **Consolidation of all Temporary Housing Assistance functions under one senior manager and three division managers:**
 - Eligibility, including compliance and diversion
 - Program
 - Casework Services

- **Dedicated lead managers for new operations centers:**
 - CMIC
 - Fair Hearings/Quality Assurance
 - MA case-banking center and
 - SNAP case-banking center;

- **Designated lead “deputies” for:**
 - Program Integrity and
 - TA in Mount Vernon, New Rochelle and Yonkers D.O.

- **Additional TA Manager for Yonkers D.O.**

- **Integration of CW (services) experience with eligibility**
 - OTHA
 - Yonkers D.O.

Initiatives underway: Program Integrity

43

- Fraud detection and prevention are now the responsibility of the **Office of Program Integrity**. Units having nothing to do with fraud detection and prevention have been reassigned, viz., *Claims and Recoveries* and *Fair Hearings*. Included units are:
 - Computer Matches and Technology
 - FEDS Management
 - Field Investigations
 - Fraud Referral Investigations
 - Vendor Auditing and Performance Analysis

- Investments in technology are paying off. Applications that **mine publicly available information on a national basis** ease verification of documentation relating to eligibility criteria and help detect fraudulent applications and activities. Taking licenses for access to proprietary information is resulting in automation of tasks once done by hand (i.e. **bank clearances**).

- The reorganization adds two units: one to conduct **field investigations of continuing eligibility**, as mandated, and a second to **audit vendors for performance analysis in addition** to traditional audits of their books.

- Through an interdepartmental agreement with the County Police for the services to two detectives, this office will serve as the liaison to local law enforcement for the **Office of the Medicaid Inspector General**.

Initiatives Underway: OTHA

44

- Responsibility for customers requiring temporary housing assistance (i.e. homeless households and individuals) is presently fractured among the district offices, central HOME units located in the White Plains D.O. and a program office.
- An **Office of Temporary Housing Assistance** is under formation to consist of three divisions under one senior manager with the authority to cut across internal lines, for all matters relating to temporary housing assistance. The divisions of OTHA and their responsibilities are:
 - Eligibility division: compliance, diversion, application, undercare, recertification;
 - Program division: essentially the current Housing Office, handles administration, contracts,, policy;
 - Services division: conducts assessments and develops ILPs for newly homeless households ; provides intensive casework for the chronically homeless.
- Initially, up to six DSS social caseworkers will be assigned to cases that have remained the longest in temporary housing at a similar ratio to the child welfare caseload (i.e. less than 15 per worker) to expedite a return to permanent housing or at least achieve the highest possible degree of independent living. This number will grow as staff is reassigned from Medicaid personal care functions that are being assumed by managed care providers.

Initiatives Underway: Quality Assurance

45

- Among other responsibilities, the **central Program Office** is charged with ensuring that departmental staff are faithful to federal and state procedures and requirements regarding assistance programs and implement changes in policy uniformly and on time.
- **Analysis of Fair Hearing decisions** that overturn the department's determination is essential to pinpointing the source of erroneous application of federal and state eligibility criteria.
- The same Manager in central Program Office now responsible for overseeing the Fair Hearings Unit is also tasked with the development and implementation of a Quality Assurance program. Regular **reviews of Fair Hearing decisions** and a **random sample of eligibility determination** will pinpoint areas needing improvement. **Quality improvement training** for eligibility workers will be developed that is specific to correcting the deficiencies found.

The year ahead: 2014

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Goal: Improve customer service!

Application process redesign

MA Case-banking

One touch

Space reorganization to support Yonkers Family Court move

Vendor performance audits

Guiding principle:

Applicants and recipients are no different than colleagues: each is entitled to be treated with civility and respect at all times.



“Civility is not a sign of weakness...”

John F. Kennedy
1961

Application Process Redesign

48

In 2013, the department launched “**One county, one application process**”. The redesign of the application process has as its goals:

- Apply at any office;
- Same-day application registry and immediate needs screening;
- Same-day/next-day interviews; and
- Uniform and simpler processes for all offices.

The implementation of up-front engagement and the successful decentralization of FEDS (interviews are now scheduled on application for no later than second business day instead of 30 days out and more) were but first steps. During 2014, **additional diversion workers** will be added in **the busiest district offices** to better handle emergencies and immediate needs. Specially trained workers will **assist applicants in completing child support questionnaires** to eliminate return visits. In sum, up to 25 additional staff will be assigned to TA field operations.

The goal is to handle all eligibility steps – work activity, interview, FEDS, child support, documentation – with as few return visits as possible, in as little time as possible, and as courteously and respectfully as possible.

MA Case-banking

49

Following the successful establishment of a SNAP case-banking center at 112 East Post Road, the department will establish a **Medicaid case-banking center at the Mount Vernon District Office.**

Each district office will maintain a number of experienced Medicaid eligibility examiners to handle applications requiring immediate attention, just as examiners are available to handle non-PA SNAP applications.

Rather than continue to out-station eligibility examiners to process Medicaid applications in health care facilities, the department will offer **once-a-business day pick-up by messenger of applications requiring expedited processing** and provide the service at the Mount Vernon case-banking center.

While the state takeover of Medicaid is proceeding, **the department expects workload and reimbursement to remain fairly steady through 2014.**

The department has approximately 170 workers dedicated exclusively to the Medicaid program. If the NYS takeover is completed as planned, work will remain for about one-third the current number of employees.

Additional Tasks for 2014

50

- Better coordinate family investment and child welfare services delivered to the same household to improve outcomes for families and children;
- Childhood trauma will be studied and evidence-based practice used to address it in conjunction with the Andrus Center;
- Employment will be emphasized as the best route for a household to move from temporary to permanent housing;
- Expand vendor audits to include independent appraisal of performance analysis;
- Fine tune the CMIC's interactive voice response;
- Implement rapid re-housing strategies to reduce the length of stay in temporary housing by homeless households;
- Offer document "self-scanning" in the "REACH" rooms at the district offices with assistance for those unfamiliar with the technology;
- Relocate functions now at the Yonkers District Office to welcome the Family Court;
- Work with our task force partners to combat the sexual trafficking of children.

The numbers

51

Expense, Revenue and Tax Levy
MMIS
100 (Salaries and OPS)
500 (Relief accounts)
Position Count

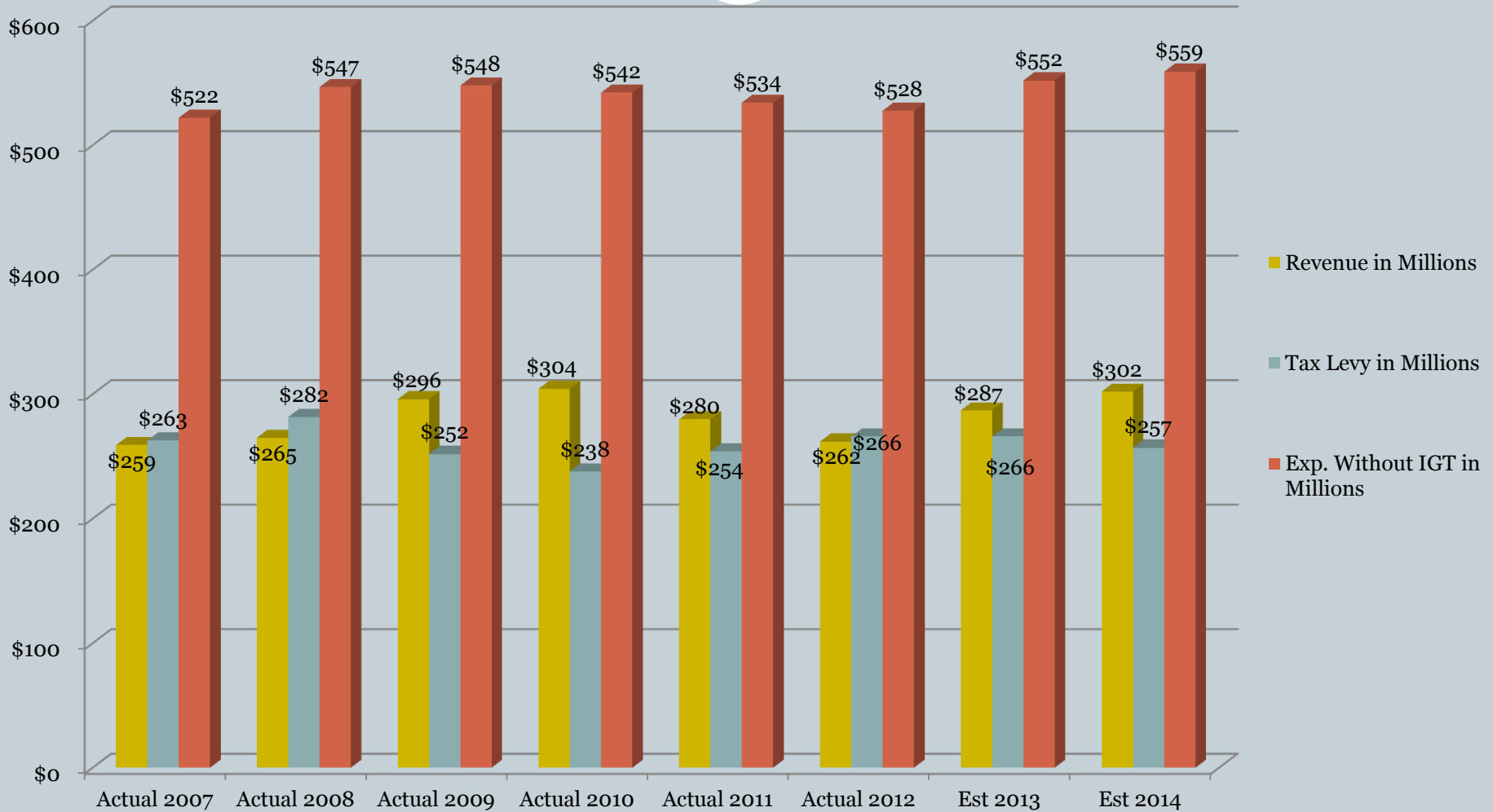
2014 WCDSS Budget Highlights

52

- Cuts tax levy support;
- No increase in Parent Share for Child Care subsidies;
- Maintains Child Welfare and Protective Services for Adults staffing levels to standards;
- Maintains Emergency Services as a seven-day-a-week operation and all four district offices;
- Emphasizes improved customer service;
- Provides additional staffing resources for areas critical to customer service and mandated activities at no cost to county taxpayers.

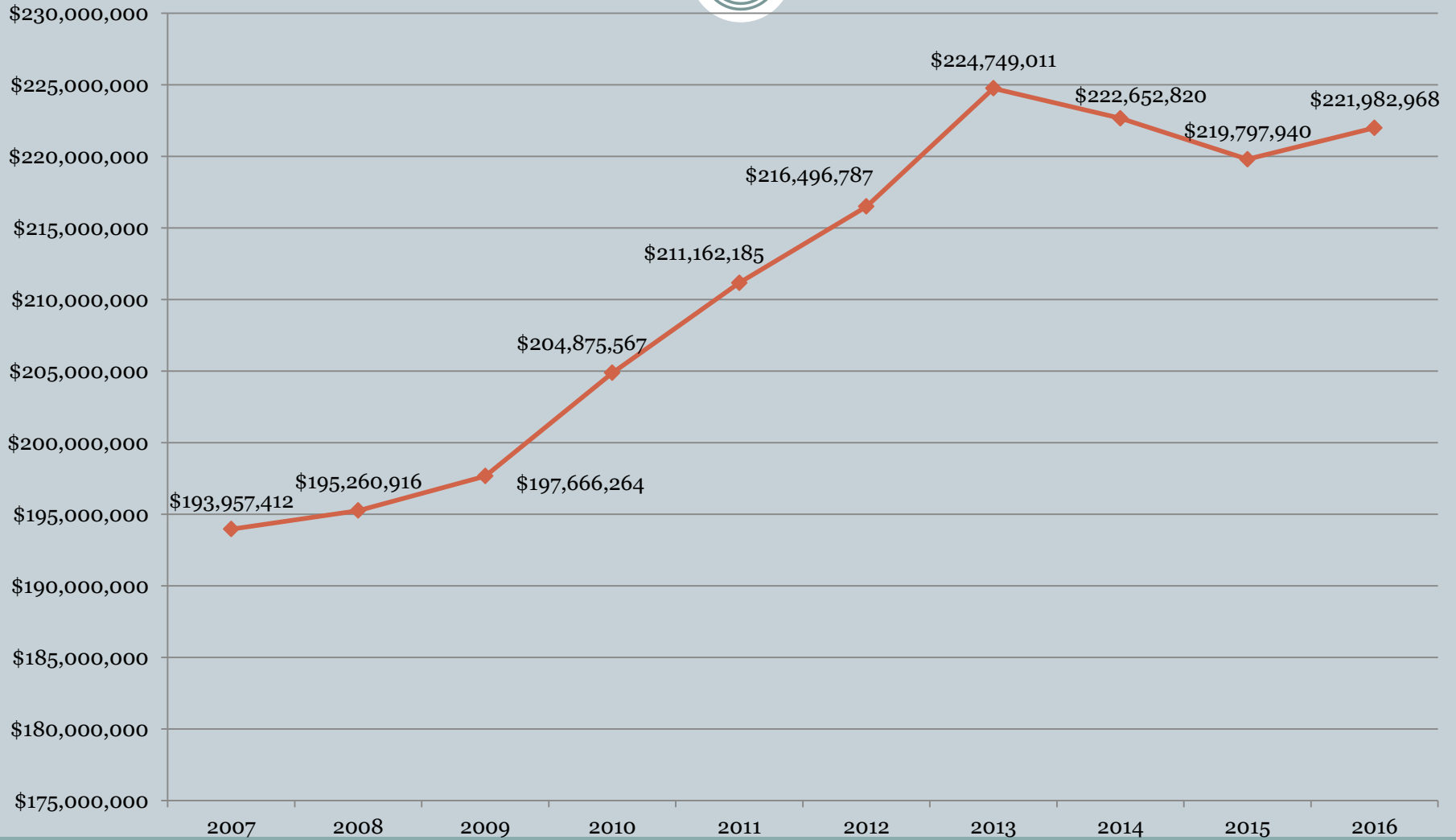
DSS Expense, Revenue and Tax Levy 2007-2014

53



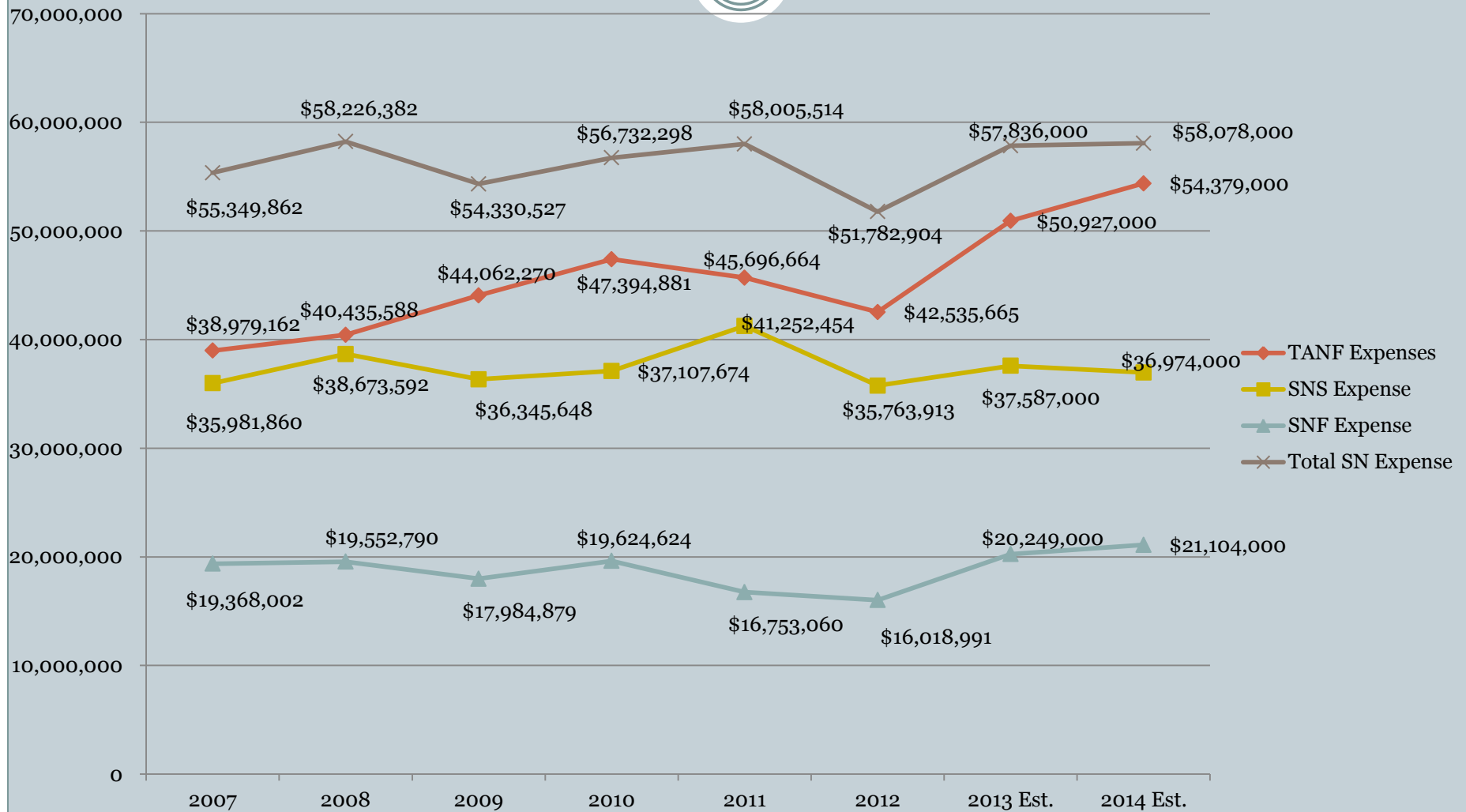
MMIS: 2007 to 2016

54



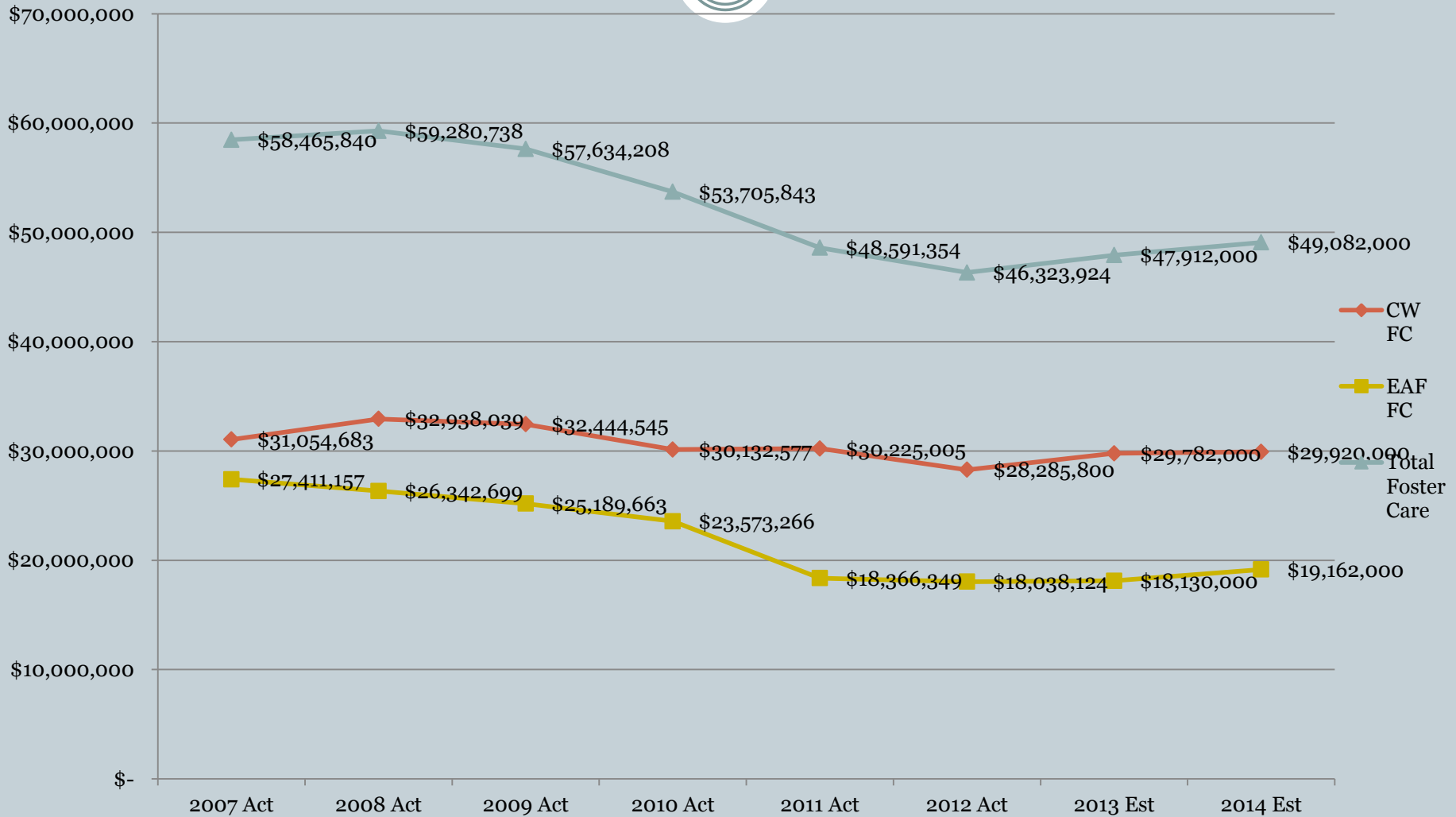
TANF and SN Expenses

55



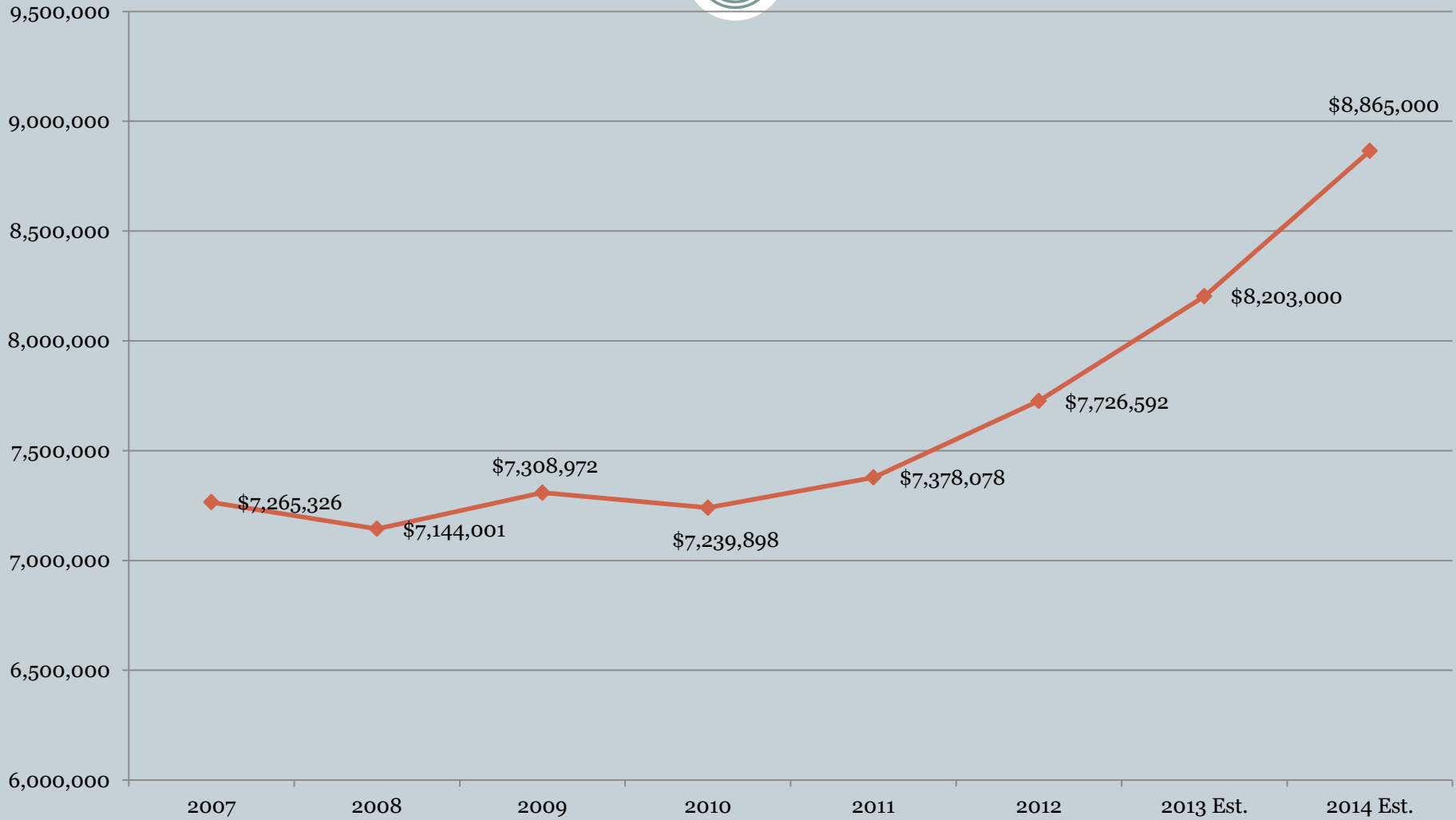
Child Welfare and EAF Foster Care Expense

56



Adoption Expense

57



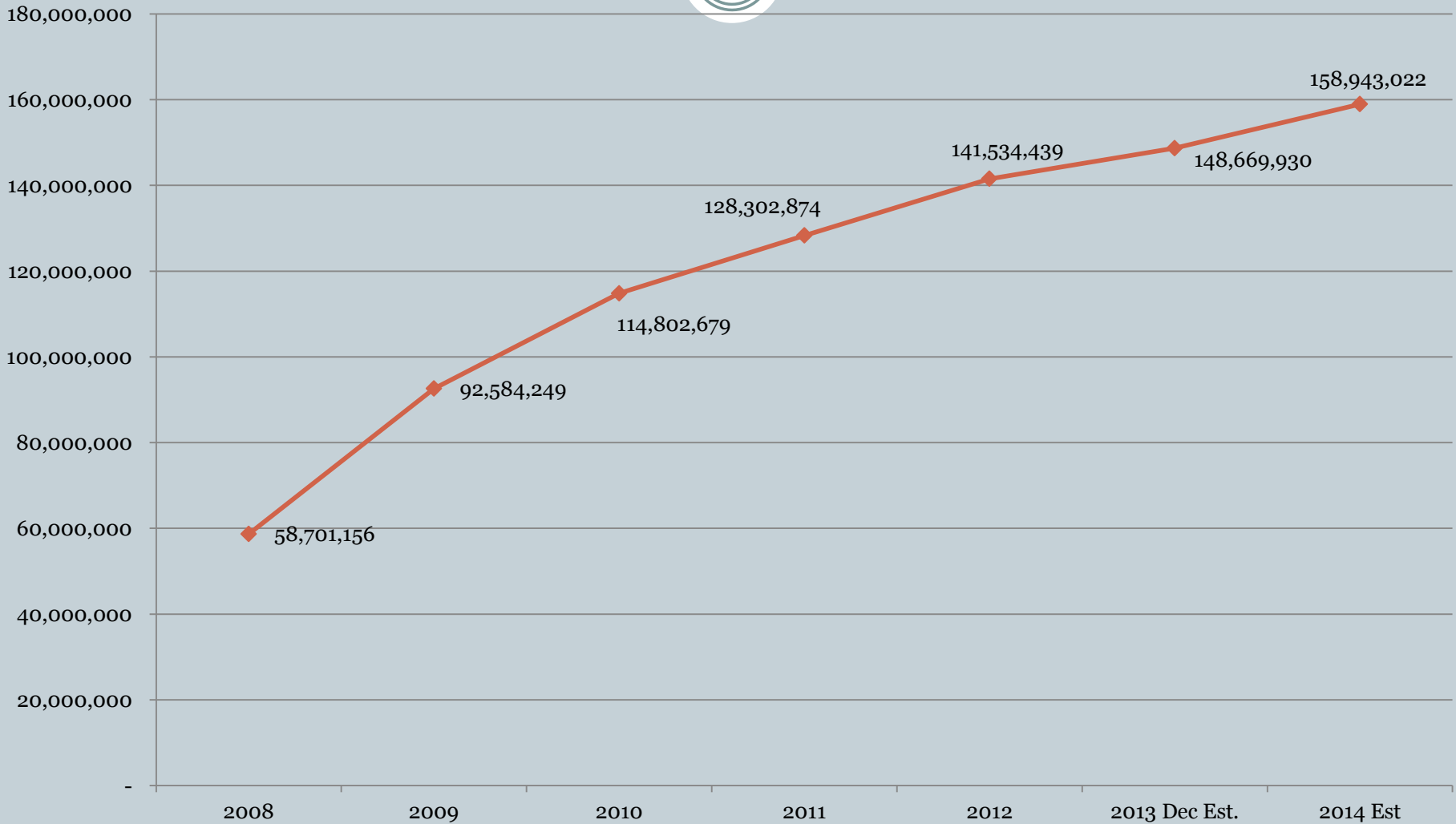
SNS, SNF, and TANF Homeless Expense

58



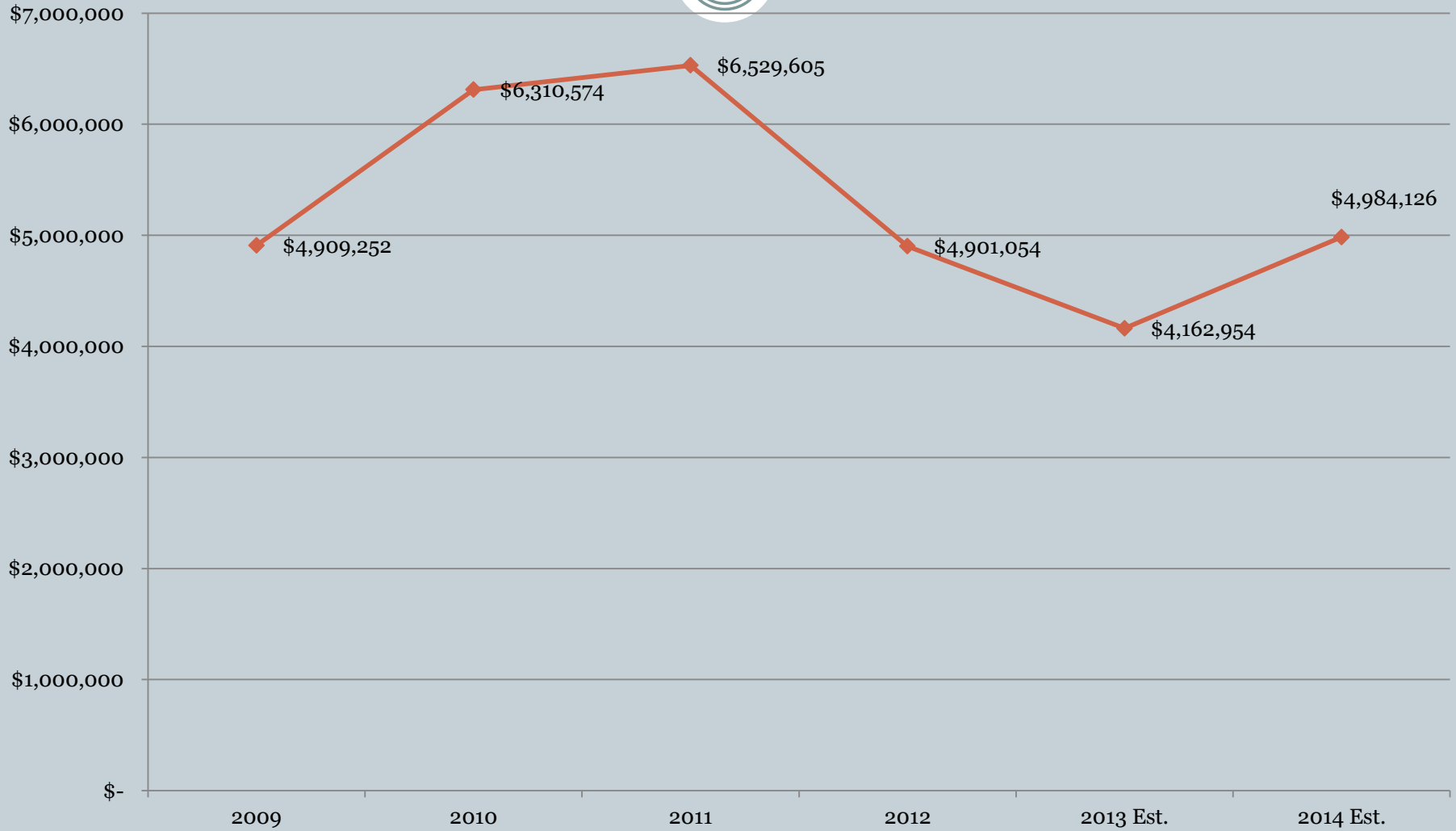
SNAP (formerly Food Stamps) Benefits

59



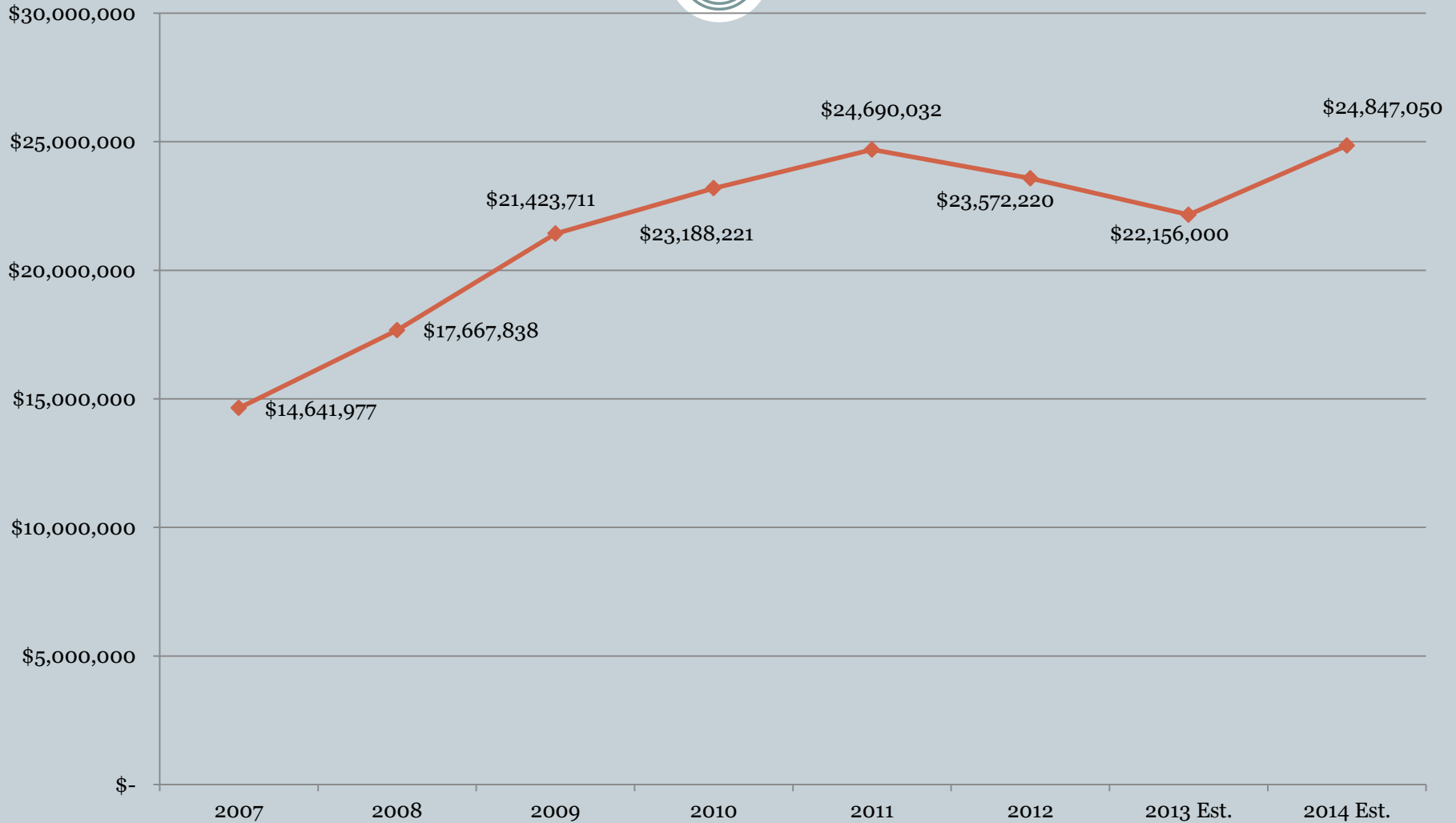
TA Day Care Expenditure

60



Low-Income Child Care Subsidies Expense

61



Low-Income Budget Request Calculation

62

Low-Income Child Care Subsidy Expense

CFY 2014 Budget Calculation

| | | |
|-------------------------|-----------|-----------------------------|
| Average number of slots | | 2,743 |
| Cost per slot | \$ | 754.86 |
| Monthly expense | \$ | 2,070,587.50 |
| | | <u>12</u> |
| Annual expense | \$ | <u>24,847,050.00</u> |

CCBG Allocation Analysis

Based on estimated
2013-2014 allocation
from NYS

TA Day Care and Low-Income Child Care Subsidies Estimated Child Care Block Grant Allocation *County Fiscal Year 2014*

| | |
|--------------------------|----------------------|
| Allocation | \$ 25,631,044 |
| less 75% TA DC* | \$ (3,738,095) |
| less admin** | \$ (2,000,000) |
| Available for Low-Income | \$ 19,892,949 |
| Budgeted for Low-Income | \$ 24,847,050 |

* *estimated gross expense is \$4,984,126*

** *admin expense is typically \$2.5 to \$3.0 million*

**Gross Day
Care
Expenditures
Budgeted for
2014**

Gross Day Care Expenditures Budgeted for 2014
County Fiscal Year 2014

| | |
|-------------------------|----------------------|
| Low Income | \$ 24,847,050 |
| TA DC | \$ 4,984,126 |
| Title XX | \$ 499,125 |
| Admin Expense* | \$ 2,000,000 |
| Total DC Expense | \$ 32,330,301 |
| CCBG Allocation | \$ 25,631,044 |

DC Funded by Tax Levy \$ 6,699,257

* admin expense is typically \$2.5 to \$3.0 million

Authorized Positions 2008-2014

65

| Year | Operating | Total Trust | Total |
|------|-----------|-------------|-------------|
| 2008 | 1253 | 27 | 1280 |
| 2009 | 1232 | 26 | 1258 |
| 2010 | 1232 | 30 | 1262 |
| 2011 | 1118 | 30 | 1148 |
| 2012 | 1077 | 24 | 1101 |
| 2013 | 1032 | 23 | 1055 |
| 2014 | 1032 | 83 | 1115 |

Functions receiving additional non-managerial staff in 2014

66

| | |
|---------------------------------|----|
| | |
| District Offices | 20 |
| Program Integrity | 14 |
| Temporary Housing Assistance | 10 |
| Child Care Subsidies | 5 |
| Employment Operations | 3 |
| Fair Hearings/Quality Assurance | 2 |
| | 54 |

Trust Accounts

67

26 lines abolished.

Medicaid (T492)

Staff assigned 100% to Medicaid functions exclusively

- Public Health Nurses conducting home care assessments until function assumed by managed care organizations
- Home care unit, including Social Caseworkers, until function assumed by managed care organizations
- Facilitated enrollment, until assumed by NYS
- Case-banking Center management and administration
- Eligibility specialists for health care facilities requiring expedited determinations
- Medicaid program specialists for Fair Hearings

WIB (T911)

- Added Employment Counselors and job tracker for TZ Project

Got a question? We can figure out the answer!

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