

2017 ANNUAL REPORT  
ALBEMARLE COUNTY  
DEPARTMENT OF SOCIAL SERVICES  
*Presented by the Advisory Board*



## Investing in Families



*Listening to the need.*





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***NOTE: This FY 2017 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 "*Investing in Families.*" By identifying the numbers of individuals served through our various programs and describing some of the services available to those families, we hope to offer a sense of how Albemarle County residents are impacted and, ideally, strengthened from 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 direct quotes from some of our customers. The Report also offers 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

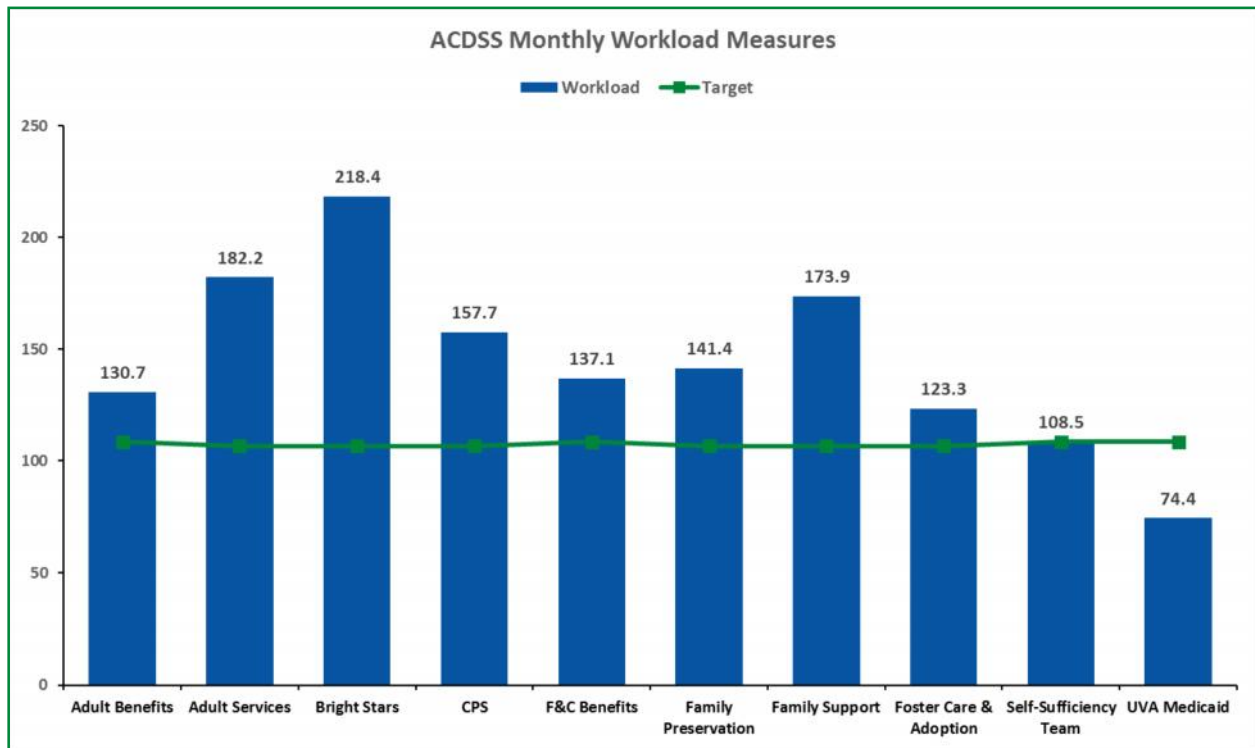
**The ACDSS Office of Program Accountability (OPA) monitors, evaluates and reports progress on all unit and overall agency performance goals.** The Leadership Team then assesses the identified critical measures to examine agency-wide performance on a quarterly basis. The OPA also supports ACDSS ongoing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

FY 2017 ACDSS Agency Key Performance Indicators Scorecard							
Outcome	Output	Objective	FY15	FY16	FY17 Actual	FY17 Target	+/- Target
Adults and families are medically insured	Medicaid applications are processed	97% of Medicaid applications are processed within 45 days	80%	87%	86%	97%	-11%
Adults and families are medically insured	Medicaid renewals are processed	97% of Medicaid renewals are processed by the last day of the month in which they are due	92%	95%	97%	97%	0%
Adults and families have sufficient food stuffs	Food Stamp applications are processed	97% of Food Stamp applications are processed within 30 days	99%	98%	96%	97%	-1%
Adults are safe	Adults have risk of abuse, neglect, and exploitation reduced	40% of adults with an initial APSART score of High or Moderate will have their risk reduced by at least one level at disposition	30%	39%	26%	40%	-14%
Children have safe and stable home placements	Children in foster care are visited by their social workers	95% of foster care children receive monthly face to face visits from their social workers	89%	97%	97%	95%	2%
Children are safe	CPS referrals receive responses	90% of new referrals are responded to per SDM guidelines	87%	89%	91%	90%	1%
Children are safe	Children who receive ongoing CPS services will have appropriate services	90% of ongoing CPS cases have the required number of monthly contacts per state CPS policy	56%	89%	78%	90%	-12%
Children are successful in school	FS children do not have CPS reports of abuse and/or neglect	90% of FS children have no CPS reports of abuse or neglect within a 12 month period	97%	97%	96%	90%	6%
ACDSS is a good financial steward of resources	Monthly financials are completed	Local Funding position will remain at least 1% under budgeted amount	12%	13%	12%	1%	11%

## 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.





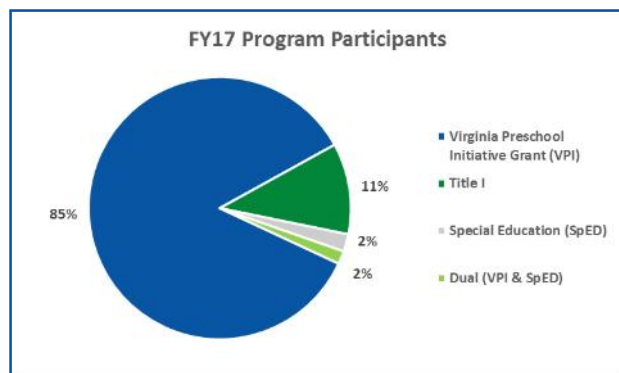
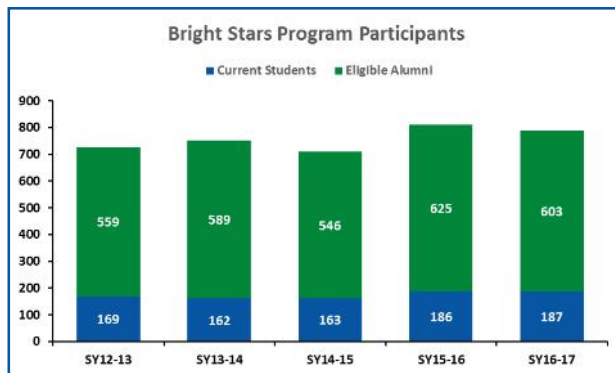
## INVESTING IN THE EDUCATION OF OUR CHILDREN & THEIR FAMILIES

### 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.



In an effort to advocate for our clients who have often experienced trauma and to serve as a catalyst for change, the **Bright Stars Family Coordinators** chose an annual goal of becoming more knowledgeable about Trauma Informed Care and taking that knowledge to the Bright Stars teachers. This was done in the hopes that working in cooperation with the teachers, our program might offer a more trauma informed approach to our children and their families. The Family Coordinators all took at least one trauma informed training and various readings were shared throughout the year on the subject. The Coordinators joined the preschool teachers at one of their quarterly meetings and after having shared a reading in advance, facilitated small group discussions about how to practice in a trauma informed way in the school setting. Teachers were encouraged to choose one way to be more trauma informed in their classrooms. A few months later the Coordinators returned to another teacher meeting to discuss how the trauma informed practices worked in the classrooms.



*"The Bright Stars program and teachers have been an enormous blessing to my family! They provided a warm caring environment for my children to grow mentally, socially and emotionally. My kids were extremely prepared and excited for kindergarten thanks to Bright Stars!"*

*- Bright Stars Parent*

## INVESTING IN THE EDUCATION OF OUR CHILDREN & THEIR FAMILIES

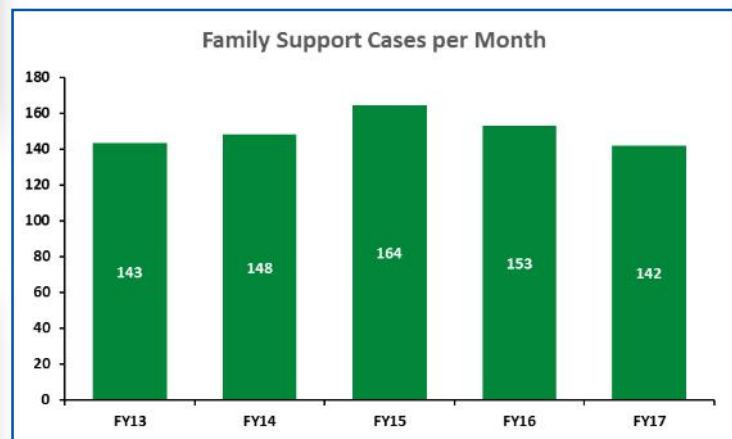
An International Rescue Committee family from Syria with limited English has a child who needed dental work and plastic surgery due to a cleft pallet that was improperly repaired in Syria. The **Family Support Worker** was able to help with scheduling and transportation so that the child was able to see a dentist and plastic surgeon. The surgeon needed to consult with other doctors before scheduling the surgery. After hearing this, the child was frustrated and asked why he had to wait so long. The Family Support Worker told him it was because he was a very important person and everyone wanted to make sure he received the right kind of surgery and the best care. He paused for a moment and then smiled the biggest, proudest smile. Not only was the child now getting the physical care he needed, but the overall experience was positive for this family that has dealt with much trauma and discrimination in the past.

*"[Our Family Support Worker is] on top of our students' needs - food, clothing, scholarships and more. I can confide in her and she won't judge and keeps items confidential. She includes our daughter in one to one lunches which makes her feel special."*

*- Family Support Parent*



Supported 142  
K-8 Kids & Their  
Families



## INVESTING IN THE SAFETY & WELL-BEING OF OUR CHILDREN

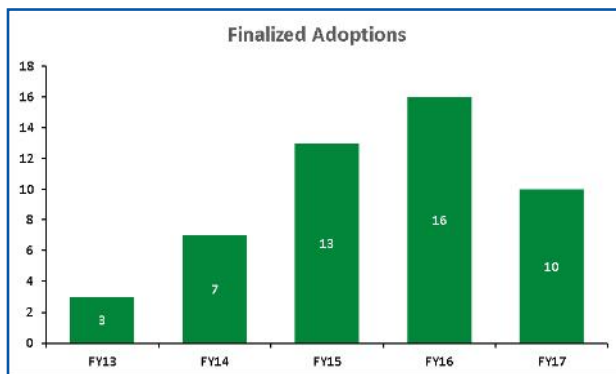
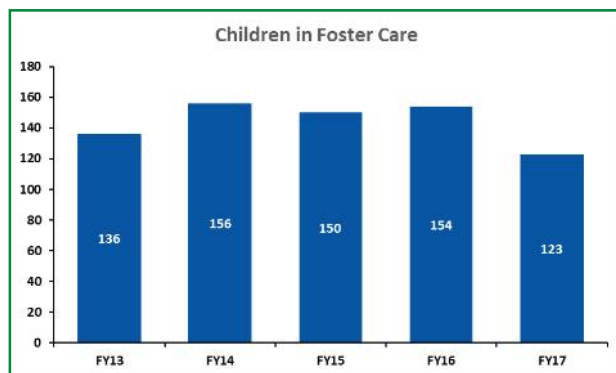
### Child Welfare Programs

**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.



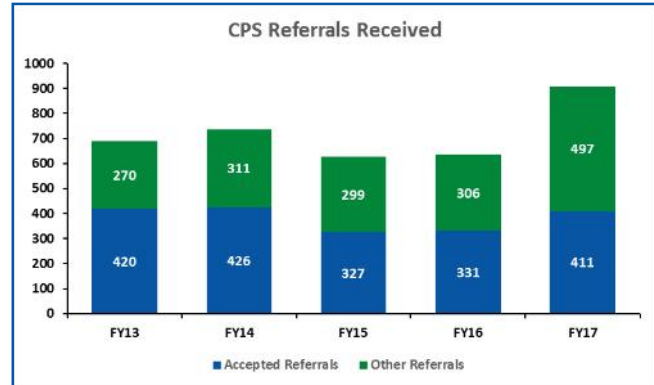
*"As a taxpayer, I'm really impressed that this resource exists for families in our community. I had no idea that Albemarle offered collaborative meetings like this to help support families who are experiencing difficulties. I think it is really great that social services does this."*

*- FPM Participant*

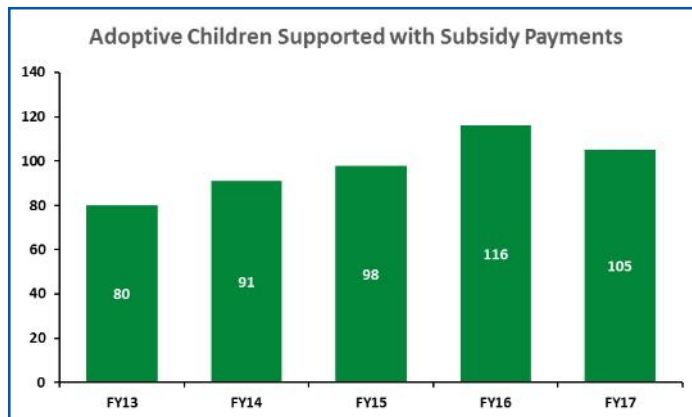
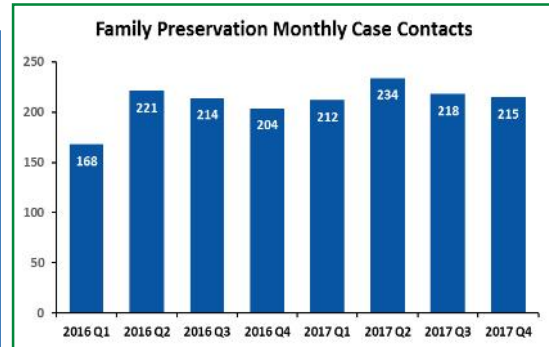




## INVESTING IN THE SAFETY & WELL-BEING OF OUR CHILDREN



A sibling group of three had been in foster care since 2005 and had achieved permanent foster care. The **Foster Care Worker** continued to engage the birth family and stay in contact with the birth parents who were able to be re-involved with the boys after periods of incarceration. The family remained connected even after permanent foster care was achieved. The team, including the birth parents, the foster parents, ACDSS, and treatment providers continued to engage the family, which led to exploring the idea of the two siblings under the age of 18 returning home. Now, twelve years later, the two brothers are on a Trial Home Visit and are doing well with custody anticipated to return to the parents. The eldest child is also living at home with the birth parents and participating in Fostering Futures.



**Child Protective Services** responded to a local hospital for a report of intellectually disabled parents who were demonstrably unable to parent their healthy newborn son. CPS worked tirelessly throughout the weekend and into the following week contacting family identified through a national search. A Family Partnership Meeting was convened. Unfortunately, the relatives' plates were too full to assume responsibility. The family agreed that the best plan was for the baby to enter foster care. The foster parents committed to helping the extended family continue to support the birth parents as they undergo evaluations and receive services to see if they can regain custody of their son. In the meantime, the baby is safe, healthy and loved, and he will have frequent contact and stay very closely connected with his parents and extended family.

## INVESTING IN NUTRITION & ECONOMIC ASSISTANCE FOR OUR CITIZENS

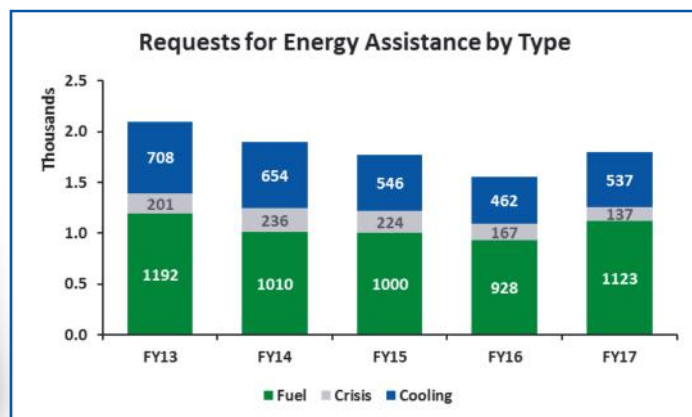
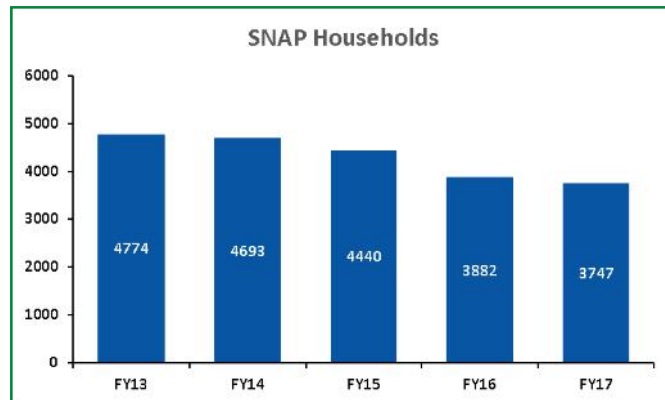
### Economic Assistance Programs

**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.

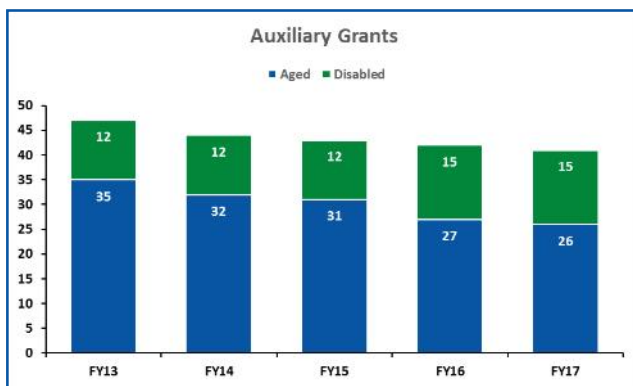
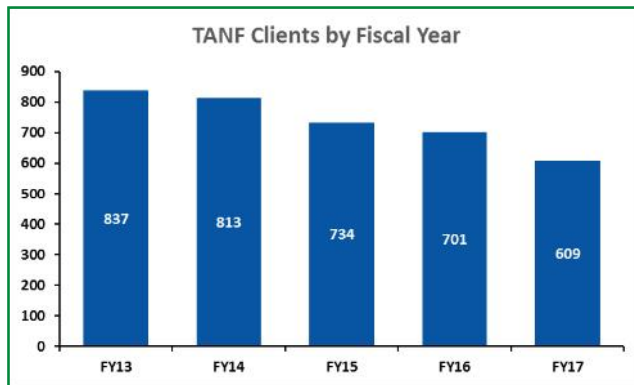


## INVESTING IN NUTRITION & ECONOMIC ASSISTANCE FOR OUR CITIZENS

**The Prevention Team (CPS/CPS Prevention/Foster Care)** is working with a young child who was removed from his mother and put into Foster Care. The father of the child was located and is now working with the Foster Care unit to get custody of his son. This father is 44 years old and is learning how to be a parent. He has a grown son whose life he was not a part of so he wants to do better with his younger son. Working with the Department of Social Services and the Court system is all new to this father. He did not know how to apply for things like Medicaid, SNAP, and Child Care. After working with the **Benefit Eligibility Workers** and **Child Care Workers**, the father is now receiving services through all three benefit programs. If things continue to go well, the father will go back to court the end of January to get full-time custody of his son.

*"... it's an absolute pleasure to deal with you and that is why I love calling. You are all just so wonderful, you [and other staff] are incredible and you boost my day. It's really, really hard living in pain and being stuck in the bed and not being able to do much with my life and being able to get out, by telephone and voicemail message, and dealing with someone incredibly nice is a way of brightening my day."*

- ACDSS Customer



## INVESTING IN THE SELF-SUFFICIENCY OF OUR CITIZENS

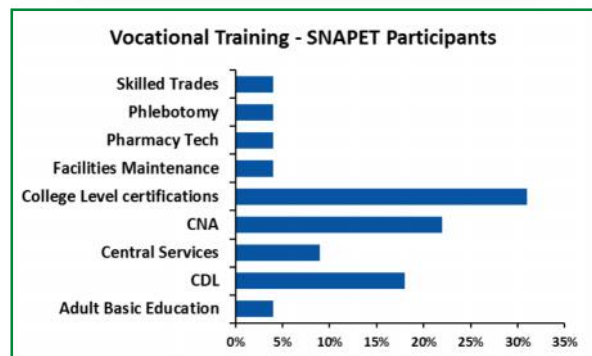
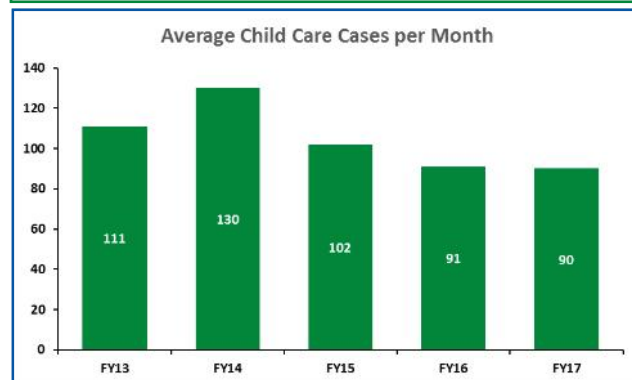
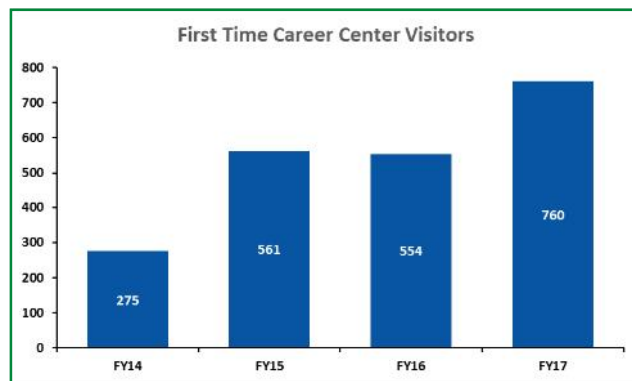
### Self-Sufficiency Programs

**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.

**SNAPET (SNAP Employment and Training)** The federal government requires states to design and operate an employment and training companion to SNAP. Program participation is voluntary; however, those individuals who are not exempt from work registration and who have their benefits time-limited have an opportunity to extend SNAP by choosing to participate in the SNAPET program. Not participating can also prevent SNAP recipients from receiving services that could help them find and keep employment. A "Plan of Participation" is designed that takes into consideration the abilities, needs and wants of the job seeker to help lead to successful employment.





## INVESTING IN THE SELF-SUFFICIENCY OF OUR CITIZENS

**The Career Center** assisted a mother who had lost her job as a manager at a national fast food chain. She had been a manager there for many years, but she left her job when she got married to concentrate on raising her daughter. Unfortunately, shortly after she left her job, the marriage fell apart. She could not get back the manager position (or any position) with the fast food chain because of company policy. She had problems finding other employment because earlier in her life (she is now in her early 40s) she committed a felony while driving under the influence. She was in her 20s and had several DUI charges. She served three years and then got her life back on track until her marriage fell apart. She came to the Career Center while seeking benefits and was very emotional. The Career Center Coordinator counseled her and created a résumé for her. The Coordinator provided information on jobs and job fairs over several visits. She now is in a much better place emotionally and says that she has “her swag back” and knows employment will soon follow.

### Self-Sufficiency

Financial Freedom

Independence

Self-Esteem

The mother and father of a refugee family with four children enrolled in the **VIEW** program and began receiving **TANF** benefits. The husband found employment at UVA as an office associate for 38 hours per week at \$14.00 an hour. His wife took English as a Second Language (ESL) classes and took care of the family. The husband decided he wanted to look for better opportunities. The VIEW staff agreed to work with him to find employment at a wage that met his needs. He stated he would be willing to relocate. After employment counseling and case management, the husband contacted the VIEW worker to inform her that he had accepted a position as an assistant accountant in Northern Virginia, where he would be making \$55,000.00 annually. While employed at UVA, the VIEW staff provided supportive services by way of gas vouchers for transportation to and from work. In addition, payment was made for his wife's ESL classes. The family is now residing in Northern Virginia, and the father continues to work as an accountant. The mother has found part-time employment, and the children are doing well in the new school system.





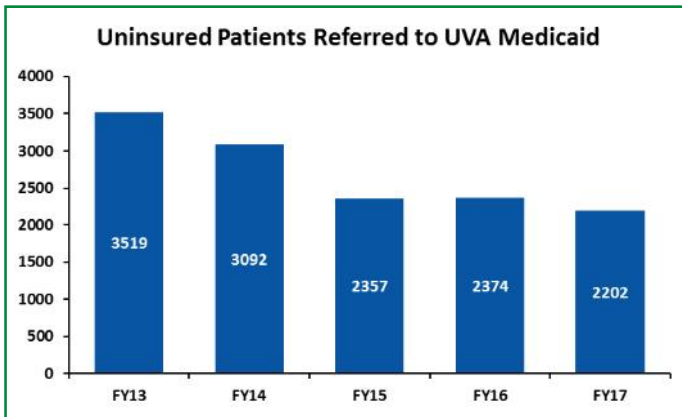
## INVESTING IN QUALITY HEALTH CARE FOR OUR CITIZENS

### 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.



*"Thank you for taking the time to explain the possible options for my mother to receive services through LTC Medicaid."*

*- Long Term Care Services Customer*



**Assisted 520  
Long Term Care  
Patients**

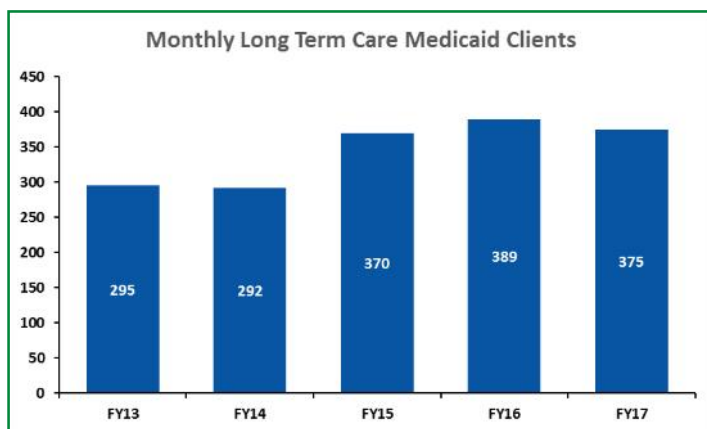
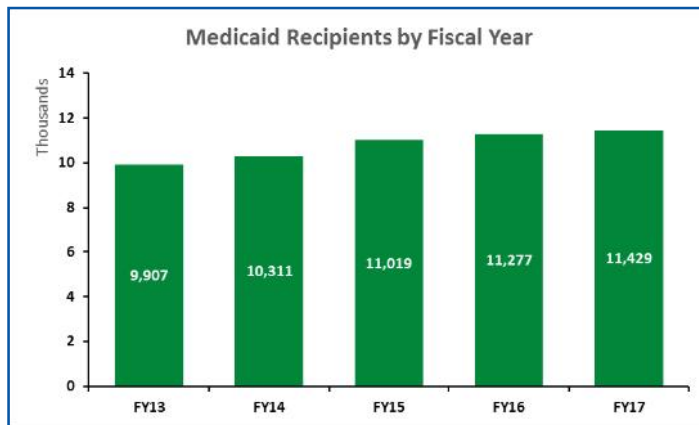


## INVESTING IN QUALITY HEALTH CARE FOR OUR CITIZENS

The **UVA Medicaid Unit** was approached by the Heart Transplant Financial Coordinator for assistance with getting a newborn Medicaid. The baby could not be placed on the transplant list until an insurance was secured. The mom had recently closed Medicaid and the UVA Medicaid Unit was able to work with the local agency, regional specialists, the transplant coordinators, and the family to obtain a new application and enroll the baby within a matter of hours. The transplant team stated "That is wonderful news. This will be a relief for the family."

*"I am so glad you are there and made the decision to make sure that a disagreement about Medicaid policy will not be the reason the baby does not get the care he needs."*

*- Regional Medicaid Specialist*



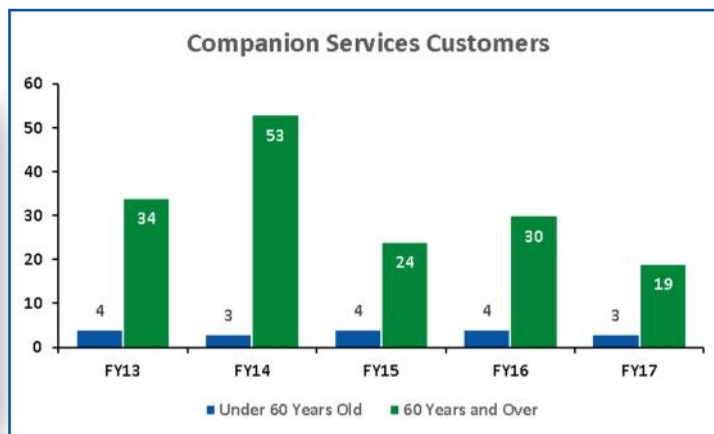
## INVESTING IN THE CARE & WELL-BEING OF OUR ELDERLY & DISABLED

### 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.



## INVESTING IN THE CARE & WELL-BEING OF OUR ELDERLY & DISABLED

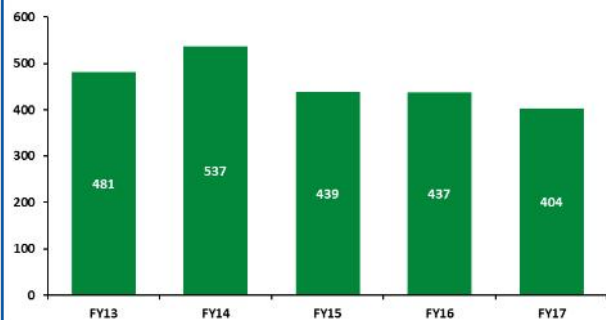
**Adult Protective Services** received multiple reports concerning an elderly man residing in a subsidized housing community. His excessive alcohol use and verbally abusive temper resulted in the termination of services. His living conditions were deplorable. The APS worker advocated on his behalf, and the property management agreed to extend the lease with the provision of professional cleaning of his apartment. However, the cost of cleaning exceeded available local funds and his own financial means. He agreed to a screening for assisted living and met the criteria. The APS worker advocated with many facilities who were reluctant to admit him because of his alcohol abuse and belligerent behavior. One facility did agree to take him; however, when the day came to move, he refused to go. The APS worker introduced him to a mental health representative from Region Ten CSB to explore the option of inpatient treatment for his alcohol use. He refused this offer also. He was eventually evicted and resolved to live out of his van. He continued to refuse any/all services until his van broke down, the temperatures climbed to over 100 degrees, and he was without food and medications. He accepted placement into another assisted living facility. He was skeptical of the facility at first, but once he met the staff and the residents, he was ready to move in that day. The APS worker obtained emergency funds to pay for a few nights in a hotel so he could be in a comfortable place with access to food and air conditioning while waiting for his application to be approved. He has remained at the facility and is abstaining from alcohol since his ability to stay hinders on this criteria. Given his motivation to live in a place where he feels respected and welcome, he is able to continue his sobriety.

*"You have been great; my mother likes and trusts you. You have truly been the hinge pin, and I have so much more peace of mind now. Thank you again."*

- ACDSS Customer

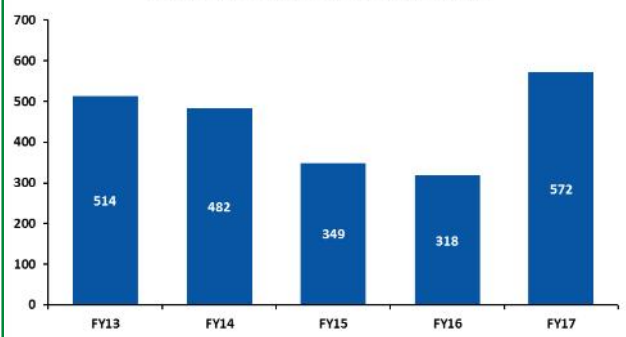


Individuals Receiving Adult Services



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

Referrals to Adult Protective Services





## INVESTING IN OUR STRATEGIC PLAN

**Strategic Goal 1:** Ensure a quality customer experience for the external customer by continuous focus on process improvement.

**Strategic Goal 2:** Ensure staff has the knowledge, skills, and competencies required to deliver quality service and to enhance the external customer's experience.

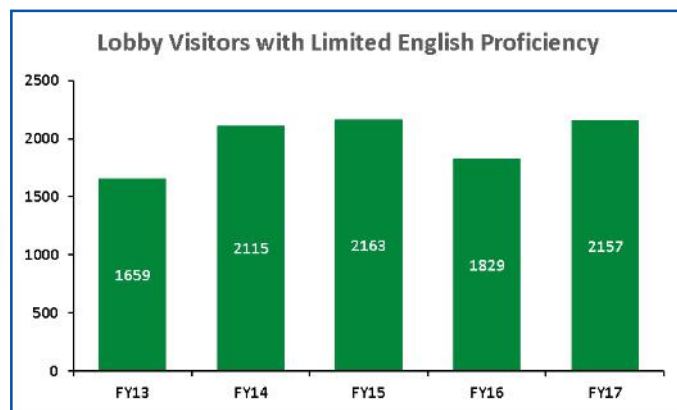
**Strategic Goal 3:** Ensure staff has the necessary tools, encouragement, recognition, and support to carry out the challenging work of the Department.

In March 2015, the Department launched a strategic planning effort that is intended to prepare the Department to meet both strategic and operational challenges. The plan includes reaffirmation of vision, mission and values, sets two strategic goals, and describes requirements of the organization. Departmental teams and workgroups have been engaged in implementing an action plan and working on accomplishment of strategy. A focus on process improvement methods to better serve customers and on upgrading staff knowledge, skills and competencies is anticipated. In 2017, as the result of feedback received and opportunities for improvement identified from an Internal Customer Survey and a Departmental self-assessment, the Department's Leadership Team chose to add an additional, third goal and to extend the plan for one year until March 2019.

## INVESTING IN PROVIDING LANGUAGE ASSISTANCE



ACDSS continues to experience requests for benefits or services 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). We also have seen expanded need for and use of language assistance resources for Family Partnership meetings in child welfare programs. It is a requirement of Title VI of the Civil Rights Act that LEP persons have meaningful access to our programs. In order to serve our LEP clients, we provide interpreter services through staff who are competent in a second language and through contracted face-to-face and telephonic interpretation. We hope to expand and improve these services in the future to meet the growing need.

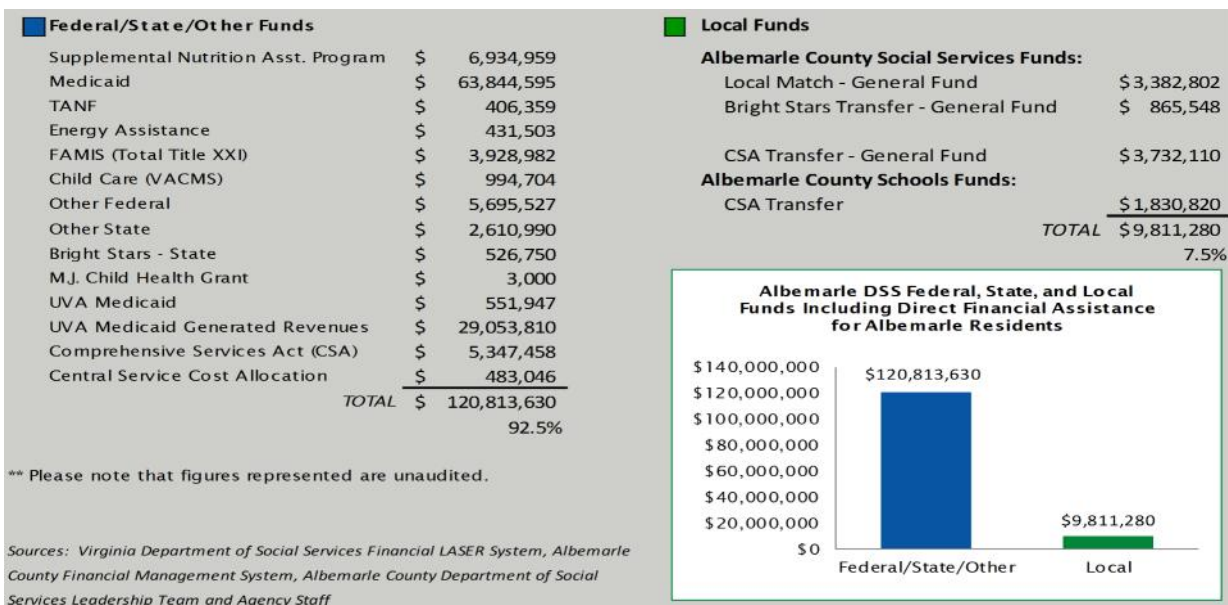




## INVESTING IN OUR COMMUNITY

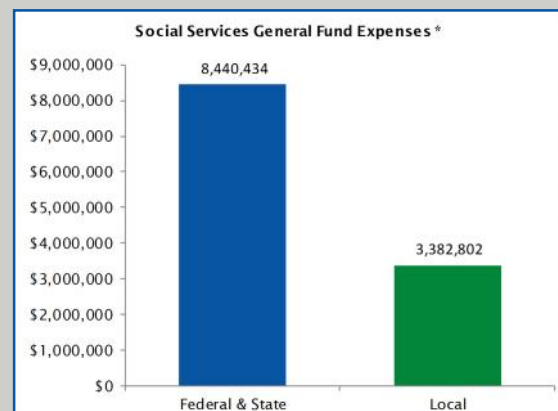
*The Business Services Division serves as a key support resource for all ACDSS operations. This work includes budgeting and financial planning, developing agency strategic and operational initiatives, and complying with all federal, state and local financial requirements. The Division also provides ongoing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



"How nice it was to see how friendly the [Front Office] workers were when they greeted their clients. . . all professional."

- ACDSS Visitor



\* 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

1600 5th Street, Suite A, Charlottesville, VA 22902  
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[www.albemarle.org](http://www.albemarle.org)

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