



2011 ANNUAL REPORT



CONTINUED PROGRESS IN **our**
commitment
TO **community**

WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

MISSION *We serve people, promote self-reliance, and provide safety by delivering quality services and developing community partnerships.*

VISION *We envision Washington County as a community where people are responsible, self-reliant, economically secure, and safe from abuse and neglect.*

VALUES *In all of our interactions with employees, clients and stakeholders, we will be guided by the following values:*

Human Dignity

Respect

Compassion

Teamwork (Collaboration)

Communication

Quality of Services

Integrity

GOALS *To create a work environment that fosters growth, teamwork, open communication, professionalism, respect and in which all employees are recognized for their value as the organization's greatest asset.*

To promote community partnerships through effective communication, cooperation and collaboration.

To continuously improve the quality of service.

To promote public awareness of the agency's mission and services.

To deliver innovative, respectful customer service and to inform customers/clients about additional, helpful community resources.





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THE PAST YEAR HAS
BEEN MARKED BY
continued
PROGRESS IN OUR
commitment
TO COMMUNITY.

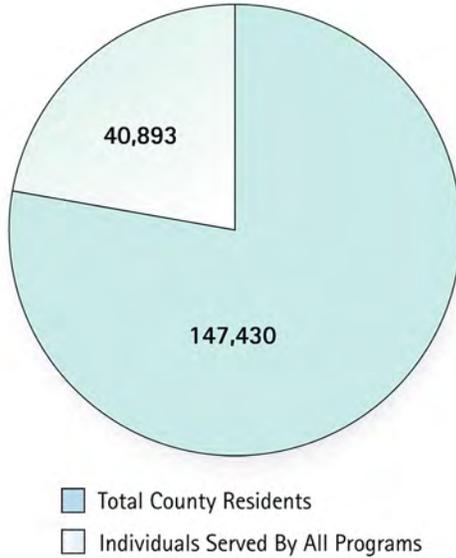


MESSAGE FROM THE DIRECTOR

IT IS WITH GREAT PLEASURE THAT I PRESENT THE DEPARTMENT'S 2011 ANNUAL REPORT. The past year has been marked by continued progress in our commitment to community. This commitment goes beyond providing county residents with quality services that enable a safe, healthy, basic standard of living. It means working as a team with community partners toward common goals, and developing creative and responsive services, which allow county residents to be safe and reach their full potential. We embrace strategic planning and continuous quality improvement as the primary means to reach our goals.

Fiscal Year 2011 has been the most challenging year for our clients and staff. Washington County has been extremely hard hit by the national recession as evidenced by our local unemployment rate which exceeded ten percent. Vulnerable adults, children and families were all negatively affected by the grim economic conditions. Nearly 28 percent of Washington County residents received some level of assistance from our agency. Fifteen hundred seventy-one more families received Food Stamps than in FY'10 (21 percent). The number of Temporary Cash Assistance cases increased 18 percent to 591. Altogether, the Department took a total of 28,285 applications (15 percent increase) from county residents with poverty-related needs. Child Support collections increased \$52,061 over the previous year's level. Child Protective Services referrals increased four percent. Adult Protective Services (APS) staff completed 330 investigations of abuse, neglect or exploitation, while the Social Services to Adults (SSTA) staff maintained 492 clients in community settings.

COUNTY RESIDENTS SERVED BY WCDSS
Fiscal Year 2011



Many staff experienced caseload increases of varying duration caused by a soft hiring freeze. As a result of state budgetary constraints, state employees were also affected by a third year of an across-the-board salary cut, and furlough days.

Despite these obstacles, our outstanding staff achieved many noteworthy accomplishments described in the following pages. Particularly encouraging was the continued success of our Family Centered casework which helped to safely maintain 96 percent of our at-risk children in family or kinship placements. Family Investment (FI) and Child Support staff demonstrated great creativity and resourcefulness re-engineering work processes to compensate for workload increases. Specifically, FI staff instituted group intake and redeterminations to expedite case processing. FI staff met, or exceeded the 96 percent application timeline compliance standard throughout FY'11.

On July 11, 2011, our dreams came true when the Washington County Family Center, and our new family visiting facility, the Sunshine Center, began operations in new quarters at 221 McRand Court. These wonderful new facilities and programs were realized as a result of our outstanding partnerships with the Maryland Family Network, the Washington County Commissioners, our County Administrator and County Attorney, the



Martha K. West, Executive Assistant

Washington County Board of Social Services, the Washington County Community Partnership for Families and Children, the Washington County Community Action Council, the Fletcher Foundation, the Maryland Department of Human Resources, the Pauline Anderson Foundation, the Einbinder Foundation, the Washington County Public Schools and numerous contributions from generous citizens in our community. We are extraordinarily grateful for this tremendous community support which will help break the cycle of poverty for vulnerable Washington County families.

The Department's successful performance in FY'11 is a direct result of the tireless efforts of Karen Christof, *Assistant Director for Adult, Child, and Family Services*; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Barbara J. Moyer, *Assistant Director for Child Support Enforcement*; Martha K. West, *Executive Assistant*; and the Department's supervisors, lead workers and staff.

With the support of our community partners, the Department of Human Resources, state and local elected officials and the Board of Social Services, we will continue to build on our vision of a Washington County where all people are responsible, self-reliant, economically secure and safe from abuse and neglect.

David A. Engle, Director
Washington County Department of Social Services

FAMILY INVESTMENT

FISCAL YEAR 2011 ACCOMPLISHMENTS



Rosalind Martin, Assistant Director

- Placed 142 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 110 employers at an average wage of \$8.86 per hour.
- Continued two Job Opportunity Bus Shuttles (JOBS) to assist low-income households with transportation to and from work and childcare facilities. Each month, an average of 18 riders were served with over 500 trips scheduled.
- Continued the free Hopewell Express transportation program in conjunction with Community Action Council to assist individuals seeking employment or already working at distribution facilities in the Hunter's Green Business Center. Located north of Interstate 70, along Hopewell Road and Route 63, the Business Center encompasses 631 acres and is home to over 20 businesses and distribution centers. The Express operates from downtown Hagerstown on a first-come, first-serve basis. During FY'11, there was a monthly average of 34 riders per day.
- Accepted over 28,285 applications from county residents with poverty-related needs and approved 17,915 applications for various assistance programs, including TCA.
- Granted an average of 23,100 households per month some form of financial or medical assistance.
- Hosted a monthly average of 11 former TCA customers at our after-hours, off-site, *Work-It-Out* workshop for newly employed TCA customers, and provided licensed childcare for a monthly average of 19 children.
- Served 339 TCA customers through our in-house *JOBReady* Center.
- Diverted 87 percent of TCA applicants from cash assistance through job placements, emergency assistance, Welfare Avoidance Grants, and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP). This program prepares non-custodial parents for employment through the job readiness program of the *JOBReady* Center to help them meet their child support obligations. An average of 30 non-custodial parents were served in the *JOBReady* Center monthly. Twenty-one gained employment at an average wage of \$7.41 per hour.
- A collaborative effort between the Family Investment Administration and the Western Maryland Consortium resulted in 21 youth from low-income families being enrolled in a Summer Jobs for Youth Program at an average hourly wage of \$7.25 for an average of 35 hours weekly.
- Services Access and Information Link (SAIL) was implemented in FY'09. Web based, SAIL was developed as a strategy to increase FI customers access to apply for benefits. In FY'11, 2,018 applications were received electronically.
- Thirty-two TCA recipients participated in the Work Experience/Internship Program during FY'11. Three of those were placed at WCDSS in the Customer Service/Clerical Support Unit. Fifteen placements were at various sites in Washington County including Food Resources, REACH, Head Start, Salvation Army, and Merkle. Participants gain experience and work skills to make themselves more marketable.
- Cut Food Stamp redetermination interview times in half through use of a new and locally developed telephone interview procedure.
- Met or exceeded 96 percent performance measure set by DHR for all programs for FY'11.

WELFARE REFORM IN WASHINGTON COUNTY

In FY'11, TCA cases increased 10 percent with 591 open cases. Despite a local unemployment rate over ten percent, 145 out of work, mandatory applicants found employment either through the benefit of a diversion program or on their own. Three participants gained full-time employment with the State of Maryland as FI Aides, and one was contractually hired through Hagerstown Housing Authority and placed at WCDSS in the Customer Service Unit.

***JOBReady* Center**

Specialized case managers in the in-house employment readiness center assess needy families with children applying for TCA for immediate and long-term needs. Barriers to successful employment are examined, skills and experience evaluated and individual plans of action are developed to assist customers overcome challenges. In addition, diversion programs such as job readiness funds, Welfare Avoidance Grants (WAGS) and Emergency Assistance (EAFC) are offered as alternatives to cash assistance. Applicants not able to find immediate employment must attend job readiness classes where a job coach helps them focus on job search techniques. The job coach maintains an important link with area employers and often matches applicants with prospective employers. Support services offered to TCA customers include job readiness funds to purchase work-related items, bus vouchers, taxi rides, and other individualized services. Bus vouchers are available for TCA customers who have access to the County Commuter in

order to pursue work and travel to and from employment and childcare. Over 300 bus vouchers are dispersed each month.

The *JOBReady* Center processed 2,321 TCA applications in FY'11. While most were diverted, we implemented paid and unpaid work experience and internship programs to help people find employment. When TCA customers become successfully employed, retention services are offered for one full year to assist the family move toward financial growth and security. Food Supplements remain at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Day care vouchers are available to supplement payments to childcare providers.





COMMUNITY PARTNERS

Family Investment staff diligently pursues work and training programs for TCA customers in partnership with the following community organizations:

Department of Labor, Licensing and Regulation (DLLR)—Provides job and career information and resources. The Workforce Exchange allows our customers to search for current job openings in the community, create multiple resumes to use to apply online for jobs, research careers that are expected to be in high demand, file for unemployment insurance, and find occupational training programs.

Department of Rehabilitative Services (DORS)—Guides individuals with disabilities to employment and independent living. Works with disabled customers to help file for social security disability, provides case management, assessment, and supportive services.

Family Center—Expectant parents and families with children under the age of four are referred to the agency's Family Support Center for job readiness and other skills training including driver's education. Also, the *Dads' Connection* continues to offer opportunities geared toward employment services and family preservation.

Community Action Council (CAC)—Helps to provide TCA customers with additional services, including rental assistance and emergency funds. Coordinates and runs the Hopewell Express.

Hagerstown Housing Authority—Assists TCA customers living in public housing through their Family Self-Sufficiency program and other subsidized housing programs.

CASA, Inc. (Citizens Assisting and Sheltering the Abused)—Provides counseling and other related services to TCA customers identifying domestic violence as a barrier to employment. Served 265 TCA customers during FY'11.

County Commuter—Operates our JOBS Shuttle and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and get to and from work. Transported an average of 18 riders each month.

Washington County Health Department—Two on-site Health Department substance abuse specialists screened 1,430 TCA applicants and recipients for substance abuse and provided opportunities to participate in Health Department treatment/recovery programs.

Western Maryland Consortium—Provides training and work experience opportunities to TCA applicants and recipients through the *Workforce Investment Act*.

Washington County Housing Authority—Works with WCDSS to station county employees in the agency to ensure that TCA customers achieve employment success. The agency's highly successful diversion achievements are directly related to this cooperative effort.

Head Start of Washington County—Provides pre-school education programs to our TCA families with children.

Alliance for Parent, Provider and Local Employer Solutions (APPLES for Children, Inc.)—Provides TCA customers with individualized referrals to local child care providers.

Washington County Community Partnership (WCCP) for Children and Families—An integral partner in planning, development and implementation of the *Hopewell Express*.

Horizon Goodwill Industries, Inc. (HGI)—Believes in the power of work to strengthen disadvantaged individuals and to transform lives. They assist people with barriers to employment to be able to choose rewarding employment, achieve financial security, and build careers and lives for themselves and their families.

Hamilton Nissan—Volunteered to assist our customers who purchase vehicles through the Vehicles for Change program by offering them free oil changes, car washes, tire rotations, and inspections for as long as they own their vehicles. Since its inception in FY'11,

nine customers received certificates to participate in Hamilton's Dealership for Life program.

RETENTION SERVICES

Efforts to enhance employment are continued for up to one year by providing the opportunity for employed TCA customers to meet regularly with their peers and case managers. Many obstacles are identified and remedied before employment is jeopardized.

- **Work-It-Out Program**—Ten monthly workshops were held at Otterbein United Methodist Church for employed TCA customers to discuss issues surrounding employment and family. Topics range from childcare to budgeting. On-site childcare and refreshments are provided. In FY'11, 110 TCA customers were served, along with 110 of their children.
- **Work Central Hotline**—Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'11, 1,024 contacts were made to TCA customers.



FAMILY INVESTMENT (FI) PROGRAMS

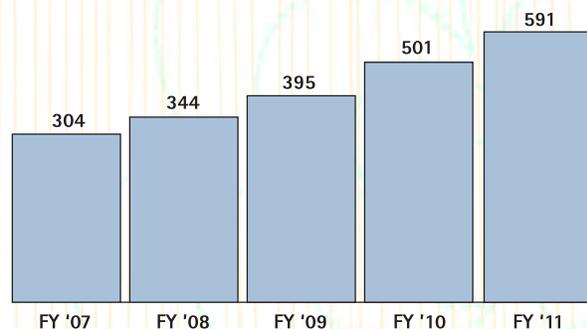
FI administers the state and federally funded programs described below. Eligibility for each program varies and is determined by financial and technical requirements. Technical factors include criteria such as age, household composition, employment status and shelter costs. Each applicant is required to provide the needed information and verification before eligibility can be determined.

Temporary Cash Assistance (TCA)—(Replaced the *Aid to Families with Dependent Children (AFDC) program in state law.*) Temporarily provides for children in need and their caretaker relatives. Those who are employable are included on the grant and must find employment. Most adult participants can only receive benefits for five years. The average family of three unable to support themselves in FY'11 received a \$574 grant each month.



**TEMPORARY CASH ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH**

FY 2007 thru 2011



Work Opportunities Program—Maryland’s welfare-to-work program. Helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

Welfare Avoidance Grant (WAG)—Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment, such as vehicle repairs and job-related equipment. Persons who receive a WAG cannot receive TCA benefits for a specified time period. In FY’11, 17 households received a WAG.

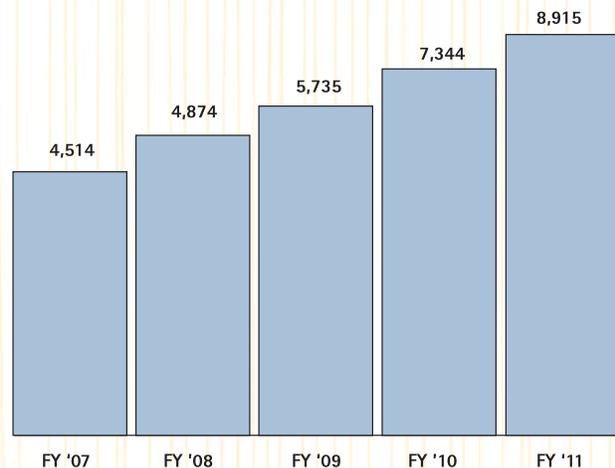
Public Assistance to Adults (PAA)—Provides help for adults in need of protective and supportive living arrangements in order to reside in the community. PAA provides a monthly payment of state funds to aged, blind, or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence and have allowable needs in excess of their total income. An average of 88 customers received PAA each month in FY’11.

Food Supplement Program—Supplements a household’s food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. A monthly average of 8,915 households received food stamps in FY’11. On the average, these needy families spend \$2,453,415 each month at food stores in Washington County.



**FOOD SUPPLEMENT CASELOAD
AVERAGE PAID CASES PER MONTH**

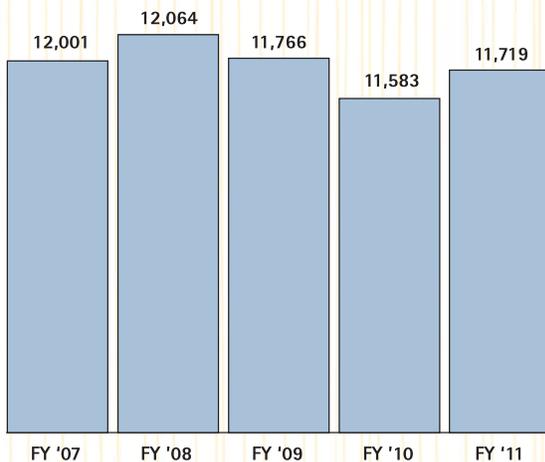
FY 2007 thru 2011



Medical Assistance (Medicaid)—Addresses immediate and long-term health care needs by providing funding for a broad range of health care services to the community. In Maryland, the Department of Human Resources’ staff determines clients’ Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages. Groups automatically eligible for coverage include SSI recipients and certain TCA, PAA, and institutionalized individuals. Low-income single adults and childless couples, between the ages of 21 and 64, remain the most vulnerable because no government-subsidized health insurance exists for this group. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. Recent initiatives have expanded the Maryland Children’s Health Program (MCHP)



**MEDICAL ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH**
FY 2007 thru 2011



that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. An initiative, the waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY’11. Special outreach programs have been implemented to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments, and deductibles. An estimated \$205,896,600 was spent in Washington County by the Medical Assistance program during FY’11. A monthly average of 11,719 households received medical assistance in FY’11.

Electronic Benefit Transfer System (EBTS)—

Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. EBT cards are now mailed to customers. In FY'11, 169 homeless customers received locally issued cards.

Temporary Disability Assistance Program (TDAP)—

A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit of \$185 per month is paid to eligible individuals until their condition improves or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee. A monthly average of 335 households received TDAP in FY'11.

Purchase of Care (POC)—An income-based subsidy program to assist eligible low-income families with the payment of child care expenses. Families are assessed a co-payment based on factors such as income, type of care, and age of child. A major eligibility factor requires that any adult in the household participate in an approved activity such as employment, training, or education. Participation in the POC program continues to increase due to the success of welfare reform. Many TCA customers have found employment and have used child care vouchers to assist with the cost of child care. Additional funding has enabled more of the “working poor” to receive help with child care expenses.

Emergency Assistance to Families with Children (EAFC)—

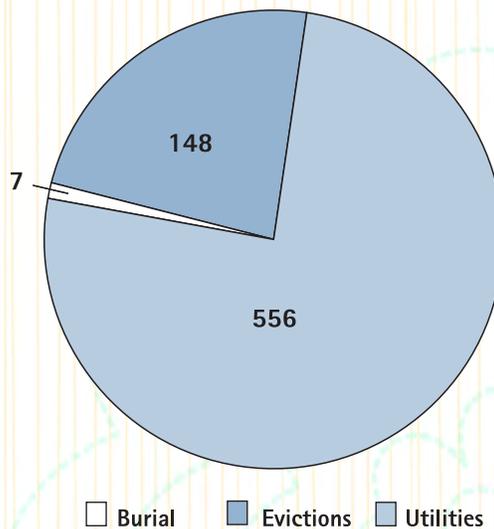
Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure, or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI,





foster care children, or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited. The maximum allowable amount per household per year is \$250. The maximum amount paid for burial assistance is \$650. EAFC grants assisted 715 Washington County families in FY'11 for a total of \$147,466.59. Eviction prevention funds were provided to 148 households. Five hundred fifty-six families received assistance with utilities and seven received burial grants.

EMERGENCY ASSISTANCE
FY 2011



FISCAL YEAR 2011 ACCOMPLISHMENTS

- Completed safety assessments for 1,901 families in Child Protective Services (CPS) including 4,052 children. One hundred forty-four children or 3.6 percent required out-of-home placement.
- Twenty-three foster children achieved permanency through adoption services.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$3,995.
- Completed risk assessments for 330 vulnerable adults in Adult Protective Services.
- More than 500 adults remained safe and independent in the community as a result of adult service programs.
- Supported 28 pregnant or parenting high school students to remain enrolled in school. Assisted 17 young parents in obtaining their high school diplomas.
- Conducted 324 Family Involvement Meetings concerning the safety, well-being, and permanency of 508 children.
- Continued implementation of the Fostering Connections grant through Family Finding for Youth who are 14–21 years old and in an out-of-home placement.
- Implemented Family Assistance through Community Teamwork (FACT), a volunteer program to provide additional support to families open in an in-home service. The volunteers are foster families and members of the community who have provided respite, transportation, mentoring, tutoring, and other services as needed.



Karen Christof, Assistant Director

CHILD WELFARE INTAKE and CONTINUING CHILD PROTECTIVE SERVICES

The Child Welfare Intake program provides short-term intake services to all families involving children referred to the Department. The specialized services included are:

Child Protective Service Intake (CPS Intake)—

Provides assessment services to children who are believed to be abused or neglected by their parents or caretakers with the goal of protection and intervention to improve family functioning.

TRENDS

- Total number of CPS Intake referrals increased from FY'10 by four percent. Sexual abuse increased 11 percent, neglect increased eight percent and physical abuse decreased 11 percent.

Community Partners

Strengthening community partnerships continues to be a priority. In FY'11, as a result of the strong community partnerships already in place, the following progress was made:

- The Twenty-third Annual Child Abuse and Neglect Conference was held with almost 400 community participants.
- Revised the Multi-Disciplinary Team agreement to increase community partners and ensure the safety and well-being of children.

FOSTER CARE and ADOPTIONS UNIT

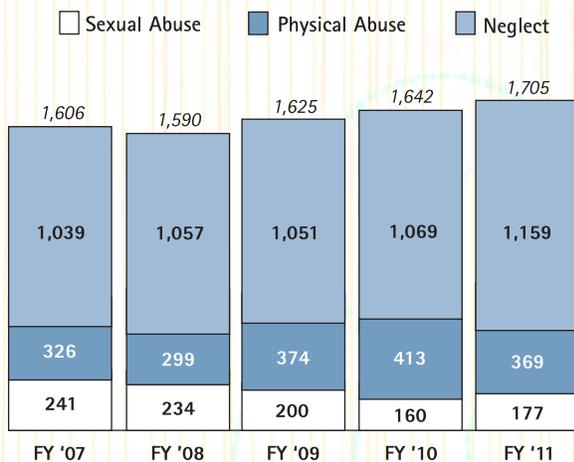
The Foster Care program provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect, or risk of serious harm. Depending on the child's needs, care is provided in an approved foster home, therapeutic foster family home, group home, or a residential treatment center. Foster Care staff provides and coordinates a wide-range of services to the child in care, the child's family, and the foster parents to achieve a permanent placement plan for the child.

Adoption is one of the permanency options for children in foster care. Children who are under the Department's legal guardianship are placed with families in Washington County, or elsewhere in the state. Adoption staff supports children and families through the adoption process and beyond.

Currently 302 children who were locally adopted from the foster care system are receiving a monthly-subsidized adoption stipend. In addition, the Department sponsors a monthly adoption support group.

Specialized case management services are provided to older youth in foster care to help prepare them for the transition out of foster care. The John H.

CHILD PROTECTIVE SERVICE INTAKE
FY 2007 thru 2011





Chafee Independent Living Preparation Program (IL) allows local departments to provide independent living preparation and after care services to youth aged 14 to 21 who are in foster care. At the end of FY'11, there were 81 youth in this age range currently receiving services. Services provided included case management, financial assistance, life skills programs, group independent living activities, recreational and social activities, individual and group therapy, and services to assist youth to transition into their own semi-independent or independent living arrangement. In addition to youth in out-of-home placements, the IL program also provided after care services for 18 youth during FY'11. The after care services provide support and assistance to youth who leave foster care after turning 18 years old and find they need additional help transitioning to independence.

Six youth graduated high school during the 2010-2011 school year. One youth was honored for having the highest GPA in his class and spoke at his graduation. Seven youth attended college during the 2010-2011 school year. One youth was on the Dean's List both semesters during her freshman year at Frostburg University. Another six youth are planning to enroll in college classes in the fall of 2011. One of those youth will be taking classes as a senior in high school through the ESSENSE program at Hagerstown Community College.

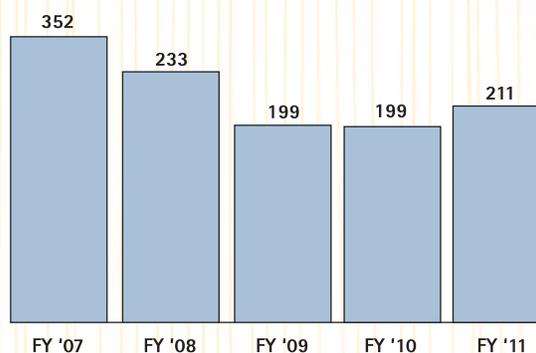
The Independent Living (IL) Group continued to grow over the past year with a total of 18 youth attending on a regular basis. The youth engaged in life skills activities such as cooking, grocery shopping, and finding affordable housing. The Youth Advisory Board grew to six members who took part in leading the IL Group and providing a voice for foster youth at both the local and state levels.

Increased efforts were made in FY'11 to improve transitional planning for youth. Every youth in care completes a Casey Life Skills Assessment as part of the planning process. Youth also have annual transitional planning Family Involvement Meetings (FIMs). The youth and any supportive adult in their lives are invited to the FIM to plan for a variety of services including education, employment, health/mental health, housing, financial literacy, and family/friends support. The FIMs allow youth to guide the planning for their future.

The Department approved and facilitated 11 voluntary placements of children into foster care during FY'11. The children placed into voluntary foster care placements have such challenging mental health needs that their families were no longer able to maintain them in their homes. The Department found an appropriate foster care placement for these children, but their parents retained custody and control of all the decision making and treatment choices for their children.

Foster Care and Adoptions staff approved 19 new foster/adoptive resource homes in FY'11 for a total of 135 approved homes by the end of the year. WCDSS continues in its goal to recruit resource homes for youth aged 14 and older. As of June 2011, 81 youth or 38 percent of the children in care were in this age range. Currently, 30 youth aged 14 to 21 are in WCDSS foster homes.

TOTAL CHILDREN IN FOSTER CARE
FY 2007 thru 2011



TRENDS

- One hundred forty-four children entered out-of-home placement in FY'11. This number is a two percent increase from the 138 children entering care in FY'10. In FY'09 the number of children was 123. The Family Involvement Meetings, that began in July 2007, continue to prevent unnecessary placements. Therefore, the needs of the children and families involved in out-of-home placement represent the more challenging situations for staff.
- An average monthly foster care caseload in FY'11 consisted of 202 children. The average monthly caseload in FY'10 was 196. The needs of the children and the issues that necessitated removal continue to increase in severity. The median length of stay in foster care for children who entered care during FY'10 was 8.6 months. FY'09 was four months, the same as FY'08; FY'07 was seven months.
- Of the 131 cases closed, 125 cases or 95 percent had the following positive outcomes:
 - sixty-eight children returned home to a parent;
 - custody or legal guardianship granted to relatives/caretakers of 20 children;
 - twenty-three adoptions were finalized; and
 - fourteen youth lived independently in the community.

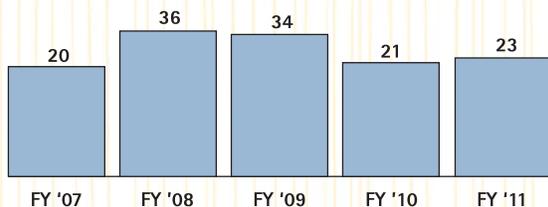


THE FAMILY SERVICES UNIT

School Family Liaison Program—In partnership with the Board of Education and County Commissioners, this supplemental student support program targets elementary school students who have problems with grades, attendance and/or behavior. It also accepts referrals for family support. The program received 173 referrals resulting in 112 families with 392 children accepting services. Of the targeted children referred to the program, 154 were referred for family support, 68 for attendance, 62 for grades, 75 for behavior, and 127 for a combination. The liaisons also provided short-term supportive services to 58 students who participated in groups focusing on social and behavioral skills.

The School Family Liaison Program received \$62,790 in support from the Washington County Commissioners.

FINALIZED ADOPTIONS
FY 2007 thru 2011





Family Involvement Meetings (FIMs)—The goals of Family Involvement Meetings are to improve outcomes for children and families through a collaborative approach to service delivery, increased support to child welfare staff, and engaging the larger community in child welfare decisions.

Family Involvement Meetings are convened around placement decision points in casework. These include initial removals of the child from the home, placement changes in foster care, considered changes in the permanency plan, and prior to reunification. In FY'11, 324 FIMs were held regarding the safety and well-being of 508 children. Shelter care of children was avoided for 192 children. FIMs are also convened for youth transitional planning and every child in foster care, 16 years of age and older, participates in a yearly FIM.

Services to Families with Children/Temporary Cash Assistance (SFC/TCA)—The SFC/TCA program is a solution-focused, case management service that assists families with transitioning from state income dependence to independent work opportunities while simultaneously reducing the risk of child abuse and neglect in these families. SFC/TCA is a voluntary program that serves families who are currently receiving TCA. The program focuses on removal of barriers to employment and on the parent's ability to provide care to their children.

During FY'11, the program served 172 new families, which is an increase of 3.4 percent over FY'10. These services impacted the lives of 424 children who were provided child abuse and neglect prevention services. This year the program assisted significantly more families with prevention of homelessness type services than in years past.

Interagency Family Preservation (IFP)—IFP is a short-term, time-limited, intensive, voluntary, in-home service that provides crisis intervention services to families where there is

a potential risk of an out-of-home placement. Referrals can be received from the Department of Juvenile Services, Board of Education, Health Department, mental health professionals, and from any internal program or service.

In FY'11, IFP assessed a total of 131 families for services and provided intensive services to 85 of those families (six of those families continued services initiated in FY'10). Thirty-one of the families served were referred by Child Protective Services, 40 families were referred by community mental health programs, six families from the Department of Juvenile Services, two families from the Board of Education, and two families from other community resources.

Consolidated In-Home Family Services (formerly Services to Families with Children Intake and Continuing Child Protective Services)—Beginning in January, 2011, Services to Families with Children Intake and Continuing Child Protective Services were merged into one service. The new program is called Consolidated In-Home Family Services and represents the blending of the voluntary child abuse and neglect prevention services with the mandated court ordered services.

Consolidated In-Home Family Services Programs are critical to the Place Matters initiative as they are designed to enable a child to remain safely at home while receiving intervention services. Consolidated In-Home Family Services workers carry a mixture of cases requiring various levels of service intensity as assigned by their supervisor. It is the expectation that the family will continue with the same worker throughout the service delivery to ensure a seamless service provision.

A referral for ongoing services can originate from a non-CPS assessment (self-referral, community, another local department or agency program), or from Child Protective Services Intake. During the second half of FY'11, consolidated services handled 157 new cases representing 351 children.

Family Finding—Family Finding provides intensive search efforts that identify, assess, engage, and sustain family resources for youth who are in an out-of-home placement. The initial efforts have

targeted youth with an Another Planned Permanent Living Arrangement (APPLA) permanency plan who do not have an identified permanent relative placement or supportive relationship to help plan for their exit from Maryland's child welfare system.

The family finder works closely with case management staff and is responsible for engaging and interviewing family members, reviewing the case record, and conducting internet searches as a minimum standard for exploring all information that could potentially result in establishing a lifelong connection.

Washington County is one of seven counties in the State of Maryland to be awarded a three year federal grant as a pilot program for Family Finding. The goal of Family Finding is to identify at least 40 family members for each youth, in hopes of finding six to eight family members committed to becoming a life-long connections for the youth. The Washington County Family Finding program has identified 363 family members and has engaged 172 family members for 11 foster youth. On the average, 32 family members were identified for each youth and 15 family members were engaged.

Kinship Navigator—In an effort to support and promote the safety and well-being of children in the State of Maryland, services and resources are offered to informal kinship caregivers. The caregiver's relationship with the child may be based on biological, adoption, marriage, or emotional connection. The Kinship Navigator has provided information and referrals to 63 families and can offer brief, targeted interventions. Currently 20 families are receiving case management.

Resource guides were developed and are maintained with up-to-date information on educational resources, medical services, entitlement programs, community resources, child care services, legal services, and case management services. Four support groups, with up to 30 families attending each event, were convened to provide support to informal caregivers. An advisory board, consisting of community members and kinship caregivers, has met four times to define policy, recommend services, and guide our interventions. There were



also 35 community partner engagements to provide information and outreach regarding this new program.

THE WASHINGTON COUNTY SAFE PLACE CHILD ADVOCACY CENTER

Safe Place, Washington County's Child Advocacy Center, provides a child-focused, facility-based program committed to reducing the trauma to children who have been physically and sexually abused. Law enforcement, prosecutors, child protective services social workers, and mental health and medical professionals collaborate to provide timely investigations and therapeutic interventions. The Center follows a national model for children's advocacy centers.

During the past ten years, the Center has offered five mandated best practice services including joint investigations, forensic examinations, therapy, victim advocacy, and coordinated response. All services are located on-site and the child and family benefit emotionally, physically, and mentally. By working together from the initial investigation through the disposition of the case, families better understand the criminal justice





system and child protection systems. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations. The Center is one of a few in the State of Maryland to offer on-site forensic medical exams, therapy, and victim advocacy services to children and their non-offending family members. The Center provides immediate crisis intervention services to families without waiting lists.

Accomplishments

- Served 1,322 children and family members, including 373 primary victims and 949 secondary victims.
- The Family Advocate provided support services to over 800 children and non-offending family members.
- As a United Way agency, Friends of Safe Place, Child Advocacy Center, Inc. participated in its fourth United Way Campaign.
- Continued to maintain community partnerships through representation on the Child Fatality Review Team, Impact Analysis for Washington County, and Teens Have Choices: The Washington County Teen Pregnancy Prevention Coalition.
- Teamed with the organizers of the Hancock Walk Against Child Abuse to raise more than \$14,000 for the Center.
- Received \$10,000 from the National Children's Alliance as an accredited child advocacy center.
- Received more than \$60,000 in funding through the Washington County Gaming Commission to pay for rental and cleaning costs.
- Friends of Safe Place sponsored the 5th Annual Comedy and Magic Show. More than \$9,000 was raised to support Safe Place.

- Continued to receive core funding through the Victims of Crime Act.
- Celebrated our 10th anniversary. Since Safe Place opened its doors in 2001, more than 6,500 children and family members have come to Safe Place for help.

THE WASHINGTON COUNTY FAMILY CENTER

The Washington County Family Center provides a variety of services for expectant parents and families with children aged birth to four. Services are designed to empower families to become self-sufficient through personal achievement, education, and positive parenting. Services include on-site childcare, Adult Basic Education, General Equivalency Diploma (GED) instruction, External Diploma Program (EDP), high school credit classes, employability services, health education services, parenting education, and transportation.

During FY'11, the Family Center secured a site for relocation. Construction on the new site began in March of 2011 with completion by June 30th. The relocation of the Center was realized through strong community partnerships, local foundation grants, and commitments from community agencies. Rental space for the Center continues to be funded by the Washington County Commissioners.

Funding for the Dads' Connection program was severely cut in FY'11. The program continued to provide limited services, however, and is seeking additional funding for FY'12. The Dads' Connection is the only program in Washington County specifically designed to reach young fathers and their children.

Accomplishments

- Served 104 adults and 88 children in education, parenting and child development.
- Served 69 individuals in education programs; 17 participants received their diploma through the high school credit program; two participants received a diploma through the External Diploma Program.
- Supported 28 pregnant or parenting high school students to remain enrolled in school.

- Supported 32 fathers and 40 children either in case management, parent child activities, or visitation services despite reduced funding for this program.
- Sixteen fathers completed the Nurturing Fathers curriculum.



ADULT SERVICES UNIT

The Adult Services Unit provides a range of case management, foster care, and aide services including personal, respite care, and chore services to disabled adults aged 18 and older. All services are designed to assist vulnerable adults to meet their basic needs in the least restrictive settings consistent with their health and safety. Adult services are voluntary with the exception of Adult Protective Services.

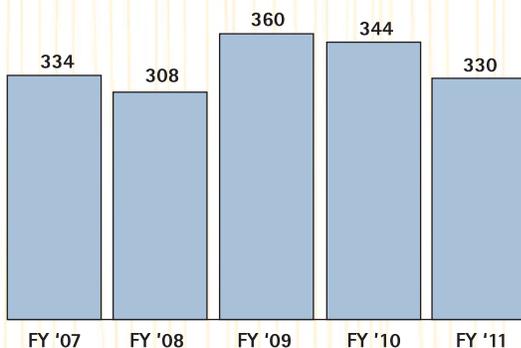
Adult Protective Services (APS)—

Investigates reports of abuse, neglect, exploitation, or self-neglect of vulnerable adults. APS workers intervene to provide access to needed professional services for persons aged 18 and older who lack the capacity to provide for basic needs such as food, shelter, and medical care. Risk factors are identified and service plans developed to prevent further risk of harm to the adults. As a last resort, when adult clients are not capable of making decisions about their basic needs, APS may petition the court to appoint Guardians of the Person.

TRENDS and INVESTIGATION OUTCOMES

- Total Adult Protective Services investigations of abuse, neglect, exploitation, and self-neglect decreased by four percent from FY'10 to FY'11. The total number of investigations was 330.
- New APS investigations averaged 28 monthly. An average of two reports per month were screened out of APS investigation during FY'11.
- Of the FY'11 APS reports, nine percent were allegations of physical or sexual abuse, 25 percent neglect, 16 percent exploitation, and 50 percent self-neglect.
- Monthly Continuing APS caseload averaged 47, which is a decrease of 13 percent over FY'10.
- APS petitioned Circuit Court for guardians to be appointed for six disabled adults who were not capable of making decisions. Guardianships of persons over age 65 are transferred to the Washington County Commission on Aging after the adult's service needs are stabilized.
- Monthly Guardianship caseload averaged 25 during FY'11.

**ADULT PROTECTIVE SERVICES
TOTAL INVESTIGATIONS**
FY 2007 thru 2011



When risks are reduced but services are still needed, the vulnerable adult is referred to the Department's Social Services to Adults or Project Home programs.

Social Services to Adults (SSTA)—Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing, and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and with liquid assets less than \$20,000 are eligible. A modified moratorium on new SSTA cases reduced the number of persons served in FY'11.

Accomplishments

- Provided ongoing case management services to a total of 492 adults.
- Managed an average monthly caseload of 147 aged adults.
- Managed an average monthly caseload of 134 non-aged adults.
- Assessed for SSTA services an average of 15 new cases each month.

Senior Care Case Management—Funded by the Washington County Commission on Aging, this service assists persons aged 65 or older who are moderately or severely disabled to live as independently as possible. Services are limited to those who earn no more than 60 percent of the State median income and have assets that do not exceed \$11,000 per individual or \$14,000 per couple.



Services include assessment, planning, referral, advocacy, monitoring, and evaluation of customer needs. When the customer needs services such as personal care, chore service, medications, or day care, the case manager may be able to authorize the purchase of the necessary service with a special state discretionary budget referred to as gap-filling funds.

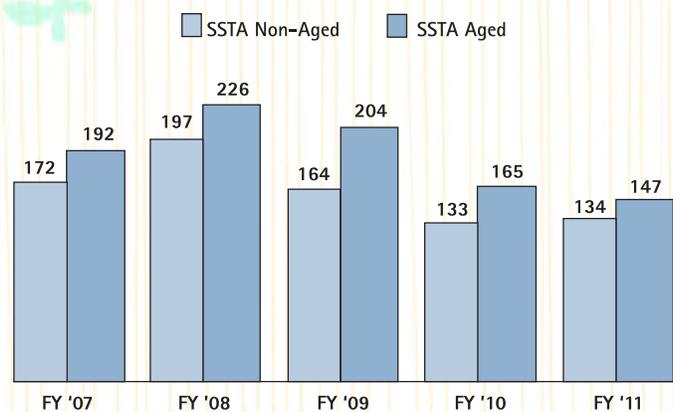
Accomplishments

- Provided case management services to 114 older adults with a monthly average caseload of 95.
- Gap-filling direct services budget was \$178,091, which was a decrease in funding from the previous year of \$36,202.

Adult Foster Care—Assists aged or disabled adults who are unable to live alone but do not require nursing home or hospital care. The program provides a moderately supervised adult foster care situation with the support and security of a family setting. Most of these adults have physical health problems that cause them to need assistance with some daily activities. Adult Foster Care providers furnish a safe and comfortable home with proper nutrition, transportation assistance, laundry, health care, and overall supervision. This program would not exist without the support of the Washington County Commissioners, as county funds support aged and disabled adults' foster care placements.

The project continues to recruit, assess, certify, and train providers. There is a need for more specialized adult foster care homes.

**SOCIAL SERVICES TO ADULTS
AVERAGE MONTHLY CASELOAD**
FY 2007 thru 2011



Accomplishments and Trends

- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 29 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$350.
- Assisted an average of ten individuals per month with County funds.



CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

Project Home Case Management—Commonly known as Project Home, CARE provides supervised housing where elderly and disabled adults receive room, board, personal care, and assistance with other daily activities. The goal is to deinstitutionalize or prevent hospitalization of chronically mentally ill and other disabled adults, including persons with Acquired Immune Deficiency Syndrome (AIDS).

Accomplishments and Trends

- A \$45,839 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes. A renewal of the grant will begin September 2011.
- Through a partnership with the Commission on Aging and the Mental Health Authority, 12 adults per month who needed more intensive foster care services received supplemental funding and case management.
- Project Home received 25 referrals for assisted living placements and placed seven disabled adults into CARE homes. The referrals came from the following sources: three from Washington County Hospital; eight from Adult Protective Services; four from Service Coordination; one from SSTA; two from family; two from Commission on Aging; and five from other community sources.

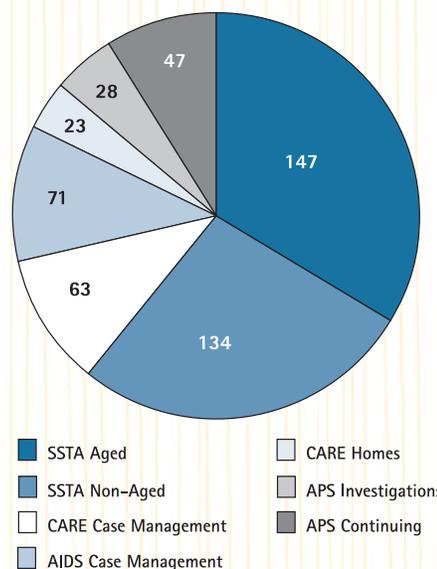
CARE Housing—Recruits, certifies, and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer’s disease or AIDS. A CARE home provides a protective living

environment for the disabled adults who cannot live alone primarily due to mental or physical health problems. CARE providers must have the capacity to assist such adults, be financially stable, and pass criminal background investigations. The home must meet state CARE, fire, and health regulations.

Accomplishments and Trends

- The number of CARE homes averaged 23 per month in FY’11.
- The need for more specialized CARE homes continues to increase as elderly and disabled adults seek this type of adult foster care living arrangement.

ADULT SERVICES AVERAGE MONTHLY CASELOAD FY 2011





HIV/AIDS SERVICES

The goal of this service is to assist individuals who have AIDS and/or are HIV positive, along with their families and/or significant others, to live as independently as possible. Case management, education, and supportive services are provided, along with linking customers to appropriate community resources and financial supports to meet their needs. HIV/AIDS awareness seminars are presented to community groups and professionals.

Accomplishments

- Served 106 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 71 persons; a three percent decrease from the FY'10 average.
- Utilized \$8,216 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$7,557 in *Project Home AIDS Emergency Voucher Funds* to assist persons with HIV/AIDS in crisis.

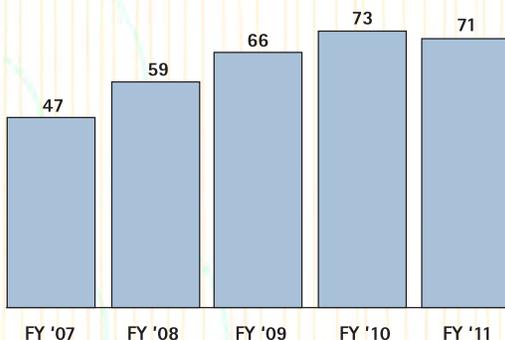
IN-HOME AIDE SERVICES (IHAS)

Adult Service In-Home Aides assist disabled adults with personal care, household chores, and transportation to needed services. Therapeutic services are aimed toward allowing persons to live in their own homes and to provide respite services to family members who are the primary caregivers. Increased service needs and cost of service resulted in fewer IHAS Purchase of Service clients being served in FY'11.

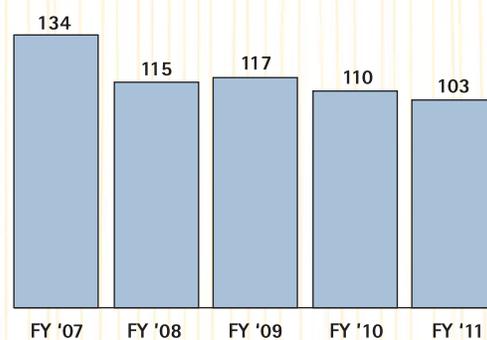
Accomplishments

- Served 152 disabled, aged, and non-aged adults.
- Served 98 disabled adults aged 65 and older.
- Served 54 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 103 disabled adults.
- IHAS Purchase of Service providers served 49 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 31 disabled adults; a 16 percent decrease from FY'10.

**HIV/AIDS CASE MANAGEMENT
AVERAGE MONTHLY CASELOAD**
FY 2007 thru 2011



**IN-HOME AIDE SERVICES
AVERAGE MONTHLY CASELOAD**
FY 2007 thru 2011



FISCAL YEAR 2011 ACCOMPLISHMENTS

- The paternity goal of 90 percent was exceeded in FY'11, with paternity being established for 100 percent of the children born out-of-wedlock in the caseload.
- The court order goal of 80 percent was greatly exceeded in FY'11, with court orders established in over 88 percent of the caseload.
- Child Support has collected \$1,860,944 from non-custodial parents enrolled in the Non-Custodial Parent Employment Program (NPEP) since its inception in April 2006.
- An Early Intervention Program was utilized to introduce proactive case management to ensure more reliable payments of child support. The purpose of the program is to generate a stronger culture of compliance among non-custodial parents during the initial weeks of the order establishment process. During FY'11, 28 percent of the non-custodial parents paid the first monthly support amount that was due; 54 percent made partial payments. Child Support has collected over \$49,000 in payments under this program.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. Since its inception in 2003, 208 cases of non-payment have resulted in collections exceeding \$154,200.
- Streamlined the receipting and collecting process by transporting payments to the financial institution designated by the State Disbursement Unit via courier service. This process has saved one hour of staff time per business day.
- Processed 850 modification requests to ensure that child support obligations are in line with the current economic situation and financial means of the parties. This represents a seven percent increase over the previous year's modification requests.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on issues, concerns, and customer needs.
- Participated in Child Support Awareness month by distributing school supplies to children and hosting child support orientations with various community partners. Recognized staff for their service to the Child Support Program. Selected a Child Support Worker of the Year to represent Washington County.
- Conducted a Mother's Day and Father's Day appreciation event by hosting an open house to recognize custodial parents who care for their children, and non-custodial parents who regularly meet their child support obligations. Customers had the opportunity to review informational resources about the Child Support Program. The agency sponsored a billboard thanking parents for supporting their children both emotionally and financially.
- Implemented Phase 2 of the new Medical Support provisions of Maryland Family Law. The Child Support program is placing more emphasis on obtaining and verifying health insurance coverage from either parent for children in child support cases.



Barbara Moyer, Assistant Director

CHILD SUPPORT COLLECTIONS

The Child Support Division collected \$14,587,051 in child support and arrearage payments in FY'11. This total was the result of servicing approximately 6,050 cases.

The Child Support Program provides many services to our customers. However, the incentive goals are the primary outcomes of the program and are based on five federal performance indicators for State child support programs: paternity establishment; support order establishment; current collections; arrearage collections; and cost effectiveness. Achievement in these performance indicators ensure that federal audit standards are met and federal incentive money is increased for the State of Maryland.

NON-CUSTODIAL PARENT EMPLOYMENT PROGRAM (NPEP)

The Non-Custodial Parent Employment Program (NPEP) commenced April 1, 2006. An initiative

of the Maryland Department of Human Resources, this program is a collaborative effort of several internal administrations, local departments of social services, and the University of Maryland School of Social Work. This program provides employment services and job readiness activities to non-custodial parents. Approximately 30 non-custodial parents per month were referred to the Job Center program. Twenty-one successfully became employed through the agency during FY'11. Since the program was implemented in April 2006, \$1,860,944 has been collected from all the participants as child support payments.

LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from the court that his/her children are in need of financial support. The location unit has

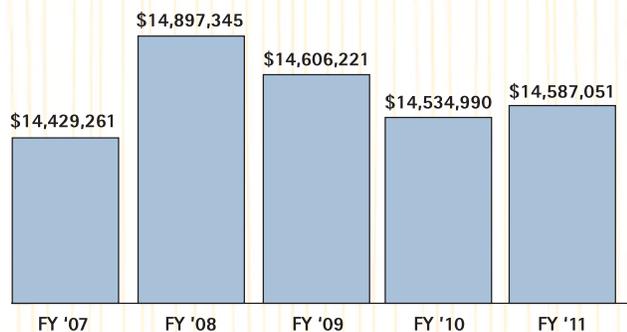
PERFORMANCE MEASURES (as of 6/30/11)

MEASURE	FFY'10 7/10-9/10		FFY'11 10/10-12/10		FFY'11 1/11-3/11		FFY'11 4/11-6/11	
	4th Qtr. Goal	4th Qtr. Actual	1st Qtr. Goal	1st Qtr. Actual	2nd Qtr. Goal	2nd Qtr. Actual	3rd Qtr. Goal	3rd Qtr. Actual
PATERNITY	100%	111.42%	95.58%	96.54%	97.05%	101.30%	98.52%	105.07%
COURT ORDER	85.00%	87.78%	85.00%	88.36%	85.00%	88.23%	85.00%	88.63%
COLLECTIONS	74.86%	73.31%	73.56%	73.05%	73.81%	72.61%	74.06%	72.61%
ARREARS	76.98%	73.57%	52.85%	50.73%	65.69%	63.13%	72.21%	70.06%

*Note: Child Support performance is calculated on a federal fiscal year. This chart depicts actual performance covering July 1, 2010 through June 30, 2011.



CHILD SUPPORT TOTAL COLLECTIONS FY 2007 thru 2011



an array of automated tools provided by the state and federal government to locate the non-custodial parent, their sources of income, and assets. More than 88 percent of the caseload is under a court order to pay child support.

ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights, and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney, and a court hearing if paternity is contested. The paternity goal of 90 percent was exceeded in FY'11. Paternity was established for 100 percent of the children born out-of-wedlock in the caseload.

ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal threshold to maximize performance for establishing court orders is 80 percent. Washington County posted 88.6 percent for this category. Currently, 5,362 cases are under a court order to pay child support through this office. Child Support First allows us to file for child support immediately in most cases. Expediting the process to establish court orders through conciliatory appointments increases our performance in paternity and court order establishment, and also gets support to families earlier.

ENFORCEMENT AND MODIFICATION

Automatic earning withholding is one of the most useful enforcement tools. Driver's license suspension; tax refund intercept; new hires reporting; business, occupational, and professional license suspension; passport denial; and garnishment of bank accounts are also useful enforcement tools that contribute to the successful collection rate. When other remedies fail, the Child Support Specialist will file contempt of court against the non-custodial parent. We are also utilizing the Non-Custodial Parent Employment Program (NPEP) to assist our non-custodial parents in gaining employment which enables them to begin making regular payments. Over 50 percent of the cases referred to NPEP are now receiving payments by Earnings Withholding Orders.

Federal and State law require that the Maryland Child Support Guidelines be reviewed every four years to ensure that the application of the guidelines results



in appropriate child support award amounts. The guidelines were adopted in 1989 to satisfy federal requirements which made numeric guidelines for child support obligations necessary and presumptive. The "Income Shares" model is utilized to consider the incomes of both parents. Effective October 1, 2010, the Maryland General Assembly updated the schedule of basic child support obligations to reflect current economic data associated with the cost of raising children and took into account Maryland's above average housing costs. The General Assembly also updated the self-support reserve to reflect the current federal poverty level for non-custodial parents whose income falls below the poverty level and expanded the schedule of basic child support obligations to accommodate family income up to \$15,000 per month.

CUSTOMER SERVICE

Washington County Child Support Office has redirected its telephone calls to a customer service Contact Center. The Contact Center's main function is to provide local child support offices with telephone services and staff to answer initial calls. This helps to alleviate the daily schedules of local workers and provides them appropriate time to work caseloads. Contact Center operators continue to successfully field more than 80 percent of all calls received without the need for local office involvement. Customers with needs that cannot be handled by the Contact Center operator are advised that the local office will be alerted to their need and will respond to them promptly. With the continued cooperation of our community partners, the Washington County Sheriff's Department, the courts and the legal community, Child Support will continue to lead the state in supporting children and offering customers the best services possible.



Bruce Massey, Assistant Director

FISCAL YEAR 2011 ACCOMPLISHMENTS

- Assisted with the planning and relocation of the new Family Center.
- Installed new security monitoring system at Child Advocacy Center.
- Installed DHR network at Family Center and Sunshine Center.

- Reduced payroll processing time by 50 percent through automation.
- Hired and trained a personnel officer and a personnel specialist.
- Instituted new employee performance measures.
- Provided administrative staff refresher training in finance and procurement procedures and policies.
- Executed a combined agency contract for transportation services.
- Expanded fleet responsibilities were assumed in the Finance Office.
- Expanded the duties of a finance employee providing the unit with a second budget analyst.
- Mentored two interns from Kaplan University on finance duties.
- Upgraded agency network printers.
- Added texting capability to staff cell phones.
- Provided Microsoft Office 2007 staff training.
- Installed scanner/copiers for Social Services staff.
- Programmed new format for agency phone list.



PERSONNEL UNIT

The Personnel Unit was staffed with a Personnel Officer and a Personnel Specialist who provide services to 257 employees. These services include recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll and leave accounting maintenance, and benefit administration.

The Personnel Unit conducted 29 recruitments during FY'11. The Unit conducted quarterly employee orientations and provided one-on-one sessions to assist new employees transition to state employment.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the Department. The employee database and leave accounting system quickly and efficiently provides data and reports required by the Director, staff, and the Maryland Department of Human Resources. A change in formatting reports has reduced the time to complete payroll with increased accuracy. Training in the areas of timesheet completion, the new PEP process, and personnel procedures were provided to supervisors and employees. The WCDSS Intranet site continues to be an important link for the Personnel Unit for WCDSS employees as it functions as a source for forms, announcements, and newsletters.

FINANCE UNIT

The Finance Unit provides professional accounting management of fiscal operations, safeguarding assets, and assuring the accountability of funds. Finance staff use the automated statewide *Financial Management Information System* (FMIS) to track and report the agency procurements, budget requests expenditures, and month-end financial reports. The Finance Unit also utilizes the Department of Human Resources' *Automated Fiscal System* (AFS) software to manage agency accounts payable, accounts receivable, payments to clients and service providers, and month-end reports. The Unit focuses on accounting objectives and policies, operating procedures, system controls, and timely and accurate reporting of financial and statistical data to all levels of government.

The staff ensure compliance of fiscal and procurement operations as prescribed in the regulations of State COMAR, the General Accounting Division Manual, the Department of Human Resources' Fiscal Manual, Circular OMB A-87 for grant guidance, and other related agency, departmental, local and state government mandated policies and procedures.

ADMINISTRATIVE SUPPORT and PROCUREMENT UNIT

These two units provide internal and external mail services, purchase and issue office supplies for the agency, and maintain the agency's fleet. Fleet maintenance involves following vehicle maintenance schedules, procuring driver and vehicle gas cards, and processing accident reports. Private vehicle mileage is also tracked.

INFORMATION TECHNOLOGY UNIT (ITU)

The ITU provides IT support for the entire agency and is staffed by three full-time employees. IT staff configure and maintain 345 computers, 47 network printers, 196 printers, and five servers. General software and hardware service and training are provided to all users. In addition, the unit provides training for special projects and supports statewide system connectivity for 257 people on the Local Area Network (LAN).

The ITU also monitors all telecommunications. This includes configuring and maintaining the PBX and voice mail system, setting up 214 single-line telephones, 107 DTerm telephones, five Cyracom telephones, 73 cell phones, and user support.





**WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES
TOTAL FUNDS EXPENDED, COLLECTED AND DISBURSED**

Fiscal Year 2011

	SOURCE OF FUNDS				TOTALS		
	Federal	State	County	Other	FY'11	FY'10	Percent Change
<u>Funds Expended (Net)</u>							
Total Grants & Client Benefits	31,950,453	3,815,328	399,050	329,527	36,494,358	32,121,165	13.6%
Personnel Costs	7,923,292	4,716,081		56,696	12,696,069	12,608,085	0.7%
Administrative Costs	1,113,236	984,795			2,098,031	2,274,842	-7.8%
Total Funds Expended	40,986,981	9,516,204	399,050	386,223	51,288,458	47,004,092	9.1%
<u>Funds Collected & Distributed</u>							
Child Support				14,587,051	14,587,051	14,534,990	0.4%
Other	305,034			730,492	1,035,526	1,001,918	3.4%
Total Funds Collected & Distributed	305,034	0	0	15,317,543	15,622,577	15,536,908	0.6%
Total Funds Expended, Collected & Distributed	41,292,015	9,516,204	399,050	15,703,766	66,911,035	62,541,001	7.0%

CONTINUOUS QUALITY IMPROVEMENT (CQI)



FISCAL YEAR 2011 ACCOMPLISHMENTS

- Staff were provided with nineteen in-service trainings to enhance professional development.
- Staff participated in eleven community relations events to publicize agency services.



- Sixteen positive stories about agency services appeared in local newspaper and/or television.

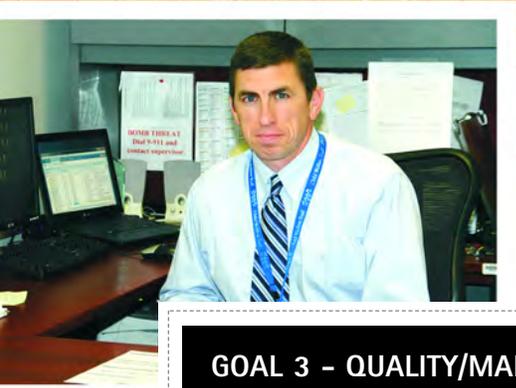
- Family Center was relocated into a new facility.
- The Sunshine Center, a newly created family visiting facility, opened for business.
- Board of Social Services raised \$50,026 for Family Center relocation.
- Agency Executive Staff provided staff with quarterly updated management information and data relevant to their casework at all staff and division meetings.
- To promote community relations, the Communications Management Team continues to distribute a quarterly newsletter called *Partners in Press* to external stakeholders.
- FACT and FIM newsletters were distributed to stakeholders publicizing these child welfare programs.
- The Quality Council received and responded to seventeen employee suggestions, publishing this information in each agency newsletter.
- Employees First Committee sponsored six employee morale and team building activities.
- The annual Employee Recognition celebration was held in March recognizing two community partners and twelve agency staff.
- Agency accomplishments for FY'10 presented to internal and external stakeholders.
- Maryland Charities Campaign collected \$10,528.43 from employee donations and in-house events.



- Intra and Inter-agency communication and coordination were enhanced by way of bi-weekly Child Support staff meetings and quarterly meetings with community partners.
- Community awareness of child support services was raised through newspaper publications recognizing non-custodial parents that regularly meet their child support obligations for Parent's Day appreciation event.
- An Early Intervention program continues to introduce proactive case management for more reliable payments of child support.



WCDSS FY'11 STRATEGIC PLAN OBJECTIVES



GOAL 3 - QUALITY/MANAGING FOR RESULTS	TARGET INDICATOR	Jul'10	Aug'10	Sep'10
3.1 By June 2011, each division will meet at least two Managing for Results (MFR) goals and one local goal (<i>an additional MFR goal may be selected instead</i>). As outlined below:				
3.2 Child Support <i>By June 2011 Child Support will:</i>				
Maintain Child Support Order Establishment Rate at federal measurement of	80%	88.15%	87.60%	87.78%
Increase Child Support collections by 1% each federal fiscal year	1/2%/yr. or .04%/mo.	73.71%	73.21%	73.31%
Maintain the number of child support with a payment on arrears at the federal measurement	1%/yr. or .09%/mo.	72.32%	72.70%	73.57%
3.3 Family Investment <i>By June 2011 Family Investment will:</i>				
Achieve a Work Participation Rate of at least 50%	50%	56%	52%	46%
Achieve 130 Job Placements	130,11/mo.	21	11	13
Achieve 100% Universal Engagement of TCA work eligible recipients	100%	100%	100%	100%
3.4 Administration <i>By June 2011 Administration will:</i>				
Expend and report fiscal resources by required dates	100%	100%	100%	100%
All employees will receive a Mid & End of Cycle PEP evaluation	100%	100%	100%	100%
Ensure the access and availability of information systems to meet the business needs within 5 days of hiring, implementation or notification of upgrades	100%	100%	100%	100%
3.5 ACFS/Adult Services <i>By June 2011 Adult Services will:</i>				
96% of adult abuse cases will have no recurrence in six months	96%	98%	97%	100%
97% of elderly & disabled served will continue to live at their maximum level of independence in the community	97%	100%	100%	100%
95% of APS referrals will be responded to within 24 hours for emergencies and within 5 business days for non-emergencies	95%	100%	100%	100%
3.6 ACFS/Child Welfare <i>By June 2011 Child Welfare will:</i>				
65% children exiting foster/kinship care through reunification within 12 mos.	65%	67%	50%	100%
32% children exiting foster/kinship care through adoption within 24 mos.	32%	100%	50%	0%
91% children will remain with their families at least one year after receiving in-home family services	91%	100%	92%	100%



Oct'10	Nov'10	Dec'10	Jan'11	Feb'11	Mar'11	Apr'11	May'11	Jun'11	TOTALS
87.34%	87.69%	88.36%	88.27%	88.26%	88.23%	88.33%	88.42%	88.63%	88.09%
71.68%	72.30%	73.05%	71.90%	70.97%	72.61%	72.46%	71.89%	72.61%	72.48%
28.20%	41.05%	50.73%	54.22%	58.33%	63.13%	65.44%	67.35%	70.06%	59.76%
57%	53%	64%	50%	58%	53%	58%	47%	51%	54%
7	19	12	5	11	11	13	9	9	141
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	95%	100%	98.92%
100%	100%	100%	100%	100%	100%	99%	100%	100%	99.69%
100%	100%	100%	96%	100%	100%	95%	100%	100%	98.92%
100%	66%	50%	66%	0%	75%	100%	80%	50%	66.85%
0%	0%	0%	0%	0%	0%	0%	0%	50%	17.85%
100%	95%	100%	100%	100%	100%	100%	100%	100%	98.31%

COMMUNITY OUTREACH

The staff of the Washington County Department of Social Services (WCDSS) is committed to educating and informing the community regarding varied programs and resources available. In FY'11, WCDSS provided information about the Department's programs and services to the partners, and at the events listed below:

COMMUNITY EVENTS

- National Night Out
- Hagerstown Housing Authority Community Fair at Elgin Station
- Walnut Street Clinic Health Fair
- Family Support Center College Fair
- Convoy of Hope
- Red Cross Blood Drive
- Bester Elementary Community Care Events
- Maryland Charity Campaign Vendor Fair
- Transitional Age Youth Workshop at Otterbein United Methodist Church
- Chamber of Commerce Learning Lunch
- Born Learning Event
- Kid's Alive
- Community Safety Night at Hagerstown Suns Game
- Leadership Washington County/Poverty Simulation
- Department of Labor, Licensing and Regulation and *The Herald Mail* Job Fairs
- Hagerstown Community College
- Hagerstown Housing Family Self-Sufficiency
- Hagerstown Rotary
- Community Action Council
- Commission On Aging
- United Way of Washington County
- Community Partnership for Families and Children
- Character Counts
- CSAFE
- CASA
- EFSP/FEMA Board
- Washington County Committee of the Workforce Investment Board
- Maryland Relay
- Head Start
- Food Resources Holiday Food Drive

COMMUNITY OUTREACH

- Voluntary Affidavit Paternity Program (VAPP) with Post-op, Labor and Delivery Room staff at Washington County Hospital
- W-House
- John Wesley United Methodist Church
- Salvation Army
- Potomac Case Management
- Teens Have Choices
- Washington County Fatality Review Board





**ECONOMIC IMPACT OF THE
WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**

Fiscal Year 2011

Direct Payments to Clients

Public Assistance	\$ 4,232,887	
Food Stamps	\$ 29,921,121	
Emergency Grants	\$ 147,467	
Subtotal		\$ 34,301,475

Child Support

Collections and Distributions	\$ 14,587,051	
Incentive Funds	\$ 28,501	
Subtotal		\$ 14,615,552

Agency Salaries and Administration \$ 15,358,682

Former Customers Employed \$ 497,209 *(estimate)*

Grant Funds Obtained by Agency Staff

Family Center (Maryland Family Network, Judy Center, LMB, Weinberg, Community Foundation, Safe & Stable, HCC, Fletcher Foundation)	\$ 641,527	
Child Advocacy Center (VOCA)	\$ 100,259	
Miscellaneous (Family Connections, HUD)	\$ 131,260	
Subtotal		\$ 873,046

Welfare Reform \$ 402,704

County Budget \$ 324,050

TOTAL **\$66,372,718**





A P P E N D I C E S

COMMISSIONERS, BOARD MEMBERS & WASHINGTON COUNTY LEGISLATIVE DELEGATION

WASHINGTON COUNTY COMMISSIONERS

Terry L. Baker, *President*
John F. Barr, *Vice-President*
Ruth Anne Callaham
Jeffrey A. Cline
William B. McKinley

WCDSS BOARD MEMBERS

Dolores Harmon, *Chair*
David Pool, *Vice-Chair*
Bonnie Elgin, *Secretary*
James I. Blanks
Sheryl L. Goree
Gladys Rojas
David T. Yohman

EX OFFICIO MEMBER

Terry L. Baker,
County Commissioner

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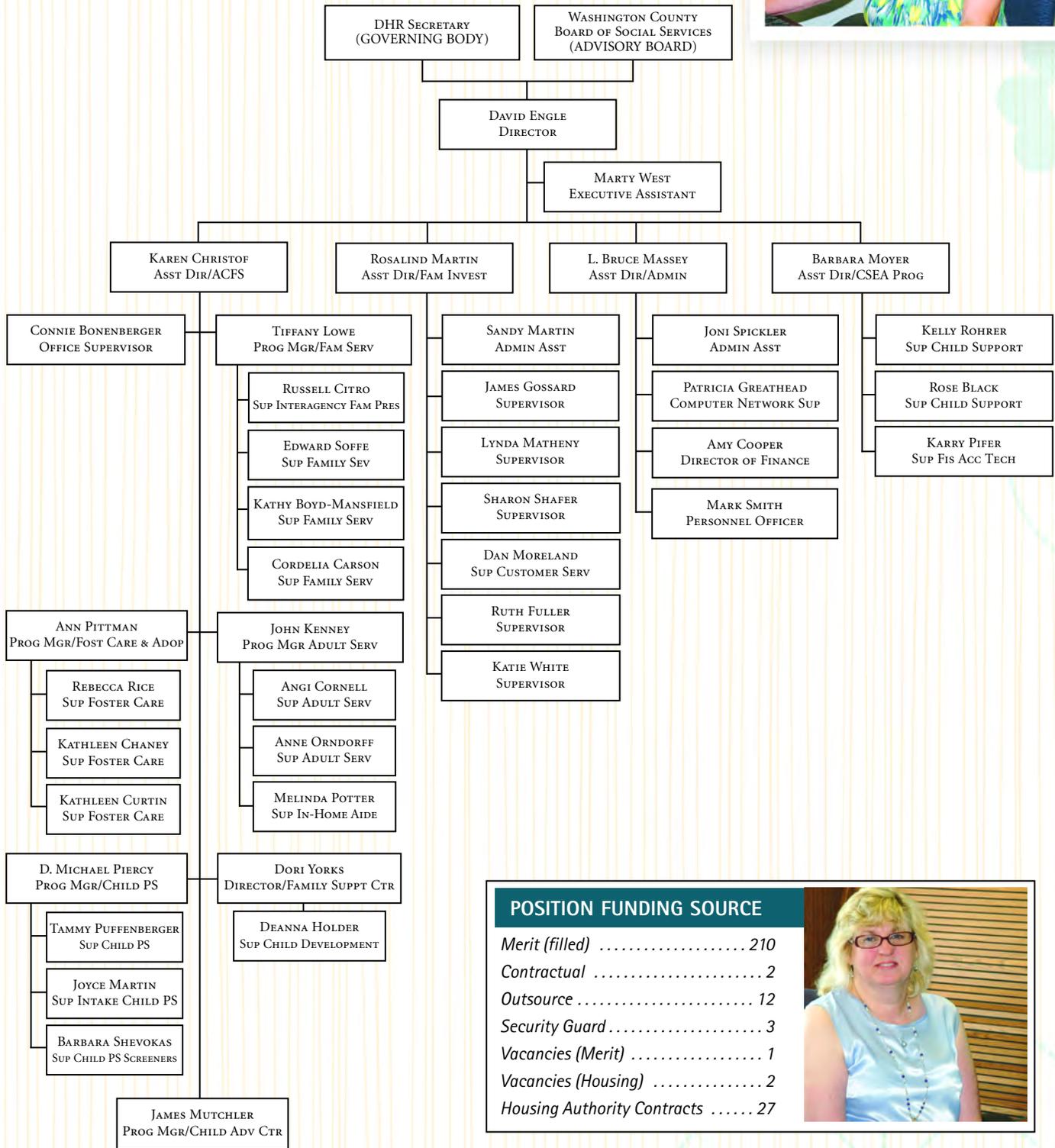
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WCDSS ADMINISTRATIVE STAFF



POSITION FUNDING SOURCE	
Merit (filled)	210
Contractual	2
Outsource	12
Security Guard	3
Vacancies (Merit)	1
Vacancies (Housing)	2
Housing Authority Contracts	27





WCDSS STAFF ROSTER

David Engle, Director
Marty West,
Executive Assistant

ADMINISTRATION

Bruce Massey,
Assistant Director
Joni Spickler,
Administrative Assistant

Personnel
Mark Smith,
Personnel Officer

Carrie Aaron,
Personnel Specialist

Security
Gary Poffenberger
Wilson Beuparlant

Finance Office
Amy Cooper
Sandy Blickenstaff
Kristin McEnroe
Joycene Ray
Teresa Seilhamer
Barry Shoemaker
Dawn Testa

Computer Specialists
Tricia Greathead
Ronnie Bolyard
Matthew Schindler

CHILD SUPPORT

Barbara Moyer,
Assistant Director

Attorney
TJ Holderby
Kimberly Banzhoff

Enforcement 1
Kelly Rohrer
Sarah Cutchall
Rebecca Dick
Khya Funk
Cynthia Gilroy
Gail Johnston
Stephanie Kendall
Laurie Taylor
Sharall Turner
Marcia Williams

Enforcement 2
Rose Black
Kelley Barron
Roni Deike
Marilyn Eavey
Cynthia Hauver
Jill Meyers
Deborah Mills
Sherry Norman
Nicole Putman
Katy Zeger

Customer Service/Fiscal
Karry Pifer
Diane Eves
Ginger Griffith
Denise Hall
Tracy Knable

FAMILY INVESTMENT

Rosalind Martin,
Assistant Director

Sandy Martin,
Administrative
Assistant

Reg. WP Specialist
Ellie Murto

FI Unit
Ruth Fuller
Ginny Albert
Star Blickenstaff
Chaurice Capps
Cassandra Cunningham
Autumn Diaz
Jacob Lane
Amanda Marquiss
Carly McFerren
Carrie Mellott
Debbie Neal
Marie Savko
Deborah Sheppard

FI Unit
Lynda Matheny
Susan Fisher
Jennifer Hundley
John Rohrer
Debra Sampson
Pam Shank
Jared Zampelli

FI Unit
Jimmy Gossard
Joshua Bond
Kathie Duffey
Maria Fairfax
Kathy Jordan
Melody McClure
Ebony Rollins
Dottie Russ
Michelle Scott
Kaylin Smith

FI Unit
Katie White
Natasha Ashby
Jennifer Brown
Jill Farkosh
Cathy Heagy
Julie Lewis
Amanda McDowell
Kristina Moran
Lisa Musser
Tricia Strite
Mary Taylor

FI Unit/Job Center
Sharon Shafer
Monica Battle
Sara Brannen
Kathy Brashears
Colyn Brumfield
Patricia Daley
Melissa Hose
Jessica Myers
Faye Stauch
Kristi Wallace
Kanika Wilkins

FI Customer Service Unit
Dan Moreland
Julie Burkholder
Dixie Davis
Sandy Davis
Mari Grass Singing
Brittany Kemp
Darlene Shannon
Marcella Shell
Dixie Smith
Linda Waltz
Lea Caricofe

Fraud Investigator
Dan Moore

ACFS DIVISION

Karen Christof,
Assistant Director

Connie Bonenberger,
Administrative
Assistant

Secretaries
Wendy Foutch
Sherie Nigh
Patricia Rhodes

Adult Protective Services
John Kenney
Kristi Bender
Meaghan Castle
Jessica Moreland
Paula Price
Carol Suker

Adult Services
Angi Cornell
Leo Brassard
Trish Briscoe
Hector Gomez
Sheri Lehman
Elizabeth Saxon
Rob Slone

Adult Services
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Ann Dillard
B.J. Dunn
Margaret Hartley
Kay Higgins
Bobbie Langeland
Susan Martz
Shelly Moats

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Melinda Potter
Cheryl Goshorn
Diana Green
Terri Jones
Susie Keckler
Sherry Moats
Pam Pohl

Foster Care/Adoptions
Ann Pittman
Pat Beachley
Joseph Cass
Shana Matthews
Bob McEnroe

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Kathleen Chaney
Bonnie Hollyoak
Nancy Hopkins
Denise Marshall
Christina McCauley
Michelle Wickless

Foster Care
Becky Rice
Heather Irvin
Julie Kreit
Loretta McGee
Roxann Russo
Megan Turner
Tina Wolfsberger

Foster Care
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Danielle Blackford
Kevin Buckley
Beth Hawbaker
Linda LaRocca
Jesse Robins
Sandy Snyder

Family Services Program
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Melissa Doyle
Anne Marie Parker
Ligia Teodorovici

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Russell Citro
Tammie Campher
Rhonda Hall
Georgette Hughes
Christina McAllister
Insley Schaden
Eddie Van Metre

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Kathy Boyd-Mansfield
Tracy Nelson
Lynne Snyder
Megan Doll
April Faith
Katie Russell

Consolidated Services
Corey Carson
Shannon Bennett
Karen Doub
Andrea Kautz
Jessica Martin
Teresa Nutter
Kari Stine
Robin Stoops
Alana Taber

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Ed Soffe
Jennifer Canby
Mark Conrad
Jodi Gibson
Megan Jordan
Georgetta Kauffman
Abby Short
Brenda Thomson

CPS Screeners
Barb Shevokas
Mary Jo Barnhart
Susan Butts
Melissa Clark
Derek Getic
Doreen Mellott

CPS Intake
Joyce Martin
Linda Cardwell
Michelle Goodrich
Jenel Keller
Alison Lillis
Ashley Massey
Bruce McCarthy
Beth Wilson

CPS Appeals Attorney
Tiffany Reiff

Regional Appeals Coord.
Pam Martin

*Child Advocacy Center-
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Tammy Puffenberger
Amanda Bishop
Sara Cohick
Kim Farmer
Kimberly Farr
Sherry Keeney
Brenda Lohman
Debbie McFarland
Helen Orndorff
Barbara Whitehall

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Deanna Holder
Kimberly Dudley
Leslie Haney
Jamie Mathewson
Kelli Miller
Trisha Hovermale
Richard Johnson
Kelly Kemp
Diana Pierce
Sylvia Simon-Cannon
Rhonda Forrest
Karen Lawrence
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*Washington County Department of Social Services is a field office of the Maryland Department of Human Resources
Martin O'Malley, Governor / Anthony G. Brown, Lt. Governor / Theodore Dallas, Secretary*