

Suffolk County Legislature



WELFARE TO WORK COMMISSION

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October 20, 2008

TO: Members of the Suffolk County Legislature

FROM: The Welfare to Work Commission of the Suffolk County Legislature

RE: Understaffing at SCDSS

The Welfare to Work Commission is pleased to provide *A Report on Understaffing at the Suffolk County Department of Social Services*. Charged with providing recommendations to the Legislature on welfare reform, the Commission is concerned that SCDSS is not able to adequately fulfill its mission of moving welfare clients from public assistance to lives of self sufficiency because there is a chronic pattern of understaffing in the Department. We are particularly concerned about the average 8 to 9 percent vacancy rate in positions authorized by the Legislature in the budget that is adopted each year. The budget typically contains inflated staff counts with many authorized positions remaining vacant for typically nine months each year. The funds accrued from not filling these positions are counted as rollover savings and applied to the general fund as a surplus or to prevent a tax increase. However, not filling these positions can seriously diminish the quality of services and cost the County millions of dollars in lost federal and State reimbursements.

This pattern of persistent understaffing at SCDSS is especially disturbing to the Commission now, when the full effects of the nation's financial crisis and resulting economic downturn are about to hit the County. We therefore submit this report as you prepare to adopt the 2009 Suffolk County budget in the hope that you will:

1. Take a close look at the actual staffing levels at SCDSS and monitor those levels throughout the year.
2. Implement procedures during the year to expedite the filling of vacant SCDSS positions authorized in the budget you are about to adopt.

We hope that you find this report useful in your deliberations.

Yours truly for the Commission,

Richard Koubek

Richard Koubek, Ph.D., Chair

Welfare to work Commission of the Suffolk County Legislature

A Report on Understaffing At the Suffolk County Department of Social Services

**Submitted By
The Welfare to Work Commission of the Suffolk County Legislature**

October 20, 2008

Economic Distress in Suffolk County and SCDSS

Almost 29 percent of Long Island – or 260,000 households – are economically “distressed” compared with 21 percent of households nationwide. This was the conclusion of a study released on September 29th, 2008 by Stony Brook University’s Center for the Study of Working Class Life. The study, written before the current financial crisis, noted that the chief cause of this distress is the shortage of affordable housing on Long Island, with the distressed households paying more than 30 percent of their income for housing costs.¹

This level of distress will surely increase dramatically in the coming year as more and more Long Island households face foreclosures and other setbacks due to the collapse of financial institutions and the resulting downturn in the national economy. These tough economic times should increase distress at an already understaffed Suffolk County Department of Social Services (SCDSS) which will likely experience a rise in public assistance applications and cases, requests for other SCDSS services such as emergency housing, HEAP, Food Stamps, and Emergency Assistance to Families (EAF) - a program of one-time assistance for families who are facing an immediate crisis such as an eviction or loss of their utilities.

This added distress at SCDSS is compounded by the new federal Temporary Assistance to Needy Families (TANF) regulations that have raised the required work participation rates for people on welfare while narrowing the definitions of accepted work activities.² For the past two years, both SCDSS and the Suffolk County Department of Labor (SCDOL) have made extraordinary efforts to successfully meet these new TANF requirements.

Attaining the new TANF work participation rates has been accompanied by two disturbing trends:

¹ *Newsday*, September 30, 2008.

² Welfare to Work Commission letter to Congressmen Steve Israel, Tim Bishop and Peter King, copies to members of the Suffolk County Legislature, June 25, 2007.

- (1) a persistent understaffing of SCDSS with an 8 to 9 percent vacancy rate in positions authorized by the Legislature;
- (2) an average 33 percent rise in requests for and the delivery of SCDSS services since 2001 compared with a 7 percent increase in SCDSS staff on payroll during this same period.

It should be noted that the Commission also has a concern about understaffing at the Suffolk County Department of Labor. However, because we were unable to obtain staffing and service data from SCDOL, this report will focus almost exclusively on SCDSS.

Charged by Resolution 181-2003 with providing “recommendations and information to the Suffolk County Legislature to assist the County to effectively transition to the new federal and State welfare reform requirements,” the Welfare to Work Commission is presenting this report on understaffing at SCDSS in the hope that the Legislature will address this matter as it adopts the 2009 Suffolk County budget.

Chronic Understaffing at SCDSS

Hampering Innovation. Over the past several years, the Welfare to Work Commission informed the Legislature about two incremental program innovations that the Commission believed would enhance the delivery of services at SCDSS and SCDOL. One was a pilot test of a Case Management and Mentoring program to help welfare clients who choose an education course of study to succeed in that course. The other, at the request of several parish outreach coordinators, was to explore the feasibility of opening SCDSS in the evenings at least one day a week to accommodate working poor people, especially people seeking Emergency Assistance to Families (EAF.) While the Legislature provided funding for the Case Management and Mentoring pilot, which in its first year, reduced the drop out rate from 25 percent to 10 percent, and some legislators have expressed interest in evening hours, it has become obvious to the Commission that both innovations were hampered by the lack of adequate staffing at SCDSS and SCDOL.

This frustration led the Commission to explore staffing at SCDSS at the July 29th, 2008 meeting with a report presented by Commission member Kathy Malloy of the Suffolk County Association of Municipal Employees (SCAME). Ms. Malloy gave an overview of the major findings in a study, prepared for SCAME by the Abrams, Herde and Merkel accounting firm, which found that “the Department of Social Services has an average vacancy rate of almost 9% in each of the past five years.”³ The following month, on August 27th, the Commission heard a report on staffing from Gail Vizzini, Director of the Legislature’s Budget Review Office (BRO). Ms. Malloy’s and MS. Vizzini’s reports are summarized in the minutes of the Welfare to Work Commission posted on the Suffolk County Legislature’s website.

³ Suffolk County Association of Municipal Employee Inc .(SCAME) *Review and Analysis of Suffolk County’s 2008 Budget* prepared by Abrams, Herde and Merkel, LLP, Certified Public Accountants, 2008, p.2.

Inflated Staff Counts and Budget Surpluses. In both the SCAME and BRO reports, the Commission learned about the political and budgetary complexities surrounding County staffing decisions which include an understanding that the budget adopted by the Legislature in November of each year does not always contain sufficient funding for all the staff positions that are authorized in that budget. It is understood at the time the County budget is adopted that some of the funding gap between authorized and filled positions can be made up by such factors as staff who retire and are replaced by workers at a lower salary or by staff who take extended, unpaid leaves and are replaced by less costly substitute workers.

Nevertheless, the adopted budget typically does not contain the funds to fill from 8 to 9 percent of authorized, vacant SCDSS positions. For example, the 2009 budget analysis submitted by BRO noted:

“A total of 1,685 positions were recommended in 2009 for the Department of Social Services. However, the high level of recommended staff for DSS in 2009 does not necessarily mean that the department will actually have sufficient appropriations to fill that many positions. Overall, the Budget Review Office estimates there will be sufficient permanent salaries in 2009 for DSS to fill [77] vacancies ...”⁴

Put in context, the 2009 proposed budget, like the 2008 adopted County budget, contains inflated staff counts. For example, the 2008 budget authorized 1,607 SCDSS positions. With the 8.8 percent vacancy rate reported by the BRO⁵, 141 positions were unfilled on average during 2008, with the County having sufficient funds to fill only 77 of these positions⁶. The remaining 64 authorized positions will likely never be filled in 2008.

Staff on Paper. The funds accrued from not filling authorized positions have historically been used by County Executives as “rollover savings” which help create a County surplus, thereby reducing if not eliminating the need to raise taxes. The SCAME and BRO reports distinguish between active employees (those actually working) and budgeted, vacant, positions (positions authorized for hire but not filled) as a regular part of the County’s budgeting practice. The SCAME report identified two types of vacancies:

- (1) “true vacancies” that are authorized and funded,
- (2) “phantom vacancies” that are authorized but not funded.⁷

According to the SCAME report, “In each of the past few years, a restrictive hiring policy has resulted in surplus appropriations of nearly \$20 million annually which contributes to fund balance surplus.”⁸

⁴ *Review of the 2009 Recommended Suffolk County Operating Budget* prepared for the Suffolk County Legislature submitted by the Legislature’s Budget Review Office (BRO), October, 17, 2008, Pp. 342-343.

⁵ *Ibid.*, p. 331.

⁶ *Review of the 2008 Recommended Suffolk County Operating Budget* prepared for the Suffolk County Legislature submitted by the Legislature’s Budget Review Office (BRO), October, 19, 2008, Pp. 344.

⁷ *Op. Cit.*, SCAME report, p. 7

⁸ *Ibid.*, p. 1.

The 2009 BRO report concluded:

“What the Budget Review Office has stated in the past regarding the budgeted versus actual staffing levels in the Department of Social Services is worth repeating here: Providing staff on paper does nothing to help the Department of Social Services meet its mandates and fulfill its missions. The Budget Review Office recommends that there be no long-standing vacancies in any area of Social Services. In the long run, short changing the staffing levels in Social Services costs the taxpayers more money and puts the most fragile population at risk.”⁹

The Fourth Quarter Fix. This pattern of not filling authorized positions at SCDSS seems to change in the fall when vacant positions are filled at a much higher rate than earlier in the year. For example, the Commission was informed at its September 24th, 2008 meeting that 35 of 77 vacant SCDSS positions had been filled, effective September 19th, 2008, bringing the SCDSS staffing rate to 95 percent.¹⁰ There remain 42 vacant positions at SCDSS as of September 19th.

When the Commission wrote to the Legislature on November 1st, 2007, suggesting that the Legislature explore the concept of evening hours at SCDSS, we noted “a number of technical issues” that needed to be addressed regarding evening hours, “including 45 unfilled client benefits staff positions at the SCDSS centers.”¹¹ It cannot go unnoticed that the number of late-year unfilled SCDSS positions in 2007 matches the number of such positions in 2008.

Despite the 35 fourth quarter 2008 hires, the SCDSS vacancy rate, as in previous years, was 8 to 9 percent between January and September. And, as in previous years, these fourth quarter hires will not fix the problem of understaffing for the following year, since SCDSS staff is slated for a 5 percent increase in the proposed 2009 budget.¹² Thus, assuming the Legislature authorizes the 1,685 positions in the proposed 2009 budget, on January 1st, 2009, there will again likely be an 8 to 9 percent staff vacancy rate at SCDSS.

The Commission believes that these late-year hires are a chronic problem for SCDSS which nevertheless allow the County Executive to accrue a rollover savings in labor costs, January to September, which can be added to the County surplus.

Delayed SCIN Approvals. Finally, the Commission takes note of the fact that, when the County budget is adopted in November, it is assumed that every existing position will be filled but that a portion of the authorized/vacant positions will be filled at the discretion of the County Executive, based on hiring priorities established by his office. The Legislative BRO assesses at given points in time the ratio of filled positions to

⁹ Op. Cit., BRO 2009 report, p. 342.

¹⁰ Report to the Welfare to Work Commission by Roland Hampson and Linda O'Donohoe, September 24, 2008.

¹¹ Letter to the Suffolk County Legislature from the Welfare to Work Commission regarding evening hours at SCDSS, November 1, 2007.

¹² Op. Cit., BRO 2009 report, p. 331.

vacancies and whether there are sufficient funds to fill these vacancies. However, the decision to fill the vacancies rests with the County Executive who controls the process by signing off on the SCIN forms which authorize the filling of specific vacancies. Adding to the frustration in reducing the number of vacancies at SCDSS is an inexplicable delay in the SCIN-signing process that can take up to two months to complete, from the time that the Department requests that a particular vacancy be filled.

As the 2009 BRO report concludes:

“The Budget Review Office recommends that there be no unnecessary delays in filling vacancies in any area of Social Services. In the long run, short changing the staffing levels in Social Services costs the taxpayers significantly more money and puts the most fragile populations at increased risk. It presents the County with the specter and financial sting of potential legal challenges and makes it more challenging to meet the mandates of State and Federal law.”¹³

Persistent Increases in Demand for SCDSS Services

The Toll on Staff and Clients. The chronic average vacancy rate of 8 to 9 percent in authorized positions at SCDSS has got to take a toll on the quality of services, especially in this time of rising demand. For example, on September 25th, 2008, Jennifer Pizzuti wrote this e-mail to her County Legislator, Kate Browning:

“I am writing this letter on behalf of my mom Donna Palmieri. My mom suffered a massive brain hemorrhage and stroke on January 4, 2000. To say that she is disabled is an understatement. I have gone down to the Social Services office in Riverhead several times [on her behalf.] Each time I was turned away because they had met their quota for the day. This morning I was turned away because the office is ‘short staffed,’ not because I didn’t have the proper information or because my mom doesn’t qualify.... I was told if I need assistance to be there by 6AM. I explained to the woman that both my husband and I work and pay plenty of taxes....”¹⁴

On October 1st, 2008, Welfare to Work Commission Chair Richard Koubek attended a focus group of five male SCDSS clients, each with a mental disability. Here is some of what they said about their SCDSS experiences:

Client A: “It was belittling...They don’t want to hear or understand anything. It’s all about forms. I had all the forms. I was missing one thing. I had to set up another appointment a month later.”

Client B: “You’re there all day for a 20 minute interview.” [All agreed]

¹³ Ibid., p. 343.

¹⁴ E-mail to Legislator Kate Browning, September 25, 2008.

Client C: “It’s like a cattle call. They don’t see you as a person. You’re a number. From their perspective ... I don’t want to minimize, but they do this all day long and it takes a toll on them.”¹⁵

Systemic, Not Worker Failures. These anecdotes reflect what is often heard from parish outreach coordinators and other not-for-profit agencies that deal with SCDSS - the demand for services seems to overwhelm the staff and causes problems with the quality of services such as: improper denials; rude behavior from case workers; loss of documents; inability of clients to access SCDSS workers.

Based on anecdotal evidence, the Welfare to Work Commission believes that chronic understaffing at SCDSS is a major contributor to complaints about the quality of services provided by the Department. The Commission recognizes the enormous pressures placed on the overworked SCDSS staff as well as the many thousands of desperately poor people helped by conscientious and competent SCDSS workers each year. For many of these fragile people, their SCDSS worker is their lifeline.

The central focus of this report is that the demands placed on SCDSS for services have outpaced the number of staff on the payroll to meet those demands. Between 2001 and 2008, SCDSS staff positions on payroll increased by 7 percent.¹⁶ During this same period, an analysis of client services provided by SCDSS showed an average 33 percent increase in the demand for Department services¹⁷ – almost five times the increase in the number of staff. This report is not about SCDSS workers who failed; it is about a County staffing system that has failed its workers.

The pattern of understaffing at SCDSS was underscored in the 2009 BRO report which analyzed the growth in SCDSS overtime and concluded:

The statistics...[on the] decade-long growth in overtime and temporary salaries in DSS paint a clear picture of a department that has been understaffed....The chronic reliance on overtime and temporary salaries ... is an indication of systemic problems, specifically, the lack of sufficient and consistent levels of trained and on-board staff.¹⁸

Understaffing and the Quality of Services. The Commission was unable to secure data from SCDSS that would provide indicators of the impact that understaffing is having on the quality of services, such as worker-client ratios (caseloads) over time. However, one such indicator is the delay time in processing applications which was described in testimony before the Health and Human Services Committee of the Suffolk County Legislature on February 28, 2008 by Al Seitelman, SCDSS Medicaid Division

¹⁵ Focus group of SCDSS clients attended by Richard Koubek, Chair of the Welfare to Work Commission, at a Suffolk County mental health agency, October 1, 2008. Neither the agency nor the clients are identified in order to fully protect the clients’ confidentiality.

¹⁶ Op. Cit, BRO 2009 report, Pp. 344-345.

¹⁷ SCDSS services data submitted to the Welfare to Work Commission by Roland Hampson and Linda O’Donohoe, September 24, 2008.

¹⁸ Op. Cit., BRO 2009 report, p. 331.

Administrator. The Medicaid Division has experienced a 52 percent increase in caseloads since 2001. (See Appendix A on pages 11-12.). Noting that only one third of Medicaid applications are processed within the required 45 day time frame, Mr. Seitelman stated in his testimony:

“At the end of January [2008] our average processing time was 74 days. That is down from what it was in September [2007,] which was 92 days....[The 45 day time frame is] something that, with additional staff, we are going to make a much more concerted effort to achieve...[But] we have never hit it....”¹⁹

Another indicator of delays in the processing of applications, which could be traced to understaffing, is the Food Stamps caseload, which increased by 110 percent between 2001 and 2008. (See Appendix A, pages 11-12.) *Maryann C. v. Janet Demarzo* is a lawsuit filed in the federal court for the Eastern District of New York in August 2008. In its "Proposed Amended Class Action Complaint," plaintiffs discussed data from the New York State Office of Temporary and Disability Assistance (OTDA) regarding delays in the required 30 day processing time for SCDSS Food Stamp applications:

“...applications are routinely delayed beyond 30 days. ... An average of 17% of applications each month were delayed beyond 30 days, and, in November 2007 ...[there was] a high of 25% of applications pending longer than 30 days ... on average, from 19 to 23 days past the required 30 day deadline for processing....”²⁰

While the increased use of technology and more efficient personnel deployments have improved staff productivity, the Commission believes that the discrepancy between increases in the size of the SCDSS staff on payroll (up 7 percent) and the demand for services (up 33 percent) since 2001 has had a negative impact on the staff, the quality of the services they provide and the lives of the clients seeking their assistance.

The Commission is also very concerned that this discrepancy between the size of the SCDSS staff and the demand for services has been exacerbated by the chronic 8 to 9 percent vacancy rate in authorized positions at SCDSS for at least three quarters of any given year. No matter how efficient the workers are, an understaffed SCDSS simply cannot keep pace with the demand for services that will surely grow dramatically in 2009 as the full effect of the nation's economic downturn hits Long Island.

The County Executive's 2009 proposed budget does accommodate some of the increased demand for SCDSS services. He calls for 75 new Medicaid positions, three new Child Protective Services case workers and an additional \$100,000 in overtime for the Client Benefits Division. These 78 new positions, if authorized by the Legislature, will yield a

¹⁹ Testimony before the Health and Human Services Committee of the Suffolk County Legislature by Al Seitelman, Medicaid Division Administrator of SCDSS, February 28, 2008, Pp. 22, 27 of the transcript.

²⁰ *Maryann C. v. Janet DeMarzo*, 08 Civ. 3461 "Proposed Amended Class Action Complaint" filed in the Federal court for the Eastern District, August, 2008.

12 percent increase in SCDSS authorized staff for the period 2001 – 2009, up from 7 percent for the period 2001-2008.²¹

A full summary of SCDSS staffing and services, 2001-2008 can be found in Appendix A on pages 11-12.

Child Care: A Case Study of Understaffing and Lost Funds

A Case Study of Understaffing. In the spring of 2008, the Suffolk County Legislature adopted the Prompt Payment Bill for child care providers after it was revealed that there had been delays in SCDSS reimbursements to child care providers of up to six months or more. These delays were traced to understaffing in the SCDSS Accounting Unit. They provide an excellent case study of the damage done by understaffing SCDSS.

A report on these late payments to child-care providers submitted to Suffolk County Comptroller Joseph Sawicki, Jr., observed that, “for the period January 1, 2006 through September 23, 2007 (46 pay periods) there was only one pay period which indicated that all nineteen authorized positions were filled.” The report concluded, “It is critical that the Payment Unit of DSS Accounting maintain at least the currently authorized staffing of (19) positions to oversee and complete the payment process.” In March of 2007, the authorized staffing was increased to 22 positions, however, from April through September, 2007, there continued to be an average of 2 vacancies per month.²²

Funds Lost to Suffolk. The report on late payments to child care providers criticized the reliance on temporary workers and called for the addition of five entry level account clerk positions at a cost of \$238,579 with salaries and benefits. “With a projected composite rate of state and federal reimbursement of 69%, for these new positions, the net County cost is estimated at \$72,959.”²³ Put differently, failure to fill these five positions would result in a loss of \$165,620 in reimbursements to the County that ultimately translates into money spent in Suffolk County and taxes paid to Suffolk County.

Using similar logic, it can be argued that the failure to fill the 77 vacancies at SCDSS, assuming entry level pay of \$31,000 a year plus \$9,300 in benefits, January-September of 2008, resulted in a loss to the County of \$1.6 million in State and federal reimbursements, assuming a 69 percent reimbursement rate. The reimbursement rate for Medicaid, Food Stamps and HEAP is actually 100 percent.²⁴ Thus, while keeping these

²¹ Op. Cit., 2009 BRO report, p. 331.

²² *Department of Social Services Accounting Payment Process Review* submitted by Helen McEntire, Suffolk County Department of Audit and Control, Joyce Olson, Suffolk County Department of Social Services Division of Finance, Theresa Lollo, Suffolk County Executive Budget Office, Diane Dono, Suffolk County Legislature Budget Review Office, October 19, 2007, p. 2.

²³ *Ibid.*, p. 4.

²⁴ SCDSS staffing report, effective September 19, 2008, submitted to the Welfare to Work Commission by Roland Hampson and Linda O’Donohoe, September 24, 2008. Testimony before the Health and Human Services Committee of the Suffolk County Legislature by Al Seitelman, Medicaid Division Administrator of SCDSS, February 28, 2008, p. 25 of the transcript

authorized positions vacant for nine months may have produced short-term gains in the County's ability to create rollover savings, it ultimately resulted in a significant loss of revenues, possibly diminished services to clients in need, and a long-term loss in monies that could stimulate the Suffolk economy and wash back as tax revenue to the County.

Conclusion and Recommendations

The Welfare to Work Commission believes that the SCDSS workers are struggling – sometimes heroically – to provide more and more services to an increasing number of poor and needy people in Suffolk County without adequate staff to provide these services. Since 2001, the actual number of SCDSS staff on payroll has increased by 7 percent, yet the demand for services has increased on average by 33 percent. In addition, SCDSS typically has a staff vacancy rate of 8 to 9 percent of positions authorized by the adopted budget, usually during the first nine months of each year. This untenable staffing situation will certainly worsen in the coming months as the people of Suffolk County are hit with the full force of the current and potentially severe economic downturn.

The Commission is also concerned that the short-term benefit accrued from not filling staff positions – creating a rollover savings for the County – results in long-term losses in the quality of services at SCDSS and in the availability of State and federal funds that could stimulate the local economy and generate additional tax revenue for the County.

With these negative impacts in mind, the Commission urges the Legislature to closely examine the relationship between authorized and filled staff positions as you adopt the 2009 County budget. The Commission plans to monitor staffing at SCDSS throughout the coming year, and may hold a public hearing, as called for in Resolution 181-2003, to examine the impact of understaffing on SCDSS, the clients served by the Department and possibly the SCDSS contract agencies as well.

Having carefully surveyed the chronic understaffing at SCDSS, and anticipating a dramatic and tragic rise in the demand for services at this understaffed Department, the Commission makes the following recommendations that could alleviate the problem:

1. Given the fact that the staff positions authorized in the County budget are inflated because there is a persistent 8 to 9 percent vacancy rate in authorized positions, typically during the first three quarters of each year, the Health and Human Services Committee of the Suffolk County Legislature should require a monthly SCDSS staffing report, identifying the number of true vacancies and the percent of filled positions for each month of the year.
2. The Legislature should examine the reasons for delays in the County Executive's approval of SCINs. As the 2008 SCAME report concluded, "The entire [SCIN] process needs to be re-engineered. The current administrative process has proven unable to accommodate the staffing of critical positions....The authorization of

- positions by the legislature is meaningless unless a functional hiring process is in place.”²⁵
3. In order to obtain an accurate accounting of SCDSS staff positions, the re-engineered SCIN process “should include the submission of an agency ‘headcount’ plan.’ This plan should be consistent with the number of funded authorized positions in the budget. Those positions not funded [the so-called phantom positions] should be put in a separate category and if the Legislature and/or County Executive decide to fund them during the year, their status should be changed to funded vacant positions as opposed to unfunded vacant positions.”²⁶
 4. As recommended in the 2009 BRO report, the Legislature should implement an “automatic backfill policy” now used for Child Protective Services, to immediately fill any vacant position which is 100 percent federal or State reimbursed, such as Medicaid, Food Stamps or HEAP. Positions that are 100 percent reimbursed “should be engineered to maintaining all divisions at an average vacancy rate of no more than five percent at all times.”²⁷ The Commission believes that these positions serve the largest number of SCDSS clients and thereby will generate the largest amount of federal or State reimbursements that will eventually enhance Suffolk County tax revenues as well as the Suffolk County economy.
 5. Because an “automatic backfill policy” bypasses the “cumbersome, bureaucratic and dysfunctional SCIN process which has proven ineffective in hiring necessary staff on a timely basis,”²⁸ SCDSS should explore expanding this policy to all SCDSS vacancies and all vacancies in the Suffolk Works Employment Program (SWEP) assigned to SCDOL.

²⁵ Op. Cit., 2008 SCAME report, p.8.

²⁶ Ibid.

²⁷ Op. Cit., BRO 2009 report, p. 343.

²⁸ Ibid., p. 9.

Appendix A
Summary of SCDSS Staffing and Services Delivered, 2001-2008

	2001	2008	Percent Change
Staff Positions On Payroll	1,373	1,466	+7%
Medicaid Caseload	51,738	78,511	+52%
Medicaid Applications Registered (Mo. Av.)	2,620	4,084	+56%
Food Stamps (Average Monthly Caseload)	10,587	22,197	+110%
Homeless Families Caseload	427	261	-39%
Homeless Singles Caseload	67	166	+148%
Child Protective Services	9,133	8,847	-3%
Child Support	NA*	NA*	NA*
	2004**	2008	Percent Change
Temporary Assistance Applications Processed, Accepted or Denied**	2,622	3,187	+22%
Safety Net Family Caseload**	607	586	-4%
Safety Net Single Caseload**	2,214	2,450	+11%
Child Care**	4,504	3,227	-28%
Summary	Percent Increases		
Staff on Payroll		+7%	
Average Number of Services		+33%	

*Child Support data were requested from SCDSS but not received at the time that this report was released.

**Note: Data was not available for 2001-2003

Sources:

- SCDSS services data submitted to the Welfare to Work Commission by Roland Hampson and Linda O'Donohoe, September 24, 2008.
- Staffing data contained in *Review of the 2009 Recommended Suffolk County Operating Budget* prepared for the Suffolk County Legislature submitted by the Legislature's Budget Review Office, October, 17, 2008, Pp. 331.