

2017

# Department of Social Services

## annual report





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# staff engagement

Throughout 2017, Social Services staff participated in numerous events to call attention to causes that resonate for the department and the employees as well as raise morale for the department.



Department staff enjoying lunch together celebrating Cinco de Mayo.



Backpacks donated to the department by the Kiwanis of Salamanca to be used when a child is removed from a home.



Child Support Officers participated in the Pink Pumpkin walk.



Staff members wearing blue to bring awareness during Child Abuse Prevention month.



Two of the posters designed by the Independent Living foster teens were distributed at local businesses and civic locations for Child Abuse Prevention month.

Anthony Turano, Acting/Deputy Commissioner



Keeping our momentum in the face of challenge was the recurring theme at the Department of Social Services in 2017.

The medical outage of Commissioner Piccioli continued for all of 2017. While temporary adjustments were made immediately after the outage began in August 2016, the department began to plan for a longer period without its chief executive.

To that end, the legislature approved a proposal in April to move Chief Examiner Tammy Hinman to a newly-created position of Director of Income Programs. Hinman, a 30-year veteran of the department, had worked in SNAP, Medicaid and Temporary Assistance and was a solid fit in administration, especially as the department was facing the retirements in early 2018 of fellow Chief Examiners in SNAP and Medicaid. Tammy's programmatic knowledge and leadership experience helped to fill the gap the department faced without a Deputy Commissioner.

The year also began with a strong message from County Administrator Jack Searles, who expressed concerns with the department's budgeting process. A better approach to the department's annual budget was implored. Later in the year, all departments were required to produce a budget for 2018 that was flat from 2017.

In June, the department's 19-year veteran Senior Accountant left the department for another position in the county. Administration seized the opportunity to revamp the Accounting Unit by moving Accountant Jessica Weinman to a newly-created position of Director of Administrative and Fiscal Services. In addition to overseeing the Accounting Unit, Weinman was also tasked with leading all supportive services, including clerical and IT. To add the needed depth to the Accounting Unit, a Senior Accountant was also added behind Weinman. The return on the Department's investment was quickly realized when, after just a few months on the job, Weinman worked with administration to produce a 2018 budget that was not just flat, but \$250,000 under 2017.

With Director of Services Evonne Phillips remaining in stride in overseeing the APS, CPS and Child Welfare Units, the new three-Director administrative model engaged in strategic planning sessions over the summer with the goal to keep the department efficient and fiscally on task. Long and short term goals were set to ensure professional customer service, prompt and effective service provision and a visible presence in the community through solid relationships with partners and contractors. Work was done to refocus the department's mission and vision statements and all 184 staff members were able to participate in the process.

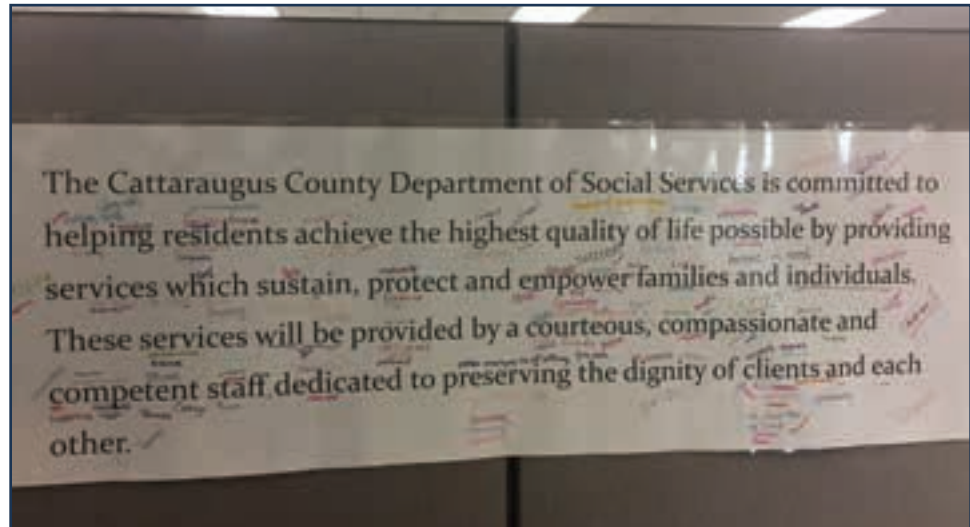
Support and collaboration from the county legislature was critical in 2017 in creating and filling new positions to build a solid, well-rounded and high functioning administrative team to facilitate department operations.

With so much challenge, staff remained vigilant in serving the public with compassion and diligence and adapted to change, as they always do.

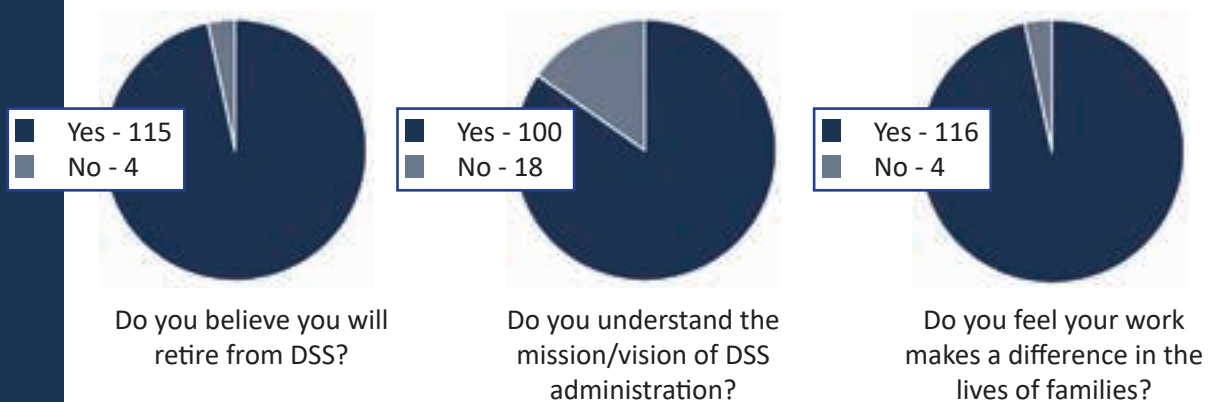
The new Fraud and Recovery Unit, created in 2016, finished the year by contributing to recoveries that exceeded budgeted expectations for revenue and succeeded in taking pressure off of Examiners in the income programs, as designed.

The department continued to participate in training and development programs including Leadership Cattaraugus and the Cornell University School of Industry and Labor Relations. Internally, the Recognition Team and Safety Committee worked to improve the environment and morale.

As a department, we have known some challenge and adversity but we enter 2018 confidently, as management and staff has shown that change can be managed with the same compassion and diligence that we provide the clients who come before us during difficult times.



In November 2017, we surveyed the staff on their impressions and feelings regarding the department. Out of the approximately 185 staff, 120 completed the survey. Below is a small snapshot of the responses.



The management team strives to reinforce the agency's mission, leading by example and approaching their work in a respectful and supportive manner by providing the tools, knowledge and training necessary to achieve and sustain a collaborative work environment.

Over the course of the past eight years, the management team has focused on enabling the work force in preparing themselves for movement within the department. Through numerous training opportunities with the state and Jamestown Community College, staff have gained valuable program and interpersonal skills.

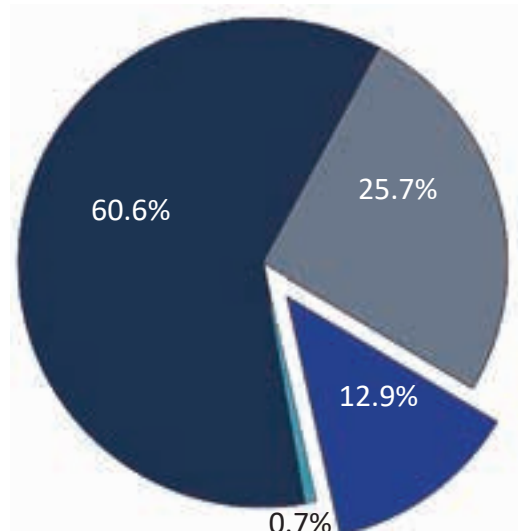
The Department has also developed a robust succession planning format. Staff that have expressed interest in increased responsibilities have attended a 6-8 week Step Into Supervision course that entails: Developing your Management Style; Interpersonal Skills for a Supervisor; Communication; Effectiveness and Effective Communications; Time and Project Management; Decision Making; Problem Solving and Change Management; Conflict Management; Negotiating and Feedback; and Building High Performance Teams.

Current supervisors have the opportunities to attend several online and in-person supervisory skills training. In 'teams' of two, supervisors are completing the Human Services Leadership Institute from Cornell University. This Institute consists of three mandatory and four optional topics (three must be completed for the certification). The topics include: Manager as a Facilitator; Performance Measures and Operational Consulting; Emotional Intelligence; Toxic Workplaces; Interpreting Data; Strategic Decision Making; and Leadership.

Senior leaders in the department also participate in Leadership Cattaraugus, which brings together community leaders throughout the county to share knowledge and experience to strengthen the county. Management team members and supervisors from the department sit on numerous boards of directors throughout the county as well as maintaining strong connections with the New York Public Welfare Association (NYPWA), the New York Welfare Fraud Investigator Association (NYWFIA), state agencies and community partners.



## Revenue



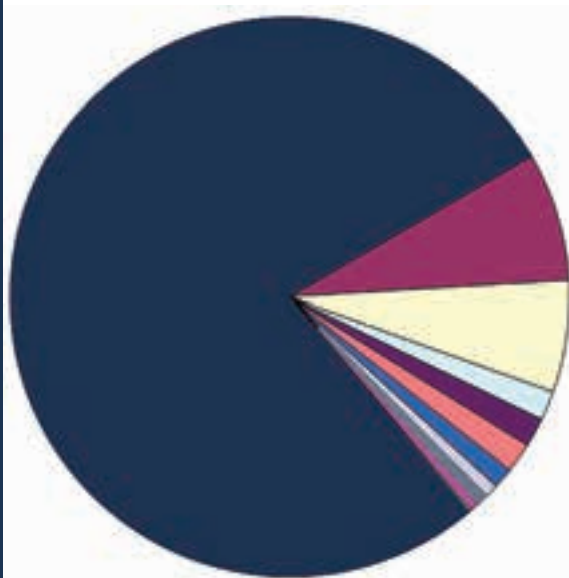
### Revenue Percentage

- Federal
- State
- County
- Repays

### Revenue by Source

	2016	2017	Change
Federal	124,948,372	133,030,202	8,081,830
State	54,326,515	56,358,230	2,031,715
Repay	1,742,777	1,570,313	(172,464)
County	29,063,680	28,382,788	(680,892)
Totals	210,081,344	219,341,533	9,260,189

## Expenditures



■	170,478,760	Medicaid
■	16,306,970	Food Stamps
■	14,082,245	Program Administration
■	3,956,129	Child Care
■	3,677,036	Family Assistance
■	3,855,315	HEAP
■	2,624,193	Safety Net
■	1,674,923	Services
■	1,422,154	Daycare
■	1,267,620	Grant Programs
■	214,165	Juvenile Delinquents



Tammy Hinman, Director of Income Programs

Programs include: Temporary Assistance, Employability, Medicaid/Managed Care, Supplemental Nutrition Assistance Program, Fraud/Recovery and Seasonal Programs

The Income Program staff accomplished many goals and achievements during 2017. Their commitment to serving the neediest residents of this county continues to drive them to develop and implement efficiencies with work processes. Change seems to be constant with the numerous regulatory and policy changes that the State sets forth; often with little notice. The dedication, hard work, and tenacity that the staff demonstrates makes me very proud of this group.

Temporary Assistance staff continued to focus on the homeless population and moving them to permanent housing as quickly as possible. Weekly supervisory meetings and utilizing a data base assisted with tracking and monitoring the progress of each of our homeless individuals/families. Employment staff continued to provide case management to identify and remove barriers for the clients they work with to achieve self-sufficiency.

The SNAP staff had a successful audit conducted by the State Office of Temporary & Disability Assistance related to accuracy and policy guidelines. This team continues to adjust work flow to improve processing time and increase program knowledge depth within the unit.

The State takeover of Medicaid continues to impact staff and county residents. The MA unit continued to assist approximately 200 county residents per month with questions they had related to the NYS Health Exchange. In 2017, Medicaid staff began doing nursing home application outreach to the Pines in Olean and Machias. This was well received by nursing home staff and county residents.

The HEAP program continued to be administered with reduced staff and administrative costs in 2017. Chief Examiner, Wendy Green, presented the changes implemented in our district at the Summer NYPWA conference in Saratoga.

The Fraud/Overgrant/Recovery team continued to process, monitor, and recover benefits clients were not eligible for. This team focused on cross training as well, to provide more depth in program areas. Senior Investigator Williams was also elected as a regional representative for the NYWFIA group.

Finally, succession planning was a focus for 2017 as the department prepared for the retirement of several key veteran supervisors.

A project that the department has taken on in the past year is to have personal hygiene products available to assist clients that need even the most basic assistance to become self-sufficient.



# temporary assistance

Standing: Senior Examiners Anita Bliss (L) and Molly Marsh (R). Seated: Senior Examiner Amy Brown (L) and Chief Examiner Michelle Imhoff (R)



In 2017, the Temporary Assistance Unit assisted nearly 300 homeless individuals and families. Due to the low inventory of affordable housing, combined with the large number of parolees and sex offenders, staff has experienced challenges in finding appropriate living arrangements. In addition to the homeless population, we continue to serve those applying for Temporary Assistance for Needy Families, Safety Net Assistance, or one-time emergency assistance, most often to prevent eviction, foreclosure and utility shut-offs.

## **Temporary Assistance for Needy Families (TANF)**

Federal cash assistance program for families with children under 18. This program has a sixty-month time limit and has a work activity requirement for adults. Usually when a family receives TANF it also receives SNAP benefits and Medicaid, in addition to cash assistance.

## **Emergency Assistance to Families**

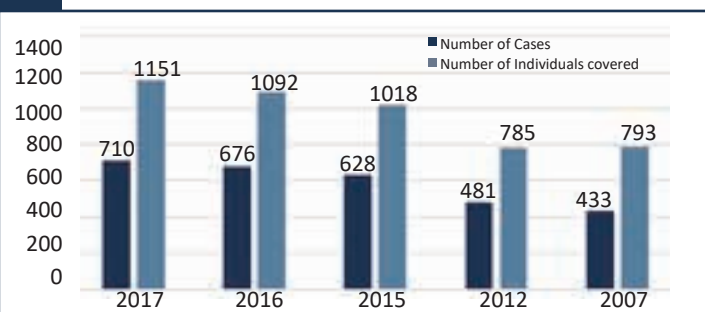
One-time emergency shelter and/or utilities payments to assist families encountering crisis. A family may receive more than one EAF payment in a twelve month period if the subsequent emergency is unrelated to the previous.

## **Emergency Aid to Adults**

State and locally funded emergency assistance program for recipients of Supplemental Security Income.

## **Temporary Assistance**

2017	Cases	Individuals
March	682	1088
June	686	1090
September	688	1098
December	710	1151



## **Safety Net Assistance**

New York State's cash assistance program for childless adults and certain families that do not meet the federal program criteria. These families include those that have a family member who is not complying with the drug/alcohol requirements or those who have exhausted their sixty months of TANF eligibility. The individuals also usually

receive Medicaid and SNAP in addition to cash assistance.

## **Drug/Alcohol Screenings/Assessments**

All adults who are applying for Temporary Assistance must complete a screening instrument for drug and alcohol use. If this instrument indicates substance abuse, he/she is referred to the on-site Alcohol and Substance Abuse Counselor, with whom the Department contracts, for a complete assessment. This

counselor not only assesses individuals, but also refers and monitors individuals for treatment.

## **Safety Net**

2017	Cases	Individuals
March	354	419
June	361	423
September	369	441
December	374	450

## **2017 Achievements**

- Completion of the Biennial TA/ SNAP Employment Plan
- Streamlined vendor payment process with CARES
- Established bi-monthly meetings to measure clients' progress and develop ways to assist clients to self-sufficiency

## **Domestic Violence Liaison**

Meeting and cooperating is voluntary and many individuals who are experiencing domestic violence refuse this service. The domestic violence liaison, following an assessment, makes a recommendation as to whether or not the individual should be exempted from certain eligibility requirements.

The Employment Unit is composed of social welfare examiners, employment specialists and work site supervisors. The goal of this unit is to assist individuals to enter “the working world”. Staff assess and reassess each applicant/recipient and develop an individual employment plan. They coordinate with each applicant/recipient to ensure their compliance with federal/state requirements to retain their benefits. Several staff work with the non-compliant/sanctioned population as well as the exempted population.

## ***Job Search/Job Readiness***

Individuals are required to actively seek employment or perform tasks (searches/resume preparation) to seek or obtain employment.

## ***Subsidized Employment***

This may be in the public or the private sector. Subsidies may include grant diversion or other program funds, including but not limited to Workforce Investment and VESID.

## ***On-the-Job Training***

Training that is provided at any employer’s site that is subsidized by the department with the understanding the individual will be retained, which is also part of the Flexible Fund for Family Services.

## ***Work Experience***

Work performed in return for Temporary Assistance that enables an individual to acquire general skills, training, knowledge and work habits necessary to employment.

## ***Education***

Education that leads to a high school diploma or its equivalent, basic education, English as a Second Language or literacy training. It can also be education related to a specific occupation, job or job offer.

## ***Vocational Education***

Organized post-secondary educational programs of less than one year that are directly related to the preparation of individuals for employment in current or emerging occupations.

## ***Job Skills Training***

Job skills or education required by an employer to enable an individual to obtain employment or advance or adapt to the changing demands of the workplace.

## ***Mobile Work Crew***

This is a structured program in which individuals perform work designed to improve their employability, which has a direct benefit to the community under the auspices of a public or non-profit organization.

## ***Post Employment Services***

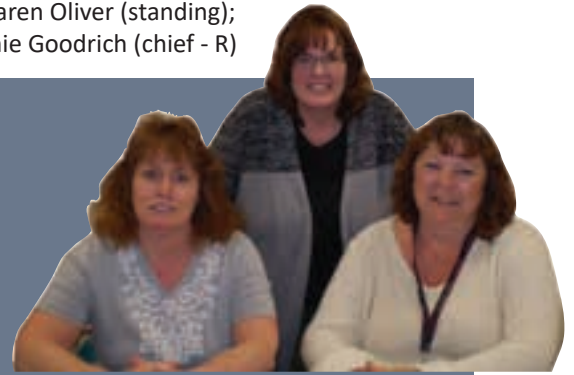
Any activity approved by the department that assists an individual who has entered the work force to retain his/her employment.

## ***Re-entry Program***

A collaborative program between the Probation Department and Social Services that assists individuals on probation with vocational education and on-the-job training. The program has a strong case management component and concerns or problems are addressed immediately to ensure that participants successfully enter or re-enter the workforce.

	2014	2016	2017
Assessments completed	775	903	905
On-the-Job Placements	67	76	63
Entries to Employment	197	207	218
Individuals who received post-employment services	34	36	34

Medicaid Senior Examiners: Karen Oliver (standing);  
(seated) Lisa Farr (L) and Connie Goodrich (chief - R)



The Medicaid Unit establishes initial eligibility, monitors and re-determines eligibility for Medical Assistance. Medicaid is funded by the federal, state and county governments. The Medicaid program is one of the most complicated programs the Department administers as there are approximately thirteen ways to determine eligibility. Examiners must be familiar with all of them. The unit also serves as a liaison between Managed Care Organizations (MCOs), enrollees, facilitated enrollers, the State Department of Health and medical providers.

## **Community Medicaid**

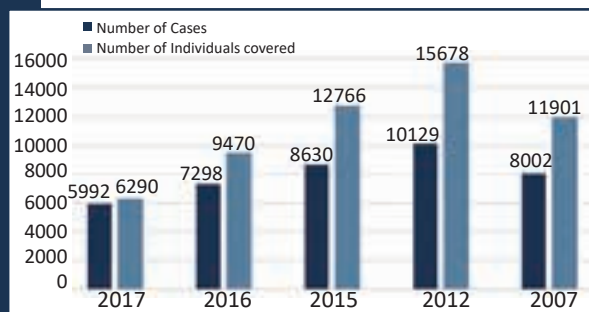
Medical coverage for low-income families and single individuals and childless couples between the ages of 19 and 64. It also covers individuals who are receiving Social Security retirement or disability and are residing at home.

## **Care at Home (Model Waiver Program for Children)**

This program enables ill children to receive special services so their families can keep them at home.

## **Presumptive Eligibility for Pregnant Women**

Medicaid cases are opened presumptively for pregnant women for 45 days to allow an application to be filed and eligibility to be determined based on referrals from participating agencies. Women with incomes up to 223% of the federal poverty level are eligible for this program.



## **Medicare Premium Payment Program**

Encompasses several levels of eligibility to assist participants with full payment of Medicare premiums and in some instances Part B co-insurance and deductibles.

## **Chronic Care**

Provides coverage for long term home health care (including PACE, Programs of All-inclusive

Care for the Elderly) and nursing home care.

## **Medicaid Buy-In Program for Working People with Disabilities**

Provide health care coverage for disabled individuals between the ages of 16 and 65 who are employed with incomes at or below 250% of federal poverty level.

## **Home and Community-Based Waiver Services**

Enhanced Medicaid coverage for extremely disabled children, traumatic brain injured individuals and clients of the Office of Mental Hygiene.

2017	Cases	Individuals
March	6707	7982
June	6228	6814
September	6044	6364
December	5992	6290

## **2017 Achievements**

- Implemented the state's Assets Verification System (AVS) to assist with verification of MA applicant/recipient resources
- Completed the transfer of Medicaid MAGI cases to the NYS Health Benefit Exchange



Individuals with chronic illnesses or disabilities may require personal assistance in order to safely remain in their homes. The Home Care Unit provides services to assist them in meeting this objective. A nurse and a caseworker evaluate and reassess the need for services on a regular basis. The general population in this program is elderly although the unit also services children and young adults with serious medical conditions.

**Eligibility Requirements for Home Care:** Be on or eligible for Medicaid; Be under the care of a physician, who is willing to sign physician's orders; Be self-directing or have someone willing to assume the responsibility; Have a home assessment completed to determine if client is appropriate for home care. There are multiple types available.

### ***Home Attendant***

Home attendant services may provide help with such things as grocery shopping, meal preparation, and light housekeeping. Complete individual assessments are required prior to beginning services and periodically thereafter. Services are generally limited to several hours per week and are determined by the nurse assessor and caseworker.

### ***Consumer-Directed Personal Assistance Program (CD-PAP)***

Home attendants screened and hired by the consumer, provide the authorized home care services. The consumer schedules and coordinates all services and is fully responsible for recruitment and retention of the home care attendants.

### ***Care at Home***

The Care at Home program provides community-based services to physically disabled children who require hospital or skilled nursing home level of care, and allows the child to be at home instead of in an institutional setting.

### ***Private Duty Nursing***

Disabled adults or children may require the services of a private duty nurse in their homes in order to remain at home, or to assist family in the care of the disabled individual.

### ***Managed Care***

The department contracts with one of the Managed Care Programs in our County to provide their assessments for them. Managed Care is a term that is used to describe a health insurance plan or health care system that coordinates the provision, quality and cost of care for its enrolled members.

	2017
Home Attendant Clients	60
CD-PAP	4
Care at Home	8
Private Duty Nursing	4
Managed Care	2
Percentage of clients with a PERS	6%

### ***2017 Achievements***

- Developed a Care at Home Program Desk Guide.
- Worked closely with CDPAP liaison at Willcare to refine policies/protocols.
- Implemented better safety precautions when entering home environments (i.e. completed Narcan training, needle stick injury awareness, bed bug precautions).

### ***PERS (Personal Emergency Response Systems)***

Home devices that connect older adults to a 24-hour call center with the push of a button. The transmitter is typically worn on a neck pendant or wristband, and it sends a signal to a receiver that's connected to the home telephone line. With most PERS setups, the client can talk with the call center staff from anywhere in the house.

### ***PRI (Patient Review Instrument) & Screens***

These are assessments that identify whether or not an individual is eligible for skilled nursing care placement. The PRI and Screen is used to determine the level of care and appropriateness of placement.

# home care

# snap supplemental nutrition assistance program



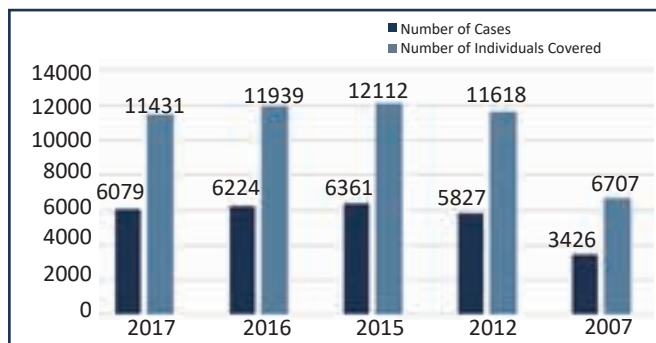
Standing: Senior Examiners Erin Hollowell (L) & Dawn Karl  
 Seated: SNAP Chief Examiner Wendy Green (R) and Senior Examiner Kelly Andrews (L)

The SNAP (Supplemental Nutrition Assistance Program) unit experienced a slight caseload drop which enabled the unit to reconfigure the processing flow and examiner responsibilities.

The unit is responsible for administering this federally funded program that supplements low-income households with food purchasing accounts. Benefits can only be used to purchase (utilizing an electronic benefit card) food items and not for such items as alcoholic beverages or paper and hygiene products. Individuals between the ages of 18 and 50 who are able-bodied adults without dependent children must be engaged in work or work-related activities for at least 20 hours per week or 80 hours per month to be eligible for more than three months of SNAP benefits. Clients leaving Temporary Assistance are entitled to SNAP Benefits for five months to help them make the transition from welfare to work.

## ***Expedited SNAP***

Every application for SNAP must be screened for expedited SNAP on the day the application is filed. If the household's income and resources are low enough to meet the guidelines for expedited SNAP, the benefits will be issued within five days of the application filing date. In cases where the household alleges it has no food, the department makes every effort to issue the benefits the next day.



2017	Cases	Individuals
March	6240	11951
June	6191	11821
September	6129	11590
December	6057	11393

## ***NY State Nutrition Improvement Project (NYSNIP)***

This is a collaborative program that automatically enrolls single individuals who live alone and receive Supplemental Security Income in the SNAP program. There is no application, interview or verification

requirement and the individual can receive the benefits for up to 48 months by simply completing an interim mailer.

The amount of the benefits is standardized and the benefits are accessed using the individual's existing Medicaid benefit card.

## ***SNAP Education/Outreach***

To assist individuals in stretching their Food Stamps and to prepare well-balanced meals, the Department collaborates with Cooperative Extension to provide a nutrition education program called EAT SMART NEW YORK. It also cooperates with Cattaraugus Community Action to provide outreach to encourage households who might be eligible to apply for SNAP.

## ***2017 Achievements***

- Completed the SNAP Management Evaluation review with OTDA with only 7 findings out of 30. Timely corrective action plan was submitted for the recommendations.
- Created a more efficient and quicker turnaround for ASSET requests by granting all examiners this capability.

Renee Williams, Senior Fraud Investigator



Fraud and Recovery Unit takes a proactive approach to ensure that fraudulent activity is not only discovered and stopped but hopefully prevented before it happens. We are committed to maintaining a zero tolerance policy where fraud is concerned and carefully review all allegations and reports. We aim to establish and recover all payments incorrectly made whether they be a case of fraud, a client error, or even an agency error. Efficiency is very important and all cases are reviewed for agency accuracy when a client requests a fair hearing.

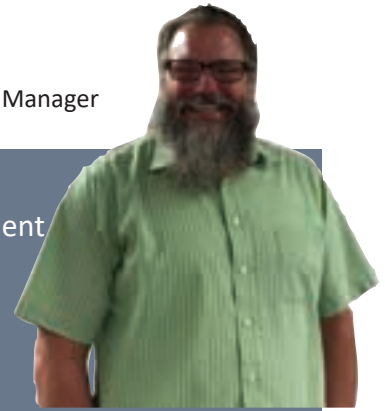
- Representing the Department at Fair Hearings, administrative reviews requested by applicants or recipients of assistance who are dissatisfied with the agency's actions.
- Resolving disagreements to avoid a fair hearing, thus reducing administrative costs.
- Investigating complaints regarding alleged welfare fraud and abuse.
- Where welfare fraud is clearly established, referring the case to the district attorney for prosecution and preparing evidentiary packets for court.
- For fraud cases that don't go to court, having the individual sign a disqualification and obtaining a Confession of Judgment that is subsequently filed with the County Clerk's Office.
- Recovering assistance incorrectly paid.
- Conducting Front End Detection investigations (FEDS) to determine if the information provided on the applications is accurate.
- Using computer reporting systems to verify information provided by applicants and recipients and reporting the results to the State on a monthly basis.
- Making recoveries from small estates, bank accounts or insurance policies by sending letters to the heirs.
- Referring larger estates to the attorneys for filing claims against an estate.
- Reviewing all cases where there is a potential for overgrant
- Calculating all overgrants and begin recovery process
- Track recovery payments
- Review overpayments to determine if there is possible fraud
- Sheriff detective is part of our unit to investigate and make arrests on positive fraud investigations

#### **2017 Achievements**

- Assisted in a Federal investigation against a SNAP vendor
- Completed 73 positive Fraud investigations with a total of \$89,745 in program overgrants, resulting in additional cost savings of \$107,000
- Completed 490 FEDS investigations resulting in over \$230,000 estimated cost savings

# fraud and recovery

Bret Marvin, One Stop Manager



Over the past several years, there has been a decrease in the amount of funding for the One Stop. The Workforce Development Program is funded entirely with federal dollars. The reduction in funding has meant that the staff at the One Stop has been reduced, yet the center continues to meet the standards established for it by the state.

There are three specific populations who must be served with these funds. Each of these populations is offered core services, intensive services and training services. Anyone may avail themselves of core services. There are eligibility requirements for intensive and training services.

Core Services are basically self-help services or are offered in group settings and are the only ones available regardless of income. Intensive Services are services for individuals who are unable to find employment through the use of core services only. Training is one or more courses or classes that lead to a certificate, an associate or baccalaureate degree or a competency or skill recognized by employers.

### ***Title I Adult***

Provides intensive services and training to individuals whose incomes are below the self-sufficiency standard established by the local Workforce Development Board.

### ***Title I Dislocated Workers***

Serves individuals who have been laid off because of downsizing or because their company is closed or is closing. Also, individuals who are receiving Unemployment Insurance Benefits and are unlikely to return to their previous occupation are eligible for these services.

### ***Youth Program***

To be eligible for the services of this program, a youth must be between the ages of 14 and 24, meet the income guidelines and be one or more of the following: deficient in basic literacy skills; a school dropout; homeless, a runaway or foster child; pregnant or parenting; an offender; or an individual who requires additional assistance to complete an educational program. The Youth Program is required to provide ten elements. The One Stop must have these services available for each youth, but some of them are provided by partners of the One Stop.

Title I	Adult	Dislocated Worker
Active Participants	159	20
Number Employed at Entry	62	12
Number in Training	97	8
Exited	126	12

Youth	2016	2017
In-School Active	5	5
Out of School Active	42	15
In-School Exited	2	3
Out of School Exited	18	24
Attained Degree or Certificate	100%	19
Place in Employment or Education	81%	18

### ***2017 Achievements***

- Implemented WIOA which resulted in extreme changes particularly in the youth programs for standards to meet
- Improved group customer services making available more valuable internal services and workshops
- Expanded one-on-one services to include: resume building, interviewing and job search assistance
- Assisted clients in receiving HHA/CNA, Welding, ND Medical Assistant, Medical Billing certificates as well as high school equivalent degrees or diplomas

## TANF Summer Youth Employment Program

Since 2002, the department has operated the Summer Youth Employment Program. Work experience supervisors are hired on a seasonal basis for this purpose. This program is funded entirely with state dollars. To be eligible for this program the household income for the youth's family must be less than 200% of poverty which, for a family of four in 2017 was \$49,200. As the title of this program implies, it provides employment opportunities during the summer time. Usually the duration of the program is 6-8 weeks. In addition to the youth being exposed to work, each youth receives an educational component. For employment opportunities, the youth may be placed with a not-for-profit

organization, a governmental entity or in private business.

	2014	2016	2017
Youth Served	164	144	163
Employers	62	56	58

### 2017 Achievements

- Served 163 during Summer Youth Employment program
- Administered program with lower overhead (staff, mileage, overtime) allowing more funds for youth wages

## Home Energy Assistance Program (HEAP)

This federal program assists low-income families and individuals with utility and fuel payments. There are two components to this program, regular and emergency benefits. One regular benefit is issued to a household, but then if the household experiences an emergency it could be entitled to an emergency fuel and an emergency utility benefit. The HEAP program also authorizes furnace repairs/replacements.

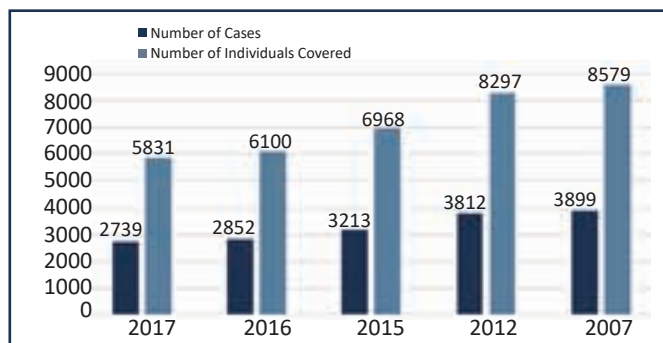
During the summer months, HEAP runs the cooling program to assist households with air conditioners. These households must contain an individual with a medically-verified condition that is worsened by heat.

The HEAP unit consists of: one seasonal senior examiner, one permanent examiner, one permanent keyboard specialist, and numerous seasonal workers for the bulk of the HEAP season from October-March. That has proved effective, providing the needed staff without increasing administrative costs. The increased staff for the HEAP season is extremely important because the department may receive as many as 100 applications in a day.

The department continued to participate in the Oil Buying Program that establishes a maximum price that participating vendors can charge a HEAP client based on the wholesale price of oil. There are also contracts in place with the Department of Aging as alternate certifiers. All indirect payments are sent to the clients heating vendor, rather than to the client.

### 2017 Achievements

- Successfully trained new HEAP staff to work effectively and productively with the HEAP team to provide quality service to our clients and vendors.



HEAP benefits authorized during the 2016-2017 Heating season = 8,639.

# child support

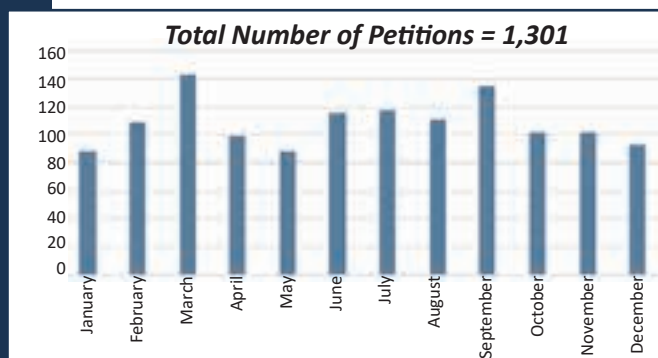
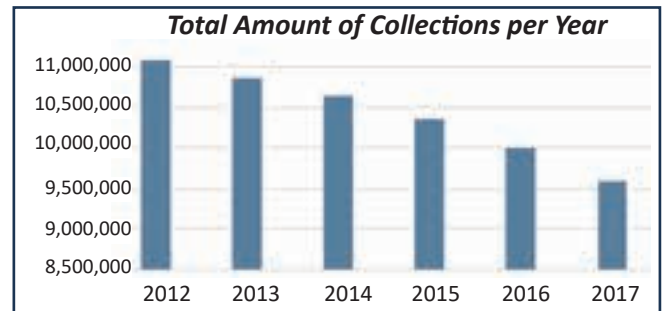
Connie Barth, Child Support Coordinator (R) and  
Kathy Smith, Supervising Support Officer (L)



The Cattaraugus County Child Support Enforcement Unit helps to strengthen families and reduce welfare spending by placing the responsibility for supporting children on those parents with the financial resources to provide such support. The Child Support Unit works with both private and public assistance and Medicaid clients.

The Child Support Collection Unit:

- Files petitions and arranges genetic marker tests to establish the paternity of children born out of wedlock
- Locates absent parents using various computer matches
- Files petitions for the establishment of financial and medical support
- Files petitions for modification of support based on cost-of-living increases or changes in circumstances
- Enforces court orders, monitors payments and files violation petitions
- Establishes income executions
- Collects arrears by seizing income tax refunds, lottery winnings and bank accounts to include working with the Department of Taxation to seize the assets of non-custodial parents
- Suspends drivers' licenses and professional licenses and denies passports
- Requests a jail term for individuals who are willful non-payers
- Retains fiscal responsibility for charging and disbursing support in accordance with the Child Support Orders
- Works with the statewide Customer Service Helpline (CSH) on a referral basis to verify actions or information on cases.



## 2017 Achievements

- Obtained access to Accurant to assist in locating non-custodial parents as well as custodial parents
- Improved the safety and logistics of the unit with a redesign of the physical space
- Implemented a system to file petitions in a more timely manner

Evonne Phillips, Director of Services

Programs include: Child Protective Services, Child Welfare (Foster Care), JD/PINS, Adult Protective Services, and Day Care Subsidy



Services continued to be on the move in 2017. We experienced numerous changes to state/federal mandates that impacted our day to day operations. Our dedicated team, despite several transitions met each of the new mandated challenges with grace and ingenuity. I am always amazed at the level of commitment and dedication from our team to the families we serve. We continued striving to exceed the state's expectations and have accomplished several projects. An area of focus this past year has been community engagement. Two major areas of focus were: The Fatherhood Coalition group that engages fathers through several weeks of sessions to empower and enable better relationships with their families; the second was countywide engagement with local school districts to facilitate understanding and collaboration.

We brought attention to several civic awareness days throughout the year. April is Child Abuse Awareness Month and to highlight this, our independent living group, comprised of foster care youth, designed posters that were located within a business in every town in the county. May is Foster Parent Appreciation Month. We celebrated the families that open their homes to this vulnerable population with a recognition dinner. We honored approximately 45 families. World Elder Abuse Day was celebrated throughout the county with pamphlets in local physicians' offices, libraries and banks. A commercial was produced in conjunction with Time Warner/Spectrum to further awareness.

Our focus for all units has been incorporating the State data provided which has been highlighted in our county child family services plan. Each unit will pursue goals set within the child family services plan over the next year that have been designed to enhance our practice. We have already seen great growth in some areas; we have decreased foster care placements to a record low number of 28 for 2017. This allows children to be spared the trauma of placement and separation from their family.



Three of the foster children that were adopted in 2017.

# Services

# child protective



Child Protective supervisors (L-R): Debra Westfall (Unit), Nichole Zink (Case), and Tammy Brickel (Unit)

Child Protective Services (CPS) is responsible for investigations of abuse and/or maltreatment of children under the age of 18.

- Investigations must be initiated within 24 hours of receipt of a report of child abuse or neglect. All reports must come through the State Central Registry. Reports are filed by anybody from a concerned citizen to local professionals (health care/teachers) who are mandated reporters.
- Staff must be available seven days a week, 24 hours a day.
- As needed, CPS caseworkers seek intervention from Family Court for Orders of Protection, court-ordered services for families, and/or authorization to place a child in foster care.
- The district attorney must be notified of abuse petitions and criminal action can be concurrent with Family Court.

	2014	2016	2017
Reports Received	1,724	1,650	1819
Sexual/Physical Abuse Reports	104	120	131
Children Removed/Placed in Foster Care	78	44	28
Petitions Filed	142	155	119

### ***Child Advocacy Center (CAC)***

The staff continues to work cooperatively with the Child Advocacy Center, which brings together agencies and law enforcement in a Multi-Disciplinary Team (MDT) to decrease the overall impact of abuse by reducing further victimization of abused children. The CAC is a child-friendly place where the MDT joins hands to care for abused children. Child Protective Caseworkers are an intimate part of the multi-disciplinary team doing investigations and in the forensic interviews. Currently, the department refers all reports of sexual abuse and serious physical abuse to the center for interviews and medical exams, if needed.

### ***2017 Achievements***

- Achieved overdue cases under 20% of total open cases per month
- All staff trained to handle abuse cases allowing them to work with the multi-disciplinary team and Child Advocacy Center
- Updated technology to improve flow of information between caseworkers in the field and supervisors in office while maintained confidentiality requirements

Child Welfare supervisors (L-R): Hayden Williamson (Unit), Paula Faulkner (Case), and Jennifer Addotta (Unit)



This unit provides preventive and foster care services. These caseworkers are the ones who provide the ongoing adoptive services to the families that are referred to Court as a result of the Child Protective investigations.

Caseworkers coordinate preventive services for the family and child(ren) without regard to income and can include assessments, counseling and case management. Over the past several years, the Department has developed a number of preventive programs with the goal of reducing the number of children who are placed in foster care.

In situations where it has been determined that the child(ren) should be removed from the household (court ordered or voluntarily by parents), placement is made with either a foster family or a therapeutic foster family. The department maintains one caseworker dedicated to finding, certifying, training and coordinating foster homes within the county. In circumstances where a child needs a high level of care, a child may be placed in a group home or residential treatment center.

There are numerous outcomes for a child(ren) to exit foster care but the preferred outcome is to reunite the child(ren) with his/her family and the department is required to provide diligent efforts toward achieving this end. If returning to the family is not possible, the unit has continued to see success in the adoption of children. A child(ren)

is freed for adoption either through court action or through the parent signing a surrender of parental rights. Regardless of how the child is freed, caseworkers employ a large commitment of time and effort working with the family to ensure a successful outcome for the child(ren).

### ***Foster Care***

	2014	2016	2017
Children receiving preventive services	312	304	213
Children in Foster Care (includes JD/PINS)	98	71	39

### ***Homefinding and Adoption***

	2014	2016	2017
New Foster Homes Certified (including relative homes)	18	12	11
Children Freed for Adoptions	28	13	
Children Adopted	22	23	16

Any youth 14-21 years old who is in foster care, whether or not his/her goal is return to parent, must be prepared for independent living. To assist this foster care population, the unit facilitates a monthly group session where this target group comes together to learn life lessons covering everything from their physical health to preparing for college to practical skills (cooking, balancing a checkbook) to job searching (the IL teens participate in the summer youth program).

### ***2017 Achievements***

- 28 placements in 2017 which is a significant reduction
- Implemented new case passing process between Child Protective and Child Welfare reducing the time between referral and case transfer

## ***Juvenile Needs Taskforce***

Composed of Probation, Community Services, the Youth Bureau, the Department of Social Services and private not-for-profit agencies. The Taskforce meets on a weekly basis to review cases that are at risk of going to court. The goal is to develop a service plan to keep youth at risk at home. There are numerous programs that are utilized that are coordinated and monitored by the department.

## ***School-based Juvenile Probation Officers***

Funding that the department is able to access has made it possible for the Probation Department to locate its juvenile officers in the schools. These officers are available to address issues before they escalate to the point of requiring court intervention.

## ***Cattaraugus Community Action's Family and Schools Together (FAST)***

This is a home and school-based program designed to provide early intervention to youth who are at risk of out-of-home placement due to poor school performance, behavioral issues, substance abuse issues, criminal activity or family issues. This program is County wide.

## ***Catholic Charities Multisystemic Therapy***

This evidenced-based program provides intensive family and community-based treatment that addresses the multiple determinants of serious antisocial behavior in juveniles ages 12-18. It is a short-term program lasting 3-6 months.

## ***Cattaraugus Community Action Attendance Improvement Program and Berkshire Farms Turnaround Program***

These programs operate in six school districts across the county (Olean grades 3-8; Salamanca/Pioneer grades 6-8; Allegany/Hinsdale grades 5-8; Cattaraugus/Little Valley grades 5-12). These programs target the causes of truancy and tardiness and seek to improve attendance while providing children and families with strategies for academic and social success.

## ***Family Group Conferencing***

This program brings together extended family members, friends and community supports to brainstorm a plan for the family. It is a program designed to strengthen and empower families in crisis by providing guided discussions toward an effective end.

## ***"Y-Wait"***

Provides YMCA memberships to the youth and the YMCA will expand it to a family membership, if requested. The program has shown evidence of improved family relations and many reduced their involvement with problematic peers and increased involvement in pro-social activities.

## ***Respite***

Provides timeout for youth and their families who are experiencing tension. The youth may be placed in a foster home type setting for up to ten days.

## ***Supportive Case Management***

Provides the services of a supportive case manager from the Department of Community Services to families that do not have Medicaid coverage.

## ***Youth Bureau***

The department works with the county's youth bureau on several of their programs. In particular, Youth Court, Mentoring Services and Mediation.

## ***Electronic Monitoring Program***

When ordered by Family Court or requested by a parent, the monitoring system is used to track the whereabouts of the participant and assist in enforcing a curfew. It serves as an alternative to non-secure detention.

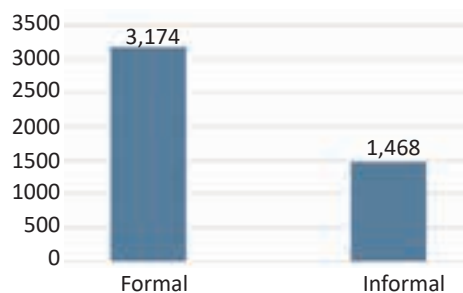
## ***2017 Achievements***

- Continued to keep both the number of days a child is in detention as well as the number of children being placed in detention low
- Redesigned the mini preventive contract to better meet the needs of the department and the clients
- Improved relationship between the department and Probation

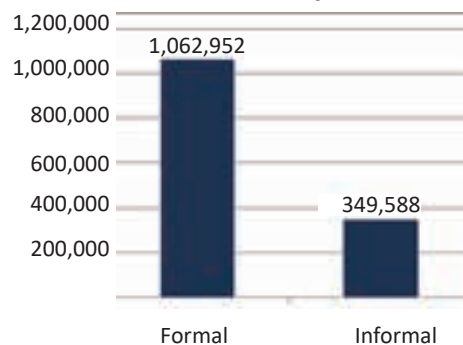
# day care subsidy

This unit is responsible for the administration of the Child Care Subsidy Program funded by the New York State Child Care Block Grant. This program, entirely funded with federal dollars, provided child care subsidies to families with incomes below 200% of the federal poverty level.

**2017 Number of Children Served**



**2017 Total Amount of Subsidies**



Eligibility for subsidy is based on the parents' / guardians' participation in at least one of the following:

- Educational and training programs that lead to employment in a demand occupation. The list of demand occupations is generated by the state Department of Labor.
- Working parents
- Teenage parents who were completing their high school education.
- Families who needed help to prevent a child's out-of-home placement.
- Working parents who are transitioning from Temporary Assistance
- Day care for Foster Parents to ensure day care while working

## **2017 Achievements**

- Decreased the number of outstanding overgrants
- Implemented a new processes for communicating deferred payments with the YMCA
- Completed the Daycare Unit manual

# adult protective

Standing: Linda Glenn, Case Supervisor  
Seated: Unit Supervisors Michael Retchless (L)  
and Mary Fellows-Davis (R)



Adult Protective Services is a system of services designed to assist individuals in the community who are over the age of eighteen, are mentally/physically impaired and are in need of protection from abuse, neglect (including self-neglect) or exploitation and who do not have anyone to fully assist them.

Services are provided without regard to income, and are based on the guiding principles of the individual's right to self-determination and the least restrictive alternatives. If the individual understands the consequences of his/her actions, Adult Protective can only offer services and assistance which the individual can accept or reject. Even if an individual is in an abusive or neglectful situation, Adult Protective can only take action when the individual is incapable of making decisions because of mental impairments.

In extreme situations, the commissioner can petition to become the guardian of an incapacitated adult. When the commissioner is guardian, the caseworkers assure

that all the needs of the individual are met.

Adult Protective caseworkers serve as representative payees for individuals receiving Social Security and Supplemental Security benefits who are

	2015	2016	2017
Number of new referrals	94	57	60
Number of Representative Payee Cases	413	301	355
Number of Guardianships	21	16	15

incapable of handling their own finances. Caseworkers do the budgeting for these individuals, assist them with locating affordable housing and ensure that their basic needs are met. Many of the individuals for whom the Department is representative payee have serious behavioral issues such as untreated mental illness and drug and alcohol abuse.

The supervisors for Adult Protective also supervise the Day Care Subsidy and JD/PINS units.

## ***2017 Achievements***

- Decreased the number of representative payee and guardian cases with the designated intake worker
- Met with outside agencies to educate them on the intake process for adult protective

Jessica Weinman, Director of  
Administrative and Fiscal Services



Areas include: Accounting, Information Technology, Clerical  
Support and Data Entry

# administrative and fiscal

2017 represents the first year of the restructuring of the department's administrative functions and the implementation of the Director of Administrative and Fiscal Services position. The supervision responsibilities of the position include not only Accounting, but also Data Entry, Information Technology Systems and the two Clerical Teams. These units support all program areas within Social Services and are vital components to operations. This restructuring process has allowed the department to increase the communication between the program units and the support staff. Communication is key to successful collaboration in our mission to serve our community and provide necessary services, while minimizing the impact to taxpayers.

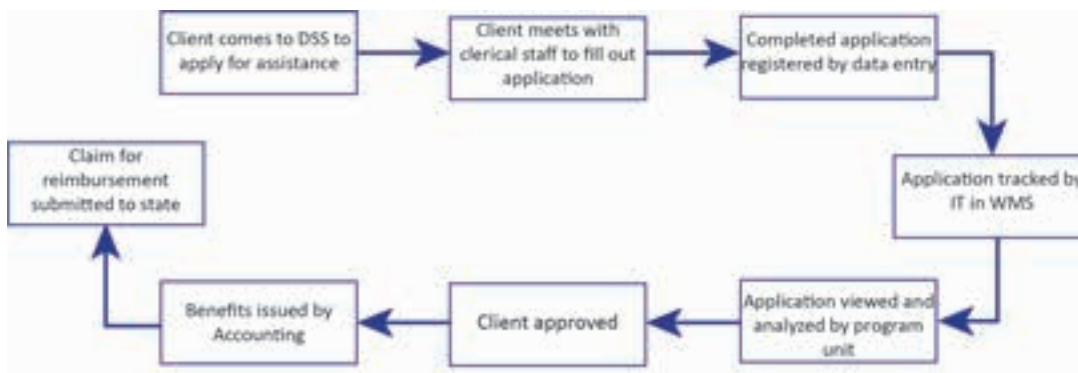
The accounting department experienced the departure of a veteran staff member and was successfully able to continue operations with minimal interruptions thanks to the extensive cross-training efforts realized within the unit. We were able to successfully formulate a budget that maintained the prior year's level of spending while still ensuring we are able to meet the needs of our clients.

The upstairs and downstairs clerical teams have been combined under streamlined supervision to allow greater efficiencies in scheduling and cross-training.

Some members of the clerical team have been reassigned to work with the data entry group to allow for more specialized support to the intake function of the income programs.

The IT department successfully implemented our new VoIP phone system and upgraded necessary technology for the CPS unit.

We have begun cross-training to allow more flexibility and depth as some of these units are quite small. The effort to combine and enhance these often overlooked, yet indispensable administrative supporting functions is sure to yield many positive outcomes for years to come.



# fiscal operations

Casie Packard, Senior Accountant (L)  
and Kathleen Johnson, Administrative Services Supervisor (R)



Supervision and coordination of the fiscal functions of the Agency are the responsibility of this unit, including accounting for each of the various programs operated by this Department, both Social Services and Workforce Investment.

Functions performed by the Accounting Unit are:

- Preparing the budget for the department, including Workforce Investment, and tracking revenues and expenditures.
- Processing all program payments and administrative vouchers.
- Preparing, tracking and maximizing all claims for reimbursement from New York State.
- Maintaining accounts payable and accounts receivable.
- Processing all cash refunds, non-cash refunds, cancellations and recovery monies.
- Receiving and disbursing income for the individuals for whom the Department is payee or guardian.
- Issuing payments for individuals involved in various Workforce Investment Act activities, including the wages for those in on-the-job training, tuition payments and supportive services.
- Auditing and processing all bills for daycare and foster care.
- Recovering overpayments of assistance using the Cash Management System through recoupments of benefits for individuals who are still on assistance or through billing.
- Processes payroll for the department, including reimbursement requests for mileage and meals.
- Requisitions supplies and operates the stock room.
- Processes receipt of outside deliveries and mail.
- Accounting is also instrumental in strategic planning, tracking caseload trends and monitoring program expenses.

## ***2017 Achievements***

- Created and implemented a system to track and monitor contractual expenditures.
- Continued improvement on recoveries, including small claims court proceedings and increased collaboration with the Recovery Unit.



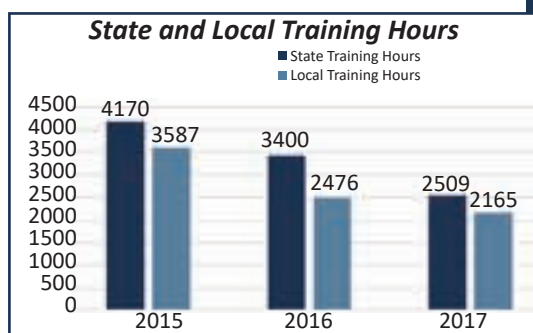
Kristin Rocheleau, Staff Development Coordinator

## Staff Development

By law, the department is required to have a staff developer. To meet this requirement, the department has a contract with Jamestown Community College for a Staff Development Coordinator (SDC). The SDC is responsible for assessing and coordinating all the training needs for the department. In addition to the training duties, the SDC also coordinates the Staff Recognition Team (including the quarterly staff newsletter) and is a member of the Safety Committee.

### 2017 Achievements

- Redesign/update Department's Annual Report
- Over 1960 local training hours including specialized computer training and substance abuse and family dynamics
- Over 2500 state training hours focusing on programmatic and professional development



Michael Kiener, Systems Analyst

## Systems Analyst

The systems analyst is responsible for the maintenance and upgrading of the various computer systems in the department. The department not only is part of the county's local area network, but also has eight state systems operating.

### 2017 Achievements

- Piloted the state's Virtual Desktop Infrastructure (VDI) program
- Upgraded IEDR scanner and supplies
- Rewired some of the department for the new VOIP phone system

Some of the State systems maintained by the Systems Analyst and his staff are:

### ***Welfare Management System (WMS)***

WMS is a statewide computerized data system that receives, maintains, and processes information for the management and control of social service programs. It is an eligibility file of all persons who have applied for or are receiving Temporary Assistance, Medicaid, Food Stamps, and/or supportive services. This system has several subsystems including the Benefit Issuance Control System, the Electronic Benefit Transfer System and the Employment Subsystem.

The systems analyst and his staff work to provide the administration with current statistical information such as caseload trends, program expenses, and generate reports on an as needed basis to assist in planning and policy formulation.

### ***Connections***

Connections is a single integrated system for the collection of all federally-required data regarding child abuse and neglect, preventive services, and foster care and adoption services, and, at the same time, provides for more monitoring of these programs.

### ***ASSETS***

Tracks all child support cases, including petitions filed, support ordered, support paid and the amount of arrears owned.

### ***Imaging/Electronic Document Retrieval (I/EDR)***

This is the State system into which all records for financial services cases are scanned and then retrieved electronically.

### ***Medicaid Management Information (MMIS)***

MMIS is a statewide-centralized computer system designed to improve administrative controls over rising Medicaid costs and improve availability of health care services through more efficient claims processing. The accounting unit staff monitors Medicaid costs and uses the information from MMIS to locate trends and to project future costs. This system is also used in the establishment of an amount due the department when it files an accident lien or a claim against an estate.

### ***COGNOS***

A client service system that includes a depository of client and case information and software to extract data on an on-going or ad-hoc basis to develop department specific reports.

### ***Local Area Network***

The Department has a local area network (LAN) of microcomputers using client server technology. This network allows such activities as file sharing and e-mail and provides redundancy, software standardization and security unavailable in a stand-alone PC environment. These computers are integrated with the state's wide area network.

### ***Child Care Time and Attendance (CCTA)***

This is a state system that tracks children's time in subsidized daycare. It also generates the payments. It is a labor intensive system because the time for many of the children still needs to be manually entered.

# flexible fund for family services

(FFFS)

Using a portion of federal Temporary Assistance for Needy Families (TANF) funds, New York State developed the Flexible Fund for Family Services (FFFS). This fund was an effort to allow counties to meet their specific needs. The Department has been able to develop numerous programs to meet the specific needs of Cattaraugus County. Some of these programs are:

## ***On-the-Job Training***

Through a contract with the Greater Olean Area Chamber of Commerce, employers are reimbursed a percentage of the wages for up to six months for individuals that they hire who are receiving TANF benefits. This job developer works with employers specifically to develop job opportunities for individuals on assistance.

## ***Retention***

Studies have proven that many Temporary Assistance recipients can get a job. However, without adequate support, many lose their employment within three months. Two employment specialists help these newly employed individuals overcome obstacles to obtain and continue employment. The goal of this program is to improve job retention.

## ***Gas Cards***

Members of a family with an income less than 200% of poverty can receive assistance with purchasing the gasoline needed to travel back and forth to work for up to three months. The program is a great benefit to households where the wage earner has a minimum wage job.

## ***OATS Bus***

The department subsidizes the OATS bus that is operated by the City of Olean. Bus passes are provided to individuals receiving benefits from several of the programs within the department.

## ***Employment Medical Exams***

The agency sets aside funding to pay for second opinions for individuals who claim they are unable to comply with employment requirements due to a disability. Included is the cost of transportation for the individual to get to the appointment.

## ***Fingerprinting***

The department runs a work experience program whereby individuals on Temporary Assistance are placed with governmental or not-for-profit entities to gain experience in the workforce. Some of these entities require that an individual undergo a criminal background check before he/she is assigned.

## ***Drug and Alcohol Assessment***

The department contracts with a CASAC (certified alcohol and substance abuse counselor). This counselor does assessments on all individuals who are applying for or are in receipt of Temporary Assistance when there is an indication that he/she might have an alcohol or substance abuse problem. If treatment is needed, the counselor refers the individual to the appropriate services.

## ***Earned Income Tax Credit***

The Department, in conjunction with the United Way and St Bonaventure University provides free tax preparation to families and non-custodial parents whose incomes are below 200% of the federal poverty level.

## ***Domestic Violence Liaison***

An APS caseworker interviews individuals who request services because of the domestic violence in their relationships. The liaison determines if the domestic situation prohibits the individual from participating in work activities.

## ***BOCES Training***

The department contracts with BOCES to specifically provide trainings for individuals referred. Tuition is provided for a single individual when there are not sufficient referrals for an entire class.

# flexible fund for family services (FFFS)

## ***Math and Reading Tutorials***

Since many of the individuals who are now receiving cash assistance have limited skills, the department contracted with Olean Community Schools to provide remedial education. One of the sessions is for math and the other is for reading.

## ***Y-WAIT***

If the department purchases memberships for two or more youth in a family, the YMCA will give the family a family membership. This program provides meaningful activities for after school and on weekends. It develops skills and increases self-esteem. It also helps prevent PINS behavior.

## ***Kinship Program***

To address the needs of grandparents or other relatives parenting displaced youth, the department contracts with Catholic Charities to provide advocacy, referrals, case management, parent education and support to these relatives.

## ***Pop In Visitation***

Cattaraugus Community Action provides both planned and unplanned visits to families that are working with the Child Welfare Unit. These visits are during non-traditional hours, especially evenings and weekends. These visits are normally to check on how foster children are doing while they are home on a visit with their families.

## ***Family Group Conferencing***

An intervention that helps families to develop resolution to child welfare concerns by utilizing family strengths, resources, culture and relationships in the development of plans of action. Extended family members, friends and other supportive individuals are invited to a conference that can provide caseworkers and families with strategies that can be used to help the family deal with the issues that brought the family to the attention of the department.

## ***Youth Court***

First-time, non-violent offenders are referred to the Youth Court, through the County's Youth Bureau, where their sanctions are determined by a New York State sanctioned peer court and jury. The advantage to the youth, who are referred, is, by successfully completing the program, they avoid having a juvenile court record.

## ***PINS Diversion***

Several of the PINS Diversion Programs mentioned earlier are funded in whole or part by the Flexible Fund for Family Services.

# Glossary

APS	Adult Protective Services: Services to individuals over the age of 18 who are in need of protection from abuse, neglect (including self-neglect) or exploitation and do not have anyone to fully assist them.
CBIC	Common Benefit Identification Card: The identification card that individuals use to access cash assistance, SNAP and to obtain medical services. Similar in size to a charge card.
CONNECTIONS	A single, statewide integrated system for the collection and recording of child protective, preventive, foster care and adoption services that provides a comprehensive electronic record for Child Welfare Services cases.
CPS	Child Protective Services: Services to abused and/or maltreated children whose parents are unwilling or unable to assume their legal responsibilities and obligations.
CSEU	Child Support Enforcement Unit: Responsible for collecting and enforcing court-ordered child support payments from absent parents and establishing paternity both for temporary assistance (TA) and non-public assistance (NPA) beneficiaries.
CSMS	Child Support Management System: The statewide computer system into which all the activities of the Child Support Unit are entered.
C/THP	Child/Teen Health Plan: A program of prevention, early detection, and treatment of childhood illnesses and disabilities.
CW	Child Welfare Services: Services to families whose children are in foster care or are at risk of foster care placement.
DSS	Department of Social Services: Provides a broad range of protective and preventive, social and financial services.
EAF	Emergency Aid to Families: A program that provides assistance to deal with crisis situations threatening a family with a child.
EBT	Electronic Benefit Transfer: The system whereby individuals can swipe their common benefit identification cards at authorized retailers to receive their cash and SNAP benefits.
FA	Family Assistance: A New York State federally funded public assistance program.
FFFS	Flexible Fund for Family Services: Federal TANF dollars that are allocated to local social services districts to fund TANF administration, Child Welfare administration, Title XX Services, EAF JD/PINS, EAF Child Welfare, Day Care, other mandated services as well as local initiatives for employment and services.
HEAP	Home Energy Assistance Program: Provides federal grants to eligible temporary assistance and non-temporary assistance households to help defray utility costs.
MA	Medicaid: Payment of medical bills for qualified medically indigent individuals or families; recipients of Family Assistance, Safety Net, or Supplemental Security Income automatically qualify.
MMIS	Medicaid Management Information System: State-controlled system for approval and payment of Medicaid charges submitted by providers of services
OSOS	One Stop Operating System: The state-wide system for the Department of Labor into which is entered all the data for the clients of the One Stop.
PSA	Protective Services for Adults: Services to individuals over the age of 18 who exhibit serious physical and/or mental disabilities and who have no one willing or able to meet their needs.

# glossary

SNA	Safety Net Assistance: Temporary Assistance for needy individuals or families who are ineligible for TANF and whose income is insufficient to meet the standard of need. This is a state program that services single individuals, childless couples as well as families that have exhausted their 60 months of TANF eligibility.
SNAP	Supplemental Nutrition Assistance Program: Formerly Food Stamps
TA	Temporary Assistance: The generic term for cash assistance.
TANF	Temporary Assistance to Needy Families: The federal program that provides 60 months of cash assistance to families with a dependent child under the age of 18 whose income is below the standard of need.
WIA	Workforce Investment Act: The federal legislation that provides funding for employment and training services for adults and youth who meet the income guidelines and individuals who have lost their employment. This same acronym is used for the Workforce Investment Area, which is composed of Cattaraugus and Allegany Counties.
WIB	Workforce Investment Board: The policy making board for the Workforce Investment Act.
WMS	Welfare Management System: A statewide computer system containing eligibility information on applicants for TA, SNAP, MA and/or support services.