

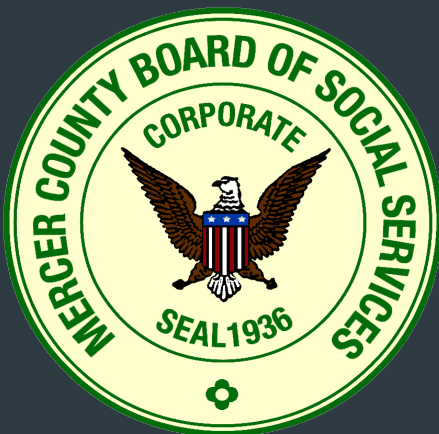


ANNUAL REPORT 2019



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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) aids Mercer County residents with a wide range of programs that supply food, shelter and health care, as well as providing education and employment to help people live in the community self-sufficiently.

During 2019, MCBOSS aimed to get Mercer residents on the road to self-sufficiency by providing clients with permanent housing solutions, giving them the training and skills necessary to obtain meaningful employment, while ensuring that people received not only the basic necessities that we often take for granted, like food and shelter, but also an array of supports such as child care, health insurance, transportation and emergency assistance.

Also, in 2019 MCBOSS was selected as one of six counties to take part in the Supplemental Nutrition Assistance Program (SNAP) Awareness Week Initiative. This effort was to raise awareness and connect families and individuals facing food insecurity with resources available in the community. This was carried out through connecting with partners throughout the community including Shiloh Baptist Church, St. Francis Medical Center and Grice Middle School, among others.

Through its 24-hour hotline, MCBOSS has provided temporary placement to County residents who were facing an emergency housing situation. Beginning this year, the Homeless Hotline Services have been merged into a statewide homeless hotline through the services of NJ-211. After placement, MCBOSS will continue to grant services as needed.

Year after year, the Mercer County Board of Social Services through its hard-working employees reflects the commitment of Mercer County government to improve the quality of life for all residents through dedicated service, and they have my most sincere thanks.

Sincerely,

Brian M. Hughes
Mercer County Executive

MERCER COUNTY BOARD OF SOCIAL SERVICES

200 WOOLVERTON STREET

PO BOX 1450

TRENTON, NJ 08650-2099

Christine O'Brien
Chairwoman



Jeffrey M. Mascoll
Director of Welfare

Greetings Mercer County Residents:

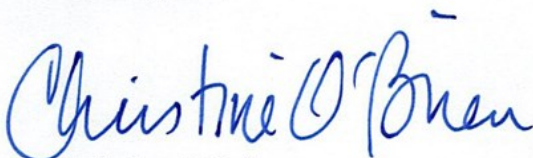
As current Chairwoman and member of the Mercer County Board of Social Services for over fifteen years, I am proud to present the 2019 Annual Report. The Board has been serving the vulnerable residents of Mercer County since 1932 and continually has made improvements in the scope and delivery of services to our customers. 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. Every customer is treated with dignity, respect, compassion and professionalism.

The nine members who serve on the governing Board of MCBOSS work diligently to ensure that all assistance programs are administered properly and that the Agency consistently operates in the best interests of the customers, community and staff. We have a fiduciary responsibility to the residents of Mercer County to use public funds prudently and efficiently.

This report highlights information on the various social services available to the residents of Mercer County and the manner in which these programs are administered. Whether a customer needs support with cash assistance, medical assistance, food assistance, or housing assistance, the Board and its staff are committed to improving the quality of life for all community members.

I encourage you to read the 2019 Annual Report and familiarize yourself with all the programs offered through the Mercer County Board of Social Services. Together with our community partners we strive to meet the needs of all Mercer County residents.

Best Regards,



Christine O'Brien

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 Family and Friends,

Despite its many challenges, 2019 was a year that gave me hope for the future! 2019 was a year in which Mercer County Board of Social Services achieved many milestones, embarked on new horizons, and consistently exceeded my expectations. We stand at a critical juncture in our collective efforts to meet our strategic goals outlined in our Business Plan. Thank you for making 2019 a launching pad for new systems and future successes!

Although MCBOSS is a program centric agency and home to a human services managerial line of thinking, I continue to be thrilled about the possibilities and the integration of a 21st century corporate line of thinking within the governmental arena. I have seen growth, development, and movement away from our historical platforms and a considerable effort has been made towards embracing technology and merging the best of both worlds. I remain committed in my desire to blend the best of corporate business practices inside the governmental operating environment.

I have also witnessed the maturing of the Charter Concept throughout the agency with employees empowered to take charge and responsibility of selected areas of interest beyond the programs they administer. We have also spent considerable time and landed on a formulary for sustained success in our electronic filing of cases and redeterminations. I thank the staff for their continued hard work in tackling areas needing improvement and emerging with newfound solutions!

MCBOSS is constantly evolving and reshaping ourselves as we look to deliver the best service to our customers possible. I would like to acknowledge the work of our Board and the dedication of our community partners as we enter the New Year. Without your support, our journey would be considerably more difficult. I am confident that MCBOSS is well equipped to tackle any and all challenges that lie ahead. Thank you and Best Wishes to all as we enter into 2020!

Gratefully yours,

Jeffrey M. Mascoll
Director of Welfare



BOARD MEMBERS



Front row, left to right:

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

Back row left to right:

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



LEADERSHIP



Jeffrey M. Mascoll
Director



Annette H. Lartigue
Chief of Administrative Services



Gerald De Lorenzo
Human Services Coordinator



Christina Harcar
Social Services



Linda Salay
Income Maintenance/Case Banking



Margaret Lewallen
Medical Assistance & CSP



Delores Smith
Human Resources



Geralyn A. Schneider
Finance



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 (NJSA)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 interest of the political arena.





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.



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.

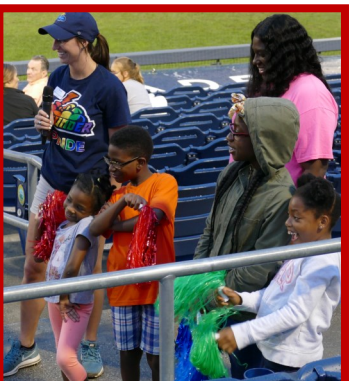
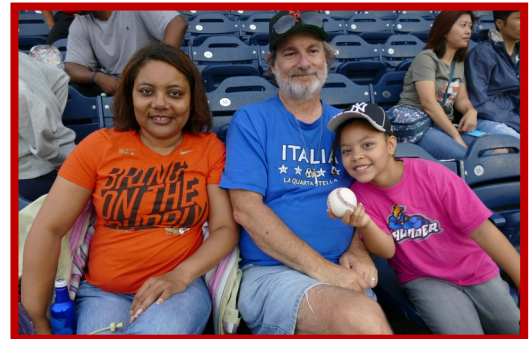
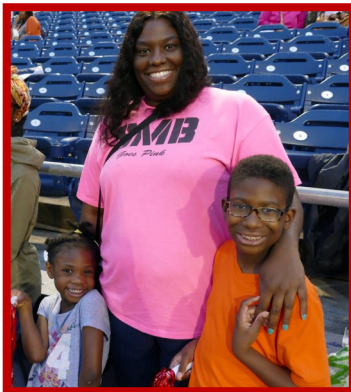
The New Card Registration Tracking System was implemented in 2000.



THUNDER DAY JUNE 19, 2019



Thunder Day was an astounding hit for current and retired employees and family members. On this evening we came together not only as past and present co-workers but as a group of friends and family enjoying the nation's favorite past time.





DIRECTOR'S REPORT

Jeffrey M. Mascoll
Director



2019 was a fantastic year here at Mercer County Board of Social Services (MCBOSS). Every year presents its own unique challenges and opportunities. We forged ahead with our Business Plan. We remained true to our Core Values. We are proud of all our successes and pleased to be able to share some of the highlights here with you.

Thank you to the hard work of all our talented Teams! Thank you to our incredible Workers, Supervisors, and Administrators! I hope that this year has been rewarding, joyous, and a growth opportunity for you. Please review the statistics and photos provided in this annual report. You will find them insightful in better understanding the full range of services available to the residents of Mercer County.



2019 Year in Review

Let's take a look at what we actually did. At the core, MCBOSS is Missioned and Purposed to providing benefits and services to the citizens of Mercer County, thereby enriching their lives individually and collectively. This was significantly strengthened in 2019 by the enhancements and fine-tuning of our New "MCBOSS.Org" Website. This new website vastly improved communication and collaboration with our customers and partners. Additionally, an internal survey was distributed to enable us to introspectively look at ourselves and, using this data, define our path forward. Our diversity was highlighted as one of our strengths. MCBOSS will continue to capitalize on our strengths through improved interactions and relations with each other.

MCBOSS knows that our employees are our most valuable asset. The major themes of "Employee Empowerment", "Employee Appreciation", "MCBOSS Pride" continued on in 2019 through the Charter Concept. The intent is to enrich and deepen the MCBOSS experience for all employees through employee-led participation. The ALL IN presentations and Cancer Awareness Walk were both small but significant examples of this long term strategic transformational movement.

MCBOSS continues to be a leader within the county and across the state. Significant effort was expended raising the technological bar. A new Human Resource Information System and Time and Attendance system is envisioned to be fully implemented shortly. Furthermore, a new formulary to reduce the backlog and keep pace with our electronic recordkeeping was implemented resulting in the formulary being validated by year end.

MCBOSS is a program centric social service agency and extreme pride is taken in delivering 1st rate quality programs and services. Program leadership and execution remains a strength of the agency. The agency remains in the top tier of statewide program statistics. Annual audits reveal few if no corrective action measures necessary and the agency continues to pilot new programs for the state. Each department's successes are delineated in the following pages of this report. In the final analysis, our ultimate goal is for individuals and families in Mercer County to be provided the necessary services for them to be classified as "self-sufficient".





Challenges and Goals for 2020

MCBOSS will continue doing the right thing for our customers and employees. We will continue to ensure that our strategic plans and priorities create value for the taxpayers and residents of Mercer County. The agency will remain focused on addressing the critical needs of the public and those most vulnerable living in Mercer County. Past accomplishments and future goals and objectives will be reassessed annually. We will continue emphasizing a culture of integrity and acting in accordance with our core values. Priorities will be monitored quarterly, more frequently if necessary, and be reestablished based on emergent business requirements.

The team concept, along with a diverse and inclusive organizational culture, anchored around core values will be the key driver of our future success. We will continue to look for ways to raise the bar working with our community partners to promote transparency, accountability, and operational efficiency. I am confident that we will continue to successfully tackle every task and conquer every challenge that lay ahead.

The business plan for 2020 clearly articulates our goals and objectives for the year ahead. We will continue working at improving the customer service experience, better communications with both internal and external partners, productivity improvements, and technological advancements. In addition, we are looking at developing a “Building The Bench” Supervisor Training Program for long term succession planning.

An extract of our 2020 Business Plan Objectives are highlighted below:

- * Implement New HRIS and Time Management System
- * Conduct telephone survey to improve service in Call Center
- * Research a New Customer Relationship Management System
- * Implement “ALL IN” approach to sustaining electronic filing of records
- * Develop “Building the Bench” Quarterly Supervisor Training Program
- * Revisit Agency Policies on a Quarterly basis

Reinforce Program Centric Discussions to Identify trends in program statistics

I am proud to present the Mercer County Board of Social Services 2019 Annual Report.



CASE BANK DEPARTMENT



Scott Thompson

Assistant
Administrative
Supervisor of IM

Linda Salay

Administrative
Supervisor
of IM

Ken Rogoza

Assistant
Administrative
Supervisor of IM

Case Bank's purpose is to service the residents of Mercer County who are in need of economic, nutritional and or medical assistance. State mandates require all regulations are followed when determining eligibility for all programs, including expediting eligibility for New Jersey Supplemental Nutritional Assistance Program (NJ SNAP). The Department services our customers with the utmost compassion and efficiency. The programs the department administers are the Work First New Jersey Program (WFNJ) which includes the Temporary Assistance to Needy Families (TANF) Program and the General Assistance (GA) Program; the NJ Familycare Program and the Supplement Work Support (SWS) Program.



Within the Case Bank department there are 13 eligibility units, consisting of over 100 professional staff whose responsibilities range from interviewing customers applying for benefits to those that evaluate and determine eligibility for said programs. Approximately 40 clerical staff provides immeasurable support to eligibility staff. In addition to the main office, the department provides accessibility for customers by stationing 2 full-time professional staff to assist customers at the following sites: Henry J. Austin Capital Heath at Hopewell and Capital Health at Fuld as well as at the Rescue Mission.

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.

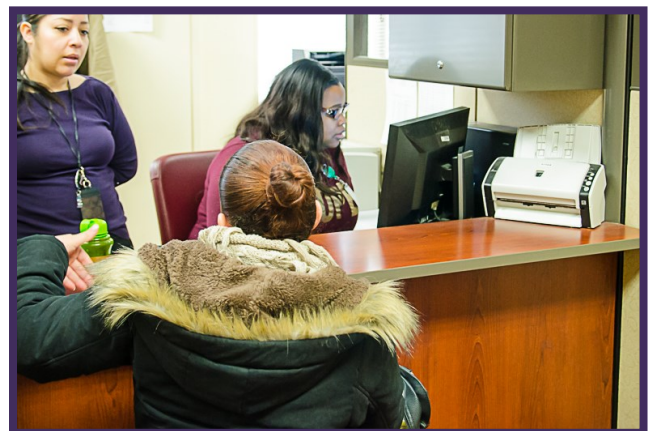
General Assistance (GA) – Provides time limited cash assistance to single adults or couples without dependent children subject to income and resource guidelines and other non-financial eligibility requirements.

New Jersey Supplemental Nutritional Assistance Program (NJ 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 Familycare – 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 post-TANF services available, such as child care and transportation.



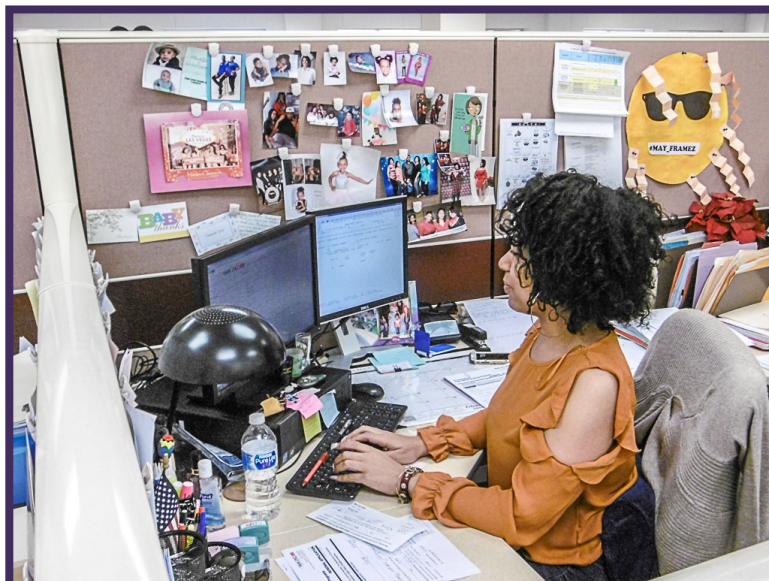


Department Achievements in 2019

- * The Case Bank department has consistently met the program requirements in the timely processing SNAP applications.
- * The department has made improvements in the overall efficiency in the timely processing of recertifications and redeterminations
- * Hourly interpreters have been hired to meet the growing need to service Spanish speaking clientele.
- * The department's Call Center has showed improvement in both wait time and efficiency-the Call Center is under periodic review to improve customer relations

Challenges and Goals for 2020

- * Continue to expand the use of the State's Onetrac system in the processing of NJ SNAP applications and redeterminations.
- * Evaluate/modify the structure of the Case Bank department to meet the needs of Senate Bill 499 which requires a more stringent timely processing of all Medicaid applications.
- * Assist the Medicaid department in securing bonus funding by accomplishing the requirements of the above mentioned Bill.
- * In conjunction with the Medicaid Department, prepare and meet the requirements of the upcoming PERM Audit.





2019

Statistics

CASE BANK DEPARTMENT

THERE ARE **13,937 SNAP HOUSEHOLDS**
IN MERCER COUNTY CONSISTING OF:

13,380
ADULTS

12,410
CHILDREN

THERE ARE **658 TANF FAMILIES** IN MERCER
COUNTY CONSISTING OF:

455
ADULTS

1,140
CHILDREN

**GA RECIPIENTS IN
MERCER COUNTY**

500
ADULTS



MEDICAL ASSISTANCE

Deborah Slabicki

Assistant
Administrative
Supervisor of IM

Margaret Lewallen

Administrative
Supervisor of IM



The Medical Assistance Department at Mercer County Board of Social Services (MCBOSS) is the State and Federal funded medical assistance program for children and adults with low to moderate income and resources. The Medicaid program in New Jersey is 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. NJ Familycare is a comprehensive health insurance program that provides coverage for doctors, hospitals, prescriptions, medical testing, various therapies, preventive care, as well as long term care in a facility or community setting. There are many different programs under NJ Familycare; all designed to serve different populations. Each program has specific financial standards and regulations. Coverage is available for children, families, pregnant women, single adults, childless couples as well as the elderly, blind, and disabled individuals in the community and in long term care facilities.

The coverage for long term care services is known as Managed Long Term Services and Supports (MLTSS).

Undocumented immigrants or immigrants with less than five years Legal Permanent Resident status may also be eligible for coverage for emergency services under NJ Familycare.



Plan First, a family planning program, which offers limited services to customers became available on October 1, 2019. Customers that are ineligible for NJ Familycare can request to be evaluated for services under Plan First.

The Medical Assistance Department is comprised of 3 Intake/Pending Units with a total staff of 25 that are responsible for screening customers, taking applications and determining eligibility for new applicants for all Medicaid programs and 3 Redetermination Units with a total staff of 22 that are responsible for annually redetermining eligibility for Medicaid clients. Our workers handle all programs under NJ Familycare in a caseload format and their caseloads are continually monitored to ensure that all client's needs are met.

Department Achievements in 2019

- * All Intake/Pending Units participated in the Worker Portal Pilot with DMAHS and input approximately 3000 applications into the Portal during 2019.
- * Staff received training on the features and enhancements in the Worker Portal as well as the new family planning program, Plan First.
- * Staff in the Medical Assistance Department took on additional scanning responsibilities due to changes in the case transfer process with the State Vendor.
- * Diligent efforts by staff to complete redeterminations timely resulted in an average 96.40% completed on time.

Challenges and Goals for 2020

- * The Payment Error Rate Measurement (PERM) Audit will continue throughout 2020. This is a 3-year Federal audit which reviews Medicaid cases to determine if eligibility was granted correctly.
- * Continual training and monitoring of staff will be required to keep abreast of the program changes occurring in Medicaid
- * Productivity benchmarks and case processing accountability will need to be revised, implemented and enforced in order to be in compliance with Senate Bill 499.
- * In order to modernize the redetermination process, more emphasis will need to be placed on Administrative Renewals. This will require improved timeliness with scanning into DIMS.
- * Due to the elimination of many paper reports, the redetermination process will be revised. This will improve efficiency and give staff greater control over the process.



2019

Statistics

MEDICAL ASSISTANCE

Processed

6,929

APPLICATIONS

10,001

REDETERMINATIONS

7,544

CHANGES

**MEDICAID
RECIPIENTS IN
MERCER COUNTY**

32,928

**ACTIVE MEDICAID
CASES IN
MERCER COUNTY**

19,398

**Active Medicaid beneficiaries
in New Jersey**

1,697,501



SOCIAL SERVICES

Christina Harcar

Administrative
Supervisor of
Social Services

James Cacace

Assistant
Administrative
Supervisor of
Social Services



The Social Service Department is involved in the provision of services in a number of program areas. These programs are designed to impact the neediest customers covered under public assistance as well as those with the most serious need with the least resources.

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 Home Act of 1979.

Adults needing protective services and person needing information and referral are served without regard to income.

The following represents a listing of the Social Service Programs available in 2019:

Adult Protective Services (APS) And Adult Social Services

Services provided include investigations of alleged Abuse, neglect and exploitation of adults 18 years or older residing in a community setting.



Supportive Services may include Home Health Aide, Respite Care, Safe Housing Services, legal services for guardianship, conservatorship and power of attorney.

In January 2019 Mercer County Board of Social Services was awarded Department of Human Services, Division of Aging contract for the Jersey Assistance for Community Caregiving (JACC) program. The JACC program provides a broad array of in-home services to enable individuals at risk of placement in a nursing facility to remain in his or her community home.

In March, 2019 at the request of the Division of Aging, MCBOSS became the vendor for the Statewide Respite Care Program. This program provides short term or periodic break to caregivers from the demands of daily care for the functionally impaired person, including the frail elderly.

Emergency Assistance (EA)

Emergency Assistance can provide emergency services to eligible TANF, SSI and GA recipients of Mercer County for housing, shelter placement, food, clothing and furniture.

Mercer County Board of Social Services has again contracted with the County of Mercer Human Services 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 is on call to assist Mercer County residents who find themselves homeless.

In 2019, the County of Mercer also contacted with the Board to provide emergency placement under the Code Blue Alert plan.

Work First New Jersey

The Work First New Jersey (WFNJ) provides WFNJ TANF and WFNJ GA recipients with the opportunity to gain job skills, experience and education necessary to obtain employment. Support services are made available to recipients to permit them to take responsibility for full time employment and economic self-sufficiency for themselves and their families.

MCBOSS Case Managers work with TANF and GA customers to guide them in the right direction during the orientation phase of WFNJ. It is there that customers learn requirements, understand available supports and meet with approved vendors, which is a new creative way of vendors selling their programs to our customers so they can choose the best fit for their needs.

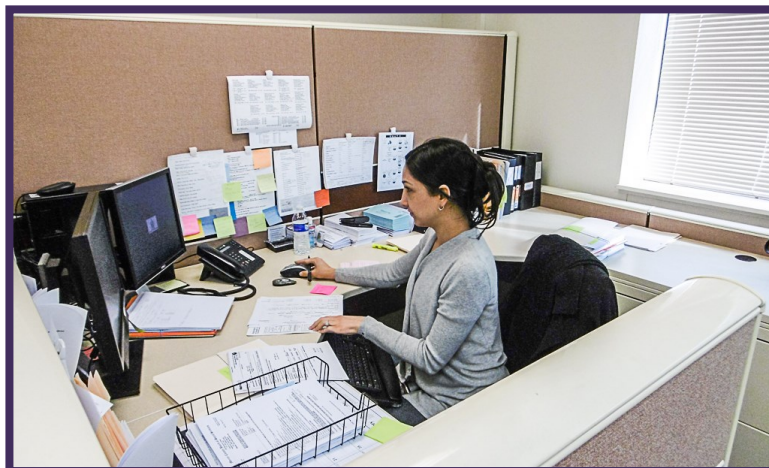


Department Achievements in 2019

- * MCBOSS continues to be model in the Emergency Assistance area with the Rapid Re-Housing program, over the past year MCBOSS staff has provided guidance to a number of
- * agencies in/ out of the NJ.
- * A WFNJ customer was hired as a full time employee after being interviewed as a candidate for a CWEP/BREM program.
- * For the second year in a row a WFNJ customer was honored with the STAR (Student Training Achievement Recognition Award) at the 37th Annual GSETA Workforce Development Conference.
- * The Y.E.S. program continues to successfully move WFNJ TANF recipients from 18 to 24 years of age to self-sufficiency.

Challenges and Goals for 2020

- * The Social Service Department's most important goal is to provide our customers with accurate information/services for them to reach their goals.
- * To remain one of the top three counties in the State in WFNJ TANF participation rate
- * To provide the most vulnerable/at risk recipients with the services needed to allow them to remain safely in their own home without fear.
- * To house single adults and families in safe/affordable housing.
- * All of the above goals are also our challenges however the Social Service Department would rather focus on goals then on challenges.





2019

Statistics

SOCIAL SERVICE

Youth Envisioning Success Program (Y.E.S.)

37

**TANF YOUTH WERE REFERRED TO
THE PROGRAM**

24 GAINED
EMPLOYMENT

2 EARNED HIGH SCHOOL
EQUIVALENCY /GED

2 COMPLETED
VOCATIONAL TRAINING

6 COMPLETED PAID
INTERNSHIPS

Adult Protective
Service Program

191

REGISTERED CASES

Homeless Hotline/Code
Blue Services

3,338

CALLS

1,823

INDIVIDUALS PLACED



MCBOSS FAMILY FUN DAY

MCBOSS held its 3rd annual Family Fun Day on August 10th, 2019 at Black Bear Lake Day Camp in Millstone, NJ. Employees, retirees, family members and friends spent an afternoon filled with activities enjoyed by all. Participants enjoyed the use of the paddle boats, rock climbing wall, basketball courts, and swimming pool as well as good food and friendly conversation. Although the annual MCBOSS Family Fun Day lasts for a few hours each August, the memories made last throughout the year.





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 (CSP) at Mercer County Board of Social Services (MCBOSS) is to establish Paternity, Child Support, and Medical obligations to provide financial security for children. All residents of Mercer County are entitled to receive CSP services from the CSP Department. Families who receive Work First New Jersey/ Temporary Assistance to Needy Families (WFNJ/TANF) benefits are generally required to cooperate in establishing paternity and obtaining child support for children in the household. This provides our Temporary Assistance for Needy Families (TANF) customers with a child support order which will provide financial self-sufficiency long after a TANF grant is closed. For a \$6.00 fee, our staff can also provide location services for Mercer 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.



MCBOSS is currently part of a pilot program with the Mercer County Sheriff's Office, one of the entities tasked with the enforcement of CSP orders. This pilot program includes assistance from the Sheriff's Office in locating and serving non-custodial parents in order to obtain establishment of a child support order. The Sheriff's Office involvement is expected to result in an increase in support orders being established.

The CSP Department at MCBOSS consists of 26 staff members who strive to assist clients gain the support they need to become self-sufficient.

Department Achievements in 2019

- * CSP passed the Department of Family Development (DFD) Internal Revenue Service (IRS) Safeguard Audit in July, 2019 with 100% compliance with IRS Pub. 1075.
- * CSP established a dedicated record room to centralize, store and maintain all CSP files
- * Staff continued to attend all trainings as required by DFD Office of Child Support Services as well as serve as SMEs for various workgroups.
- * CSP continues to show improvement in the quarterly Performance Reports issued by DFD.
- * MCBOSS hosted two partnership meetings in 2019 with Mercer Family Division and DFD. Both meetings enhanced our working relationships and improved our business processes.

Challenges and Goals for 2020

- * The passing of new Federal Guidelines will require additional trainings for staff in 2020.
- * MCBOSS will continue to improve and expand our working relationships with other stakeholders such as Family Court, DCP, Probation, and CSI.
- * The processes within the department will need to be continually monitored to assure the DFD IRS Audit 100% compliance is maintained.



2019
Statistics

CHILD SUPPORT AND PATERNITY

200 SUPPORT COMPLAINTS

PATERNITY WAS ESTABLISHED FOR **85** CHILDREN

362 SUPPORT ORDERS ESTABLISHED

2,000 INTERVIEWS CONDUCTED

Mercer County Welfare Agency (CWA),
Mercer Family and Mercer Probation share

10,075 CASES



FRAUD INVESTIGATION

Regina N. Brodie
Assistant Chief Investigator



The Fraud Department conducts investigations under federal regulations to identify fraudulent activity. As a result, a determination is made to establish an intentional program violation, agency error, or inadvertent household error. If substantial evidence exists, and the case meets the monetary threshold, it may be referred to the Mercer County Prosecutor, resulting in possible Theft by Deception charges.

Fraud Administration – The Assistant Chief Investigator manages the five units that comprise the Fraud Department,.

FIS Intake – records and tracks unit referrals. Staff is responsible for the maintenance and security of the fraud record room.

Special Investigations Unit – conducts investigations to detect, prevent, and prosecute intentional program violations. The investigators conduct field investigative work to establish the evidence to substantiate a claim.

Claims Detection Unit – determines if there is an overpayment, calculate overpayments and enter the data into the ABACUS system.

Claims Recovery Unit – collects outstanding claims that are owed to MCBOS when Administrative Disqualification Waivers (ADW) and Administrative Disqualification Hearings (ADH) final decisions are received.



Department Achievements in 2019

- * Ms. Brodie was elected to represent Region 2 on the United Council of Welfare Fraud's (UCOWF) Board.
- * Successfully passed the Pre-Audit conducted by DFD's FIRM division.
- * Eliminated SIU and CDU's referral assignment backlog.

Challenges and Goals for 2020

- * Complete destruction of files according to state-mandated guidelines.
- * Prepare for upcoming audits and evaluations.



1,223

Referrals Received in 2019

1,110

Referrals Completed in 2019

\$875,669

Collected



CHIEF OF ADMINISTRATIVE SERVICES

Annette Lartigue
Chief of Administrative Services



The Administrative Services Department is comprised of five departments: General Administrative Services, Fraud Investigations, Management Information Systems, Training and Quality Assessment.





Department Achievements in 2019

- * Reorganized the structure of the Fraud Department.
- * Implemented cross Training
- * Initiated monthly staff meetings to address concerns and department efficiency.

Challenges and Goals for 2020

- * Retirements, leaves of absence, and vacancies.
- * Remaining current with daily operations and special projects
- * Strategic planning to ensure the success of DIMS operations.
- * Continue benchmarking, mentoring, coaching and training to ensure successful staff successions within the department.



3

Major Contracts Negotiated and Completed
(SAI, Cafeteria and Audit)

338

Vouchers Processed



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 four major areas: administration/payroll, client benefits, collections fiscal, and child support/paternity-bus pass.

Accounting

The State Division of Family Development (DFD) mandates that the agency adheres 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** – Record 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

2019

Statistics

FINANCE DEPARTMENT

\$60,909,246

Total 2019 Budget

OVER **14,887** NJ TRANSIT BUS
PASSES AND TICKETS ISSUED TO
WFNJ CUSTOMERS

Collections

\$1.6 million

CLAIMS COLLECTIONS

Checks and EBT Processed

\$7.7 MILLION

WFNJ-TANF/SSI CUSTOMERS

\$1.8 million

CHILD SUPPORT PAYMENTS

\$2.7 MILLION

WFNJ GENERAL ASSISTANCE CUSTOMERS



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 five 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.

Department Achievements in 2019

- * Successful conversion to new Payroll system (Primepoint)
- * Achieved no findings in annual Single Audit conducted by Mercadien, P.C.
- * Provided electronic paystub and W2 option for employees.
- * Improved accuracy and timeliness of collection claim postings.

Challenges and Goals for 2020

- * Conversion to a new HRIS system and automated Time & Labor system for Payroll.
- * Research a new Fixed Asset system to automate inventory to General Ledger.
- * Research banking processes for cost savings, efficiencies, and fraud prevention.
- * Cross train staff for optimal operating efficiencies while maintaining internal controls.



GENERAL SERVICES DEPARTMENT

Michael Danbury
Assistant Chief Clerk

Sandra King
Chief Clerk



The General Services Department is comprised of several clerical units that provide clerical support to the Program Departments and the customers of the Mercer County Board of Social Services (MCBOSS)

General Services consist of: The Record Room, Case Processing Unit (CPU), Eligibility Support Unit (ESU), Purchasing, Mail Room/ Motor Pool, and Maintenance.

- * Record Room maintains the majority of customer records.
- * Case Processing Unit (CPU) maintains applications for Medicaid programs.
- * ESU issues customer appointment letters.
- * Purchasing procures the supplies needed to perform the day to day operations of the agency, facility and maintains an active inventory agency property
- * Mail Room receives, sorts and distributes all incoming and processes all outgoing mail.
- * Motor Pool maintains the fleet of County vehicles staff use in order to tend to the needs of the customers of MCBOSS
- * Maintenance provides routine building maintenance, such as temperature regulation, paper recycle collection and coordinates major building work with Building Management.



Department Achievements in 2019

- * Seasonal Interns hired for Special Project Units.
- * Implementation of the DIMS system.
- * Renovation of the Training Administrative office, the Finance Supervisor’s office, and the addition of a new CSP Filing Room.

Challenges and Goals for 2020

- * Working with the new DIMS system provided by the State of New Jersey.
- * Updating the Fixed Asset system.
- * Elimination of the DIMS backlog with the assistance of the Special Project Units.

2,436,081

PAGES SCANNED

1,286,973

DOCUMENTS SCANNED

873

REQUESTS FOR COPIES

1,031

REQUESTS FOR OFFICE SUPPLIES

116,743

PIECES OF INCOMING MAIL

247,896

PIECES OF OUTGOING MAIL

4,702

MAINTENANCE REQUESTS

ISSUED **12,671** SNAP 60 LETTERS, **1,300** SNAP 100 LETTERS, **72,341** SGN's, MAILED **155** GET A RIDE LETTERS, **19,638** MEDICAID RECERTIFICATION LETTERS, **5,163** NEW HIRE REQUESTS, **4,771** EPSDT LETTERS AND **5,960** VOTERS REGISTRATION APPLICATIONS.



MCCBOSS BREAST CANCER AWARENESS FUNDRAISER AND WALK

The MCCBOSS Breast Cancer Awareness Fundraiser and Walk took place Thursday October 24, 2019 at 1:00pm. Wristbands were sold in the weeks leading up to the walk and employees took part in the walk on their lunch hour, walking from MCCBOSS to the County Administration Building and back. Approximately fifty employees walked and were able to participate in a little exercise while they spread awareness.





HUMAN RESOURCES

Delores G. Smith
Personnel Officer

Patricia Schwing
Principal Personnel
Technician



The Human Resources Department has a multifaceted role at Mercer County Board of Social Services (MCBOSS) in partnership with the numerous departments within the agency.

Responsibilities in the Human Resources Department include managing health benefits, time and attendance, personnel matters, civil service actions, leaves of absences and disciplinary actions.

Human Resources staff seeks to provide services that promote workplace guidance and professional development while firmly upholding the tenets of confidentiality, accountability and trust. The integrity and respect displayed by our staff allows employees to receive the best guidance and customer service they deserve.



Currently, Human Resources is researching a Human Resource Information System (HRIS) to help us improve our rhythm and stride. The new system will have an employee dashboard with self-service features. Time and Attendance will be automated. We are a professional team striving to meet or exceed our employee needs.

Department Achievements in 2019

- * Implementation of a new HRIS which features automated time and labor as well as many self-service enhancements.
- * Testing the new hire employee on boarding documents with permanent new hires.
- * Hiring of temporary employees to assist in the special DIMS Project.

Challenges and Goals for 2020

- * Fully implement the PrimePoint HRIS and Time and Labor systems.
- * Hire employees with skills and knowledge for the new titles that will be used to fulfill the agency's succession plans.
- * Implement the new employee evaluation system.





2019

Statistics

HUMAN RESOURCES

29

NEW EMPLOYEES HIRED



49

SEASONAL
ASSISTANTS

53

PROMOTIONAL
APPOINTMENTS



321

NEW EMPLOYMENT APPLICATIONS





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 seventeen 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 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 Board has initiated negotiations with Mercer County Office of Training and Employment Services to establish a "Roads to Success" transportation program initiative for General Assistance and NJ SNAP eligible program participants.

Department Achievements in 2019

- * The Directors electronic filing management project attained its goal to maintain three consecutive months of ninety-five percent and above

Challenges and Goals for 2020

- * Continue development of business plan for electronic filing within the agency.
- * Develop new program grants as well as increasing funding allocations for existing grants.
- * Expand the Community Work Experience Program (CWEP) program.





LEGAL DEPARTMENT

Joshua Markowitz
Board Counsel



The Legal Department of Mercer County Board of Social Services (MCBOSS) is responsible for all legal actions brought by and against the agency, advice to the board, attend Board meetings and directly deals with legal issues for MCBOSS.

The department is responsible for all the civil collections for both fraud and administrative errors involving all Work First Temporary Assistance to Needy Families (WFNJ/TANF) Work First General Assistance (WFNJ/GA), New Jersey Supplemental Nutritional Assistance Program (NJ SNAP) and Medicaid overpayments. These collections are brought through Special Civil / Law Division Courts.

The department also establishes orders for The Child Support Program (CSP), Burial payments, and Work First New Jersey (WFNJ-10D) repayments.



Department Achievements in 2019

- * Establishing more in-house hours for attorneys.
- * Filing of all complaints through e-courts.
- * Securing more judgements on overpayments through special civil.
- * Expediting paperwork for burial payments.

Challenges and Goals for 2020

- * Increasing collections with wage garnishments
- * Electronic tracking of burials.



2019

Statistics

LEGAL DEPARTMENT

24

CONTRACTS REVIEWED

336

JUDGED ADJUDICATED

1,176

CHILD SUPPORT HEARINGS

854

INDIGENT AND MEDICAID BURIALS

94

WRITS OF SUMMONS ISSUED



NJ EMPLOYEES CHARITABLE CAMPAIGN

MCBOSS uses Halloween festivities to encourage staff to participate in NJ Employees Charitable Campaign (NJECC). We invite eight local agencies who are amongst over 1,100 charities listed in the Resource and Reference Guide Code Book to our annual charity fair. Each agency is given an opportunity to speak about their agency and how the donations provide assistance to our community. These charities affect communities on a local, state, national and international level. The campaign runs from October to December. Employees can also donate via website: www.charities.org/NJECC.

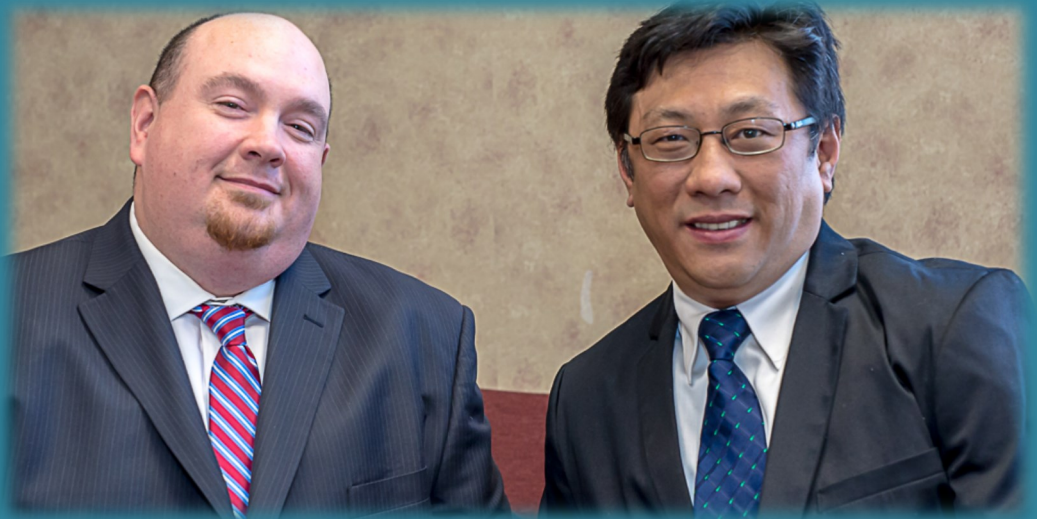




MANAGEMENT INFORMATION SYSTEMS

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 Specialists (USS); MIS operating units consist of Project Development; Helpdesk Support Center; Document Control; Data Entry; and Enterprise Services. The Department strives 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 MCBOS.

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 along with the department's Secretarial Assistant are responsible for; outsourced support services, vendor management, project management, preparing a yearly budget, expenditure management, and asset management.



Department Achievements in 2019

- * Upgraded and replaced all end-user hardware as well as Microsoft Office Suite
- * Deployed a cloud based E-mail Archive, Data Backup & Recovery solution
- * Replaced in-house anti-virus program with a Cloud-Delivered Endpoint Protection Platform

Challenges and Goals for 2020

- * Develop a Computer Security Incident Response Plan that will provide structured guidance for mitigating a successful cyber attack
- * Align information security with key findings from Rapid Security Assessment (RSA)
- * Upgrade and replace Video Management Solution



7,483

TICKETS FOR ASSISTANCE
ADDRESSED AND CLOSED

13,913

RECORDS KEYED

3,726

SYSTEM ACCESS
REQUESTS PROCESSED

6,113

BUS PASS PAYMENTS
PROCESSED

4,188

VOUCHER PAYMENTS
PROCESSED



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 in the area of organizational development, program evaluation, process and practice improvement, and by optimizing technology and resources.

The Unit is comprised of the Senior Administrative Analyst, Senior Program Analyst, two Procedures Analysts, and Keyboarding Clerk 3. Unit responsibilities include providing ongoing assessment of various agency processes, developing methods to identify and rectify problem areas within agency processes, conducting compliance reviews, and administering the Random Moment Study (RMS).

The Senior Administrative Analyst is responsible for the following areas:

- * Random Moment Study (RMS) Coordinator
- * Custodian of Records for the Document Imaging Management System Digital Information Management System (DIMS) and Retention and Destruction
- * Writing operational and program policies and procedures
- * Conducting compliance reviews



Department Achievements in 2019

- * Retained the responsibilities for the RMS, a sampling plan for allocating expenditures for staff assigned to specific employee work units
- * Evaluated and created various agency policies, procedures, in conjunction with agency standards
- * Performed value-added audits
- * Performed user acceptance testing
- * Assisted with system training

Challenges and Goals for 2020

- * Assist in creating standards for the agency and criteria for the standards
- * Assist in creating policies and procedures in conjunction with agency standards
- * Improve process efficiency
- * Develop new work processes to optimize new technology
- * Develop an organizational model for continuous improvement

2,404

RMS OBSERVATIONS

360

RMS VALIDATIONS

100%

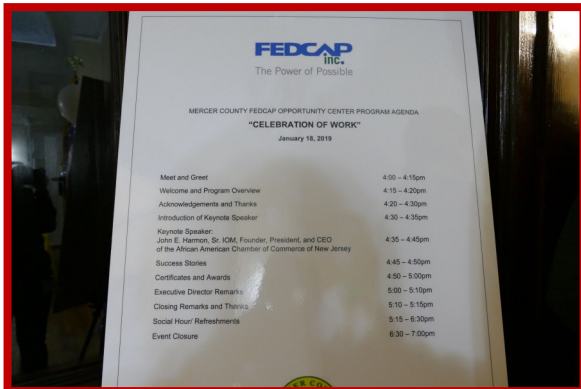
RESPONSE RATE FOR BOTH
OBSERVATIONS AND VALIDATIONS





FEDCAP INC'S. CELEBRATION OF WORK

On Friday, January 18th participants in the WorkFirst NJ program were recognized for their accomplishments at the first quarterly Celebration of Work hosted by Fedcap, Inc. at the Mercer County Fedcap Opportunity Center. WorkFirst NJ, the state's welfare reform program, seeks to provide participants with resources that lead to employment and foster self-sufficiency through job training, work activities and education.





TRAINING DEPARTMENT

Maria Wieger
Training Supervisor



The Training Department's primary responsibility is to provide training to professional and support staff regarding various public assistance programs that are offered to the residents of Mercer County. The primary programs administered include Work First New Jersey Temporary Assistance to Needy Families (WFNJ/TANF), Work First New Jersey General Assistance (WFNJ/GA), New Jersey Supplemental Nutritional Assistance Program (NJSNAP) NJ Familicare and Child Support and Paternity (CSP).

The Mission for the Training Department is to promote and support employee development and organizational effectiveness by providing high quality training programs. Trainings are designed to meet individual, group or departmental needs and objectives.

The Departments goal is to provide knowledge and skills in order to have the employees attain the abilities needed to perform their job duties. Training strives to enhance individual learning and development as a means for creating a better workplace environment. In addition, we accommodate new legislative changes in policy and/or standard operating programs.

The Training Department is committed to provide the best training and staff development services and will remain ready and dedicated to assist agency staff in serving the citizens of Mercer County.



Department Achievements in 2019

- * Completed mandatory annual trainings for employees
- * Completed MAGI training for Case Bank and Medicaid Eligibility Staff
- * Provided New Employee Orientation and Initial Skills Training for various departments
- * Trained employees on new Prime Point Time and Labor System
- * Provided ongoing training on DIMS (Document Imaging Management System)
- * Trained on the new Medicaid Plan First program
- * Provided ongoing training for supervisors

Challenges and Goals for 2020

- * DIMS training to increase staff skill level.
- * Enhanced new employee orientation, initial skills and mandated annual training.
- * Training for Management and Supervisors.
- * Assist all staff with the new Time and Labor system.

2019

Statistics

TRAINING DEPARTMENT

Internal Trainings

335 **1,827**

TOTAL SESSIONS **TOTAL HOURS**

External Trainings

256 **1,337**

TOTAL SESSIONS **TOTAL HOURS**

The Training Department met the New Jersey State mandatory Internal Revenue Service (IRS)/Federal Tax Information (FTI), Civil Rights and Child Support Web Portal training requirements.



ALL IN BY GIAN-PAUL GONZALEZ

Employees of MCBOSS were treated to a visit by international motivational speaker, Gian-Paul Gonzalez, who spoke to staff on April 15th, 2019 regarding the importance of being “all-in” in whatever they pursue in life. These inspirational sessions kicked-off the beginning of the ALL IN concept at MCBOSS which is an effort developed to encourage staff from various departments to work collaboratively to achieve common goals.





LIFE AT MCBOSS





LIFE AT MCBOSS





APPENDIX A

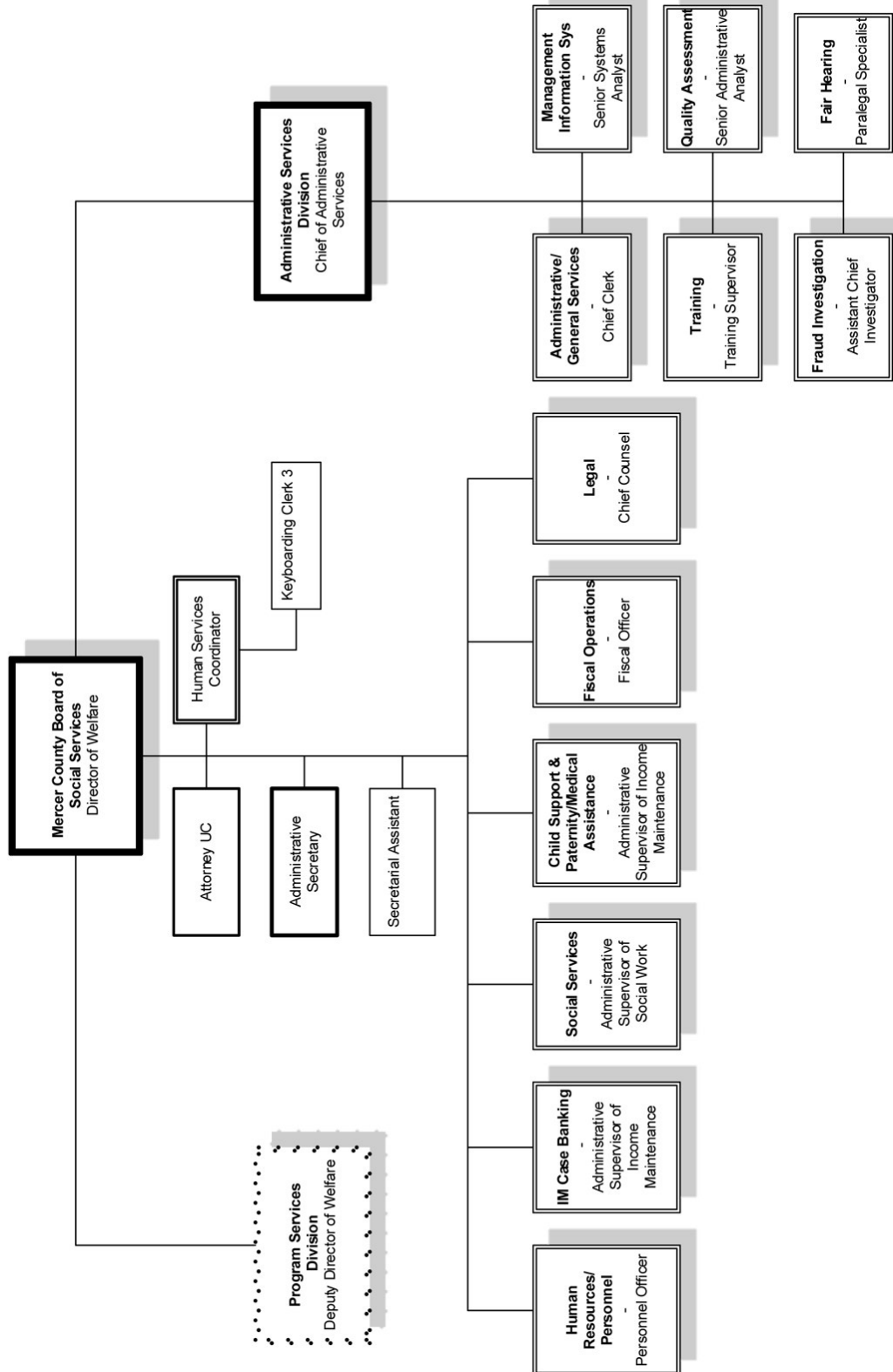
Organization Chart



ORGANIZATION CHART

FY 2019

MERCER COUNTY BOARD OF SOCIAL SERVICES





Mercer County Board of Social Services

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