



WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

# cultivating community



2013 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 create a work environment that fosters growth, teamwork, open communication, professionalism, respect, and in which all employees are recognized for their value as the organization's greatest asset.*

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

*To continuously improve the quality of service.*

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

*To treat all customers/clients with respect and to communicate the services offered by the agency and its community partners.*



## SEEDS

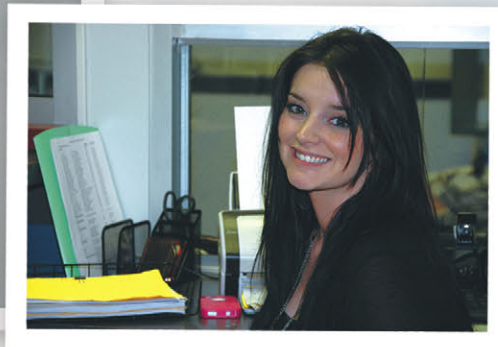
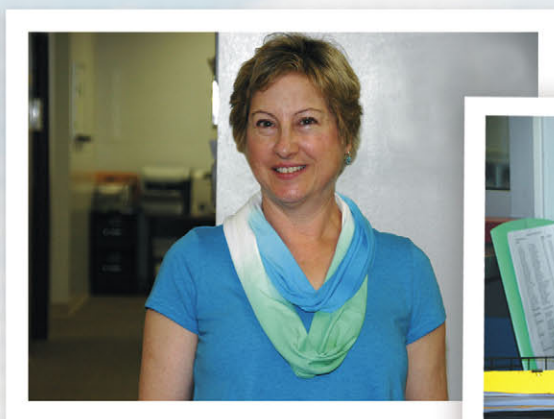
*Compassion*

*Teamwork*

*Communication*

*Respect*





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The past year has  
been marked by  
**continued**  
progress in our  
**commitment**  
to community.

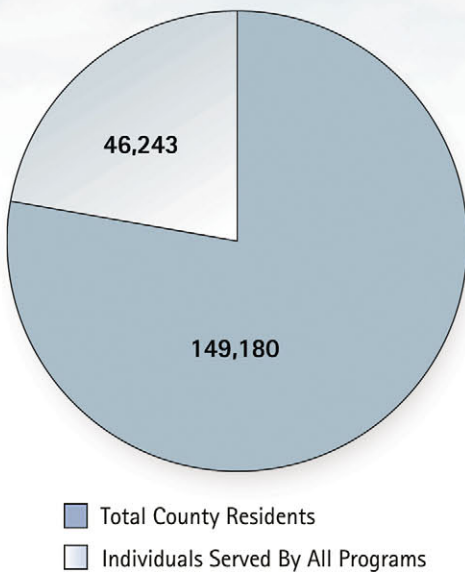
## Message from the Director

**I**T IS WITH GREAT PLEASURE THAT I PRESENT THE 2013 ANNUAL REPORT. The past year has been marked by continued progress in our commitment to community. This commitment goes beyond providing county residents with quality services that enable a safe, healthy, basic standard of living. It means working as a team with community partners toward common goals, and developing creative and responsive services, which allow county residents to be safe and reach their full potential. We embrace strategic planning and performance quality improvement as the primary means to reach our goals.

Fiscal Year 2013 has been another record-setting year for our clients and staff. Washington County has been extremely hard hit by the national recession as evidenced by our local unemployment rate which exceeded the state and national rates at more than 8.5 percent throughout the year. Vulnerable adults, children, and families were all negatively affected by the stagnant economy. A record 31 percent of Washington County residents received some level of assistance from our agency. Eleven hundred nine more families received Food Stamps than in FY'12 (11 percent). The number of Medicaid cases increased 15 percent to 14,241. Altogether, the Department took nearly 30,000 applications from county residents with poverty-related needs. Child Support collections increased \$192,000 over the previous year's level. Thankfully, both adult and child protective services reports declined.



### COUNTY RESIDENTS SERVED BY WCDSS Fiscal Year 2013



Despite an array of obstacles, our outstanding staff achieved many noteworthy accomplishments described in the following pages of this report. Particularly encouraging was the continued success of our Family Centered casework which helped to safely maintain 97 percent of our at-risk children in family or kinship placements. Family Investment (FI) and Child Support staff demonstrated great adaptability as Enterprise Content Management Systems, or document imaging programs, were implemented to improve security and accuracy of clients' confidential information. FI staff exceeded the 96 percent application timeline compliance standard throughout FY'13.


In FY'13, we reorganized our child welfare services into "blended teams." These teams are composed of child protection, family services, and foster care staff combined under a single supervisor. The goals of the reorganization included reduced recidivism rates, decrease in foster care length of stay, and increased permanency and adoptions. We are pleased that our foster care caseload (now termed, Out-of-Home Care) dropped 12 percent to 174 youth, the fewest ever! We believe that the synergy of blended teams was in part responsible for this welcomed result.



Martha K. West, Executive Assistant

The Department's successful performance in FY'13 is a direct result of the tireless efforts of Karen J. Christof, *Assistant Director for Adult, Child, and Family Services*; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Barbara J. Moyer, *Assistant Director for Child Support Enforcement*; Martha K. West, *Executive Assistant*; and the Department's supervisors, lead workers, and staff.

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



David A. Engle

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



Rosalind Martin  
Assistant Director

## Family Investment

### Fiscal Year 2013 Accomplishments

- Placed 261 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 157 employers at an average wage of \$9.58 per hour.
- Served 351 TCA customers through our in-house JOBReady Center.
- Diverted 87 percent of TCA applicants from cash assistance through job placements, emergency assistance, Welfare Avoidance Grants, and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP). This program prepares non-custodial parents for employment through the job readiness program of the JOBReady Center to help them meet their child support obligations. One hundred twenty-three non-custodial parents were served in the JOBReady Center monthly. Fourteen gained employment at an average wage of \$8.90 per hour.
- Accepted over 29,959 applications from county residents with poverty-related needs and approved 16,596 applications for various assistance programs, including TCA.
- Granted an average of 26,406 households per month some form of financial or medical assistance.
- Reduced customer wait times by interviewing 7,297 customers through a new intake process designed to streamline how customers apply for Food Supplements, Medical Assistance, and TDAP.
- 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'13, 5,250 applications were received electronically, a 47 percent increase from FY'12.
- Met or exceeded 96 percent performance measure set by DHR for all programs for FY'13.
- Received from DHR three "Silver Spoon" and two "Golden Fork" awards for Food Stamp accuracy.
- Thirty TCA recipients participated in the Work Experience/Internship Program during FY'13. Three of those were placed at WCDSS in the Customer Service/Clerical Support Unit and one was placed in Finance. Fifteen various sites were utilized in Washington County including Food Resources, REACH, Head Start, Salvation Army, and Merkle. Participants gain experience and work skills to make themselves more marketable. Eight found employment with an average hourly rate of \$10.41.
- Hosted a monthly average of 10 former TCA customers at our after-hours, off-site, *Work-It-Out* workshop for newly employed TCA customers, and provided licensed childcare for a monthly average of 10 children.
- Assisted three former TCA customers purchase transportation 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 30 riders were served, with an average of 561 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 encompasses 631 acres and is home to over 20 businesses and distribution centers. The Express operates from downtown Hagerstown on a first-come, first-serve basis. During FY'13, there was a monthly average of 59 riders per day.



### WELFARE REFORM IN WASHINGTON COUNTY

In FY'13, there was a monthly average of 701 open TCA cases representing an average of 1,783 adults and children. Despite a local unemployment rate of 8.5 percent, 261 out of work, mandatory applicants found employment either through the benefit of a diversion program or on their own. One TCA participant gained full-time employment with the State of Maryland as an FI Aide at WCDSS in Family Investment.

### *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 (WAG), and Emergency Assistance to Families with Children (EAFIC) 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. Over 100 bus vouchers are dispersed each month.

The *JOBReady* Center processed 2,676 TCA applications in FY'13. While most were diverted, we implemented paid and unpaid work experience and internship programs to help people find employment. In FY'13 there were four paid internships at WCDSS. 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 342 TCA customers during FY'13.

**County Commuter**—Operates our JOBS Shuttle and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and get to and from work. Transported an average of 30 riders each month.

### **Washington County Health Department**

Two on-site Health Department substance abuse specialists screened 1,476 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.

**Hamilton Nissan**—Volunteered to assist our customers who purchase vehicles through the Vehicles for Change program by offering them free oil changes, car washes, tire rotations, and inspections for as long as they own their vehicles. In FY'13, one customer received a certificate to participate in Hamilton's Dealership for Life program.



## RETENTION SERVICES

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

- **Work-It-Out Program**—Six monthly workshops were held at Otterbein United Methodist Church for employed TCA customers to discuss issues surrounding employment and family. Topics range from childcare to budgeting. On-site childcare and refreshments are provided. In FY'13, 84 TCA customers were served, along with 117 of their children.
- **Work Central Hotline**—Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'13, 1,038 contacts were made to TCA customers.

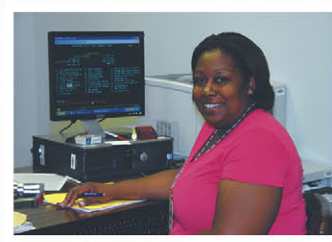
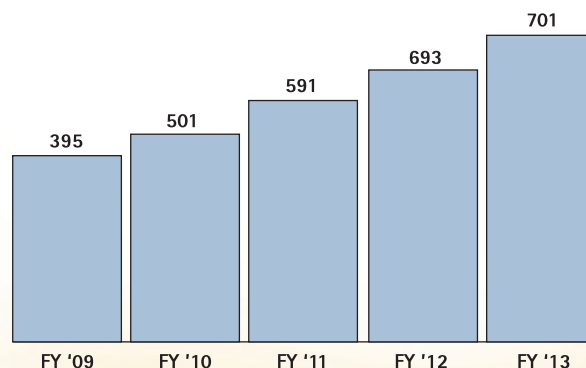


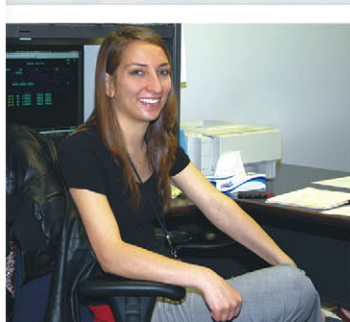
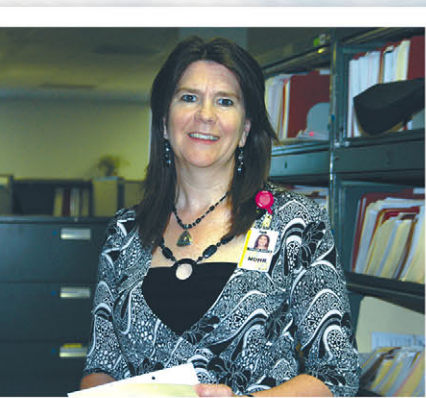
## FAMILY INVESTMENT (FI) PROGRAMS

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'13 received a \$576 grant each month.

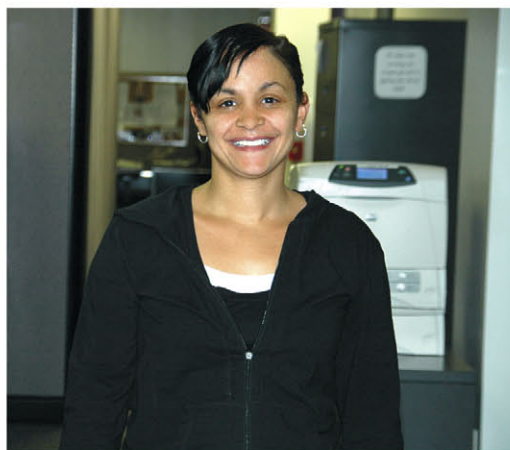
TEMPORARY CASH ASSISTANCE CASELOAD  
AVERAGE PAID CASES PER MONTH  
FY 2009 thru 2013





**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'13, 18 households received WAGs.



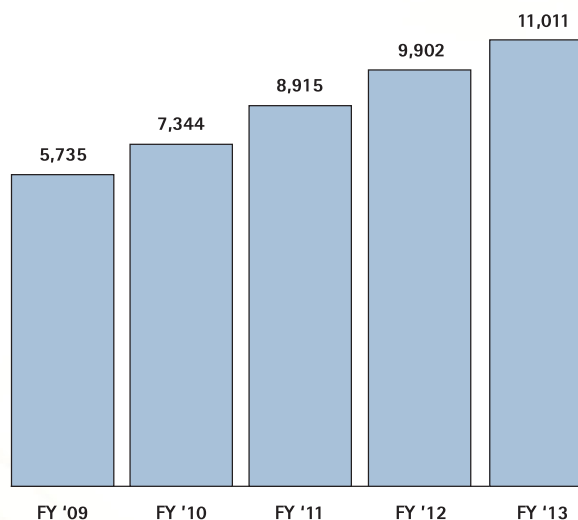
#### **Public Assistance to Adults (PAA)**—

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 83 customers received PAA each month in FY'13.

**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 11,011 households received food stamps in FY'13. On the average, these needy families spend \$2,841,900 each month at food stores in Washington County.

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

*FY 2009 thru 2013*



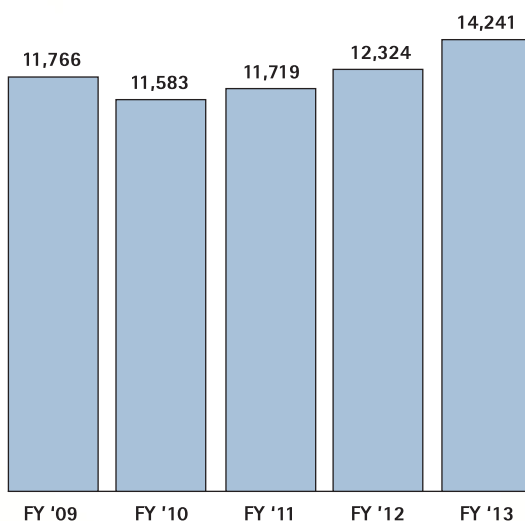


**Medical Assistance (Medicaid)**—Addresses immediate and long-term health care needs by providing funding for a broad range of health care services to the community. In Maryland, the Department of Human Resources' staff determines clients' Medicaid eligibility, and the Department of Health and Mental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

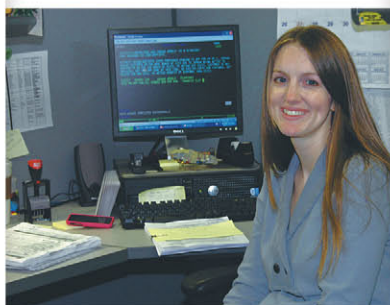
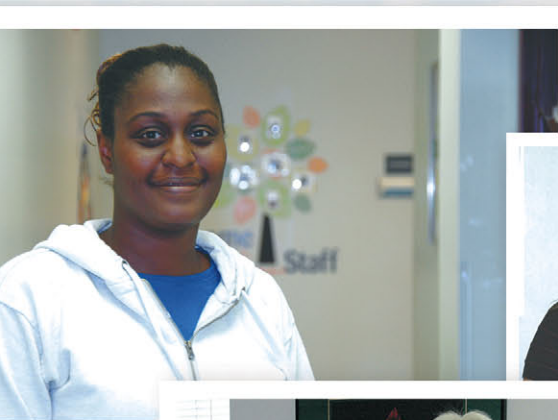


## MEDICAL ASSISTANCE CASELOAD AVERAGE PAID CASES PER MONTH

*FY 2009 thru 2013*



that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. An initiative, the waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY'13. 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 \$236,127,278 was spent in Washington County by the Medical Assistance program during FY'13. A monthly average of 14,241 households received medical assistance in FY'13.



#### **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'13, 130 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 371 households received TDAP in FY'13.

**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'13, 214 families received assistance with child care costs with a total distribution for Washington County to be \$1,057,581. In comparison to 2012 year end showing 322 families served with a total distribution of \$1,551,571. The wait list which went into effect February 2011, due to a decrease in monies available, has been partially lifted to accommodate subsidy levels A through H. The freeze continues on levels I and J.

#### **Emergency Assistance to Families with Children**

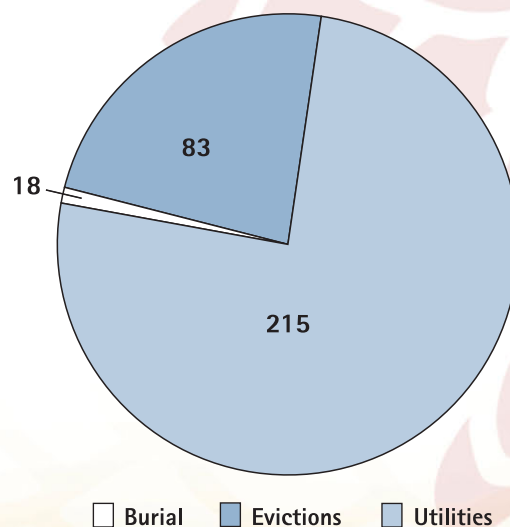
**(EAFC)**—Provides cash assistance payments to help families with children resolve a specific





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 307 Washington County families in FY'13 for a total of \$75,715.03. Eviction prevention funds were provided to 83 households. Two hundred fifteen families received assistance with utilities and eighteen received burial grants.

**EMERGENCY ASSISTANCE**  
*Fiscal Year 2013*





Karen Christof  
Assistant Director

## Adult, Child & Family Services

### Fiscal Year 2013 Accomplishments

- Completed safety assessments for 1,715 families in Child Protective Services (CPS) including 3,700 children. Only 109 children or four percent required out-of-home placement.
- Twenty-five children in out-of-home placement achieved permanency through adoption services.
- Completed risk assessments for 262 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 27 pregnant or parenting high school students to remain enrolled in school. Assisted 19 young parents in obtaining their high school diploma.
- Out-of-home placement for 158 children (69 percent) was averted as a result of Family Involvement Meetings (FIMs) concerning the safety of 226 children. FIMs were a planning tool for a total of 456 children.
- Continued implementation of the Fostering Connections grant through:
  - Family Finding for youth who are 14-21 years old and in an out-of-home placement.
  - Kinship Navigator Program, a resource for relative caregivers who are providing care to non-biological children.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$4,068.50.
- Reorganized child welfare service delivery into three "blended teams" comprised of workers in all program areas: CPS, In-Home Services, and Out-of-Home Placement.
- Collaborated with community partners from the Washington County Office of Community Grant Management, Washington County Mental Health Authority, and the Washington County Public Schools to develop the Washington County Alternative Response (AR) implementation plan.
- Implemented the State of Maryland's Youth Matter Initiative, a youth engagement process that focuses on transition planning for youth ages 14-21; kickoff conference in June was attended by 190 youth and professionals.
- For the second year, the Family Center received a grant from the Barbara Bush Foundation for Family Literacy. The Center raised \$12,500 in matching funds to support its Literacy for Life program.



## 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.

### TRENDS

- Total number of CPS Intake referrals decreased from FY'12 by nine percent. Sexual abuse decreased 15 percent, neglect decreased 10 percent, and physical abuse decreased four percent.

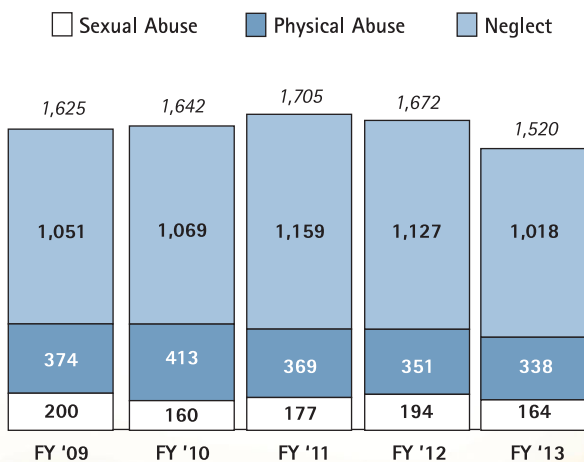
### Community Partners

Strengthening community partnerships continues to be a priority. In FY'13, as a result of the strong community partnerships already in place, the following progress was made:

- *The Twenty-fifth Annual Child Abuse and Neglect Conference* was held with almost 400 community participants.
- Collaborated with community partners from the Washington County Office of Community Grant Management, Washington County Mental Health Authority, and the Washington County Public Schools to develop the Washington County Alternative Response Implementation Plan. Beginning July 1, 2013 low risk cases referred to child protective services will receive an “alternative response” rather than an investigative response. This new response promotes a more supportive approach that encourages families to engage in services that prevent the need for removal while ensuring the safety of the child.

### CHILD PROTECTIVE SERVICE INTAKE

FY 2009 thru 2013



## OUT-OF-HOME PLACEMENT and ADOPTIONS

Out-of-Home Placement (OHP) services (*formerly Foster Care*) provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect, or risk of serious harm. Depending on the child's needs, care is provided in an approved 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 307 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'13, there were 68 youth in this age range receiving services. Services provided included case management, financial assistance, life skills programs, group independent living activities, recreational and social activities, individual and group therapy, and services to assist youth to transition into their own semi-independent or independent living arrangement. In addition to youth in out-of-home placements, the IL program also provided enhanced after care services for four youth during FY'13. The goal of enhanced after care 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. Youth who apply for services can receive financial assistance to help them secure housing. Within 30 days of entry into enhanced after care services, youth must engage in activities that will lead to employment, enrollment in higher education, or job training. The service emphasizes that program participants recognize and accept personal responsibility of making the transition into adulthood.

Seven youth graduated high school during the 2012-2013 school year. All of them plan to attend college this fall. Three others are continuing to earn college credits.

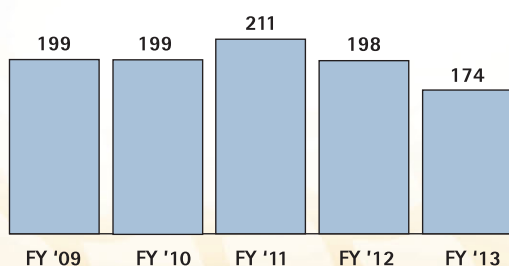
The Independent Living Skills group served over 25 youth during FY'13. The groups covered a variety of topics including an orientation to services specific to youth in OHP, health and hygiene, and employment. A total of 12 youth participated in the Summer Employment Program, with several individuals being offered potential permanent employment within their job sites as a result of exemplary work performance. Over 10 teens also participated in volunteer activities throughout the year such as providing day care for younger adopted children during parental support groups and assisting Food Resources staff with preparing care

packages during *Volunteer for Washington County's MLK Day of Giving*. In addition to the Life Skills program and services, youth have been serving as public speakers in a variety of settings, to communicate their experiences within the foster care system.

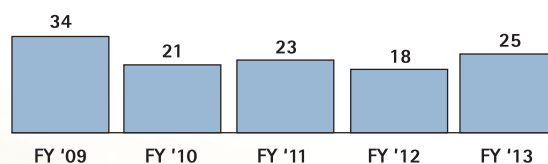
Youth were given multiple opportunities to attend youth conferences and trainings throughout the year that focused on Independent Living topics. WCDSS hosted a *Youth Matter Conference* in June in collaboration with the Washington County Mental Health Authority, which served over 200 individuals, including youth and adult community members in an effort to increase awareness of transitional-aged teen issues. Attendees were given the opportunity to learn more about volunteerism, mental health systematic issues surrounding transitional-aged youth, Maryland's Youth Matter Initiative, and team building skills. Additionally, four youth from Washington County attended a state-wide sponsored conference for transitional-aged youth at the University of Maryland Eastern Shore campus, where they participated in a variety of workshops and a youth banquet for teens in out-of-home care.

**Voluntary Placement** - The Department assessed 43 families for Voluntary Placement. Of those, nine were approved with the Department facilitating the placement of those nine children. In addition, the Department successfully transitioned ten children from Voluntary Placement back to their parent's home. The Department is currently serving 16 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 an appropriate placement for these children, but their parents retained custody and control of all the decision making and treatment choices for their children.

**OUT-OF-HOME PLACEMENTS**  
FY 2009 thru 2013



**FINALIZED ADOPTIONS**  
FY 2009 thru 2013





Out-of-Home (OOH) staff approved 14 new resource/adoptive homes in FY'13 for 95 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 2013, 64 youth or 37 percent of the children in OOH were in this age range. Currently, 15 youth, ages 14 to 21, are in WCDSS resource homes. Eleven youth are placed in private treatment foster care homes.

### TRENDS

- One hundred nine children entered out-of-home placement in FY'13. This number is a four percent decrease from the 113 children entering care in FY'12. In FY'11 the number of children was 144.
- An average monthly OOH caseload dropped 12 percent in FY'13 to 194 children. The average monthly caseload in FY'12 was 220.
- Of the 128 cases closed, 113 cases or 88 percent had the following positive outcomes:
  - seventy-three children returned home to a parent;
  - custody or legal guardianship granted to relatives/caretakers of 11 children;
  - twenty-five adoptions were finalized; and
  - four 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 160 referrals resulting in 209 children receiving services. Of the targeted children referred to the program, 117 were referred for family support, 60 for attendance, 36 for grades, 44 for behavior, and 72 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 \$62,790 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'13, 277 FIMs were held regarding the safety and well-being of 456 children. Shelter care of children was avoided for 158 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'13, 40 transitional youth FIMs were held.

#### Services to Families with Children/Temporary Cash Assistance (SFC/TCA)

—The SFC/TCA program is a solution-focused, case management service that assists families with transitioning from TCA to financial independence while simultaneously reducing the risk of child abuse and neglect. SFC/TCA is a voluntary program. The program focuses on removal of barriers to employment and on the parent's ability to provide care to their children. Although funding for the program was dramatically reduced in FY'13, two positions were lost, and several staff changes occurred, the program served 96 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'13, IFP assessed a total of 127 families for services and provided intensive services to 82 of those families. Seventy-eight of the families served were referred by other WCDSS programs,





34 families were referred by community mental health programs, nine families from the Department of Juvenile Services, and six families from the Board of Education.

#### **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'13, consolidated services served 146 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 placement. The initial efforts have targeted youth with an Another Planned Permanent Living Arrangement (APPLA) permanency plan who do not have an identified permanent relative placement or supportive relationship to help plan for their exit from Maryland's child welfare system.

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

Washington County is one of seven counties in the State of Maryland to be awarded a three year federal grant as a pilot program for Family Finding. The goal of Family Finding is to identify at least 40 family members for each youth, in hopes of finding six to eight family members committed to

becoming a lifelong connection for the youth. Since implementation, the Washington County Family Finding program has identified 734 family members and has engaged 372 family members for 26 foster youth. On the average, 28 family members were identified and 14 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. An Advisory Council made up of caregivers and other interested community stakeholders has met three times to help define policy, recommend services, and guide our interventions. Direct services and case management were provided to nine families.

The program was advertised on 12 billboards displayed throughout the county. The Kinship Navigator has attended 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. There have been 23 families who have received financial assistance directly from the Kinship Navigator program. To date, the Kinship Navigator has guided over 147 families in some capacity or another.

**Bester Community Cares**—Bester Community Cares (BCC) is a community partnership initiative that was formed to offer specialized services and resources to that community. From July 2012 through June 2013, two major community events were sponsored in the Bester Community. Community Partners who actively participated in this initiative were from WCDSS, Washington County Community



Action Council, Potomac Case Management, Neighborhoods First, The Judy Center, The Safe Place, The Family Center, staff from Bester Elementary School, Hagerstown Community College, City of Hagerstown Police Department, Head Start of Washington County, and Emmanuel United Methodist Church.

**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 officially opened on July 6, 2011 and began serving families the same day. The collaboration of community partners brought about the completion of four visitation rooms, each one tailored for children of a specific age group. In addition, families have access to a fully equipped kitchen, living room area, and half bath. An outside play area is also on-site and is shared with the Washington County Family Center. In FY'13, 50 parents, 67 children, and 42 families were served at the Sunshine Center. Eight children were returned home to a parent, three were adopted, and three found permanency through subsidized guardianship.

Sunshine Center, in the second year of operation, saw a 50 percent increase in father involvement in visitation services offered. Fifteen fathers participated during the year in coached visitation as well as regular supervised visitations. Icebreaker meetings between birth families and resource families continued to be offered, with three occurring at Sunshine Center, and additional icebreakers being facilitated by case managers at WCDSS.

Interns and volunteers contributed greatly to Sunshine Center during the program year. A combination of college interns, housing and community volunteers, and high school students completing service learning hours, helped to maintain the Sunshine Center's clean, family-friendly atmosphere.

In accordance with the mission, the Sunshine Center provided the following services and support to families in 2012-2013:

- *Visitation Coaching* - Twenty-one 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.

- *Regular Supervised Visitation with Support* - Ten parents indicated a willingness to receive general support in meeting their child's needs during visitation and participated in voluntary pre and post discussions, visit planning, and education on the out-of-home placement experience for children.
- *Regular Supervised Visitation* - Eighteen parents received traditional supervised visitation at the Sunshine Center. These families also have full access to the Center's activity supplies, outdoor space, and food needed for meals and snacks.

### 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 twelve years, the Center has offered five mandated best practice services including joint investigations, forensic examinations, therapy, victim advocacy, and coordinated response. All services are located on-site and the child and family benefit emotionally, physically, and mentally. By working together from the initial investigation through the disposition of the case, families better understand the criminal justice system and child protection systems. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations. The Center is one of a few in the State of Maryland to offer on-site forensic medical exams, therapy, and victim advocacy services to children and their non-offending family members. The Center provides immediate crisis intervention services to families without waiting lists.

#### Accomplishments

- Served 1,298 children and family members, including 372 primary victims and 926 secondary victims. Provided assistance to 181 children who had been sexually abused.
- The Forensic Medical Team conducted 59 medical exams.
- Participated in the City of Hagerstown's Proclamation of Child Abuse Prevention Month, Hispanic Fest, Convoy of Hope, National Night Out, Blue Ribbon Campaign Against Child Abuse, and the Community Fair.
- Continued to maintain community partnerships through representation on the Child Fatality Review Team, Impact Analysis for Washington County, and Teens Have Choices: The Washington County Teen Pregnancy Prevention Coalition.
- As a United Way agency, Friends of Safe Place, Child Advocacy Center, Inc. participated in its sixth United Way Campaign, receiving over \$12,000 from its Community Impact Fund.

- Teamed with the organizers of the Hancock Walk Against Child Abuse to raise more than \$4,000 for the Center.
- Received \$9,000 from the National Children's Alliance as an accredited child advocacy center.
- Received more than \$60,000 in funding through the Washington County Office of Grant Management to pay for rental and cleaning costs.
- Friends of Safe Place sponsored the 7th Annual Evening of Comedy and Magic Show as well as a Bachelor and Silent Auction raising over \$13,000.
- Continued to receive core funding through the Victims of Crime Act and the State of Maryland Child Advocacy Center Support Fund.
- Continued to receive outstanding community support. More than \$13,500 was donated to Safe Place from the Antietam Exchange Club, the Hagerstown Rotary Club, Elks Lodge #378, the Friends of Logan Sellers, Maryland Charities Campaign, and individual donors.

#### 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.

During FY'13, the Family Center successfully raised over \$12,500 in matching funds for the Barbara Bush Foundation for Family Literacy Grant. The Literacy for Life program, through intensive education of more than one generation, builds on families' strengths and provides the tools and support they need to become stronger and more self-sufficient. Parents and children participate in a variety of literacy skill development activities while enrolled. During FY'13, 50 parents and their children participated in the Literacy for Life program.

The Dads' Connection program continues to provide specifically designed services to fathers in Washington



County. Through a collaborative effort with the Judy Center and the Family School Partnership program, Dads' Connection was able to offer Dads & Donuts. This Father Involvement initiative at Bester, Winter Street, and Hancock Elementary schools was designed to encourage fathers to take an active role in their child's education. Four events were offered throughout the year with 439 fathers and their children participating in the program.

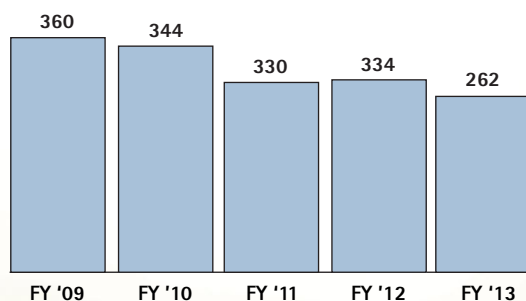
## Accomplishments

- Provided services to 116 adults and 105 children in education, parenting, and child development.
- Served 80 individuals in education programs; 19 participants received their diploma through the high school credit program; two participants received a diploma through the GED program; three participants received a diploma through the External Diploma Program.
- Supported 27 pregnant or parenting high school students to remain enrolled in school.
- Supported 50 fathers and 77 children in case management and job readiness activities.
- Sixteen fathers completed Fathers 101, a twelve week parenting curriculum.

## ADULT SERVICES UNIT

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

**ADULT PROTECTIVE SERVICES  
TOTAL INVESTIGATIONS**  
*FY 2009 thru 2013*



## Adult Protective Services (APS)—

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

## TRENDS and INVESTIGATION OUTCOMES

- Total Adult Protective Services investigations of abuse, neglect, exploitation, and self-neglect decreased by 22 percent from FY'12 to FY'13. The total number of investigations was 262.
- New APS investigations averaged 21 monthly. An average of two reports per month were screened out of APS investigation during FY'13.
- Of the FY'13 APS reports, six percent were allegations of physical or sexual abuse, 27 percent neglect, 20 percent exploitation, and 47 percent self-neglect.
- Monthly Continuing APS caseload averaged 36, which is a decrease of 10 percent over FY'12.
- APS petitioned Circuit Court for guardians to be appointed for two disabled adults who were not capable of making decisions. Guardianships of persons over age 65 are transferred to the Washington County Commission on Aging after the adult's service needs are stabilized.
- Monthly Guardianship caseload averaged 24 during FY'13.

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.

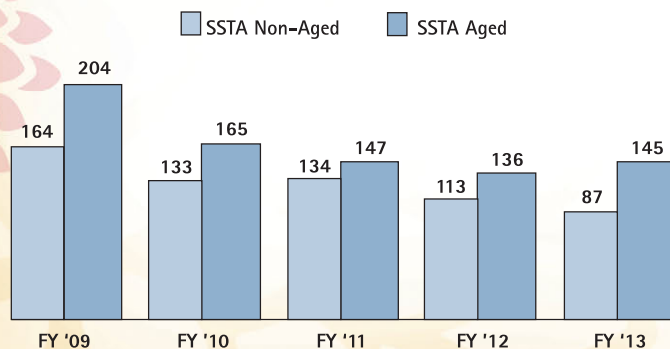


**Social Services to Adults (SSTA)**—Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing, and other services. 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. The continuation of a modified moratorium on new SSTA cases reduced the number of persons served in FY'13.

#### Accomplishments

- Provided ongoing case management services to a total of 360 adults.
- Managed an average monthly caseload of 145 aged adults.
- Managed an average monthly caseload of 87 non-aged adults.
- Assessed for SSTA services an average of 10 new cases each month.

**SOCIAL SERVICES TO ADULTS  
AVERAGE MONTHLY CASELOAD**  
*FY 2009 thru 2013*



**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 105 older adults with a monthly average caseload of 71.
- Gap-filling direct services budget was \$130,975, which was a decrease in funding from the previous year of \$42,702.

**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 29 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$328.
- Assisted an average of 12 individuals per month with County funds.



## CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

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

### Accomplishments and Trends

- A \$45,839 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes. A renewal of the grant will begin September 2013.
- 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 six disabled adults into CARE homes. The referrals came from the following sources: three from Meritus Medical Center, two from Adult Protective Services, three from Mental Health, two from SSTA, four from family, two from Commission on Aging, and eight from other community sources.

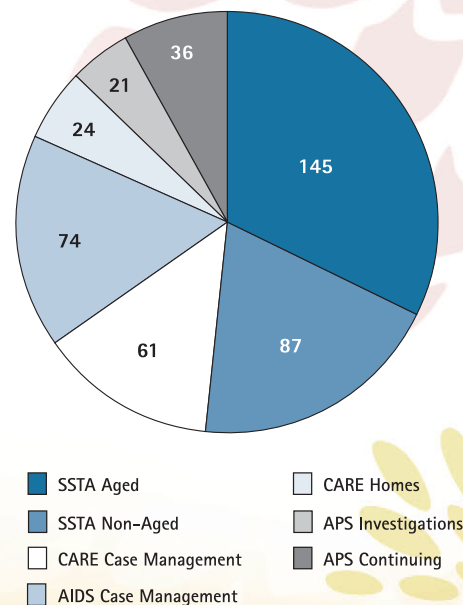
**CARE Housing**—Recruits, certifies, and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer's disease or AIDS. A CARE home provides a protective living environment for the disabled adults who 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 24 per month in FY'13.
- 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 2013*





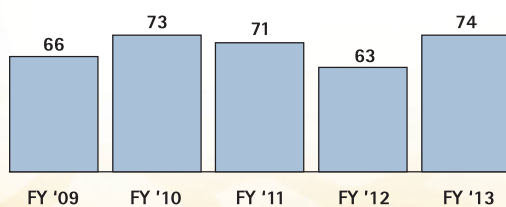
## HIV/AIDS SERVICES

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 95 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 74 persons; a 15 percent increase from the FY'12 average.
- Utilized \$3,754 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$8,810 in *Project Home AIDS Emergency Funds* to assist persons with HIV/AIDS in crisis.

**HIV/AIDS CASE MANAGEMENT  
AVERAGE MONTHLY CASELOAD**  
FY 2009 thru 2013



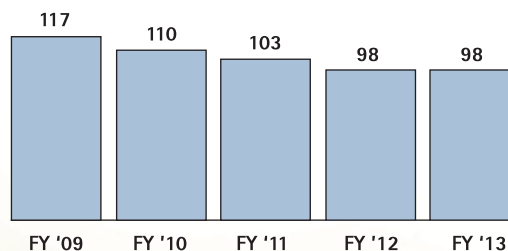
## IN-HOME AIDE SERVICES (IHAS)

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'13.

### Accomplishments

- Served 158 disabled, aged, and non-aged adults.
- Served 103 disabled adults aged 65 and older.
- Served 55 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 98 disabled adults.
- IHAS Purchase of Service providers served 62 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 31 disabled adults; a three percent increase from FY'12.

**IN-HOME AIDE SERVICES  
AVERAGE MONTHLY CASELOAD**  
FY 2009 thru 2013





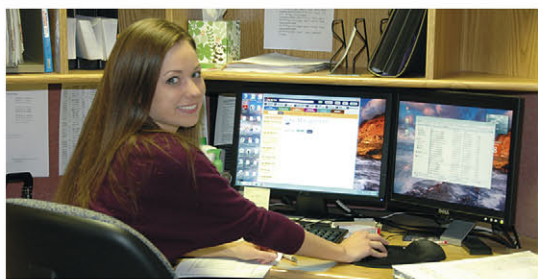
## Child Support

### Fiscal Year 2013 Accomplishments

- The federal paternity goal of 90 percent was exceeded in FY'13, 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'13, with court orders established in over 90 percent of the caseload.
- Child Support has collected \$3,436,543 from non-custodial parents enrolled in the Non-Custodial Parent Employment Program (NPEP) since its inception in April 2006.
- An Early Intervention Program was utilized to introduce proactive case management to ensure more reliable payments of child support. The purpose of the program is to generate a stronger culture of compliance among non-custodial parents during the initial weeks of the order establishment process. During FY'13, 66 percent of non-custodial parents made monthly payments. Child Support has collected over \$30,000 in payments under this program.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. Since its inception in 2003, 223 cases of non-payment have resulted in collections exceeding \$203,240.
- 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 695 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 issues, concerns, and customer needs.
- Participated in Child Support Awareness month by displaying one banner on the Department of Social Services' building and another within the city limits of Hagerstown during the month of August. Distributed school supplies at community events. Tied green ribbons to trees within the city limits of Hagerstown to symbolize the theme of "Family Ties" and represent Child Support payments. Recognized staff for their year-long dedication to establishing and collecting child support for families.
- Implemented the Enterprise Content Management Solution (ECMS) in October 2012 after training was conducted using a "train the trainer" approach to allow staff to become proficient in scanning and saving documents in ECMS. This project facilitates the secure, electronic management of case records.



Barbara Moyer  
Assistant Director



### CHILD SUPPORT COLLECTIONS

This Child Support Division collected \$15,135,598 in child support and arrearage payments in FY'13. This total was the result of servicing approximately 5,870 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.

### NON-CUSTODIAL PARENT EMPLOYMENT PROGRAM (NPEP)

The Non-Custodial Parent Employment Program (NPEP) commenced April 1, 2006. An initiative of the Maryland Department of Human Resources, this program is a collaborative effort of several internal administrations, local departments of social services, and the University of Maryland School of Social Work. This program provides employment services and job readiness activities to non-custodial parents. Approximately 11 non-custodial parents per month actively participated in the program. Fourteen successfully became employed through the agency during FY'13. Since the program was implemented in April 2006, \$3,436,543 has been collected from all the participants as child support payments.

### LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from

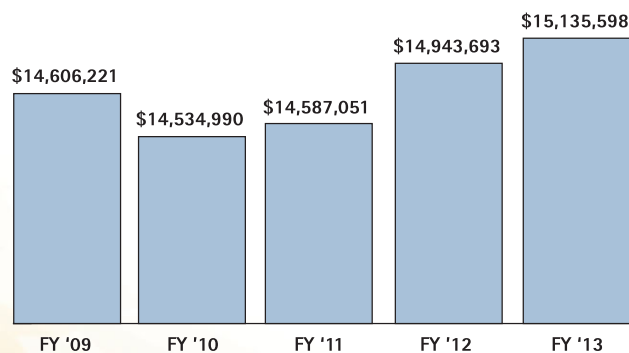
### PERFORMANCE MEASURES

	FFY'12 7/12-9/12		FFY'13 10/12-12/12		FFY'13 1/13-3/13		FFY'13 4/13-6/13	
MEASURE	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	109.94%	114.84%	94.17%	97.79%	101.39%	104.63%	108.61%	113.70%
COURT ORDER	88.86%	89.48%	89.80%	89.60%	89.80%	89.73%	89.80%	90.10%
COLLECTIONS	74.31%	74.08%	75.08%	70.59%	75.08%	72.70%	75.08%	73.32%
ARREARS	74.02%	74.02%	75.02%	46.55%	75.02%	66.02%	75.02%	71.92%

\* Note: Child Support performance is calculated on a federal fiscal year. This chart depicts actual performance covering July 1, 2012 through June 30, 2013.



### CHILD SUPPORT TOTAL COLLECTIONS FY 2009 thru 2013





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 87 percent of the caseload is under a court order to pay child support.

### ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights, and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney, and a court hearing if paternity is contested. The federal paternity goal of 90 percent was exceeded in FY'13. Paternity was established for 100 percent of the children born out-of-wedlock in the caseload.

### ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal threshold to maximize performance for establishing court orders is 80 percent. Washington County posted 90 percent for this category. Currently, 5,289 cases are under a court order to pay child support through this office. Child Support First allows us to file for child support immediately in most cases. Expediting the process to establish court orders through conciliatory appointments increases our performance in paternity and court order establishment, and also gets support to families earlier.

### ENFORCEMENT AND MODIFICATION

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



### EPiC COMES TO MARYLAND

In January 2013 the Maryland Electronic Payment Issuance Card (EPiC) replaced child support checks mailed to customers. Direct deposit is always available to our customers. EPiC is processed through the Bank of America and can be used everywhere Visa™ debit cards are accepted. This card eliminates the expensive processing of paper checks for the State of Maryland and provides customers with more convenience and more security.

### 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 2013 Accomplishments

- Improved security by installing a new security camera. Additional panic buttons were installed in all interviewing and conference rooms. Added ability to trace incoming calls.
- Improved customer services for Family Investment clients with more user-friendly telephone messages.
- Set-up and managed Enterprise Content Management Systems (ECMS document scanning) in Family Investment and Child Support.
- Issued 24 press releases, five in-house agency newsletters, and four community partners' newsletters, *Partners in Press*.
- Upgraded custodial service for the North Potomac Street building.
- Set-up and trained staff on use of USB devices (flash drives) digital recorders.
- Joined 355 computers and 49 laptops to ZenWorks for asset management, updating, and imaging.
- Installed encryption on 49 laptops.
- Set-up 25 PCs with Windows 7.
- Added nine Aircards which allow Child Welfare staff remote access to client database.
- Provided training for all agency staff and implemented Google Mail.
- Managed new interior painting project for the North Potomac Street building.
- Supplemented Administration division staff with one senior aide, four college interns, one high school student intern, and one temporary personnel staff person.
- Provided Administrative Staff with personnel training that included leave administration, grievance procedures, employee counseling, and disciplinary actions.
- Completed a Request for Proposal (RFP) for a new security guard contract utilizing the competitive sealed bid process.
- Awarded a new copier contract with Canon. Replaced five older copiers with new ones.
- Added a new state contractual budget analyst position to the Finance Office.





### 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 31 recruitments during FY'13. One-on-one employee orientation sessions were conducted to assist new employees transition to state employment.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. The employee database and leave accounting system quickly and efficiently provides data and reports required by the Director, staff, and the Maryland Department of Human Resources. 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, and maintain the agency's fleet. WCDSS entered into 42 procurement contracts with vendors through competitive or negotiated contracts in FY'13. Fleet maintenance 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 three 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.







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

*Fiscal Year 2013*

		SOURCE OF FUNDS				TOTALS		
		Federal	State	County	Other	FY'13	FY'12	Percent Change
<b><u>Funds Expended (Net)</u></b>								
Total Grants & Client Benefits		36,916,803	3,945,276	399,050	286,230	41,547,359	38,393,956	8.2%
Personnel Costs		7,961,625	4,955,228		52,757	12,969,608	13,175,123	-1.6%
Administrative Costs		1,411,860	705,117			2,116,978	2,026,128	4.5%
Total Funds Expended		46,290,288	9,605,621	399,050	338,987	56,633,946	53,595,207	5.7%
<b><u>Funds Collected &amp; Distributed</u></b>								
Child Support					15,135,598	15,135,598	14,943,693	1.3%
Other		361,715			774,185	1,135,900	1,128,644	0.6%
Total Funds Collected & Distributed		361,715	0	0	15,909,783	16,271,498	16,072,337	1.2%
<b>Total Funds Expended, Collected &amp; Distributed</b>		<b>46,652,003</b>	<b>9,605,621</b>	<b>399,050</b>	<b>16,248,769</b>	<b>72,905,443</b>	<b>69,667,544</b>	<b>4.6%</b>

## Performance Quality Improvement (PQI)



### Fiscal Year 2013 Accomplishments

- Adult, Child and Family Services staff exceeded nine of 11 performance goals.
- Family Investment staff exceeded all performance goals.
- Child Support staff exceeded three of four performance goals.
- Family Investment and Child Support staff implemented ECMS which stores client records more safely and accurately.
- 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.
- Child Welfare staff implemented the State's new Alternative Response law which allows more flexibility in delivery of services.
- All staff trainings included cultural diversity and personal safety.
- Child Support staff implemented the Electronic Payment Issuance Card (EPiC) to replace paper checks.
- Twenty-four positive stories about agency services appeared in local newspaper and/or television/radio.
- 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.
- FACT and FIM newsletters were distributed to stakeholders publicizing these child welfare programs.
- Employees First Committee sponsored five employee morale and team building activities.
- The annual Employee Recognition celebration was held in April recognizing two community partners, and 10 agency staff.





- *Maryland Charities Campaign* collected \$9,784.28 from employee donations and in-house events.
- Community awareness of child support services was raised through newspaper publications recognizing non-custodial parents that regularly meet their child support obligations for Parent's Day appreciation event.
- An Early Intervention program continues to introduce proactive case management for more reliable payments of child support.
- More than 100 local human service professionals attended a Community Partner Open House which provided information on agency and community services available to residents of Washington County.
- Staff participated in 15 community relations events to publicize agency services.



## WCDSS FY'13 Strategic Plan Objectives

GOAL 3 – QUALITY/RESULTS BASED SCORECARD	TARGET/ INDICATOR	Jul'12	Aug'12	Sep'12
<b>Washington County DSS Child Support</b>				
1. % current support collected	74.31%*	74.52%	74.58%	74.23%
2. % cases paying on arrears	74.57%*	72.72%	73.38%	74.02%
3. % cases with paternity	110.2%*	107.81%	109.87%	114.84%
4. % cases with support orders	88.1%*	87.97%	88.92%	89.48%
<b>Washington County DSS Family Investment</b>				
1. % of FSP Applications pre-reviewed ( <i>implemented 10-1-11</i> )	10%	13%	12%	9%
2. % of FSP redets pre-reviewed ( <i>implemented 10-1-11</i> )	15%	14%	12%	13%
3. Universal Engagement	100%	100%	100%	100%
4. Work Participation Rate	50%	60%	59%	65%
5. Total Job Placements	160	12	29	22
6. Expedited FS Applications - % processed timely	96%	99.7%	99.7%	99.6%
7. Regular FS Applications - % processed timely	96%	99.6%	100%	99.8%
8. MA-FAC Applications - % processed timely	96%	100%	99.6%	100%
9. TCA Applications - % processed timely	96%	100%	99.6%	100%
10. MCHP Applications - % processed timely	96%	100%	100%	100%
<b>Washington County DSS Administration</b>				
1. Expend and report fiscal resources by required dates.	100%	100%	100%	100%
2. All employees will receive a Mid & End of Cycle PEP evaluation.	100%	100%	100%	100%
3. Ensure the access and availability of information systems to meet the business needs within 5 days of hiring, implementation or notification of upgrades.	100%	100%	100%	100%
<b>Washington County DSS ACFS/Adult Services</b>				
1. % indicated or confirmed adult abuse cases with no recurrence of abuse within 6 months.	100%	100%	100%	100%
2. % of individuals who remain in community during the year.	100%	100%	100%	100%
3. % of APS referrals will be responded to within 24 hours for emergencies and within 5 business days for non-emergencies.	95%	94%	100%	100%
<b>Washington County DSS ACFS/Child Welfare</b>				
1. # children in out-of-home placements	192	198	192	191
2. # adoptions per month	12*	0	3	3
3. % children in OOH Family Homes	76%	75%	72%	74%
4. % children in OOH Group Homes	11%	14%	14%	17%
5. Open investigations under 60 days (%)	85%	89%	91%	92%
6. % monthly caseworker visitation	90%	98%	94%	93%

\* Cumulative to SF year end for ACFS and FI; FF year end for CS.



Oct'12	Nov'12	Dec'12	Jan'13	Feb'13	Mar'13	Apr'13	May'13	Jun'13	TOTALS
69.20%	71.28%	70.59%	71.70%	71.50%	72.70%	75.53%	73.04%	73.32%	72.68%
29.06%	40.55%	46.55%	55.03%	58.30%	66.02%	67.80%	70.11%	71.92%	60.46%
94.17%	96.12%	97.79%	100.16%	101.83%	104.63%	108.58%	111.49%	113.70%	105.08%
89.66%	89.44%	89.60%	89.13%	89.33%	89.73%	90%	89.98%	90.10%	89.45%
10%	11%	21%	21%	30%	19%	18%	25%	23%	18%
6%	10%	10%	13%	22%	36%	30%	47%	27%	20%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
61%	68%	63%	70%	73%	64%	67%	67%	59%	65%
33	21	25	25	18	21	23	22	10	261
99.6%	99.6%	99.6%	99%	100%	100%	100%	100%	100%	99.73%
99.4%	99.1%	99.8%	100%	99.8%	99.7%	99.3%	99.6%	99.6%	99.64%
100%	99.6%	99.8%	100%	100%	100%	100%	100%	100%	99.92%
100%	98.6%	100%	100%	100%	100%	99.5%	100%	100%	99.81%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	99%	99.75%	100%	100%	99.76%	100%	100%	100%	99.88%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	99.50%
186	188	188	187	174	178	176	167	174	183
6	10	12	12	17	19	23	23	25	13
73%	73%	71%	71%	68%	69%	68%	66%	67%	70.58%
18%	18%	19%	19%	23%	22%	22%	22%	21%	19.08%
95%	84%	77%	91%	88%	93%	96%	94%	93%	90.25%
96%	97%	97%	97%	98%	99%	98%	98%	91%	96.33%

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

### COMMUNITY EVENTS

- Bester Community Care Events
- Born Learning Event
- Chamber of Commerce Learning Lunch
- Community Safety Night at Hagerstown Suns Game
- Convoy of Hope
- Elder Abuse Conference
- Hagerstown Housing Authority Community Fair at Elgin Station
- Hispanic Festival
- Homeless Resource Day
- Jonathan Street Day of Hope
- Kid's Alive
- Leadership Washington County/Poverty Simulation
- National Night Out
- Red Cross Blood Drive
- Walnut Street Clinic Health Fair

### COMMUNITY OUTREACH

- Association of Retarded Citizens
- Big Brothers/Big Sisters
- CASA
- Character Counts
- Commission on Aging
- Community Action Council
- Community Partnership for Families and Children
- Department of Labor, Licensing and Regulation and *The Herald-Mail* Job Fairs

- EFSP/FEMA Board
- Food Resources Holiday Food Drive
- Golden Living Center
- Hagerstown Community College
- Hagerstown Housing Family Self-Sufficiency
- Hagerstown Rotary
- Head Start
- John Wesley United Methodist Church
- Kinship Care Navigator Program
- Potomac Case Management
- Salvation Army
- 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 Committee of the Workforce Investment Board
- Washington County Fatality Review Board
- Washington County State's Attorney
- W-House







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

*Fiscal Year 2013*

### Direct Payments to Clients

Public Assistance	\$ 4,936,456
Food Supplement Program	\$ 34,619,759
Emergency Grants	\$ 87,413
<b>Subtotal</b> .....	<b>\$ 39,643,627</b>

### Child Support

Collections and Distributions	\$ 15,135,598
Incentive Funds	\$ 3,750
<b>Subtotal</b> .....	<b>\$ 15,139,348</b>

Agency Salaries and Administration ..... \$ 15,580,182

Former Customers Employed ..... \$ 910,138 (estimate)

### Grant Funds Obtained by Agency Staff

Family Center (Maryland Family Network, Judy Center, LMB, Community Foundation, Safe & Stable, HCC, Fletcher Foundation, MASSB)	\$ 456,514
Child Advocacy Center (VOCA, CACS)	\$ 97,720
Miscellaneous (Family Connections, HUD, Lay Funds)	\$ 115,585
<b>Subtotal</b> .....	<b>\$ 669,819</b>

Welfare Reform ..... \$ 412,518

County Budget ..... \$ 324,050

**TOTAL** ..... **\$ 72,679,682**





## Appendices



## Commissioners, Board Members & Washington County Legislative Delegation

### WASHINGTON COUNTY COMMISSIONERS

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

### WCDSS BOARD MEMBERS

David Pool, *Chair*  
Gladys Rojas, *Vice-Chair*  
Bonnie Elgin, *Secretary*  
William Beard  
Sheryl L. Goree  
Norma Sappington  
Randy Schultz  
Evelyn Williams

### EX OFFICIO MEMBER

Terry L. Baker,  
*County Commissioner*

### STATE SENATORS

**Christopher B. Shank**  
*Local Office:*  
1260 Maryland Ave., Suite 102B  
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### STATE DELEGATES

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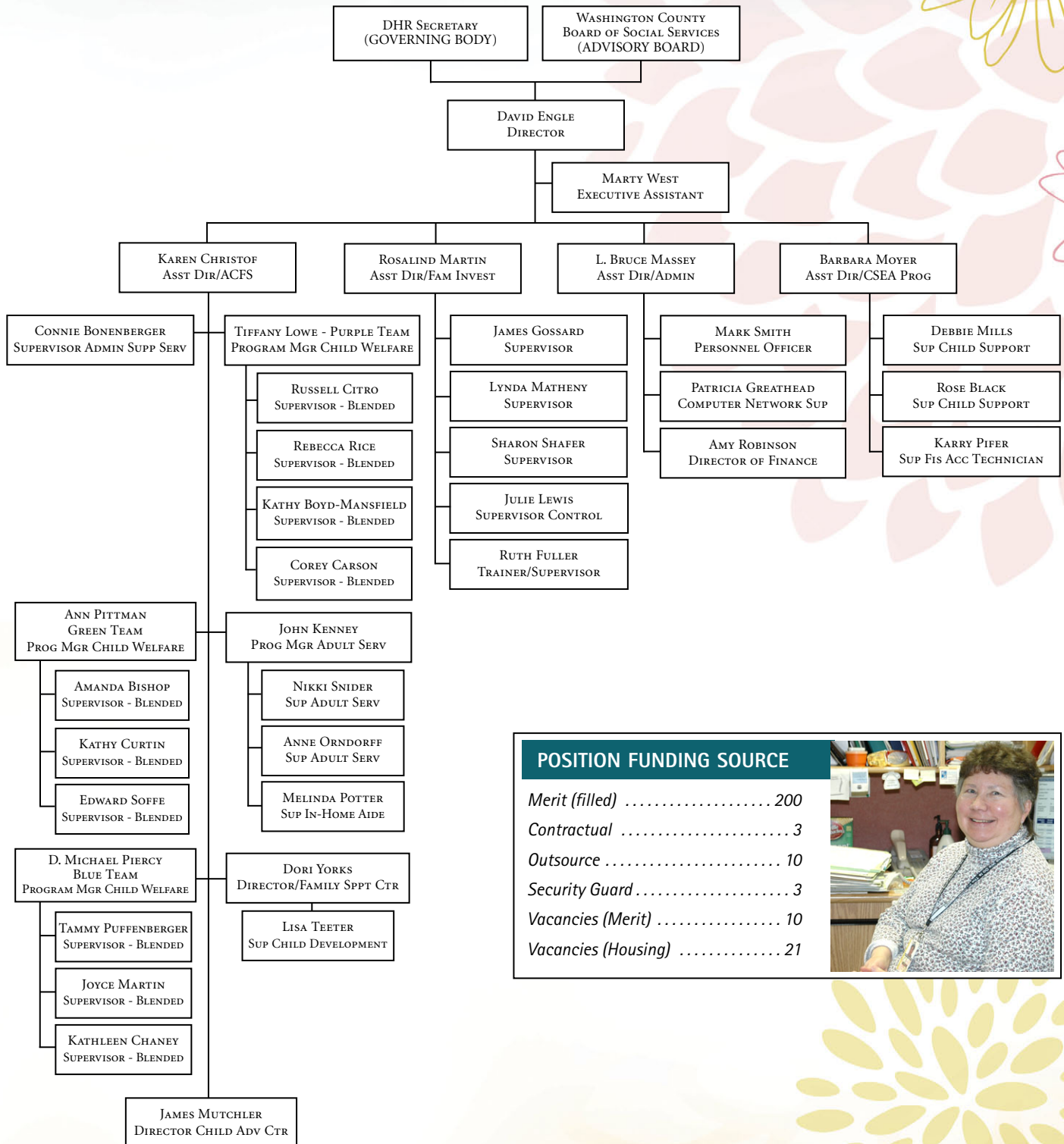
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## WCDSS Administrative Staff



### POSITION FUNDING SOURCE

Merit (filled)	200
Contractual	3
Outsource	10
Security Guard	3
Vacancies (Merit)	10
Vacancies (Housing)	21





## WCDSS Staff Roster

### David Engle, Director

Marty West,  
Executive Assistant

### ADMINISTRATION

Bruce Massey,  
Assistant Director

Joni Spickler,  
Administrative Assistant

#### Personnel

Mark Smith,  
Personnel Officer

#### Security

Gary Poffenberger  
Wilson Beauparlant  
Butch Pryor

#### Finance Office

Amy Robinson  
Sandy Blickenstaff  
Kristin McEnroe  
Barry Shoemaker  
Deb Wasilius

#### Computer Specialists

Tricia Greathead  
Ronnie Bolyard  
Jason Licari

### CHILD SUPPORT

Barbara Moyer,  
Assistant Director

#### Attorney

David Pembroke

#### Enforcement 1

Debbie Mills  
Sarah Cutchall  
Roni Deike  
Kristi Mantz  
Jill Meyers  
Sherry Norman  
Laurie Taylor  
Sharall Turner  
Alyson Willard

#### Enforcement 2

Rose Black  
Helen Baker  
Becky Dick  
Khya Funk  
Cindy Gilroy  
Cynthia Hauver  
Gail Johnston  
Stephanie Kendall  
Monica Lindsay  
Marcia Williams  
Katy Zeger

#### Customer Service/Fiscal

Karry Pifer  
Ginger Griffith  
Diane Eves  
Denise Hall  
Tracy Knable

### FAMILY INVESTMENT

Rosalind Martin,  
Assistant Director

Sandy Martin,  
Administrative Assistant

Reg. WP Specialist  
Ellie Murto

#### FI Unit

Ruth Fuller  
Star Blickenstaff  
Christine Lescalleet  
Kristina Moran  
Debbie Neal  
Kaitlin Ridenour  
Deborah Sheppard  
Mary Taylor  
Markisha Underwood  
Jared Zampelli

#### FI Unit

Lynda Matheny  
Marie Savko  
Melody McClure  
Ginny Albert  
Tasha Ashby  
Amanda Chapman  
Cassandra Cunningham  
Susan Fisher  
John Rohrer  
Debra Sampson  
Michele Scott  
Pam Shank

#### FI Unit

Jimmy Gossard  
Joshua Bond  
Cathy Heagy  
Jennifer Brown  
Angel Brumback  
Kathie Duffey  
Maria Fairfax  
Jill Farkosh  
Kathy Jordan  
Amanda Rohr-McDowell  
Shelley Mederos  
Ebony Rollins  
Dottie Russ  
Abby Short  
Kaylin Smith  
Tricia Strite  
Shakyda Summerville  
Elizabeth Swope

#### Job Center

Sharon Shafer  
Dan Moreland  
Sara Brannen  
Monica Battle  
Kathy Brashears  
Patricia Daley  
Autumn Diaz  
Melissa Hose  
Carly McFerren  
Jessica Myers  
Megan Simmons  
Faye Stauch

#### FI Customer Service Unit

Julie Lewis  
Dominique Anderson  
Lea Caricofe  
Dixie Davis  
Brittany Kemp  
Sara Leonard  
Jessica Runshaw  
Marcella Shell  
Dee Vaughn

Fraud Investigator  
Dan Moore

### ACFS DIVISION

Karen Christof,  
Assistant Director

Connie Bonenberger,  
Administrative Assistant

#### Secretaries

Sherie Nigh  
Patricia Rhodes

IV-E Specialist Statewide  
Bob McEnroe

#### Adult Protective Services

John Kenney  
Leo Brassard  
Erin Carter  
Sheri Lehman  
Rob Slone

#### Adult Services

Nikki Snider  
Kristi Bender  
Trish Briscoe  
Hector Gomez  
Jessica Moreland  
Paula Price  
Carol Suker  
Alana Taber

#### 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 Pohl

#### Green Team

Ann Pittman  
Joseph Cass

#### Green Team

Ed Sofke  
Linda Bell-Cardwell  
Georgi Kauffman  
Wendy Puglisi  
Jesse Robins  
Sandy Snyder

#### Green Team

Amanda Bishop  
Jennifer Canby  
Nancy Hopkins  
Cali Kazmarek  
Danielle McGowan  
Insley Schaden

#### Green Team

Kathleen Curtin  
Kevin Buckley  
Morgan Chiti  
Michelle Goodrich  
Kristina Hoffman  
Nicole Putman

#### Purple Team

Tiffany Lowe  
Melissa Doyle  
Anne Marie Parker  
Eddie Van Metre

#### Purple Team

Russell Citro  
Tammie Campher  
Melissa Clark  
Mark Conrad  
Rhonda Hall  
Beth Hawbaker  
Christina McCauley  
Stephanie Paul

#### Purple Team

Corey Carson  
Shannon Bennett  
Karen Doub  
Georgette Hughes  
Linda LaRocca  
Robin Stoops  
Ligia Teodorovici

#### Purple Team

Becky Rice  
Kimberly Cochran  
Julia Jensen  
Julie Kreit  
Denise Marshall  
Loretta McGee  
Tina Wolfensberger

#### Purple Team

at Family Center  
Kathy Boyd-Mansfield  
Alan Clingan  
Crystal Davis  
Kim Dudley  
April Faith  
Karen Long  
Jamie Mathewson  
Shana Matthews  
Tracy Nelson  
Katie Russell  
Lynn Snyder

#### Blue Team

Mike Piercy  
Pam Martin  
Tiffany Reiff

#### Blue Team

Kathleen Chaney  
Mary Jo Barnhart  
Bonnie Hollyoak  
Jenel Keller  
Teresa Nutter  
Megan Turner  
Courtney Yocum

#### Blue Team

Joyce Martin  
Susie Butts  
Megan Jordan  
Ashley Logsdon  
Doreen Mellott  
Michelle Wickless  
Elizabeth Wilson

#### Blue Team at Safe Place

Tammy Puffenberger  
Kim Farmer  
Brianna Jamison  
Alison Lillis  
Jessica Martin  
Barb Shevokas

#### CPS Appeals Attorney

Tiffany Reiff

#### Regional Appeals Coord.

Pam Martin

#### Child Advocacy Center

Mooch Mutchler

#### Family Support Center

Dori Yorks  
Destiny Duff  
Rhonda Forrest  
Trisha Hovermale  
Kelly Kemp  
Beth Pierce  
Elizabeth Scallion  
Rebecca Schriver  
Sylvia Simon-Cannon  
Lisa Teeter

#### Sunshine Center

Shana Matthews  
Georgette Hughes

#### Legal Counsel

Travis Poole  
Lisa Copeland





**WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**

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**PH:** 240-420-2100 | **FAX:** 240-420-2111

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<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  
Martin O'Malley, Governor / Anthony G. Brown, Lt. Governor / Theodore Dallas, Secretary*