

CHARLES COUNTY  
DEPARTMENT OF SOCIAL SERVICES  
Fiscal Year 2013 Annual Report





## TABLE OF CONTENT

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SPECIAL MESSAGE FROM THE DIRECTOR / 4

ADMINISTRATION DIVISION / 5

FAMILY, ADULT AND CHILDREN SERVICES(FACS) / 7

FAMILY INVESTMENT DIVISION / 10

CHILD SUPPORT / 13



## SPECIAL MESSAGE FROM THE DIRECTOR

Fiscal year 2013 was a time of change for the Charles County Department of Social Services(CCDSS). With Karen Butler leaving to assume the directorship of Howard County, CCDSS was privileged to have interim leadership provided by Donna Harley, the Assistant Director of Child Support Enforcement. Ms. Harley remained in that role until November 7, 2013 when I assumed the role.

Although not present in Charles County for FY13, I am honored to take over an agency that was and is very committed to the residents of the county. Our child welfare staff is very proud of the accomplishments made in meeting several of the goals in the statewide “Place Matters” initiative. Family Investment Administration(FIA) saw an upward trend in Medical Assistance and Temporary Cash Assistance applications being processed in a timely manner; FSP redeterminations being pre-reviewed; and total job placements and full-time job placements at \$10 per hour. Child Support continued to meet all their collection goals for the year and operated a small but very successful fatherhood program. CCDSS Administrative Division provided excellent services to all divisions and ensured compliance with procurement, finance, human resources and other related regulations. I am amazed when I look at the data collected at Charles County and realize that over 46,000 citizens passed through the doors of CCDSS through the year (duplicated count).

As we enter into the latter half of FY 2014, I am looking forward to providing leadership for CCDSS that is consistent with its mission statement and values statement. I will focus on increasing CCDSS’ visibility in and assimilation into the community. The faith-based community, the College of Southern Maryland and local service groups are among those individuals and organizations that can support our customers through the development of working, active partnerships with CCDSS. Programs such as the CCDSS Fatherhood Program, job skills training and educational/vocational opportunities for older youth in foster care are on the agenda to garner community-based support for their continuation and expansion. Access to external services such as mental health counseling for our children in foster care and job training for our FIA and local Child Support Enforcement Administration(CSEA) customers, also needs to be “grown” to ensure that these services are specifically geared to the needs of the Charles County consumer.

Using data as the basis for identifying program trends in order to focus program efforts will become a “way-of-life” at CCDSS. The ability to shift resources to enhance areas of greatest need is paramount in ensuring that we stay ahead of the curve. Achieving and maintaining key benchmarks is our first step towards living up to the agency mission to provide excellent services to our customers. CCDSS is lucky to have several employees who are remarkably gifted in the data realm and are sure to be valuable resources as we identify and track weekly “Dashboard” measures for each Division.

Providing opportunities for CCDSS staff to expand their skill set, develop new knowledge and take on leadership roles within and outside of the agency is a critical area of focus for the remainder of this year and beyond. Only with the participation and commitment of the staff can these other efforts be realized.

We have much work to do and I look forward to the support of my assistant directors, the supervisors and staff; our partner agencies; citizens of the county; the Charles County Commissioners and the Charles County Board of Social Services and DHR to “move the needle” forward.

- Therese Wolf, Director

# ADMINISTRATION DIVISION

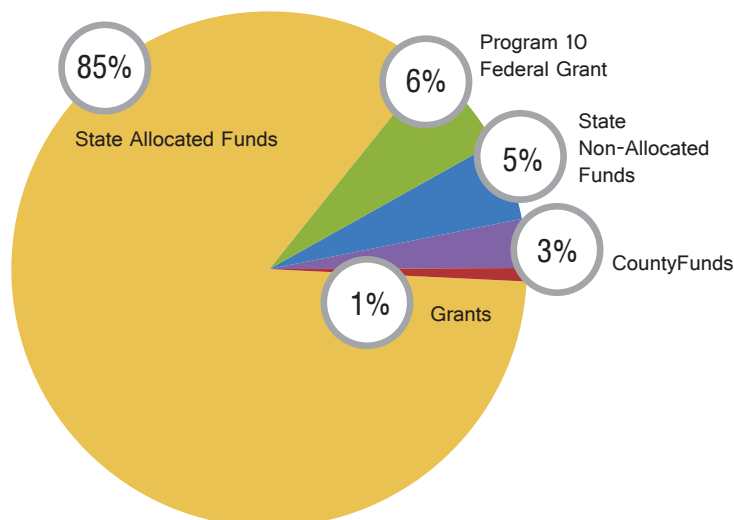
Administration has been advancing its objective of increasing the operational efficiency of the agency, thereby enabling improvement of the quality services provided to our customers at reduced cost. This objective is being realized through initiatives such as refining and maintaining a recycling program, automation of agency forms and processes, and upgrading computer software and operating systems. Information technology staff successfully migrated the agency from the Groupwise email management system to statewide Google email, as well as spearheaded a transition from excessive hardcopy documentation to an agency-wide scanning system. Additionally, a paperless faxing system has been implemented within the Family Investment Division and Family, Adult and Children Services, encouraging progress toward the administration's paper reduction goal. personnel staff adopted a new automated statewide personnel system (SPS)—greatly enhancing the recruitment process, by allowing electronic application for current vacancies as well as providing automated status reports to all applicants. The agency is continuing to increase its use of technology as a cost-savings tool as well as a means of improving its overall performance.

## Risk Management

The Risk Prevention Committee has encouraged awareness of the agency's safety protocols through agency-wide publications highlighting safety issues and appropriate responses. The committee has conducted fire drills, tested panic buttons, and ensured that emergency supplies are adequately stocked for inter-agency events as well as natural disasters that may occur within the Charles County jurisdiction. Identification of tornado-safe areas became a necessity after the agency lost access to a portion of the building formerly designated as the space for staff to assemble. The Risk Prevention Committee established new assembly areas and posted signage to identify those areas as safest for assembly in the event of a tornado.

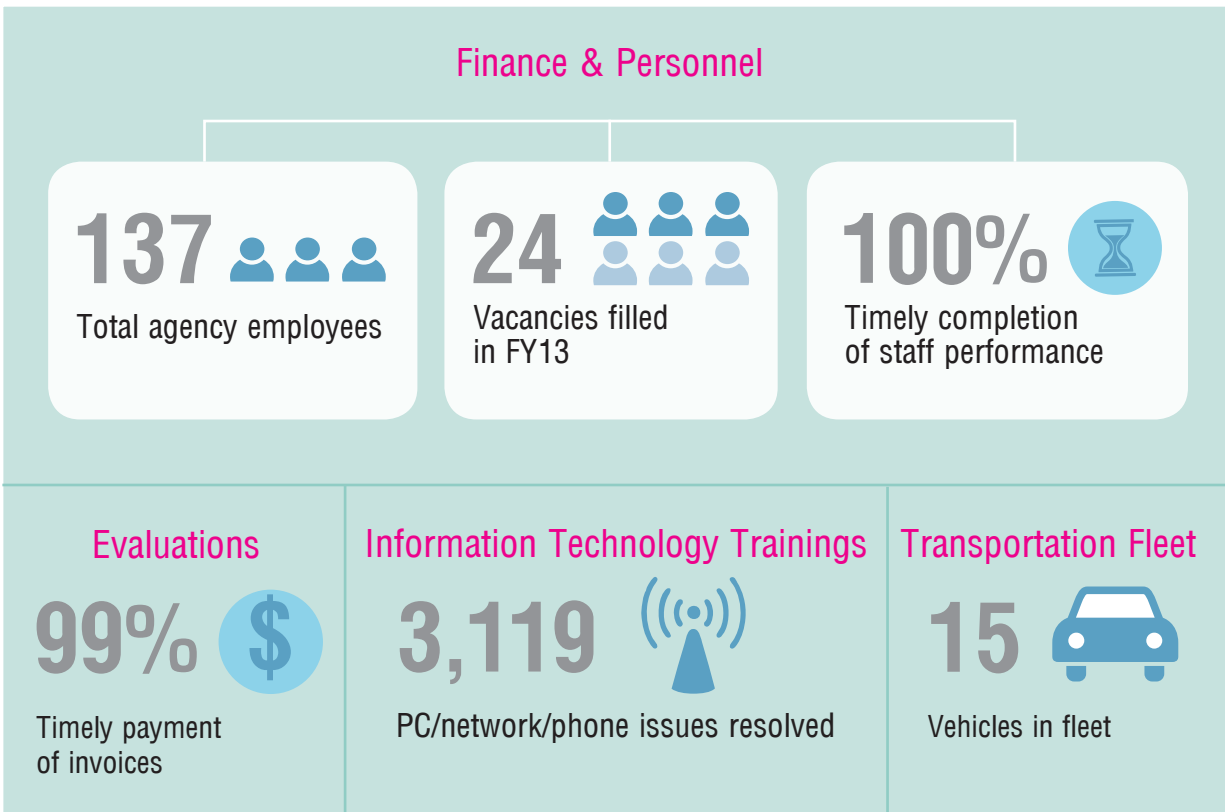
## Procurement

Charles County Department of Social Services procured \$1,111,991.83 worth of supplies and services to serve Charles County residents. To expedite procurement processes, the timeframe for larger contracts was modified from single year terms to multiple-year terms. The state benchmark for Minority Business Enterprise (MBE) is 25% and the Small Business Reserve (SBR) is 10%. The agency continues to exceed these benchmarks with 37.5% MBE contracts being awarded and 46.4% of our procurements going to SBR contractors.



Source of Funding	US \$ Allocation
State Allocated Funds	\$9,365,271.00
State Non-Allocated Funds	\$546,895.00
Program 10 Federal Grant	\$631,578.00
County	\$311,000.00
Grants	\$170,097.00
<b>Total</b>	<b>\$11,024,841.00</b>

## Administration Division FY 13



## Performance and Quality Improvement

Our Performance and Quality Improvement (PQI) program is guided by a staff-lead council (PQI Council) comprised of members from all divisions. PQI continues to lead toward the agency's strategic plan through the maintenance of community partnerships with reputable organizations such as Lifestyles, Inc. and the Children's Aid Society, partnerships which aid in the provision of needed services such as shelter, rental assistance and food.

Consistent review of customer feedback obtained from comment cards and surveys has enabled PQI to make strides toward improving the quality of customer service rendered to the Charles County community. This, coupled with increased opportunity for staff to communicate concerns and/or ideas, provides the PQI program with the tools needed to effectively measure agency performance and initiate change that lends toward continuous improvement.

## FAMILY, ADULT AND CHILDREN SERVICES(FACS)

Charles County Department of Social Services (CCDSS) is included in the third phrase for Alternative Response along with Calvert, and St. Mary's Counties. As a part of this process, CCDSS developed an implementation plan that exemplifies a family centered approach to responding to reports of child abuse and neglect and involves community trainings for staff and supervisors as well as Learning Collaboratives. The remaining phases will be implemented by July 1, 2014. Some of the trainings have included day care, the school board, and the model court.

Interaction with the Family Recovery Court has increased, likely due to the 3% increase in substance exposed newborns in Fiscal Year 2013. The increasing trend of opiate abuse is reflected in the increasing numbers.

The CPS unit took in over 1600 referrals of abuse and neglect; responded to 772 child abuse and neglect investigations; and responded to over 180 non-CPS cases. CPS staff participated in reviews of over 200 children and families with community partners to reduce the risk of maltreatment to families.

Nikki D'Angelo



The In-Home Services Unit had three great achievements this fiscal year, which evolved one of the management staff, Nikki D'Angelo. Nikki was nominated Social Worker of the Year for CCDSS in March 2013 and was promoted to In-Home Services Administrator in June 2013. In-Home Services' improvements include greater reaching

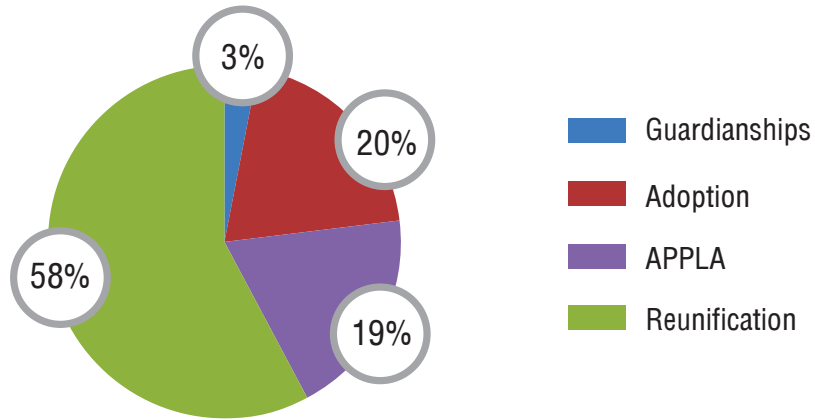
out to the community by providing more wrap-around support to children and families.

The CCDSS out-of-Home Services Unit worked collaboratively with the two other local Tri-County Departments of Social Services, Calvert County and St. Mary's County, to develop and implement the Southern Maryland Youth Engagement Kickoff Event. This event occurred on October 18, 2013 and was well attended by our transitional aged youth, providers and community partners. The event agenda included a panel led by several current and one former transitional aged youth along with informational booths and other guest speakers.

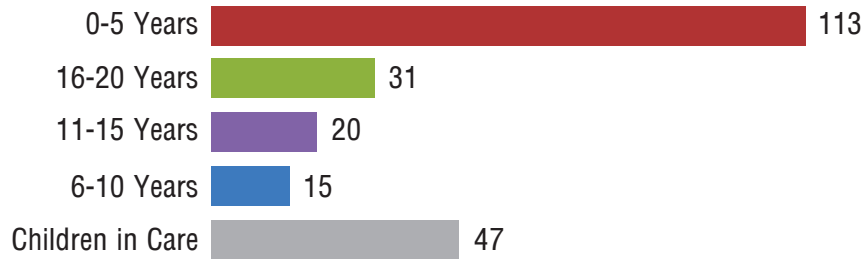
We held six Tri-County Resource Family Trainings, two in each Tri-county area. Our new resource trainer started in May, 2013. We increased the resource home pool in Charles County by eight homes this year. A variety of techniques were used to recruit and retain resource families including: use of the Value Pack; a public announcement on the Charles County local TV station; and a Resource Newsletter done to honor our foster parents. The first Tri-county Conference was held in May at the La Plata Campus of CMS that provided CEU's for participants, and a baseball event was held at the Blue Crab Stadium in June where the CCDSS baseball team played the resource parents.

Adult Services has stayed on course to surpass their goals. All quarterly audits were 98% accurate, which was 3% above the state standard for APS 99%, CARE 97%, SSTA 96%, CARE Homes 98%, and IHAS 98%.

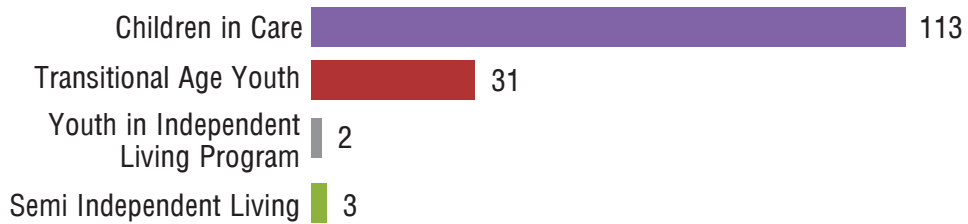
### PERMANENCY PLANS FY13



### CHILDREN IN OUT-OF-HOME SERVICES BY AGE FY13



### INDEPENDENT LIVING STATISTICS FY13



## FAMILY & ADULT SERVICES PREVENTION FY 2013

2,443 / Information and referral requests  
1,480 / Environmental emergency requests  
33 / Custody investigations completed

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## CHILD WELFARE

### Child Protective Services

721 / New Child Protective Services investigations  
134 / Cases staffed at the Charles County Child Advocacy program  
32 / Cases staffed at the Charles County Multi-Disciplinary Team meeting  
14 / Community presentations on Child Protective Services  
176 / Average Number of Families Served by Consolidated Family Services

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## FOSTER CARE/ADOPTION SERVICES

113 / Children in Foster Care  
30 / Children in Independent Living Program  
1 / Foster child attending college  
63 / Licensed foster parents  
5 / Foster parent trainings  
9 / Adoptions  
3 / Guardianships  
22 / Children awaiting adoption

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## ADULT SERVICES

98 / Adult Protective Services investigations  
20 / Adults in CARE Program  
136 / Senior Services to Adults  
10 / Adult CARE Homes (CCDSS does not have foster homes)  
42 / Adults receiving In-Home Adult Services  
47 / Customers received over \$18,000.00 in rental assistance to prevent homelessness.  
22 / Guardians appointed

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## PROGRAM HIGHLIGHTS/ EVENTS HELD

October 2012 / Charles County Commissioners approved the Adult Guardianship Review Board By-Laws  
November 2012 / Foster Parent Conference  
January 2013 / Andrea Khoury joined the Agency as the new CCDSS Attorney.  
March 2013 / Youth Matters Provider Forum  
June 7, 2013 / First Annual Elderly Awareness Agency Kick-Off  
June 9, 2013 / Fifth Annual CARE Picnic  
June 21, 2013 / Adult Symposium "Pieces of the Puzzle"

# FAMILY INVESTMENT DIVISION

In fiscal year 2013, Family Investment continued efforts directed at improving overall customer service. One major obstacle to improving service delivery, compliance with policy and customer satisfaction was the high caseloads (per worker compared to surrounding counties). Family Investment looked for ways to work smarter by use of improved technology and better time management. Also, Family Investment took advantage of state overtime funds to not only pay staff to work additional hours (including weekends); but also, with the selection of two temporary employees that were under contract. In spite of these challenges and some staff turnover, Family Investment improved in the areas of application compliance and timely completion of re-determinations. All program areas averaged at the compliance rate of 97%; however, more work around consistency in compliance in all program areas is needed.

**Good News!** Near the end of the year, Family Investment received notice from the Department of Human Resources (DHR) that our division would be granted additional positions. Because of the higher-than-average workload, and a projected increase in worker caseloads due to expanded Medicaid associated with implementation of the Affordable Care Act (ACA), seven state merit positions were reassigned and filled to help perform job functions and make the work more manageable.

ACA led to the development of a new electronic system, known as Maryland Health Connection (MHC). Local agencies were asked to identify 'Change Champions' and programmatic experts to help lead staff through this transition. Division staff attended numerous demonstrations and training sessions. For the Southern Maryland Region (including Calvert, St. Mary's and Charles Counties), Calvert Healthcare Solutions Inc. was selected as the Connector Entity (CE) for the tri-county area. The CE was responsible for hiring and managing Navigators and Assistors whose leading/primary role is serving the public around all Qualified Health Plan (QHP's), answering questions and assisting with case entry in the MHC electronic application system.

**Employment Resource Center (ERC)** There were many changes during this report period. The division was faced with a budget cut that impacted the employment program with one casualty being the loss/ending of our long-standing contract with the College of Southern Maryland (CSM). The CSM taught job skills classes that prepared Temporary Cash Assistance (TCA) customers for becoming job ready. Seeking immediate employment is a requirement for the TCA program and work eligible customers. These classes included sessions on interviewing techniques, resume writing and business dress. Since January 2013 these skills classes and job placement duties were handled by division contractual staff working out of the CCDSS ERC. This is a great example of how CCDSS was faced with cutting costs and streamlining services without terminating valuable services designed to help customers become self-sufficient. To help motivate our TCA customers to fully participate in our program and find employment, the ERC uses guest speakers, many of whom come from the Charles County community's non-profit organizations, to speak on topics such as managing a budget, banking, saving money and goal setting.

**Department of Labor and Licensing Registration (DLLR)** The division has an on-going relationship with DLLR and their One-Stop Employment/Resource Center located in Waldorf, Md. Use of this resource/community partner is particularly helpful to our division and the customers since many of our customers reside in Waldorf. Customers are able to overcome transportation and time barriers by using the One-stop Center, instead of traveling to the La Plata division office for the same services.

**Outreach** Division ERC staff members have conducted job fairs, partnered with Job Source (also connected with DLLR), participated in a county wide job fair held at the Regency Stadium in June and sponsored and staffed a table at the Annual Charles County Fair. Outreach opportunities of this sort provide the division with visibility and good customer service by being out in the community answering questions and providing information on division programs.

**Jail Outreach** The division (and CCDSS as a whole) provided a liaison to the Charles County Detention Center for the purpose of providing soon-to-be-released inmates with information on division/agency programs that the inmate may be eligible for upon release from detention. A presentation is done explaining what services the division offers, the verification that will be needed and information on other available community resources the inmate can utilize upon release. These presentations are generally done with inmates that have a pending release date within a few months, although other inmates may be given an opportunity to attend the presentation.

**Improved Technology** Our new scanning process that was initiated in FY12 has expanded greatly this past year. The amount of cases scanned into the State shared system make it easier for reviewers, auditors, and other counties to locate necessary information on customers. This process has not only aided with transfers of cases from county to county, but has been a time and money saver because there is no longer a need to package up bulky records and send them to state DHR.

### Statistical Information for Family Investment

<b>53%</b>	<b>Temporary Cash Assistance TCA):</b> Work Participation Rate (WPR) (State mandated goal was 50%) .....
<b>&lt; 6%</b>	Zero-hour recipients (State mandate) .....
<b>1096</b>	Customers serviced by the Employment Resource Center .....
<b>27</b>	Job Placements >\$10.00/hour (Goal: 10/year) .....
<b>125</b>	Regular Job Placements (at least minimum wage but <\$10/hr) (State mandate was 66) .....
<b>98%</b>	Application Compliance Rate averaged 98% .....
<b>↑ &lt; 7.4%</b>	Total paid recipients in the program increased slightly <7.4% from FY12 to FY13 (392-421)

## Statistical Information for Family Investment

↑ **11.6%**

### **Supplemental Nutritional Assistance Program (SNAP), also known as our Food Supplement Program (FSP):**

Increase in total participants receiving benefits from FY12 to FY13  
(14,968-16,698)

↑ **12.4%**

Increase in number of SNAP cases from FY12 to FY13 (7,160-8,047)

↓ **5.4%**

### **Temporary Disability Assistance Program (TDAP):**

Decrease in the average number of participants from FY12 to FY13 (186-176)

(↑ **46.5%**/↓ **21%**)

Of those, the short term recipient number (<1 yr) rose from 43-63 (38%) and the long-term recipient (>1yr) dropped from 143-113 (21%)

### **Medical Assistance (MA) Programs:**

#### **Community MA Cases:**

↑ **5%**

Increase in cases under care from FY12 to FY13 (6,306-6,637)

These cases include Foster Care and Adoption cases, Department of Juvenile Justice cases, as well as other community family members

↓ **5.9%**

### **MCHP (Maryland Children's Health Insurance Program):**

Decrease in cases in care from FY12 to FY13 (1,760-1,657 or 5.9%)

↑ **4.6%**

### **LTC (Long Term Care) MA:**

Increase of cases/participants under care from 281-294 (4.5%)

↑ **3%**

### **SSI (Supplemental Security Income) MA:**

Increase in cases/participants in care from FY12 to FY13 (1,845-1,902 or 3%)

↑ **2.3%**

### **PAA (Public Assistance to Adults) MA:**

Increase of participants since FY12 (41-42)

**10,953**

### **Total Community MA cases under care for FY13:**

The total number of cases was 10,953. This included 10,532 individuals plus paid recipients under TCA/MA coverage (421).

## CHILD SUPPORT

Charles County Child Support has continued to strive to establish paternity and support orders, enforce and collect financial support owed to children. There was a small increase in the caseload number this past fiscal year to 6,260 cases. There were many staff changes throughout the year resulting in some reorganizing. Despite staffing challenges, collections continue to increase each year and did so again this year by \$688,917. The result is over \$21 million collected for children. New collection opportunities became available with the Financial Institution Data Match through the Thrift Savings Plan.

### CHARLES COUNTY CHILD SUPPORT STATISTICS FOR FFY 2013

**Support Collections  
Total: \$21,307,002**

**69.15%**

**Court Order  
Establishment**

**85.10%**

**Paternity  
Establishment**

**98.19%**

**Cases Paying  
arrears**

**74.78%**

Child Support participated in several events in the community providing information on the program services and eligibility requirements. Some of those events were:

- St Charles Fall Festival for the Arts
- Charles County Day Care Association Conference
- Charles County Health Department “Living Healthy & Drug Free Day”
- Early Childhood Day
- Health & Wellness Expo
- Metropolitan Methodist Church Fall Festival

Staff continues providing child support bi-monthly orientation to offenders at the local Detention Center. We share information on how to request a modification while incarcerated, general case issues and what steps need to be taken as individuals are released to manage cases properly.

Staff also participated in a Joint Tri-county Child Support Awareness event encouraging team building and collaboration between the counties of Charles, St. Mary's and Calvert.

The local Fatherhood Coordinator works hand-in-hand with the Child Support Specialist in court and in the office, assisting fathers in over-coming barriers to paying support such as employment, education, and how to work with the mother of the child. A number of participants graduated the program, found employment and subsequently were able to begin paying their child support again. Initial data on the Fatherhood program shows that from January to June, active participation in the program increased from 7 to a high of 22 men. An average of eight skill-based groups was held monthly and 7 men obtained employment in the best month. Eight men also graduated the program in April. From January through June, the participants paid a total of \$12,215 in child support.

## FEDERAL FY 2013 \$ AMOUNT COLLECTED

85%

\$ Amount Collected

## CSE ARREARS COMPARISONS FEDERAL FY12 & 13

### Number of Arrears Cases Paid



### Number of Cases with Arrears Due



## CE COURT ORDER COMPARISONS FEDERAL FY12 & 13

### Total Number of Cases with Court Orders



### Total Number of Cases







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