APPENDIX E

DSS INFORMATION

NEW POSITION REQUEST
2011-12

Department: Social Services

Job Title: Income Maintenance Caseworker II – Work First Family Assistance

Suggested Grade/Step: 12/1

If Full Time position is requested, is it replacing a Part-time position? No

Will the Part-time position be eliminated? N/A

Justification:

This position can be funded with 100% Federal TANF Funds. Each year for past several years the agency has had excess TANF Funds reverted back to the state. Last year there was approximately $97,000 reverted back and this year (2010-11) approximately $116,000 will be reverted. This worker would carry all Work First Cash Assistance cases, including Family Assistance and child only cases, as well as transitional Medicaid. Currently two workers in the Family and Children's Medicaid Unit determine eligibility and carry child only cases, as well as a partial caseload of Family Medicaid. The funding of this position would allow us to position Work First services in one unit providing more consistency in providing services and enhanced services provided to child only cases. It would also allow us to take one of the positions that currently carry a Work First/Medicaid caseload to a full Medicaid caseload of 1187 (comparable to other F & C Medicaid caseloads) and the other one to another unit of the agency. Currently all income maintenance units carry excessive caseloads above recommended standards and moving one of these positions would improve service delivery in two other areas. Since all income maintenance administration is reimbursed at 50% no additional cost would be incurred.

Currently the WFFA is structured as follows:

Three social workers- One social worker works solely with the employment services side for the parent cases receiving Wffa. The other two social workers take eligibility applications for the parent Wffa cases and continues to maintain these cases until terminated and retain the employment cases that are job coded as disabled parents. They also evaluate clients for the Emergency Assistance program and 200% Retention program.

Two Income Maintenance caseworker positions take child only applications and share case management responsibility of 163 child only cases and 1187 Family Medicaid cases.

With the addition of the new TANF position the unit would be structured as followed:

Three social workers - One social worker will continue to work solely with the employment services side of the parent cases receiving Wffa. The other two social workers would take applications for the Emergency Assistance program and 200% Retention program and be able to assist the other social worker with employment caseload and home visits on the child only cases. This should enable us to provide these clients with additional benefits that we've been unable to do at this time. These two social workers will also help back up the Income maintenance caseworker in taking applications when needed.

One Income Maintenance caseworker will carry all the Wffa child only and parent cases. This caseworker will also take all Wffa applications and determine eligibility and carry the Transitional Medicaid cases.

NEW POSITION REQUEST

Department: Social Services

Job Title: Income Maintenance Caseworker II – Food and Nutrition Services (2 Positions)

Suggested Grade/Step: 12/1 - $27,806.20

If Full Time position is requested, is it replacing a Part-time position? No

Will the Part-time position be eliminated? N/A

Justification: Since January 2005 Food and Nutrition households have increased by 1,203. Rutherford County DSS FNS caseloads have increased 126% since 2005 with no additional budgeted staff for this program. Between FY 05-06 and FY 06-07 the number of individuals and households receiving Food and Nutrition Services remained relatively stable with a decrease of less than 1%. Similarly the average annual county unemployment rate has increased from 8.6% in 05-06 to 13.8% in 09-10. This is an obvious sign of the declining economy and increased need for nutritional supplementation. The agency has made efforts to increase our participation rate to target all potential eligible citizens by a successful rate of 118% based on the 2000 census. This participation rate exceeds the states expectations. Both of these trends, in addition to indicating a declining economic climate in the county, contribute to the increase in recipients over the past five years.

Our caseloads still continue to exceed the state's recommendation and of surrounding counties and those of comparable size. Rutherford County caseworkers are currently maintaining an average of 814 cases in addition to taking and processing applications. They take and process an average of 374 new applications per month. Burke County's workers maintain an average of 617 cases in addition to intake and processing; McDowell County average 750 cases; Craven county averages in the 500's as well as Johnston County. Harnett County averages in the 650 range and Cleveland County averages 583 cases and operates with the Northwood's system.

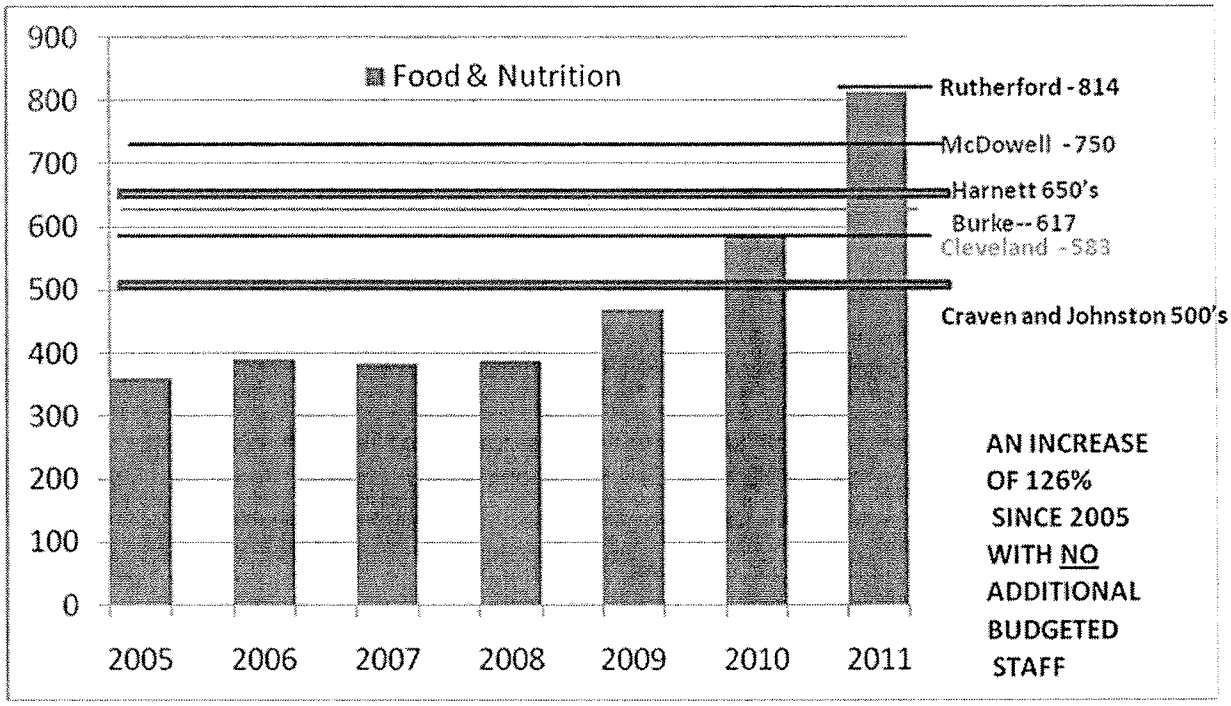
In addition to maintaining high caseloads Food and Nutrition Services policies have become more complex and time consuming over the past several years. In July 2010 the state increased the income limit from 130% of the poverty income limit to 200%. The state also implemented the exclusion of resources for this program for the majority of the households. This change alone has significantly increased the caseloads and changed the clientele for this program. We feel with the implementation of Northwood's caseworkers will improve management of their cases but remain understaffed compared to other counties.

Due to high caseloads and the extra work created by policy changes, two caseworker positions are needed in order to maintain the high quality work that is being performed

currently. With two additional staff members we would average approximately 650 cases still remaining higher than some of our neighboring counties.

In order to maintain caseloads and meet deadlines these staff members frequently work beyond the standard work week of 37.5 hours. Currently our FNS staff has 175 hours overtime pending. An additional caseworker would allow us the opportunity to be proactive in preventing costly errors, decreasing staff overtime/comp time, retaining competent staff, and ensuring that all applicants receive the benefits that they are eligible for without delay.

F&N Compared to Neighboring Counties



NEW POSITION OR POSITION RECLASSIFICATION REQUEST (New Position)

Department: Social Services

Job Title: Custodian

Suggested Grade/Step: 6/1

If Full Time position is requested, is it replacing a Part-time position? Yes

Will the Part-time position be eliminated? Yes

Justification: The DSS Building has a high volume of traffic each day, with appropriately 2300 visitors a month to the main lobby; in addition the building houses appropriately 114 employees who utilize two kitchen areas, four restrooms and 2 medium size conference rooms. In addition there are four public restrooms. Due to this volume of traffic it is difficult to keep the restrooms, kitchen, and lobby areas clean and sanitary without daily maintenance. Currently there is a housekeeper assigned from the county maintenance department 2 days per week and 1 hour on Friday. With the limited time devoted to housekeeping in a building this size there are cleaning duties that must go undone due to lack of time, thus the building does not always present as clean and orderly. DSS also currently employs a part time General Utility Worker who works 29 hours per week. A housekeeping position would replace both the housekeeper and the General Utility Worker position. This would give the Maintenance Department the ability to assign the housekeeper to another department or area at no additional cost. Currently Maintenance needs a custodian at two other locations. This would help them partially meet that need. Eliminating the General Utility Worker position the approximate cost to the county for a full time housekeeping position would be $4,634.00 over current cost.

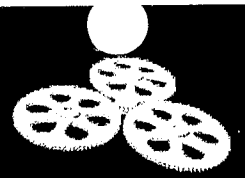
DSS File

The Northwoods Project

A Process Management System

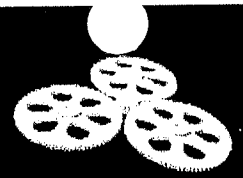
By: Rutherford County DSS

Presentation Objectives



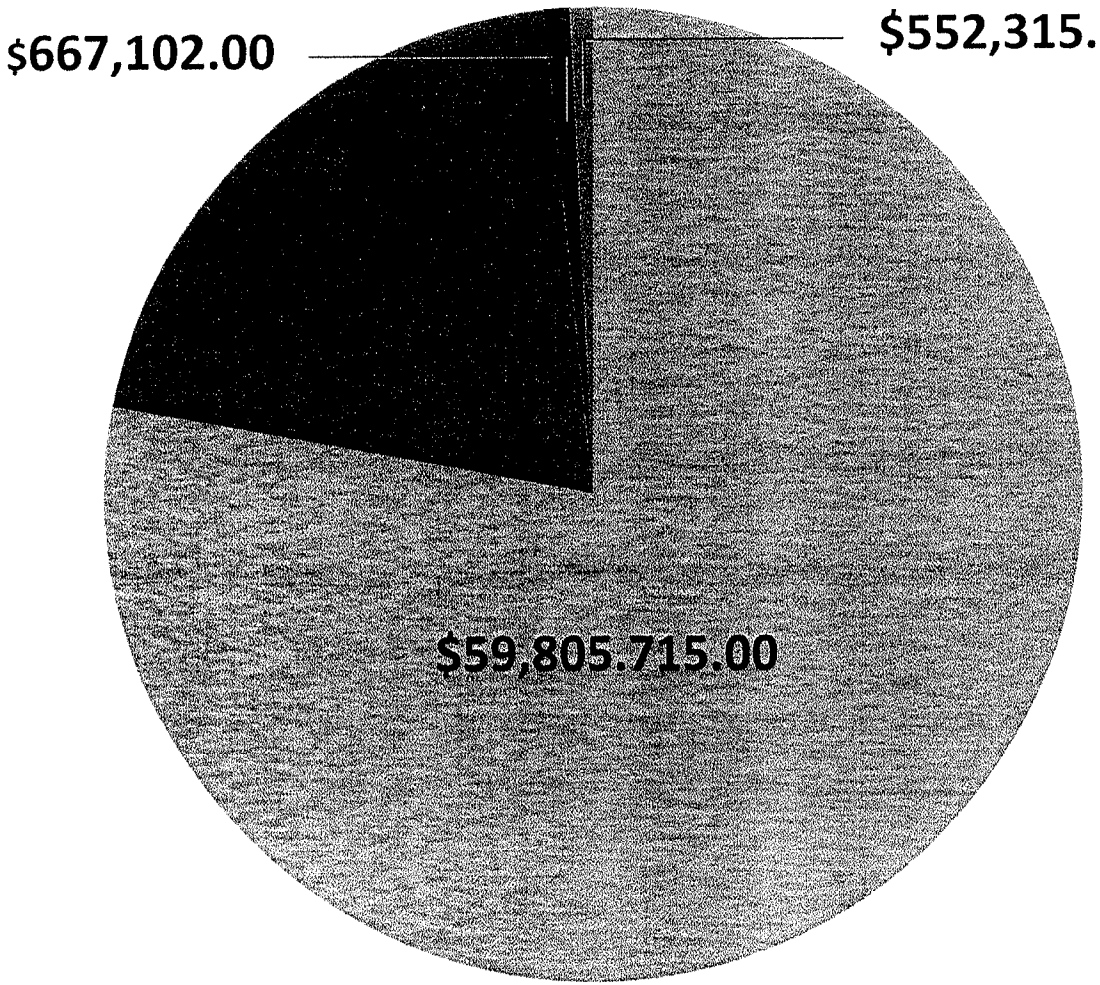
- Highlight the significant financial impact DSS revenues have on the Rutherford County Community.
- Review case load increase statistics across programs.
- Show potential cost risk avoidances using Northwoods.
- Explain how new mandated State programs affect DSS resources.
- Present Northwood's benefits to DSS.
- Overview of system cost.
- Show Return on Investment (ROI).

Project Goal



- Implement a system that will provide:
  - ✓ Significant productivity and automation improvements.
  - ✓ Reduce operational expenses.
  - ✓ Improve customer service levels.
  - ✓ Provide caseworkers with necessary tools to effectively handle above recommended caseloads.
  - ✓ Achieve an ROI of 2 years or less.

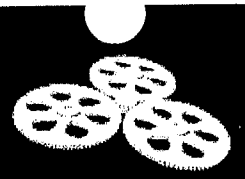
2009 DSS Revenues



Total DSS Revenues
$76,060,648.00

- Medicaid
- Food and Nutrition
- WFFA
- LIEAP

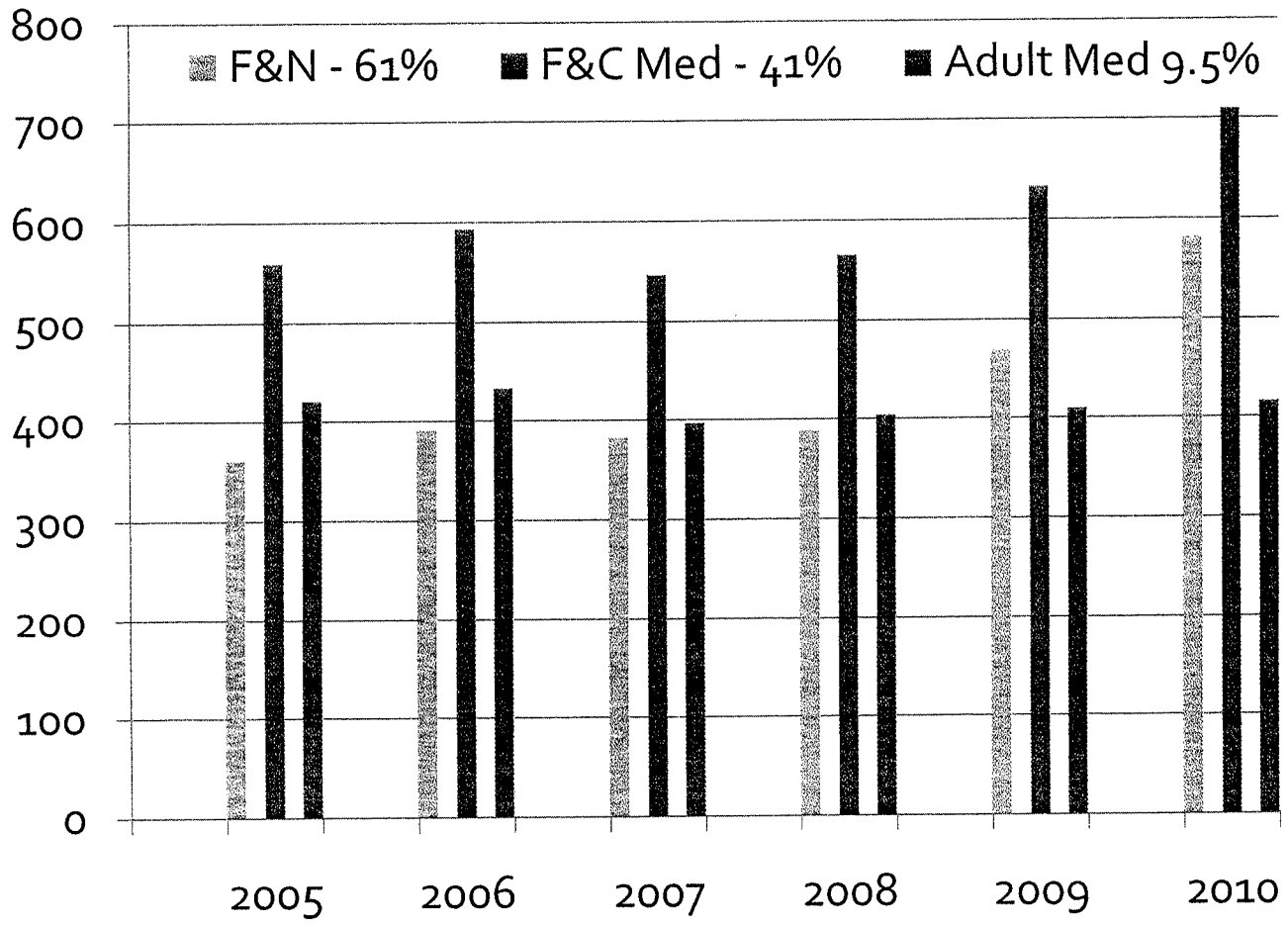
Major County Revenue Recipients



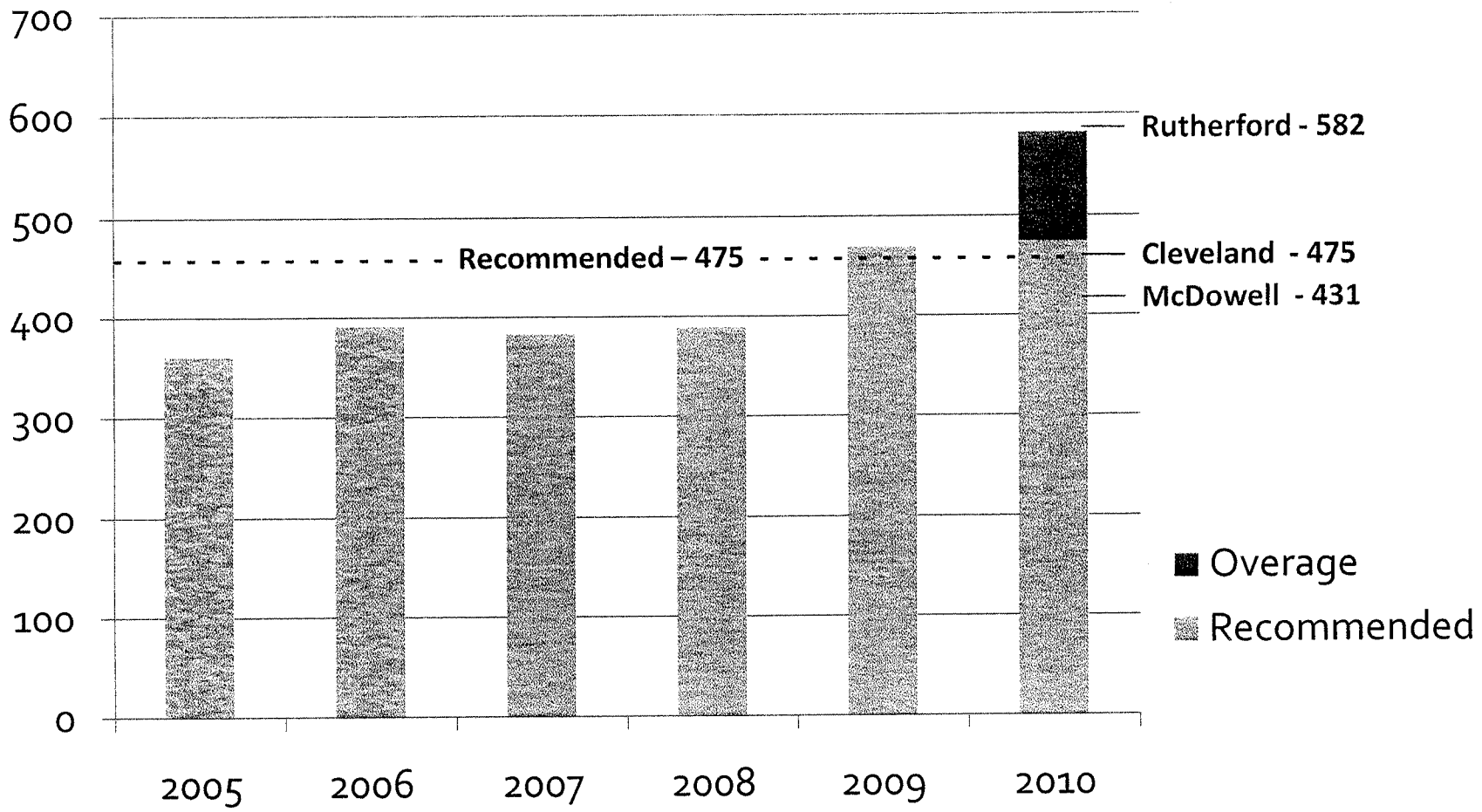
- Hospitals
- Pharmacies
- Supermarkets
- Adult Care Facilities
- Family Practitioners
- Medical Specialist
- Dentist
- Vision Care
- Daycare Centers

$76,060,648

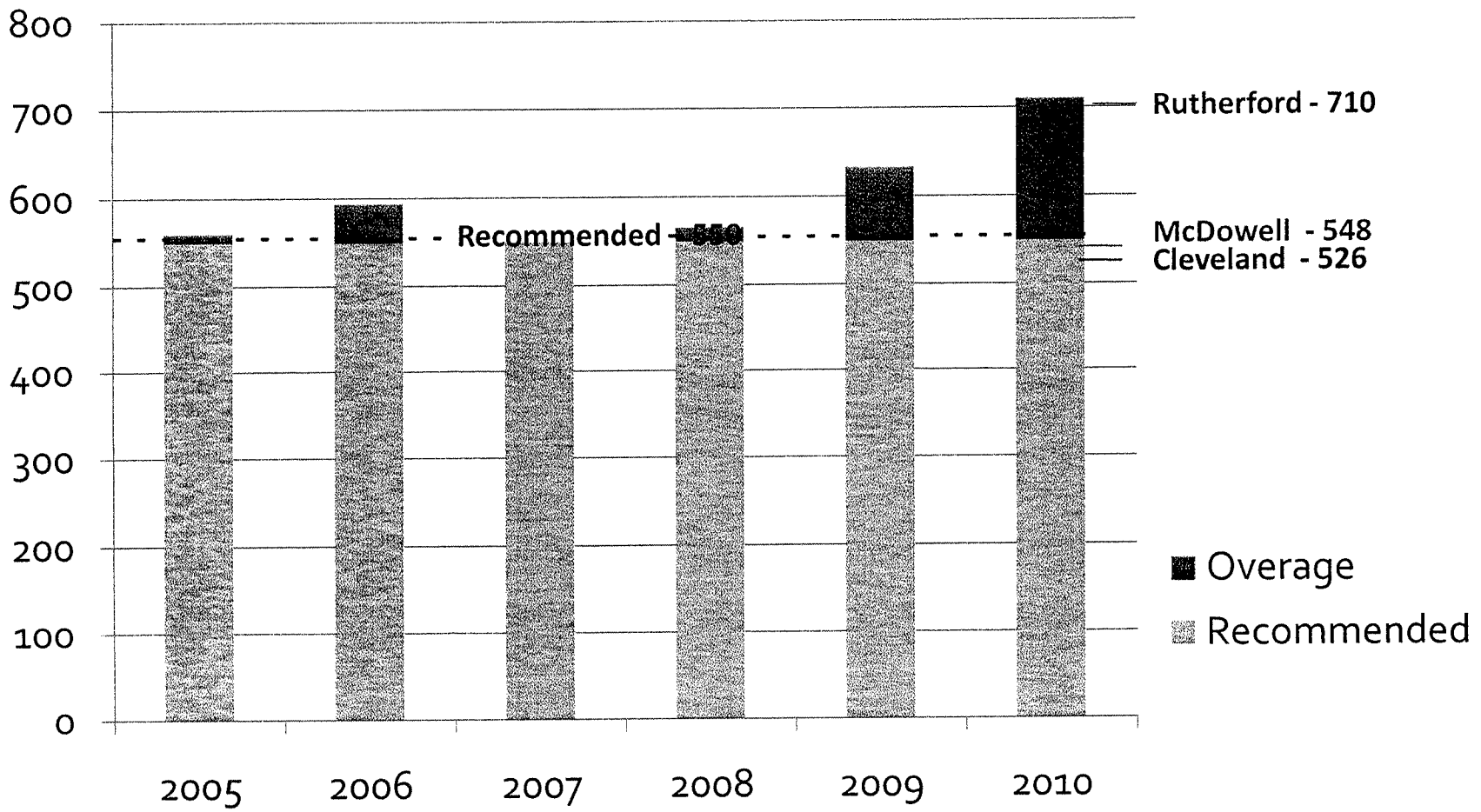
Income Maintenance Caseload Increases



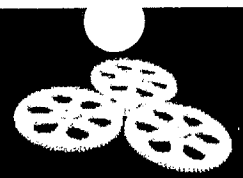
Food & Nutrition Average Worker Caseload



F&C Medicaid Average Worker Caseload

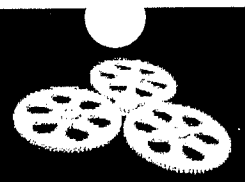


Cost Risk Avoidances



- Federal penalties due to missed deadlines.
- State charge backs due to administrative errors.
- Corrective action due to failing management evaluations.
- Public law suits due to poor customer service.
- Loss time due to repetitive work related to case management.
- Workers compensation claims due to crowded workspace.
- Staff turnover related to excessive workload.

State Mandated Program Changes



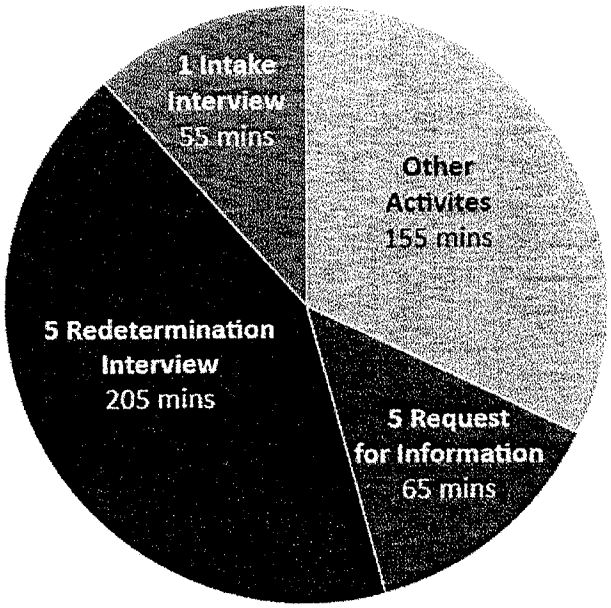
2009 State mandated program additions/changes.

Income Maintenance Program	Quantity
Adult Medicaid	29
Family & Children Medicaid	29
Work First Family Assistance	16
Food & Nutrition	19
Low Income Energy Program	4
Total Changes	97

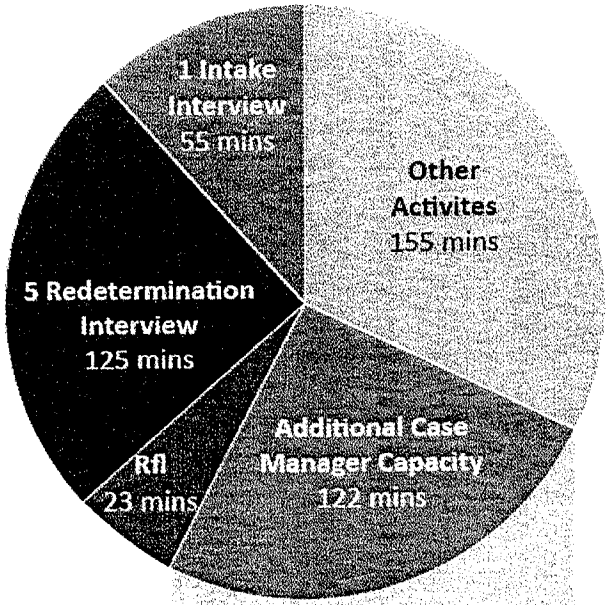
Each change results in staff re-tooling.

Northwood Estimated Time Savings

8 Hour Day
Manual Process



8 Hour Day
with Compass Software



Possible Uses of Additional Capacity

2 Rfi = 10 min
2 RD = 50 min
1 IT = 55 min
+ 7 min to spare

Efficiency Savings $322,529

Project Cost Reductions

Client Management System	Price Adjustments
Original Cost	$548,567.35
Purchase only core software modules	- $118,803.00
Utilize in-house hardware/software assets	- $ 46,858.00
Professional Services reductions	- $ 34,498.98
State reimbursements	- $107,729.32
Final Cost	$240,678.05

Project Return on Investment (ROI)

Savings per Year						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
People	$248,256	$41,376	$82,752	$41,376	$0	$413,760
Space	$3600	$4200	$5400	$6000	$6000	$25,200
Supplies	$10,000	$20,000	$20,500	$21,000	$21,500	$93,000
Copiers	$0	$0	$0	$9600	$9600	$19200
Annual Maintenance	$34,855	$34,855	$34,855	$34,855	$34,855	$174,275
Total	$227,001	$30,721	$73,797	$43,121	$2,245	$376,885
Cumulative		$257,722	$331,519	$374,640	$376,885	
ROI	17 Months					

Questions

THANK YOU

Caseworker Costs Using Northwoods	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Baseline: F&N							
Headcount	9	12	13	14	16	18	
Number of cases each caseworker is managing	582						
Number of cases recommeded to be managed	475						
Number of manageable with Northwoods	700						
Number of cases	5238						
Projected caseload (10% annual increase)		5762	6338	6972	7669	8436	
Number of caseworkers needed w/o Northwoods		3	1	1	2	2	9
Number of caseworkers needed using Northwoods		8	9	9	10	12	
Number of additional caseworkers needed using Northwoods		0	0	0	1	2	3
Cost per associate (salary + benefits)	38,376	115,128	38,376	38,376	38,376	0	
Cost per assoc. to recruit/hire/train	3,000	9,000	3,000	3,000	3,000	0	
Cost Savings with Northwoods		124,128	41,376	41,376	41,376	0	248,256

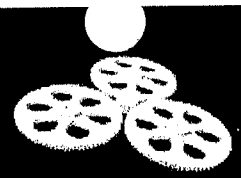
Caseworker Costs Using Northwoods	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Baseline: F&C Medicaid							
Headcount	10	14	15	17	18	20	
Number of cases each caseworker is managing	710						
Number of cases recommeded to be managed	550						
Number of manageable with Northwoods	700						
Number of cases	7100						
Projected caseload (10% annual increase)		7810	8591	9450	10395	11435	
Number of caseworkers needed w/o Northwoods		4	1	2	1	2	10
Number of caseworkers needed using Northwoods		11	12	13	14	16	
Number of additional caseworkers needed using Northwoods		1	1	1	1	2	6
Cost per associate (salary + benefits)	38,376	115,128	0	38,376	0	0	
Cost per assoc. to recruit/hire/train	3,000	9,000	0	3,000	0	0	
Cost Savings with Northwoods		124,128	0	41,376	0	0	165,504

Caseworker Costs Using Northwoods	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Total

Baseline: F&C Medicaid							
Headcount	10	10	10	10	10	10	
Number of cases each caseworker is managing	416						
Number of cases recommeded to be managed	400						
Number of manageable with Northwoods	450						
Number of cases	4160						
Projected caseload (1% annual increase)		4202	4244	4286	4329	4372	
Number of caseworkers needed w/o Northwoods		0	0	0	0	0	0
Number of caseworkers needed using Northwoods		9	9	9	9	9	
Number of additional caseworkers needed using Northwoods		0	0	0	0	0	0
Cost per associate (salary + benefits)	38,376	0	0	0	0	0	
Cost per assoc. to recruit/hire/train	3,000	0	0	0	0	0	
Cost Savings with Northwoods		0	0	0	0	0	0
Combined Savings of all 3 programs		248,256	41,376	87,752	41,376	0	418,760
Project Cost	$240,678						
	First Year	3 Mo of yr 2					
Savings	$203,346	43130.5	=	$246,477			
Return on Investment		1.25 years					
People		3	1	1	1	0	6
		3	0	1	0	0	4
		0	0	0	0	0	0
		---	---	---	---	---	---
		6	1	2	1	0	10
Space savings ($5 /sqft)	600	3600	4200	5400	6000	6000	25,200
Space with overhead							
Supplies		10000	20000	20500	21000	21500	93,000
Annual Maintenance		34855	34855	34855	34855	34855	174,275

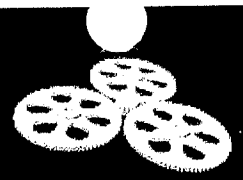
Annual Maintenance after reimbrusement		13942	13942	13942	13942	13942	69,710
Copiers		0	0	0	9600	9600	19,200
		$248,256	$41,376	$82,752	$41,376	$0	413,760
		$3,600	$4,200	$5,400	$6,000	$6,000	25,200
		$10,000	$20,000	$20,500	$21,000	$21,500	93,000
		$0	$0	$0	$9,600	$9,600	19,200
		$34,855	$34,855	$34,855	$34,855	$34,855	-174,275
		227,001	30,721	73,797	43,121	2,245	376,885
			257,722	331,519	374,640	376,885	
ROI	$240,678	1.1					
	227,001						
	2560.08	122	Minutes saved		154.12	Annual Salary / work da	
	2560.08	249	Work days in yr		20.55		
	2560.08	31	# of workers				
	2560.08	38376	Annual Salary with Benefits				
	2560.08	941718	time saved per yer in min				
		15695	time saved per yer in hrs				
		322529					
	$239,801						

Return on Investment



Savings per Year						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
People	$248,256	$41,376	$82,752	$41,376	$0	$413,760
Space	$408	$960	$1920	$5760	$5760	$14,880
Supplies	$10,000	$20,000	$20,500	$21,000	$21,500	$93,000
Copiers	$0	$0	$0	$9600	$9600	$19200
Annual Maintenance	$13,942	$13,942	$13,942	$13,942	$13,942	$69,710
Total	$203,346	$172,522	$173,982	$229,298	$105,670	$610,478
Cumulative		$348,884	$467,998	$559,676	$610,478	
ROI	1.25 years					

System Cost Reductions



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