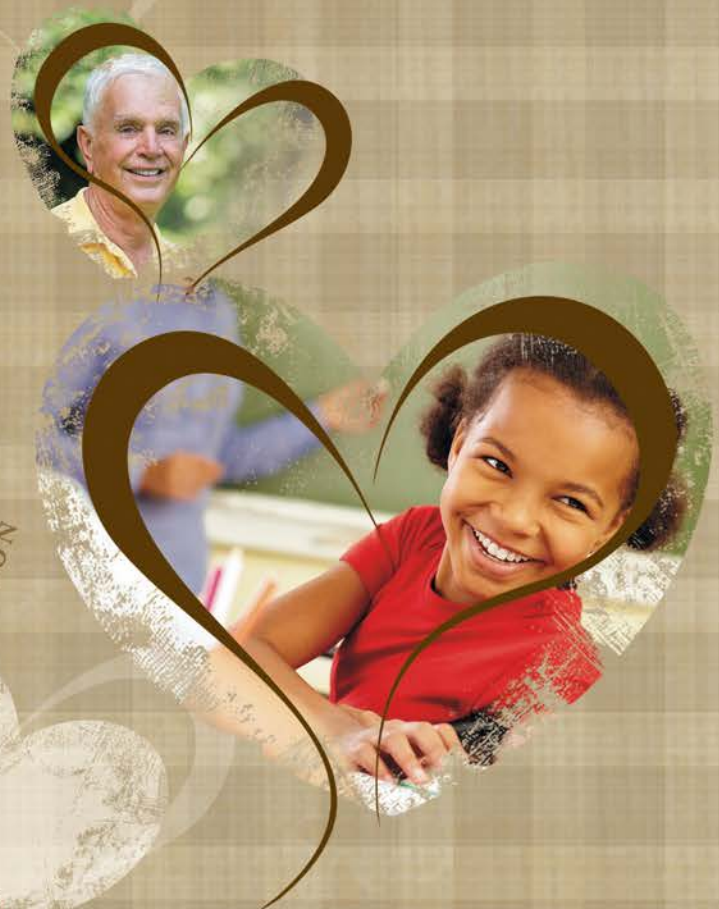


FAMILY INVESTMENT
ADULT, CHILD & FAMILY SERVICES
PERFORMANCE QUALITY IMPROVEMENT
CHILD SUPPORT
ADMINISTRATION



SERVING
OUR
Community
Washington County Department of Social Services

2015 ANNUAL REPORT

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

To recruit, develop, and retain an outstanding workforce.

To work with community partners to plan, evaluate and collaborate on the effective delivery of human services in Washington County.

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





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THE PAST YEAR HAS
BEEN MARKED BY
continued
PROGRESS IN
**servicing
our
community**

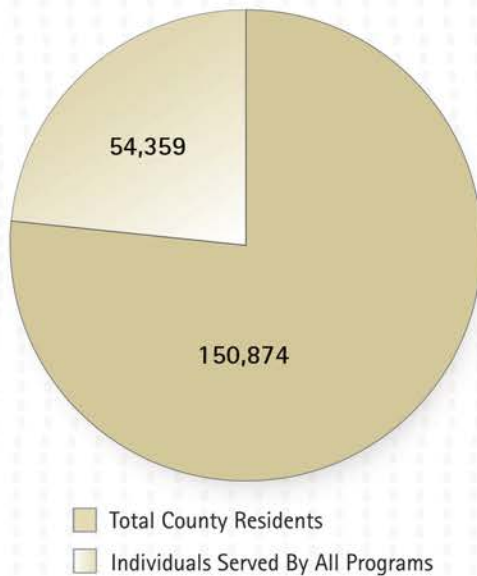
Message from the Director

FOR 27 YEARS, I HAVE BEEN SHARING WITH YOU THE COMMITMENT TO OUR COMMUNITY BY THE OUTSTANDING MEN AND WOMEN OF THE WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES (WCDSS).

Our agency's Annual Report is a compelling story of vulnerable children, adults, and families in Washington County and our efforts to protect and help them realize lives of self-sufficiency. Staff at WCDSS are altruistic, dedicated, compassionate, and professional, and have been an inspiration to me since my appointment as Director in 1988. This is my last Annual Report as, after 41 years of state service, I plan to retire in December 2015.

Our report this year contains a number of highlights which reflect the strengthened lives of our clients as a result of our efforts. We are particularly proud that Family Investment staff helped 179 Temporary Cash Assistance clients become employed. Staff from all three divisions of our agency pooled their efforts to expand services to non-custodial fathers through our Dads' Connection. Participation in this program grew from 59 fathers in FY'14 to 187 in FY'15. Seventy-three of these men were successful in finding employment and were able to make child support payments for their children. Despite a record number of staff vacancies, child support staff were successful in increasing collections over FY'14. As a result of our commitment to Family Centered Practice principles we reduced the number of Out-of-Home placements of youth from 83 to 65 (a 22 percent reduction). Family Center staff helped 27 young parents obtain their high school diplomas. Adult Services staff helped more than 500 clients live safely in community settings.

COUNTY RESIDENTS SERVED BY WCDSS
Fiscal Year 2015



We were extremely fortunate to collaborate in two projects sponsored by the Casey Foundations. The Casey Family Services Foundation selected the San Mar Children's Home to lead a Community of Hope in Washington County. Under the leadership of Casey Family Services and San Mar, DSS staff will participate in the creation of a neighborhood service center in the Bester community with the goals of reducing out-of-home placements for children, improving school attendance and graduation rates, and promoting family health and safety. We were also selected by the Annie E. Casey Foundation to be a pilot site for a new Trauma Systems Therapy program which features specialized training of foster parents and child welfare staff to increase stability of out-of-home placements and permanency.

It has been my privilege to lead a dedicated senior management staff who deserves all the credit for the many successes described in this report. D. Michael Piercy, Jr., *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*;



Martha K. West, Executive Assistant

and Martha K. West, *Executive Assistant*; and the Department's supervisors, lead workers, and staff work tirelessly and professionally to serve local citizens. I am also grateful to the Board of Social Services, the Washington County Commissioners, all of our community partners, and the staff at the Maryland Department of Human Resources who have supported me and our agency in pursuit of our vision of a Washington County where all people are responsible, self-reliant, economically secure, and safe from abuse and neglect. With this exceptional team, I am confident that the Washington County Department of Social Services' reputation for excellence, and as an incubator of best practices, will continue for many years in the future. It has been my distinct honor, pleasure, and privilege to have served as Director for the past 27 years.

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



Rosalind Martin
Assistant Director

Family Investment

Fiscal Year 2015 Accomplishments

- Placed 179 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 140 employers at an average wage of \$9.24 per hour. Fifty-eight TCA customers found employment at \$10 or more per hour.
- Served 202 TCA customers through our in-house JOBReady Center.
- Diverted 89 percent of TCA applicants from cash assistance through job placements, emergency assistance, Welfare Avoidance Grants, and referrals to community partners.
- Merged the Non-Custodial Parent Employment Program (NPEP) with the Dads' Connection Program at the Family Center. Dads' participants are comprised of Food Supplement recipients, those connected to TCA children, those with court ordered child support orders, and voluntary participants. In FY'15, 187 participants were served, with 73 becoming employed at an average wage of \$9.66 per hour. Thirty-five of the 73 gained employment earning \$10 or more per hour. Two female non-custodial parents were served in the JobReady Center and each gained employment with average wages of \$9.05 per hour.
- Accepted over 24,953 applications from county residents with poverty-related needs and approved 17,004 applications for various assistance programs, including TCA.
- Granted an average of 28,596 households per month some form of financial or medical assistance.
- Reduced customer wait times by interviewing 6,935 customers through an intake process designed to streamline how customers apply for Food Supplements, Medical Assistance, and Temporary Disability Assistance Program (TDAP) benefits.
- 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'15, 5,265 applications were received electronically, a 15 percent increase from FY'14.
- Exceeded the 96 percent timely application compliance measure set by DHR for all programs for FY'15.
- Thirteen TCA recipients participated in the Work Experience/Internship Program during FY'15. Two were placed at WCDSS in the Customer Service/Clerical Support Unit. Thirteen various sites were utilized in Washington County including Food Resources, REACH, Head Start, Salvation Army, Meritus Hospital, Board of Education, and Hagerstown Housing Authority. Participants gained experience and work skills to make themselves more marketable. Four found employment with an average hourly rate of \$12.43.
- Helped three former TCA customers purchase automobiles through the Vehicles for Change program.
- 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 16 riders were served, with an average of 399 trips scheduled.
- Continued the free Hopewell Express transportation program in conjunction with Community Action Council to assist individuals who are seeking employment or who are already working at distribution facilities in the Hunters Green Business Center. Located north of Interstate 70, along Hopewell Road and Route 63, the Business Center is home to over 20 businesses and distribution centers. The Express operates from downtown Hagerstown on a first-come, first-serve basis. During FY'15, there was a monthly average of 96 riders per day.

WELFARE REFORM IN WASHINGTON COUNTY

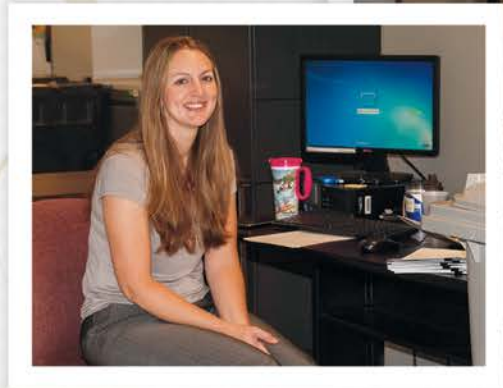
In FY'15, there was a monthly average of 760 open TCA cases representing an average of 1,957 adults and children. Despite a local unemployment rate of 5.9 percent, 249 out of work, mandatory applicants found employment either through the benefit of a diversion program or on their own.

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 to Families with Children (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 including counseling sessions with a licensed psychologist. 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. An average of 42 bus vouchers are dispersed each month.

The *JOBReady Center* processed 2,639 TCA applications in FY'15. While most were diverted, we continued 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. The Food Supplement program remains at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Childcare subsidies 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 232 TCA customers during FY'15.

Washington County Transit Department—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 16 riders each month.

Washington County Health Department—Two on-site Health Department substance abuse specialists screened 1,498 TCA and Food Supplement program applicants and recipients for substance abuse and provided opportunities to participate in Health Department treatment and 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.

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.



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** — Four quarterly 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'15, an average of ten TCA customers were served each quarter.
- **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'15, 881 contacts were made to TCA customers.

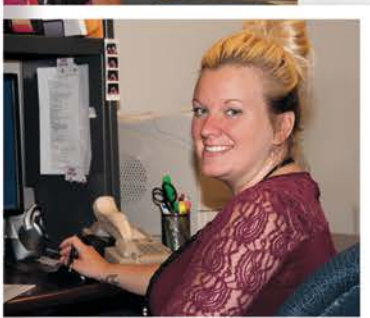
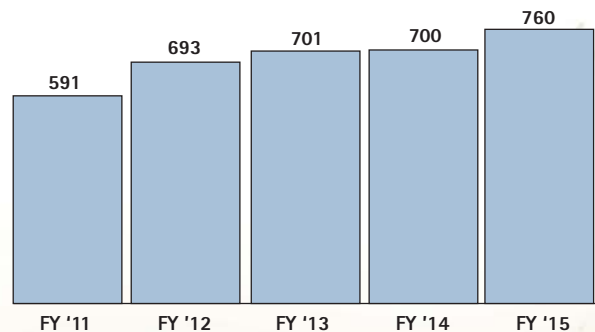


FAMILY INVESTMENT (FI) PROGRAMS

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'15 received a \$636 grant each month.

TEMPORARY CASH ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH
FY 2011 thru 2015





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’15, 16 households received WAGs.



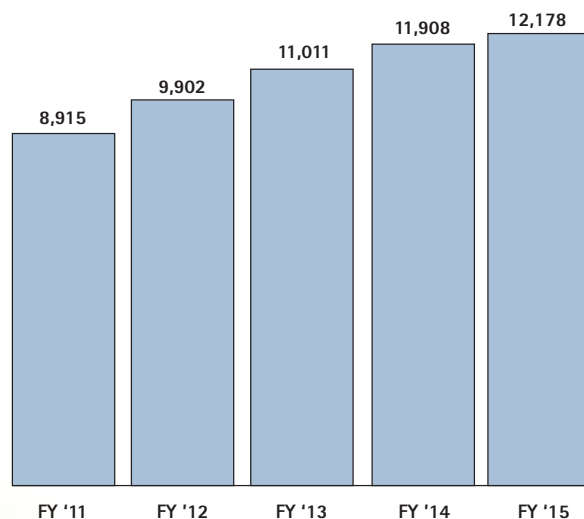
Public Assistance to Adults (PAA) —

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 87 customers received PAA each month in FY’15.

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 12,178 households received food stamps in FY’15. On the average, these needy families spend \$2,886,800 each month at food stores in Washington County.

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

FY 2011 thru 2015

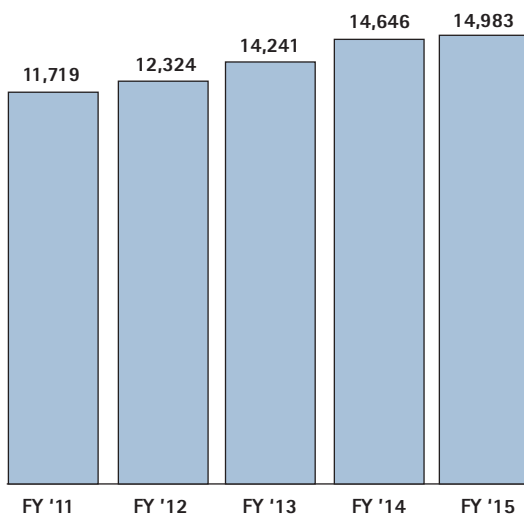


Medical Assistance (Medicaid)—Addresses immediate and long-term health care needs by providing funding for a broad range of health care services to the community. In Maryland, the Department of Human Resources’ staff determines clients’ Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages year-round. Groups automatically eligible for coverage include SSI recipients, PAA, and certain institutionalized individuals. Washington County residents who are aged, blind, or disabled are offered government subsidized health insurance through Maryland Health Connection. Qualified Health Plan Coverage (QHP) is available for households whose income exceeds Medicaid standards during an open enrollment period. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. The



**MEDICAL ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH**

FY 2011 thru 2015



Maryland Children’s Health Program (MCHP) 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. The waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY’15. Special outreach programs continue 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 \$297,140,717 was spent in Washington County by the Medical Assistance program during FY’15. Reports indicate 37,638 residents of Washington County received medical assistance in FY’15.

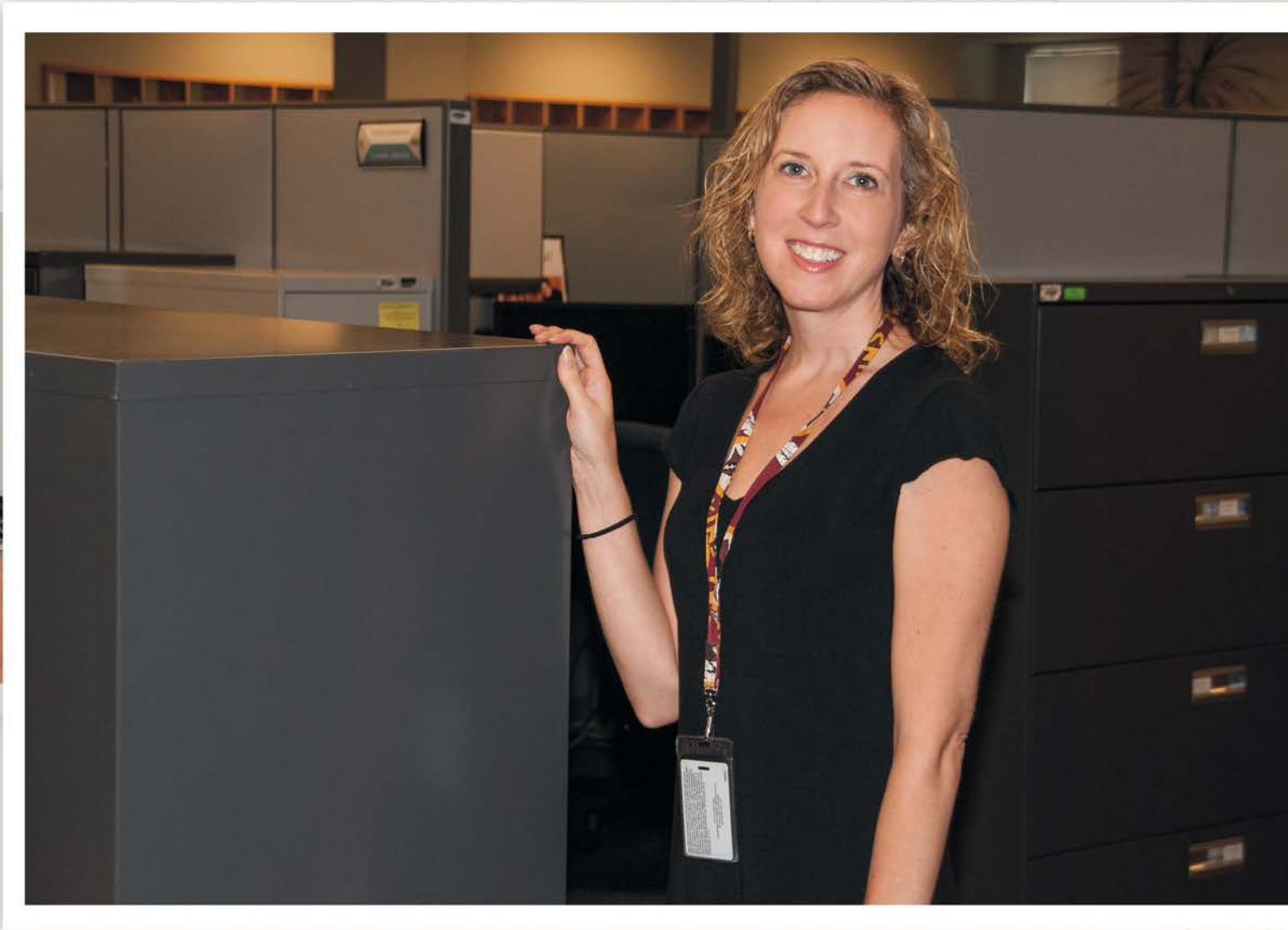


Affordable Care Act (ACA)—The implementation of the Affordable Care Act brought an expansion of the Medicaid system. As the eligibility guidelines changed and income limits for Medicaid increased, more individuals and families were eligible. Maryland created a new state website, www.marylandhealthconnection.gov, that allows individuals and families to apply online for Medicaid, or if ineligible for Medicaid, to shop for Qualified Health Plans (QHPs). During the 2014-2015 open enrollment period (November 15, 2014 – February 15, 2015) 5,541 Washington County residents enrolled through Maryland Health Connection. These cases are in addition to the 14,983 depicted in the chart on page nine.

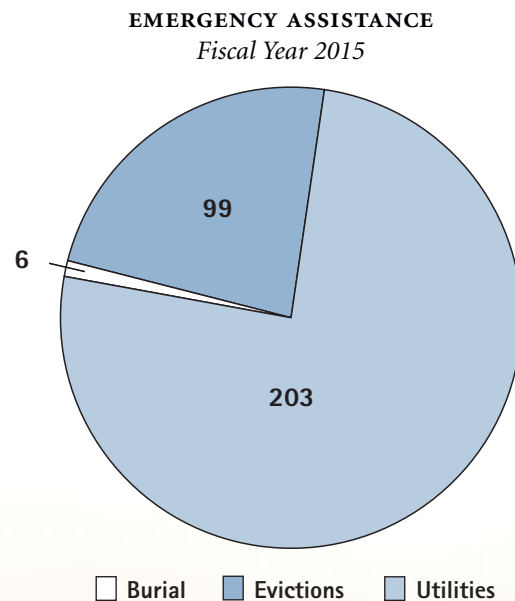
Electronic Benefit Transfer System (EBTS) — Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. EBT cards are now mailed to customers. In FY'15, 105 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 conditions improve 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 389 households received TDAP in FY'15.

Child Care Subsidy (CCS) — An income-based subsidy program to assist 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. In FY'15, 245 families received assistance with their child care costs with a total distribution for Washington County to be \$1,169,376. In comparison to 2014 year end showing 250 families were served with a total distribution of \$1,101,300. As of June 30, 2015, Washington County has 96 total cases on the wait list.



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 was \$300 every two years. The maximum amount paid for burial assistance is \$650. EAFC grants assisted 303 Washington County families in FY'15 for a total of \$75,717. Eviction prevention funds were provided to 99 households. Two hundred three families received assistance with utilities and six received burial grants.





D. Michael Piercy, Jr.
Assistant Director

Adult, Child & Family Services

Fiscal Year 2015 Accomplishments

- Completed safety assessments for 1,450 families in Child Protective Services (CPS) including 3,243 children. Only 65 children or three percent required out-of-home placement.
- Twenty-one children in out-of-home placement achieved permanency through adoption services.
- Completed risk assessments for 275 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 30 pregnant or parenting high school students to remain enrolled in school. Assisted 27 young parents in obtaining their high school diploma.
- Supported on average, 60 fathers each month in case management and job readiness activities through participation in Dads' Connection.
- Dads' Connection assisted 73 fathers in obtaining gainful employment and 35 of those jobs paid more than \$10 per hour.
- Family Center provided services to 108 adults and 87 children in education, parenting, and early childhood education.
- Out-of-home placement for 121 children was averted as a result of Family Involvement Meetings (FIMs). FIMs were a planning tool for a total of 378 children.
- Continued implementation of Fostering Connections grant through:
 - Family Finding for youth who are 14-21 years old and in out-of-home placement.
 - Kinship Navigator Program, a resource for relative caregivers, who are providing care to children from their extended families.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$7,992.50.

CHILD WELFARE INTAKE

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. Child Protective Services completes this task through four specific initiatives.

- **Traditional Child Protective Services investigation** for high risk child abuse and neglect cases, and all sex abuse cases.
- **Alternative Response** for low risk reports of child abuse or neglect.
- **Request of Other Agencies** to assist in the assessment of abuse or neglect.
- **Risk of Harm**, not child protective service, but assessment around five specific areas that pose potential risks to children;
 - ▮ substance exposed newborns,
 - ▮ substantial risk of sexual abuse by registered child sex offender,
 - ▮ reports of domestic violence,
 - ▮ previous death or serious injury of a child due to abuse or neglect, and
 - ▮ caregiver impairment.

Washington County Child Protective Services staff completed safety assessments on 1,450 families which included 3,243 children. Out of those 1,450 families, 1,055 were the result of a child protective services response, of which 305 were physical abuse, 560 were neglect, 186 were sex abuse, and four were mental injury. Out of the 1,055 CPS responses, 410 were treated as Alternative Response cases. One hundred seventy-two Risk of Harm cases and 223 Requests from other Agencies are included in the safety assessment total.



OUT-OF-HOME PLACEMENT and ADOPTIONS

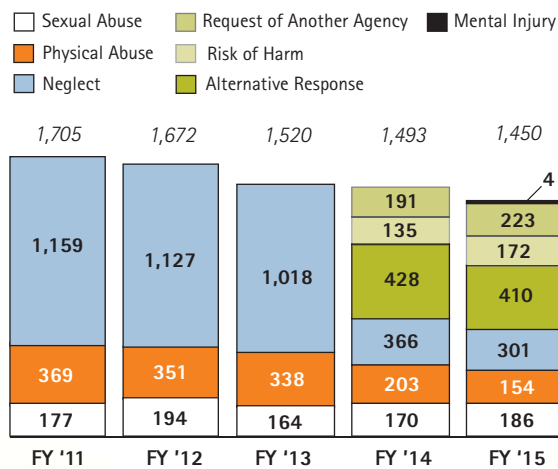
Out-of-Home Placement (OHP) services provide short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect, or risk of serious harm. Depending on the child’s needs, care is provided in an approved resource home, therapeutic foster family home,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

Adoption is one of the permanency options for children in OHP. 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 291 children who were locally adopted from the OHP 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 OHP to help prepare them for the transition out of care. The John H. Chafee Independent Living Preparation (IL) program allows local departments to provide independent living preparation and after care services to youth aged 14 to 21 who are in OHP. At the end of FY’15, there were 76 youth in this age range receiving services. Services provided included case management,

CHILD PROTECTIVE SERVICE INTAKE
FY 2011 thru 2015





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 “enhanced aftercare services” for eight youth during FY’15. As of October 2013, youth are able to re-enter foster care through an “enhanced aftercare services agreement.” The goal of enhanced aftercare is to provide former foster care youth with an opportunity to continue learning and practicing independent living skills while receiving services from the agency. This service is available to youth who exited Maryland’s OHP care after age 18 but before age 20 years nine months. Within 30 days of entry into enhanced aftercare services, youth must engage in activities that will lead to employment, enrollment in higher education, or job training.

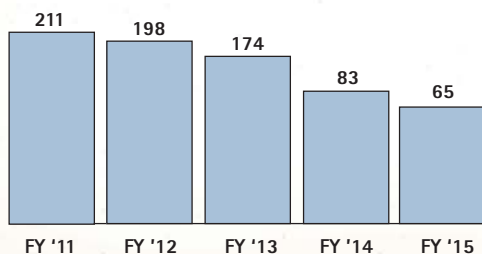
With the guidance of DHR’s *Ready by 21* initiative, we served over 66 youth (ages 14-21). Each youth was individually evaluated by the WCDSS Independent Living Coordinator through the facilitation of an Ansell-Casey Life Skills Assessment, measuring current knowledge of various life domains such as: career and education aspirations,

financial literacy, daily living tasks, self-care, safety, and personal relationships and communication. The assessment data then assisted WCDSS staff with formulating individualized service delivery to the teens in care. Nine youth graduated high school during the 2014-2015 school year.

This year the WCDSS Independent Living Program expanded its services to assist older youth who voluntarily request to participate in Enhanced Aftercare Services and Semi-Independent Living Arrangements (SILA). Both of these programs are designed to assist youth ages 16-21 with acquiring the skills and knowledge to grow into successful young adults. In FY’15, 21 youth completed the SILA process and transitioned into their own living arrangements with the assistance of WCDSS Out-of-Home staff. These youth continued to receive services, but were also encouraged to assume responsibilities for medical appointments, financial obligations, and daily problem-solving tasks in preparation for their exit from foster care at age 21. A total of eight youth in care were able to access *Ready by 21* housing vouchers through the Washington County Housing Authority. Eight are now the proud owners of their own cars. Seventeen attended college/vocational training programs, and 28 were successful in obtaining employment.

As the need continues for older youth to have guidance upon their exit from care, the Independent Living Program at WCDSS continues to provide opportunities for younger youth as well. Over 39 teens in care were able to access life skill groups focusing on: healthy relationships, hygiene, sex education and pregnancy prevention, job readiness, and financial literacy. WCDSS partnered with the Washington County Mental Health Authority, Department of Juvenile Justice, Way Station, and

OUT-OF-HOME PLACEMENTS
FY 2011 thru 2015



FINALIZED ADOPTIONS
FY 2011 thru 2015



various other community agencies to coordinate a local Teen Conference, serving over 50 youth. Additionally, four youth attended the State Youth Conference at Towson University where they were given the opportunity to reside on campus, complete a rope challenge course and campus tour, and interacted with the State's Youth Advisory Board. The inspired youth then returned to Washington County to organize a Local Youth Advisory Board movement dedicated to advocating for their fellow youth in out-of-home placements.

Voluntary Placement - The Department assessed 23 families for Voluntary Placement. Of those, seven were approved with the Department facilitating their placement. In addition, the Department successfully transitioned seven children from Voluntary Placement back to their parents' home and one to independence. The Department is currently serving 17 children under the Voluntary Placement Program. The children placed into voluntary out-of-home care have such challenging mental health needs that their families are no longer able to maintain them in their homes. The Department found appropriate placements for these children, but their parents retained custody and control of all the decision making and treatment choices for their children.

Out-of-Home (OOH) staff approved 18 new resource/adoptive homes in FY'15 for 81 approved homes by the end of the fiscal year. Foster homes are referred to as "Resource Homes" as part of the Family Centered Practice language. Almost all resource parents are dual licensed as both foster and adoptive parents. WCDSS continues in its goal to recruit resource homes for youth ages 14 and older. As of June 2015, 76 youth, or 45 percent, of the children in OOH were in this age range. Currently, 14 youth, ages 14 to 21, are in WCDSS resource homes. Eleven youth are placed in private treatment foster care homes.

TRENDS

- Sixty-five children entered out-of-home placements in FY'15. This number is a 22 percent decrease from the 83 children entering care in FY'14. In FY'13 the number of children was 174.

- An average monthly OOH caseload rose eight percent in FY'15 to 182 children. The average monthly caseload in FY'14 was 154.
- Of the 93 cases closed, 79 cases, or 85 percent had the following positive outcomes:
 - thirty-two children returned home to a parent(s);
 - custody or legal guardianship granted to relatives/caretakers of 18 children;
 - twenty-one adoptions were finalized; and
 - eight youth who exited care between the ages of 18 to 20 years nine months received enhanced aftercare services.

FAMILY SERVICES

Family School Partnership 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 187 referrals resulting in 133 families and 300 children receiving services. Of the targeted children referred to the program, 37 were referred for family support, 20 for attendance, one for grades, 26 for behavior, and 103 for a combination. Families surveyed report they found the service helpful, would recommend it to others, and 100 percent reported increased knowledge of resources.

The Family School Partnership received \$64,676 in support from the Washington County Commissioners.

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 out-of-home care, considered changes in the permanency plan prior to reunification, and youth transitional planning. In FY'15, 266 FIMs were held regarding the safety and



well-being of 378 children. Shelter care of children was avoided for 121 children. FIMs are also convened for youth transitional planning. Every child in OHP, 16 years of age and older, participates in a yearly FIM. In FY'15, 64 transitional youth FIMs were held.

Services to Families with Children (SFC)—The SFC program is a solution-focused, case management service that assists families in reducing the risk of child abuse and neglect. SFC is a voluntary program. The program focuses on crisis intervention services and on the parent's ability to provide care to their children. In FY'15, the program served 54 families.

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'15, IFP assessed a total of 145 families for services and provided intensive services to 63 of those families. Sixty-six of the families were referred by other WCDSS programs, 57 families were referred by community mental health programs, 11 families from the Department of Juvenile Services, and five families from the Board of Education. Four were referred from the medical community and two were self-referrals.

Consolidated In-Home Family 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 FY'15, consolidated services served 136 families.

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 placements. 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 case records, and conducting internet searches as a minimum standard for exploring all information that could potentially result in establishing lifelong connections.

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 lifelong connections for the youth. Since implementation in 2010, the Washington County Family Finding program has identified 968 family members and has engaged 482 family members for 40 foster youth. On the average, 24 family members were identified and 12 family members were engaged for each youth.

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 can provide information and referral services as well as targeted case management.

The Kinship Navigator program has developed and disseminated a useful resource guide with up-to-date information on educational resources, medical services, entitlement programs, community resources, child care services, legal services, transportation, food banks, employment, and case management services. Twelve monthly support groups hosted at several locations in the local community were convened to provide support to informal caregivers. Direct services and case management were provided to ten families.

The Kinship Navigator regularly attends several Family Involvement Meetings (FIMs) to help guide relatives when they first agree to provide care for a child to provide for a smooth transition. In addition, when families decide that changes in custody are needed for the children, the program has been able to help needy families pay for the court filing fees. In FY'15, 37 families have received financial assistance directly from the Kinship Navigator program. To date, the Kinship Navigator has guided over 250 families in some capacity or another.

Sunshine Center—The mission of Sunshine Center is to provide a safe and comfortable setting where families can maintain their relationships, resolve the issues that created the need for removal, and reduce trauma associated with out-of-home placement. The Sunshine Center has been in operation since 2011. Through the collaboration of community partners, WCDSS now offers families experiencing an out-of-home placement, a comfortable, home-like environment in which to visit with children. In FY'15, 56 parents, 69 children, and 42 families were served at the Sunshine Center. Nine children were returned home to a parent, five were adopted, and four found permanency through subsidized guardianship. With the expansion of services to include Transitional Counseling, Sunshine Center was able to offer services throughout the process of reunification. Interns and volunteers contributed greatly to Sunshine Center during the program year. With the addition of two master-level interns, more birth parents could be served in Visitation Coaching. Volunteers continue to add to the homelike atmosphere by keeping the center clean, organized and family friendly.

In accordance with the mission, the Sunshine Center provided the following support and services to families in FY'15:

- **Visitation Coaching**—Twenty-five birth parents received visitation coaching in which staff provided one-on-one parent coaching, conducted pre and post visit discussions with birth parents, and assisted parents in developing visitation goals to support the emotional needs of their children and work towards reunification.
- **Transitional Counseling Services**—services at Sunshine Center were expanded to include support services for birth families and resource families preparing for the reunification process. Each set of caregivers is provided services to plan for the transition of children, address remaining

concerns, and explore the possibility of continued relationships with resource families in order to expand the network of support for children and their families of origin.

- Six birth parents received Transitional Counseling to prepare for children returning home;
- Three Resource families received Transitional Counseling to prepare for children returning home and explore maintaining relationships.

Financial support of Sunshine Center continues through the Generous Jurors program and community donations. During the program year, the Generous Jurors contributed \$7,992.50.

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, 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 fourteen years, Safe Place has provided a safe, child-friendly environment where law enforcement, child protective services, prosecution, medical and mental health professionals can share information and develop effective, coordinated strategies sensitive to the needs of each unique case and child.





All services are located onsite, which benefits the children and families 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 to offer on-site forensic medical exams, therapy, and victim advocacy services to children and their non-offending family members.

Accomplishments

- Celebrated our 14th anniversary. Since Safe Place opened its doors in 2001, more than 7,900 children and family members have come to Safe Place for help.
- Increased focus on community awareness and advocacy with 30 outreach events to educate policy makers and the public about child abuse and the efficacy of the Children's Advocacy Center intervention model.
- Safe Place continues to be a stakeholder of the Washington County United Way.
- Received more than \$60,000 in funding through the Washington County Gaming Commission to pay for rental and cleaning costs.
- Accredited by the National Children's Alliance ensuring that abused children receive the highest quality care.
- Increased the Friends of Safe Place Board (a 501(c)(3) non-profit) membership to help child abuse and neglect victims in Washington County.
- The following philanthropic partners have joined us in pursuing our mission to make Washington County safer and more secure by increasing prosecutions and treating child abuse

victims: Manitowoc Cranes, Inc., Antietam Exchange Club, Community Foundation, Hagerstown Rotary Club, Sunrise Rotary Club, Williamsport Moose, and Roxbury Correctional Institute.

- Increased fundraising events coordinated by Friends of Safe Place included: Annual Evening of Comedy and Magic, Bachelor Auction, Ugly Sweater Dinner & Dance, Diamond Soiree with the Hagerstown-Washington County Chamber of Commerce, and, Hancock Walk to Prevent Child Abuse.

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 early childhood development, Adult Basic Education (ABE), General Equivalency Diploma (GED) instruction, External Diploma Program (EDP), high school credit classes, Family Literacy programs, employability services, health education services, parenting education, and transportation.

Through intensive education of more than one generation, the Center built on family strengths and provided the tools and support necessary to assist families in becoming stronger and more self-sufficient. Parents and children participate in a variety of literacy skill development activities while attending the Center. During FY'15, 108 adults and 87 children participated in activities that increased their self-sufficiency and literacy skills. During FY'15, the Family Center focused on increasing parents' understanding of school readiness and advocacy skill development. Eleven parents attended a two-day Parent Leadership Academy held by Maryland Family Network and four parents were invited to attend the state Parent Leadership Advanced Academy. Additionally, 24 parents participated in Parent Learning Parties, facilitated in partnership with Hagerstown Area Religious Council (HARC), to increase their understanding of children's literacy and social emotional awareness.

The Dads' Connection program, co-located with the Family Center, continues to provide specifically designed services to fathers in Washington County.

During FY'15, the Dads' Connection assisted 73 fathers in obtaining gainful employment and 35 of those jobs paid more than \$10 per hour. Dads' Connection partnered with Hagerstown Community College to offer forklift certification training to 26 fathers who were enrolled in the program. As a result of this training, ten have found jobs.

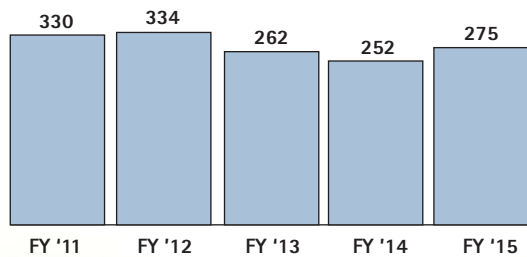
Accomplishments

- Provided services to 108 adults and 87 children in education, parenting, and child development.
- Served 79 individuals in education programs; 22 participants received their diplomas through the high school credit program; three participants received their GEDs, and two participants received diplomas through the External Diploma Program.
- Supported 30 pregnant or parenting high school students to remain enrolled in school.
- Supported, on average, 60 fathers each month in case management and job readiness activities.
- Positive Parenting, a co-parenting program recognized by Washington County Circuit Court, was completed by 15 parents.

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
TOTAL INVESTIGATIONS**
FY 2011 thru 2015



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 increased by nine percent from FY'14 to FY'15. The total number of investigations was 275.
- New APS investigations averaged 22 monthly. An average of one report per month was screened out of APS investigation during FY'15.
- Of the FY'15 APS reports, seven percent were allegations of physical or sexual abuse, 23 percent neglect, 25 percent exploitation, and 45 percent self-neglect.
- Monthly Continuing APS caseload averaged 32, which is an increase of seven percent over FY'14.
- APS petitioned Circuit Court for a guardian to be appointed for one disabled adult who was 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'15.

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.

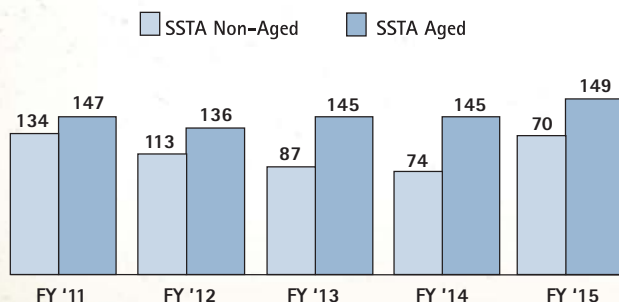


Social Services to Adults (SSTA)— Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing, and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and liquid assets less than \$20,000 are eligible. During FY'15, the new case management model increased community involvement, client independence, and eliminated the waiting list.

Accomplishments

- Provided ongoing case management services to a total of 335 adults.
- Managed an average monthly caseload of 149 aged adults.
- Managed an average monthly caseload of 70 non-aged adults.
- Assessed for SSTA services, an average of 11 new cases each month.

**SOCIAL SERVICES TO ADULTS
AVERAGE MONTHLY CASELOAD
FY 2011 thru 2015**



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 80 older adults with a monthly average caseload of 60.
- Gap-filling direct services budget was \$131,441, which was an increase in funding from the previous year of \$147.

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.

Accomplishments and Trends

- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 32 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$263.
- Assisted an average of 15 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 \$35,938 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 2015.
- 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 24 referrals for assisted living placements and placed seven disabled adults into CARE homes. The referrals came from the following sources: two from Meritus Medical Center, two from Adult Protective Services, three from SSTA, seven from family, four from the Mental Health Center, and six from other community sources.

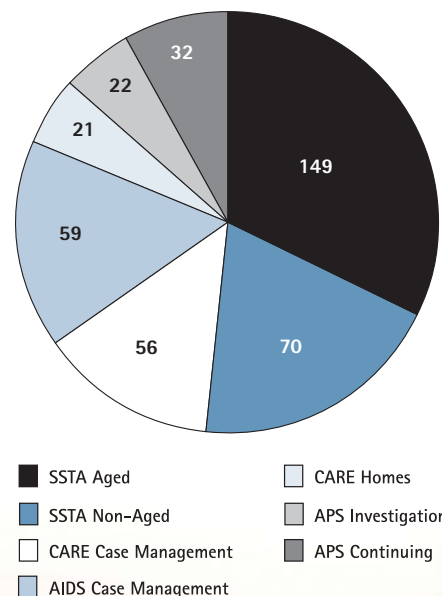
CARE Housing—Recruits, certifies, and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer’s disease or AIDS. A CARE home provides a protective living environment for the disabled adults who cannot 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 21 per month in FY’15.
- 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
Fiscal Year 2015



Adult, Child & Family Services



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 84 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 59 persons; a 23 percent decrease from the FY'14 average. This decrease is due to improved client functioning and medications.
- Utilized \$1,544 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$7,557 in *Project Home AIDS Emergency Funds* to assist persons with HIV/AIDS in crisis.

IN-HOME AIDE SERVICES (IHAS)

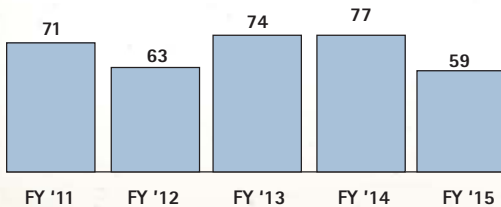
Adult Service In-Home Aides assist disabled adults with personal care, household chores, and transportation to needed services. Therapeutic services are aimed toward allowing persons to live in their own homes and to provide respite services to family members who are the primary caregivers. Increased service needs and cost of service resulted in fewer IHAS Purchase of Service clients being served in FY'15.

Accomplishments

- Served 162 disabled, aged, and non-aged adults.
- Served 112 disabled adults aged 65 and older.
- Served 50 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 105 disabled adults.
- IHAS Purchase of Service providers served 53 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 31 disabled adults; a three percent increase from FY'14.

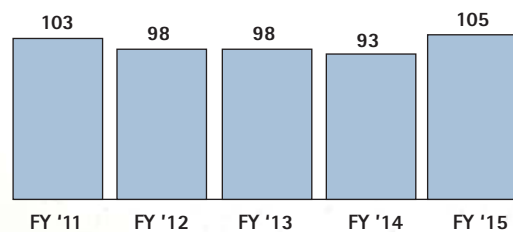
**HIV/AIDS CASE MANAGEMENT
AVERAGE MONTHLY CASELOAD**

FY 2011 thru 2015



**IN-HOME AIDE SERVICES
AVERAGE MONTHLY CASELOAD**

FY 2011 thru 2015



Child Support Fiscal Year 2015 Accomplishments



Barbara Moyer
Assistant Director

- The federal paternity goal of 90 percent was exceeded in FY'15, with paternity being established for 100 percent of the children born out-of-wedlock in the caseload.
- The federal court order goal of 80 percent was greatly exceeded in FY'15, with court orders established in over 90 percent of the caseload.
- Washington County implemented a new payment processing program on May 8, 2015 which reduced the amount of time it takes to post a payment and apply monies to the customer's account.
- Increased number of non-custodial parents referred to Dads' Connection through the Family Support Center for employment readiness to 92. Fifty non-custodial parents have gained employment with the program and a total of \$24,143.91 has been paid in child support.
- 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, 240 cases of non-payment have resulted in collections of \$227,103.
- 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 552 modification requests to ensure that child support obligations are in line with the current economic situation and financial means of the parties.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on performance issues, concerns, and customer needs.
- Participated in Child Support Awareness month by displaying one banner on the Department of Social Services' building during the month of August. Distributed school supplies at community events. Strategically displayed glow-in-the-dark pinwheels in the City of Hagerstown to attract the attention of the community to the mission of Child Support. Recognized staff for their year-long dedication to establishing and collecting child support for families.



CHILD SUPPORT COLLECTIONS

This Child Support Division collected \$15,092,802 in child support and arrearage payments in FY'15. This total was the result of servicing approximately 5,948 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 four federal performance indicators for State child support programs: paternity establishment; support order establishment; current collections; and arrearage collections. Achievement in these performance indicators ensure that federal audit standards are met and federal incentive money is increased for the State of Maryland.

CHECK SCANNING

A child support payment processing program was implemented on May 8, 2015 which will reduce the amount of time that it takes to post a payment and apply to the customer's account for disbursement. The payment processing vendor SMI (Systems and Methods, Inc.) provided training for the staff, and the trainer was available in the office for the "go live" date. Child Support continues to take payments at our front desk; however, the difference is that checks and money orders are scanned into the SMI computer system upon receipt. Cash payments are also scanned into the system via cash substitute tickets, which are prepared by our Customer Service Representatives. The payments are then processed by SMI to the Child Support Enforcement System (CSES) and are applied to the appropriate case(s) the same day as received. This new process will ensure accurate, cost-effective, and timely processing of payments to our customer.

DADS' CONNECTION

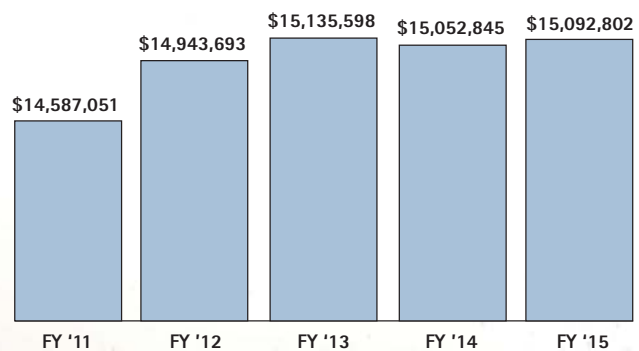
A program of the Washington County Department of Social Services and the Family Center, the Dads'

PERFORMANCE MEASURES

MEASURE	FFY'14 7/14-9/14		FFY'15 10/14-12/14		FFY'15 1/15-3/15		FFY'15 4/15-6/15	
	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	119.26%	118.26%	101.91%	99.42%	107.67%	104.96%	113.43%	110.29%
COURT ORDER	91.97%	90.97%	90.99%	91.41%	91.29%	90.68%	91.59%	90.75%
COLLECTIONS	74.57%	73.57%	73.08%	73.23%	73.56%	73.49%	74.04%	73.86%
ARREARS	74.67%	73.67%	43.96%	52.45%	54.19%	65.12%	64.42%	72.04%

* Note: Child Support performance is calculated on a federal fiscal year. This chart depicts actual performance covering July 1, 2014 through June 30, 2015.

CHILD SUPPORT TOTAL COLLECTIONS FY 2011 thru 2015



Connection can help to support fathers in building better relationships with their children, discuss nurturing their children and themselves, and assist with adult education services and/or vocational training and college classes. Ninety-two non-custodial parents were referred to the program since September 2014 and 50 have obtained employment. A total of \$24,143.91 has been paid toward child support cases by newly employed non-custodial parents.

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 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 90 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. Paternity was established for 100 percent of the children born out-of-wedlock, exceeding the federal paternity goal of 90 percent.

ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal goal for establishing court orders is 80 percent. Washington County posted over 90 percent for this category. Currently, 5,948 cases are under a court order to pay child support through this office. Child Support First is an initiative which 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 Dads' Connection program to assist our non-custodial parents in gaining employment which enables them to begin making regular payments.

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

Administration

Fiscal Year 2015 Accomplishments

- Completed 27 successful recruitments.
 - WCDSS entered into 43 procurement contracts with vendors through competitive or negotiated contracts and over 100 purchase orders in FY'15.
 - Ninety-nine percent of all invoices were paid on time. Produced 3,716 local checks. Submitted 4,105 invoices to the Comptroller of Maryland for centralized payment. Processed over 100 purchase orders.
 - Issued 16 press releases, five agency internal newsletters, and quarterly Community Partner newsletters.
-
- Completed a local Family Assistance Center Plan that was adopted by the Board of County Commissioners for Washington County.
 - Completed building renovations that have provided a new office and lab for Information Technology staff, a new conference room, a new storage room, new storage closets, and increased security for Child Support files.
 - Facilitated Health Benefits, wellness, and Deferred Compensation fairs for staff.
 - Assimilated local personnel office into Workday, the new Maryland Statewide Personnel System.
 - Created agency intranet site to provide better access for information on agency services, contracts, and community resources.
 - Completed Windows 7 upgrade from WX for 357 computers.
 - Implemented a paperless Court Discovery system for ACFS division.
 - Integrated shared resources using Google Drive.
 - Instituted an internal customer service satisfaction survey that provides feedback on the services the Administration Division provides.
 - Office of the Inspector General's Audit Review cited no findings in Personnel, Procurement, and Fleet.
 - Collected \$12,912 in cash and pledges for the Maryland Charity Campaign.



PERSONNEL UNIT

The Personnel Unit was staffed with a Personnel Officer and a Personnel Specialist who provide services to 239 employees. These services include recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll and leave accounting maintenance, and benefit administration.

The Personnel Unit conducted 27 recruitments during FY'15. One-on-one employee orientation sessions were conducted to assist new employees transition to state employment. The Personnel Unit provided mentoring to one work study student, a senior aide and one intern during FY'15.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. Recruitment for state merit positions was accomplished using the state of Maryland JobAps program. Local positions were recruited using the agency Internet page for postings and email for applications. 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. Training in the areas of timesheet completion, the new Performance and Evaluation Program (PEP) process, and personnel procedures are provided annually 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, solicit and award procurement contracts for the agency, and maintains the agency's fleet. WCDSS entered into 43 procurement contracts with vendors through competitive or negotiated contracts and over 100 purchase orders in FY'15. Maintenance of our 20 vehicle fleet involves following vehicle maintenance, 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 two full-time employees. IT staff configure and maintain 355 computers, 49 laptops, 58 network printers, 157 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 251 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 186 single-line telephones, 101 DTerm telephones, 80 cell phones, 9 aircards, and user support.

The ITU also supports the Family Center and the Safe Place with hardware and software. In April, one IT position was lost due to the state's voluntary separation program.





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

Fiscal Year 2015

	SOURCE OF FUNDS				TOTALS		
	Federal	State	County	Other	FY'15	FY'14	Percent Change
<u>Funds Expended (Net)</u>							
Total Grants & Client Benefits	37,505,919	4,307,968	406,990	310,549	42,531,426	41,996,814	1.3%
Personnel Costs	6,785,505	6,588,258		29,866	13,403,629	12,731,475	5.3%
Administrative Costs	1,280,686	933,151			2,213,837	2,188,037	1.2%
Total Funds Expended	45,572,110	11,829,377	406,990	340,415	58,148,892	56,916,326	2.2%
<u>Funds Collected & Distributed</u>							
Child Support				15,092,802	15,092,802	15,052,845	0.3%
Other	319,613			727,324	1,046,937	992,892	5.4%
Total Funds Collected & Distributed	319,613	0	0	15,820,126	16,139,739	16,045,737	0.6%
Total Funds Expended, Collected & Distributed	45,891,723	11,829,377	406,990	16,160,541	74,288,631	72,962,063	1.8%

Performance Quality Improvement (PQI)



Fiscal Year 2015 Accomplishments

- Adult, Child and Family Services staff exceeded eight of 12 performance goals.
- Family Investment staff exceeded all performance goals.
- Child Support staff exceeded their top ten performance goals.
- Administration staff exceeded all performance goals.
- Agency staff conducted quarterly meetings with local school, hospital, and child support officials to ensure coordination of services to county residents.
- Diversity Team held one multicultural event, furnished diversity speakers at four All Staff Meetings, and provided Diversity Training for all employees.
- Sixteen press releases described agency accomplishments and successes.
- Staff participated in twenty community relations events to publicize agency services.
- 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, *Partners in Press* to external stakeholders.
- Employees First Committee sponsored six employee morale and team building activities.
- The annual Employee Recognition celebration was held in April recognizing two community partners, and 13 agency staff.



- *Maryland Charities Campaign* collected \$12,912 from employee donations and in-house events.
- Community awareness of child support services was raised through open houses conducted to recognize 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.
- The Communications Management Team hosted a Community Partner Open House, and networking opportunity for 30 partners and WCDSS staff.

WCDSS SFY'15 Strategic Plan Objectives

GOAL 1 - QUALITY/RESULTS BASED SCORECARD	TARGET/ INDICATOR	Jul'14	Aug'14
Washington County DSS Family Investment			
1. % of FSP Applications pre-reviewed	10%	15%	14%
2. % of FSP redets pre-reviewed	15%	39%	33%
3. Universal Engagement	100%	100%	100%
4. Work Participation Rate	50%	59%	55%
5. Total Job Placements	160	26	26
6. Expedited FS Applications - % processed timely	96%	100%	99.5%
7. Regular FS Applications - % processed timely	96%	99.8%	100%
8. MA-FAC Applications - % processed timely	96%	100%	100%
9. TCA Applications - % processed timely	96%	100%	100%
10. MCHP Applications - % processed timely	96%	100%	100%
Washington County DSS ACFS/Child Welfare			
1. # children in out-of-home placements	171	182	181
2. # adoptions (cumulative)	11	2	0
3. % children in OOH Family Homes	85% or higher	83%	84%
4. % children in OOH Group Homes	7% or lower	8%	7%
5. Open investigations under 60 days (%)	90%	93%	94%
6. Open Alternative Response cases under 60 days (%)	90%	100%	98%
7. % monthly caseworker visitation	95% or higher	100%	96%
8. % of foster children less than 12 months with two or less placement settings	86% or higher	85%	Calculated Quarterly
9. # children exiting to Guardianship	5	1	0
Washington County DSS ACFS/Adult Services			
1. % indicated or confirmed adult abuse cases with no recurrence of abuse within 6 months.	100%	100%	100%
2. % of individuals who remain in community during the year	100%	99.48%	99.21%
3. % of APS referrals will be responded to within 24 hours for emergencies and within five business days for non-emergencies	95%	100%	100%
Washington County DSS Administration			
1. Expend and report fiscal resources by required dates	100%	100%	100%
2. All employees will receive a Mid & End of Cycle PEP evaluation	100%	100%	100%
3. Ensure the access and availability of information systems to meet the business needs within five days of hiring, implementation or notification of upgrades	100%	100%	100%
Washington County DSS Child Support - FFY'14			
1. % current support collected (Reset to 72.60%: -.42% monthly)	67.53%	69.20%	71.28%
2. % cases paying on arrears (Reset to 33.73%: +2.83% monthly)	67.67%	29.06%	40.55%
3. % cases with paternity (Reset to 96.15%: +.88% monthly)	106.71%	94.17%	96.12%
4. % cases with support orders (Reset to 90.69%: -16% monthly)	88.74%	89.66%	89.44%

Note: Child Support data is calculated on State Federal Fiscal Year (FFY) 2014.

Sep'14	Oct'14	Nov'14	Dec'14	Jan'15	Feb'15	Mar'15	Apr'15	May'15	Jun'15
9%	13%	9%	10%	13%	28%	30%	29%	20%	29%
28%	30%	17%	29%	31%	34%	26%	34%	26%	25%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
53%	74%	68%	65%	64%	66%	67%	60%	36%	55%
23	24	19	10	6	5	10	10	8	12
98.8%	99.8%	100%	99%	100%	100%	100%	100%	100%	100%
99.5%	98.7%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	99.7%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	97.2%	97.1%	100%	100%	100%	n/a	100%
189	186	186	183	183	178	175	175	176	168
2	2	3	3	0	1	0	3	0	5
80%	85%	84%	84%	85%	83%	83%	83%	80%	81%
11%	9%	9%	10%	10%	10%	11%	9%	12%	11%
92%	87%	92%	90%	100%	100%	100%	100%	100%	100%
98%	100%	100%	100%	100%	100%	100%	100%	100%	100%
98%	99%	100%	100%	100%	100%	99%	100%	97%	98%
Calculated Quarterly	100%	Calculated Quarterly	Calculated Quarterly	85%	Calculated Quarterly	Calculated Quarterly	83%	Calculated Quarterly	83%
0	0	1	0	1	4	4	0	1	5
92.31%	100%	100%	100%	100%	92.31%	100%	100%	100%	100%
99.46%	99.46%	100%	99.21%	100%	99.46%	99.2%	100%	99.46%	99.20%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	99%	99%	100%	99%	99%	99%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Dec'13	Jan'14	Feb'14	Mar'14	Apr'14	May'14	Jun'14	Jul'14	Aug'14	Sep'14
70.59%	71.70%	71.50%	72.70%	72.53%	73.04%	73.32%	73.16%	73.16%	73.39%
46.55%	55.03%	58.30%	66.02%	67.80%	70.11%	71.92%	72.69%	73.82%	74.77%
97.79%	100.16%	101.83%	104.63%	108.58%	111.49%	113.70%	113.70%	117.50%	119.69%
89.60%	89.13%	89.33%	89.73%	90%	89.98%	90.10%	89.98%	90.09%	89.43%

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'15, WCDSS provided information about the Department's programs and services at the following events:

COMMUNITY EVENTS

- Ag Expo Sneak Peak Event
- Bester Community Care Events
- Child Abuse Summit
- Child Support Parents' Day Open House
- Child Welfare Conference
- Convoy of Hope
- Day of Hope at Wheaton Park
- Hagerstown Community College Literacy Summit
- Hagerstown Housing Authority Community Fair at Elgin Station
- Hagerstown Hopes
- Hancock Walk to Prevent Child Abuse
- Head Start Family Fall Fest
- Hispanic Festival
- Homeless Resource Day
- Just Teens 2014 Summit
- Just Us Girls Diamond Soiree
- Leadership Washington County/Poverty Simulation
- National Night Out
- Pro Bono Night
- Suicide Prevention Walk

COMMUNITY OUTREACH

- Annie E. Casey Foundation
- Association of Retarded Citizens
- APPLES
- Big Brothers/Big Sisters
- Brook Lane
- CASA
- Casey Family Services Foundation
- Chamber of Commerce
- Commission on Aging
- Community Action Council
- Community Partnership for Families and Children
- Department of Labor, Licensing and Regulation
- Department of Rehabilitative Services
- EFSP/FEMA Board
- Hagerstown Area Religious Council (HARC)

- Hagerstown Community College
- Hagerstown Housing Family Self-Sufficiency
- Hagerstown Police Department
- Hagerstown Rotary
- Head Start
- Horizon Goodwill/LEAP
- Kaplan University
- Kinship Care Navigator Program
- La Comunidad de Washington County
- Legal Aid
- Potomac Case Management
- Pro Bono Day
- San Mar Children's Home
- Teens Have Choices
- United Way of Washington County
- Voluntary Affidavit Paternity Program (VAPP) with Post Op, Labor and Delivery Room staff at Meritus Medical Center
- Washington County Clerk's Office
- Washington County Committee of the Workforce Investment Board
- Washington County Emergency Services
- Washington County Fatality Review Board
- Washington County Gaming Commission
- Washington County Local Management Board
- Washington County Sheriff's Department
- Washington County State's Attorney
- W-House





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

Fiscal Year 2015

Direct Payments to Clients

Public Assistance	\$ 5,655,434	
Food Supplement Program	\$ 34,875,009	
Emergency Grants	\$ 78,967	
Subtotal		\$ 40,609,410

Child Support Collections and Distributions \$ 15,092,802

Agency Salaries, Administration and Program Services \$ 16,079,457

Former Customers Employed \$ 975,421 *(estimate)*

Grant Funds Obtained by Agency Staff

Family Center (Maryland Family Network, Judy Center, LMB, Community Foundation, Safe & Stable, MASSB)	\$ 432,339	
Child Advocacy Center (VOCA, CACS)	\$ 83,363	
Miscellaneous (Family Connections, Family Center Practice, HUD, HOPWA, MASSB - HIV/AIDS, Adult Services, Generous Jurors)	\$ 185,349	
Subtotal		\$ 701,051

Welfare Reform \$ 426,984

County Budget \$ 331,990

Federal Match \$ 43,657

TOTAL **\$ 74,260,772**



Appendices



Commissioners, Board Members & Washington County Legislative Delegation

WASHINGTON COUNTY COMMISSIONERS

Terry L. Baker, *President*
Jeffrey A. Cline, *Vice-President*
John F. Barr
LeRoy E. Myers, Jr.
Vincent G. Spong

WCDSS BOARD MEMBERS

Bonnie Elgin, *Chair*
William Beard, *Vice-Chair*
Evelyn Williams, *Secretary*
Philip Kelly
Robert L. Petties
David D. Pool
Norma Sappington
Randy Schultz

EX OFFICIO MEMBER

Terry L. Baker,
County Commissioner

STATE SENATORS

Andrew A. Serafini
Local Office:
1260 Maryland Ave., Suite 102B
Hagerstown, MD 21740
Phone: 301-733-5540
Annapolis Office:
James Senate Office Bldg., Room 402
11 Bladen Street
Annapolis, MD 21401
Phone: 1-800-492-7122 ext. 3903
Andrew.Serafini@senate.state.md.us

George C. Edwards
Local Office:
13 Canal Street, Room 304
Cumberland, MD 21502
Phone: 301-722-4780
Annapolis Office:
James Senate Office Building, Room 323
11 Bladen Street
Annapolis, MD 21401
Phone: 1-800-492-7122 ext. 3565
George.Edwards@senate.state.md.us

STATE DELEGATES

Mike McKay
Local Office:
100 Mechanic Street
Cumberland, MD 21502
Phone: 301-858-3321
Annapolis Office:
6 Bladen Street, Room 322
Annapolis, MD 21401-1991
Phone: 1-800-492-7122 ext. 3321
Mike.McKay@house.state.md.us

Brett Wilson

Local Office:
1029 Maryland Avenue
P.O. Box 3599
Hagerstown, MD 21740
Phone: 240-313-3929
Annapolis Office:
6 Bladen Street, Room 213
Annapolis, MD 21401
Phone: 1-800-492-7122 ext. 3125
Brett.Wilson@house.state.md.us

William Wivell

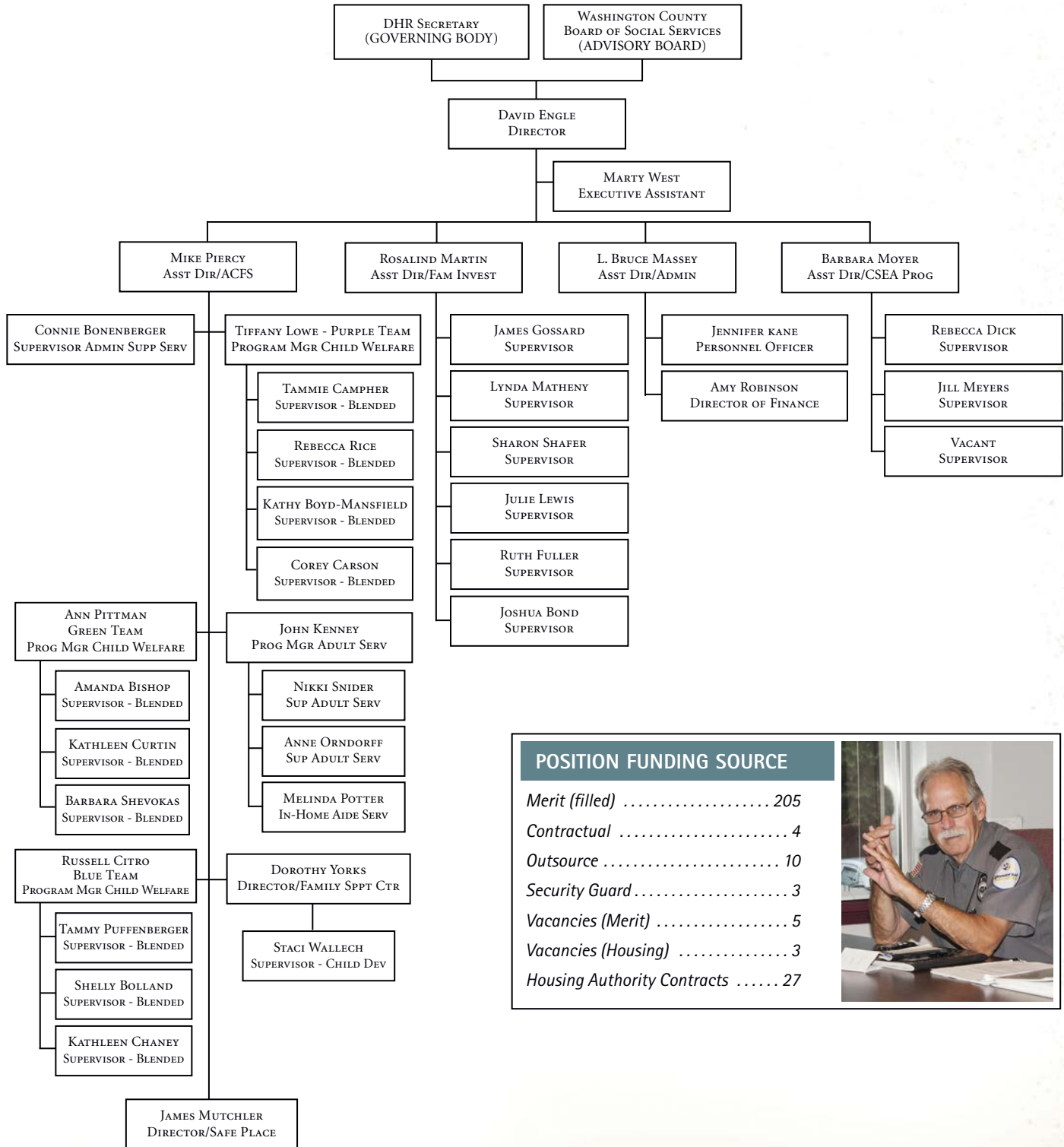
Local Office:
51 South Main Street
Smithsburg, MD 21783
Phone: 301-824-3369
Annapolis Office:
6 Bladen Street, Room 322
Annapolis, MD 21401
Phone: 1-800-492-7122 ext. 3447
William.Wivell@house.state.md.us

Neil C. Parrott

Local Office:
1300 B Dual Highway
Hagerstown, MD 21740
Phone: 240-329-0293
Annapolis Office:
6 Bladen Street, Room 213
Annapolis, MD 21401
Phone: 1-800-492-7122 ext. 3636
Neil.Parrott@house.state.md.us



WCDSS Administrative Staff



POSITION FUNDING SOURCE	
Merit (filled)	205
Contractual	4
Outsource	10
Security Guard	3
Vacancies (Merit)	5
Vacancies (Housing)	3
Housing Authority Contracts	27





WCDSS Staff Roster

David Engle, Director
Marty West,
Executive Assistant

ADMINISTRATION

Bruce Massey,
Assistant Director
Joni Spickler,
Administrative Assistant

Personnel

Jennifer Kane,
Personnel Officer
Jessica Delmotte

Security

Gary Poffenberger
Wilson Beauparlant
Butch Pryor

Finance Office

Amy Robinson
Sandy Blickenstaff
Kristin McEnroe
Barry Shoemaker
Will Thomas
Deb Wasilius

Computer Specialists

Ronnie Bolyard
Jason Licari

CHILD SUPPORT

Barbara Moyer,
Assistant Director

Attorney

David Pembroke

Enforcement 1

Stephanie Kendall
Sarah Cutchall
Kristi Mantz
Sherry Norman
Janet Williams
Laurie Taylor
Sharall Turner
Alyson Willard

Enforcement 2

Becky Dick
Katy Zeger
Helen Baker
Khya Funk
Cindy Gilroy
Cory Green
Roni Deike
Cynthia Hauver
Mandy Obitts
Marcia Williams

Customer Service/Fiscal

Jill Meyers
Kristin Vann
Denise Hall
Diane Eves
Kimberlee Smith
Gerri Zaccaria

FAMILY INVESTMENT

Rosalind Martin,
Assistant Director

Sandy Martin,
Administrative Assistant

Ellie Murto
Reg. WP Specialist

FI Unit

Ruth Fuller
Star Blickenstaff
Sara Brannen
Robert Hockenbury
Alison Lease
Kaitlin Ridenour
Deborah Sheppard
Elizabeth Swope
Mary Taylor
Markisha Underwood

FI Unit

Lynda Matheny
Melody McClure
Virginia Albert
Natasha Ashby
Amanda Chapman
Cassandra Cunningham
Susan Fisher
Anysa Lovett
Michelle Scott
Samantha Webster

FI Unit

Jimmy Gossard
Cathy Heagy
Jennifer Brown
Angel Brumback
Kathie Duffey
Maria Fairfax
Kathy Jordan
Kaylin Smith
Tricia Strite
Linnette Johnson

FI Unit

Joshua Bond
Jill Farkosh
Christine Lescalleet
Shelley Mederos
Ebony Rollins
Dottie Russ
Rebecca Albert
Marcella Shell
Abby Short
Amy Burger
Carly McFerren
Raikeita Estep

Job Center

Sharon Shafer
Tawney Young
Patricia Daley
Autumn Diaz
Melissa Hose
Monica Joyner
Brittany Kemp
Dan Moreland
John Rohrer
Megan Simmons

FI Customer Service Unit

Julie Lewis
Dominique Anderson
Sara Renner
Nakia Goins
Shakyda Summerville
Lindsay Mullenix
Brieanna Scheer
Dee Vaughn

Fraud Investigator

Dan Moore
Pam Shank

ACFS DIVISION

D. Michael Piercy,
Assistant Director

Connie Bonenberger,
Administrative Assistant

Secretaries

Sherie Nigh
Patricia Funk
Patricia Rhodes

Adult Protective Services

John Kenney
Brooklyn Needy
Erin Carter
Rob Slone
Sheri Lehman

Adult Services

Nikki Snider
Trish Briscoe
Susie Butts
Hector Gomez
Wende Huang
Jessica Moreland
Paula Price
Carol Suker
Alana Lee

Adult Services

Anne Orndorff
B.J. Dunn
Kay Higgins
Bobbie Langeland
Susan Martz
Bruce McCarthy
Elizabeth Saxon

Personal Care Nurse/IHAS

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

Green Team

Ann Pittman
Joseph Cass

Green Team

Barbara Shevokas
Linda Bell-Cardwell
Alicia Snoots
Jennifer McCullough
Wendy Puglisi
Jesse Robins

Green Team

Amanda Burdich
Jennifer Canby
Nancy Hopkins
Karen Winfrey
Cali Kazmarek
Danielle McGowan
Insley Schaden

Green Team

Kathleen Curtin
Tara Daniels
Kristina Hoffman
Shannon Pope
Ricki Hummel

Purple Team

Tiffany Lowe
Melissa Doyle
Anne Marie Parker
Eddie Van Metre

Purple Team

Tammie Campher
Mark Conrad
Danielle Hudak
Rhonda Hall
Denise Marshall
Stephen Pittman
Stephanie Paul

Purple Team

Corey Carson
Kimberly Cochran
Julia Jensen
Suzanne Hult
Rachel Mazloum
Robin Stoops
Ligia Teodorovici
Karen Doub
Beth Hawbaker

Purple Team

Becky Rice
Arthur Claybon
Julie Kreit
Christina McCauley
Loretta McGee
Sandy Snyder
Megan Turner
Tina Wolfensberger

Purple Team

at Family Center
Kathy Boyd-Mansfield
Anthony Bostic
Joe Sacchet
Crystal Davis
Kim Dudley
April Faith
Karen Long
Jamie Mathewson
Tracy Nelson
Katie Russell
Lynn Snyder

Blue Team

Russell Citro
Kevin Buckley

Blue Team

Kathleen Chaney
Mary Jo Barnhart
Bonnie Hollyoak
Jenel Keller
Teresa Nutter
Mollie Widdowson

Blue Team

Shelly Bolland
Shannon Bennett
Megan Jordan
Carrie Moss
Michelle Wickless
Lashea Brumbaugh
Elizabeth Wilson

Blue Team at Safe Place

Mooch Mutchler
Tammy Puffenberger
Kim Farmer
Michelle Goodrich
Alison Lillis
Jessica Martin
Brianna Jamison
Tracy Soffe
Nicole Putman
Johanna Keefer

CPS Appeals Attorney

Tiffany Reiff

Regional Appeals Coord.

Pam Martin

Family Support Center

Dori Yorks
Destiny Duff
Rhonda Forrest
Trisha Hovermale
Kelly Kemp
Kellie Bittinger
Staci Wallech

Sunshine Center

Shana Matthews
Georgette Hughes

Legal Counsel

T.J. Holderby
Kimberly Sandeen





WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

122 North Potomac Street, P.O. Box 1419
Hagerstown, MD 21741-1419

PH: 240-420-2100 | **FAX:** 240-420-2111
TTY: 1-800-735-2258 ext. 240-420-2100

<http://www.dhr.state.md.us/blog/?p=252>



*Washington County Department of Social Services is a field office of the Maryland Department of Human Resources
Larry Hogan, Governor / Boyd K. Rutherford, Lt. Governor / Sam Malhotra, Secretary*