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*NOTE: This FY 2016 Annual Report was designed, developed, and produced solely by the Staff and Advisory Board of the Albemarle County Department of Social Services.*



## Advisory Board Letter

The Advisory Board of the Albemarle County Department of Social Services is honored to perform the duties entrusted to it. In Virginia, pursuant to the Code of Virginia, Social Services Advisory Boards are asked to demonstrate an interest in all matters pertaining to the local social services, monitor social services programs, and provide an annual report to the governing body. The Advisory Board for Albemarle County's Department of Social Services meets monthly with the Director to enhance knowledge of local social services matters so that we may conduct business in accordance with our identified roles and responsibilities. These include, but are not limited to: (1) To be an advocate for community issues for The Department with the community, Board of Supervisors, and the State and Federal governments; (2) To be a liaison with the Board of Supervisors and the community; (3) To seek knowledge about departmental services and the needs of the community; and (4) To set broad policies that would help the Department focus energy on specific opportunities.

We have chosen as a theme for this year's report *"Who We Serve."* By identifying the numbers of individuals served through our various programs, we hope to offer a sense of how many Albemarle County residents are impacted by our services. Our tagline continues to be *"Listening to the Need.....Working Together for Solutions."* All of the Department's programs are aligned with the tagline. Indeed, it has become part of our "brand" and thus is a promise to those we serve.

The Advisory Board is grateful to hear the tremendous stories of how the Department is achieving this promise to its customers. Throughout the following pages are stories which illustrate the services our staff provide as we strive to fulfill our promise. We are pleased to share these stories as well as an overview of the Department's programs and services. Thank you for allowing us to serve the County in this capacity.

*The ACDSS Advisory Board*



## KEY PERFORMANCE INDICATORS

**The ACDSS Office of Program Accountability (OPA) monitors, evaluates and reports progress on all unit and overall agency performance goals.** The Leadership Team then assesses the identified critical measures to examine agency-wide performance on a quarterly basis. The OPA also supports ACDSS ongoing data needs by providing expertise on survey design and analysis, program evaluation, and workload measures tracking.

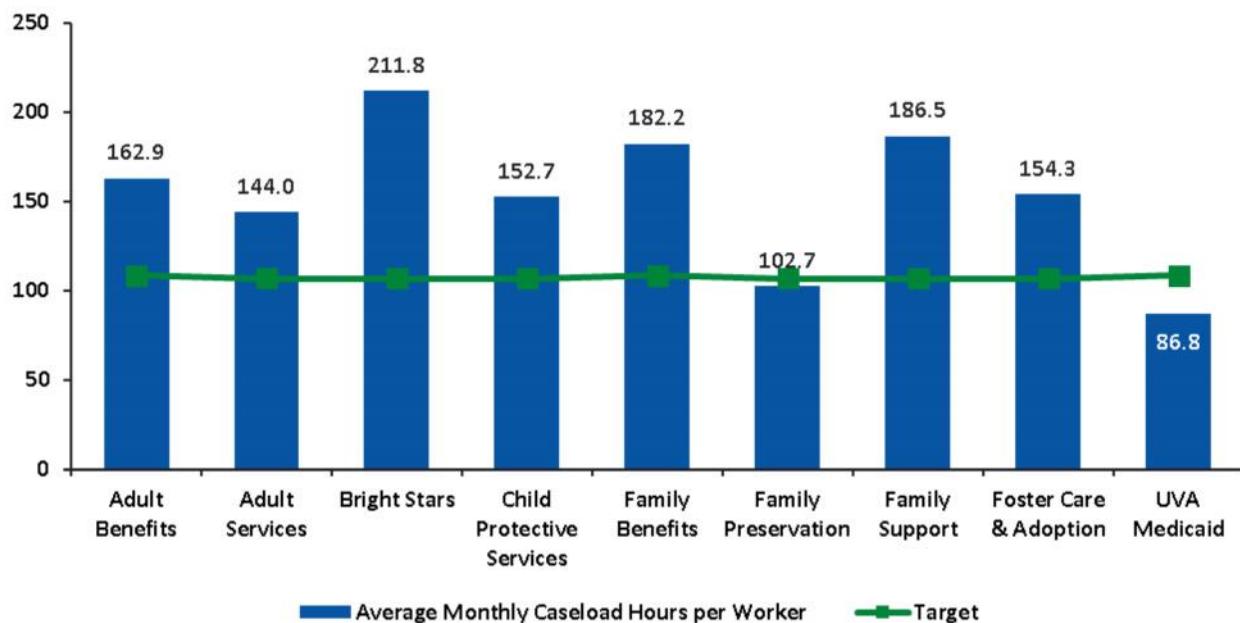
FY 2016 ACDSS Agency Key Performance Indicators Scorecard						
Outcome	Objective	FY14	FY15	FY16 Actual	FY16 Target	+/- Target
Adults and families are medically insured	97% of Medicaid applications are processed within 45 days	87%	80%	87%	97%	- 10%
Adults and families are medically insured	97% of Medicaid renewals are processed by the last day of the month in which they are due	95%	92%	95%	97%	- 2%
Adults and families have sufficient food stuffs	97% of SNAP applications are processed within 30 days	99%	99%	98%	97%	1%
Adults are gainfully employed	VIEW participants earn a mean initial hourly wage of at least \$9.00 per hour	\$8.90	\$8.74	\$9.23	\$9.00	\$0.23
Adults are safe	40% of adults with an initial APSART score of High or Moderate will have their risk reduced by at least one level at disposition	32%	30%	39%	40%	- 1%
Children have safe and stable home placements	95% of foster care children receive monthly face to face visits from their social workers	89%	89%	97%	95%	2%
Children are safe	90% of new referrals are responded to per SDM guidelines	84%	87%	89%	90%	- 1%
Children are safe	90% of ongoing CPS cases have the required number of monthly contacts per state CPS policy	65%	56%	89%	90%	- 1%
Children are successful in school	90% of FS children have no CPS reports of abuse or neglect within a 12 month period	98%	97%	97%	90%	7%
ACDSS is a good financial steward of resources	Local Funding position will remain at least 1% under budgeted amount	4%	12%	13%	1%	12%

## WORKLOAD MEASURES

**Workload Measures are a standard, expressed as the number of hours required to handle a case, applied to existing caseloads. Measures can vary depending on number of staff, weight given to tasks, and state standards. The target monthly caseload is 108.5 hours per case worker for Adult Benefits and Family & Children Benefits. The target monthly caseload is 106.6 hours per case worker for all other units.**

Monthly caseload targets were derived based on observation of the percentage of time caseworkers spend on case-specific activities (including face-to-face contacts, recording case notes, conducting assessments, providing or arranging for services, etc.). Also taken into consideration are hours dedicated to administrative activities (including reviewing policy manuals, developing resources, attending meetings, etc.), training activities (both delivering and receiving), and non-work activities (including breaks, vacation, sick time, etc.). This was a statewide study conducted for the Virginia DSS by a private consulting firm in 2008. Since that time, numerous policy changes requiring additional data entry and/or casework mandates have been placed on local DSS staff that are not accounted for in the measures.

**FY16 Monthly Workload Measures**



## PREVENTION SERVICES TO HELP FAMILIES LEARN AND GROW TOGETHER

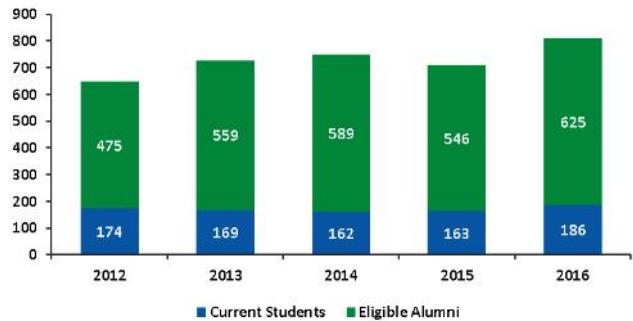
### Prevention Programs

**Family Support** is a pre-placement prevention program based in nine Albemarle County elementary schools and four middle schools. Providing family support to at-risk children and their families serves to prevent these children from experiencing abuse and neglect and to prevent their social needs from interfering with their learning.

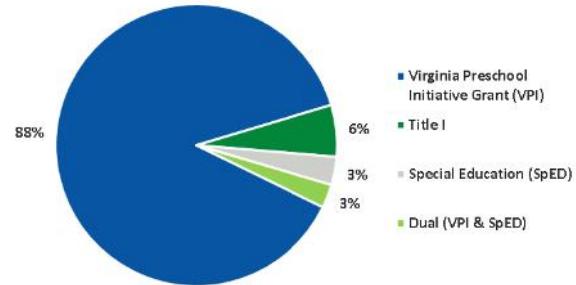


**Bright Stars** is an early intervention preschool program for four-year-old children and their families. Recognizing that the classroom is only one part of a child's educational success, the Bright Stars robust family program serves to engage with families outside of the classroom.

**Bright Stars Program Participants**



**FY16 Program Participants**



PRE-  
K

**The Bright Stars at Greer Elementary School** hosted a special event where Bright Stars families enjoyed a nice dinner, a family portrait session, and a performance by the students. All the families came dressed up and excited for the photo session. The photo session helped entice families to attend the event, and the families were very pleased with the photos. The family event was extra special and the photos provided each family with a lovely memento of Bright Stars!

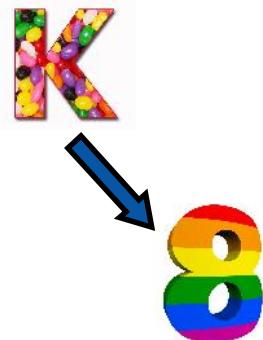


*"The Bright Stars program is great! Ms. \_\_ & Ms. \_\_ are wonderful teachers. My child was happy and comfortable with them, he loved going to school."*

*- Bright Stars Parent*

## PREVENTION SERVICES TO HELP FAMILIES LEARN AND GROW TOGETHER

A **Family Support Worker** had a boy attending a Boys & Girls Club who was really struggling and having behavior issues. Once the worker investigated, she realized that the boy was dropped off at the club at 7 am and picked up after 6 pm without lunch. The worker contacted a church who purchased a lunch box for the boy and purchased lunch type food. The worker picked the boy up from the club one week after he was suspended and took him to a restaurant to eat lunch where he devoured everything! After that she took him back to her school where they spent four hours together and his behavior was perfect. This is an example of how children do not perform their best when they are hungry.

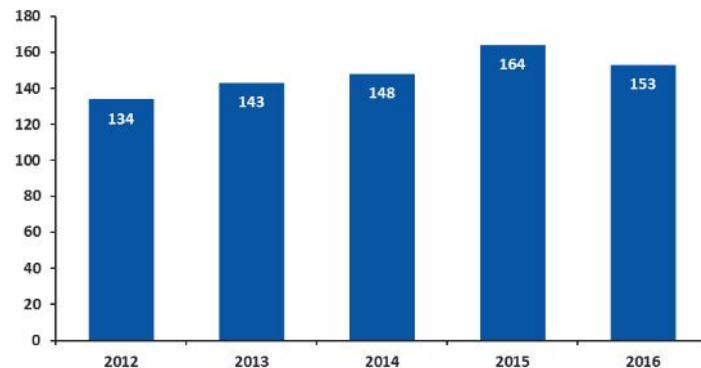


*"The Family Support Worker has done a wonderful job with me and my family. Anytime I needed her she was there. If I needed to talk, she was there. She is wonderful and I would like to thank her for everything she does."*

- Family Support Parent



Average Number of Family Support Cases per Month



## WORKING WITH FAMILIES TO IMPROVE CHILD SAFETY & WELL-BEING

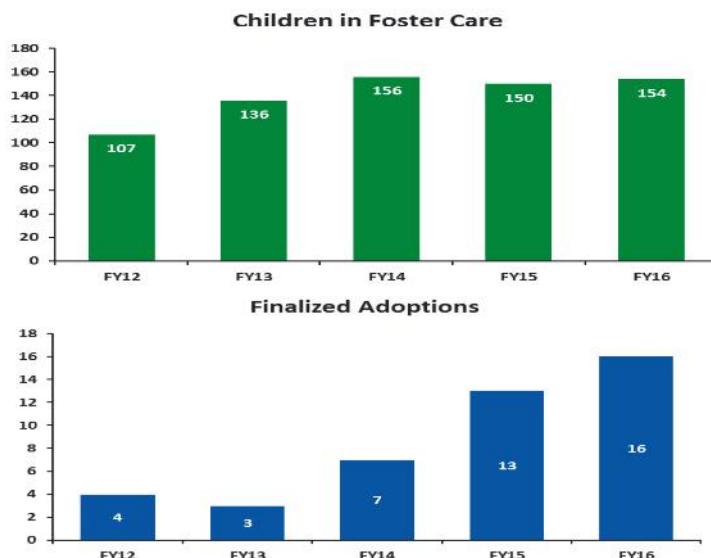
### Child Welfare Programs

**Family Preservation Services** helps families alleviate crisis situations that might lead to out-of-home placements of children due to abuse, neglect, or parental inability to care for their children. These services help to maintain the safety of children in their own homes, support families preparing to reunify or adopt, and assist families in obtaining other services to meet multiple needs.

**Foster Care Services** provides services, substitute care, and supervision for a child on a 24-hour basis until the child can return to his or her family or be placed in an adoptive home or another permanent foster care placement. Through the extensive Family Finding process, whenever possible, kinship (fictive and biological) homes provide placement while children remain in foster care. Youth over 18 are encouraged to remain under ACDSS' umbrella so as to support their transition to adulthood.

**Adoption Services** helps children who have been permanently and legally separated from their birth parents become permanent members of a new family. Adoptive placements are sought for older children as well as younger children and ACDSS has successfully finalized adoptions with kinship families.

**Child Protective Services** identifies, assesses, and provides services to children who have been abused or neglected and to their families. It is designed to preserve families whenever possible, yet protect children and prevent further maltreatment. A significant element of the CPS program is the use of Family Partnership Meetings which facilitate a family's involvement in the decision making regarding safety and placement of their child.



*"Before [my sister] and her family came along, I had no one. Now I have family. Thank you from the bottom of my heart for finding me and connecting us."*

*- ACDSS Customer  
Adopted as an infant*

*"You called that morning when I was going to give up . . . and take pills and go to sleep hopefully forever but you . . . got me out of my train of thought (tears) . . . You heard my voice and came running. I thank you. If you ever have a bad day at work . . . just know that your job is worth it and think about me. You are such a beautiful person. You do your job well, and I can't thank you enough."*

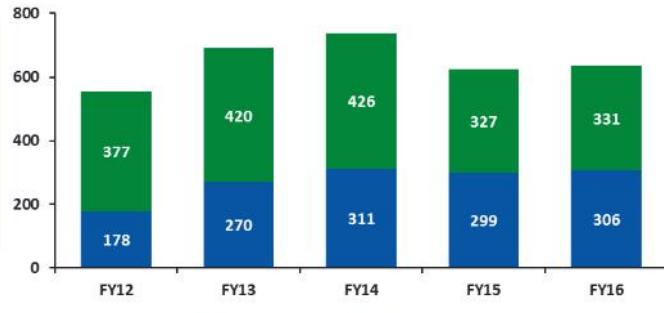
*- ACDSS Customer*



## WORKING WITH FAMILIES TO IMPROVE CHILD SAFETY & WELL-BEING



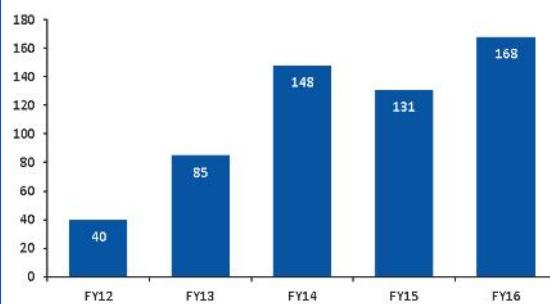
CPS Referrals Received



**Foster Care/Adoption** finalized an adoption of a 14 year old girl who had been in foster care for 9 years. The teen came to the realization that she really needed permanency and talked with her worker about finding an adoptive family. She spent time in respite with a family with whom she felt comfortable. She asked them to adopt her and they said yes! She and her adoptive father took turns ringing the courthouse bell fourteen times (since she is 14) after the judge signed the adoption order.

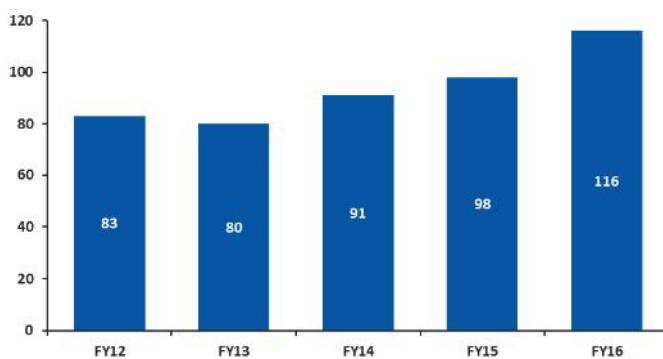
**Child Protective Services** helped keep a child from entering foster care. A mother who had abducted her child from the maternal grandmother in Texas was arrested in Virginia. The police notified ACDSS and the worker did a herculean effort by contacting the grandmother, verifying her identity through the Texas Police, and then securing a release from the grandmother to allow ACDSS to place her granddaughter in a respite home until she could arrive. The grandmother never lost legal custody.

Family Partnership Meetings



**Family Preservation** secured a court order to receive custody of four children. However, the mother did not appear in court and could not be reached to complete the removal. The Police located the mother and children using cell phone tracking technology. The Police were unable to transport the children without the parents so the on call **Foster Care** worker had to confront the parents and get them to give up their children. **Child Protective Services** came in to assist with the after hours emergency removal. With the involvement of all three Child Welfare units, the four traumatized children were successfully placed in foster care in the middle of the night.

Adoptive Children Supported With Subsidy Payments



## PROVIDING ECONOMIC ASSISTANCE TO FAMILIES AND INDIVIDUALS

### Economic Assistance Programs

**SNAP (Supplemental Nutrition Assistance Program)** helps eligible people purchase food.

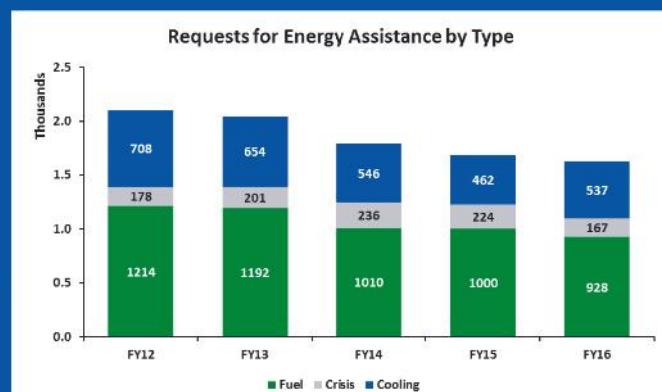
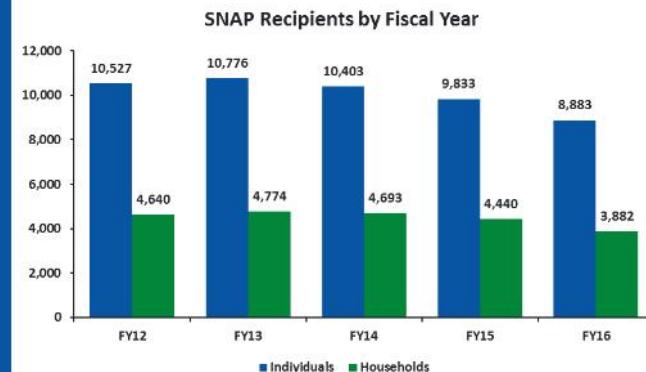


**Energy Assistance** consists of three federally mandated programs with heating and cooling components for all citizens with economic need.

**TANF (Temporary Assistance to Needy Families)** provides temporary cash assistance to income-eligible families with children.

**Auxiliary Grants** supplement the income of recipients of Supplemental Security Income and other low-income aged, blind, or disabled individuals residing in licensed assisted living facilities.

**8,931**  
individuals received  
assistance through the  
SNAP or TANF programs  
in 2016



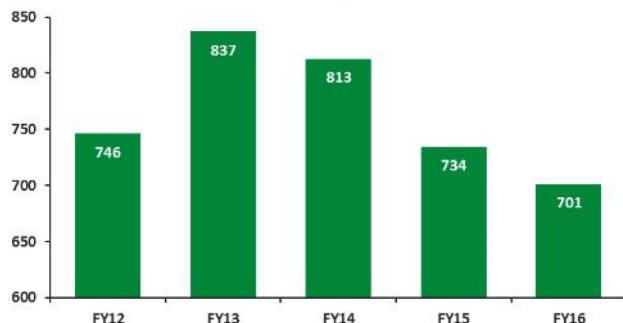
## PROVIDING ECONOMIC ASSISTANCE TO FAMILIES AND INDIVIDUALS

**Adult Benefits** discovered during the process of completing a Medicaid review that an extremely low income and elderly woman had inherited land that was going to cause Medicaid ineligibility and her case would have to be closed. Members of the unit worked closely and collaboratively with Legal Aid to get the client the necessary legal resources to re-deed the land in such a way that would not adversely impact eligibility. With all parties working together as community partners, this woman's eligibility was re-established and she currently maintains her needed Medicaid benefits.

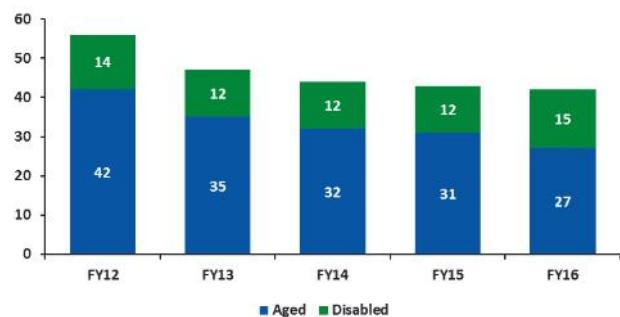
*"Thank you to the employees at Social Services. I am so grateful for the food stamps. It made it possible for me to go to school and still have food. This program made such a difference for me. It is so nice to be able to have a career!"*

- ACDSS Customer

TANF Clients by Fiscal Year



Auxiliary Grants



## EMPLOYMENT SERVICES TO PROMOTE RESIDENT SELF-SUFFICIENCY

### Self-Sufficiency Programs

**Career Center** provides the general public with career resources and services in order to prepare a work force that is informed, capable, and ready for work. The majority of visitors are seeking help searching for jobs and the next most popular reason for visiting the Career Center is to get help with a résumé and/or job application.

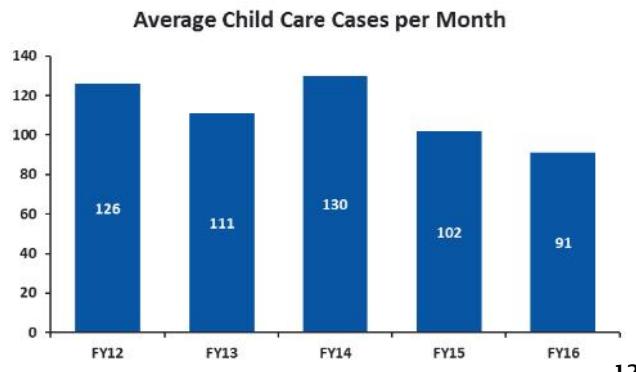
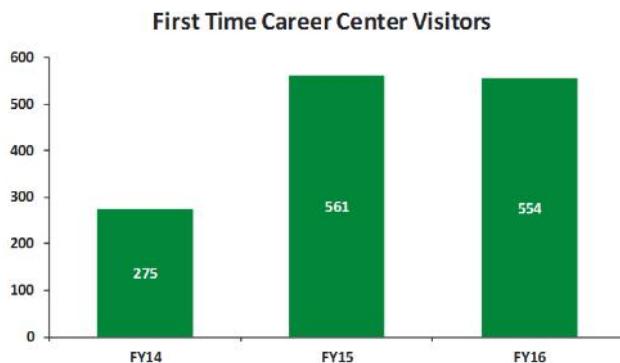
**VIEW (Virginia Initiative for Employment not Welfare)** provides employment education, training and support services (including child care) to qualified TANF recipients.

**Child Care Services** provides low-income families with funding to enhance the quality, affordability, and availability of child care. This service allows parents to maintain a job without having to worry about the expenses of child care.



*"I wanted to let you know that I have found full-time employment with [company]. I am a Customer Support Specialist Tier 1 and my job duties will include IT as well as some new opportunities to install medical equipment. I can't thank you enough for all of your help. Your continued support and guidance contributed greatly to getting this job."*

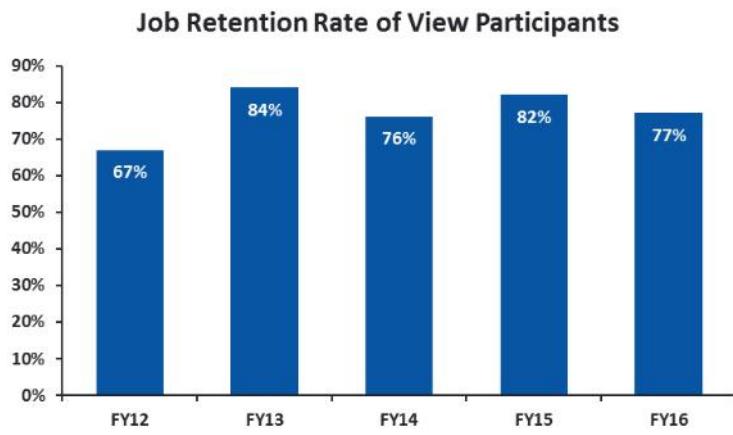
*- Career Center Customer*



## EMPLOYMENT SERVICES TO PROMOTE RESIDENT SELF-SUFFICIENCY

The Career Center was visited by a young man that came to the Albemarle area from Florida to start a new life. A family friend encouraged him to come here to get away from negative influences. She encouraged him to come to the Career Center for advice and mentorship. The Career Center assisted him in finding resources, résumé preparation, and job search. He had several part time jobs that did not last. We remained in contact. Recently he came to the Career Center with a huge smile and said that he had been hired by [company] as a property manager. He said "this is the start of a new life for me...I'm so excited."

A customer began receiving TANF while her newborn son was in the NICU just after birth. A month later, she entered the VIEW program. After enrolling in VIEW, she began receiving Child Care Services so that her son, now home from the hospital, could receive quality care and she could work. She began working for a local restaurant and was promoted twice because of her hard work and great service. She next applied to the Dental Hygienist program at PVCC. A few months later, she requested that VIEW assist her with payment for a required Basic Life Skills course through UVA. She successfully completed the course and was hired the next week as a Dental Hygienist at a local family dentistry even though she had yet to complete the PVCC program. She was able to do this because she displayed full competency in her field. Through the combined services received through ACDSS, this customer has started a career that will move her into the world of self-sufficiency and success.



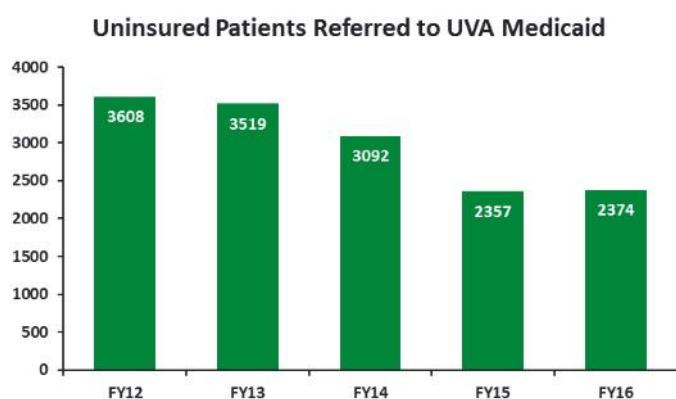
## ENSURING ACCESS TO QUALITY HEALTH CARE SERVICES

### Health Care Programs

**Medicaid** is a joint Federal and State program that provides essential medical services to the most vulnerable populations in our community.

**Long-Term Care** is a form of Medicaid that provides assistance with payment of nursing homes or community based care services.

**UVA Hospital Medicaid Unit** provides Medicaid benefits to medically indigent inpatients and Virginia residents treated in specified outpatient clinics at UVA. The unit has an agreement with 21 other localities to complete Medicaid enrollment for residents living within those jurisdictions. Patients are able to begin accessing services with no delay.



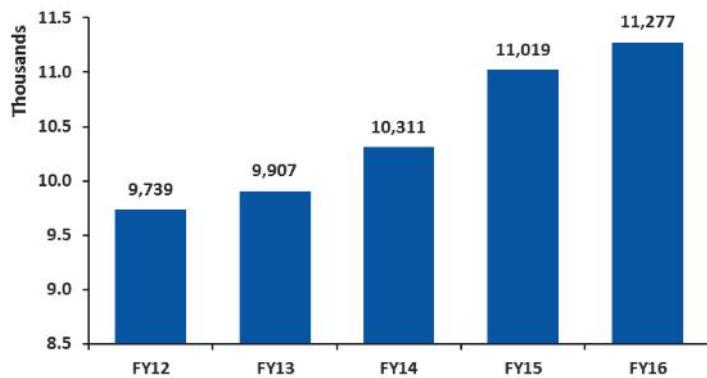
*"We are very blessed to have a community resource like you who genuinely cares. Thank you for all of your help in getting [my mother] Medicaid so she could enroll in PACE. As a caregiver, it provided much relief for me (and for her brother!)."*

*- Long-Term Care Services Customer*

## ENSURING ACCESS TO QUALITY HEALTH CARE SERVICES

A Tennessee wife and mother had just moved to Virginia when she was diagnosed with Leukemia. Her husband was disabled and they had no insurance. The **UVA Medicaid Unit** worked with the family to obtain all of the necessary verifications and established Medicaid. A while later, the patient's sister came into the Unit to seek the worker that had made the original decision. The treatment for Leukemia was now requiring stem cell treatment. The Medicaid would need to close and a new spenddown would need to be determined in order for the patient to be placed on the transplant list. The Medicaid worker arranged to obtain the new application and to apply the current bills to the case which ensured there was no lapse in coverage and the patient could be placed on the transplant list. The patient's sister was very grateful.

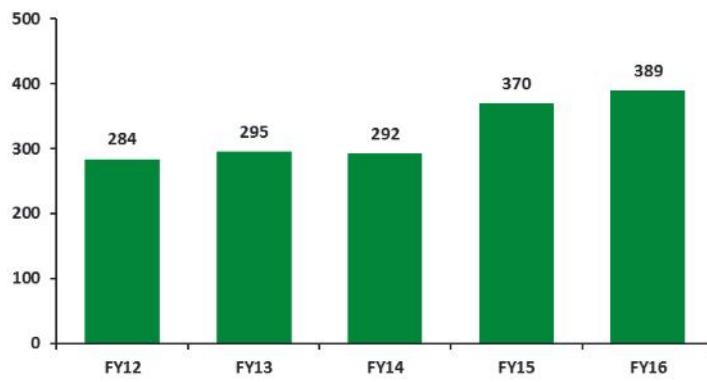
Medicaid Recipients by Fiscal Year



*"We don't know what we would have done without your help."*  
- Sister of an ACDSS Customer



Average Monthly Long Term Care Medicaid Clients



11,277  
individuals received  
assistance through  
the Medicaid program  
in 2016

## ENSURING WELL-BEING OF ELDERLY & DISABLED ADULTS

### Adult Services Programs

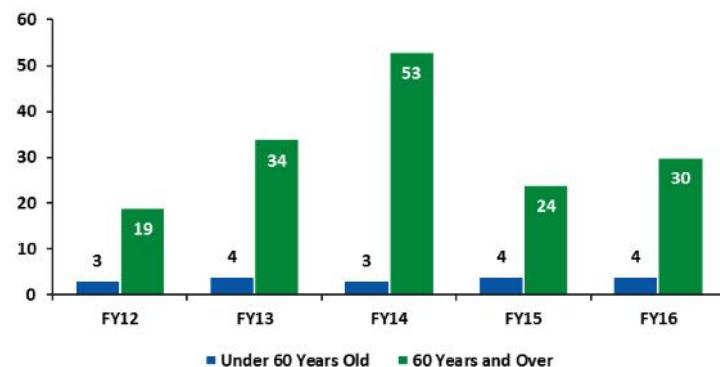
**Adult Services** programs enable adults to remain in the least restrictive setting and function independently. This program provides long-term care, preventive services, nursing and adult home screening and placement services, guardianship oversight and adult protective services.

**Adult Protective Services** investigates reports of abuse, neglect, and exploitation of adults 60 years of age and incapacitated adults over 18 years of age. The goal is to protect a vulnerable adult's life, health, and property without a loss of independence. ACDSS has Memorandums of Understanding with both UVA Hospital and the Albemarle County Police Department outlining when to make an APS referral, each partner's role in an investigation, and how to work together to handle difficult discharges and guardianship cases.

**The Companion Services Program** assists elderly and/or disabled adults in their home who are unable to care for themselves without assistance.



**Companion Services Customers**



## ENSURING WELL-BEING OF ELDERLY & DISABLED ADULTS

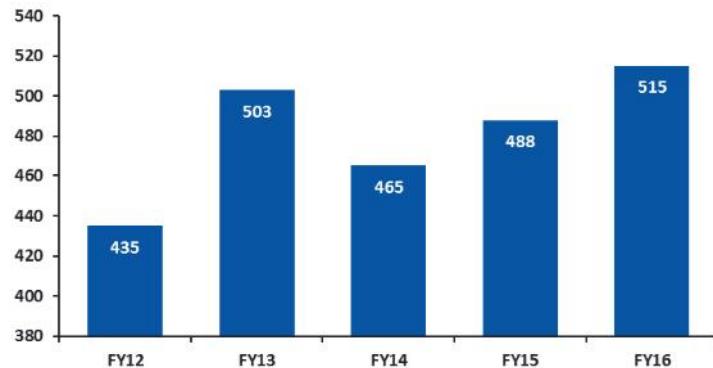
**Adult Protective Services** began working with an elderly man with Parkinson's disease. There were concerns the client may have been verbally abused by a relative of whom the client reportedly feared. The investigation revealed concerns of his confused mental status, the risk of falling, lack of adequate supervision, medication management, adequacy of nutrition, legal matters, and alleged exploitation. The Assessment of Risk tool identified the client to be at a high risk level of 140. The APS Worker helped the client and his support system understand the need for in-home care and supervision. Once in-home care was in place, his risk level dropped to 90. However, APS later received reports that safety once again became an issue when the wife developed dementia and in-home care was no longer effective. The husband's risk level score was 130 and the wife 110. The APS worker convinced the power of attorney to place the couple together in an affordable, adequate care facility. The APS worker advocated and negotiated between the POA and the facility. Once moved to the facility, the husband's risk level dropped to 100 and the wife's to 60 because they are receiving ongoing care to ensure their well-being.



*"[My social workers] saved my life. I wasn't afraid anymore. They were extremely helpful, patient, kind, and went over and above what most social service agencies or workers do."*

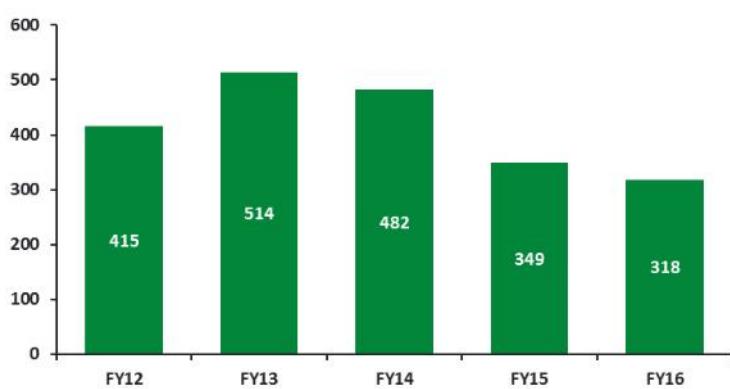
- ACDSS Customer

Individuals Receiving Adult Services



*\*does not include investigations of abuse, exploitation, or neglect*

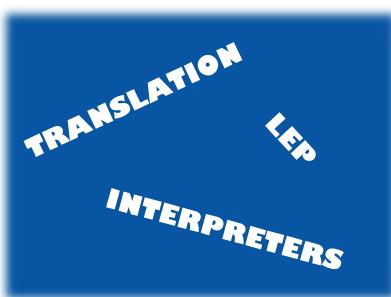
Referrals to Adult Protective Services



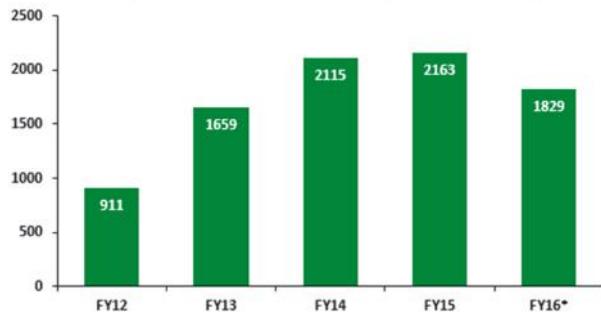
## LANGUAGE ASSISTANCE



ACDSS continues to experience requests for service from significant numbers of persons originating from other countries, many of whom speak a language other than English as their primary language, and who have limited ability to speak English (LEP). It is a requirement of Title VI of the Civil Rights Act that LEP persons have meaningful access to services and benefits. In order to serve our LEP clients, we provide interpreter services through staff who are competent in a second language and through face-to-face and telephonic interpretation. We hope to expand and improve these services in the future as the need grows.



Lobby Visitors with Limited English Proficiency



\*Due to the transition to the automated check-in system, data on language types is no longer available and data on English proficiency may be incomplete.

### MCOMT

The **Marketing, Communications and Outreach Management Team** activities included partnering with Yancey Elementary to provide space for a kiosk where the community can readily access the internet for online services such as CommonHelp; creating an ACDSS program brochure; purchasing a standalone banner display to be used at events; developing a DSS SharePoint site that enables staff to inform the team of future events; and establishing a workgroup to make the telephone room more private and customer friendly to encourage the use of CommonHelp.

### PIMT

The **Process Improvement Management Team** charge is to improve key organization processes. A critical measure needing improvement was the monthly worker visit requirement for ongoing CPS cases. PIMT conducted interviews with the CPS supervisor and staff as well as researched best practices of both local VA DSS departments and nationally. A series of strategies were adopted and piloted by the team. The team is meeting 86% of the target which demonstrates a 30% improvement. While CPS struggled with this KPI for several years and tried a variety of strategies to address it, PIMT's work proved successful and yielded significant improvement.

### FEO

A primary goal of the 2014-17 Strategic Plan is to ensure a quality customer experience for the external customer by a continuous focus on process improvement. As the result of an extensive process of strategic and operational review, research and planning, the **Front End Operations** Unit was created by the **Leadership Team** to prepare ourselves for the continued roll-out of VaCMS and to improve our ability to handle applications in an orderly and efficient manner. The intended outcomes of these combined structural and process changes is to achieve necessary efficiencies, improve timeliness, equalize and dedicate the level of support, reduce eligibility workers' clerical workload, and provide a superior customer experience. We anticipate positive results.

## BUSINESS SERVICES

**The Business Services Division serves as a key support resource for all ACDSS operations. This work includes budgeting and financial planning, developing agency strategic and operational initiatives, and complying with all federal, state and local financial requirements. The Division also provides ongoing financial management, manages reception and switchboard operations and customer feedback processes.**

Federal and State resources that are brought into the community through ACDSS provide a tremendous economic boost to local businesses and help to sustain local employment. Funds support jobs in the medical and child care arenas, as well as the housing, grocery and energy sectors.

### Federal/State/Other Funds

Supplemental Nutrition Asst. Program	\$ 7,844,916
Medicaid	\$ 58,589,157
TANF	\$ 430,943
Energy Assistance	\$ 417,776
FAMIS (Total Title XXI)	\$ 2,961,987
Child Care (VACMS)	\$ 945,226
Other Federal	\$ 5,197,593
Other State	\$ 2,515,528
Bright Stars - State	\$ 477,000
Bright Stars - State Expansion Grant	\$ 64,408
MJ Child Health Grant	\$ 3,000
UVA Medicaid	\$ 534,892
UVA Medicaid Generated Revenues	\$ 28,223,386
Comprehensive Services Act (CSA)	\$ 5,850,740
Central Service Cost Allocation	\$ 476,190
<b>TOTAL</b>	<b>\$ 114,532,742</b>
	92.4%

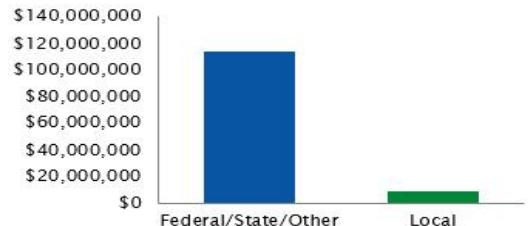
\*\* Please note that figures represented are unaudited.

Sources: Virginia Department of Social Services Financial LASER System, Albemarle County Financial Management System, Albemarle County Department of Social Services Leadership Team and Agency Staff

### Local Funds

<b>Albemarle County Social Services Funds:</b>	
Local Match - General Fund	\$ 3,475,241
Bright Stars Transfer - General Fund	\$ 671,789
CSA Transfer General Fund	\$ 3,157,778
<b>Albemarle County Schools Funds:</b>	
CSA Transfer	\$ 2,090,806
<b>TOTAL</b>	<b>\$ 9,395,614</b>
	7.6%

### Albemarle DSS Federal, State, and Local Funds Including Direct Financial Assistance for Albemarle Residents



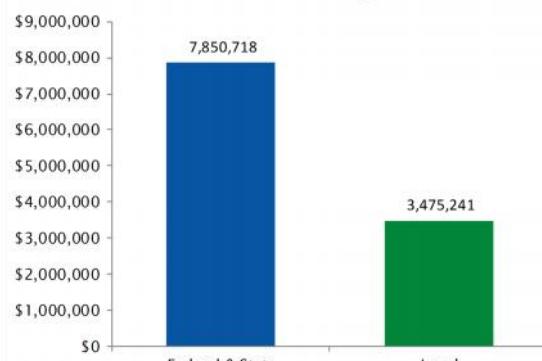
*“[The Front Office Specialist] was extremely kind and very compassionate to a client. The client was very anxious when she came in, but [the Specialist] was so sweet to her and so understanding. She reassured her that everything would get to her Eligibility Worker and spoke to her in such a kind manner. A friendly face was all she needed to calm her nerves!”*

- Eligibility Worker

*“Kudos to [the Business Services Specialist] who has been IMMENSELY helpful . . . and patient with all the changes! She has done a yeomen’s job of managing all the FY16 provider agreements . . . and invaluable in working with me to help further revamp and enhance our current processes.”*

- CSA Coordinator

### Social Services General Fund Expenses \*



\* Does not include Bright Stars & CSA transfers



## VISION

Individuals and families in Albemarle County are able to meet their full potential and plan for their future.

## MISSION

We provide services that promote self-sufficiency and support individual and family safety and well-being.

## VALUES

**HOPE:** We work in ways that instill hope by opening doors to opportunity.

**RESPECT:** We share and show esteem, appreciation and acceptance of diversity and treat all individuals with honor and dignity.

**OPPORTUNITY:** We bring to bear all of our talents and resources to provide opportunities for our customers to succeed and thrive.

**SELF DETERMINATION:** We recognize that individuals are responsible for their own development and have the freedom to choose.

## albemarle SOCIAL SERVICES

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[www.albemarle.org](http://www.albemarle.org)

*The Virginia Department of Social Services does not discriminate based on race, sex, color, religious creed, national origin, political affiliation or disability.*