



# ANNUAL REPORT 2017





# Contents

4	COUNTY EXECUTIVE'S LETTER
5	CHAIRMAN'S LETTER
6	DIRECTOR'S LETTER
7	BOARD MEMBERS
8	LEADERSHIP
9	INTRODUCTION
10	HISTORICAL FACTS
12	SIGNIFICANT EVENTS
15	CORE VALUES & PLEDGE OF SERVICE
17	DIRECTOR'S REPORT
22	CASE BANK DEPARTMENT
26	MEDICAL ASSISTANCE
32	SOCIAL SERVICES
41	CHILD SUPPORT AND PATERNITY
46	FRAUD INVESTIGATION
51	CHIEF OF ADMINISTRATIVE SERVICES
54	FINANCE DEPARTMENT
57	GENERAL SERVICES
60	HUMAN RESOURCES
63	HUMAN SERVICES COORDINATOR
65	LEGAL DEPARTMENT
69	MANAGEMENT INFORMATION SYSTEMS
75	QUALITY ASSESSMENT
78	TRAINING DEPARTMENT
83	IN MEMORIAM
84	APPENDIX A - ORGANIZATION CHART





## COUNTY OF MERCER

McDADE ADMINISTRATION BUILDING  
640 SOUTH BROAD STREET  
P.O. BOX 8068  
TRENTON, NEW JERSEY 08650-8068

BRIAN M. HUGHES  
COUNTY EXECUTIVE

TEL: (609) 989-6518  
FAX: (609) 278-4819

Dear Friends,

The Mercer County Board of Social Services (MCBOSS) assists Mercer County residents with a wide range of programs that provide food, shelter and health care, as well as providing education and employment to help people live in the community self-sufficiently.

During 2017, MCBOSS continued to play a vital role in the collaborative effort by County government and social service agencies to radically reduce homelessness in Mercer County. In fact, thanks to the work of MCBOSS and our other community partners, every chronically homeless person we identified in 2016 had a place to call home by 2017. And after many American citizens were forced to evacuate their homes as a result of the devastating effects of Hurricanes Irma, Harvey and Maria during the summer of 2017, MCBOSS provided cash, housing and food assistance to more than 70 families that relocated to Mercer County.

MCBOSS continues to work diligently to move the people it serves toward employment and independence through its partnership with the Mercer County Workforce Development Board and the One-Stop Career Center. In partnership with the One-Stop and the Department of Human Services, MCBOSS in 2017 implemented the YES – Youths Envisioning Success – program. The program's goal is to engage Work First New Jersey Temporary Assistance to Needy Families recipients between the ages of 18 and 21, and guide them to self-sufficiency by taking a holistic approach emphasizing the participants' involvement in pursuing a career path that will lead to success.

MCBOSS reflects the commitment of County government to improve the quality of life for all residents through dedicated service.

Sincerely,

Brian M. Hughes  
Mercer County Executive

# MERCER COUNTY BOARD OF SOCIAL SERVICES

200 WOOLVERTON STREET  
PO BOX 1450  
TRENTON, NJ 08650-2099

Jeffrey M. Mascoll  
Director of Welfare

TELEPHONE  
609.989.4494



Greetings Citizens and Friends!

As current Chairman and member of the Mercer County Board of Social Services for over twenty years, I am proud to present the 2017 Annual Report. The nine member Board works diligently to ensure that all assistance programs are administered properly and that the Board is consistently operating in the best interests of the community, clients and staff.

Along with featuring the many services and programs the Board provides to eligible Mercer County residents, the report will outline the operational and financial goals and objectives of the agency in the years to come.

With an average of 7,393 visitors to the agency each month, the staff works diligently to see that each person's needs are met. Customer service is the number one goal of the 492 employees who continually strive to treat each person with dignity and respect.

Each year the services and programs administered by the Board are assessed for quality control and then updated accordingly to the needs of the residents. The Board continually improves on its mission found on the Mission Statement and makes each guiding principle a priority.

I encourage you to take the time to read the 2017 Annual Report and in doing so you will be enlightened to the Board's continued record of excellence in meeting the social service needs of the residents of Mercer County.

Sincerely,

A handwritten signature in blue ink that reads "Charles Geter". The signature is fluid and cursive.

Charles Geter  
Chairperson  
Mercer County Board of Social Services

# MERCER COUNTY BOARD OF SOCIAL SERVICES

200 WOOLVERTON STREET

PO BOX 1450

TRENTON, NJ 08650-2099

Jeffrey M. Mascoll  
Director of Welfare

TELEPHONE  
609.989.4494



Dear Friends and Family,

Thank you for making 2017 a year of New Beginnings and Fond Memories! Still excited about being selected as your new Director, MCBOSS has achieved numerous milestones, chartered new territories, and has consistently exceeded my expectations. Overwhelmingly impressed, I am proud of our collective accomplishments. As we continue marching forward towards being Premier, we are off to a great start!

Mercer County Board of Social Services is a program centric agency and home to a human services line of thinking and management. On the road to Premier, I am excited about the integration of a 21<sup>st</sup> century corporate line of thinking. The development of a 3 year business plan, the introduction to bottom line accountability, and the movement towards a customer centric focus have all provided fresh perspectives towards conducting business. The unique blending of corporate business management concepts into the governmental arena has provided innovative new conceptualizations of the best of both worlds from which to build.

At this pivotal time in MCBOSS lineage, the reintroduction of the annual report is essential. This fundamental report will outline each department's achievements and highlight the work of Administration and Staff in executing the broad array of programs we manage. It will also serve to document and recognize significant milestones over the past 13 years. Finally, it will pay tribute to our beloved former director "Pat Magee".

As we continue into the New Year, I would like to acknowledge the ongoing commitment and dedication of our community partners. Thank you for your continued support and positive energy. Looking ahead, we will raise the bar in a number of areas to include customer focus, productivity benchmarks, and technological systems. Working in partnership, I continue to have hope about the future that the best is yet to come! Buckle up and Hold on Tight!

Gratefully yours,

A handwritten signature in blue ink, appearing to read "J. Mascoll", is written over a large, light blue circular stamp or watermark.

Jeffrey M. Mascoll  
Director of Welfare



# BOARD MEMBERS



**Front row, left to right:**

J. Delores Baker, Secretary-Treasurer, Jeffrey M. Mascoll, Director of Welfare, Charles Geter, Chairperson, Christine O'Brien, Vice-Chairperson

**Back row left to right:**

Roberto Hernandez, Keith V. Hamilton, Pasquale A. Colavita, Jr., Freeholder, Ann M. Cannon, Freeholder, Joshua Markowitz, Board Counsel, Annette Lartigue, Chief of Administrative Services, Jerell Blakeley

**Not appearing in photo:**

Arthur Sypek Jr., County Counsel



# LEADERSHIP



**Jeffrey M. Mascoll**  
Director



**Annette H. Lartigue**  
Chief of Administrative Services



**Christina Harcar**  
Social Services



**Linda Salay**  
Income Maintenance/Case Banking



**Margaret Lewallen**  
Medical Assistance & CSP



**Geralyn A. Schneider**  
Finance



**Delores Smith**  
Human Resources



**Lee E. Micai**  
Management Information Systems



**Sandra King**  
General Services



# INTRODUCTION

The Mercer County Board of Social Services (MCBOSS) has been serving the citizens of Mercer County since 1932. It was established under the authority of New Jersey Statutes Annotated (NJS) 44.

In New Jersey, public assistance programs are federally funded, state supervised and county administered. Therefore, county boards of social services are true intergovernmental agencies accountable to all three levels of government. This is an inherently demanding task given the varying focuses and mandates of the different government entities.

Federal law and state statutes require that the care of the poor be removed from the often conflicting interests of the political arena. This intention has been clearly illustrated in several ways, specifically, the Hatch Act (which limits MCBOSS employees' political activities), requirements that staff positions be part of the Merit System and be assigned to the classified service, and establishment of autonomous boards.

**The Mercer County Board of Social Services is committed to providing economic and social services to individuals and families residing in Mercer County based upon financial need.**

In order to meet its mission the agency has adopted the following guiding principles:

- \* Treat each person with dignity and respect.
- \* Strengthen families.
- \* Direct programs to address the entire spectrum of a family's needs, not just the discrete needs of individuals.
- \* Provide services that will protect those that are most vulnerable, i.e. elderly and children.
- \* Promote individual responsibility.
- \* Empower persons to move off assistance and toward independence.
- \* Make work more rewarding than assistance.
- \* Allow flexibility in programs to accommodate state, local and individual differences.
- \* Focus success measures on persons, not on processes.
- \* Use public funds efficiently.
- \* Build partnerships within the community.
- \* Build community.



# HISTORICAL FACTS

Members elect of the Mercer County Welfare Board met on February 19, 1932 for the purpose of forming a permanent organization. The meetings were held on the third Wednesday of each month.

## Members included:

- \* John O. Gretton, Freeholder
- \* Walter M. Carson, Freeholder
- \* Fred C. Beans, County Adjuster
- \* Marian Eckstein
- \* Winfield S. Fell
- \* Thaddeus Burns
- \* Elizabeth P. Disborough
- \* William Williams, Jr.

In February 1979, Mercer County Welfare Board, which was one of 21 County Welfare Agencies (CWAs) in New Jersey, changed it's name to Mercer County Board of Social Services.

## Who were our Directors?

- \* Thomas W. Yates
- \* Richard Dougherty
- \* Patrick Magee
- \* Dennis Micai
- \* Frank Cirillo
- \* Barbara Buckley - 1st female Director of MCBOSS
- \* Jeffrey M. Mascoll - 1st African American Director of MCBOSS, 1st Fiscal Officer to become Director of MCBOSS, 30 year Army veteran, rank: Colonel

## Who were our Deputy Directors?

- \* Helen Wolf
- \* Joseph Ramus
- \* Joyce Gallagher
- \* William R. Krisak
- \* Barbara Buckley



## **We have been in four buildings that were all located in Trenton, NJ**

- \* 545 South Broad Street
- \* 612 South Broad Street
- \* 120 S. Stockton Street & Front Street
- \* 200 Woolverton Street

The Child Support and Paternity Department (CSP) began in 1975 with the enactment of (Title IVD) of the Social Security Act for the purpose of establishing and enforcing support obligations owed by non-custodial parents to their children.

The Food Stamp Act of 1977 (PL 88-525) authorized the Food and Nutrition Service (FNS) to experiment with alternative methods for the delivery of Food Stamp Program (FSP) benefits. Hence, the Electronic Benefits Transfer (EBT) card took the place of food stamp coupons in August 1997.

In 1996, Congress passed the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) which led to federal changes in public assistance programs.

### **There were four stated goals:**

- \* Provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives
- \* End the dependence of needy parents on government benefits by promoting job preparation, work and marriage
- \* Prevent and reduce the incidence of out-of-wedlock pregnancies and establish numerical goals for preventing and reducing the incident of teen pregnancies
- \* Encourage the formation and maintenance of two-parent families

Consolidation of Municipal General Assistance Program with Mercer County Board of Social Services began in 1998 and was successfully completed in June 1999.

MCBOSS extended agency hours in 1999. The agency is open 8:30am until 8:30pm on Tuesday.

The New Card Registration Tracking System was implemented in 2000.



## Significant Events

- 
- 2005**
- \* Adoption of Domestic Partnership coverage
  - \* AFSCME Local 2285 and Local 3390 Labor Agreements approved from 1/1/2005 to 12/31/2008
  - \* Colocation of staff at Mercer County One-Stop Career Center location for Temporary Assistance for Needy Families (TANF) recipients
- 
- 2006**
- \* Colocation of Mercer County Office on Aging staff at Board offices
  - \* Temporary Assistance to Needy Families Reauthorization oversight committees formed
  - \* Employee Assistance Service Resolution with County of Mercer
  - \* Enactment of the Deficit Reduction Act
- 
- 2007**
- \* Employee Handbook developed as reference for new and existing employees
  - \* Mercer County Housing First Demonstration Initiative Collaborative formed
  - \* Resolution supporting state-enabled legislation for a Homeless Trust Fund in Mercer County
- 
- 2008**
- \* Donated Leave Program approved
  - \* Agency received U.S. Department of Agriculture's Payment Accuracy Award.
- 
- 2009**
- \* Ex-Offender Re-Entry Program being implemented at MCBOSS
  - \* Programs of All-Inclusive Care for the Elderly (PACE) Program implemented in Mercer County
  - \* Simplified Nutrition Assistance for Seniors (SNAS) initiated
  - \* AFSCME Locals 2285 and Local 3390 Labor Agreements approved from 1/1/2009 to 12/31/2012



- 
- 2010**
- \* State takeover of medical transportation services for Medicaid eligible recipients
  - \* Global Options Program introduced
  - \* Rapid Re-Housing Initiative Program initiated
  - \* West Windsor Township General Assistance Consolidation
  - \* Agency received U.S. Department of Agriculture's 2009 Payment Accuracy Award.
- 
- 2011**
- \* NJ Civil Service Commission consolidation of clerical titles
  - \* Pension and Healthcare Bill S2937 signed by Governor Christie
  - \* Disaster Supplemental Nutrition Assistance (D-SNAP) program instituted for residents impacted by Hurricane Irene
  - \* Agency received U.S. Department of Agriculture's 2010 Payment Accuracy Award.
  - \* Memorandum of Understanding for Medicaid Application/Redetermination Processing with New Jersey Department of Human Services
  - \* New Residency Law: known as the "New Jersey First Act" goes in effect
- 
- 2012**
- \* Mercer Case Banking Pilot initiated - General Assistance clients from case load to case banking
  - \* Family Housing Initiative Rapid Exit implemented
  - \* Disaster Supplemental Nutrition Assistance (D-SNAP) program instituted for residents impacted by Hurricane Sandy
  - \* Proposed "Going Green" agency initiative
  - \* Annual Residency Certification adopted in accordance with Mercer County Ordinance No. 82-9 and State residency law New Jersey First Act
  - \* State roll-out of Document Imaging Management System (DIMS)
- 
- 2013**
- \* Case Banking concept fully integrated into the Income Maintenance Department
  - \* Mercer's Rapid Re-housing Program receives recognition and attention from other states
  - \* Affordable Care Act National Legislation Enacted resulting in Medicaid caseloads increasing 250%
  - \* Supplemental Nutrition Assistance Program / PAAD Project initiated
  - \* AFSCME Local 2285 and Local 3390 Labor Agreements approved from 1/1/2013 to 12/31/2016



- 2014**
- \* Medicaid Expansion / Affordable Care Act open enrollment
  - \* Memorandum of Understanding regarding Administration of New Jersey's Medicaid and Children's Health Insurance Program instituted

- 2015**
- \* New Jersey County Welfare Agencies Leadership and Management Development Program conducted at Mercer County Board of Social Services
  - \* Affordable Care Act open enrollment
  - \* Emergency Assistance (EA) pilot
  - \* NJ-SNAP Tracking Program (SNAPTrac)
  - \* Qualified Income Trust applications were approved allowing clients to "age in place" as opposed to transferring to a nursing home

- 2016**
- \* Implemented Child Support Program (CSP) Intake Department
  - \* Social media and digital implementation developed to enhance customer service
  - \* Family Care increase in applications due to Affordable Care Act





# CORE VALUES & PLEDGE OF SERVICE

- \* We are: **A TEAM** - Maximize Diversity
- \* We are: **A FAMILY** - Family First
- \* We are: **LEADERS** - We love and care for each other
- \* We are: **PROFESSIONALS** - Meet / Exceed Expectations
- \* We have: **RESPECT** - Follow the Golden Rule
- \* We have: **INTEGRITY** - Do the RIGHT thing
- \* We have: **RHYTHM** - In order to hit our stride

**WE WILL SELFLESSLY SACRIFICE** - The Customer & The Agency come first

**WE WILL TRANSFORM** - Adaptive/Cohesive/Resilient

**WE WILL PLAN** - Early & Often to stay in rhythm

**SAFETY IS PARAMOUNT S.T.O.P.P.** - Stop. Think. Observe. Plan. Proceed.

## **OUR PLEDGE OF SERVICE**

- \* To service you in a timely, courteous and efficient manner.
- \* To provide you an opportunity to ask questions regarding benefits and programs or services that are available.
- \* To answer any questions regarding benefits, programs or services and have the program explained to you in a manner that will help you understand program benefits and requirements.
- \* To provide written notification if your benefits are reduced or discontinued.
- \* To keep all the information you provide private and confidential.
- \* To provide immediate and/or emergency assistance benefits where applicable. If you can demonstrate you are in immediate need when you apply, you have the right to immediate assistance while your application is being processed.
- \* To offer you the opportunity to examine your case file in accordance with the Open Public Records Act.
- \* To offer you a fair hearing if you disagree with any action taken on your case or the agency does not respond to your application.



# SPRING INTO SUMMER

**The MCBOS Motivational Charter revived an old tradition of unit decorating “competitions.”**

The event serves as a team building, morale boosting exercise throughout the agency in a fun and creative way. Each unit transforms their unit to fit the theme of the competition, some units join forces to create an even greater display. The collective ideas result in many visually stunning displays that the entire agency gets to enjoy. The event brings coworkers together that may not have much interaction in their day to day duties and helps form new bonds and expand the sense of belonging to the larger MCBOS family.





# DIRECTOR'S REPORT

**Jeffrey M. Mascoll**  
Director



The year 2017 has been a very exciting first year for me as Director of Welfare. It was a year of change, challenge and opportunity. Thank you for making 2017 a year of New Beginnings and Fond Memories! Throughout 2017, the Mercer County Board of Social Services (MCBOSS) embarked on new horizons and chartered new territories, all designed to reorient our journey due north. A new vision was developed and the staff embracing the challenge towards providing excellent customer service and becoming knowledgeable, resourceful, respectful and innovative in the full range of services available to the residents of Mercer County.

Strategic objectives in 2017 focused on employee engagement and were synchronized into alignment with the agency Mission. Some of the major accomplishments include establishing a set of agency core values; forming a steering committee; launching numerous charters designed to empower employees; developing a multi-year business plan; and creating a forward looking agency master calendar. Ongoing business initiatives included benefit processing; eligibility determination; operational support; cross training; and quality control reviews. All accomplishments to include the business plan are a work in progress and will be reassessed annually for their effectiveness and value added to the core enterprise.



## 2017 Year in Review

At the core, MCBOSS is a program centric agency and home to a human services line of thinking and management. I am excited about the introduction and integration of a 21st century corporate line of thinking. The development of a 3 year business plan, the introduction to bottom line accountability, and the movement towards a customer centric focus have all provided fresh perspectives towards conducting business. The unique blending of corporate business management concepts into the governmental arena have provided innovative new conceptualizations of the best of both worlds from which to build.

Exhibiting true “Employee Appreciation” and reestablishing “MCBOSS Pride” throughout the agency was another major objective in 2017. A little Thanks can go a long way. To that end, “Core Values” were established and a Steering Committee was developed to help steer and guide decision making throughout the agency. As a result, employee appreciation, recognition, and empowerment was launched in 2017 as a way of deepening and enriching the MCBOSS experience, empowering employees with purpose and pride, and aligning core values with our agency mission and objectives.

International Peace Day was another proud milestone at MCBOSS in 2017. The Cultural / Heritage charter of MCBOSS launched International Peace Day on 9/21/17 that had the effect of increasing sensitivity and awareness about diversity in Mercer County and unifying both our clients and employees towards our common humanity. A firm believer in the team concept and the power of diversity, MCBOSS recognizes that “Diversity Matters”! As we grow to accept, embrace, and celebrate our differences, yet acknowledge that at the core we are all truly the same, recognize that our diversity is truly an agency force multiplier.

Our ultimate charter and final destination is for every Mercer County resident to be classified as “self-sufficient”. This end state is on the horizon as evidenced by declining caseloads statewide in virtually every program area. In Mercer County, the Temporary Assistance to Needy Families Program saw a 9% caseload decrease; the Supplemental Nutrition Assistance Program a 3% caseload decrease; the General Assistance Program a 4% caseload decrease; the Medicaid Program a 4% caseload decrease; and the Child Support and Paternity Program a 5% caseload decrease. Furthermore, Emergency Assistance payments have significantly declined over the last several years. Despite these outwardly looking positive statistics, there still remain many challenges for our customers. To this end, our phenomenal staff work diligently on a daily basis to alleviate the barriers by providing services, supports, assessments, and intensive case management. Of note, during 2017 Mercer County participation rates increased 12% and customer visits to the agency decreased by 11% all a direct result of the innovativeness and resourcefulness of the staff.



During 2017, each department worked diligently to improve services to our customers. To list a few, as a result of the devastating effects of Hurricanes Irma, Harvey, & Maria, the Income Maintenance Department was able to provide direct Cash, Food, and Housing Assistance to over 70 families now relocated and living in Mercer County. The Finance Department implemented an internal audit capability designed to promote integrity and operational efficiency across the enterprise. The Management Information Systems Department focused on reorganizing into a Service Management Office to improve the quality of service delivery. The Social Service Department implemented the Youth Envisioning Success (Y.E.S.) initiative designed to help youth prepare for and secure sustainable employment. Ultimately, the Fraud Department underwent an intensive Federal review of the Treasury Offset Program (TOP) achieving commendable results and averting the decertification of the TOP program for the State of New Jersey. Each department's successes are too numerous to mention here. The follow-on pages of this report will outline for you a detailed 2017 review of each department.

## **Challenges and Goals for 2018**

Working together as a team, I am positive that we will continue to successfully tackle every challenge that lie ahead. Looking ahead, we will raise the bar in a number of areas to include customer focus, productivity benchmarks, and technological systems. We will continue working with our community partners to ensure we have integrated systems in place that promote self-sufficiency. Moving forward, we will take the lessons that we have learned from our experiences last year, and make things not only different, but better into the future.

Our first priority will be to revisit our business plan to ensure we are appropriately aligned and tracking for success. There will be distractors (IM and Fraud's Management Evaluation, Medicaid's PERM, DIMS Upgrade, etc.) However, we must maintain focus and remain true to our business objectives. Similar to 2017, we will charter into some uncharted territories in 2018! That said, I want to restate my commitment to improving the customer service experience, better communications with both internal and external partners, productivity improvements, and technological advancements.



## Challenges and Goals for 2018

An extract of our 2018 Business Plan Objectives are highlighted below:

- \* **Customer Service Improvements:** We must work to improve relations and communications with our customers. Customer surveys will be created and analyzed to calibrate how we are doing. We will analyze Physical and Call Center wait times.
- \* **Human Resource Initiatives:** We will raise the bar on new hires with deliberate hiring decisions made on the 90th day. Testing will be incorporated at various intervals to ensure program knowledge and expectations are retained. Seasonals will be incorporated from local colleges and we will revamp the employee evaluation form incorporating productivity benchmarks into the process.
- \* **Technological Enhancements:** A New MCBOS Website will be launched.
- \* **Productivity Heightening:** Bottom Line Accountability and Performance Standards will be developed based on department averages and ranges. We will strengthen the Training Department by establishing Training Subject Matter Experts (SMEs) and Liaisons. We will also develop a business plan that will expedite records management solutions.
- \* **Program Meeting Overhaul:** This meeting will be revamped to reinforce program centric discussions. Periodically, statistics will be analyzed and emerging trends identified.
- \* **Facilities:** A Continuity of Operations Plan will be developed and documented to ensure we fight through minor inconveniences and maintain a Customer Service Focus. Establish periodic landlord liaison with regard to contractual obligations.

In summary, this is the 2018 Business Plan. Working in partnership, I continue to have hope that the best is yet to come! Buckle up and Hold on Tight!

I am proud to present the Mercer County Board of Social Services 2017 Annual Report.



# THUNDER DAY 6/7/17



MCBOSS filled an entire section of the Trenton Thunder Stadium with scores of staff for the first annual "Thunder Day" to enjoy one of America's favorite past times and even given a jumbo Tron shout out by the home team.

The event also served as a mini reunion with many retirees attending. Once again the event provided a laid back environment where staff and family got a chance to mingle, reconnecting with friends from the past as well as building new friendships and further extending the every growing "MCBOSS family."





# CASE BANK DEPARTMENT



**Scott Thompson**  
Assistant  
Administrative  
Supervisor of IM

**Linda Salay**  
Administrative  
Supervisor  
of IM

**Ken Rogoza**  
Assistant  
Administrative  
Supervisor of IM

In 2012 the Intake Department and the Income Maintenance Department combined and transitioned into what we now officially call the Case Bank Department. While its handling of cases switched from a worker caseload based system to a central “banking” system in which the workload is maintained and spread more evenly throughout the department, the mission remains the same. The goal is to provide economic, nutritional and medical assistance to individuals and families of Mercer County in the most compassionate and expeditious way possible. The department consists of 3 areas; staff whose main function is interviewing customers who apply for services, staff whose purpose is to process and determine eligibility for benefits and clerical staff that provide valuable backup support. The programs administered by the department are the Work First New Jersey (WFNJ) Program which includes the Temporary Assistance to Needy Families (TANF) Program and the General Assistance (GA) Program; the Supplemental Nutritional Assistance (SNAP) Program; the Refugee Resettlement Program; the NJ Family Care Program and the Supplemental Work Support (SWS) Program.



- \* Temporary Assistance to Needy Families (TANF) - Provides time limited cash assistance to single adults or couples with dependent children subject to income and resource guidelines and other non-financial eligibility requirements.
- \* General Assistance (GA) - Provides time limited cash assistance to single adults or couples without dependent children subject to income and resource guidelines and other non-financial eligibility requirements.
- \* Supplemental Nutritional Assistance Program (SNAP) - Provides nutritional assistance to lower-income individuals and families who meet the financial and non-financial requirements of the program.
- \* Refugee Resettlement Program (RRP) – Provides cash to refugee families who otherwise meet the financial and non-financial requirements of the program.
- \* NJ Family Care – Provides medical coverage for single adults, couples and families who meet the financial and non-financial requirements of the program.
- \* Supplemental Work Support (SWS) – Provides employed customers receiving a partial TANF grant, the opportunity to withdraw from TANF and receive a \$200 grant along with the other post TANF services available, such as child care and transportation.

The department provides additional accessibility for our customers by stationing 2 full-time professional staff to assist customers at the following sites: Henry J. Austin, Capital Health at Hopewell and Capital Health at Fuld. Additional services are provided at the Rescue Mission one evening per week.

## **Challenges and Goals for 2018**

The agency's main focus as espoused continually by Director Mascoll is customer service. Whether it be providing a customer's benefit faster or reducing the wait time a customer spends in the reception area, the goal of the Case Bank department is to assure the customer's interaction with the Mercer County Board of Social Services is a pleasant one. Our pledge is to continue to do whatever is necessary to achieve this goal.



## Recent Initiatives

- 2009** The American Recovery and Reinvestment Act of 2009 (ARRA) issued a waiver which prohibited limiting the participation of Able Bodied Adults Without Dependents (ABAWDs) in the SNAP program. An ABAWD was required to meet certain work requirements to gain and maintain SNAP eligibility prior to this waiver. This state-wide waiver lasted several years. However, effective January 1, 2016 this statewide waiver expired. A person considered to be an ABAWD once again must meet special work requirements to maintain their SNAP eligibility.
- 
- 2012**  
**2013** The Affordable Care Act (ACA) 2012/2013, brought about major alterations to how CWA's process applications for Medicaid assistance. The ACA delinked the processing of eligibility determinations for Medicaid apart from other programs, such as TANF and GA. This action along with the abundance of new applications put a tremendous strain on the operations of the Case Bank Department. Only through new methodology and thought processes has the department been able to provide Medicaid coverage to the most vulnerable clients of Mercer County in an expedient time frame.
- 
- 2014** In 2014 the Federal Nutrition Service (FNS) identified the State of New Jersey as being deficient in the timely processing of SNAP applications. All 21 counties, along with Division of Family Development (DFD), who oversees the counties, implemented a Correction Action Plan (CAP) to identify the barriers that were prohibiting the counties from processing cases timely. After a 3 year effort, Mercer County received notification that we had exceeded our goal of 95% timeliness in processing of SNAP applications. It was through combined efforts of all of the staff in the Case Bank Department that our objective was met as we continue to maintain such high standards.
- Within the Case Bank a specialized unit that assists the Training Department was formed. The objective is to acclimate new Human Service Specialist staff to become better prepared to face the challenges inherent in servicing our customers through on the job training. Usually lasting up to six months, this "hands on" approach enables new staff to effectively blend into the department possessing the skills necessary to provide for our customers.
- 
- 2015** In 2015 New Jersey introduced a support system to assist the CWA's in the tracking of all SNAP cases called Snaptrac. The system was developed to further assist agencies in the timely processing of SNAP applications and recertifications as well as the monitoring of these cases. Later the system was renamed Onetrac and expanded to other programs, such as TANF/GA and Investigations.



# LONGEVITY AWARDS

## 35 YEARS

Marcia Foster  
Carol Hardifer  
Annette Lartigue  
Carl Markau

## 30 YEARS

Sheila Battle  
Portia Ellis  
Sharon Lee  
Charlene Longoria  
Robert Pintye  
Cynthia Ray  
Patricia Schwing  
Paulette Thorpe

## 25 YEARS

Lorna Colligan  
Montise Fields  
Carl Hunter II  
Roosevelt Kirkland  
Toni Paccillo  
Jean Marie Sexauer  
David Wentzler

## 15 YEARS

Christine Aiken  
Stephanie Ausmore  
Nadirah Austin  
Theresa Bray  
Ahshea Bright  
Wesley Burgess  
David Cox  
Carl Felton  
Deborah Garrett-Scott  
Tinika Gilbert  
Blanca Lagares  
Lenybel Lester  
Thereasa Locke  
Ikecia Mapp  
Stacy Micai  
Janita Ming  
Kalila Mitchell  
Kenneth Morales  
Lawonza Singleton  
Delores Smith  
Dana Thompson  
Aracelis Torres  
Tekonsha Upshur-Sykes  
Paula Ureneck  
Dmitry Vaks  
Tawanna Santos  
Sarita Wilson

## 10 YEARS

Maria Bennett  
LuCynthia Brockington  
Erin Clarke  
Hanaa Farah  
Jesse Franco  
Lyndsy Jones  
Daniel Little  
Gwendolynne McKithen  
Ericka Murray  
Joanne Pfleiderer  
Erica Velazquez  
Kimberly Weintraub

## 5 YEARS

Vanessa Aaronson  
Donald Crusen  
Dennis Galbraith  
Chanell Hardy-Taylor  
Christina Kidd  
Marvia King  
Kristal Klotz  
Shakia Little  
Khaim Perry  
Amy Raab  
Jahnvi Ringwala  
Maria Rossi  
Lynn Simone  
Candi Staton  
Sharon Thomas  
Joshua Turner  
Ibis Zenquis



# MEDICAL ASSISTANCE

## **Deborah Slabicki**

Assistant  
Administrative  
Supervisor of IM

## **Margaret Lewallen**

Administrative  
Supervisor of IM



Medicaid is the State and Federal funded medical assistance program for children and adults with low-to moderate income and resources. In New Jersey the Medicaid programs are all known as NJ Familycare and benefits are provided to most eligible recipients through health maintenance organizations. In Mercer County, applicants can select coverage from among five nationally recognized health plans: Aetna, Amerigroup, Horizon, United Health and Wellcare. Medicaid coverage in New Jersey is a comprehensive health insurance program that provides coverage for doctors, hospitals, prescriptions, various therapies, preventive care, and long term care coverage in the community or in a facility.

There are many different programs under NJ Familycare, all geared to serve different populations. Each program has different rules and regulations. Coverage is available for children, families, pregnant women, single adults and childless couples. Coverage is also available to elderly, blind, and disabled individuals in the community under the Medicaid Only, Jerseycare, Medically Needy, Workability, Hospice, and Breast and Cervical Cancer programs. Undocumented immigrants or immigrants with less than five years Legal Permanent Resident status may be eligible for coverage for emergency services under NJ Familycare if they meet all other Medicaid eligibility regulations. NJ Familycare coverage is also available through Managed Long-Term Services and Supports (MLTSS) for individuals in need of institutional level services while residing in a nursing home, assisted living or their own home. In Mercer County applicants choose their MLTSS coverage through one of the five health maintenance organizations or through the Program of All-inclusive Care for the Elderly (PACE). The local PACE provider is Life St. Francis.



The Medicaid program was expanded in New Jersey following the passage of the Affordable Care Act (ACA) in 2010. The expanded coverage was implemented on January 1, 2014. The number of New Jersey residents enrolled in a Medicaid program increased 23.5% from 2013 to 2015 and the numbers of active Medicaid recipients increased by over 500,000 statewide during that time-period. In Mercer County Medicaid caseloads increased by 250%.

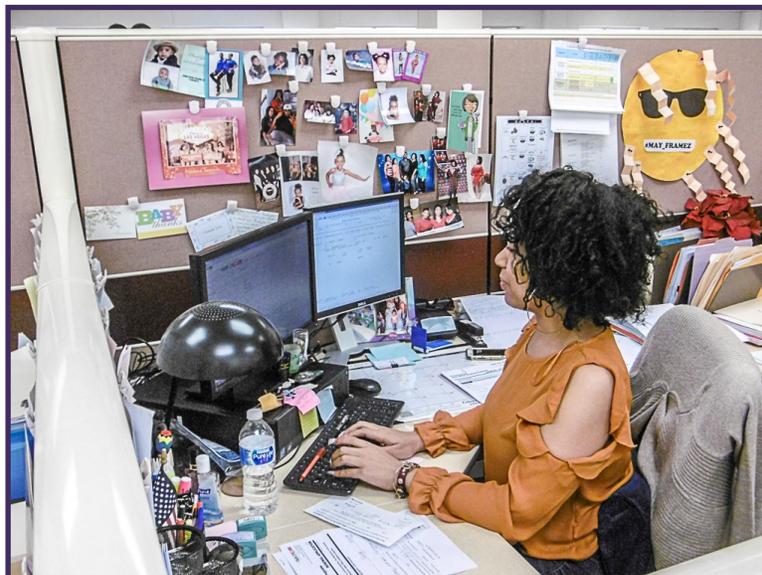
## 2017 Year in Review

The Medical Assistance Department gained new staff in 2017 and work assignments were re-distributed. In addition, a new Administrator and Assistant Administrator were appointed. Staff attended trainings at DMAHS on NJ Familycare, Trusts and Annuities, and general overview trainings on aged, blind and disabled Medicaid programs. There were procedural changes made in our agency regarding the assignment of cases so that NJ Familycare clients who also receive SNAP benefits had their cases transitioned from the Medical Assistance Department to the Income Maintenance Department. This transition helped streamline the work and simplified the application process for these clients as they now only need to contact one department regarding their benefits.

The staff in the Medical Assistance Department processed 5,887 new applications for coverage in 2017. They also processed 16,886 redeterminations and 14,540 changes on active NJ Familycare cases throughout the year.

As of December, 2017 there are 33,923 children; 23,022 adults; and 15,054 elderly/blind/disabled Medicaid recipients in Mercer County.

As 2017 began, the department was behind and processing work at only 77.54% current. They were able to eliminate this backlog over the course of six months and they finished the year 95.2% current in their work.





# 2017

## Statistics

# MEDICAL ASSISTANCE

## Processed

# 5,887

NEW APPLICATIONS

# 16,886

REDETERMINATIONS

# 16,886

CHANGES

## MEDICAID RECIPIENTS IN MERCER COUNTY

# 33,923

CHILDREN

# 23,022

ADULTS

# 15,054

ELDERLY, BLIND,  
DISABLED

## Backlog

As 2017 began, the department was behind and processing work at only 77.54% current. They were able to eliminate this backlog over the course of six months and they finished the year 95.2% current in their work.

# 77.54%

January 2017

# 17.66%

Increase

# 95.2%

December 2017



## Challenges and Goals for 2018

One of the more notable challenges we face is the upcoming Payment Error Rate Measurement (PERM) audit beginning in July, 2018. The State of New Jersey will be under the PERM audit which is conducted by CMS. One component of this audit will evaluate Medicaid eligibility determinations for accuracy. In preparation for this audit, Medicaid staff members are reviewing their work completed in 2017 to be certain the files are clear and complete in the event they are requested for review. Supervisory staff is also diligently reviewing all new eligibility determinations. It is our intention to pass this audit handily.

One other goal for the Medical Assistance Department is to request and receive the NJ Familycare applications for Mercer County residents that are currently being diverted to the State Vendor from the on-line application site. We anticipate receiving an additional 500 applications every month once this occurs.





## Over the years there have been many changes in the Medicaid program in New Jersey

Some of the more significant changes dealt with the scope of residents we were able to serve as well as restrictions and/or relaxations in the regulations we must abide by:

**2002** The NJ Familycare program saw cuts to services and the program was closed to any new adults who applied. The clients who had active NJ Familycare coverage were allowed to remain on the program.

**2005** The NJ Familycare program was expanded again to include coverage for single adults, childless couples, as well as parent and care-taker relatives so at that time we were able to provide coverage to more individuals.

**2006** Due to the enactment of the Deficit Reduction Act in February, 2006, stricter requirements were put in place concerning the verification of citizenship and identity for Medicaid beneficiaries. The lookback period for asset transfers for applicants applying for long-term care was also increased to five years.

Another significant change in 2006 was the switch to plastic ID cards for Medicaid beneficiaries. Clients no longer were issued monthly paper cards and instead were issued one plastic card to use at their providers. This improvement went along with technical improvements made at the provider level to facilitate verification of coverage.

**2009** The PACE program opened in Mercer County, giving disabled residents and residents over the age of 55 an additional option for Medicaid services.

**2013** Regulations were relaxed on verifying client's asset transfers if they had income less than 100% FPL. Clients with limited income who were seeking long term care services were given the ability to self-attest that they had not transferred any assets within the previous five years therefore a five year lookback would not be required on those cases.

In October, 2013 we started taking applications for the newly expanded Medicaid coverage available as a result of the Affordable Care Act. As previously mentioned, our caseloads increased by 250% as a result of the implementation of this Medicaid expansion.



**2014** Clients applying for long term care services were assigned coverage through Health Maintenance Organizations. The coverage became known as MLTSS, Managed Long Term Services and Supports. This ensured that every client receiving institutional level services had access to care management services in addition to all of the other benefits that an HMO provides.

**2014** Qualified Income Trusts were allowed. This change opened up the MLTSS program to residents living in the community as well as in Assisted Living Facilities. Prior to QITs, clients with income above the Medicaid Only Cap could only qualify for institutional level services in a nursing home. Once QITs were approved, clients had the ability to “age-in-place” rather than being required to move to a nursing home.

There are many different programs under NJ Familycare, all geared to serve different populations. Each program has different rules and regulations. Coverage is available for children, families, pregnant women, single adults and childless couples. Coverage is also available to elderly, blind, and disabled individuals in the community under the Medicaid Only, Jerseycare, Medically Needy, Workability, Hospice, and Breast and Cervical Cancer programs. Undocumented immigrants or immigrants with less than five years Legal Permanent Resident status may be eligible for coverage for emergency services under NJ Familycare if they meet all other Medicaid eligibility regulations. NJ Familycare coverage is also available through Managed Long-Term Services and Supports (MLTSS) for individuals in need of institutional level services while residing in a nursing home, assisted living or their own home. In Mercer County applicants choose their MLTSS coverage through one of the five health maintenance organizations or through the Program of All-inclusive Care for the Elderly (PACE). The local PACE provider is Life St. Francis.

The Medicaid program was expanded in NJ following the passage of the Affordable Care Act in 2010. The expanded coverage was implemented on January 1, 2014. The number of NJ residents enrolled in a Medicaid program increased 23.5% from 2013 to 2015 and the numbers of active Medicaid recipients increased by over 500,000 statewide during that time-period.



# SOCIAL SERVICES

## **Dawn Armstead**

Assistant  
Administrative  
Supervisor of  
Social Services

## **Christina Harcar**

Administrative  
Supervisor of  
Social Services



In 2017, the Social Service Department was involved in the provision of service in 10 program areas. These programs are designed to impact on the neediest clients covered under public assistance as well as those clients with the most serious need with the least resources.

## **Service Goals**

Mercer County Board of Social Services (MCBOSS), under statutory authority provides services to families with children and adult individuals for the purpose of minimizing dependency and maximizing self-sufficiency and prevention or protection from abuse, neglect and exploitation. MCBOSS works toward the coordination and integration of service systems.

## **Target Populations**

The primary recipients of services are those individuals or families who are most vulnerable and lack the natural support systems. This population includes: persons eligible for Temporary Assistance to Needy Families (TANF), Supplemental Security Income (SSI), General Assistance (GA) and all residents of congregate living facilities under the purview of the Rooming and Boarding House Act of 1979. Adults needing protective services and persons needing information and referral are served without regard to income.



Specific services are delivered in accordance with the needs and resources of each client, in the least restrictive setting. The basic social work methodology in these efforts follows the case management model of assessment, intervention through service provision or purchase, appropriate follow-up and timely termination.

The following represents a listing of the Social Service Programs available in 2017.

## **Adult Protective Services (APS) And Adult Social Services**

The Adult Protective Services (APS) component operates under a New Jersey Law passed in 1994. This program has regulations, legal mandates and a centralized statewide report registry. There is a statewide education, training and publicity program. The program accepts referrals for adults 18 years of age and older, living in a community setting, who are alleged to be abused, neglected (including self-neglect) or exploited. Services provided include investigations, supportive services, and legal services, including guardianship, conservatorship and power of attorney.

The APS program is funded by the New Jersey Department of Human Services, Division of Adult Services, through a contract between the Board and the Mercer County Office on Aging. This contract allows for funding of one Social Worker and provides limited funding for necessary services not covered by other resources or contracts. Supervisor and Social Workers are certified APS workers.

The APS Program addresses the needs of elderly and disabled persons needing services to remain safely in the community or to support their basic needs. Services range from direct intervention, such as assessment, counseling referral, linkages to other community agencies and purchase of services when there is need for home health aide, respite or other essential services to remain in the community.

MCBOSS contracts with the Department of Children and Families (DCF) and the Mercer County Office on Aging for funding in the area of Home Health Aide Services. The Board also allocates Block Grant funding to provide Home Health Aide services.

The Board also contracts with the Mercer County Office on Aging to provide Safe Housing Services, Family Caregiver Services and Emergency Response to those 60 years and older to ensure safe living conditions. The Board uses all funding received through the County and DCF contracts to purchase necessary services for the APS unit.



The workers in the Adult Protective Service Unit carry an average caseload of 200 cases per month. In 2017, 313 new cases were activated with 144 Information and Referrals received. The Adult Protective Service Unit of Mercer County is recognized throughout the state as a premier program; they continue to work tirelessly to provide this most vulnerable population with respect.

### **Rooming And Boarding Home Program**

Under the auspices of the Rooming and Boarding House Act of 1979, the Board is charged with the investigation of any allegations of abuse, neglect or exploitation concerning residents at Residential Health Care Facilities, Boarding Homes and Rooming Houses. The agency is also charged with outreaching residents to ensure that their rights are understood and offering services to meet their needs.

It is required, under Boarding House Act of 1979, that outreach must occur yearly for Rooming Houses, and twice a year for Boarding Home and Residential Health Care Facilities. A resident listing must be provided and appropriate information related to resident rights must be posted within the facility. The Social Worker must also ensure that the Personal Needs Allowance is properly documented by the owners of the Boarding Homes and Residential Health Care Facilities.

The workers are responsible to investigate any allegation of abuse, neglect or exploitation of the residents within the facilities. Results of the investigation are sent to the Department of Community Affairs and if necessary, to the County Prosecutor.

**In 2016 the APS Unit was awarded the SHINING LIGHT award by the Mercer County Interfaith Caregiver Program.**

**In 2017, Mercer County had 20 Rooming Houses, 10 Boarding Homes and 0 Residential Health Care Facilities, representing a total capacity of 756 senior center beds this is a huge change since the last annual report.**



## Emergency Assistance (EA)

Emergency Assistance provides emergency services to eligible TANF, SSI and GA recipients of Mercer County. Emergency services include, but are not limited to:

- \* Emergency housing, with an emphasis on keeping the family or individual in an apartment or house by assisting with the payment of back rent or mortgage, back utilities and temporary rental assistance.
- \* Emergency Temporary placement in shelter.
- \* Emergency food, clothing and/or furniture.

The Social Service Department is responsible to provide necessary emergency services to TANF, SSI and GA recipients.

## 24-Hour Homeless Hotline

In 2017, the Board contracted with the County of Mercer Human Service Department for the 24-Hour Homeless Hotline, to provide emergency placement, assessment and referral services to individuals and families who find themselves homeless in Mercer County.

The Hotline is managed by the Family Housing Initiative unit at the Board during normal work hours. After hours, Social Service staff are on call to assist Mercer County residents who find themselves homeless.

A one time emergency placement within a calendar year can be made for one night, or until the next business day, if a weekend or holiday is involved. As this is a short-term placement based on the assessment, appropriate referrals are then made in an attempt to help permanently resolve the problem.

In 2017, a total of 1503 calls were received by the Hotline. Of this number, a total of 643 people were placed for 1116 nights of placement.

**In November 2017, the State of New Jersey enacted a Code Blue Alert that provides shelter for at-risk individuals and families who are living outdoors, on the streets, in parks or in poorly insulated settings and who are at risk for weather-related exposure and possible death. The County through its Office of Emergency Management shall establish a procedure for issuing a Code Blue Alert when temperatures reach 25 degrees Fahrenheit or lower without precipitation; or temperatures reach 32 degrees Fahrenheit or lower with precipitation. MCBOS through the 24-Hour Homeless Hotline is the Code Blue agency for families in Mercer County who find themselves homeless during a Code Blue alert. The program is very new and no statistics have been calculated as of yet.**



## Work First New Jersey

Work First New Jersey is comprised of 18 staff whose primary function is to offer employment activities and assure that necessary supports are available to assist the customer in obtaining their goal of self-sufficiency. As well as providing these assurances, it is their responsibility to ensure that all activities are reported through OMEGA and E-Time.

Work First New Jersey is a work program with a financial benefit. This program was designed specifically to emphasize personal responsibility, instill dignity, promote self-sufficiency and pride through work, and strongly reinforce all parents' responsibilities for their child(ren) through strict enforcement of child support requirements. By placing work activities as a mandatory step in the eligibility process, the customer is encouraged to engage in the real world of work and learn to cope with this new responsibility as it relates to his/her family situation.

- \* **On November 1, 2017 the Social Service Department implemented Y.outh E.nvisioning S.uccess. (Y.E.S.!) This initiative was designed to help youth to prepare for and secure sustainable employment that would allow them to support themselves and their families without TANF. This initiative is being funded by Mercer County Office of Training and Employment. The contract funds one social worker who provides intensive case management to youths between the ages of 18-21 who are receiving TANF benefits.**

### The 1st Director's Award was presented to the coordinator of the Y.E.S.! Program.



Pictured from Left to Right: Dawn Armstead, Assistant Administrative Supervisor of Social Work, Charles Geter - Chairperson, Phillippa Taylor Jenkins, Social Worker, Jeffrey M. Mascoll, Director of Welfare, Christina Harcar, Administrative Supervisor of Social Work,



- \* In October 2017 Mercer County ranked #2 in the state for our participation rate which impacts funding.

The Board also has been involved in providing services to the TANF population through contracts and grants, based on specific targeted populations or the needs identified. The following represents a description of these services:

**Supportive Assistance to Individuals and Families (SAIF)** – The Social Service Department has 4 social workers to provide intensive services to TANF and GA customers who have reached their 5-year lifetime limit for receipt of benefits but who have been granted an extension for receipt of benefits.

**TANF/Sanction Compliance**- this is a contract funded by the Mercer County Office of Training and Employment. The contract funds two staff that are charged with re-engaging customers who have been sanctioned for non-compliance with WFNJ requirements.

**Roads to Success Program**- this program is to assist WFNJ TANF customers by providing varied transportation services. Eligibility for transportation services under this program requires customers to be in compliance with all WFNJ program regulations. This program was designed with the expectation that alleviating transportation barriers will increase participants' ability to obtain and retain employment.

Those services include the following:

- \* Vehicle Repair
- \* License Restoration
- \* Registration/Title/License Transfer
- \* Vehicle Insurance Payment
- \* Drivers Education Services
- \* Emergency Transportation Services
- \* Transit Passes
- \* Vehicle Related Issues: Impound/Recovery/Repossession Fees

The following transitional services are being provided to our Post TANF customers:

**Extended Work Pass**- a program designed to provide the post-TANF customer with a subsidized bus pass for up to six months following termination of their TANF benefits case due to earnings from employment.

**Transitional Child Care**- Provides childcare services for up to two years after leaving TANF due to employment.

**Supplemental Work Support (SWS)** - Provide a monthly work support to former customers who continue to maintain employment. An amount of \$200 per month for up to two years shall be issued if a participant agrees to voluntarily close their WFNJ/TANF case.

1,503  
Homeless  
Hotline Calls  
in 2017



## Over the years there have been many changes and accomplishments in the Social Service Department

### EMERGENCY ASSISTANCE

- 2006** The Voucher Processing Unit (VPU) was created changing the entire flow of EA payments. The VPU ensures the accountability of all emergency assistance.
- 2009** Mercer County Partners in the Homelessness System completely changed the strategy on ending family homelessness. MCBOS was a major part of that systems change. The County as a community decided to stop managing homelessness and instead to end it by shifting focus to permanent housing and away from shelter and transitional housing. Stabilizing families quickly in permanent housing with supportive service, rental assistance and focusing on self-sufficiency is the objective.
- 2010** MCBOS began a pilot program modeled after the Housing Now-Rapid Rehousing Program using 4 Social Workers working with 50 homeless TANF families.
- 2011** The Emergency Assistance/General Assistance (EA/GA) program relocated to the Social Service Department.
- 2012** Due of the success of the Rapid Rehousing Pilot program the Social Service Department restructured our EA units to address the needs of TANF homeless families. The Family Housing Initiative/Rapid Re-Housing (FHI/RR) unit was designed to work with all TANF homeless families from Intake to Termination. Since 2012 the FHI/RR unit has successfully moved TANF families from homelessness to permanent housing and self-sufficiency which is evident through the annual Point in Time survey. Everything that has been accomplished through this program has been done with no additional funding.
- 2015** The Social Service Department made more changes to provide more efficient, timely services to our customers. The Social Service Intake Unit was reorganized into a Family Service Unit. In 2015 there were three Family Service Units that provided housing related and case management services to Non-Homeless TANF families and all SSI customers with housing issues. The cases are driven by case number; the process begins at the intake level with each unit doing their own intakes. This gives a more intensive case management approach.

The Division of Family Development started an EA Pilot Program; Mercer County was the first county to be in the Pilot. This program changed the way EA units provided services. Every application for Emergency Assistance for TANF, SSI and GA which MCBOS approves needs the approval of an EA Pilot Reviewer. Along with this came the termination of the Housing Assistance Program/Housing Hardship Extension (HAP/HHE) PILOT programs which extended the EA time limit reducing the number of EA housing cases.



## WORK FIRST NEW JERSEY

- 2004** The Department of Human Services and the New Jersey Department of Labor and Workforce Development consolidated responsibility and authority for significant elements of the WFNJ program's work activities, previously administered by the DHS/DFD transferred to the Department of Labor. Therefore, a WFNJ unit was relocated from MCBOS to the Mercer County One Stop Career Center to administer the work activities to our TANF customers. The goal of the consolidation was to maximize opportunities for self-sufficiency, employment retention and career advancement for our customers.
- 2009** The Social Service Department received funding from the Division of Family Development to reorganize the Special Initiative Outreach Project. This initiative was designed to help increase the participation rate and the Board was required to change the duties of the Special Initiative staff. Three case managers focused on activities and services to enhance customer participation in the WFNJ activities. A secondary aspect of this initiative was to focus on customers who could be eligible for SSI, SSD or child support benefits; every effort was made to assist these individuals in securing those benefits, exempting the customer from the participation rate.
- 2012** The Social Service Department reorganized WFNJ unit to improve communication between the case managers located at Mercer County One Stop Career Center and the eligibility staff located at MCBOS. A decision was made to relocate an eligibility worker to the Mercer County One Stop Career Center. The goal was to designate one case manager to review attendance for all TANF customers in a work activity, and submit sanction referrals to the eligibility worker to process the sanction timely. The participation rate and ultimately funding for Mercer County were effected.





## Social Service Department Achievements

Mercer County Board of Social Services Housing Now/Rapid Re-Housing program is a nationally recognized program. The Board has presented this program at numerous conferences as well as to Homeless Service Agencies all over the country. In 2012, MCBOSS received the White House Champion of Change award for the outstanding work done in creating this program and the impact it makes on the community.

In 2016, the County of Mercer received the National Alliance to End Homelessness “When a Child Has a Home Award” in Washington, DC for the innovation of this and other programs for ending homelessness in the community. The mission is not complete until there are no homeless individuals and families in Mercer County.

In 2016, the APS Unit was awarded the SHINING LIGHT award by the Mercer County Interfaith Caregiver Program.

## Challenges and Goals for 2018

The Emergency Assistance program is a constantly changing program, but the goal of this agency is to provide the best services possible to the customers within the framework of DFD’s regulations. The commitment to Ending Homelessness in Mercer County has not changed; the commitment to the customers is to provide a safe and healthy living environment has also not changed. The Board will continue to be the “Champion of Change”, reinventing the EA department to meet the needs of the people of Mercer County.

## WFNJ

The Board’s goal is to be first in the state and to exceed the 50% participation rate requirement. In 2018, the goal is to bring new initiatives to the WFNJ customers in the areas of coaching and mentoring for career building.





# CHILD SUPPORT AND PATERNITY

## Deborah Slabicki

Assistant  
Administrative  
Supervisor of IM

## Margaret Lewallen

Administrative  
Supervisor of IM



The purpose of the Child Support and Paternity Program is to establish Paternity, Child Support and Medical obligations to provide financial security for children. All residents of Mercer County are entitled to receive services from the Child Support and Paternity Program Office. Families who receive WFNJ/TANF benefits are generally required to cooperate in establishing paternity and obtaining child support for children in the household. This provides the TANF customer population with a child support order which will provide financial self-sufficiency after a TANF grant is closed. Staff can also provide locate services for a minimal fee for County residents who do not receive other benefits through MCBOSS.

Child Support services are administered through the cooperative efforts of MCBOSS, the Superior Court Family and Probation Divisions, and the Sheriff's Office. Since this is a program that can only operate if all agencies work in a cohesive manner, MCBOSS hosted two Partnership meetings during 2017. At the first meeting in March 2017, representatives were in attendance from Family Case Management, DFD and MCBOSS. The second meeting was held in September 2017 and included staff from DFD, DCF, Family Case Management and MCBOSS. Due to the collaborative efforts from the different agencies, pertinent knowledge and information was shared among all. New working arrangements were developed which will prompt future meetings to be scheduled.



# 2017 Statistics

In 2017, the Child Support and Paternity Department at MCBOSS:

## Filed



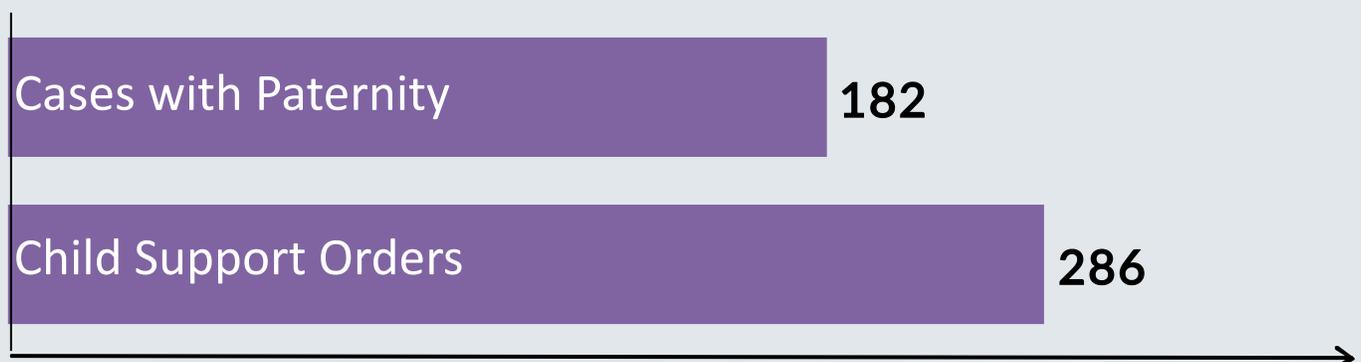
**2,928**

**INTERVIEWS  
CONDUCTED**



**TESTED AND  
CONCLUDED 100  
PLUS PATERNITY  
CASES**

## Established





## Financials FFY 2017

- \* Total Amount of Support Distributed as Current Support for Current Assistance Cases:  
\$639,661
- \* Total Amount of Support Distributed as Current Support for Former Assistance Cases:  
\$8,467,699
- \* Total MCBOSS Caseload:
  - \* 11,448 including Current Assistance, Former Assistance and Never Assistance
  - \* 1,225 Active Cases

NJKiDS is the advanced technology system which was introduced in 2009. This innovative and cutting edge system has improved and allowed the CSP program to streamline and expedite CSP services, not only statewide, but nationally. This sophisticated system provides tools that help staff perform daily data matching, guideline calculation, case management. This system along with great customer service set the framework for a successful program.

## 2017 Accomplishments

- \* CSP Intake Office became fully functioning, completing an average of 250 screenings per month. The implementation of this office was executed by recommendation of the DFD to ensure best customer service practices are upheld. In addition, the office was implemented to ensure cases are created in a timely and efficient manner and to ensure CSP guidelines are adhered to.
- \* MCBOSS Staff excels in New Jersey:
  - \* CSP Staff currently serve on the New Jersey Child Support Council and as faculty at the Annual Child Support Conference
  - \* CSP Staff awarded CSP Worker of the Year Statewide Recognition in 2003, 2009 and 2017
  - \* CSP Staff are currently chosen as Subject Matter Experts for CSI classes



## Challenges and Goals for 2018

- \* Manage Electronic Content Management(ECM) rollout with equipment in summer 2018
- \* Maintain department functionality despite loss of staff due to retirements and promotions throughout the Agency
- \* Serve our diverse and ever changing customer base and their families
- \* Adhere to and implement any New Federal Laws, regulations, programs
- \* Ensure staff adheres to all required safeguards and security standards established through the Data Security and IRS Publication 1075
- \* Electronic Content Management (ECM) and Record Retention
- \* Consent Conferences – CSP hearings held at local CWA’s
- \* Federal NPRM and Federal Performance Incentives
- \* UIFSA 2008 – processing of International Child Support Cases
- \* Future Partnership meetings with Family, Probation, DCPD and DFD
- \* Reorganization of staff and duties to adjust and improve procedures for an evolving Agency
- \* Outreach and continuous referrals and communication to TANF Bank in an effort to make a difference in families with diverse needs

In retrospect over the last decade, Mercer’s Child Support Department milestones include:

- \* NJKIDS 2009 Rollout
- \* Implementation of Electronic filing in 2016. Electronic filing of complaints was implemented in the 3rd quarter of 2017. This practice helps keep the department in compliance with DFD regulations and enables documents to be transmitted through NJKIDS.
- \* Rutgers Child Support Institute Training Attendance – Professional Development
- \* CSI CWA Mandatory Training Modules rolled out 2016
- \* Termination Law February 1, 2017 and its impact

**Over the last decade,  
Mercer’s Child  
Support Department  
milestones include:**

**NJKIDS 2009 Rollout**

**Rutgers Child  
Support Institute  
Training Attendance**

**Electronic Signatures  
and Electronic Filing  
of Complaints**

**CSI CWA Mandatory  
Training Modules  
rolled out 2016**

**Termination Law  
February 1, 2017 and  
its impact**



# FLAG DAY - 6/14/17

MCBOSS celebrated Flag Day with a special “Thank You” to their new Director, Jeffery M. Mascoll.

Mr. Mascoll has launched many new Employee Appreciation and Motivational activities since becoming Director in January.



The Mercer County Military Service Award was bestowed on Director Mascoll.

Mr. Mascoll served in the U.S. Army for 30 years. In May 2013, he retired at Colonel Rank. The staff also honored all veterans who currently are part of the MCBOSS family.





# FRAUD INVESTIGATION

**Regina N. Brodie**  
Senior Investigator

**Mark Stillitano**  
Supervisor of  
Investigations



The Fraud Department is required to conduct investigations under federal regulations to identify fraudulent activity. As a result of these client investigations, a determination is made to establish a claim for an intentional program violation or inadvertent household error. If there is substantial evidence and the case meets the monetary threshold, it may be referred to the Mercer County Prosecutor resulting in a possible Theft by Deception charge.

**Fraud Administration** – The Supervisor of Investigations manages the four units that comprise the Fraud Department and completes all internal investigations with the help of a Secretarial Assistant who compiles statistical reports. It is the position’s responsibility to ensure that the department adheres to the state and federal guidelines established to pursue overpayments. Guidelines cover the detection, identification, calculation, recovery, and administration of penalties for fraudulent claims. The Supervisor of Investigations also interacts with numerous government and law enforcement agencies.

The Senior Investigator in Fraud Administration supervises the Special Investigation Unit, assists the Supervisor of Investigations in planning, developing and directing the daily operations, and acts as a liaison to other government agencies. The position directs assignments and instructions to the supervisors concerning suspected violations of federal, state, or local assistance regulations. The position directly supervises, assigns and approves cases for nine investigators and two clerical staff. Monthly, quarterly and yearly reports are completed.



**FIS Intake** – This unit records and tracks the referrals that are generated from various internal and external sources. The staff in this unit is also responsible for the maintenance and security of the Fraud Record Room.

**Special Investigations Unit** – This unit proactively conducts front and backend investigations to detect, prevent and prosecute intentional program violations of the TANF, SNAP and Medicaid programs. The investigators conduct field and backend investigative work to establish the evidence to substantiate a claim. Staff also determine if lost or stolen checks should be replaced after locating and interviewing clients.

**Claims Determination Unit** – This unit calculates overpayments and inputs the claims on the Automated Budgeting and Claims System (ABACUS). The workers are responsible to do in-depth reviews of main case files to establish claims and then obtain signed agreements of repayment from clients. The unit also reviews the Investigation Tracking Management System (ITAMS) monthly Unemployment Benefit report and quarterly IRS Wage report for possible overpayments. If warranted, the unit reports necessary action items to the Case Bank of Income Maintenance.

**Claims Recovery Unit** – This unit collects outstanding claims that are owed to MCBOS through both voluntary and involuntary methods, converts non-fraud claims to fraud claims when administrative disqualification waivers and Hearing final decisions are received, transfers claims both in and out of county, and reviews Income Eligibility Verification System (IEVS) hits for Medicaid cases containing unreported income and resources. This unit also utilizes the ABACUS system to notate the client's case information and to run reports that assist in the collection of claims.





## 2017 Year in Review

Personnel from the Fraud Department participated in Joint Solution Design (JSD) sessions with state vendor Protech staff, State of NJ, Division of Family Development (DFD) personnel and other New Jersey CWA staff. The JSD sessions were conducted to create a subsystem of ONETrac, ITAMS. The statewide release of ITAMS occurred at the end of 2017. It provides a method of reporting investigations to the Food and Nutrition Service (FNS) and DFD. ITAMS provides an audit trail, automated reporting and a data match online log. ITAMS reduces the amount of excessive alerts identified in data matches and provides printed verifications. It will retain notes indefinitely through ONETrac.

FNS was threatening to decertify all twenty-one counties in New Jersey from Treasury Offset Program (TOP) collections. The MCBOS Fraud Department was audited by FNS to validate the February reconciliation. FNS checked for federally required information pertaining to TOP debts and claim files. DFD advised that FNS would base their decertification decision on the audit findings at MCBOS. Fraud Department staff worked diligently to ensure federal regulations were followed and claims were processed correctly. The department successfully passed the audit and prevented the TOP decertification, receiving exceptional feedback from the FNS staff. Staff then provided feedback and guidance to other counties.

## Challenges and Goals for 2018

- \* Continue implementation of the department's three year succession plan.
- \* Identify and develop motivated employees to create organizational strength for the future.
- \* Forecast specific needs and adjust organizational structure in the department to handle future demands.
- \* Solidify ITAMS roles to ensure maximum efficiency and effectiveness.
- \* Adapt to frequently revised and mandated federal and state regulations.

**1,381**

Referrals Received In 2017

**955**

Referrals Completed In 2017

**\$738,442**

Potential Projected Recovery Amount



## Summary of Activities

Claims Determination Unit		2017
<b>Total referrals received</b>		<b>1,381</b>
<b>Total referrals completed</b>		<b>955</b> <b>* (180 referred to SIU)</b>
	No Overpayments	330
	Suspended	372
	Recovery	253
Claims Established		253
	TANF	\$88,262
	FS	\$284,450
	GA	\$11,200
<b>POTENTIAL PROJECTED RECOVERY AMOUNTS</b>		<b>\$383,912</b>
Claims Recovery Unit		2017
<b>Total cases processed</b>		<b>7,615</b>
Medicaid (IEVS hits)		1,389
Disqualifications added to UAP		51
Waivers received and processed		49
Transfers In and out of county		78
Miscellaneous Actions: (Phone calls, ABACUS updates, Agency letters sent,		51
	Money collected by CRU	\$738,443
	SOIL	\$282,900
	TOP	\$455,543
	TANF Recoupments	\$21,021
	SNAP (Allotment Reduction)	\$204,646
	GA	\$8,919



Special Investigations Unit		2017
<b>Total new referrals</b>		
Front end		588
Back end		346
<b>Total completed referrals</b>		
Front end		615
Back end		365

The Fraud Department reviews the IRS and SSA Matches monthly. The IRS Match resulted in 6,501 client records being reviewed. Of those client records, 11,451 different resources had to be evaluated to determine whether resource limits had been exceeded. In total, 22 cases resulted in overpayments. The SSA Match required 126 cases to be reviewed. In total, 10 cases resulted in overpayments.

## Departmental Achievements

**2013** In 2013, the State of New Jersey, Department of Human Services, Division of Family Development (DFD) launched a Client Integrity Project involving SNAP retailers and trafficking investigations. MCBOS was one of five pilot counties for the SNAP trafficking project. Trafficking cases were identified through suspicious EBT transactions, social media monitoring by the Program Assessment and Integrity Unit (PAIU), whistleblower allegations and other sources. This project identified clients and vendors trafficking SNAP benefits, resulting in subsequent prosecution and penalties.

**2015** In 2015, the Fraud Department assisted the State of New Jersey, Department of Law and Public Safety, Division of Criminal Justice Office in investigating a NJ Department of Human Services employee. The case involved tampering or falsifying government records, official misconduct and theft by deception (SNAP) totaling over \$3,600. The investigation resulted in a criminal conviction and restitution.

**2015** In 2015 and 2016, the Claims Determination Unit and Special Investigation Unit identified and investigated a fraudulent TANF, SNAP and Medicaid case with the State of New Jersey, Office of Law and Public Safety, Corruption and Government Fraud Bureau, Division of Criminal Justice. The case involved falsified records from a Department of Children and Families, Division of Child Protection and Permanency employee totaling over \$80,000. This investigation resulted in a criminal conviction and restitution.



# CHIEF OF ADMINISTRATIVE SERVICES

**Annette Lartigue**  
Chief of Administrative Services



The Office of Administrative Services is a multifaceted work unit with responsibilities for maintaining a professional work environment and providing the necessary supports and tools for all segments of the organization to function at optimum level. The Office of Administrative Services coordinates the functions of Administrative Services, Quality Assessment, Fraud Investigations, General Administrative Services, Training, Management Information Systems, Facilities, and Security. The goals of each work unit are aimed at improving program services, systems, and work experience at the Agency. Administrative Services focuses on meeting the support needs of both customers and employees in a business like professional manner and on the innovative introduction of new concepts and technology into agency operations.



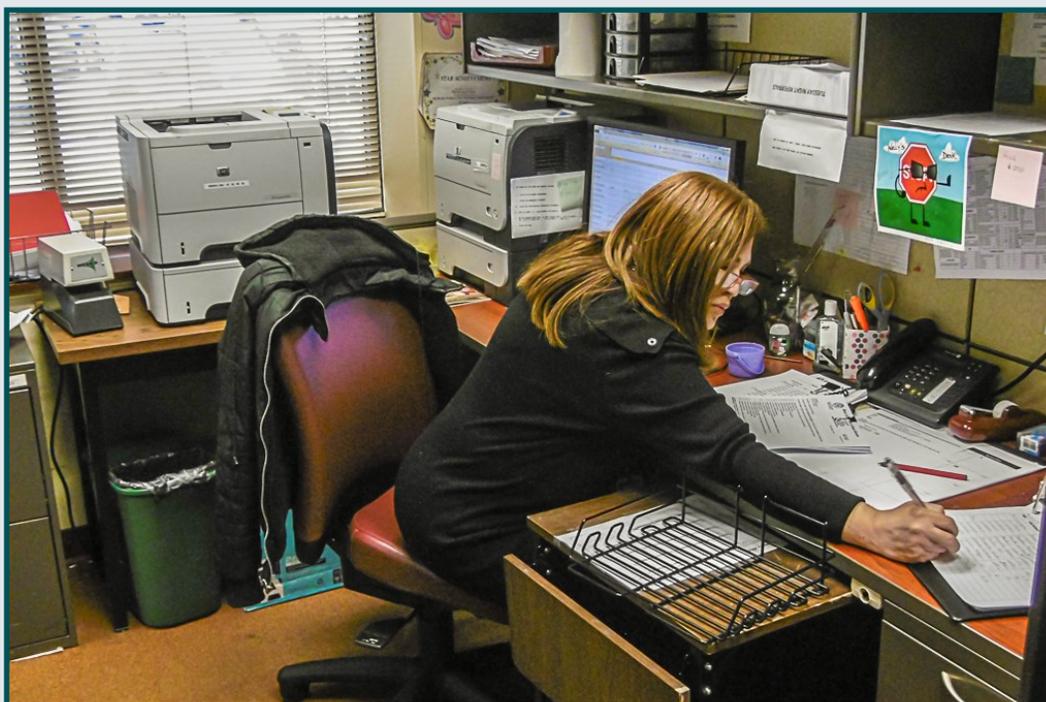


## Accomplishments for 2017

- \* Identified Best Practices to improve the overall efficiency of the agency.
- \* Began benchmarking to evaluate productivity.
- \* Reviewed the lease and partnered with NEXUS to upgrade and improve our facility.
- \* Partnered with Mercer ARC to provide cafeteria services for MCBOS staff.
- \* Completed major renovations in the Medicaid and Eligibility Support Unit (ESU) departments.
- \* Upgraded the parking area to ensure ADA compliance for the disabled.
- \* Instituted a succession plan inclusive of coaching, training and mentoring for the staff.
- \* Supported the implementation of digital strategy.

## Challenges and Goals for 2018

- \* Building and improving on our succession plan for advancement
- \* Instituting departmental reorganization plan
- \* Enhancing the digital strategies to meet the needs of program and overall agency operations
- \* Planning potential facilities relocation
- \* Ensuring contract compliance





# MCBOSS PICNIC - 8/5/17

MCBOSS employees came together not as coworkers, but as friends and family, for the 1st annual MCBOSS picnic. The event allowed everyone a chance to kick back and relax, take part in group activities and introduce their families to others, while having a great day filled with fun, laughter and comradery. The event provided an opportunity for us to bond on a more personal level and increase the sense of belonging to the “MCBOSS FAMILY”.





# FINANCE DEPARTMENT

**Blanca I. Lagares**  
Senior Accountant

**Geralyn A. Schneider**  
Fiscal Officer



The Finance Department has the responsibility for performing the accounting, budgeting and financial reporting activities for the Mercer County Board of Social Services. The supervisory duties are divided into three major areas: administration/payroll, client benefits, and child support and paternity/collections fiscal/bus pass.

## Accounting

The State Division of Family Development (DFD) mandates that the agency adhere to the guidelines and procedures outlined in their accounting manual, known as Ruling 12. The majority of receipts and disbursements are accounted for through the following six major accounts:

- \* **Administration Account** – Records activities for administrative expenses of the agency, such as salaries, employee fringe benefits, travel expenses, office expenses, and other administrative expenses. Various grant funds contracted to the agency are also maintained in this account.
- \* **Assistance Account** – Records payments for public assistance benefits known as Work First New Jersey. This account covers the Temporary Assistance for Needy Families (TANF) program and Supplemental Security Income (SSI).



- \* **Child Support and Paternity Account** – Records funds received and disbursed for the Child Support and Paternity Program. Child Support collections received from Mercer and other county probation offices, direct payments received from absent parents and third party recoveries are disbursed to clients or returned to the State to reimburse public assistance given to eligible clients.
- \* **Clearing Account** – Records funds received that represent a recoupment of various types of overpayments and recoveries that are subsequently reimbursed to the State.
- \* **Reach Account** – Records payments for transportation related expenses such as bus passes and payments for clients who are working or participating in employment related activities.
- \* **General Assistance Account** – Records payments for public assistance and emergency assistance for General Assistance clients.

## Budgeting

The annual agency budget process is a collaborative effort coordinated by the Director. The Finance Department prepares the final budget, which is reviewed and adopted by the Board. The approved budget is then forwarded to the State Divisions of Family Development and Medical Assistance and Health Services for approval. The county appropriation to the Board appears as a line item in the approved County budget. The Finance Department monitors budget expenditures on a monthly basis. The Budget process is increasingly more challenging given the allocation funding cuts sustained year over year for the past three years.

## Financial Reporting

The Finance Department prepares weekly, monthly, quarterly, and annual financial reports for internal use as well as external purposes. Reports are submitted for all major accounts to the New Jersey Division of Family Development. Expenditure reports are prepared monthly and quarterly for the agency's special grants. Monthly reports are submitted to the Board for their review and approval.

**\$60,075,480**

**Total 2017 Budget**



## 2017 Year in Review

This year was a significant transition period for the Finance Department. The Fiscal Officer of 10 plus years was promoted to become the Director of Welfare. The replacement Fiscal Officer transferred from another county, bringing needed experience to the position during the transition. Cross training of staff continued during the year which resulted in less down time and helped achieve greater efficiency and the elimination of one unit. An internal audit team was formed to review several grant and program reports for service levels and accuracy of data (Roads to Success Grant and FNS SNAP Fraud Claim Attestation). The Finance Department provided technical assistance and prepared expenditures reports on 12 special grants. The accounting software system was upgraded to the most recent application platform via a conversion, providing stability to the system of financial record.

## Challenges and Goals for 2018

The role of the internal audit team will be expanded to become more proactive in providing assistance to program review areas prior to external state/federal/audit reviews.

The computerized accounting system expansion to include the activities of the Assistant Account, General Assistance Account, Child Support, and Paternity Account, and the Clearing Account will be researched. The accounting system will be fully integrated with the budget process and the financial reporting system.

Internal control procedures will be reviewed and revamped to streamline efficiency without harming the control environment.

The W-9 and 1099 process will be updated to match the State system issuances with the MCBOS system issuances.

## Recap of Significant Changes Since 2004 Report Issuance

- \* Chapter 78 increased the employee portion of pension contributions incrementally, as well as a new requirement for employees to contribute towards health insurance premiums in a phased interval method. (6/2011 implemented 2012)
- \* Affordable Care Act mandated a new IRS Form 1095-C to be issued to all staff indicating monthly health coverage by member, as well as employer forms 1095-A and B.
- \* DFD Allocation Funding Methodology change from Cost Basis to 75% Caseload/25% Cost; resulted in funding cuts to MCBOS.



# GENERAL SERVICES DEPARTMENT

**Michael Danbury**  
Assistant Chief Clerk

**Sandra King**  
Chief Clerk



The General Services Department is comprised of essential clerical support offices that continue to provide the highest level of service to the customers of MCBOSS and its employees.

The General Services Department is led by the Chief Clerk and Assistant Chief Clerk. The department is responsible for facility management, maintaining the parking lot, and ensuring the security of the building remains a high priority. MCBOSS has security officers scheduled full-time to maintain the safety and security of the facility and the employees of the agency and its customers. In addition to the Administrative Office, the department consists of the Record Room, Case Processing, Eligibility Support Unit (ESU), Purchasing, Mail Room/Motor Pool, and Maintenance.

**Record Room** - maintains customer records for TANF,SNAP, CHILD SUPPORT, and FRAUD.

**Case Processing** - maintains customer records for applications taken for all Medicaid programs.

**Eligibility Support Unit (ESU)** - issues appointment letters to customers utilizing the ONETrac system. These appointments are for TANF/MEDICAID/SNAP programs. Additionally, ESU does the Bureau of Vital Statistics Verifications, Systematic Alien Verifications, and the State and Federal New Hire Verifications.



**Purchasing Department** - procures the supplies needed to perform agency operations. This office also maintains an active inventory to track the items in the building.

**Mail Room** - ensures that the incoming and outgoing daily mail is handled quickly and efficiently.

**Motor Pool** - maintains the fleet of vehicles.

**Maintenance Department** - handles the routine building maintenance, such as temperature regulation, paper recycle collection, and also coordinates building repairs with the landlord and other professional contractors as needed.

## Accomplishments for 2017

During the past 5 years, Record Room and Case Processing has transitioned to digital scanning of customer cases to a system called Document Imaging Management System (DIMS). DIMS was implemented at Mercer County Board of Social Services in 2013. For 2017, General Service staff scanned 2,116,032 pages and 1,051,771 documents. General Service staff also assist the Human Services Coordinator with Management Evaluations reviews and monthly Quality Control reviews.

## Challenges and Goals for 2018

The General Services Department expects to undergo some challenges as a result of implementation of the new DIMS system.





# THE GREAT AMERICAN ECLIPSE - 8/21/17

**MCBOSS employees take a moment to view a celestial marvel.**



- ⇒ No solar eclipse had been visible across the entire United States since 1918.
- ⇒ Not since 1979 had a total eclipse been visible anywhere in the mainland U.S.
- ⇒ The path of totality touched 14 states.
- ⇒ Mercer County was treated to a 70% partial eclipse.
- ⇒ Another total solar eclipse will cross the United States in April 2024.



# HUMAN RESOURCES

**Delores G. Smith**  
Personnel Officer



The Human Resource Department (HR) has a multi-faceted role at Mercer County Board of Social Services in partnership with the numerous departments within the organization and as a provider of services and support to the Board's employees.

Responsibilities in the Human Resource Department include, but are not limited to managing health benefits, time and attendance, personnel matters, civil service actions, leaves of absences, disciplinary actions and much more.

HR staff seeks to provide services that promote workplace guidance and professional development while firmly upholding the tenets of confidentiality, accountability and trust.





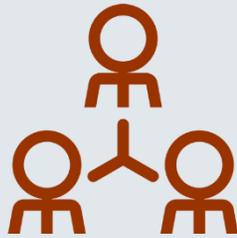
# 2017

Statistics

# HUMAN RESOURCES

## Received and Processed

**18**  
NEW EMPLOYEES  
HIRED



**73**  
PROMOTIONAL  
APPOINTMENTS



**39**  
SEASONAL ASSISTANTS

**10**

NJ CIVIL SERVICE PROMOTIONAL AND  
OPEN COMPETITIVE  
ANNOUNCEMENTS POSTED

**1**

INTERGOVERNMENTAL  
TRANSFER HIRED

**173**  
NEW EMPLOYMENT  
APPLICATIONS WERE RECEIVED





## Accomplishments for 2017

In 2017, the Human Resource department processed 173 employment applications which resulted in 18 new hires. There were 73 promotional appointments in 2017, providing career advancement opportunities to those who strive to do their best.

Additionally, 39 seasonal assistants were hired through the Board's seasonal employment initiative which gives an opportunity to college students to experience employment at MCBOSS.

In early 2017, the Human Resource department upgraded the Unitronix computer system, which increased productivity in work-flow within the department.

The Human Resource charter was created in 2017 to review and improve the department's best practices.

## Challenges and Goals for Year 2018

The Human Resource Department will be facing some exciting challenges for 2018; some of which include:

- \* Initiative to recruit "seasonal" staff from local colleges and universities with skills in areas of placement within MCBOSS.
- \* More active participation as a site for the Community Work Experience Program (CWEP) which brings Temporary Assistance to Needy Family public assistance recipients, who have an employment activity responsibility to MCBOSS to gain workplace experience with a goal of employment at the Board.
- \* Project to revise the employee evaluation process and evaluation tool.
- \* Research and provide feedback for the parameters of a new time management system and Human Resource Information System (HRIS).
- \* Institute in conjunction with the Training department a standard for new hires that will incorporate a 30, 60 and 90 day testing benchmark that will determine the permanent hiring decision having the expectation of maintaining the high quality of employee here at MCBOSS.



# OFFICE OF THE HUMAN SERVICES COORDINATOR

**Gerald De Lorenzo**  
Human Services Coordinator



The Office of the Human Services Coordinator operates under the auspices of the Director of Welfare.

The office is responsible for the management of all program related contracts at Mercer County Board of Social Services (MCBOSS). This includes contract development, negotiation and preparation. Currently there are fifteen program contracts and seven home health aide agency vendor contracts administered by this office.

The Human Services Coordinator also functions as the agency's American with Disabilities Act (ADA) Coordinator. The office is responsible for the management of the procedural process for providing services to individuals with disabilities under section 505 of the Rehabilitation Act and the American with Disabilities Act. This includes the provision of appropriate services to ensure equal access to programs to individuals with disabilities.

Program quality control is another facet of the office of the Human Services Coordinator. The coordinator acts as the quality control liaison for Temporary Assistance to Needy Families (TANF), New Jersey Supplemental Nutrition Assistance Program (NJ SNAP), New Jersey Family Care and Low Income Home Energy Assistance Program (LIHEAP)/Universal Service Fund (USF) programs whose responsibilities are to coordinate eligibility staff and monitor program compliance; which also includes the development of corrective action plans required to address any program deficiencies.



The agency's "Roads to Success" transportation program initiative is also administered through this office. This initiative is funded through a grant from the New Jersey Department of Human Services, Division of Family Development. The purpose of this program is to provide transportation related services to eligible TANF program recipients in an effort to promote and sustain self-sufficiency. The program has been in existence for over seventeen years and has seen many changes, both positive and negative, during that time.

In addition, the Human Services Coordinator is responsible to manage special agency projects that may arise.

## Accomplishments for 2017

One of the highlighted projects in 2017 included the Youth Career Connections Internship Program (YCCIP) where MCBOS, in partnership with Mercer County Office of Training and Employment Services, became a worksite to have interns, paid through YCCIP, work at the Board to enhance their employability skills. The program is a win-win for all!

## Challenges and Goals for 2018

Looking forward to 2018, there are several projects such as Medicaid's Payment Error Rate Measurement audit, New Jersey's SNAP program Management Evaluation and a mandatory fingerprinting initiative, to only name a few.

For 2018, the Board's "Roads to Success" program transportation initiative is seeking to expand to serve post-TANF individuals and provide a greater variety of services to eligible program participants.





# LEGAL DEPARTMENT

**Joshua Markowitz**  
Board Counsel



The Mercer County Board of Social Services Legal Department consists of seven part-time attorneys, one Paralegal Specialist and two clerical personnel.

Each attorney has specific assignments within the agency and is responsible for the following:

Joshua Markowitz - Chief Counsel to Mercer County Board of Social Services. Mr. Markowitz oversees the Legal Department and is responsible for all legal actions brought by/against the agency, attends all Board meetings advising the Board on all legal matters as well as assists management with personnel issues.

David Schroth - Child Support Hearings, Contracts and Legal actions taken against the agency.

H. Lee Wearing - Fair Hearings, Medicaid Fair Hearings and assists with subpoenas against the agency.

Kristine Walsh - Child Support Hearings and Open Public Records Act custodian.

Angelo Ferrante - Child Support Hearings, Summons and Complaints and WFNJ-PA-10D repayments.

Arun Lavine - Adult Protective Services cases including guardianships and Child Support Hearings.

Timothy Bauersachs - Child Support Hearings, all Child Support appeals as well as paternity trials.



Additionally, the Legal Department is responsible for all civil actions for fraudulent or administrative errors involving TANF/GA, NJSNAP, and Medicaid overpayments, Civil Rights actions, EEOC Complaints, Indigent Burial payments and Social Security recoveries.

## 2017 Year in Review

- \* 22 Administrative and Social Services Department contract reviews
- \* 17 paternity complaints filed
- \* 18 Uniform Interstate Family Support Act (UIFSA) hearings
- \* 517 Child Support orders established or modified
- \* 1,467 Child Support hearings
- \* 434 Indigent Burials
- \* 122 summonses and complaints for collections filed
- \* Collected through voluntary/ wage executions \$1,463,385 for overpayments of benefits
- \* 15 wage hearings
- \* 129 cases for Social Security recoveries \$588,294
- \* 10 cases Repayment of assistance (PA-10D) \$45,841

## Challenges and Goals for 2018

Our goals for 2018 are to increase revenue through civil actions and child support recoveries, to professionally assist the Board in all legal matters.





## FAIR HEARINGS

A Fair Hearing is a formal or informal procedure through which a WFNJ TANF/GA, SSI, SNAP, or Medicaid recipient may protest an adverse action or decision of the County CWA regarding eligibility, amount or manner of granting assistance.

The Board has one Paralegal Specialist/Fair Hearing Liaison who is responsible for conducting interviews, gathering evidence, collecting and analyzing relevant agency regulations and policy after the fact to facilitate the corrective action necessary to service both the client's and the agency's interest. The Fair Hearing Liaison responds to all client requests for fair hearings, which averages over 900 requests annually. The Liaison represents the agency at all fair hearings when legal counsel is not mandatory (counsel's mandatory when the client is represented by legal counsel). Fair Hearings include presenting testimony to the Administrative Law Judge pertaining to the case and the determination of client eligibility based on State of New Jersey regulations and policies. The goal at the Fair Hearing is for the Board to obtain a favorable outcome as it relates to the agency's actions.

### 2017 Year in Review

- \* Total Fair Hearing Requests - 974
- \* Total Hearings Held - 80
- \* Hearing Scheduled client failed to appear - 180
- \* Withdrawn at Hearing - 104
- \* Settlement at Hearing - 1
- \* Withdrawn - 444
- \* Actions Rescinded 27
- \* Abandoned Request - 23
- \* Requests denied - 32
- \* Affirmative actions - 24
- \* Reversed - 2



# INTERNATIONAL DAY OF PEACE - 9/21/17

Mercer County Board of Social Services hosted an International Day of Peace Event to celebrate the diversity of its employees and the citizens of Mercer County. Mercer County has a rich blend of cultures spanning the globe. Celebrating our diversity helps build a bridge to world peace.

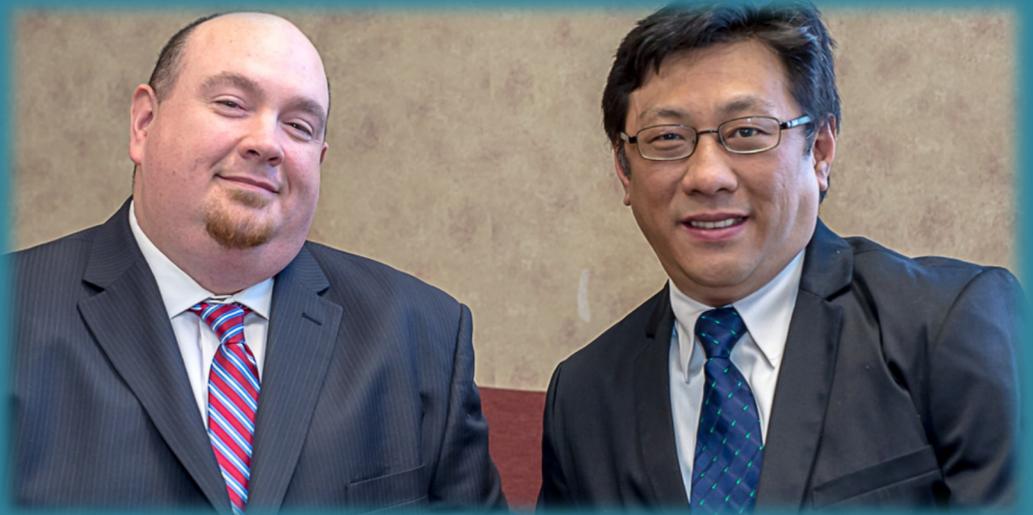




# MANAGEMENT INFORMATION SYSTEMS

**Lee E. Micai**  
Senior Systems  
Analyst

**Richard Wang**  
Data Processing  
Coordinator



The Management Information Systems (MIS) Department is the exclusive provider of information technology services to the agency and acts as a liaison to the State of New Jersey for its applications. The MIS department is comprised of a team of Network Administrators, Server Engineers, Application Programmers, Data Entry Machine Operators, Computer Operators, and User Support Specialist (USS). MIS operating units consist of Project Development, Helpdesk Support Center, Document Control, Data Entry, and Enterprise Services.

Our focus is to provide excellent service and to assure a strong technology foundation for today and into the future to meet the needs of the employees and customers of the Mercer County Board of Social Services (MCBOSS).

The Mercer County Board of Social Services is an Extranet Partner with the Division of Family Development (DFD) enabling the agency to leverage existing, emerging, and innovative technologies.

A Senior Systems Analyst (SSA) is responsible for ensuring cost-effective delivery of centralized support services. The SSA provides leadership, management, supervision and support for the department. The SSA is also responsible for, outsourced support services, vendor management, project management, preparing a yearly budget, expenditure management, and asset management.



A Data Processing Coordinator (DPC) oversees the daily operation and staffing of the Project Development and Enterprise Services Units. The DPC monitors ongoing performance and productivity, ensures Support Center procedures are followed and requests are escalated as necessary, identifies aging tickets and determine appropriate actions or escalations. Responsibilities also include escalating service outages and unresolved event notifications to the Senior Systems Analyst.

- \* Project Development Unit provides all in-house programming and application development.
- \* Enterprise Services Unit provides Tier II and III level hardware and software support, work closely with the network and infrastructure, maintain agency servers and services, including the provision of network administration services, deploys desktop solutions, provides patch management, and responds to project requests.

A Supervising Computer Operator oversees the Helpdesk Support Center, Document Control and Data Entry Units, administers security access to the building, agency computer systems and acts as the Security Administrator for all DFD applications.

- \* Helpdesk Support Center's functions to triage with end users and provide Tier I level hardware and software support. The Helpdesk Support Center's goal is to increase response time for reported problems.
- \* Document Control Unit provides archive and records management for computer documents, reprinting of reports, departmental clerical and statistical reporting, creates specific on-demand reports, and handles the department's mail receipt and distribution.
- \* Data Entry Unit provides support for state data entry needs including; General Assistance Automated System (GAAS), and the Family Assistance Management Information System (FAMIS). Voucher Payments are processed for the Income Maintenance, Social Service, Finance and Attorney offices. The unit keys records into the Wage Reporting System (WRS), Internal Revenue Service (IRS), Unemployment Insurance Benefits (UIB), and Social Security Administration (SSA) applications for the Fraud Department. Additionally, the unit maintains W-9 protocol for the agency.



## Departmental Achievements

As we reflect upon 2017, we recognize that much has been accomplished. This year our efforts have focused upon reorganizing the department into a **Service Management Office**, while continuing to enhance the value of information technology within the agency. The goal of the **Service Management Office** is to have an established **IT Service Management framework** that emphasizes quality of service delivery and focuses on the relationship with end users. The MIS management team worked to realign the department into service tiers and to focus upon the key service areas within the unit. MIS service areas consist of **Management and Administration, Information Security and Policy, Infrastructure and Operations, Application Development, User Services, Data Entry and Clerical**.

<b>Management and Administrative</b>	The Management and Administrative Office is responsible for the business operations of the department providing strategic planning, policy, budgeting, purchasing and project management.
<b>Information Security and Policy</b>	The Information Security and Policy group coordinates agency information technology plans with the State-level Office of Telecommunications and Information Systems (OIT), ensuring that all data processing systems are fully compatible and consistent with strategic guidelines for information processing.
<b>Infrastructure and Operations</b>	The Infrastructure and Operations team is focused on the core technology that support programs throughout the agency. This technology includes network engineering, systems administration, desktop management, database management, facilities planning, Tier II and III support, and multimedia services. They support a wide variety of computer system applications that are internally managed and/or remotely hosted.
<b>Application Development</b>	The Application Development groups' primary purpose is to create and maintain all in-house computer applications.
<b>User Services</b>	The User Services group supports agency computing by promptly resolving problems and delivering value added support services.
<b>Data Entry and Clerical</b>	The Data Entry and Clerical team prepares source data for computer entry by compiling and sorting information, processes source documents by reviewing data for deficiencies, resolve discrepancies by using standard procedures, tests system changes and upgrades by inputting new data and reviewing output and verifies entered data by reviewing, correcting, deleting, or reentering data.



## Accomplishments for 2017

- \* Developed a 3-year strategic plan aligned with the Director's mission, vision and core values.
- \* Deployed a digital signage solution, including multiple displays throughout the agency that alert customers and employees to important deadlines, program and service changes, emergency announcements, agency messages, events, frequently asked questions, and other items of interest.
- \* Implemented a Systems Deployment Appliance. The new solution includes configuration management, reporting, alert capabilities, and functionality to automate repetitive tasks making system provisioning, image storage, deployment, and management easier.
- \* Disseminated information about major outages and changes to applications via the new Systems Deployment Appliance to all end users.
- \* Established a Software License Optimization and Management program resulting in an annual saving of over \$31,000.
- \* Deployed a hybrid electronic mail solution utilizing Microsoft Exchange.
- \* Implemented standard operating processes for requesting assistance.
- \* Created a Service Catalog to document the 85 services delivered to the agency.
- \* Disseminated IT security tips and recommendations on the agency's intranet.
- \* Developed security policies to address management and protection of IT resources.
- \* Disposed of over 10,000 assets in accordance with government regulations.
- \* Analyzed the primary and secondary location network and server infrastructure to uncover potential vulnerabilities

3,774

TICKETS FOR  
ASSISTANCE  
ADDRESSED AND  
CLOSED



4,607

BUS PASS  
PAYMENTS  
PROCESSED



18,051

RECORDS KEYP



3,423

VOUCHER  
PAYMENTS  
PROCESSED



## Challenges and Goals for 2018

- \* Protect all computers from unwanted attacks from viruses, adware, spyware, and browser hijacking software with a concentration on cybersecurity and expanding the security and risk management program.
- \* Perform a network penetration test, which mimics a cyberattack
- \* Develop a Computer Security Incident Response Plan that will provide structured guidance for mitigating a successful cyberattack, and simulate phishing campaigns to assess risk exposure.
- \* Deploy a new IT Service Management (ITSM) solution that will give the department the capability to discover and track information about our assets across the agency.
- \* Introduce a redesigned website, improving communication between the agency and the public.
- \* Provide opportunities for end users to become technologically proficient.
- \* Develop a new project management standard at the requesting phase for major IT projects.
- \* Create a set of guidelines for IT service management with emphasis on best practices in the Information Technology Infrastructure Library (ITIL).
- \* Develop a new monitoring process modeled after the Project Management Institute's life cycle.
- \* Continue developing standard operating procedures.





# NEW JERSEY EMPLOYEE CHARITABLE CAMPAIGN - 10/31/17

MCBOSS uses Halloween festivities to help spur staff to participate in the New Jersey Employee Charitable Campaign (NJECC).

In 1985, the New Jersey State Legislature enacted a Law providing New Jersey State and Local Municipal employees the opportunity to contribute to a multitude of charities through payroll deduction. The NJECC is the only fundraising campaign authorized to solicit charitable contributions in the state/local municipal employee workplace. The NJECC is a direct way to help those in need sustain local, national, and international health, educational, environmental and social service organizations, and make a meaningful contribution to the community. Giving through the NJECC is cost efficient, 90% of every dollar contributed goes directly to programs and services. Only 10% of the total amount raised is used for administrative costs.





# QUALITY ASSESSMENT

**David Rimili**  
Senior Administrative Analyst



The mission of the Quality Assessment Unit is to promote effective and efficient service delivery at Mercer County Board of Social Services by applying expertise and knowledge in the areas of organizational development, program evaluation, process and practice improvement, and by optimizing technology and resources.

Unit responsibilities include providing ongoing assessment of various agency processes, developing methods to identify and rectify problem areas within various agency processes, conducting compliance reviews, and to administering the Random Moment Study (RMS). The RMS is a sampling plan that allocates expenditures for worker positions.

The Unit is comprised of the Senior Administrative Analyst, Senior Program Analyst, two Procedures Analysts, and Keyboarding Clerk 3.

The Senior Administrative Analyst is responsible for the following areas:

- \* Random Moment Study (RMS) Coordinator
- \* Custodian of Records for DIMS and Retention and Destruction
- \* Writing operational and program policies and procedures
- \* Conducting compliance reviews



## Accomplishments for 2017

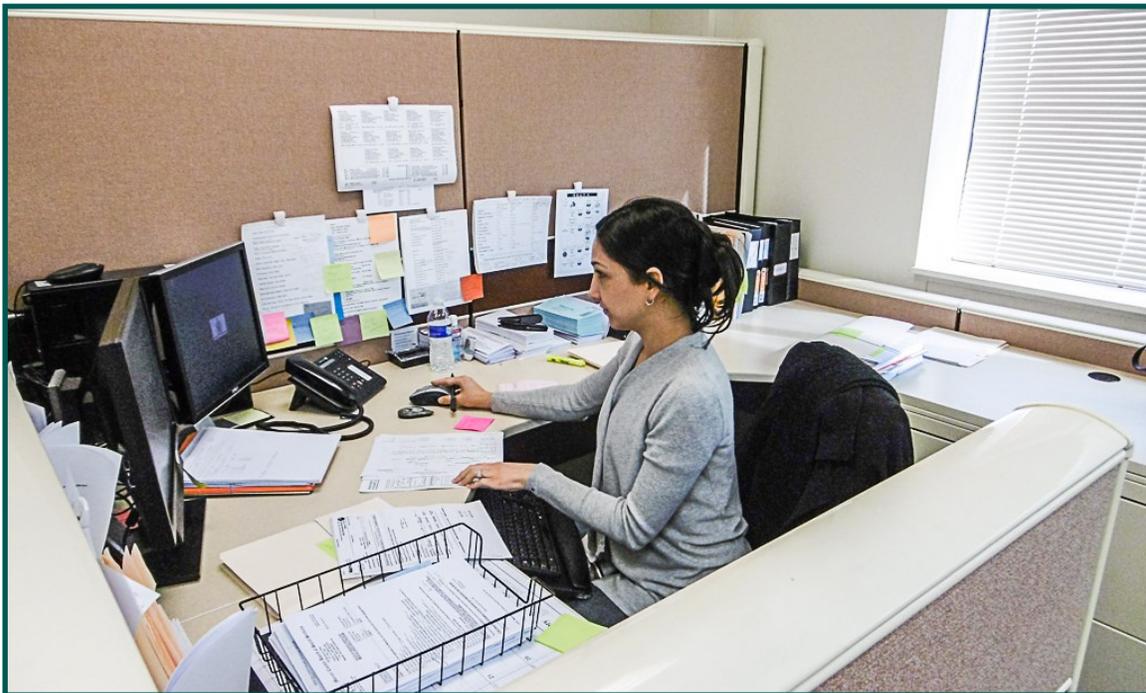
In 2017, the Quality Assessment Unit:

- \* Participated in requirement and Joint Application Development (JAD) sessions in January, at the State of New Jersey Division of Family Development (DFD), to automate the RMS
- \* Participated in a 2-month Pilot (February through March) to test and evaluate the RMS automated system
- \* Participated in meetings at DFD (April) to evaluate the process and make recommendations for fine tuning of the RMS automated system
- \* Created new Agency RMS procedures (May-June) and implemented the new RMS automated system (July 1st)
- \* Evaluated and created various agency policies, procedures and agency forms in collaboration with various departments
- \* Assisted in establishing the scanning of records in the Fraud Department and Legal Department
- \* Assisted Administrative General Services and Management Information Services department in updating the Record Room/Case Processing Records Tracking System
- \* Performed compliance reviews for Barrier Free Compliance, DIMS, and Indoor Air Quality Program
- \* Participated in DIMS software update development sessions, weekly status meetings, and user acceptance testing
- \* Generated and evaluated various telephone system reports on a monthly basis
- \* Revised the Serving the Community Booklet
- \* Updated the NJ211 database listing



## Challenges and Goals for 2018

- \* Assist in creating standards for the agency and criteria for the standards
- \* Create policies and procedures in conjunction with agency standards
- \* Improve process efficiency
- \* Ensure workflows are understood, implemented and meet the needs of the agency
- \* Perform value-added audits
- \* Implement corrective action plans
- \* Implement new DIMS software
- \* Develop new work processes to optimize new technology
- \* Develop an organizational model for continuous improvement.





# TRAINING DEPARTMENT

**Maria Wieger**  
Training Supervisor



The Training Department's primary responsibility is to provide training to professional and support staff in the various public assistance programs that are offered to the residents of Mercer County through Mercer County Board of Social Services. The primary program areas include WorkFirst New Jersey Temporary Assistance to Needy Families, WorkFirst New Jersey General Assistance, New Jersey SNAP, New Jersey Familycare and Child Support and Paternity.

The department's training professionals are not only responsible for training program staff, they are responsible for providing training on mandatory policies and procedures for the entire agency.

Continually changing program regulations, policy clarifications and revisions, and technology system enhancements all generate requests for training which creates a very challenging environment.

The training professionals and staff of the Training department are committed to continue to provide the very best training and staff development services and will remain ready and dedicated to assist the agency staff in serving the citizens of Mercer County.



## Accomplishments for 2017

In 2017, the training department conducted 497 in-agency training sessions of different program and policy areas for a total of 4,987 hours. Additionally, the department scheduled and arranged for 196 external training sessions with a various number of vendors and governmental agencies for a total of 985 hours.

During the past year, more program changes were examined in depth through in-service and out-service trainings. This engagement by our trainers helped staff stay current on such issues as Family Violence and ONETrac/ITAMS.

Also in 2017, the training office met the New Jersey State Mandatory training requirements for all employees with 100% attendance. These trainings included IRS/Federal Tax Information (FTI), Civil Rights, CSP Web-portal and National Voter Registration.

## Challenges and Goals for 2018

- \* Reinstating the professional development component offered by training staff in the area of Management and Supervision.
- \* Assisting the Human Resource Department to revise the employee evaluation process and evaluation tool.
- \* Instituting in conjunction with the Human Resource Department a standard for new hires that will incorporate a 30, 60 and 90 day testing benchmark that will determine the permanent hiring decision.
- \* Developing training and testing modules for new hires and promotional staff to ensure the greatest level of program competency.
- \* Focusing on extensive training for the new document imaging system.
- \* Implementing a procedure for paid external trainings.
- \* Continuing to maintain the agency's excellent working relationship with community organizations and civic groups through health fairs, job fairs, the agency "Serving the Community" booklet and the MCBOS BUZZ newsletter to provide program overviews, news of general interest and telephone numbers for helplines and hotlines.



# HOLIDAY GALA

The Director's office held its annual Holiday Gala Lunch. The event is hosted by the Director as a "Thank You" to our Board Members and all Administrative staff for a year of hard work.

*December 21, 2017*





# LIFE AT MCBOSS





# *In Memoriam*



*Patrick Joseph*

*Magee*

*12/20/1936 - 9/22/2017*



# *In Memoriam*

Patrick "Pat" Magee joined Mercer County Welfare Board in 1962 as a Case Worker.

In 1971, he became Deputy Director and in 1974, Director.

At 24 years, Pat is one of the longest serving Directors in the boards 82 year history.

On March 14th, 2004 the "PJM Room" was dedicated to honor the indelible impact Pat had on the agency.

A strong leader who guided the agency with passion and determination to make a difference in the lives of our customers and employees; he was especially passionate about helping our homeless population and worked tirelessly to improve their lives.

Pat's dedication to the citizens of Mercer County made him the personification of what it means to be a civil servant.

A staunch family man, devoted husband, role model father and cheerful grandfather;

Pat was fiercely proud of his Irish heritage with a wicked sense of humor and a love of telling jokes.

Much was learned under Pat's watchful eye, and his legacy of selfless service to the community continues to be the foundation of this institution's core values today, and every day, as we work to build the future Pat envisioned for his fellow citizens.

Pat was a man ahead of his time and a role model for all.

He is forever a proud part of the Mercer County Board of Social Services.





# **APPENDIX A**

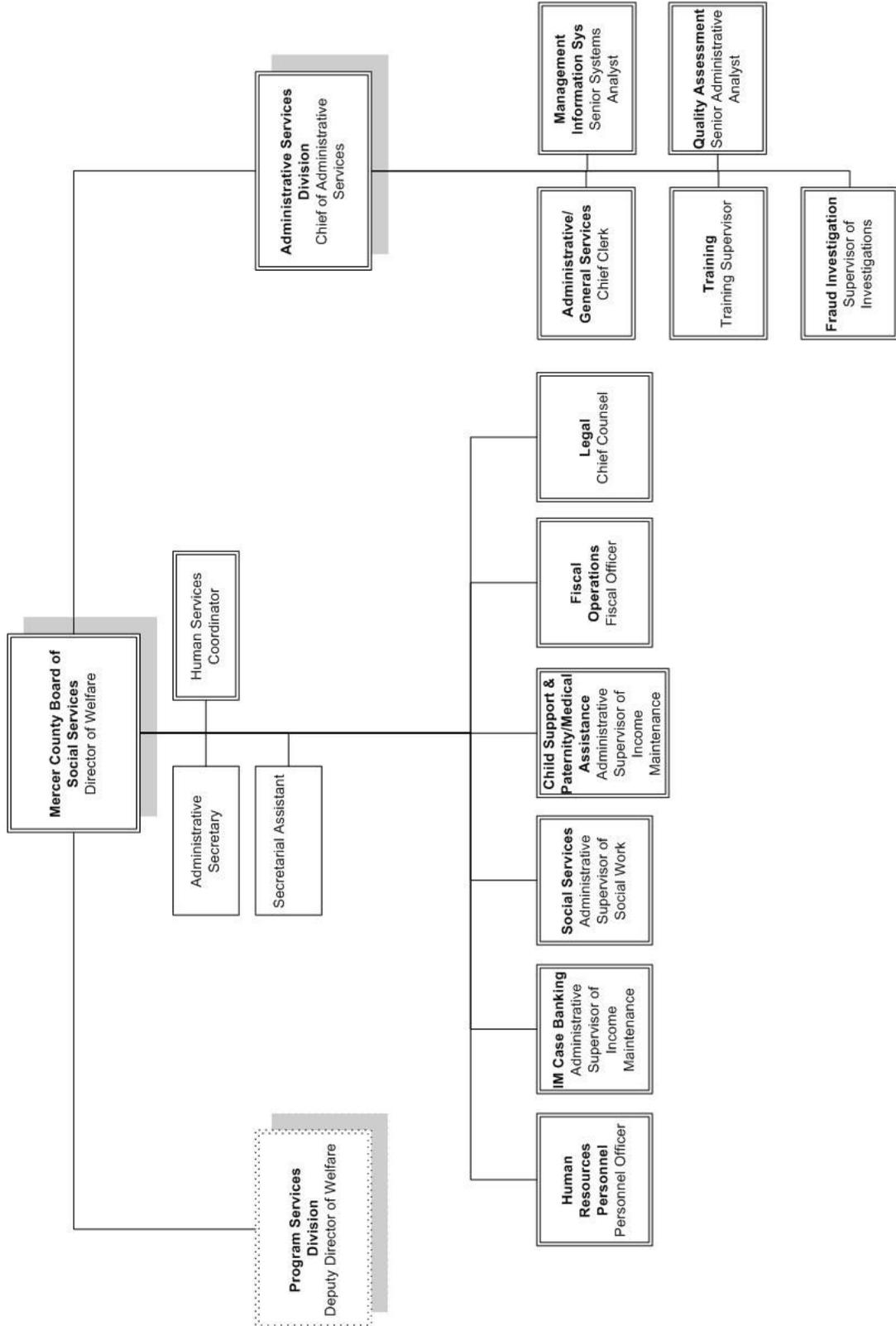
## **Organization Chart**



# ORGANIZATION CHART

FY 2017

## MERCER COUNTY BOARD OF SOCIAL SERVICES









## **Mercer County Board of Social Services**

200 Woolverton St  
Trenton, NJ 08611  
P: (609) 989-4320  
E: [mcboss@mcboss.org](mailto:mcboss@mcboss.org)