

ADVISORY SOCIAL SERVICES BOARD ORIENTATION

Michael A. Becketts, MSW, MS, MEd
DFS Director
August 25, 2021

ADVISORY VS ADMINISTRATIVE BOARDS

Advisory Board

Roles and Responsibilities

- Local Advisory Board Handbook
- Administrative Code and Statute
- Board of Supervisors Resolution for ASSB

Type of Boards: Administrative and Advisory

Administrative

- Makes local policy decisions with staff input.
- Authority over local funding from public and private sources
- Represented by legal council
- Review programmatic and personnel performance
- Responsible for service delivery (CPS, APS, Foster Care, Public Benefits)
- Appoints the local director
- Interest in all matters pertinent to local social services.

Advisory

Meet with DFS Director at least 4 times annually to make recommendations of policy matters

Interest in and monitors matters related to public assistance and social services needed by the residents in the jurisdictions (Fairfax County, City of Fairfax, and City of Falls Church) served by DFS.

Make an annual report to the local governing body with the budget presentation of the local department and other reports the advisory board deems appropriate.

Regardless of Board Type Board Members are expected to...

1. Attend board and committee meetings
2. Know the programs, goals and objectives of the DFS
3. Take an active interest in state and local social services issues
4. Monitor and review program performance
5. Serve as a champion of the agency
6. Enhance the public image of DFS
7. Promote partnership with DFS
8. Educate the public about the local social services programs and activities.

Local Handbook p. 16

Role of the Director

1. Senior Executive of LDSS (in Fairfax also responsible for Community Action, Area Agency on Aging)
2. Program Planning and Implementation
3. Personnel Planning
4. Budget Planning and Fiscal Planning
5. Emergency Management (ESF-6 – Human Services)
6. Agency Logistics (space and resources)

COMMONWEALTH of VIRGINIA

Department of Social Services



Local Board Member Handbook

March 2019

PREFACE.....	8
VDSS MISSION AND VISION STATEMENTS.....	9
Preferred Qualities of an LDSS Board Member	10
New Local Board Member Selection Process.....	11
Expectations for a New Local Board Member.....	12
Accountability for a Local Board Members.....	14
CHAPTER 1 – ROLE OF LOCAL GOVERNMENTS, BOARDS AND LOCAL DEPARTMENTS	15
Role of Local Governments	15
Role and Types of Local Boards.....	15
Role of Local Director of Social Services.....	20
Other Local Director Administrative Duties.....	22
Local Department of Social Services Staff	24
CHAPTER 2 – VIRGINIA SOCIAL SERVICES SYSTEM (VSSS).....	25
Federal and State Relationships	25
State and Local Agency Relationships.....	26
Commissioner’s Office	27
State Board of Social Services	27
CHAPTER 3 – VIRGINIA DEPARTMENT OF SOCIAL SERVICES PROGRAMS & SUPPORT	28
Locally Administered Programs.....	28
Adult Services (AS) and Adult Protective Services (APS).....	28
Benefit Programs (DBP).....	28
Emergency Assistance (EA).....	29
Energy Assistance Program (EAP)	29
General Relief (GR)	30
Medical Assistance (MA) Programs	31
Supplemental Nutrition Assistance Program (SNAP).....	32
Temporary Assistance for Needy Families Program (TANF).....	32
Virginia Initiative for Employment not Welfare (VIEW)	33
Child Care & Early Childhood Development (CCECD)	33
Family Services (DFS).....	34
Array of Services.....	34
Family Preservation and Family Support Services Program.....	35
Family Support Services	35
Family Preservation Services	36
Mandated Services for Families and Individuals	36
Time-limited Family Reunification.....	38

Regional Support.....	39
VDSS Regional Map and Regional Directors.....	40
State Administered Programs.....	41
Child Support Enforcement (DCSE)	41
DCSE Family Engagement Services	42
Community and Volunteer Services (CVS).....	44
Community Services Block Grant.....	45
Family and Children’s Trust Fund	45
Neighborhood Assistance Program	46
Family Violence (OFV).....	47
Newcomer Services (ONS)	48
Volunteerism & Community Services (OVCS)	48
Legislative and Regulatory Affairs.....	49
Licensing Programs (DLP)	50
State Operations	50
Assurance and Compliance.....	50
Appeals and Fair Hearings	50
Civil Rights	51
Monitoring and Reviews	51
Finance.....	51
General Services and Emergency Management.....	51
Information Management & Technology	52
Organizational Development Division.....	52
Human Resources.....	52
Learning & Development.....	52
Public Affairs (PA)	52
Research & Planning.....	53
Partnering Agencies	53
Office of Children’s Services (OCS)	53
Office of the Attorney General (OAG).....	54
Department of Medical Assistance Services (DMAS)	54
Department of Aging and Rehabilitative Services (DARS)	54
CHAPTER 4 – LOCAL BOARD MEETINGS.....	56
General Principles	56
Protocol for Local Board Meetings.....	57
Agenda	57
Usual order of business	58
Minutes	58
Style of Minutes	59
Format of Minutes	60
Reading and Approval of the Minutes	60

Closed Meetings	61
Motion for Closed Meetings	61
Reconvening in Open Session	62
Certification of Closed Meeting.....	62
Freedom of Information Act (FOIA)	62
Enforcement.....	63
Public Records	64
Disclosure Principles	64
Requests for Records	64
The Request	64
The Response	64
Billing the Requester	65
Exemptions to Disclosure.....	65
Virginia Codes for Board Meetings	66
Virginia Code References for Confidentiality	67
CHAPTER 5 – BUDGET AND FUNDING	68
Roles and Responsibilities	68
Local Governing Body.....	68
Treasurer or Fiscal Officer in Charge	68
General Assembly/State Office.....	68
Local Boards/Directors/Agency Staff.....	69
Local Annual Budgeting Process	69
State Annual Budget Process	70
State Budget Allocations and Local Reimbursement Percentages	71
Fiscal Calendars	72
Source of Funds.....	73
CHAPTER 6 – HUMAN RESOURCES	74
Equal Employment Opportunity and Affirmative Action.....	74
Introduction – EEO/AA	74
Equal Opportunity and Hiring	74
Record Keeping Requirements	77
Local Director Hiring, Training and Performance Evaluations	78
Performance Indicators	79
Policy Monitoring and Control	79
Defining Performance.....	80
First Example:	81
Second Example:.....	81
Assessing Performance	82
Reviewing Performance.....	83
Recognition and Incentives.....	83

Communicating Performance Achievements..... 84
Other Policy Performance Reviews 84
Employee Performance Evaluations 86
APPENDIX 1: ACRONYMS COMMON TO DSS..... 88
APPENDIX 2: COMMON TERMS AND DEFINITIONS 93
APPENDIX 3: LOCAL BOARD MEMBER PRE-SERVICE AGREEMENT 100
APPENDIX 4: LOCAL BOARD DELEGATION OF AUTHORITY TO THE LOCAL
DIRECTOR..... 102
APPENDIX 5: POWERS AND DUTIES OF VDSS COMMISSIONER..... 105
APPENDIX 6: POWERS AND DUTIES OF STATE BOARD OF SOCIAL SERVICES..... 108
APPENDIX 7: SOCIAL SERVICE BUDGET MATCH RATES (estimates)..... 109
APPENDIX 8: TEMPLATE FOR OFFER LETTER FOR LDSS DIRECTORS 111
APPENDIX 9: DIRECTOR EPPE TEMPLATE 112

(This page is intentionally left blank)

Welcome to the Local Board of Social Services!

We are pleased to have you as part of our team in fulfilling our shared mission of “People helping people triumph over poverty, abuse and neglect to shape strong futures for themselves, their families and communities.” Being a Board member is a serious and wonderful responsibility, which involves creative problem-solving, team work and decision-making that will greatly impact your community members. Expectations are high for the entire social services system, and your service is an integral component of achieving better outcomes for the people we serve.

We are responsible for some of the most important work going on in our state—and YOU play a critical leadership role in the collaboration between state and local partners. Your commitment and client-focus help ensure that your Local Department of Social Services (LDSS) continuously improves both its business performance and its level of client engagement.

Virginia law mandates an LDSS in every political subdivision of the state, and specifies duties and responsibilities of the Local Director and the Local Board. As a local Board member, you will learn about programs such as Medical Assistance, the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Energy Assistance, Child and Adult Protective Services, Foster Care, Adoption, Child Care Subsidy, Quality programs, and countless partnerships and initiatives designed to embrace, engage, educate and empower our citizens and neighbors.

As a Board member, you will be involved in strategic and financial planning and monitoring, personnel and workforce management, programs and services, community events, fundraising, branding and marketing. Very soon you will learn more about your role and specific responsibilities from your Local Director, the Regional Director and a range of resources.

Regardless of the type of local Board, geographic location or size of your Local Department, in order to succeed, you will need to learn everything you can about Social Services in your

locality. Please be sure to complete training and orientation requirements within the first 90 days of your term.

This manual is full of information that reviews all of the aforementioned program areas and discusses in detail your role as a member of your localities' board. We ask that you educate yourself and those around you, and jump full force into this work!

Get ready for many exciting opportunities, such as the ability to:

- Act as an advocate, to deliver and promote the message, mission and vision of your Local Department.
- Think and operate proactively to strengthen the safety net protecting vulnerable, at-risk members of your local community.
- Optimize the service and support your Local Department provides to individuals and families on the path to self-sufficiency.

All of our citizens deserve to be represented by dynamic, contributory and high-performing Board members, eager to innovate and enhance social services in their community. It is important that we hold ourselves accountable for providing servant leadership to our colleagues, clients and communities. Together we will achieve great strides to triumph over poverty, abuse and neglect. Together we can shape strong futures for all Virginians.

We are people helping people, and thank you, again, for joining us!

Duke Storen

Commissioner of the Virginia Department of Social Services

PREFACE

The current legal base for the Virginia Department of Social Services is [§63.2](#) of the Code of Virginia (hereafter referred to as Title 63.2) which:

- Provides for a local board and local director;
- Defines specific duties of the State Board and local boards of social services;
- Defines duties of the Commissioner and local directors; and,
- Sets out in state regulations the structure and administration of social services in Virginia.

The general intent of the regulation is to assure that throughout the Commonwealth eligible persons receive financial assistance, other benefits, and social services. The regulation continues to provide for local administration of assistance and service programs under state supervision.

This manual will explore the role of the local board and the local Director. It will also provide a brief orientation to the entire Virginia Social Services System and the programs and services that are provided by the local Department of Social Services.

The first two appendices, located at the back of the manual, contain a list of acronyms ([Appendix 1](#)) and commonly used terms ([Appendix 2](#)) in local and state departments of social services.

VDSS MISSION AND VISION STATEMENTS

The Virginia Department of Social Services (VDSS) is guided by the following mission and vision statements:

VDSS MISSION

People helping people triumph over poverty, abuse and neglect to shape strong futures for themselves, their families and communities

VDSS VISION

A commonwealth in which individuals and families have access to adequate, affordable, high-quality human/social services that enable them to be the best they can be.

Preferred Qualities of an LDSS Board Member

While the local governing body is responsible for appointing members to the local board of social services and one member of the local governing body is usually included on the local board, VDSS has compiled a list of selection criteria that should be when there is a vacancy on the board and created a flow chart outlining the process from vacancy to filled board position.

Availability - An educated, engaged Board is best prepared to represent and advocate for the community's citizens. Board members must have the availability and interest needed to complete training, attend Board meetings, and serve as an active, engaged member of the Board.

Advocacy - Board members should be ready to embrace the role of champion, community activist, myth-buster and strong supporter of vital social services work in their community. Board members serve as champions for our most vulnerable citizens and therefore must understand the purpose, cost, and gains of services and programs, and be prepared to represent those in need.

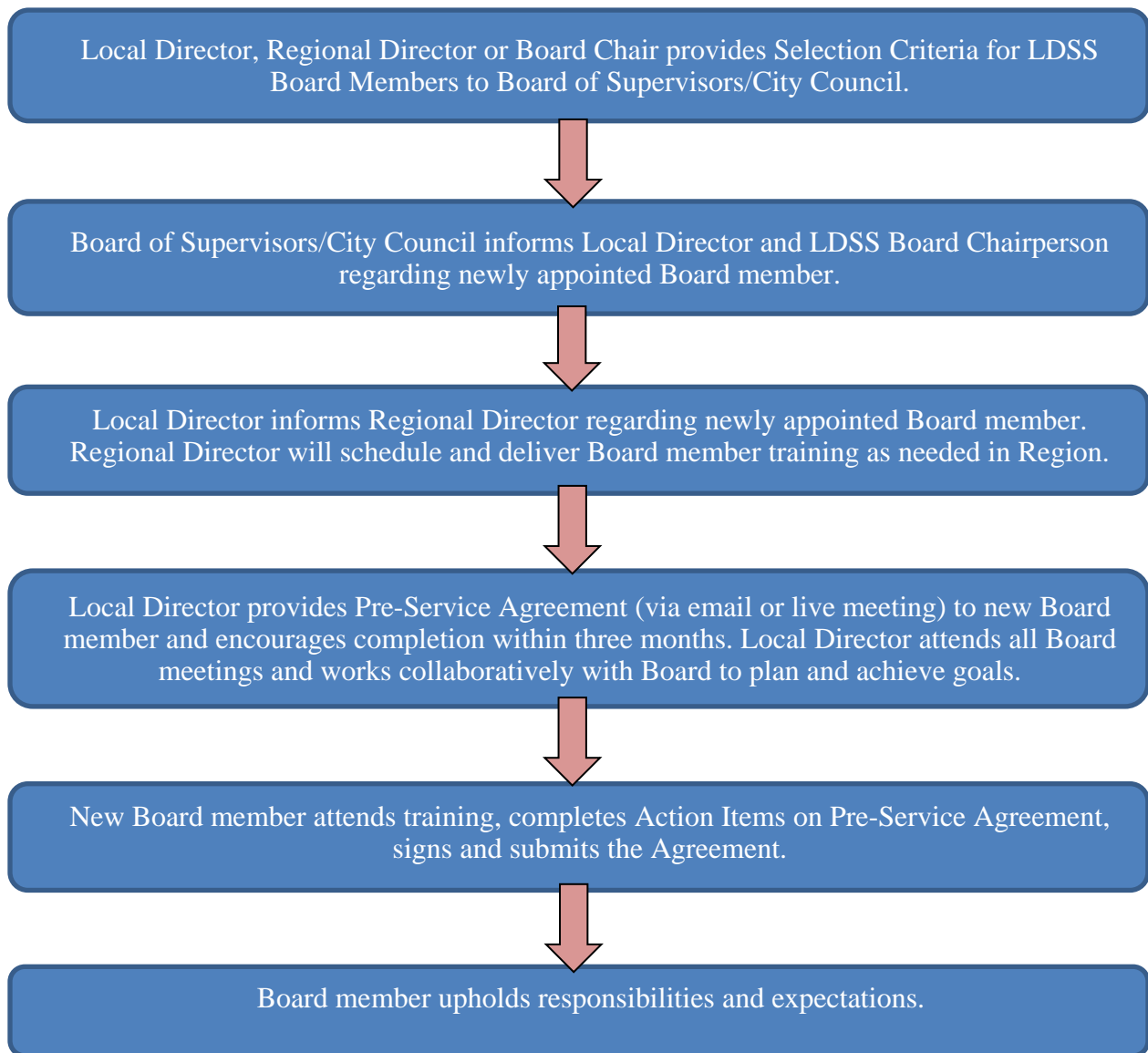
Diversity - A diverse board is rich in experiences, knowledge and ideas. Members from a variety of ethnicities, cultures and backgrounds (individuals with accounting and budgeting experience, teachers, non-profit leaders, community activists, parents, CEOs, etc.) bring a range of perspectives, proficiencies and skills. A highly inclusive Board can greatly benefit the LDSS and the community at large.

Dedication - Each Board member's involvement has a direct impact on the people we serve. All of our citizens deserve to be represented by dynamic, vigorous, contributory and high-performing Board members, eager to innovate and improve social services in their community.

New Local Board Member Selection Process

Local Departments of Social Services Board Members hold a powerful volunteer position representing their community. LDSS Boards implement numerous aspects of the Code of Virginia related to Social Services, fulfilling important responsibilities and making decisions which greatly impact their community members.

Below is a flow chart of the new local board member selection process:



Once a board position is filled, the new board member shall be provided a copy of the “Local Board Member Pre-Service Agreement” (refer to [Appendix 3](#)) that outlines expectations and provides resources for the new board member. A key part of the checklist is the confidentiality statement that is found on page 2 of this document. It is critical that every new board member sign the statement as confirmation of the understanding that all information shared during board meetings must remain confidential in nature because often specific case information or personnel issues are brought before the board.

Expectations for a New Local Board Member

Within the first ninety (90) days of the board member’s first term, the local board member shall:

- Review, sign and submit to the Local Board Chair the “[Local Board Member Pre-Service Agreement](#)”; and,
- Attend Local Board Member Training conducted by the VDSS Regional Director, or designee.

In addition to the first ninety (90) day requirements, the new local board member should attempt to complete the following within the first ninety (90) days, or as soon as they are able:

- Read the “Local Board Member Handbook”.
 - The handbook is located on the VDSS public website (see below for the link) and will help you acclimate to your new position. While the new local board member may request the LDSS for a printed copy of the manual, VDSS encourages the new local board member to use the electronic version because it contains links to multiple online sources of information.
 - http://www.dss.virginia.gov/about/files/lb_handbook.pdf
- Visit the LDSS and VDSS website.
 - Ask your Local Board Chair to provide you with the website for your LDSS.
 - <http://www.virginia.gov/>

- Complete e-learning course.
 - As part of the registration process for the Local Board Member Training, the new board member will be provided access to the Virginia Learning Center (VLC). Once the new board member receives their access via their email, they can access the VLC and complete this eight minute e-learning.
 - Course Title: VDSS OD1000: Introduction to Virginia Social Services System (VSSS).

- Review the Local Agency Annual Reports.
 - New local board members can access historical LDSS caseload and expenditures data, as well as county/ city population on the VDSS website by reviewing the local agency profile and financial statements.
 - http://www.dss.virginia.gov/geninfo/reports/agency_wide/ldss_profile.cgi
 - http://www.dss.virginia.gov/geninfo/reports/agency_wide/jlarc.cgi

- Meet the management team at the LDSS.
 - Arrange with the local director for an agency visit to tour the facility and meet the management team.

- Conduct research.
 - Explore the many links provided in the Local Board Member Handbook and then continue to explore other online sources for more information about local and state social services programs.
 - Find out what unique programs your LDSS has to offer and find out what challenges your community experiences. What makes your LDSS and your community different from neighboring communities?

- Attend meetings.
 - Attend all meetings. Obtain a schedule of the meetings in the next year and arrange your calendar so that you can attend. If you are unable to attend a meeting, inform the Local Chair and Director as soon as you know that you cannot attend. Remember that a quorum of local board members is required for voting!

- Advocate and engage.
 - Embrace your role as a champion, myth-buster, and a strong supporter of vital social service work in your community.
 - Learn about your local department's initiatives, budget, planning, goals and communication (what is your agency's mission and vision statement?). Advocate in your local, regional, and state community for your LDSS

programs, missions and goals.

- Identify local board member responsibilities unique to your LDSS
 - Work with your local board chair, other local board members and local director to identify other responsibilities related to being a local board member. Record these responsibilities on your “Pre-Service Agreement.”

Accountability for a Local Board Members

If a Local Board member does not meet the established expectations, he/she may be removed from the Board by the entity which nominated the member, or by the State Board.

CHAPTER 1 – ROLE OF LOCAL GOVERNMENTS, BOARDS AND LOCAL DEPARTMENTS

Role of Local Governments

The local governing body is responsible for the following:

- Appoints members to the local board of social services; one member of the local governing body is usually included on the local board
- Determines whether the local board is Administrative or Advisory;
- Appoints the local director when specified by law;
- Receives the annual budget, requests and reports prepared by the local board;
- May pay compensation and expenses to local board members from local funds; and,
- May suspend or remove a local board member for just cause.

Role and Types of Local Boards

Every political jurisdiction in Virginia is required by state law to provide social services to their residents. Each agency has a corresponding local board (§[63.2-300](#) of the Code of Virginia). In some cases, combinations of counties and cities may share both the local department and the local board.

There are two types of local boards: **Administrative and Advisory**. Although there are some differences in responsibility between the two boards, there are several expectations that are the same. They are that all board members will:

- Attend board and committee meetings
- Know the programs, goals and objectives of the LDSS
- Take an active interest in state and local social services issues
- Monitor and review program performance

- Serve as a champion of the agency
- Enhance the public image of the LDSS
- Have an active role in promoting interagency relations by acting as liaisons
- Take advantage of any opportunities to further educate the public about the local social services programs and activities.

Local board members are likely to have a variety of contacts throughout the community – perhaps through their regular jobs or through social or religious activities. Frequently, they are involved with other significant community organizations, either as employees or as members of boards or advisory councils.

While department staff will often work directly with personnel from other agencies, a board member may be just the link necessary to establish or enhance interagency relationships. Keeping the informal lines of communication open, making each agency aware of the other’s programs and updating them on any relevant changes are all conducive to interagency coordination. If the community and the local board seem to be open to moving in this direction, or perhaps already have, **BE SUPPORTIVE!** The local board also may be able to persuade the local governing body, other local service organizations, and/or business to lend their support, in terms of funding or personnel.

Members of the local board should also take advantage of any opportunities to further educate the public about the local social services programs and activities. Local board members act as liaisons to other community organizations and public agencies. They also have a unique opportunity to promote volunteerism in the local department, and to be a catalyst in the development of community-wide volunteer resources.

Local board members may be aware that there are many misconceptions and disagreements about the need for social services and the way it is managed. Frequently, people may not understand, factually, how the department really operates. A local board member may be able to clarify or lay to rest some of these misunderstandings.

By participating on the local board, members should gain knowledge about the scope of social services problems in the community and how the local department is able to meet those needs. Informal sharing of this information helps build stronger community support. If the board members speak in general terms and remember to strictly adhere to rules of confidentiality, case histories may be shared to demonstrate how the programs have helped real people. Confidentiality is essential – the identities of clients must **ALWAYS** be protected.

The growing knowledge and understanding of local needs and local department operations by a new local board member, combined with the individual's stature in the community, may also provide the member influence with the local governing body. A person who is committed to this cause and who knows what he/she is talking about gains respect. This respect can translate into stronger support for local directors and their efforts.

Local board members should always be ready to promote awareness and understanding of the department. In some counties, local boards have organized special orientation sessions for other community organizations.

While both types of board display interest in all matters pertinent to the public assistance and social services needed by the people of the jurisdiction served by the local department, there are some key differences between the two boards. Key differences between the Administrative and Advisory boards are outlined in the chart on the following page.

Administrative*	Advisory
1 or 3+ members	5 to 13 members
Meets at least bi-monthly. Makes local policy decisions with staff input.	Meet with the local government official who constitutes the local board at least four times a year for the purpose of making recommendations of policy matters concerning the local department
Local policy decisions – establishing, reviewing and revising as needed	Display interest in all matters pertinent to the public assistance and social services needed by the people of the jurisdiction served by the local department
Discretionary power over local funding from both public and private sources	Monitor the formulation and implementation of public assistance and social services programs by the local department
Employment of legal counsel in civil matters	Meet with the local government official who constitutes the local board at least four times a year for the purpose of making recommendations of policy matters concerning the local department
Review of programmatic and personal performance	Make an annual report to the governing body or bodies, concurrent with the budget presentation of the local department, concerning the administration of the public assistance and social services programs
Provision of a variety of child protective services, including CPS when not available through other community agencies	Submit to the governing body or bodies other reports that the advisory board deems appropriate
Provision of APS	
Placement of children and adults in foster homes or other facilities when appropriate	

Administrative*	Advisory
Determination of which optional services will be offered	
Appointment of local department director (unless otherwise specified by local government) and assuring the professional qualifications of this office	
Interest in all matters pertinent to local social services	

*Many Administrative boards opt to delegate many of these duties to the local director. Refer to [Appendix 4](#) for a template that local boards may use to delegate specific authorities to the local director.

Role of Local Director of Social Services

- The local director is appointed by the local board or other appointing authority where designated by city charter or statutes, subject to the personnel standards and regulations of the State Board (§[63.2-325](#) of the Code of Virginia). The VDSS provides assistance to local boards in selecting local directors as requested or as deemed necessary.
- The local director serves at the pleasure of the local board, or other appointing authority, subject to the provisions of the merit system plan as defined in §[63.2-326](#) of the Code of Virginia.
- A local director who does not meet the personnel entrance and performance standards established by the state Board may be removed by the Commissioner (§[63.2-327](#) of the Code of Virginia).
- The local director shall be the administrator of the local department and shall serve as secretary to the local board (§[63.2-332](#) of the Code of Virginia).
- The local director works with the local board to assess community needs and resources. The local director informs the local governing body of program objectives and policies.
- The director prepares an annual budget submission to local and state government and assists in securing needed funds.
- The local director ensures that programs are operated as intended and is responsible for the performance of the local agency.
- The local director's administrative duties include program implementation, human resource planning, supervision and evaluation of staff, financial planning and securing and maintaining office space and office equipment.
- It is the intent of the law that the local department shall meet the general welfare needs of the community in cooperation with other public and private agencies.
- The local director interprets rules and regulations available to staff. He or she has a broad knowledge of community resources and takes an active role in promoting interagency cooperation. The local director cooperates with other agencies, public and private, in meeting the needs of the community (§[63.2-334](#) of the Code of

Virginia). The local director is responsible for public relations and is the liaison between the local board and staff.

- The local director is responsible for the Virginia Freedom of Information Act and the Equal Opportunity Act.
- The local director informs the local governing body and public officials regarding activities related to public assistance programs. The local director is accountable to the community and the VDSS.
- Additional responsibilities include the coordination of a multi-discipline team (MDT) for the provision of Child Protective Services (§[63.2-1503](#) of the Code of Virginia).

Under the general direction of the local administrative board, the local director is the administrator of the local department. In cooperation with other public and private agencies, the specific powers and duties are to:

- Render such information, services, assistance and cooperation as may be ordered by the Judge of the Juvenile and Domestic Relations District Court. Provide supervision to children on parole, returned by the State Department of Corrections (§[16.1-278](#) of the Code of Virginia).
- If so authorized by the local board or other appointing authority, subject to the personnel standards and regulations of the state Board, employ other employees as may be required by the Commissioner in the county or city and participate in the annual evaluation of the services of such staff members (§[63.2-325](#) of the Code of Virginia).
- Act as agent of the Commissioner in relation to any work to be done by the Commissioner within the county or city (§[63.2-333](#) of the Code of Virginia).
- Foster cooperation between all public and private charitable and social agencies in the county or city to the end that public resources may be conserved and the social needs of the county or city be adequately met (§[63.2-334](#) of the Code of Virginia).
- Keep records of cases handled and business transacted in such manner and form as may be prescribed by the State Board (§[63.2-335](#) of the Code of Virginia).
- At the request of the local governing body, prepare each year and keep on file a full report of the local department's work and proceedings during the year. If such

- request is made, one copy of such report shall be filed with the local governing body and another with the State Board (§[63.2-336](#) of the Code of Virginia).
- If the local board does not act on an application for assistance within the time limit specified by the State Board or circumstances require immediate assistance, the director may provide necessary assistance pending determination by the local board (§[63.2-503](#) and §[63.2-504](#) of the Code of Virginia).
 - Review or cause to be reviewed, all assistance grants as frequently as required by the State Board. If the local board does not act within 30 days on information affecting eligibility or the amount of assistance, the local director may make the necessary adjustments in the amount of public assistance or suspend assistance pending action by the board (§[63.2-514](#) of the Code of Virginia).
 - Supervise the placement in suitable homes of children entrusted or committed to the local board (§[63.2-901](#) of the Code of Virginia).
 - Prepare, or cause to be prepared, and submit to the circuit court the required report on each adoption case referred to the agency by the court, and a copy to the Commissioner (§[63.2-1208](#) of the Code of Virginia).
 - Cooperate with the Division of Child Support Enforcement in the location of responsible persons who have abandoned or deserted or are failing to support children receiving TANF (§[63.2-1902](#) of the Code of Virginia).

Other Local Director Administrative Duties

Program Implementation – The local director, as agent of the local board, is the administrator of all the programs for which the agency has statutory responsibility. The local director must have knowledge of all the programs, their relative importance and interrelationships in order to assure their effective implementation. They must be aware of management principles and techniques in developing methods and procedures for agency operation and establishing priorities. Proper channels of communication among staff members are essential to efficient operation.

Personnel Planning – The local director is responsible for determining the number and classification levels of staff needed to carry out agency functions and for making appropriate recommendations to the local board for the provision of adequate, qualified staff.

The local director must provide the type of supervision and in-service training that will foster the growth and development of the professional and support staff.

Depending upon the size of the agency, the degree of the local director's supervisory responsibility will vary. In very small agencies, it may be necessary for the local director to carry a specialized or limited caseload. The Local Director will establish the quality of the agency atmosphere of cooperation and concern for client, co-workers and the community.

Financial Planning – The local director is responsible for the preparation of the initial budget. This involves an evaluation of programs as currently operated; recognition of new laws, regulations and policies which will affect program operations for the upcoming year; consideration of desirable improvements in programs or additional services to be included; and the assembling of data to support administrative and program estimates. The budget estimate is submitted to and discussed with the local board responsible for approval of the final budget. The local administrative board then presents the budget to the governing body.

When final approval of the budget is given, the local director is responsible to the local board for the proper expenditure of funds. This involves the keeping of adequate records, the completion of necessary reports, and the establishment of monitoring procedures.

Office Space and Equipment – The local director is responsible for assessing the office space and equipment needs of the agency in relation to standards established by the State Board. Such standards include accessibility of the agency office to the public, adequate space for staff and clients, safety and health requirements, and equipment and furnishings necessary for efficient operation.

Local Department of Social Services Staff

- Provide direct services to customers;
- Issue certain payments to customers and service providers;
- Determine customer eligibility for benefits;
- Arrange for and provide direct services to customers; and,
- Are responsible to the local governing body, local board, local director, VDSS Regional and Home Office staff.

Other responsibilities might include:

- Presenting information about cases and services to the local board, VDSS or State Board.
- Discussing problems with the local board at staff request.
- Conducting customer-related assignments without personal interference.

CHAPTER 2 – VIRGINIA SOCIAL SERVICES SYSTEM (VSSS)**Federal and State Relationships**

With respect to those benefit and service programs in which there is federal financial participation, state statutes provide that the VDSS shall cooperate with the Department of Health and Human Services (HHS) and other agencies of the United States in “any reasonable manner that may be necessary” to enable the State to receive federal grants for such programs (§[63.2-206](#) and §[63.2-406](#) of the Code of Virginia).

Federal regulation requires that federal agencies deal exclusively with a single state agency in the administration of any one federally reimbursed program of assistance and/or services to individuals. VDSS is the “single state agency” with the United States Department of Agriculture in the administration of the Supplemental Nutrition Assistance Program (SNAP). VDSS is also the “single state agency” dealing with the federal Department of Health and Human Services (HHS) in the administration of the program of Temporary Assistance for Needy Families (TANF). The Virginia [Department for Aging & Rehabilitative Services'](#) (DARS) is designated, subject to the provisions of §[51.5-66](#) and §[51.5-77](#) of the Code of Virginia regarding the [Department for the Blind and Vision Impaired](#) (DBVI), as the state agency for the purpose of cooperating with the federal government in carrying out the provisions and purposes of the federal [Rehabilitation Act of 1973](#) (29 U.S.C. §701 et seq.) and is empowered and directed to cooperate with the federal government in the administration of such act, to prescribe and provide adult services as may be necessary for the rehabilitation of persons with disabilities, to provide for the supervision of such services, and to disburse and administer federal funds provided for the rehabilitation of such persons. The local departments of Social Services staff remain responsible for determining eligibility for Auxiliary Grants and service delivery for adult Protective Services and Adult Services.

The [Virginia Department of Medical Assistance Services](#) (DMAS) is the “single state agency” dealing with the federal [Department of Health and Human Services](#) (HHS) in the administration of the Medical Assistance (Medicaid) programs, although VDSS carries the responsibility for determination of eligibility for this program and for the provision of related

social services, as specified in §[63.2-405](#) of the Code of Virginia.

The responsibility of the “single state agency” to each federally reimbursed program consists of (a) submitting to the appropriate federal agency for approval a state “Plan” which meets the conditions required by federal law and regulations to qualify for financial reimbursement (b) submitting amendments as necessitated by changing federal regulation or by changing conditions or needs within the state and (c) upon approval of the state “Plan” and amendments assuring uniform implementation of the “Plan” throughout the state.

Federal regulations frequently offer options to states in certain areas of program implementation. When a state has made its choice in such cases, the option selected becomes a part of the state’s “Plan” and, upon approval by the federal agency, the state “Plan” is the basis for federal financial participation in programs. Federal audits are carried out to monitor compliance with the approved state “Plan”. For this reason, state and local administration is based on state regulations and the approved “Plans” are the result of federal legislation or regulations.

State and Local Agency Relationships

VDSS is responsible for the administration of social service programs consistent with federal and state regulation and policy of the state Board. As such, VDSS provides the following:

- The Department shall assist the state Board with the development of program guidance
- VDSS shall evaluate programs and provide guidance on a continuing basis.
- VDSS also shall make necessary information available and assist the Board with any inquiries or evaluations the Board is conducting.
- VDSS shall also provide administrative supervision, training, technical assistance, program guidance to local social services agencies
- VDSS will monitor and evaluate social services programs and the agencies operating the programs.

Other than being the supervisory authority for local program operations, VDSS also has the responsibility of inspecting and issuing licenses to adult and childcare facilities throughout the Commonwealth. Additionally, VDSS has responsibility to establish, enforce, and collect child support payments.

Commissioner's Office

The executive head of the VDSS is legally designated as the Commissioner of Social Services. He/she is appointed by the Governor, subject to confirmation by the General Assembly, if in session when the appointment is made, and if not in session, then at its next session. The Commissioner shall hold office at the pleasure of the Governor for a term coincident with that of each Governor making the appointment or until a successor is appointed and qualified. Vacancies shall be filled in the same manner as original appointments are made (§[63.2-200](#), §[63.2-201](#) and §[63.2-202](#) of the Code of Virginia). The powers and duties of the Commissioner are specified in [Appendix 5](#) of this document.

State Board of Social Services

The state Board of Social Services consists of eleven (11) members appointed by the Governor. The Board shall include a member from each of the social services regions of the state established by the Commissioner and one member shall be a licensed health care professional. The powers and duties of the State Board of Social Services is specified in §[63.2-215](#) of the Code of Virginia, and is outlined in [Appendix 6](#) of this document.

CHAPTER 3 – VIRGINIA DEPARTMENT OF SOCIAL SERVICES PROGRAMS & SUPPORT

Virginia Department of Social Services is responsible for providing oversight and guidance to local departments of social services, as well as running several social services programs independent from local departments. The following chapter will provide an overview of the locally and state administered programs. It will also provide a description of the regional support VDSS offers the local agencies and VDSS operational departments.

Locally Administered Programs

Adult Services (AS) and Adult Protective Services (APS)

The APS Division oversees the administration of Adult Services and Auxiliary Grants as well as Adult Protective Services. Though state staff are now part of DARS, local departments of social services staff remain responsible for determining eligibility for Auxiliary Grants and service delivery for Adult Protective Services and Adult Services.

Benefit Programs (DBP)

Virginia statutes allow for an assortment of benefit (financial assistance) programs. Some are established and funded by the federal government; some are funded at the state or local level and some are funded jointly. States are required by the [Social Security Act](#) to supervise locally administered federal social services programs. Each state must submit a plan to the Secretary of the US Department of Health and Human Services that demonstrates that the programs are operated in accordance with relevant federal laws and regulations and are uniformly available throughout the state.

According to federal and state regulations, any individual has the right to:

- Apply for benefits;
- Have eligibility for benefits determined promptly and in conformity with established laws and policies;
- If found eligible, receive benefits promptly and in the entitled amount, according to established policy; and,

- Appeal to the state agency if dissatisfied with the determination decision by the local department.

Applicants are held accountable by law for the provision of accurate and complete information concerning their financial situation and other circumstances which could influence eligibility. Some of the eligibility criteria for these programs can be found in [§63.2](#) of the Code of Virginia. The number of eligible individuals in the household and their total net income, resources and available support affect the amount of benefits they will receive. Additional information regarding the benefit programs, application, forms and manuals are available at www.dss.virginia.gov.

Benefit programs provided at local departments of social services include Emergency Assistance (EA), Energy Assistance Programs (EAP), General Relief (GR), Medical Assistance Programs, Supplemental Nutrition Assistance Program (SNAP), and Temporary Aide for Needy Families (TANF).

Emergency Assistance (EA)

EA provides short term, limited financial assistance to families with children when a fire, natural disaster or other one-time emergency has created a hardship for a family.

Energy Assistance Program (EAP)

Eligible low income households receive federal assistance with their home heating, cooling and energy related emergencies on a seasonal basis. The Virginia Energy Assistance Program (EAP) was established in accordance with the Low-Income Home Energy Assistance Act (LIHEAP) of 1981 ([Title XXVI of Public Law 97-35](#)) and Title III of the Human Services Amendments of 1994 ([Public Law 103-252](#)) and amendments which authorize grants to states to assist eligible households to meet the costs of home energy. The Virginia State Department of Social Services (VDSS) has been designated to administer the EAP in the Commonwealth of Virginia. Virginia EAP regulations can be found at [Chapter 680](#) of the Administrative Code of Virginia. The Energy Assistance Program consists of three components: Fuel Assistance, Crisis Assistance, and Cooling Assistance. Each component has distinct eligibilities

requirements, application due dates and program outcomes.

- **Fuel Assistance** provides assistance to eligible households in meeting their immediate home energy needs by purchasing home heating fuel and paying primary heat utility bills. The benefits are not intended to meet the household's total costs during the heating season. Applications are accepted from the second Tuesday in October until the second Friday in November. Applicants should expect notification of their eligibility and authorizations as soon as possible, but no later than late-December.
- **Crisis Assistance** applies to heating emergencies. In order to be eligible, there must be heating emergency such as lack of heat, imminent utility cut-off, or inoperable/ unsafe heating equipment. Assistance offered includes one-time only heat security deposit, portable heater for temporary use, purchase of home heating fuel, payment of heat utility bill, payment for emergency shelter, and/or heating equipment repair or purchase. Clients may submit applications related to heating equipment assistance and security deposits between November 1 and March 15. Applications related to heating fuel and heat expense utility bills are accepted the first workday of January through March 15. Applications are processed as soon as all the requested information is provided.
- **Cooling Assistance** provides purchase or repair of cooling equipment and/ or payment for electricity to operate cooling equipment to eligible low-income households when other resources cannot meet their needs. The Cooling Assistance Component is offered on a first come, first serve basis, and there must be an elderly person, disabled person or a child under 6 living in the home. Households can receive Cooling Assistance in addition to Fuel and Crisis Assistance unless specifically restricted. Applications for Cooling Assistance are accepted June 15 through August 15. Applications are processed as soon as all the requested information is provided.

General Relief (GR)

This state/local financed program provides limited financial assistance that cannot be provided through other means. This program may include medical care for the indigent, burial for the indigent and other emergency services. Local departments design GR Plans to meet the needs of their local community. Not all agencies offer General Relief as this an optional program.

Medical Assistance (MA) Programs

Medicaid and the Family Access to Medical Insurance Security Plan (FAMIS) are Medical Assistance programs that make direct payments to health care service providers for eligible individuals and families who are unable to pay for needed medical services. Eligibility for Medicaid and FAMIS is determined by the local department according to criteria established by the state's Department of Medical Assistance Services (DMAS), which is responsible for the administrative and oversight of the program. Local department determines the eligibility but it is DMAS that makes the payments to the service providers.

Medicaid and FAMIS have different income limits and nonfinancial requirements. When someone applies for Medical Assistance, the eligibility worker will determine if the person is eligible for either program. Medicaid and FAMIS pay for a variety of medical services, including prescription drugs, doctor visits, nursing facility care and hospital care.

To be eligible for Medicaid, a person must have income and resources (assets) within specified limits and must be in one of the groups covered by Medicaid. Medicaid covered groups include children under age 19 years, pregnant women, parents with dependent children under age 18 years living in the home, adults age 65 years and older, blind individuals, and individuals who are disabled according to the standards adopted by the Social Security Administration.

FAMIS, and its program for pregnant women, FAMIS MOMS, covers uninsured children under age 19 years and pregnant women, whose income exceeds the Medicaid maximum but is under the income limit for FAMIS/FAMIS MOMS.

Information about Medicaid/FAMIS is available online from the Virginia Department of Social Services at www.dss.virginia.gov and from the Department of Medical Assistance Services at www.dmas.virginia.gov.

For more information about FAMIS contact the local department of social services,

call 1-866- 87FAMIS or go to www.famis.org.

Supplemental Nutrition Assistance Program (SNAP)

This program was formerly referred to as the Food Stamp Program. This federal program was created to assist eligible families and individuals in meeting their nutritional needs through a supplemental benefit. Local departments determine eligibility by household size, resources, financial, and non-financial criteria such as student status and work registration/requirement. The benefits are issued by the State, and redeemed by the use of an Electronic Benefit Transfer (EBT) debit card. The clients must select a Personal Identification Number (PIN) and use that PIN when they swipe the card at the retailer. SNAP benefits are added to their account after midnight on the assigned monthly issuance day, even if it is a weekend or holiday. Issuance dates are determined by the last digit of the client case number. Case numbers ending in 0,1,2, or 3 are available on the 1st of the month, cases ending in 4 or 5 are available on the 4th of the month, cases ending in 6 or 7 are available on the 7th of the month, and cases ending in 8 or 9 are available on the 9th of the month.

Temporary Assistance for Needy Families Program (TANF)

TANF provides temporary cash assistance to needy families with children who live together and are related by blood, marriage or adoption. The TANF program is managed at the state level by the Economic Assistance and Employment Unit within the VDSS Division of Benefit Programs. Local agencies accept TANF applications, determine eligibility within a 30 day processing timeframe, and review eligibility annually. The family is required to report changes that may result in a change in the amount of assistance, such as new sources of household income, or changes in household composition. The LDSS does not issue TANF payments. These are issued from the state to the client (in most instances) in the form of a check, direct deposit or debit card. In emergency situations caused by natural disaster or fire, the LDSS may issue a maximum one time TANF payment of up to \$500.00, and are reimbursed by the State.

A family may receive TANF no more than a total of 60 months in a lifetime. After cash assistance is terminated, the family may receive 12 months of transitional assistance, including childcare, transportation and employment and training.

Virginia Initiative for Employment not Welfare (VIEW)

The Virginia Initiative for Employment not Welfare (VIEW) is the work component for TANF recipients. VIEW requires able-bodied parents with children over age one to participate in work activities designed to lead to employment. VIEW work activities include job readiness and job search instruction, job skills training, vocational education, and work experience in non-profit settings. In Virginia, VIEW participants have a 24-month time limit to receive TANF benefits, followed by a 24 month period of ineligibility. VIEW participants may earn income up to the federal poverty limit, based on family size, and remain eligible for TANF. After cash assistance is discontinued, the family may receive 12 months of transitional assistance, including childcare and transportation. In addition, if working 30 hours or more at TANF closure, the family may qualify for a 12 month retention benefit of \$50.00 per working parent, and supportive services for education and training.

Child Care & Early Childhood Development (CCECD)

The Division of Child Care and Early Childhood Development (CCECD) provides funding to enhance the quality, affordability, and supply of child care available to Virginia's families. Child care programs are child-centered, family-focused services that support the family goals of economic self-sufficiency and child development by providing substitute parental care, protection, guidance, and early childhood education.

Policies and service strategies are designed to meet the following goals:

- To provide low income families with the financial resources to find and afford quality child care for their children;
- To ensure that the family child care program contributes to the broader objective of self- sufficiency;
- To provide child care to parents trying to achieve independence from public

assistance

- To promote parental choice in the selection of child care;
- To empower working parents to make their own decisions on the child care that best suits their family's needs;
- To provide consumer education to help parents make informed choices about child care;
- To ensure that subsidy dollars are provided to the neediest families;
- To enhance the quality and increase the supply of child care for all families; and,
- To improve the coordination among child care programs and early childhood development programs.

Family Services (DFS)

The Division of Family Services (DFS) is responsible for comprehensive social service planning in the state with the accompanying development of programs, guidance documents and procedures. The Division provides program direction and technical assistance to regional offices in the supervision and monitoring of the local department service programs. The mission of the Division is to help individuals and families develop and use their own resources, gain access to and use existing resources so that people can move to their optimum well-being. The legal base for these services is [§62.3](#) of the Code of Virginia.

Array of Services

Adoption promotion and support services, assessment, case management, community education and information, counseling and treatment: individual, counseling: therapy groups, daycare assistance, developmental/child enrichment day care, domestic violence prevention, early intervention (developmental assessments and /or interventions), educational/school related services, financial management services, health related education and awareness, housing or other material assistance,

information and referral, intensive in-home services, juvenile delinquency/violence prevention services, leadership and social skills training, mentoring, nutrition related services, emergency situations, parent-family resource center, parenting education, programs for fathers (fatherhood), parenting skills training, respite care, self-help groups (anger control, substance abuse, domestic violence), substance abuse services, socialization and recreation, teen pregnancy prevention and transportation.

Family Preservation and Family Support Services Program

The federally funded Promoting Safe and Stable Families Program (PSSF) reflect the Virginia Children’s Services practice model concept that “Children are best served when we provide their families with the supports necessary to safely raise them. Services to preserve the family unit and prevent family disruption are family-focused, child centered, and community-based.”

The primary goals of the PSSF program are to prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, or through adoption or by another permanent living arrangement.

PSSF is authorized under Title IV-B, Subpart II of the [Social Security Act](#), as amended, and is codified at SEC.430 through 435 [42 U.S.C. 629a through 629e]. The PSSF program was initially created in 1993 as the Family Preservation and Support Services Program, geared toward community-based family preservation and support. In 1997, the program was reauthorized under the [Adoption and Safe Families Act](#) (ASFA) and renamed the PSSF program. The 1997 legislation required the provision of two additional services which are time-limited family reunification and adoption promotion and support.

Family Support Services

Family Support Services (FSS) are primarily community-based preventive activities designed to promote the safety and well-being of children and families; to increase

the strength and stability of families (including adoptive, foster and extended families); promote parental competencies and behaviors that will increase the ability of families to successfully nurture their children; enable families to use other resources and opportunities available in the community; create supportive networks to enhance child-rearing abilities of parents and help compensate for the increased social isolation and vulnerability of families; and strengthen parental relationships and promote healthy marriages. Public law 112-34 amended the definition to include mentoring programs.

The locality defines the eligible population to receive FSS. However, VDSS must approve the plan/renewal application.

Family Preservation Services

Family Preservation Services are designed to help families (including birth, foster, adoptive and extended families) alleviate crises; maintain the safety of children in their own homes; support families who are preparing to reunify or adopt, and assist families to obtain support to address their multiple needs in a culturally sensitive manner. The definition also allows grantees to support infant safe haven programs.

Families who may receive Family Preservation Services are those children ages birth through 17 years who are at imminent risk of out of home placement into the social services, mental health, developmental disabilities, substance abuse or juvenile justice systems. The populations of children for whom these services shall be made available include those alleged or found to be abused, neglected, or dependent; emotionally or behaviorally disturbed; undisciplined or delinquent; and/or have medical needs, that with assistance could be managed in the home.

Mandated Services for Families and Individuals

Specific social services have been mandated by the State Board of Social Services, and must be provided in every locality. The mandated services are:

- **Adoption Services** – provides services and registries to bring together children

and families for permanent placements.

- **Child Care Services** – provides services of child care in approved facilities for a defined portion of a 24-hour day to enable parents to be employed or to provide services when they must be away due to an emergency. Services may also be provided for children needing protection.
- **Early and Periodic Screening, Diagnosis and Treatment (EPSDT)** – provides information and supportive services to encourage children on Medicaid to utilize preventive health care and refers such children to medical providers for medical services.
- **Family Planning** – provides information, counseling education and referral to medical services to individuals who want to limit their family size or space their children.
- **Foster Care Services for Children** – provides counseling, supervision and supportive and rehabilitative services to, or on behalf of, children who are committed or entrusted to local boards of social services.
- **Protective Services for Children** – receives and investigates complaints and reports concerning the abuse, neglect, or exploitation of children and provides preventive action when there is a threat of harm. Emergency services are available 24 hours a day, seven days a week, by contacting the Child Abuse Hotline at 1-800-552-7096.
- **Protective Services for Adults** – Includes the identification, receipt and investigation of reports of abuse, neglect, or exploitation of adults 60 years of age or older and incapacitated adults age 18 or older. If protective services are needed and accepted by the individual, local department Adult Protective Services social workers may arrange for a wide variety of health, housing, social and legal services to stop the mistreatment or prevent further mistreatment. Services offered may include home-based care, transportation, adult day services, adult foster care, nutrition services and legal intervention in order to protect the adult. Services may also be arranged for individuals in emergency situations who lack the capacity to consent to services. Emergency services are available 24 hours a day, seven days a week, by contacting the Adult Abuse Hotline at 1-888-832-3858 or by contacting the local department of social services during business hours.
- **Home Based Services** – provides services to impaired adults 18 years of age or older and to adults age 60 years or older. The goals include the maximization of self-sufficiency, the prevention of abuse and neglect, a reduction and delay in premature or unnecessary institutionalization, and aid when such a placement is necessary. Some home based services include companion, chore, or homemaker services. These services are designed to assist the adult in remaining in the least

restrictive setting and functioning as independently as possible, to establish or strengthen appropriate family and social support systems, and to support the adult in self-determination.

- **Auxiliary Grant Program (AG)** – A supplement to income for recipients of Supplemental Security Income (SSI) and certain other aged, blind, or disabled individuals residing in a licensed assisted living facility or an approved adult foster care home. The assistance is available from the local departments of social services to ensure that recipients are able to maintain a standard of living that meets a basic level of need. The maximum rate is determined by the Virginia General Assembly and is adjusted periodically. The AG Program is specifically for individuals who reside in an assisted living facility licensed by the Virginia Department of Social Services’ Division of Licensing Programs or in an adult foster care home approved by the local department of social services. Not all assisted living facilities accept AG recipients.

Time-limited Family Reunification

Time-Limited Reunification provides services on behalf of a child removed from their home, placed in a foster care setting, and returned home. Services are available to the child and family during the 15-month period that begins on the date that the child returns home. Time-limited reunification services assist, facilitate and provide wrap around services to both the child and family to ensure the safe and timely reunification of the child with the family. Funds may be used for individual, group and family counseling, inpatient, residential or outpatient substance abuse treatment, mental health services, assistance with domestic violence, temporary child care, therapeutic services for families, and transportation services.

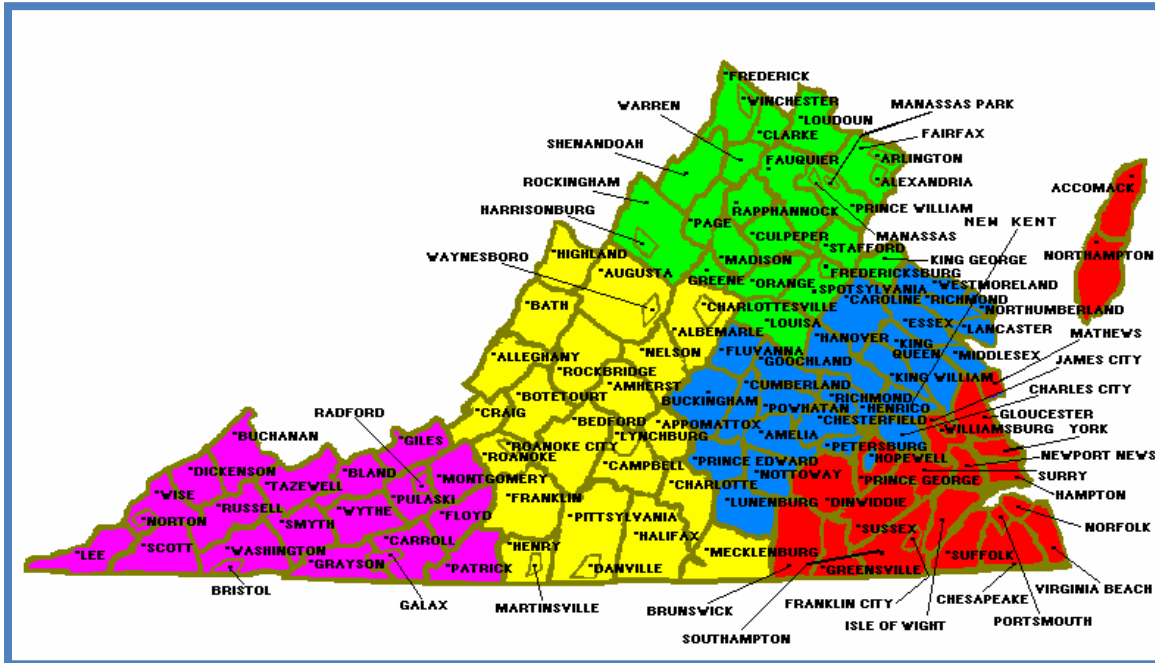
Regional Support

The Regional offices are part of the Local Support and Performance unit that reports to the Deputy Commissioner of Human Services. VDSS has five regional offices: the Northern Virginia Office in Warrenton; the Eastern Office in Norfolk; the Central Office in Henrico; the Piedmont Office in Roanoke; and the Western Office in Abingdon. Directors in each region work collaboratively with state staff housed in both the Home Office located in Richmond and Regional Offices to support Virginia Social Services System initiatives.

Regional staff provides program oversight, consultation, monitoring, analysis of performance, technical assistance and training to support community and local organizations, regional operations focus primarily on:

- Change management and capacity building
- Community Involvement
- Workforce development at regional area training centers
- Resource development
- Improving performance
- Solving compliance and performance problems
- Organizational Assessments and Benefit Process Re-Engineering Analysis
- Relationship building
- Finance
- Human Resource Management
- Support to Local Boards of Social Services and Local Directors
- Emergency Preparedness

VDSS Regional Map and Regional Directors



Central Regional Office (Blue) Henrico, Director: Nikole Cox

804-662-7653, Nikole.cox@dss.virginia.gov

Eastern Regional Office (Red) Norfolk, Director: Jo Ann Wilson-Harfst

757-985-4703, joann.willson-harfst@dss.virginia.gov

Northern Regional Office (Green) Warrenton, Director: Linda Gibson

540-347-6328, linda.t.gibson@dss.virginia.gov

Piedmont Regional Office (Yellow) Roanoke, Director: Penny Hall

540-204-9654, penny.c.hall@dss.virginia.gov

Western Regional Office (Purple) Abingdon, Director: Tommy Casteel

276-676-5636, tommy.casteel@dss.virginia.gov

State Administered Programs

Child Support Enforcement (DCSE)

The Division of Child Support Enforcement (DCSE) is governed by Title IV-D of the Social Security Act. DCSE is committed to offering family-centered approaches that promote successful families. The Division provides services to establish and collect paternity and support for children and collects payments from parents' who receive TANF, where payments go directly to the state as reimbursement for TANF funds paid on behalf of the child, and collects payments and provides services to non-TANF parents. DCSE provides the following services:

- Locating parents (non-custodial parents/ NCP), their employers, income and assets;
- Establishing paternity;
- Establishing and adjusting child support obligations (upward or downward based on the parent's current ability to pay);
- Establishing health care orders;
- Enforcing child support and medical support obligations;
- Collecting and disbursing child support payments including court-ordered medical support payments for a specific dollar amount;
- Garnish wages, attach property, intercept federal and state taxes and other receivables from the Commonwealth and take other actions as necessary for unpaid obligations; and,
- Utilize the Electronic Funds Transfer and the Electronic Data Interchange processes with companies and government agencies with multiple child support customers.

Direct child support services are provided by the 16 district offices under the direction of three (3) Regional Directors.

DCSE Family Engagement Services

The Division helps parents overcome obstacles hindering their ability to provide emotional and financial support for their children through proactive collaboration with community partners and other governmental agencies. These partnerships assist with increasing the frequency and amount of child support payments, creating greater cooperation between parents and fostering greater family self-sufficiency.

The Division works closely with parents to identify and overcome barriers that limit their ability to support themselves and their children with a special emphasis on parents with Temporary Assistance for Needy Families (TANF) cases.

District Office staff collaborate with local departments of social services (LDSS) and community organizations to increase the statewide availability of fatherhood life skill programs. VDSS and LDSS provide programs, benefits, services, activities and resources for children and adults. These programs provide vital resources for Family Engagement Services' participants.

The Family Engagement Services goals are:

- Connecting parents to job readiness, skills training, job referrals, etc.;
- Modifying current support orders that are based on the parent's current ability to pay;
- Reducing the number of cases with large arrearages and getting payments back on track before judicial enforcement becomes necessary;
- Increasing cost effectiveness by not incarcerating parents and assisting with keeping the recidivism rate down;
- Referring parents to fatherhood programs, parenting and co-parenting education to enhance parenting knowledge and skills;
- Encouraging family re-integration by working with Access and Visitation contractors to increase parent's access to and visitation with their children; and,
- Reeducating parents recognize the Division as an agency that facilitates both financial and family support.

The 3 primary elements of the Division's Family Engagement Services are Intensive

Case Monitoring Program (ICMP), Administrative Intensive Case Monitoring Programs (AICMP), and Paternity Establishment Program (PEP).

The **Intensive Case Monitoring Program (ICMP)** is a collaborative program between the Division and judges from participating Juvenile and Domestic Relations District Courts. Participants are parents who are found in civil contempt for failure to pay child support are ordered to participate in ICMP as an alternative to incarceration. Parents are closely monitored by a Division Case Manager who, with the help of a network of community partners, assists them in securing employment, housing, training, and other services needed to overcome barriers that have made them less likely to support their children.

The primary objective of the **Administrative Intensive Case Monitoring Programs (AICMP)** is to work with non-custodial parents to address and overcome their specific barrier(s) so that they can support themselves and their family. Barriers include but are not limited to limited education and/or literacy challenges, limited work experience and/or minimal job skills, unstable living arrangements, etc. AICMP breaks down into three (3) separate programs: Parents Striving for Success (PASS), Family Strong Reentry Program (FSRP), and Pre-Court Monitoring (PRCM).

- The **Parents Striving for Success Program (PASS)** assists NCPs who are either newly obligated or facing enforcement action for failure to pay support, and unemployed or under-employed and need assistance with overcoming barriers.
- The **Family Strong Reentry Program (FSRP)** assists NCPs who are currently incarcerated and/ or have prior criminal convictions. Prior to release, parents currently incarcerated in the Virginia state prison system and Local or regional jails are offered general information about the Division’s processes, specific information about their cases and the opportunity to immediately participate in the FSRP upon release. Upon release, the Division works with the parent to provide referrals that assists the parent with successfully reintegrating into society and their children’s lives.
- The **Pre-Court Monitoring (PRCM)** unlike PASS and FSRP participants, PRCM participants do not work specifically with the Family Engagement

Services Case Manager or do not have specified barriers but have a valid VA driver's license and (1) have received the Notice of Intent to Suspend Driver's License (NISD) or (2) have had their VA driver's license suspended and are not currently subject to or previously defaulted on a Payment Agreement. The PRCM program assists participants with eliminating license suspension as a barrier to employment. The Enforcement Specialist (Specialist) explains to eligible parents that the driver's license suspension will be prevented or removed if he or she provides a job offer verification or Proof of registration with the Virginia Employment Commission or Virginia Workforce Center and other specified job search activities for potential enrollment in the program.

The **Paternity Establishment Program (PEP)** goal is to establish paternity for at least 90% of children born to unwed parents in Virginia. The Paternity Establishment Program Home Office staff provides assistance and guidance to District Office staff establishing paternity for putative fathers on Division cases.

The Paternity Establishment Program also supports the paternity establishment for children born to unwed parents who do not have cases with the Division by overseeing the Hospital Paternity Establishment Program that works with Virginia's 58 birthing hospitals to offer and promote the voluntary establishment of paternity for newborns. PEP also provides training to birth registrars and other professionals on how to best engage unwed parents and promote the importance and benefits of paternity establishment.

Community and Volunteer Services (CVS)

VDSS maintains close relationships with community organizations, faith-based organizations, non-profits and local departments of social services. These relationships enable the Virginia Social Services System (VSSS) to pool resources to provide a safety net for services for those most in need. The Division of Community and Volunteer Services (CVS) seeks out ways to partner with the Commonwealth, private, volunteer and community organizations to share information and fortify the VSSS statewide network of services. CVS includes the following programs:

- Community Services Block Grant (CSBG)
- Family and Children's Trust Fund (FACT)

- Neighborhood Assistance Program (NAP)
- [Office of Family Violence](#) (OFV)
- [Office of Newcomer Services](#) (ONS)
- [Office of Volunteerism & Community Services](#) (OVCS)
- [Sub-recipient Monitoring](#) (SM)

Community Services Block Grant

Twenty-seven local community action agencies (CAA) in Virginia receive their core funding from the Community Services Block Grant (CSBG) and General Assembly appropriated funds. CAA alleviate poverty and increase self-sufficiency for low-income families by working collaboratively with businesses and other agencies to build a support network. CSBG funding supports programs connected with:

- Child care
- Community and economic development
- Education
- Employment
- Headstart
- Health and nutrition
- Housing and related services
- Special populations (including the elderly, ex-offenders and the homeless)
- Transportation

In addition to the local CAA, Virginia has three statewide CAA who address specific problems by working through the local CAA, local governments or other community organizations. These statewide programs are:

- [Project Discovery, Inc.](#) (dropout prevention and first-time college options);
- [Southeast Rural Community Assistance Program](#) (water/wastewater); and,
- [Virginia Community Action Re-entry System](#) (VaCARES) (ex-offender transition/support).

Family and Children’s Trust Fund

[Family and Children’s Trust Fund](#) (FACT) provides support and development of the prevention and treatment of family violence in Virginia. FACT was created by the General Assembly in 1986 as a public-private partnership, aims to prevent, treat, and

raise public awareness about family violence. This includes child abuse and neglect, domestic violence, sexual assault, elder abuse and neglect, dating violence and suicide. FACT is governed by a board of trustees appointed by the Governor to raise and distribute funds for family violence treatment, prevention and public awareness. VDSS provides staff support and technical assistance to the FACT Board. The commissioner is a permanent member of the Board. For more information on FACT, visit: <http://www.fact.state.va.us>.

Neighborhood Assistance Program

Neighborhood Assistance Program (NAP) fosters partnerships between the public and private sectors to assist the poor by offering tax credits to contributors. The purpose of the Neighborhood Assistance Program (NAP) is to encourage businesses, trusts and individuals to make donations to approved 501(c)(3) organizations for the benefit of low-income persons. The program has \$15 million in tax credits where \$7 million is allocated for DSS, to administer for General Human Services and \$8 million is allocated for DOE to administer for Education Organizations. To be eligible for participation in the Neighborhood Assistance Program, the non-profit organization must meet set criteria in an application process.

NAP applications are available in March of each year. All applications must be received no later than the first business day of May. Those applicants submitting all required information and reports and meeting the eligibility criteria will be determined an approved organization.

Approved NAP organizations are awarded allocations of tax credits on a basis of proven operational success and their capacity to serve low-income persons. Each organization is approved for a 12-month period (July 1 - June 30) and must re-apply each year to participate. These organizations provide services for their clients to include:

- Education
- Job training

- Housing assistance
- Health care clinics
- Community services

A business may submit contributions directly to the NAP approved organization. Contributions can be in the form of cash (check or credit card), stock, merchandise, real estate, rent or lease of the participating nonprofits' facilities, professional services, contracting services, healthcare services or mediation services.

A Trust should follow all business donation rules. Individual or married couples are limited to contributions of cash or marketable securities. In return for their contributions, businesses, trusts and individuals may receive tax credits equal to 65 percent of the donation that may be applied against their state income tax liability.

Family Violence (OFV)

Domestic violence prevention programs are federal and state funded public or private, non-profit agencies that provide services to survivors of domestic violence and their children. Local domestic violence programs provide for the safety of battered adults and their children through the provision of emergency housing and transportation, crisis intervention, peer counseling, support, advocacy and information and referral. The Office of Family Violence identifies, mobilizes and monitors resources for victims of domestic violence. Funding also supports public awareness initiatives and **the statewide, 24-hour toll-free Family Violence and Sexual Assault Hotline, (800) 838-8238.**

At the state level, the functions of the Domestic Violence Prevention Program are to:

- Allocate funding to local domestic agencies;
- Promote interagency cooperation for service delivery, technical assistance and data collection;
- Promote provision of domestic violence services in unserved and underserved localities;

- Promote public awareness of domestic violence, its prevention and services to survivors;
- Maintain and disseminate statistical and program information;
- Provide information to the legislature and other interested parties; and,
- Provide technical assistance to local domestic violence agencies.

Newcomer Services (ONS)

Office of Newcomer Services (ONS) is responsible for coordinating, planning, implementing and evaluating Virginia’s refugee program. The Refugee Resettlement Program provides support for men, women and children from all parts of the globe who have been forced to flee their homelands because of wars, armed conflicts and/or gross violations of human rights. Virginia’s refugee program mirrors the national program by promoting self-sufficiency, personal responsibility and offering specialized support services and time-limited benefits to assist refugees and their families.

Services and programs provided include:

- Health screenings;
- Social and support services, including employment assistance and English language training;
- Financial and medical assistance;
- An unaccompanied minors program for refugee children without parents or guardians;
- Targeted assistance programs for refugees with particular needs; and,
- The Virginia Refugee Student Achievement Project, which is targeted for school aged refugee children in Northern Virginia and metropolitan Richmond.

Volunteerism & Community Services (OVCS)

Office of Volunteerism & Community Services (OVCS) serves organizations that strengthen their communities through volunteerism and service. Working with the Volunteer Center Network of Virginia and the Governor's Advisory Board on Volunteerism and National Service, OVCS promotes a sustainable, collaborative statewide system of volunteer service. OVCS leads the Department's Faith-Based and

Community Initiative (FBCI). FBCI facilitates the involvement of faith-based, community, private and community organizations in meeting human service needs through community partnerships and technical assistance.

To insure citizens have access to services provided by these organizations, as well as through state and local governments, OVCS oversees the operations of 2-1-1 VIRGINIA. Accessible on the Web at <http://www.211virginia.org>, or by dialing 2-1-1, this information and referral system contains one of the largest databases of health and human services in Virginia.

OVCS manages the AmeriCorps State grant program. Each year organizations are selected through a request for proposal process to engage AmeriCorps service members in direct service to address community needs. Sample activities include tutoring and mentoring youth, assisting crime victims, building homes and restoring parks. AmeriCorps members also mobilize community volunteers and strengthen the capacity of the organizations where they serve.

To learn more about OVCS, visit virginiasservice.virginia.gov. The site features links to Virginia's volunteer centers, a calendar of training and service events, facts and statistics about service and volunteerism, grants and funding opportunities, and information about Virginia AmeriCorps programs.

Legislative and Regulatory Affairs

The Office of Legislative and Regulatory Affairs provide oversight of all legislative and regulatory activities of the VDSS. Primary responsibilities include:

- Monitoring VDSS related legislation during each General Assembly session and coordinating year-round legislative activities;
- Ensuring departmental compliance with state and federal mandates in the development and promulgation of social services regulations; and,
- Providing technical support to the State Board of Social Services.

Licensing Programs (DLP)

The Division of Licensing Programs (DLP) primary purpose is to protect the safety, health and well-being of children and adults receiving care in non-medical day and residential programs. They set standards and regulations and monitor facilities statewide. These include:

- Licensed child day centers;
- Child day centers that are licensure-exempt because of religious sponsorship or private school accreditation;
- Licensed family day homes and systems;
- Registered family day homes operating below the licensure threshold;
- Private child placing agencies offering adoption, foster care and therapeutic foster care services;
- Children’s residential facilities;
- Assisted living facilities; and,
- Adult day care centers.

State Operations

Assurance and Compliance

Appeals and Fair Hearings

The role of the Appeals and Fair Hearings Unit is to ensure that individuals who believe that the local agency has taken inappropriate action in the application of policy or law have an impartial fact- finder. A hearing officers will review the case, hear the appellant’s concerns and make a decision in the case. When policy or law has not been correctly applied, it is the Unit’s responsibility to ensure that the agency is made aware of the improper action and correct the action.

Benefits and service appeals include:

- SNAP
- TANF
- General Relief
- Auxiliary Grants
- Refugee Programs
- Energy Assistance
- Child Care
- Adoption Subsidy
- Home based Services
- DCSE
- Child Protective Services

Civil Rights

The Office for Civil Rights (OCR) is responsible for the development, implementation, coordination and enforcement of all aspects of the VDSS' civil rights program. This requires collaboration with designated regional office staff to ensure that civil rights coverage is included as required in program reviews and grant applications.

Monitoring and Reviews

The purpose of monitoring and reviews is to help ensure that VDSS awards are used in accordance with federal and state laws and regulations, and for the purpose for which they were intended.

Finance

The Division of Finance (DoF) provides financial planning, budgeting and management guidance for both state and local offices and ensures fiscal compliance with state and federal regulations. DoF works in conjunction with other state agencies, local governments and private organizations.

General Services and Emergency Management

The **Division of General Services** (DGS) provides technical assistance and guidance to VDSS personnel regarding procurement, property and facilities and management, telecommunications, mail distribution, records management and photocopying services.

The **Office of Emergency Management** (OEM) manages VDSS' emergency procedures and strategies by planning, developing and/or coordinating activities for training, drills and exercises of plans and equipment. OEM also collaborates externally with local, state, and federal agencies, non-government organizations and the private sector to promote "whole community" planning by:

- Providing information and guidance to protect life and property;
- Managing the development and maintenance of business continuity and contingency plans;
- Staffing and conducting training for the Human Services/Mass Care

function at the Virginia Emergency Operations Center to ensure provisions for basic human needs; and,

- Administering the Individuals and Household Program/Other Needs Assistance Program when a federal disaster is declared.

Information Management & Technology

Lines of business that focus on technology data and systems with an integrated vision and oversight to promote alignment and efficiency. This function incorporates the following areas: Information Systems, Enterprise Systems, Data Management, Information Security and Risk Management.

Organizational Development Division

The Organizational Development (OD) Division provides human resource management and learning and development services to Virginia Department of Social Services State Divisions (VDSS) and Local Departments of Social Services (LDSS).

Human Resources

Human Resources is comprised of the Talent Management, Total Rewards, HR Information Technology and HR Governance functional areas. In each functional area, professional staff members collaborate with Division and Local Directors to ensure legally sound employment practices are implemented while attracting, developing and retaining a highly competent workforce.

Learning & Development

Learning & Development promotes and supports the development of a highly competent workforce through leadership and professional development programs.

Public Affairs (PA)

The Division of Public Affairs (PA) provides comprehensive internal and external communications services to the Department of Social Services and the citizens of the Commonwealth of Virginia. PA directs the agency's media and public relations, public information and employee communications programs including support for the State

Board of Social Services and local departments of social services, as appropriate.

Research & Planning

The Office of Research and Planning is responsible for the following research functions:

- Managing a performance indicators system for LDSS;
- Comprehensive program evaluations;
- Data and statistical analyses connected with policy and program improvement;
- Providing statistical sampling expertise, such as for quality control and random moment sampling;
- Providing technical assistance on survey design and on conducting surveys;
- Forecasting caseloads for programs and services;
- Collaborating with Data Warehouse staff to create statistical reports for program staff;
- Producing the VDSS Annual Statistical Report; and,
- Creating and maintaining databases for research.

Partnering Agencies

Office of Children's Services (OCS)

The Children's Services Acts provides the pooling of eight specific funding sources that purchases services for high-risk youths. It is the intention of this law to create a collaborative system of services and funding that is child-centered, family-focused and community based when addressing the strengths and needs of troubled and at-risk youths and their families in the Commonwealth. In general, the children who would have been served by one of the funding streams in the pool are targeted for services through CSA. These funds are returned to the localities with a required state/local match. Each locality develops its own policies and procedures governing how families access these services, which are managed by two local interagency teams:

The Community Policy and Management Team (CPMT) is made up of at least one elected or appointed official or his designee and the agency heads or their designees from the local Department of Social Services, School System, Community Services Board (mental health), Court Services Unit (juvenile

justice), local Health Department, a parent and, where appropriate, a private provider. This team has administrative and fiscal responsibility for the local funds pool, for developing local policies and procedures and appointing members of the Family Assessment and Planning Team.

The Family Assessment and Planning Team (FAPT) is comprised of the supervisory level staff from the same agencies as the CPMT as well as the parent and often a private provider. These teams work with the families to develop the Individual Family Services Plan (IFSP). All public agencies that have served a family or treated a child referred to a family assessment and planning team shall cooperate with the team.

More information for CSA can be found at: www.csa.virginia.gov

Office of the Attorney General (OAG)

The Office of the Attorney General provides direct legal services to the VDSS at the Home Office and Regional Offices. The Assistant Attorneys General for the State Department of Social Services act as counsel for the State Board, the Commissioner and the VDSS, including representation in any litigation, as appropriate.

Department of Medical Assistance Services (DMAS)

The Department of Medical Assistance Services (DMAS) is one of twelve state agencies under Virginia's Secretary of Health and Human Services. DMAS is the agency that administers Medicaid and the State Children's Health Insurance Program (CHIP) in Virginia. The CHIP program in Virginia is called Family Access to Medical Insurance Security (FAMIS). The mission of DMAS is to provide a system of high quality and cost effective health care services to qualifying Virginians and their families. Local departments of social services determine eligibility for this program, while DMAS administers the program.

Department of Aging and Rehabilitative Services (DARS)

The Virginia Department for Aging and Rehabilitative Services (DARS), in collaboration

with community partners, provides and advocates for resources and services to improve the employment, quality of life, security, and independence of older Virginians, Virginians with disabilities, and their families. Local departments of social services determine eligibility and provide adult services and adult protective services, while DARS provides policy oversight and supervision. Local departments receive an annual allocation for the provision of adult services and adult protective services through VDSS.

CHAPTER 4 – LOCAL BOARD MEETINGS

General Principles

§[2.2-3701](#) of the Code of Virginia et seq. states that:

- Except for closed meetings, and meetings of the Virginia Parole Board, the Virginia State Crime Commission, petit and grand juries, all meetings shall be public meetings, including work sessions where no votes are taken or decisions made.
- Notice of any regular meetings held pursuant to this section shall be provided at least three working days in advance of the date scheduled for the meeting. The notice shall include the date, time, place, and purpose for the meeting; shall identify the locations for the meeting; and shall include a telephone number that may be used at remote locations to notify the primary or central meeting location of any interruption in the telephonic or video broadcast of the meeting to the remote locations. Any interruption in the telephonic or video broadcast of the meeting shall result in the suspension of action at the meeting until repairs are made and public access restored.
- At least one copy of the proposed agenda and all agenda packets and, unless exempt, all materials that will be distributed to members of the public body and that have been made available to the staff of the public body in sufficient time for duplication and forwarding to all locations where public access will be provided shall be made available to the public at the time of the meeting. Minutes of all meetings held by electronic communication means shall be recorded as required by §[2.2-3707](#) of the Code of Virginia. Votes taken during any meeting conducted through electronic communication means shall be recorded by name in roll-call fashion and included in the minutes.
- Any authorized public body that meets by electronic communication means shall make a written report of the following to the Virginia Freedom of Information Advisory Council by December 15 of each year:
 - The total number of electronic communication meetings held that year;
 - The dates and purposes of the meetings;
 - A copy of the agenda for the meeting;
 - The number of sites for each meeting;
 - The types of electronic communication means by which the meetings were held;
 - The number of participants, including members of the public, at each meeting location;

- The identity of the members of the public body recorded as absent and those recorded as present at each meeting location;
- A summary of any public comment received about the electronic communication meetings, and;
- A written summary of the public body's experience using electronic communication meetings, including its logistical and technical experience.

- The photography, filming, recording, or other reproduction of an open meeting is permitted. A public body may adopt rules to regulate this activity.

- Voting by secret or written ballot is prohibited.

Minutes are required to be taken at all public meetings, except by standing and other committees of the General Assembly; legislative interim study commissions and committees, including the Virginia Code Commission; study committees or commissions appointed by the Governor, or subcommittees appointed by the governing bodies or school boards or counties, cities and towns, except where the membership of any such commission, committee or subcommittee includes a majority of the governing body of the county, city or town or school board. Minutes, including draft minutes, and all other records of open meetings, including audio or audio/visual records shall be deemed public records and subject to the provisions of this chapter. Audio or audio/visual records of open meetings shall be public records that shall be produced in accordance with [§2.2-3704](#) of the Code of Virginia.

Protocol for Local Board Meetings

Agenda

- Give advance notice of board meeting to the public;
- Distribute agenda to board members and designated senior staff;
- Maintain a public file copy (on a website if available);
- Upon request, provide the agenda to individuals, media, etc.; and,
- Include as a handout at the board meeting.

Usual order of business

- Reading and approval of minutes
- Reports of Officers, Boards and Standing Committees
- Reports of Special Committees
- Special Orders
- Unfinished business and general orders
- New business

Minutes

- Indicate the kind of meeting;
- Provide the name of the board;
- Record the roll call and quorum;
- Report the date, time and place of the meeting;;
- Include all legally required supporting items;
- Record votes and discussion of items;
- Record the fact that the chairman and secretary were present or, in their absence, the names of the persons who substituted for them;
- Report whether the minutes of the previous meeting were read and approved, as read, or as corrected and the date of that meeting if it was other than a regular meeting. Any correction is made in the text of the minutes being approved; the minutes of the meeting making the correction merely state that the minutes were approved “as corrected”.
- The last paragraph should state the hour of adjournment.

- Additional rules and practices relating to the content of the minutes are:
 - The name of the person who seconded the motion should not be entered in the minutes unless ordered by the assembly.
 - When a count has been ordered or the vote is by ballot, the number of votes on each side should be entered; and when the voting is by roll call, the names of those voting on each side and those answering “present” should be entered.
 - When a question is considered informally, the same information should be recorded as under the regular rules, since the only informality in the proceedings is in the debate.
 - The name and subject of a guest speaker can be given, but no effort should be made to summarize their remarks.
 - Minutes should be signed by the Secretary and can also be signed by the Chairman.

- Commonly included items:
 - Motions
 - Votes
 - Directives to staff
 - Attachments
 - Points of order
 - Local government attorney’s opinions
 - Summary of concerns for individuals addressing the Board
 - Matters requested for inclusion

Style of Minutes

- Include only facts

- Objectivity versus tone

- Notes on debate should be impersonal

- Do not convey a bad image of anyone

- Do not include any derogatory language or statements unless stated specifically by the person as “for the record”

Format of Minutes

- Be consistent from meeting to meeting
- Easy to follow
- Important recurring items are recorded consistently and easy to identify
- Limit special formatting (underlines, bold, etc.)
- Short paragraphs
- Separate paragraphs for each speaker when recording discussion
- Verbatim notes are not necessary
- Meet the preference of the Board's discretion

Reading and Approval of the Minutes

Procedures relative to the reading and approval of the minutes are:

- The minutes of the meeting are normally read and approved at the beginning of the next regular meeting immediately after the call to order and any opening ceremonies. A special meeting does not approve minutes; those minutes should be approved at the next regular meeting.
- Corrections, if any and approval of the minutes are normally done by unanimous consent. The chair calls for the reading of the minutes, asks for any corrections and then declares the minutes approved.
- A draft of the minutes of the preceding meeting can be sent to all members in advance, usually with the notice. In such a case, it is presumed that the members have used this opportunity to review them, and they are not read unless this is requested. Correction of the minutes and approval is handled in the usual way.

Closed Meetings

Closed meetings are permitted by the [§2.2-3711](#) and [§2.2-3712](#) of the Code of Virginia. They may be held to discuss the following:

- Discussion or consideration of employment, assignment, appointment, promotion, demotion, salaries, disciplining or resignation of public officers, appointees or employees of any public body, and evaluation of performance of departments. The reference to salaries has been interpreted to mean salary of an individual employee, i.e., whether or not a merit raise is or isn't appropriate.
- Discussion or consideration of the condition, acquisition or use of real estate for public purpose or of the disposition of publicly held property. This would include the discussion of possible sites for location of new office space.
- The protection of privacy of individuals in personal matters not related to public business unless the affected individual requests that the meeting not be closed. This has been interpreted to include individual case actions.
- Consultation with legal counsel and briefings by staff members, consultants, or attorneys pertaining to actual or potential litigation or other legal matters within the jurisdiction of the public body.

It would be inappropriate to use a closed session for the following discussions:

- Salary ranges
- Systems of classification for payment of salaries
- Budget matters
- Exercising an option to initiate new programs
- Implementation of new programs

Motion for Closed Meetings

A motion that a public body meets in a closed meeting must specifically state the purpose for the meeting, and reasonably identify the substance of the matter to be discussed.

Specific reference also should be made to the statutory authority for the executive meeting, as authorized in subsection A of [§2.2-3711](#) of the Code of Virginia or other provision of law. A general reference to the statutory authority alone is not sufficient.

Nothing may be discussed in the closed meeting except matters included in the motion.

Minutes of a closed meeting may be taken, but are not required. Any minutes taken are

not subject to public disclosure.

Reconvening in Open Session

When the closed meeting is completed, the public body must reconvene and take a recorded vote of members present that the members in the closed meeting discussed only:

1. Public business matters lawfully exempted from statutory open meeting requirements, and;
2. Public business matters identified in the motion to convene the closed meeting.

Any member who cannot certify these items shall so indicate prior to the vote, with specific details on the unauthorized discussion. All this must be recorded in the minutes.

Certification of Closed Meeting

WHEREAS, the [public body] has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712 of the Code of Virginia requires a certification by the [public body] that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the [public body] hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the [public body].

Freedom of Information Act (FOIA)

The Virginia Freedom of Information Act (FOIA) provides regulation as to how public bodies are to conduct business and how to make information available to the public. Since Local boards are public bodies and subject to FOIA, it is very important that boards follow the procedural guidance outlined in this chapter. In the event that the local board has questions about procedures and FOIA, the board should consult their local county/ city

attorney.

§2.2-3700 of the Code of Virginia states that:

By enacting [The Virginia Freedom of Information Act], the General Assembly ensures the people of the Commonwealth ready access to public records in the custody of a public body or its officers and employees, and free entry to meetings of public bodies wherein the business of the people is being conducted. The affairs of government are not intended to be conducted in an atmosphere of secrecy since at all times the public is to be the beneficiary of any action taken at any level of government.

Unless a public body or its officers or employees specifically elect to exercise an exemption provided by this chapter or any other statute, every meeting shall be open to the public and all public records shall be available for inspection and copying upon request. All public records and meetings shall be presumed open, unless an exemption is properly invoked.

The provisions of this chapter shall be liberally construed to promote an increased awareness by all persons of governmental activities and afford every opportunity to citizens to witness the operations of government. Any exemption from public access to records or meetings shall be narrowly construed and no record shall be withheld or meeting closed to the public unless specifically made exempt pursuant to this chapter or other specific provision of law. This chapter shall not be construed to discourage the free discussion by government officials or employees of public matters with citizens of the Commonwealth.

All public bodies and their officers and employees shall make reasonable efforts to reach an agreement with a requester concerning the production of the records requested.

Any ordinance adopted by a local governing body that conflicts with the provisions of this chapter shall be void.

Enforcement

The Virginia Freedom of Information Act is enforced by the filing of a Petition for Mandamus or injunction in a circuit court.

If the court finds a violation of the Act, costs and attorney's fees from the public body shall be awarded if the petitioner substantially prevails, unless special circumstances make the award of costs and attorney's fees unjust. The reliance on an Attorney General's Opinion or a court opinion may be considered. Sanctions also may be imposed in favor of the public body.

The willful and knowing violation of the Act results in a civil fine of \$500 - \$2,000, which amount shall be paid into the State Literary Fund. For a second or subsequent

violation, such civil penalty shall be not less than \$2,000 or more than \$5,000.

Public Records

In reference to public records, [§2.2-3701](#) of the Code of Virginia, states:

“Public records” means all writings and recordings that consist of letters, words or numbers, or their equivalent, set down by handwriting, typewriting, printing, photostating, photography, magnetic impulse, optical or magneto-optical form, mechanical or electronic recording or other form of data compilation, however stored, and regardless of physical form or characteristics, prepared or owned by, or in the possession of a public body or its officers, employees or agents in the transaction of public business.

Disclosure Principles

- All official records generally are open during the regular office hours of the records custodian.
- Precaution must be taken by the records custodian for the preservation and safekeeping of all official records.

Requests for Records

The Request

- The request must be made with reasonable specificity.
- Specific reference to The Virginia Freedom of Information Act or a particular statute is not necessary.

The Response

A response by the records custodian for a request for official records must be made within five work days after the receipt of the request. [§2.2-3704](#) of the Code of Virginia, states that one of the following five responses must be made:

1. The requested records shall be provided to the requester.
2. If a statutory exemption applies to ALL of the requested records, a written explanation must be given to the requester why the records are not being produced. Specific reference to a statutory exemption must be made.
3. If a statutory exemption applies to SOME, but not all, of the requested records,

the exempted portions of the records -will be withheld and the remainder of the records disclosed. A written explanation must be given to the requester as to why the withheld portions of the records are not available, with specific reference to the statutory exemption claimed.

4. If the requested records could not be found or do not exist, and the record custodian that received the request knows that another public body has the requested records the response shall include contact information for the other public body.
5. If the records custodian determines that (a) it is practically impossible to provide the records within the five-work-day period or (b) to determine whether the records are available within the five-work-day period, the requester should be so notified. When this response is made to the requester, the records custodian then has an additional seven work days to provide one of the preceding responses.

Billing the Requester

Reasonable charges, not exceeding the actual cost to the public body, may be made to the requester for copying, search time, and computer time in supplying the records. If the requester asks for an estimate of these charges, the charges must be estimated in advance. Advance payment of these charges may be required by the public body.

If the charges are likely to exceed \$200, the requester may be required to agree to pay a deposit not to exceed the amount of the advance determined cost. Time limits are suspended until the requester responds. (§[2.2-3704](#) of the Code of Virginia).

Exemptions to Disclosure

The Freedom of Information Act does not prohibit the disclosure of any official record. The “Act exempts [certain] records of public bodies from required disclosure... The fact that such records are not subject to required public disclosure does not prohibit their disclosure”. Specific exemptions to the disclosure requirements of the Act are detailed in §[2.2-3705.1](#) of the Code of Virginia. Other statutes also provide for the confidentiality or the exemption of specific documents from the Act. Some exemptions to the required disclosure of records pursuant to the Act include:

1. Written advice of legal counsel to state, regional or local public bodies or the officers or employees of such public bodies, and any other information protected by the attorney-client privilege;
2. Legal memoranda and other work products compiled specifically for use in litigation or for use in an active administrative investigation concerning a matter that is properly the subject of a closed meeting under [§2.2-3711](#) of the Code of Virginia;
3. Records recorded in or compiled exclusively for use in closed meetings lawfully held pursuant to [§2.2-3711](#) of the Code of Virginia;
4. Records of active investigations being conducted by the Department of Medical Assistance Services;
5. Reports and court documents required to be kept confidential; and,
6. Personal information furnished to a public body for the purpose of receiving electronic mail from the public body, provided that the electronic mail recipient has requested that the public body not disclose such information.

Virginia Codes for Board Meetings

[§2.2-3701](#) of the Code of Virginia, states that:

“Meeting” or “meetings” means the meetings including work sessions, when sitting physically, or through telephonic or video equipment pursuant to [§2.2-3708](#) or [§2.2-3708.1](#) of the Code of Virginia, as a body or entity, or as an informal assemblage of (i) as many as three members or (ii) a quorum, if less than three, of the constituent membership, wherever held, with or without minutes being taken, whether or not votes are cast, of any public body. The gathering of employees of a public body shall not be deemed a “meeting” subject to the provisions of this chapter.

“Public body” means any legislative body, authority, board, bureau, commission, district or agency of the Commonwealth or of any political subdivision of the Commonwealth, including cities, towns and counties, municipal councils, governing bodies of counties, school boards and planning commissions; boards of visitors of public institutions of higher education; and other organizations, corporations or agencies in the Commonwealth supported wholly or principally by public funds. It shall include any committee, subcommittee, or other entity however designated, of the public body created to perform delegated functions of the public body or to advise the public body.

Virginia Code References for Confidentiality

Following are Department of Social Services Code of Virginia Confidentiality Law references:

Code Section	Area Covered
<u>63.2-101</u>	Information from other agencies
<u>63.2-102</u> and <u>63.2-104</u>	Access to Local Boards
<u>63.2-102</u>	Public Assistance and Service Clients
<u>51.5-122</u>	Adult Services and Adult Protective Services
<u>63.2-102</u> and <u>63.2-104</u>	Public Assistance
<u>63.2-1706</u> and <u>63.2-1708</u>	Adult Care Residents
<u>63.2-1247</u>	Adoptees and Relatives
<u>63.2-1236</u> and <u>63.2-1246</u>	Adoptions
<u>63.2-1503</u> and <u>63.2-1515</u>	Child Protective Services
<u>63.2-103</u> , <u>63.2-1906</u> and <u>63.2-1919</u>	Child Support

CHAPTER 5 – BUDGET AND FUNDING

Funds appropriated from local, state and federal sources for providing social services and financial assistance to needy persons are administered by the local boards of social services under the provisions and requirements of federal regulations, the statutes (Code of Virginia) and the rules and regulations prescribed by the State Board. The reason for the requirements of state law and rules and regulations of the State Board is to provide for efficient use of public funds for their intended purposes and to safeguard them.

Roles and Responsibilities

Local Governing Body

Funds for public assistance are made available to a local department of social services by a budget process. The local director, in conjunction with the local board, estimates the need for funds for each of the activities and presents the budget to the local governing body for review and approval. The local governing body appropriates funds from the general fund. The appropriation is earmarked for public social services purposes.

Treasurer or Fiscal Officer in Charge

The local county or city treasurer or a corresponding fiscal officer is the custodian of all funds in the local treasury. The funds expended for public assistance purposes are disbursed only on authorization of the local board or LDSS Director.

General Assembly/State Office

State appropriations are made by the General Assembly to the VDSS for reimbursing the counties and cities for a portion of the cost of providing social services and benefit programs. Reimbursement from state funds to the counties and cities for social services expenditures is limited to the funds allocated by the Commissioner of the VDSS for each purpose or activity. State appropriations include funds received from the federal government as reimbursement for a share of the expenditures in various mandated federal programs. Reimbursement is received by the state from the federal government, provided the requirements of the various federal regulations of the federal agencies are met. An electronic funds transfer is sent to each local Treasurer on the last business day of each

month for an amount equal to the federal and state share of reimbursable expenditures for the prior month.

Local Boards/Directors/Agency Staff

Local boards of social services, local directors and agency staff have responsibilities under the Virginia statutes for administering these programs in their community. Federal agencies and the VDSS conduct both fiscal and administrative audits of the records of the local departments of social services to determine whether or not the standards and regulations of the State Board adopted for the purpose of conforming to federal requirements are being carried out. Under state statute, the VDSS is required to take exception to any payments made which do not conform to federal or state regulations.

Local Annual Budgeting Process

§ [63.2-316](#) of the Code of Virginia provides that the local board shall submit annually to the governing body of the county or city a budget, containing an estimate and supporting data setting forth the amount of money needed to carry out the provisions of Title 63.2. Such budgets shall be based upon need insofar as the same may be estimated. This local process typically occurs in late fall or early winter.

Local social services budgets need to be planned as accurately and realistically as possible. This requires forecasting changes in economic conditions for federal and state programs. This planning and controlling of future activities is the basic principle of the budgetary process.

The annual budget should be prepared using a schedule which allows a final budget to be submitted to the VDSS by the specified deadline or adopted for presentation to the governing body at the time specified locally for presentation of budgets, whichever occurs first. In order that the budget estimate may be properly interpreted it should be submitted to the governing body in person by the chairman of the local board of social services or by the superintendent/director of social services.

State Annual Budget Process

The Budget Director of the VDSS issues a transmittal with the state budget instructions annually, typically in April. Future planning can best be accomplished by comparisons with past experience and taking into account changes in economic conditions, and changes in programs and caseloads. Operating policies of the local board and regulations of the state Board must be given first consideration. Social Service budgets are divided into three components: administrative, assistance and purchase of services.

The administrative budget estimates should be considered in three parts:

1. **Personnel Services** – includes the cost of the continuation of the present salaries, the cost of planned salary increases and the cost of reclassification or regrading of positions. Proposed salaries should be in conformity with the compensation plan adopted by the local board. Adequacy of staff should be considered, and if new positions are needed, consideration should be given to the cost of establishing the new positions.
2. **Other Operating Expenses** – includes such items as contractual services, supplies, materials, rents, insurance and other recurring costs. Actual expenditures for the preceding fiscal year and amounts budgeted for similar items for the current fiscal year generally provide a sound basis for estimating future requirements. Changes in unit rates of costs, expansion or decrease in services must be taken into consideration. Additional expenses to be incurred because of the establishment of additional positions should also be taken into consideration.
3. **Capital Purchases** – includes such equipment as motor vehicles, furniture and fixtures, and office equipment. The need of the agency for such equipment should be determined on the basis of promoting efficient and effective program operations. A policy for replacing equipment in use should be established.

Such a policy should be based upon the intensity of usage and the resultant estimated economic life of the equipment. It is necessary to consider the usage of each piece of equipment planned to be replaced, as equipment used only part-time or at irregular intervals should not depreciate as rapidly as equipment which is used full-time. Financial constraints may require extending the service life of presently owned equipment.

Budget exhibits containing supporting and explanatory data concerning the estimates

should be submitted with the budget forms. Additional financial and statistical tables setting forth past experience and data to support the budget estimates are desirable and assist in the interpretation and evaluation of the request.

The factors to be taken into account in the preparation of assistance and purchase of services estimates are as follows:

- Number of recipients and cases currently receiving assistance;
- Rate of decrease or increase in the number of recipients and cases;
- Estimated average number of recipients and cases for the budget period;
- Average current payment per recipient or case;
- Effects of changes in policies and procedures in regard to payments per recipient or case, including proposed percentage of need to be met;
- Estimated average monthly payment per recipient or case for budget period, based on individual requirements, resources and the proposed percentage of need to be met;
- Whether the budget line is mandated or not mandated by state and/or federal code; and
- VDSS budget allocations and reimbursement percentages.

State Budget Allocations and Local Reimbursement Percentages

State budgets are assigned to local offices by the VDSS based on several different factors, including allocation formulas, projected prior year expenditures, prior year allocations, approved plans and local offices' requests. The state budget allocation process determines the maximum amounts reimbursed to the local departments.

Reimbursement funding to localities is dependent on federal allocations granted to Virginia, funds made available through the state legislature, and the matching funds made available by the local governing body.

The local department use 100% of local funding to disburse expenditures, and then submits the documentation of the expenditures for the state and federal reimbursable

share via the VDSS reimbursement system, LASER, on a monthly basis. The reimbursement percentage varies by program and program rules. Refer to [Appendix 7](#) for a listing of estimated Social Services match rates for FY19.

Some programs are mandated by state and/or federal law. If additional budget is needed local, state and federal governments are obligated to provide their share of funding. Others programs are optional (non-mandated) and only reimbursed until the available state allocation has been expended.

Once allocations are made to the local department, the local director (or designee) shall monitor the expenditures to determine if allocation adjustments are necessary. LDSS may request VDSS budget additions or changes to both mandated and non-mandated programs during the fiscal year via the Budget Request System (BRS) in LASER. Requests for additional budget for non-mandated programs are subject to availability of state and federal funds.

Some local departments have additional funding sources outside of the VDSS reimbursement process, including but not limited to city/county funding, outside grants, and donated funds for a specific purpose.

Fiscal Calendars

Budgets and funding are based on the fiscal year not calendar year. There are three distinct fiscal calendars that make planning for a local department's budget very complicated.

1. The LASER budget year is from June 1 through May 31.
2. The state and local government budget year is from July 1 through June 30.
3. The federal fiscal year is from October 1 through September 30.

In many instances, federal funds received in a new federal fiscal year (beginning October 1) must have legislative review and approval prior to being allocated to local departments. Generally, counties and cities in Virginia request planning figures from their county/city office, including social services, prior to the legislative action being taken on certain funding.

These differing timelines in federal/state/local fiscal years plus the process of legislative review and approval can make the local social services budgeting process very complicated in estimating funding requirements.

Source of Funds

§[63.2-400](#) of the Code of Virginia provides that the governing bodies of the counties and cities shall each year appropriate sums of money sufficient to provide for the payment of public assistance, and provide services, including the cost of administration. The local appropriations may be out of funds in the general fund of the county or city treasury. If the amount appropriated to the local board of social services has been exhausted, and if additional funds are necessary for operation of the program, the governing body may make an additional appropriation. If sufficient funds are not available in the general fund, the governing body has authority to borrow, in anticipation of reimbursement thereof, the additional funds necessary.

§[63.2-401](#) of the Code of Virginia provides for reimbursement to localities by the Commonwealth for the federal and state shares of program and administrative expenditures.

§[63.2-408](#) of the Code of Virginia provides that it is mandatory for the local governing body to appropriate the amount required by the local department budget and to make an additional appropriation, if necessary. Failure to do this will result in noncompliance with the requirements of the code.

CHAPTER 6 – HUMAN RESOURCES

Equal Employment Opportunity and Affirmative Action

Introduction – EEO/AA

The effective management of EEO/AA is a responsibility that is shared throughout all levels of administration within the VDSS. Board members of local departments also share in the task of ensuring that equal employment opportunity is extended to all employees and applicants for employment of local social services agencies. This is not a responsibility that can be delegated. It is essential that local board members are familiar with EEO/AA in order to enhance understanding of the issue and to emphasize that shared responsibility at all levels is essential for the success of an EEO/AA program. Additionally, the local board is responsible for ratifying the Affirmative Action policy statement which is then signed by the local director and chairperson of the local board.

The VDSS has developed policies, procedures and administrative rules for the effective management of equal employment opportunity and affirmative action within the local agencies. The specific requirements local departments are to follow are contained in Chapter 1 of the [Administrative/Human Resources Manual for Local Departments of Social Services](#).

Equal Opportunity and Hiring

Objective: It is the Commonwealth's objective to utilize an efficient and consistent hiring process that promotes equal employment opportunity.

Request to fill a position: The local department sends the VDSS a request to fill a position. Once the VDSS approves this request, the local department may begin the process of advertising the position.

Job Announcement: A statement or advertisement that a position is to be filled. The announcement must contain: the closing date, salary range, summary of job duties, educational qualifications required by law, any bona fide occupational requirements, certifications or licenses required by law, and notification that a fingerprint based

criminal history check will be required for the finalist for positions designated as sensitive under the [§2.2-1201.1](#) of the Code of Virginia. The statement “an equal opportunity employer” must appear in job announcements to be distributed to the media. Qualifications should not be stated in a way to discourage otherwise qualified applicants from applying or automatically to preclude an applicant from consideration.

Recruitment: Notifying individuals about job opportunities. There are five types of recruitment: open, intra-agency, inter-agency, intra-jurisdictional, and limited. Local departments must determine which recruitment method best suits their needs. Whichever method is chosen, local departments must maintain documentation outlining the agency’s recruitment efforts.

Screening: Local departments must screen applicants according to job related criteria, specifically, the desired knowledge, skills and abilities that are required for the position. These criteria must be applied consistently for all applicants. Local departments must screen applicants without regard to race, color, religion, national origin, political affiliation, disability, gender or age. Any person who has served in the armed forces of the United States, having an honorable discharge, shall be assured that his or her service will be taken into consideration by the local department.

Local departments have more than one option in the initial screening of applicants. VDSS HR can conduct a preliminary screen of applications based on the Recruitment Announcement duties and responsibilities paragraph. A referral list of the names of all applicants who meet or exceed the minimum required qualifications for the position and their applications are sent to the LDSS for further evaluation. If the LDSS prefers, VDSS HR can evaluate all applications received based on the Recruitment Announcement duties and responsibilities paragraph, as well as any preferred qualifications. An interview list of the names of applicants who most closely possess the required and desired qualifications for the position and their applications is sent to the LDSS. If the LDSS selects this option, all applicants on the interview list must be offered an opportunity to interview for the position.

Panel Procedures: Interview panel members should become familiar with the basic responsibilities of the position, follow the interview guidelines and be in the same grade or higher than the position for which they will be interviewing. Panel members shall make a recommendation regarding their choice of applicant(s) to the individual making the final hiring decision. It is best practice to have diversity represented on the panel.

Interviews: Interviews are a required step in the selection process. No person may be hired without having been interviewed for the position. The interview may be conducted by an interview panel and/or LDSS Director. Local departments must make an effort to contact all applicants who have been identified for an interview before making a final selection and job offer. If an applicant is not able to make the scheduled interview, a local department is not required to reschedule the interviews. The interviewer(s) must develop in advance a consistent set of interview questions to be asked of each applicant. Questions should be related to the applicant's knowledge, skills and abilities to perform the job. Questions that are not job related or that violate EEO standards are not permissible. Interviewers may ask or answer additional questions in response to any statements or questions from the applicant or to clarify information provided by the applicant.

Reference Checks: The reference checks, at a minimum, should attempt to obtain the following information:

- Name and title of person giving the reference
- Employment dates
- Position title
- Position duties
- Beginning and ending salaries
- Training completed
- Performance (work experience, KSA's, competencies)
- Whether the employer would rehire the applicant
- Verification of any license, certification or degree

Local departments are not required to allow applicants to examine reference checks or recommendation letters. Documentation of this information should be maintained in a

confidential file.

Background Checks: A LDSS should conduct three types of background records checks before hiring an employee: criminal, driving, and Central Registry. It is preferable to have the record checks done prior to hiring an employee; if the results of the background checks are not made available to the agency before the employee's start date, the offer of employment should clearly state in writing that continued employment is contingent upon the results of the background checks.

Employment Offer Letters: The letter of the job offer should avoid being interpreted as a contract or guarantee of employment for a particular period of time. Also, it should include a description of any employment conditions, such as background checks, medical exams, or drug tests, required certifications or training periods, and explain the probationary period.

NOTE: Local departments must verify whether each new employee is paying child support by reporting all newly hired, retired or returned to work employees to the Virginia New Hire Reporting Center. ([§63.2-1946](#) of the Code of Virginia).

Record Keeping Requirements

The following records must be maintained for a period of at least three years from the date the position is filled:

- Position description
- Records related to recruitment efforts
- Copies of advertisements
- Employment applications
- Race and sex data on all applicants
- Screening and selection criteria applied
- Interview questions and notes on applicant responses
- References
- Any documentation that supports selection or addressing non-selection

Additional information on Recruitment and Selection of employees is located in Chapter 3 of the Administrative/Human Resources Manual for Local Departments of Social

Services.

Local Director Hiring, Training and Performance Evaluations

Once a candidate has been identified and an offer is extended by the Chair of the board, it is recommended that the New Offer Letter template (refer to [Appendix 8](#)) is used. The letter describes the collaborative relationship between the LDSS and VDSS and highlights the comprehensive local director training curriculum which includes an introduction to the LD role, HR, finance and leadership learning experiences. The template can be modified as needed.

VDSS is committed to providing the most comprehensive training possible for new Directors in order to ensure that they have the knowledge, skills and tools to run the day-to-day operations in their local social Services department. Curriculum has been developed and is required for all new Directors to complete. In addition to the classroom courses, there are on-demand resources and tools available on the VDSS intranet site, FUSION.

Directors receiving an original appointment must serve a probationary period. For jurisdiction-wide deviating local agencies, the length of the probationary period is determined by local policy. For all other local agencies, the directors' probationary period is twelve months. During the probationary period, a probationary progress review must be conducted. Thereafter, directors **must** receive an annual performance evaluation.

The locality Board of Supervisors/City Council or local board of social services structure determines who completes the performance plan and the performance evaluation for the local director.

1. If the locality has appointed an administrative board, the local board chair must prepare the performance plan and complete the performance evaluation.
2. If the locality has appointed an advisory board, the administrative entity must prepare the performance plan and complete the performance evaluation.
3. If the locality has appointed an advisory board and the local director is the administrative entity (when the local director is acting as the local board), the locality Board of Supervisors/City Council or designee must determine who will

- prepare the performance plan and complete the performance evaluation.
4. Performance plans and evaluations for local directors should be completed in collaboration with VDSS Regional Directors.

VDSS worked with Local Directors and various agency experts to develop a template EPPE for the Local Director (Refer to [Appendix 9](#)). The EPPE includes a brief job description, qualifications, leadership competencies and the following essential responsibilities – Leadership, Program Management, Financial Management, Workforce Management and Community Engagement. The EPPE outlines the LD’s performance plan and serves as a “roadmap” to guide the Board as they are charged with holding the LD accountable for performance.

Additional information regarding Performance is discussed in the following section.

Performance Indicators

Policy Monitoring and Control

The general model for all monitoring and control systems involves the following steps:

- Establish performance standards
- Observe performance periodically
- Compare actual performance with established standards (plans)
- Take corrective action as appropriate to assure performance is as planned

Since local administrative boards are publicly accountable and responsible for local social services, it is essential that board members give attention to local performance. Such performance may be divided into two categories: individual and programmatic. Both involve the monitoring of pertinent policies and procedures. Although programmatic performance is dependent upon individual employee performance, the latter frequently involves more than direct programmatic activities. In either case, both kinds of performance require set standards (planned performance) by which actual performance may be monitored and controlled. In many situations, goals and/or

objectives provide the basis for standards.

Defining Performance

The process of defining performance often begins with a review of a local department’s mission statement, mandated and optional programs, and goals and objectives. The following are the fundamental requirements for defining performance:

- Clearly identify desired performance by establishing realistic standards
- Agree on the performance which is desired and its indicators
- Develop mechanisms for securing performance information
- Monitor and control performance to desired policy standards

Before going further, it may be helpful to clarify some of the key terms:

Key Term	Definition
Mission Statement	Identifies the basic reasons (including problems, opportunities, conditions and needs) for an organization’s existence. It answers the question of “Why organization X?”
Goal	States intended results, and addresses the question of “Why should organization X be performing the activity?”
Objective	A specific, single measurable or verifiable result which will contribute by a target date to the achievement of a goal; it answers the question of “What is to be accomplished and when?”
Strategy	A means to achieve the result, a plan of activities or tasks.
Measures	Provide the basis for monitoring and controlling performance; they address the questions of “How well are we doing (versus intended results)?” and “How well did we do (versus intended results)?” The answers to both questions provide the basis for programmatic and individual performance evaluation.

Measures are often classified as:

- **Input** -- resources to perform an activity
- **Workload**-- work to be done in performing the activity
- **Output** -- work done in performing the activity

- **Efficiency**-- the relationship of inputs to outputs or workload
- **Effectiveness** -- the extent to which an objective is achieved
- **Benefit** -- the value to the community or society of achieving the objective

It should be noted that the performance hierarchy emphasizes systematic planning of programs. The local department that uses a sound performance hierarchy will develop integrated strategic, management and operating plans. These plans serve as a guide to help in monitoring and controlling activities so that desired performance does take place. It is appropriate and necessary for local boards and their local directors to be involved in the development and review of the local mission statement, goals, objectives and measures. At the same time, local boards must also ensure the effective and efficient delivery of mandated programs consistent with state policy.

First Example:

The child protective services (CPS) program is part of the responsibility of the VDSS and is a mandated local service program. One of the goals of this program shall be to assure that child cases are handled in a timely manner. To state that 100% (measure of effectiveness) of child protective service cases will comply with the 45-60 day departmental disposition policy (standards), pursuant to § 63.2-1505(B5) of the Code of Virginia, is to establish two programmatic standards.

Each individual case worker in this activity must achieve 100% of the objective in order for the program to achieve its objective. Thus, the local board should be getting periodic reports as to local performance in this policy area so that they can make informed decisions regarding programmatic performance.

Second Example:

A local board may establish an individual performance objective for its local director by submitting timely and accurate reports. While the reports might deal with programmatic matters, it is the submission of timely and accurate reports by the local director that is the desirable performance.

In some instances, there may be no basis for establishing a standard. When this is the case, the acceptable practice is to establish a baseline of information in the desired performance area for the purpose of developing a realistic standard.

Assessing Performance

Realistic performance standards are not easy to develop; they require a great deal of forethought and discussion. One of the major reasons for the failure of many performance programs is the lack of realistic, objective standards. If a standard is set so high that no one or only a very few can achieve it, the reaction of most people is to give up trying to achieve the desired performance level. The lesson is clear; establish standards that are feasible and for which there are reliable indicators.

Feasible and reliable does not mean that the standards should be easily achievable. In fact, a number of authorities suggest that a good standard should have “stretch” built into it. Such a standard requires a higher level of performance than before (a challenge, but not impossibility).

Another major reason for the failure of performance programs is poor communication to employees. Obviously, if employees do not know what the programmatic and individual performance standards are, it is rather difficult for them to work towards their achievement. Thus, it becomes important for the local board to clearly and effectively communicate programmatic performance standards and policies to the local director so these can be communicated to other employees.

Except for those standards that deal with the local director’s performance, the local board should not be involved in establishing individual employee performance standards. These are more appropriately negotiated between employees and their supervisors in consideration of programmatic plans and objectives. However, local boards should establish policies regarding individual performance standards in consultation with their local directors.

A final reason for many failed performance programs is lack of commitment. If a

performance program is to be effective, it must focus on what really counts as evident by follow-up on those things that are counted. People generally want to succeed in doing what is expected of them. They also are very quick to learn what “really counts”. Thus, if a performance program is to be effective it must focus on the performance that really counts (the substantively desired performance), rather than the rhetorically desired performance or trivial aspect of the job.

Reviewing Performance

Performance reviews should be a regular board activity that focuses on the comparison of desired versus actual results; that is, performance evaluation. The results can be compared in terms of, for example, resources consumed, planned schedules and planned results. The focus of performance reviews should not be fault finding but performance improvement. For local board members, this means that they will need to be especially clear as to what constitutes good performance.

It is usually considered a good personnel practice to praise in public and to constructively criticize only in private. State policy avoids public review of individual performance. Therefore, local boards should publicly focus on programmatic performance and reserve discussions of individual performance for closed sessions.

It is critical that board discussions focus on explicit standards and facts rather than implicit standards and suppositions. The emphasis on substantive performance thinking should be evident in the development of performance standards by local boards.

Examples of evaluating performances by explicit measures might include agency error rates, timely processing of applications, public complaints or use of allocated resources.

Recognition and Incentives

In comparison with the private sector, public employee recognition and incentives for performance are limited. This does not necessarily mean, however, that these limited mechanisms are without merit. When pay, pay raises and benefits are tied to satisfactory performance, there is merit. It should be remembered such tangible rewards are but one type of mechanism.

Other rewards can be equally or even more important factors to encourage performance, particularly in the public service. Public praise for a job done well, a social event, simple courtesy and recognition of an employee's role in performance also serve as incentives. In fact, better managed public agencies give a great deal of attention to tangible and intangible rewards. Scarce resources should not be used as an excuse for denying deserving employees and programs due recognition and incentives. Rather, it should be seen as a challenge to develop creative rewards for desired performance.

Communicating Performance Achievements

Performance achievements need to be effectively communicated to employees, the community, the state and other interested parties. Such communications are best accomplished through personal recognition in public settings (particularly where peers are present), through press releases and through formal and informal discussions. For example, a formal board resolution recognizing exceptional individual or programmatic performance lays a strong foundation for building future achievements. Performance rewards should be based on public, objective indicators rather than personal, subjective and private criteria.

Other Policy Performance Reviews

One special area of performance is fiscal performance. As in other performance areas, the general model of monitoring and control applies, but particular attention is given to the budget.

Budgets can be used for planning, control and management purposes. Budget formats include the line-item, performance, program and so-called "zero-base" budget. While there are a variety of budget formats (and variations thereof) in use in Virginia local governments, the state government uses a program budget format. Whichever format is chosen, in Virginia an agency budget is considered its operating plan. As a result, it can be used for program planning, implementation, monitoring, control and, therefore, evaluation. Local boards need to give careful attention to the development of the local

budget to assure that they understand the corresponding implications.

While there are at least as many different types of budget processes and calendars as there are budgets and localities, most budget processes involve the steps of:

- Development
- Review
- Approval
- Implementation

Since local board budgets are affected by state and federal budget processes and decisions, they are frequently even more complex. In part, this complexity is a reflection of the fact that more than one level of government is involved in funding.

Multi-source funding, however, does not excuse local boards from exercising their responsibility for developing a local budget (with local director assistance), reviewing and approving it, seeking the approval of the local governing body (and other governmental entities) for the proposed budget, and implementing, monitoring and controlling the budgetary performance of their local department.

Obviously, the expertise of the local director and staff are critical to the board's effective execution of its budget responsibilities and they should be very much involved in these. Some portion of every board meeting should be devoted to monitoring fiscal performance on mandated and local programs so that, as in individual and programmatic performance reviews, there are no surprises at the end of the fiscal year. Review [Chapter 4](#) for additional information on budget and funding, including information on fiscal years.

In developing a budget, the local board should assure that its efforts are responsive to budget standards, including those of mandated submission schedules and that the board does not become involved in operating details. If this occurs, the board may find itself entangled in unresolved differences of opinion regarding the most appropriate strategy for accomplishing a result, rather than focusing on desired results/performance, priorities

and fiscal requirements. In this event, the board may find that it loses its budgetary initiatives to other decision makers. It may be helpful to keep in mind that the local director is responsible for assisting the board in executing its budget responsibilities and for developing and justifying effective and efficient strategies to achieve desired results. It should also be remembered that the budget is a plan. As with all plans, this means that if circumstances change which have ramifications for the plan, then the plan should be adjusted within state and local policy to reflect those changes.

Performance reviews can be encompassing. However, given the limited time and other resources of local boards, it is recommended that individual performance reviews (evaluations), whether they be programmatic, individual, managerial, or fiscal, focus on the priority concerns of the federal, state and local levels of government and the concerns of the local board.

Employee Performance Evaluations

An annual performance evaluation is required for all employees. Employees' performances are assessed against the performance measures and expectations set for their core responsibilities, essential functions and special assignments during their assigned evaluation period.

The performance plan for local departments is documented in the LDSS Employee Performance Plan and Evaluation (EPPE) form.

1. Identify the core and essential responsibilities of each employee's position. These may be prioritized based on the importance to the agency mission and the work unit.
2. Designate essential responsibilities within the core responsibilities.
3. Special assignments may be added to the performance plan.
4. Identify the performance measures that correspond to each core responsibility, essential responsibility and/or special assignment. Measures should be SMART: specific, measurable, attainable, relevant and timely. They must be set at a level of performance that is clear to the supervisor, reviewer and employee.

5. Create an employee development plan for each employee that includes a learning plan, learning goals, and needed resources. This may be accomplished with input from the employee.

APPENDIX 1: ACRONYMS COMMON TO DSS

Departments of Social Services use many abbreviations or acronyms when referring to specific programs, data systems, regulations, work units, etc.

ACRONYM	DESCRIPTION
ABAWD	Able-Bodied Adult Without Dependents
ABD	Aged, Blind and Disabled
ABE	Adult Basic Education
ACF	Administration for Children and Families
ACS	Affiliated Computer Services, Inc.
ADAPT	Application Benefit Delivery Automation Project (no longer used)
ADH	Administrative Disqualification Hearing
ADL	Activities of Daily Living
AFC	Adult Foster Care
AFCARS	Adoption and Foster Care Analysis and Report System
AFDC	Aid to Families with Dependent Children
AG	Auxiliary Grant
ALF	Assisted Living Facility
APA	Auditor of Public Accounts
APECS	Automated Program to Enforce Child Support
APS	Adult Protective Services
APSS	Adoption Promotion and Support Services
AR	Authorized Representative
ARU	Automated Response Unit
AS	Adult Services
AT	Administrative Terminal
ATP	Authorization to Participate
BEERS	Benefit Exchange Earnings Report
BENDEX	Beneficiary Data Exchange
BIN	Bank Identification Number
BL	Budget Line
BP	Benefit Programs
BPRO	Benefit Programs Organization
BPS	Benefit Program Specialist
BRS	Budget Request System
CANS	Child and Adolescent Needs and Strengths
CAPP	Commonwealth Accounting Policies and Procedures
CASA	Court Appointed Special Advocate
CC	Cost Code
CCD	Child Care and Development
CCWIS	Comprehensive Child Welfare Information Services
CFCIP/ILP	Chafee Foster Care Independence Program/ Independent Living Program
CFR	Code of Federal Regulations

ACRONYM	DESCRIPTION
CHINS	Children In Need of Services
COVLC	Commonwealth of Virginia Learning Center
CPMT	Community Policy and Management Team
CPS	Child Protective Services
CRF	Children’s Residential Facility
CSA	Children’s Service Act
CSB	Community Services Board
CSCAP	Central Services Cost Allocation Plan
CSR	Customer Service Representative
CWEP	Community Work Experience Program
CWSP	Child Welfare Stipend Program
DCSE	Division of Child Support Enforcement
DFS	Division of Family Services
DFSP	Disaster SNAP Program
DHCD	Department of Housing and Community Development
DHRM	Division of Human Resource Management
DIS	Division of Information Systems
DMAS	Department of Medical Assistance Services
DMV	Division of Motor Vehicles
DOF	Division of Finance
DRS	Disqualified Recipient Subsystem
DW	Data Warehouse
EAP	Energy Assistance Program
EBT	Electronic Benefits Transfer
ECFR	Electronic Code of Federal Regulations
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EPPE	Employee Performance Plan and Evaluation
EPPIC TM	Electronic Payment Processing and Information Control
ESL	English as a Second Language
ETV	Education and Training Voucher
EW	Eligibility Worker
FAMIS	Family Access to Medical Insurance Security
FAO	Federal Accounting Office
FAPT	Family Assessment and Planning Team
FAQ	Frequently Asked Question
FC	Foster Care
FEP	Full Employment Program
FFP	Federal Financial Participation
FFY	Federal Fiscal Year (beginning October 1)
FICA	Federal Insurance Contributions Act
FIPS	Federal Information Processing Standard

ACRONYM	DESCRIPTION
FmHA	Farmers Home Administration
FNS	Federal and Nutrition Services
FPS	Family Preservation Services
FREE	Fraud Reduction Elimination Effort
FSL (F/S/L)	Federal/State/Local
FSP	SNAP Program
FSS	Family Support Services
FUTA	Federal Unemployment Tax Act
FY	Fiscal Year
GED	General Education Development
GR	General Relief
HBAS	Home Based Adult Services
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
IC	Issuance Clerk (pertaining to SNAP Issuances)
IDA	Individual Development Account
IEVS	Income Eligibility Verification System
ILP	Independent Living Program (Plan)
INA	Immigration and Naturalization Act
INS	Immigration and Naturalization Service
IPV	Intentional Program Violation
IRS	Internal Revenue Service
LASER	Locality Automated System for Electronic Reimbursement
LCPA	Licensed Child Placing Agency
LDSS	Local Department(s) of Social Services
LETS	Local Employee Tracking System
LFY	LASER Fiscal Year
LIHEAP	Low Income Home Energy Assistance Program
LPACAP	Local Public Assistance Cost Allocation Plan
LRT	Local Review Team
LRU	Local Reimbursement Unit
LWA	Local Welfare Agency
NA	Non-assistance
NCP	Non-custodial Parent
NPA	Non-Public Assistance SNAP household
NSF	Not Sufficient Funds
OAS	Office of Audit Services
OCR	Office of Civil Rights
OCS	Office of Comprehensive Services
OECD	Office of Early Childhood Development
OGS	Office of General Services
OIG	Office of the Inspector General

ACRONYM	DESCRIPTION
OMB	Office of Management and Budget
ORR	Office of Refugee Resettlement
OTC	Over the Counter
PA	Public Assistance
PACAP	Public Assistance Cost Allocation Plan
PACE	Program of All-inclusive Care for the Elderly
PARIS	Public Assistance Reporting Information System
PIN	Personal Identification Number
POS	Point of Sale
POSO	Purchase of Service Orders
POSSESS	Partnership of Office Services Support Employees in Social Services
PSP	Public Service (employment) Program
PSSF	Promoting Safe and Stable Families
QC	Quality Control
RAM	Regional Administrative Manager
REPP	Reasonable Efforts to Finalize the Permanency Plan
RMS	Random Moment Sampling
RMS	Recruitment Management System
RMSPlus	Random Moment Sampling System
ROC	Report of Collections
S & O	Staff and Operations
SAVE	Systematic Alien Verification for Entitlement
SDX	State Data Exchange
SEC	State Executive Council
SFY	State Fiscal Year
SNAP	Supplemental Nutrition Assistance Program
SNAP-ET	Supplemental Nutrition Assistance Program Employment & Training
SPARK	Services, Programs, Answers, Resources, Knowledge
SPIDeR	Systems Partnering in a Demographic Repository
SSA	Social Security Administration
SSBG	Social Services Block Grant
SSI	Supplemental Security Income
SSN	Social Security Number
SUTA	State Unemployment Tax Act
SVES	State Verification Exchange System
TANF	Temporary Assistance for Needy Families
TAN F-UP	Temporary Assistance for Needy Families-Unemployed Parent
TET	Transitional Employment and Training
TLFRS	Time Limited Family Reunification Services
TPP	Third-Party Processor
USCIS	United States Citizenship and Immigration Services
USDA	United States Department of Agriculture

ACRONYM	DESCRIPTION
VA	Veteran's Administration
VaCMS	Virginia Case Management System
VaSWP	Virginia Alliance of Social Work Practitioners
VCC	Virginia Community Corps
VDSS	Virginia Department of Social Services
VEC	Virginia Employment Commission
VIEW	Virginia Initiative for Employment, Not Welfare
VLSSE	Virginia League of Social Services Executives
WIA	Workforce Investment Act

APPENDIX 2: COMMON TERMS AND DEFINITIONS

The following are terms and definitions commonly used by administratively in social services:

<u>Terms</u>	<u>Definition</u>
Administrative Expenditures	Expenditures necessary for activity related to the operation of social service programs. These costs include, but are not limited to, salaries, fringe benefits, and operational costs.
Advance Payments	Payments made prior to the receipt of goods or delivery of services.
Affirmative Action	The planned, aggressive and coherent management program to provide equal employment opportunity. The Affirmative Action Plan (AAP) is the written document through which management assures that all persons have equal opportunities in recruitment, discipline and related managerial areas. The plan is specifically tailored to the employer’s work force, available skills and contains specific actions. <u>It is a results oriented program designed to achieve equal employment opportunity rather than simply a policy to assure non-discrimination.</u>
Allocation	An amount of money funded for a particular category, cause or use. Allocation is also a systematic distribution of funds or costs based on a federally approved methodology. For VDSS the federally approved allocation methodology is often the Random Moment Sampling percentages from the previous quarter or year.
Asset	An item of value
Asset Classification	Equipment assets are tangible property having an expected useful life of greater than one year. These assets are classified as either capitalized or controlled assets.
Audit	The act of reviewing financial transactions for accuracy and law/code compliance, within a given period of time, usually one year.

Terms	Definition
Award	Grants, cost reimbursement contracts and other agreements between a State, local and Indian tribal government and the Federal Government.
Basic State Compensation Schedule	The department’s pay plan, which provides local departments a basis to develop local compensation plans. The plan provides information on classifications, salary grades, pay steps, and pay range for each grade.
Benefit Programs Specialist (BPS)	Refers to local department workers that determine eligibility for benefit programs such as the Supplemental Nutrition Assistance Program (SNAP; formerly Food Stamps), TANF and Medicaid.
Benefits	Financial assistance programs provided to customers who qualify, includes Temporary Assistance for Needy Families (TANF), Emergency Assistance, General Relief, Supplemental Nutrition Assistance Program (SNAP), Children’s Health Insurance in Virginia (FAMIS), Medicaid, and Energy Assistance.
Budget	A fiscal plan used to forecast income and expenses for a specific period of time. It is reevaluated periodically.
Children’s Services Act (CSA)	The Children's Services Act (CSA) establishes a single state pool of funds to support services for eligible youth and their families. State funds, combined with local community funds, are managed by two local interagency teams (1) Community Policy and Management Team (CPMT); (2) Family Assessment and Planning Team (FAPT).
Classification (Worker)	The Division of Human Resource Management allocates positions to their appropriate Occupational Group and Title on the basis of assigned duties and responsibilities.
Customers/Clients/Recipients	These terms are used to refer to the person or family receiving benefits and/or services within the Virginia social services system.

Terms	Definition
Depreciation	The process of allocating the cost of tangible property over a period of time, rather than deducting the cost as an expense in the year of acquisition. The term depreciation also includes “use allowance” (useful life).
Direct Cost	Costs associated with a specific cost center or objective and are not allocated.
Division of Child Support Enforcement (DCSE)	Referred to as support enforcement or DCSE. Part of the VDSS state system responsible for the establishment of court or administrative orders for child support and the enforcement and collection of child support payments.
Division of Licensing Programs (DLP)	Refers to the part of the VDSS that inspects and licenses Assisted Living Facilities, Adult Day Care Facilities, Child Day Care Centers, Family Day Homes, Children’s Residential Facilities, and Child Placing Agencies.
Electronic Benefit Transfer (EBT)	A system for issuing SNAP benefits using debit card technology. After benefits are added to eligible household accounts, cardholders spend them by swiping their EBT card at the point of sale and then entering their PIN number.
Encumber	To reserve an amount of money recorded (and protected) for a particular expense, applies particularly to money reserved for certain future expenses concerning services accounts when the exact amount is known.
Equal Employment Opportunity	An employer’s position that all personnel activities will be conducted in a manner to ensure equal opportunity for all. Such activities will be based solely on individual merit and fitness of applicants and employees related to specific jobs and without regard to race, color, religion, gender, age, national origin, disability, marital status, pregnancy or political affiliation.
Equipment	An article of tangible personal property that has a useful life of more than two years and an acquisition cost of \$500 or more. For accounting purposes, equipment is further classified as either capitalized or controlled.

Terms	Definition
Expenditures	Actual payment of cash or cash-equivalent paid by an LDSS for goods, financial assistance and/or services provided to social services clients, or a charge against available funds in settlement of an obligation – as evidenced by an invoice, receipt, voucher, or other such document.
Family Access to Medical Insurance Security (FAMIS)	Refers to the program designed to provide comprehensive health care benefits for working families who earn too much to qualify for Medicaid and too little to afford health insurance.
Family Services Specialist (FSS)	Refers to local department workers that administer service programs such as Child Protective Services (CPS), Foster Care, Adoption and Adult Services/Adult Protective Services.
Federal Pass-Through	A “Pass-through” is a process whereby applicable LDSS expenditures can be submitted for reimbursement from the federal government, “federal financial participation” (FFP), through the state on condition that the locality provides the necessary financial match.
Federal/State/Local	A classification of data according to fiscal entities necessary to comply with legal requirements and GAAP (Generally Accepted Accounting Principles). The General Assembly and VDSS (Virginia Department of Social Services) makes appropriations according to funds. Expenditures are charged against funds in accordance with those appropriations.
Improper Payments	(1) Payments that should not have been made or that were made in incorrect amounts (including overpayments and underpayments) under statutory, contractual, administrative, or other legally applicable requirements, and include payments to ineligible recipients; and (2) Payments for ineligible services, duplicate payments, payments for services not received, and payments that do not account for credits for applicable discounts.
Indirect Cost Rate	An indirect cost rate is a process for determining in a reasonable manner the proportion of indirect costs each program should bear. It is a ratio (expressed as percentage) of the indirect costs to a direct cost base.
Journal	A written record of specific details pertaining to a particular issue, in general for the purpose of recording financial transactions.

Terms	Definition
Ledger	A record of financial transactions pertaining to a particular account.
Local Board	Refers to a local social services board consisting of citizen members of a county or city who are appointed by the local governing body. Boards may be either administrative or advisory, and have different responsibilities depending on the type of board.
Local Departments of Social Services (LDSS)	Referred to as local departments or local agencies. The social services system in Virginia is state supervised and locally administered. Local agency staff are employees of the city or county in which they work, and not the state. Local departments provide services directly to eligible clients/customers in their respective jurisdictions. VDSS staff provides support services to local departments. While the divisions of DCSE and Licensing are located within VDSS, they provide services directly to the public and not through the LDSS.
Local Only and Local Only Funds	Money allocated from the local government with no attachment to any other government entity. These funds may be used by the agency for any purpose approved by the local governing board and/or local director.
Medicaid	A joint federal and state program that helps to provide medical care/ costs for families and individuals with limited income and resources.
Non-Reimbursable Expenditures	Payments for goods or services that are not eligible for reimbursement by Federal and/or State funds.
Overpayments	The act of erroneously disbursing funds to a client/vendor for an amount more than the allowable entitlement.
Policy	A set of written, approved guidelines designed to provide instructions and general guidance for a particular task.
Procedure	A written set of instructions designed to provide step-by-step guidance in completing a particular task.

Terms	Definition
Purchase of Services Orders (POSO)	<p>A form used to authorize a vendor to deliver services to an approved social services customer. The POSO is written in accordance with the terms in a vendor agreement, if applicable. The POSO specifies the conditions of the purchase, including the name of the customer (if applicable), time period, and units of service and cost/unit.</p> <p>A POSO is available on the VDSS website: http://spark.dss.virginia.gov/divisions/dgs/warehouse.cgi (search for form number 032-02-0126-04-eng)</p>
Reconciliation	To analyze and compare receipts and expenses to source documents and to further compare them with general ledgers to assure that they match.
Reimbursable Expenditures	Expenditures which may be reimbursed by the State and/or Federal governments based on the approved and allowable match rates.
Report of Collections (ROC)	An official report of funds received into the agency; report to be completed, signed and dated and sent, along with the checks to the local Treasurer.
Services	Direct aid provided to customers by DSS personnel, includes Family Preservation and Support Services, Adoption Promotion, Child Care Services, Family Planning, Child Protective Services, Foster Care Services, Adult Protective Services, Companion (in-home) Services, Auxiliary Grant Program.
Special Welfare (SW)	A category of funds in which a local board is authorized to accept and expend on behalf of and for the benefit of any child placed by it. The local board is also authorized to receive and disburse funds derived from public grants, gifts, contributions, etc. All funds received from such sources shall be deposited in the local treasuries and expended in accordance with the purpose of the bequest.
State Board	Refers to the state Board of Social Services, a nine-member board consisting of citizen members from throughout different regions of the state who are appointed by the Governor. They establish the guidelines and policies for the Virginia Department of Social Services.

Terms	Definition
Supplemental Nutrition Assistance Program (SNAP)	Usually referred to as SNAP. Provides food assistance to individuals or families who qualify. Benefits are provided through electronic benefits transfer (EBT) which functions similar to a debit card.
Temporary Assistance for Needy Families (TANF)	Usually referred to as TANF. Provides monthly payments to families who qualify for money payments through this federal block grant.
Un-encumber	To remove an amount or partial amount “encumbered” or reserved for a particular use.
Vault Card	A SNAP benefit debit card supplied to local agencies for issuance to eligible clients.
Vendor	Individual, organization, firm or business from which services or items are purchased.
Virginia Case Management System (VaCMS)	Virginia Case Management System (VaCMS) is the new technology platform, used by local departments of social services professionals, includes a web-based customer self-service portal called CommonHelp and an integrated eligibility determination and case management system.
Virginia Department of Social Services (VDSS)	Referred to as the state, state office or state organization. Includes the Home Office in Richmond, five regional offices, Division of Child Support Enforcement (DCSE) offices and state Licensing offices.
Virginia Initiative for Employment Not Welfare (VIEW)	An employment and training program designed to promote self-sufficiency. Temporary Assistance for Needy Families (TANF) recipients who are not exempt are required to enroll in VIEW, the employment and training component of public assistance reform.

APPENDIX 3: LOCAL BOARD MEMBER PRE-SERVICE AGREEMENT

Welcome to the Local Board of Social Services! Thank you for volunteering to serve as a LDSS Board Member. Local Board members perform work under the premise that an educated, engaged Board is best prepared to represent and advocate for the community’s citizens. The ideas, decisions and actions of the Local Board have a direct impact on the lives of children, families and vulnerable citizens, and therefore are handled with the utmost respect, seriousness and commitment. This Pre-Service Agreement includes two Action Items that are **required for completion within the first 90 days of your first term**, in addition to several items **recommended** for completion within the first 90 days of your first term.

Board Member Name:		Local Department:		Date:
Local Director Name:		Department Address:		Department Phone:
Hours:		Web Address:		
Type of Board: Administrative <input type="checkbox"/>		Advisory <input type="checkbox"/>		
Board of Supervisors/City Council member who appointed you:				
Date of swearing in:		Length of term:		Expiration date:
Action Items	Description			✓
Items 1 & 2 Below Are <u>Required</u> Within First 90 Days				
1. Sign and Submit Pre- Service Agreement	Familiarize yourself with all Action Items and Local Board Member Responsibilities. Sign the agreement and provide a copy to the Board Chair.			
2. Complete Board Member	Attend Board Member Training conducted by the VDSS Regional Director. Ask your Local Director for training dates and times.			
Items Below Are <u>Recommended</u> Within First 90 Days				
Read the Local Board Member Handbook	The Handbook: http://www.dss.virginia.gov/about/files/lb_handbook.pdf will help acclimate you to your new position. Be sure to highlight any sections or questions you would like to explore at your first Board Member meeting.			
Visit VDSS Website	Visit the VDSS website: http://www.dss.virginia.gov/ and explore the plentiful information.			
Complete Intro to VSSS eLearning	Click to complete an eight minute eLearning designed to orient you to the Virginia Social Services System: http://dss.virginia.gov/division/od/training/OD1000/			
Review Local Agency Profile	Explore data showcasing LDSS caseloads and expenditures: http://www.dss.virginia.gov/geninfo/reports/agency_wide/ldss_profile.cgi . Click the most recent SFY and open the spreadsheet. Click in the box next to Locality Name, then click the arrow at right and select the locality name from the dropdown list.			

Meet the Team	Arrange a meeting with your Local Director to tour the agency.	
Online Research	Jump online to learn about local agency work, partnerships, and upcoming events.	
Attend Meetings	Attend all meetings prepared to discuss agenda items. If you are unable to attend a meeting, inform the Board Chair and Local Director, as a quorum is required for voting.	
Advocate & Engage	Embrace your role as a champion, mythbuster, and strong supporter of vital social services work in your community.	

Other Local Board Member Responsibilities Specific to Your Locality:

- 1.
- 2.
- 3.
- 4.
- 5.

	Name	Phone	Email
Local Director			
Board Chair			

By signing, I indicate my understanding of the expectations and responsibilities that comprise the service and commitment of a Local Department of Social Services' Board Member. I agree to protect confidential information regarding employees, clients, the public and the Department. I agree to uphold the best interests of our clientele, our community, and the Local Department, through active, engaged service and advocacy. I understand that I can be removed from the Board if I do not meet established expectations.

Signature

Date

APPENDIX 4: LOCAL BOARD DELEGATION OF AUTHORITY TO THE LOCAL DIRECTOR

Under the general direction of the Local Board (Board), the Local Director (Director) is the administrator of the local department of social services. In cooperation with other public and private agencies, the Director's specific powers, duties and responsibilities are as follows:

- A. To serve as the Administrator of the local department and as Secretary to the Board. (§[63.2-332](#) of the Code of Virginia)
- B. To act as agent for the Commissioner in implementing the provisions of federal and state law and regulation. (§[63.2-333](#) of the Code of Virginia)
- C. To foster cooperation between all public and private charitable and social agencies in the county to the end that public and private resources be conserved and most effectively used and the social services needs of the county and its citizens be adequately met. (§[63.2-334](#) of the Code of Virginia)
- D. To keep records of cases handled and business transacted by the local department in such manner and form as may be prescribed by the State Board. (§[63.2-335](#) of the Code of Virginia)
- E. To submit annually, to the Board, a budget, containing an estimate, with supporting data, setting forth the amount of money needed to carry out the provisions of Title 63.2 of the Code of Virginia, with a copy of the budget forwarded to the Commissioner.
- F. In emergency situations make payments for public assistance and social services to eligible recipients. (§[63.2-323](#) of the Code of Virginia)
- G. To employ, subject to the personnel standards and regulations of the State Board, such employees as may be required to properly administer the programs of the local department. The Director is to keep the Board fully informed of activities related to the hiring of staff. (§[63.2-325](#) of the Code of Virginia)
- H. The Director shall administer all personnel actions, including staff terminations, in accordance with VA Department of Social Services personnel standards, policies, procedures, rules and regulations. The Director is to keep the Board informed of significant personnel actions, including potential terminations. Consultation with the Board is required prior to the termination of an employee.
- I. To administer with staff, in accordance with rules and regulations established by the

State Board and in compliance with all other applicable state & federal laws, regulations and policies, the programs of financial assistance, income support and social services as required by law, including approving and denying services and financial assistance or changing the amount of financial assistance to which an individual or family is entitled to receive. Upon application for assistance, make or cause to be made promptly, a determination of eligibility and, if the individual/family is found to be eligible, provide timely assistance. (§[63.2-313](#), §[63.2-314](#) and §[63.2, Chapter 5](#) of the Code of Virginia)

- J. To review or cause to be reviewed all public assistance grants at least as frequently as required by the State Board and to take the necessary actions required by that review. (§[63.2-514](#) of the Code of Virginia)
- K. To accept for placement (foster care) and supervise the placement, in suitable homes, of children entrusted or committed to the local social services Board. (§[63.2-901](#) and §[63.2-904](#) of the Code of Virginia)
- L. To prepare or cause to be prepared and submit to the Circuit Court the required report on each adoption case referred to the department by the Court, with a copy sent to the Commissioner. (§[63.2, Chapter 12](#) of the Code of Virginia)
- M. To cooperate with the state Division of Child Support Enforcement (DCSE) in the location of responsible persons who have abandoned, deserted or are failing to support children receiving TANF. (§[63.2-1911](#) of the Code of Virginia)
- N. To ensure compliance with policies and procedures of adult and child abuse and/or neglect programs. (§[63.2-321](#) and §[63.2-1600](#) of the Code of Virginia)
- O. To cooperate with the Juvenile and Domestic Relations Court in providing protection, aid, or care of children. (§[63.2-321](#) of the Code of Virginia)
- P. The Board delegates to the Director the following special authorities:
 - 1. Executing official receipts for funds received by the Board
 - 2. Signing warrant checks and/or warrant registers which bear the statement, "On Order of the Board"
 - 3. Signing special welfare checks
 - 4. Signing all warrant registers, including Payroll & Administration
 - 5. Acting as the authorizing agent for State-Local Hospitalization (SLH)

- Q. To approve requests from staff for leave without pay.
- R. To authorize travel for staff members to meetings, conferences & training sessions.
- S. To grant permission to employees to engage in outside employment.
- T. To approve such items as necessary between Board meetings so as to ensure the orderly transaction of business, pending review of the Board at its next regularly scheduled meeting.
- U. The Director may take Special Duty Leave for travel and other time spent after normal business hours and time spent on weekends and holidays associated with attending meetings, conferences and training sessions.
- V. The Director, in consultation with the Board chairperson, will make the decision to close the local agency due to inclement weather conditions or other emergencies, such as utility failure, fire, building structural damage and other forced evacuations.
- W. To designate individuals to act in the Director's absence in order to carry out the Director's duties and responsibilities and to sign warrant registers and other financial and statistical documents as may be required.

Signature of Individual Delegating Responsibility:

_____ Date

Local Board Chairperson

_____ City/ County Department of Social Services

Signature of Individual Accepting Responsibility:

_____ Date

Local Director

Of _____ City/ County Department of Social Services

APPENDIX 5: POWERS AND DUTIES OF VDSS COMMISSIONER

The principal powers and duties of the Commissioner in relation to local department operations are set forth by Virginia law.

- The local boards shall allow the Commissioner, at all times, to have access to the records of the local boards relating to the appropriation, expenditure and distribution of funds for, and other matters concerning, public assistance under Title 63.2 (§63.2-102 of the Code of Virginia).
- Subject to the regulations of the Board, the Commissioner shall have all of the powers and perform all the duties conferred upon by law. The Commissioner shall supervise the administration of the provisions of Title 63.2 and shall see that all regulations pertaining to the Department are carried out to their true intent and spirit. The Commissioner shall enforce the regulations adopted by the Board (§63.2-203 of the Code of Virginia).
- The Commissioner shall assist and cooperate with local authorities in the administration of Title 63.2. The Commissioner shall encourage and direct the training of all personnel of local boards and local departments engaged in the administration of any program within the purview of Title 63.2 and Title 16.1, chapter 11. The Commissioner shall collect and publish statistics and such other data as may be deemed of value in assisting the public authorities and other social services agencies of the Commonwealth in improving the care of these persons and in correcting conditions that contribute to dependency and delinquency (§63.2-204 of the Code of Virginia).
- The Commissioner shall require of local boards such reports relating to the administration of Title 63.2 as may deem necessary to enable the Board and the Commissioner to exercise and perform the functions, duties and powers conferred and imposed by Title 63.2. The Commissioner shall review budget requests submitted by local boards, make modifications consistent with the requirements of Title 63.2 and transmit the approved budget to each local board (§63-2-205 of the Code of Virginia).
- The Commissioner shall cooperate with the Department of Health and Human Services and other agencies of the United States and with the local boards, in relation to matters set forth in Title 63.2, and in any reasonable manner that may be necessary to this Commonwealth to qualify for and to receive grants or aid from federal agencies. This includes grants for public assistance and services in conformity with the provisions of Title 63.2, including grants or aid to assist in providing rehabilitation and other services to help individual to attain or retain capability for self-care or self-support and such services as are likely to prevent or reduce dependency and, in the case of dependent children, to maintain and strengthen family life (§63.2-206 of the Code of Virginia).

- The Commissioner is authorized to receive, for and on behalf of the Commonwealth and its subdivisions, from the United States and agencies thereof, and from any and all other sources, grants-in-aid, funds and gifts, made for the purpose of providing, or to assist in providing, for funds for child welfare services including child care for children, disaster relief and emergency assistance awards, Temporary Assistance for Needy Families, and General Relief, including expenses of administration. All such funds shall be paid into the state treasury (§63.2-207 of the Code of Virginia).
- The Commissioner shall enforce the minimum education, professional and training requirements and performance standards as determined by the Board for personnel employed in the administration of Title 63.2 and remove each employee who does not meet such standards (§63.2-208 of the Code of Virginia).
- The Commissioner shall establish in the Department such divisions and regional offices as may be necessary (§63.2-209 of the Code of Virginia).
- The Commissioner shall appoint heads of the divisions, subject to the provisions of Title 2.2, Chapter 29 (§63.2-210 of the Code of Virginia).
- The Commissioner shall delegate to the heads of the various divisions and to such other employees of the Department as deemed desirable any and all of the powers and duties conferred upon by law (§63.2-211 of the Code of Virginia).
- The Commissioner shall employ or authorize the employment of such agents and employees as may be needed by the Commissioner and the VDSS in the exercise of the functions, duties and powers conferred and imposed by law upon the Commissioner and the VDSS, and in order to effect a proper organization and structure necessary to carry out its duties (§63.2-212 of the Code of Virginia).
- The functions, duties, powers and titles of the agents and employees and their salaries and remuneration, not in excess of the amount provided therefore by law, shall be fixed by the Commissioner, subject to the provisions of Title 2.2, Chapter 29 (§63.2- 213 of the Code of Virginia).
- The Commissioner shall reimburse on a monthly basis each county, city, or district fiscal officer for the state and federal share, as appropriate, to the specific program of expenditures made for each program included in the law, including costs of administration, and prescribe the form in which claims for reimbursement must be presented. In addition, assistance may be paid to or on behalf of recipients based on rules or regulations of the State Board (§63.2-401, §63.2-403, and §63.2-520 of the Code of Virginia).

- The Commissioner shall pay to the federal government its proportionate share of the net amount collected by local boards from recipients (§63.2-403 of the Code of Virginia).
- The Commissioner shall provide, upon authorization by the State Board, payments, benefits or services in any locality failing or refusing to provide such payments, benefits or services; file with the state Comptroller and local governing body a monthly accounting of such disbursements, including administrative expenditures; such expenditures to be deducted by the Comptroller from funds appropriated by the state for distribution to the locality (§63.2-408 of the Code of Virginia).
- The Commissioner shall withhold, upon authorization by the State Board, from any locality failing to operate assistance programs, income support programs or social service programs in accordance with state regulations or failing to provide the necessary staff for the implementation of such programs, the entire reimbursement for administrative expenditures, or a part thereof, for so long as the locality fails to comply with the state regulations (§63.2-408 of the Code of Virginia).
- Any applicant or recipient aggrieved by any decision of a local board in granting, denying, changing or discontinuing public assistance may, within thirty days after receiving written notice of such decision, appeal to the Commissioner. The Commissioner may delegate the duty and authority to a qualified hearing officer to consider and make determinations on the appeal. Any applicant or recipient aggrieved by any decision of a local board concerning SNAP benefits may appeal to the Commissioner in accordance with federal regulation (§63.2-517 of the Code of Virginia).
- The Commissioner shall report annually to the General Assembly on the operation of foster care services by local boards and on implementation of the standards required by Title 63.2 (§63.2-900, §63.2-903 and §63.2-1105 of the Code of Virginia).
- The Commissioner has responsibility for the enforcement of licensing statutes and State Board regulations for homes for adults, adult day care centers, child placing agencies, child caring institutions, independent foster homes, child care centers and family child care homes (§63.2-1701, §63.2-1703, §63.2-1732, §63.2-1802 and §63.2-1803 of the Code of Virginia).

APPENDIX 6: POWERS AND DUTIES OF STATE BOARD OF SOCIAL SERVICES

The powers and duties of the State Board of Social Services are specified in §[63.2-215](#) of the Code of Virginia, and are outlined below:

- The appointments shall be subject to confirmation by the General Assembly if in session and, if not, then at its next session.
- The members of the Board shall be appointed to four-year terms, except that appointments to fill vacancies shall be for the unexpired term.
- No person shall be eligible to serve for or during more than two successive terms, however, any person appointed to fill a vacancy may be eligible for two additional successive terms after the term of the vacancy for which they were appointed has expired. Members of the Board may be suspended or removed by the Governor at his/her pleasure.
- The Board shall select a chairperson from its membership and under rules adopted by it may elect one of its members as vice-chairperson. It shall elect one of its members as secretary.
- The Board shall meet at such times as it deems appropriate and on call of the chairperson when, in their opinion, meetings are expedient or necessary; provided, however, that the Board shall meet at least six times each calendar year.
- A majority of the current membership of the Board shall constitute a quorum for all purposes. The main office of the Board shall be in the city of Richmond. No director, officer or employee of an institution subject to the provisions of Title 63.2 shall be appointed a member of the Board.

APPENDIX 7: SOCIAL SERVICE BUDGET MATCH RATES (estimates)

For LASER Fiscal Year 2019

STAFF AND OPERATIONS			
BL	Budget Line Description	Federal/ State %	Local %
849	Local Staff and Operations - FY19 ONLY	100.0%	0.0%
855	Local Staff and Operations	84.5%	15.5%
858	Local Staff and Operations – Pass Thru	34%	66%

PASS-THROUGHS (Each of these vary based on RMS results.)			
BL	Budget Line Description	Federal/ State %	Local %
850	Dedicated Outstationed Eligibility Workers	76.0%	24.0%
858	Local Staff and Operations Pass-Thru	34.0%	66.0%
873	FC Approved Child Welfare Training	56.8%	43.2%
875	IV-E App Foster/Adopt Parent, Volunteer, & CW Worker Trng	37.8%	62.2%
897	SNAPET Purchased Services Pass-Through	50.0%	50.0%

CLIENT PURCHASED SERVICES ONLY			
BL	Budget Line Description	Federal/ State %	Local %
816	International Home Studies	100.0%	0.0%
820	Adoption Incentive	100.0%	0.0%
829	Family Preservation (SSBG)	84.5%	15.5%
830	Child Welfare Substance Abuse and Supplemental Services	84.5%	15.5%
844	SNAPET Purchased Services	84.5%	15.5%
861	Education and Training Vouchers	100.0%	0.0%
862	Independent Living Program	100.0%	0.0%
866	Promoting Safe and Stable Families	84.5%	15.5%
872	VIEW Purchased Services	84.5%	15.5%
895	Adult Protective Services	84.5%	15.5%

ASSISTANCE/ PUCHSE OF SERVICES			
BL	Budget Line Description	Federal/ State %	Local %
804	Auxiliary Grants	80.0%	20.0%
807	Auxiliary Grants Supportive Housing	80.0%	20.0%
808	TANF - Manual Checks	100.0%	0.0%
810	TANF - Emergency Assistance	100.0%	0.0%
811	IV-E (AFDC) Foster Care	100.0%	0.0%
812	IV-E Adoption Subsidy and Non-Recurring Expenses	100.0%	0.0%
813	General Relief	62.50%	37.50%
814	Fostering Futures Foster Care Assistance	100.0%	0.0%
815	Fostering Futures IV-E Adoption Assistance	100.0%	0.0%
817	State Adoption Subsidy and Special Service Payments	100.0%	0.0%
818	Fostering Futures State Adoption Assistance	100.0%	0.0%
819	Refugee Resettlement	100.0%	0.0%
833	Adult Services	80.0%	20.0%
843	Central Services Cost Allocation Pass-Through (Approximately)	50.0%	50.0%
848	TANF - Up Manual Checks	100.0%	0.0%
864	Foster Parent Respite Care	100.0%	0.0%
867	Employment Advancement for TANF Participants	100.0%	0.0%
871	View Working and Transitional Child Care	100.0%	0.0%
878	Head Start Wrap-Around Child Care	100.0%	0.0%

APPENDIX 8: TEMPLATE FOR OFFER LETTER FOR LDSS DIRECTORS

Dear (insert name),

On behalf of the (insert County) board, we are pleased to offer you the position of Social Services Director (I, II, III) (Band, Tier). Upon your written acceptance, your effective date of employment will be (insert date), and as agreed, your starting salary is (insert salary) per month, which equates to an annualized rate of (insert salary) per year.

We are excited to have you join our team and to help fulfill the mission of VDSS - “People helping people triumph over poverty, abuse and neglect to shape strong futures for themselves, their families and communities.” (or insert local mission here) The Board selected you based on your knowledge, skills, and ability and has confidence in the leadership you will bring in your new capacity. (May customize for unique individual experiences here.)

To complement those qualities and further enhance your skills in leading a social services department, we are partnering with the Virginia Department of Social Services (VDSS) to offer a comprehensive local director training curriculum. The curriculum includes an introduction to your role as well as training on human resources management, financial management (budgeting), and leadership. **The training is designed specifically to aid in your acclimation process and overall success as a Local Director, so we strongly encourage you to complete the courses within the first six months of your start date, or as soon as the courses are available.** Your VDSS Regional Director, (insert name and contact information) will contact you soon to discuss your training and provide guidance.

(Add other information related to background checks, benefits and other information depending on the locality and circumstance.)

As an exempt employee, please note that the first (insert number) months in this position are considered a Probationary Period, during which time your employment is considered “at will” and may be discontinued at any time. During this Probationary Period, you will not have access to the grievance procedure. However, after a successful completion/evaluation of the Probationary Period by your local board, you will have access to the grievance process.

We are very pleased that you have accepted our verbal offer and look forward to working with you. Please sign this letter below, confirming your acceptance of this written offer, and return to me via email no later than (insert date). Thank you for accepting this important role as a public service leader, helping to strengthen families and improve lives in our community.

Sincerely,
(Insert name and contact information here)

Signed

Date

APPENDIX 9: DIRECTOR EPPE TEMPLATE

PART I – Employee/Position Identification Information		
Employee’s Name: [REDACTED]	Agency Name:	FIPS Code:
Employee’s ID Number:	Occupational Title: Social Services Director I II III	Band:
FLSA Status: <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-exempt Exemption (if exempt): Administrative	Work Title: Social Services Director I II III	LETS Position Number: L0001
Supervisor’s Name:	Supervisor’s Occupational Title: DSS Board Chairman	Supv’s LETS Position No.: N/A
Date Entered Present Position:	Evaluation Cycle/Period: from _____ to _____	EEO Code: A
PART II – Performance Plan (to be completed at beginning of evaluation period)	PART V – Performance Evaluation (to be completed at the end of the evaluation period)	
<p>Mission Statements: VDSS Mission - People helping people triumph over poverty, abuse and neglect to shape strong futures for themselves, their families and communities.</p> <p>LDSS Mission - Protecting and supporting <____ (locality) _____> citizens by strengthening relationships and self-sufficiency through individual growth and community engagement.</p>	<p style="text-align: center;">Reason for Review:</p> <p style="text-align: center;"> <input type="checkbox"/> ANNUAL REVIEW <input type="checkbox"/> CONDITIONAL REVIEW <input type="checkbox"/> PROBATIONARY REVIEW <input type="checkbox"/> OTHER (SPECIFY): </p>	
<p>Job Description: This is an administrative position. The employee is responsible for all social service and financial program areas in a [small moderate large] office with varied and complex programs and is responsible for leading the agency managers and staff and all social service and financial program areas with varied and complex programs. This position leads and manages the Social Services Department to ensure program compliance for a wide variety and diverse mandated and non-mandated federal, state, and local programs. This position establishes the goals and objectives for the Department of Social Services.</p>	Evaluation Date:	

17. Qualifications – Knowledge, Skills, and Abilities (KSA’s):

Comprehensive knowledge of:

- management practices and principles of supervision; program planning, personnel and fiscal management and program funding sources;
- organization and structure of local, State and Federal government, and volunteer agencies, particularly regarding human services;
- and research methods and statistical analysis;
- the current social, economic, and health issues relating to clients in jurisdiction; Social Security Act;
- laws and regulations on administration of welfare services; social services offered in the county or city;
- available public and private resources and services for the needy;
- social work case load management;
- the methods and techniques of counseling with clients;
- business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, and coordination of people and resources;
- principles and procedures for personnel recruitment, selection, training, compensation and benefits, and personnel information systems;
- literature, trends and developments in the field of human services administration; and
- basic principles of community organization and supervision.

Skill in operating office equipment including the personal computer and related equipment.

Demonstrated ability to:

- work effectively with others;
- communicate effectively both orally and in writing with diverse group of persons;
- conduct research;
- plan and direct social services programs of varied natures;
- interpret and implement policies and regulations and enforce local, state, federal laws, ordinances, rules and regulations;
- manage a complex human services agency with significant management demands having multiple service, benefit, financial and administrative programs and large and diverse staff;

Rating Definitions:

- **Outstanding** – In addition to consistently exceeding expectations, employee demonstrates significant innovation, initiative, and/or makes a major contribution to the agency.
- **Exceeds Expectations** – Employee consistently surpasses the core responsibility measures established in the performance plan; or, employee consistently meets expectations and demonstrates significant innovation, initiative, and/or makes a major contribution to the agency.
- **Meets Expectations** – Employee consistently attains the core responsibility measures established in the performance plan.
- **Needs Improvement** – Employee’s performance is unsatisfactory in that it does not consistently meet and/or frequently fails to meet the core responsibility measures established in the performance plan. A rating of “Needs Improvement” on a core responsibility is an indication of the need to develop a performance improvement plan for that core responsibility.

<ul style="list-style-type: none"> • mobilize community support and generate community awareness of programs offered in the county; • establish and implement effective management and administrative programs and procedures; • represent the agency before the Boards or Councils; provide reasoning and application of logical thinking for problem solving; provide leadership in system designs, personnel management, and budget formulation; • negotiate contracts to support program and policy objectives; and analyze, initiate, concentrate and be creative with ingenuity. 	
<p>Leadership Competencies</p> <p>Strategic Orientation</p> <ul style="list-style-type: none"> • Has broad knowledge and perspectives, and is considerate of resources, capabilities, strengths, weaknesses, and needs of all involved. • Anticipates future consequences and trends • Paints credible visions of possibilities • Creates competitive and breakthrough strategies and plans <p>Building Relationships and Trust</p> <ul style="list-style-type: none"> • Builds and maintains value-based, collaborative customer, team and community relationships • Fosters trust by proactively lending expertise, assistance and support • Uses consulting skills to pick up cues, ask questions and actively listen to the answers • Can quickly find common ground and solve problems for the good of all • Can settle differences with a minimum of noise and no damage to relationships • Actively contributes by providing thoughtful input and constructive feedback <p>Creating Meaningful Change</p> <ul style="list-style-type: none"> • Is comfortable with trying something new and making adjustments along the way • Has a sense about managing the creative process of others and can facilitate effective brainstorming • Is adept at engaging with stakeholders and influencing direction for change • Drives results by steadfastly pushing self and others towards goals <p>Driving Results</p> <ul style="list-style-type: none"> • Sets goals and works steadfastly to achieve them • Influences practices to align with Agency’s vision, mission and goals • Produces quality results that are timely, accurate and reflect attention to detail • Takes a can-do attitude to overcome barriers and achieve goals • Holds self and other team members accountable for achieving results <p>Building Talent</p> <ul style="list-style-type: none"> • Provides immediate, direct, complete and actionable positive and constructive feedback to others • Provides staff with stretch opportunities and challenging assignments 	

- Is aware of direct report’s career goals, constructs meaningful development plans and actively supports them
- Motivates people through coaching and mentoring
- Brings out the best in people

19. Qualifications – Education, Experience, Licensure, and Certification:

Master's degree in human services field, a behavioral science, counseling, business or public administration or related field supplemented with significant management experience in a social work, community or other human services organization OR any equivalent combination of training and experience which provides the required knowledge, skills and abilities.

PART II – Performance Plan (cont.)			PART V – Performance Evaluation (cont.)	
Core/Essential Responsibilities:	Weights	Performance Measures for Core/Essential Responsibilities:	Rating Earned:	Supervisor’s Comments (Required if rating is any rating other than “Meets Expectations”):
<p>Leadership Effectively communicates across the organization to make a positive impact.</p> <p>Applies management experience to identify operational gaps and implements solutions to effectively achieve business goals.</p> <p>Formulates strategic direction in alignment with organizational goals and effectively communicates direction to team members in a manner which motivates toward end goals.</p> <p>Designates individuals to act in the Director’s absence or under his/her direct supervision in order to carry out the Director’s duties and responsibilities.</p>	30%	<p>Holds self and team accountable for achieving results. Applies excellent interpersonal skills in one-on-one and group settings.</p> <p>Makes timely and sound decisions to manage conflict and to keep efforts moving forward.</p> <p>Meets with Leadership Team on a monthly basis in a group or individual setting to set direction, discuss program management and workforce management and to ensure consistency across the agency.</p> <p>Facilitates staff meetings on a quarterly basis to recognize achievements, acknowledge improvement opportunities, report changes, and review agency needs.</p> <p>Effectively addresses difficult issues directly or through coaching of supervisors to make sure they get addressed correctly, effectively and timely.</p> <p>Continuously seeks input and feedback from staff and implements necessary changes</p> <p>Attends and contributes to Directors meetings and Virginia League of Social Services Executives meetings as a way to track upcoming changes and plan for local changes/needs.</p>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	<p>Comments:</p>

<p>Financial Management Submits annual budget to Board and subsequently to Board of Supervisors.</p> <p>Executes official receipts for funds received by the Board.</p> <p>Plans and oversees accounting systems/department budget and makes financial decisions to achieve policy and program goals; monitors expenditures; makes policy decisions based on internal and external considerations.</p>	<p>10%</p>	<p>Reviews monthly expenditures to determine anticipated needs. Annually submits an appropriate budget to the LDSS board and the governing body in a timely fashion. Reviews the financial performance of the agency on a monthly basis and ensures that funds are appropriately expended in accordance with VDSS policy and guidelines. Participates in the mid-year review to request additional funding when necessary. Enforces agency processes that adhere to the State’s reimbursement procedures Manages agency finances to not exceed budget each year. Exceptions will be explained. Stay within state and local budget appropriations. Staff & Operations Expenditures for previous and current fiscal year (YTD) are on target per the Local Agency Performance Dashboard. Variances are explained and justified. Staff & Operations Pass Through for previous and current fiscal year (YTD) are on target per the Local Agency Performance Dashboard. Variances are explained and justified.</p>	<p><input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement</p>	<p>Comments:</p>
<p>Program Management Serves as executive officer to the local board and maintain responsibility and accountability to the Board at all times.</p> <p>Administers, in accordance with rules and regulations to include timeliness and accuracy of determination established by the State Board, the program of financial assistance, income</p>	<p>20%</p>	<p>Reviews or causes to be reviewed, all assistance grants as frequently as required by the State Board. (If the local Board does not act within 30 days on information effecting eligibility of the amount of assistance, the Director must take necessary action in TANF and other categories.) Assures maintenance of data and client information according to the guidelines set by the Library of Virginia. Ensures the keeping of records of cases handled and business transacted in such a manner and form as may be prescribed by the State Board. Prepare annually, or at the request of the local governing</p>	<p><input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement</p>	<p>Comments:</p>

<p>support, and social services required by law.</p> <p>Insures proper supervision to children in Agency custody and accepts and supervises the placement in approved or licensed homes of children entrusted or committed to the local Board.</p> <p>Prepares, or causes to be prepared, and submits to the Circuit Court, the required report on each adoption case referred to the agency by the court, and a copy to the Commissioner.</p> <p>Represents the Agency and its judgment regarding the best interest of the client in Juvenile and Domestic Relations Court in providing protection and/or care of children.</p> <p>Acts as agent of the Commissioner of Social Services in relation to any work to be done by the Commissioner within the county.</p>		<p>bodies, and keep on file a full report of the work and proceedings during the year and file one copy with the County Administrator and another with the State Board.</p> <p>Ensures Administrative Reviews of all Foster Care cases as specified in Social Service Manual, Section III, Chapter B are kept current and in the manner prescribed.</p> <p>Assures the investigation and supervision of the suitability of foster homes and cause such homes to be visited as often as necessary to protect the interest of children entrusted or committed to the Local DSS Board.</p> <p>In emergency situations or in the event of delay or error, issues emergency payments as authorized by the rules and regulations prescribed by the State Board.</p> <p>Ensures compliance with policies and procedures of adult and child abuse and/or neglect programs.</p> <p>Leads the LDSS Leadership Team to ensure that programs are operated according to policy and that standards are upheld.</p> <p>Provides the evidence of compliance monitoring via audit/program review reports provided to the Board.</p> <p>Meets the performance standards and measures as established by VDSS.</p>		
<p>Workforce Management Has authority to appoint or discharge personnel.</p> <p>Responsible for directing all</p>	<p>20%</p>	<p>Ensures that 100% of agency employees receive an updated copy of the Performance Plan within one month from the beginning of the performance cycle.</p> <p>Ensures that 100% of agency employees meet with management to discuss a summary of his/her</p>	<p><input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement</p>	<p>Comments:</p>

<p>aspects of managing staff including: recruiting, interviewing, selecting, developing, retaining, career development, performance planning and evaluation, pay actions and terminating. Allocates and re-assigns staff as needed.</p> <p>Oversees the process for authorizing Paid or Unpaid Leave (in all forms, and as outlined in the LDSS HR Manual).</p> <p>Certifies FLSA status of all LDSS positions/employees.</p> <p>Advises the board of any personnel problems that might possibly result in adverse personnel actions which could involve the board.</p> <p>Approves and signs service contracts.</p> <p>Grants or denies permission to employees to engage in outside employment.</p> <p>Applies professional standards regarding ethics, privacy and conflicts of interest to a variety of situations, consulting with the VDSS Regional Office as needed.</p>	<p>performance evaluation within one month after the end of the performance cycle.</p> <p>Ensures that management engages with each employee to develop an Individual Development Plan that identifies, communicates and supports specific personal learning opportunities that are aligned with the Agency’s business needs.</p> <p>Oversees employee relations and disciplinary processes in accordance with to the Administrative Manual and State guidance.</p> <p>Fosters a climate of accountability by providing regular performance feedback, taking resolute action against weak performance and recognizes exceptional performance.</p> <p>Holds supervisory staff accountable for leading and developing staff via their respective performance evaluations.</p> <p>Creates a climate where everyone is motivated to stretch beyond their own individual expectations.</p> <p>Follows VDSS guidelines for recruitment, hiring, performance management, employee relations and disciplinary actions.</p>		
---	--	--	--

<p>Manages staff either directly or indirectly, establishing clear roles, responsibilities, objectives, and success measures.</p> <p>Ensures appropriate staffing levels are maintained in the agency and advocates for positions from the locality as needed.</p>				
<p>Community Engagement Fosters community collaboration with other agencies and community organizations to collectively address community challenges and meet the needs of its residents.</p> <p>Develops and maintains relationships with external organizations to facilitate program goals.</p>	20%	<p>Maintains positive interactions with local governing bodies and their staff.</p> <p>Serves on local boards and committees that can be an ally in furthering the mission of the agency.</p> <p>When requested, provides appropriate staff members to speak at various community meetings, gatherings, etc.</p> <p>Works with partners in the community and state to develop or improve services to help alleviate human suffering locally.</p>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	Comments:
			<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	Comments:
			<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	Comments:

			<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	Comments:
Special Assignments:		Performance Measures for Special Assignments:	Rating Earned for Special Assignments:	Special Assignment Comments (Supervisor comments required if rating is any rating other than "Meets Expectations"):
Emergency Management		Serves as assigned.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	Comments:
			<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	Comments:
			<input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement	Comments:
Employee's Development Plan (Learning goals): For new Local Directors, complete the required Local Director training as outlined in the offer letter within the specified time. Refer to Individual Development Plan, if applicable.			PART VI – Other Significant Results for the Evaluation Period	

<p>Confidentiality Statement:</p> <p>I acknowledge and understand that I may have access to confidential information regarding customers/clients, employees, and/or the public. In addition, I acknowledge and understand that I may have access to proprietary or other confidential and/or business information belonging to <_____> DSS. Therefore, except as required by law, I agree that I will not:</p> <p>Access data that is unrelated to my job duties at <_____> DSS.</p> <p>Disclose to any other person, or allow any other person access to, any information related to <_____> DSS that is proprietary or confidential and/or pertains to customers/clients, employees, and the public. Disclosure of information includes, but is not limited to, oral discussions, FAX transmissions, electronic mail messages, voice mail communication, written documentation, “lending” computer access codes, and/or other transmission or sharing of data.</p> <p>I understand that <_____>DSS, its customers/clients, employees, and the public may suffer irreparable harm by disclosure of proprietary or confidential information and that the LDSS may seek legal remedies available to it should such disclosure occur. Further, I understand that violations of this agreement may result in disciplinary action, up to and including, my termination of employment.</p>	<p>PART VII – Overall Performance Rating</p> <p>Overall Performance Rating Earned: Methodology for assigning an overall rating must be applied consistently agency-wide (see instructions). If an employee receives an overall rating of “Needs Improvement”, refer to the Administrative/Human Resources Manual for LDSSs for further specific instructions.</p> <p><input type="checkbox"/> Outstanding</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p>
<p>PART III – Review/Acknowledgment of Performance Plan (Comments are optional)</p>	<p>PART VIII – Review/Acknowledgment of Performance Evaluation</p> <p>Supervisor’s comments are required if overall rating is any rating other than “Meets Expectations”. Employee’s signature indicates only that the employee has reviewed the evaluation; it does not indicate agreement with the evaluation.</p>
<p>Supervisor’s Comments:</p> <p>_____ Signature</p> <p>_____ Date</p>	<p>Supervisor’s Comments:</p> <p>_____ Signature</p> <p>_____ Date</p>

Reviewer's Comments: _____ Signature Date	Reviewer's Comments: _____ Signature Date
Employee's Comments: _____ Signature Date	Employee's Comments: _____ Signature Date

PART IV – Physical/Cognitive Requirements			
Essential Job Requirements (Indicate by each E = Essential, M = Marginal, or N/A) - This part documents essential and marginal job functions of the position. This information is consistent with positions that have the same occupational title and perform the same core/essential responsibilities. The information is critical to responding to requests for modification or accommodation.			
Physical Demands and Activities:			
<u>E</u> Light lifting <20 lbs.	<u>E</u> Moderate lifting 20 – 50 lbs.	<u>E</u> Heavy lifting >50 lbs.	<u>E</u> Pushing/Pulling
<u>E</u> Standing	<u>E</u> Sitting	<u>E</u> Bending	<u>E</u> Reaching
<u>E</u> Walking	<u>E</u> Climbing	<u>E</u> Repetitive motion	___ Other
Emotional Demands:			
<u>E</u> Fast pace	<u>NA</u> Average pace	<u>E</u> Multiple priorities	<u>E</u> Intense customer interaction
<u>E</u> Multiple stimuli	<u>E</u> Frequent change		___ Other
Mental/Sensory Demands:			
<u>E</u> Memory	<u>E</u> Reasoning	<u>E</u> Hearing	<u>E</u> Reading
<u>E</u> Analyzing	<u>E</u> Logic	<u>E</u> Verbal communication	<u>E</u> Written communication
___ Other			

(This page is intentionally left blank)

§ 63.2-305. Advisory boards

A. If the governing body of a city or county or the governing bodies of any combination of cities and counties participating in a district designate, under the provisions of §§ 63.2-302, 63.2-304 or § 63.2-307, a local government official as constituting the local board, such governing body or bodies shall appoint a board to serve in an advisory capacity to such local government official with respect to the duties and functions imposed upon him by this title.

Each such advisory board shall consist of no fewer than five and no more than thirteen members. In the case of an advisory board established for a district, there shall be at least one member on the board from each county and city in the district. The members shall be appointed initially for terms of from one to four years so as to provide for the balanced overlapping of the terms of the membership thereon. Subsequent appointments shall be for a term of four years each, except that appointments to fill vacancies that occur during terms shall be for the remainder of these unexpired terms. Appointments to fill unexpired terms shall not be considered full terms, and such persons shall be eligible to be appointed to two consecutive full terms. No person shall serve more than two consecutive full terms. The local government official shall be an ex officio member, without vote, of the advisory board.

The advisory board shall elect its own chairman and shall meet at least bimonthly. In addition to regularly scheduled meetings, it may meet at the call of the chairman or on the petition of at least one-half of the members.

B. The powers and duties of the advisory board shall be:

1. To interest itself in all matters pertaining to the public assistance and social services needed by people of the political subdivision or subdivisions served by the local department;
2. To monitor the formulation and implementation of public assistance and social services programs by the local department;
3. To meet with the local government official who constitutes the local board at least four times a year for the purpose of making recommendations on policy matters concerning the local department;
4. To make an annual report to the governing body or bodies, concurrent with the budget presentation of the local department, concerning the administration of the public assistance and social services programs; and
5. To submit to the governing body or bodies, from time to time, other reports that the advisory board deems appropriate.

1977, c. 36, § 63.1-43.1; 1981, c. 264; 1984, c. 586; 1989, c. 356; 2002, c. 747.

The chapters of the acts of assembly referenced in the historical citation at the end of this section may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

§ 15.2-835. Department and board of social services

The superintendent of social services, who shall be head of the department of social services, shall be chosen from a list of eligibles furnished by the State Department of Social Services. Such person shall exercise the powers conferred and perform the duties imposed by general law upon the county board of social services, not inconsistent herewith. Such person shall also perform such other duties as the board imposes upon him.

The board shall select at least five and not more than 11 qualified county citizens, one of whom may be a member of the urban county board of supervisors, who shall constitute the county board of social services. The board shall designate an additional seat on the board for a qualified citizen of each city to which the county is contractually obligated to provide social services. Such board shall advise and cooperate with the department of social services and may adopt necessary rules and regulations not in conflict with law concerning such department.

As provided for in Chapters 2 (§ 63.2-200 et seq.) and 3 (§ 63.2-300 et seq.) of Title 63.2, the urban county board of supervisors in its discretion may designate either the superintendent of social services or the above-mentioned county board of social services as the local board. If the urban county board of supervisors designates the superintendent of social services as constituting the local board, the county board of social services shall serve in an advisory capacity to such officer with respect to the duties and functions imposed upon him by law.

Code 1950, § 15-384.55; 1960, c. 382; 1962, c. 623, § 15.1-768; 1972, c. 73; 1974, cc. 44, 45; 1980, c. 62; 1981, c. 483; 1992, c. 524; 1997, c. 587; 2020, c. 12.

The chapters of the acts of assembly referenced in the historical citation at the end of this section may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

MEETINGS AND PROTOCOLS

ASSB Bylaws

Meeting Requirements

Freedom of Information Act

- The Do's and Don't's
- What To Do If You Get a FOIA Request

ASSB BYLAWS

- **Last updated in January 2021**
- **Officers – a Chairperson, a Vice-Chairperson, and a Secretary**
- **Officer Elections Annually**
 - November – nominations for Chairperson
 - January – election of Chairperson
 - February – Chairperson nominates Vice-Chairperson and Secretary, Vice-Chairperson and Secretary elected

MEETING REQUIREMENTS

Meetings

- Typically meets the 3rd Wednesday of the month at 7:00pm

Quorum

- Majority of ASSB membership, quorum necessary for a vote

Electronic Meetings

- Currently meeting electronically under local state of emergency
- Meet in person when local state of emergency ends
- Remote Participation Policy – ASSB may adopt a specific policy on electronic attendance and voting for individual members for personal or medical reason absences

Standing and Ad hoc subcommittees

- Appointed by the Chairperson with majority of members approve

FREEDOM OF INFORMATION ACT

All meeting are open to the public

- Meeting date and time posted at least three days in advance, materials available to the public, and minutes recorded

Avoid inadvertent meetings

- Physical or electronic gathering of three or more members where business is discussed
- Most often encountered using email or at social events

Best practices

- Refrain from using email among three or more members at one time
- Do not use "Reply All"
- No electronic meetings over email, including voting over email.

**RESOLUTION STATING THE PURPOSES, MEMBERSHIP, AND PROCEDURES
OF THE ADVISORY SOCIAL SERVICES BOARD**

At a regular meeting of the Board of Supervisors of Fairfax County, Virginia (“Board of Supervisors”), held electronically due to the State of Emergency caused by the COVID-19 pandemic, on January 26, 2021, the following resolution was adopted:

WHEREAS, on July 27, 1981, the Board of Supervisors established the Advisory Social Services Board (ASSB) as an advisory board to the Director of the Fairfax County Department of Family Services, pursuant to Virginia Code §§ 15.1-768 and 63.1-43.1, later recodified at Virginia Code §§ 15.2-835 and 63.2-305, respectively, and

WHEREAS, during the 2020 General Assembly Legislative Session, Virginia Code § 15.2-835 was amended to require the addition of seats on the ASSB “for a qualified citizen of each city to which the county is contractually obligated to provide social services”, and

WHEREAS, the Amendment requires revision of the membership of the ASSB to comply with the revised membership requirement, and

WHEREAS, it is appropriate for the Board of Supervisors to adopt a resolution restating the purposes, membership, and procedures of the ASSB,

NOW THEREFORE BE IT RESOLVED that the ASSB is authorized to function under the following provisions:

§ 1. PURPOSE. The purpose of the ASSB is to provide input to the Department of Family Services on policy issues and to serve as a resource to the Board of Supervisors on behalf of residents of Fairfax County, the City of Fairfax, and the City of Falls Church, in recognizing and addressing social services needs throughout the community.

The ASSB will serve in an advisory capacity to the Director of the Fairfax County Department of Family Services (“Director”) with respect to the duties and functions imposed upon the Director by law, in accordance with Virginia Code § 15.2-835; interest itself in all matters pertaining to the social welfare of the people served by the government; monitor the formulation and implementation of social welfare programs; meet with the Director at least four times a year for the purpose of making recommendations on policy matters; work in conjunction with the Director to promote stakeholder engagement and input in support of equity-informed planning and services delivery; make an annual report to the Board of Supervisors concerning the administration of the public welfare program; and submit to the Board of Supervisors other reports the ASSB deems appropriate.

§ 2. MEMBERSHIP. The membership of the ASSB shall conform to the requirements of Virginia Code § 15.2-835, as amended.

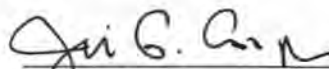
§ 3. PROCEDURES. The ASSB shall determine its own rules of procedure subject to the following:

(A) The ASSB shall have bylaws. All bylaws of the ASSB are subject to the approval of the Board of Supervisors.

(B) The ASSB shall comply with all Virginia laws, including, but not limited to, the Virginia Freedom of Information Act, Va. Code § 2.2-3700, *et. seq.*, as amended (“VFOIA”), and the Virginia State and Local Government Conflict of Interests Act, Virginia Code § 2.2-3100, *et seq.*, as amended, with all County ordinances, and with all County policies concerning the activities of its boards, authorities, and commissions.

(C) The Fairfax County Department of Family Services shall provide support to the ASSB, including a staff coordinator. The staff coordinator shall ensure compliance with the notice, meetings, and recordkeeping requirements of the VFOIA.

GIVEN under my hand this 26th day of January, 2021.



Jill G. Cooper
Clerk for the Board of Supervisors
Department of Clerk Services

BYLAWS OF THE ADVISORY SOCIAL SERVICES BOARD

ARTICLE I – NAME

The name of this organization is the Advisory Social Services Board, hereinafter referred to as the ASSB.

ARTICLE II – PURPOSE

The ASSB has been established by the Board of Supervisors of Fairfax County, Virginia (“Board of Supervisors”), pursuant to § 15.2-835 of Virginia law for the purpose of providing input to the Department of Family Services on policy issues and to serve as a resource to the Board of Supervisors on behalf of residents of Fairfax County, the City of Fairfax, and the City of Falls Church, in recognizing and addressing social services needs throughout the community.

These bylaws replace and supersede the ASSB bylaws adopted on May 6, 2003, and are effective as of January 26, 2021.

The ASSB will serve in an advisory capacity to the Director of the Fairfax County Department of Family Services (“Director”) with respect to the duties and functions imposed upon the Director by law, in accordance with Va. Code § 15.2-835; interest itself in all matters pertaining to the social welfare of the people served by the government; monitor the formulation and implementation of social welfare programs; meet with the Director at least four times a year for the purpose of making recommendations on policy matters; work in conjunction with the Director to promote stakeholder engagement and input in support of equity-informed planning and services delivery; make an annual report to the Board of Supervisors concerning the administration of the public welfare program; and submit to the Board of Supervisors other reports the ASSB deems appropriate.

ARTICLE III – MEMBERSHIP AND TERM OF OFFICE

Appointments. Membership and appointments to the ASSB shall be made by the Board of Supervisors. Members shall serve no more than two full consecutive terms but may serve up to two years of an unfilled term. Each term is four years.

Resignations and Vacancies. In the event a member cannot serve or resigns from office, then the Chairperson, the clerk or the secretary, or the County staff coordinator shall advise the Clerks for the Board of Supervisors, as well as the city councils for the City of Fairfax and the City of Falls Church (“City Councils”), of the vacancy in writing.

Holdovers. In the event a member completes his or her term of office, remains qualified to serve as a member, and the Board of Supervisors have not reappointed that member to

another term or appointed a successor member, then that person may continue to serve until such time as the member is reappointed or a successor member is appointed.

ARTICLE IV – OFFICERS AND THEIR DUTIES

Elections. The ASSB shall be served by three officers: a Chairperson, a Vice-Chairperson, and a Secretary. The Chairperson shall be elected in accordance with the voting provisions of Article V by the ASSB members annually and such election shall be scheduled at the first meeting of each calendar year. Two months prior to the election meeting, a slate of candidates shall be nominated during a meeting held pursuant to Article V. After nomination, each candidate shall be polled on his or her willingness and ability to serve as Chairperson of the ASSB. At the election meeting, the Chairperson shall be elected from among the willing nominees in accordance with the voting provisions of Article V. At the meeting immediately following the election of the Chairperson, the Chairperson shall nominate the Vice Chairperson and Secretary. After nomination, each candidate shall be polled on his or her willingness and ability to serve as an officer of the ASSB. The Vice Chairperson and Secretary shall then be elected from among the willing nominees in accordance with the voting provisions of Article V.

Chairperson. The Chairperson presides over meetings of the ASSB and is eligible to vote at all times. The Chairperson has the authority to delegate appropriate functions to ASSB members and to request assistance from the County staff supporting the ASSB.

Vice-Chairperson. In the absence of the Chairperson at a meeting, the Vice-Chairperson shall perform the duties and exercise the powers of the Chairperson. In the event that neither the Chairperson nor the Vice-Chairperson is available, the member present with the longest tenure on the ASSB shall act as Chairperson.

Secretary. The Secretary, or a duly appointed agent, shall be responsible for recording the minutes of meetings.

Replacement Officers. If an office becomes vacant for any reason, it shall be filled by an election at the next regular meeting having a majority of members present. The newly elected officer shall complete the unexpired term of the officer succeeded. Prior to the election of any replacement officer, all members shall be provided with notice of the proposed election before the meeting at which the replacement is elected.

ARTICLE V – MEETINGS

VFOIA. All meetings shall be open to the public except as provided under the Virginia Freedom of Information Act, Virginia Code § 2.2-3700 *et seq.*, as amended ("VFOIA"). Pursuant to Virginia Code § 2.2-3701, "meeting" or "meetings" means the meetings including work sessions, when sitting physically, or through electronic communication means pursuant to § 2.2-3708.2, as a body or entity, or as an informal assemblage of (i) as many as three members or (ii) a quorum, if less than three, of the constituent membership, wherever held, with or without minutes being taken, whether or not votes

are cast, of any public body. The ASSB may hold public hearings and report its findings to the Board of Supervisors and City Councils on ASSB issues that affect the public interest.

Notice and Agenda. Notice and the agenda of all meetings shall be provided as required under the VFOIA. All meetings shall be preceded by properly posted notice stating the date, time, and location of each meeting. Notice of a meeting shall be given at least three working days prior to the meeting. Notice of emergency meetings, reasonable under the circumstances, shall be given contemporaneously with the notice provided to ASSB members. Notices of all meetings shall be provided to the Office of Public Affairs for posting at the Government Center and on the County Web site. All meetings shall be conducted in public places that are accessible to persons with disabilities.

Frequency. The ASSB shall meet least four times a year or as determined by the Chairperson. Meetings shall be held at a time agreed to by a majority of the ASSB's members, and at a place arranged by the staff of the supporting County department.

Voting. A quorum is necessary for a vote. A majority of the membership of the ASSB shall constitute a quorum. In making any recommendations, adopting any plan, or approving any proposal, action shall be taken by a majority vote of ASSB members present and voting. Upon the request of any member, the vote of each member on any issue shall be recorded in the minutes. All votes of ASSB members shall be taken during a public meeting, and no vote shall be taken by secret or written ballot or by proxy.

Conduct. Except as otherwise provided by Virginia law or these bylaws, all meetings shall be conducted in accordance with *Robert's Rules of Order, Newly Revised*, and except as specifically authorized by the VFOIA, no meeting shall be conducted through telephonic, video, electronic, or other communication means where the members are not all physically assembled to discuss or transact public business.

Public Access. For any meeting, at least one copy of the agenda, all agenda packets, and, unless exempt under the VFOIA, all materials furnished to ASSB members shall be made available for public inspection at the same time such documents are furnished to the ASSB members. Pursuant to the VFOIA, any person may photograph, film, record, or otherwise reproduce any portion of a meeting required to be open, but such actions may not interfere with any ASSB proceedings.

Records. The Secretary or an appointed representative shall ensure that minutes of meetings are recorded as required under the VFOIA. Minutes shall include: (1) the date, time, and location of each meeting; (2) the members present and absent; (3) a summary of the discussion on matters proposed, deliberated, or decided; and (4) a record of any votes taken. Such minutes are public records and subject to inspection and copying by citizens of the Commonwealth or by members of the news media. The supporting County department shall provide staff support to review and approve records and minutes of the meeting.

Attorney-Client Privilege. Records containing legal advice from counsel to the ASSB, and advice provided in closed session by legal counsel to the ASSB, are protected by the attorney-client privilege and from disclosure under the VFOIA. Any such records or advice should not be disclosed by members of the ASSB to any third party, or the privilege against disclosure may be waived. Questions regarding the handling of records or advice subject to attorney-client privilege should be directed to the ASSB's legal counsel.

ARTICLE VI - ATTENDANCE AND PARTICIPATION

Any ASSB member who misses three consecutive meetings or more than half of the scheduled meetings within a 12-month period, or who fails to participate in the work of the ASSB without good cause acceptable to a majority of the other ASSB members may be asked to resign from the ASSB.

The ASSB may request that the Staff Coordinator notify the Clerk to the Board of Supervisors and City Councils in writing when a member is absent from three consecutive meetings, when any member resigns, or when any website, staff or contact information changes.

ASSB members shall demonstrate a superior level of conduct, sensitivity and sound judgment, and function in a manner that reflects the highest standards of ethical behavior.

ARTICLE VII - REMOVAL

Any ASSB member(s) may be recommended to the Board of Supervisors for removal from the ASSB for cause, including but not limited to cause as set forth in Article VI, by a two-thirds majority vote of all of the ASSB members. The members' authority to recommend removal under these bylaws neither limits nor waives the Board of Supervisors' authority to remove members from the ASSB as provided by law.

ARTICLE VIII – COMMITTEES

Standing. The Chairperson may appoint standing committees and a chairperson for each with the consent of a majority of the ASSB members present and voting.

Special. The Chairperson may appoint special committees and a chairperson for each with the consent of a majority of the ASSB members present and voting.

All meetings of any such committees shall comply with the notice and other requirements of the VFOIA. To the extent practicable, any such committees shall be composed of at least four members. Committee meetings may be held at the call of the Chairperson or at the request of two members, with notice to all members.

ARTICLE IX – ANNUAL REPORT

The ASSB shall prepare an annual written report that describes the actions of the ASSB and plans for future actions and activities. This report shall be provided to the Clerk to the Board of Supervisors for distribution to the members of the Board of Supervisors, City Councils, and to the County Executive.

ARTICLE X – COMPLIANCE WITH LAW AND COUNTY POLICY

The ASSB shall comply with all Virginia laws, including, but not limited to, the VFOIA, and the Virginia State and Local Government Conflict of Interests Act, Virginia Code § 2.2-3100 *et seq.*, as amended, with all County ordinances, and with all County policies concerning the activities of its boards, authorities, and commissions. In case of a conflict between a provision of these bylaws and any applicable ordinance or law, the provisions of the applicable ordinance or law, as the case may be, shall control.

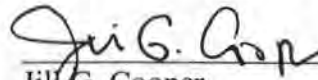
ASSB members shall avoid the appearance of a conflict of interest and disclose any potential conflicts of interest to the board before taking official action as members.

ARTICLE XI – AMENDMENT OF BYLAWS

These bylaws may be amended by the ASSB by adopting the proposed amendment or amendments and by presenting those proposed changes for approval to the Board of Supervisors. Any such amendments to bylaws shall become effective upon approval by the Board of Supervisors.

These bylaws were approved by the Board of Supervisors on January 26, 2021.

GIVEN under my hand this 26th day of January, 2021.



Jill G. Cooper
Clerk for the Board of Supervisors
Department of Clerk Services



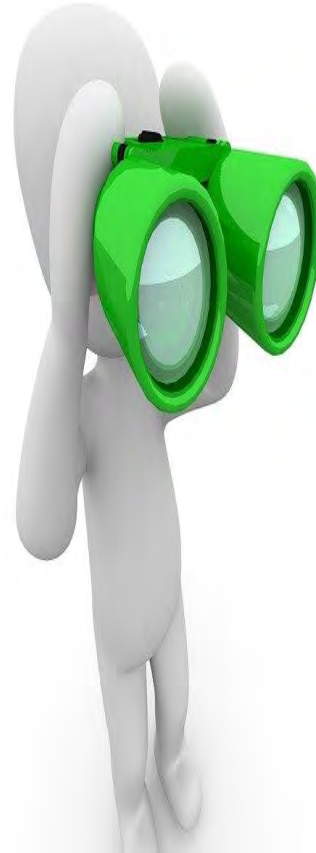
Virginia Freedom of Information Act PUBLIC MEETINGS

Advisory Social Services Board (ASSB)
APRIL 21, 2021

Lou Nuzzo
Assistant County Attorney
Office of the County Attorney

Overview

- ▶ FOIA - Public Records
 - Purpose/Intent - All public records are open if not specifically exempted
 - Need to Know - your records are public records
- ▶ FOIA - Public Meetings
 - Purpose/Intent - All public meetings are open unless specifically exempted
 - Need to Know - your meetings public meetings
 - Electronic Attendance & Voting
- ▶ Inadvertent and Illegal Meetings
- ▶ Email Use Best Practices
- ▶ Questions



Meeting

Code of Virginia

Table of Contents » Title 2.2. Administration of Government » Chapter 37. Virginia Freedom of Information Act

← Chapter → Create a Report Print

Chapter 37. Virginia Freedom of Information Act

§ 2.2-3700	Short title; policy
§ 2.2-3701	Definitions
§ 2.2-3702	Notice of chapter
§ 2.2-3703	Public bodies and records to which chapter inap records; access by persons incarcerated in a str
§ 2.2-3703.1	Disclosure pursuant to court order or subpoen
§ 2.2-3704	Public records to be open to inspection; proce request; charges; transfer of records for stora
§ 2.2-3704.01	Records containing both excluded and none:
§ 2.2-3704.1	Posting of notice of rights and responsibiliti the Freedom of Information Advisory Coun

Virginia Freedom of Information Act

▶ aka VFOIA or FOIA

▶ Enacted July 1, 1968

▶ Va. Code §§ 2.2-3700-3715



“The affairs of government are not intended to be conducted in an atmosphere of secrecy since at all times the public is to be the beneficiary of any action taken at any level of government.”

Va. Code Ann. § 2.2-3700(B)



DEMOCRACY



Public Meetings - Need to Know

- ▶ What is a public meeting
- ▶ What is a public body
- ▶ Notice Requirements
 - At least 3 business days
 - Date, Time and Location
- ▶ Meeting Materials
- ▶ Closed Meetings

What is a public meeting?

- ▶ The discussion or transaction of the business of a public body at:
 - work sessions, when sitting physically, or through telephonic or video equipment. . . as a body or entity,
 - an informal assemblage of (i) as many as three members or (ii) a quorum, if less than three.



What is a public meeting?

- ▶ Gatherings of employees are **not “public meetings”**
- ▶ If it is a public meeting under FOIA, then the law requires that:
 - 1. Notice of the meeting be given,
 - 2. The meeting must be open to the public, and
 - 3. Minutes of the meeting must be taken and preserved.



What is a public meeting?

Public Meetings Calendar



October 2019 >						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

October 2019

The following are Fairfax County Government events. This information is current as of this posting. However, to verify the start time of or for more information about a particular meeting, including requests for reasonable accommodations under the Americans With Disabilities Act, please contact the staff member or agency indicated.

Search selected calendar(s)
for
during
current month (October) v

PUBLIC BODY

Va. Code Ann. § 2.2-3701

The ASSB is a Public Body - **BUT You don't have to take my word for it**

- ▶ "Public body" means any legislative body, authority, board, bureau, commission, district or agency of the Commonwealth or of any political subdivision of the Commonwealth, including cities, towns and counties, municipal councils, governing bodies of counties, school boards and planning commissions; governing boards of public institutions of higher education; and other organizations, corporations or agencies in the Commonwealth supported wholly or principally by public funds. It shall include (i) the Virginia Birth-Related Neurological Injury Compensation Program and its board of directors established pursuant to Chapter 50 (§ [38.2-5000](#) et seq.) of Title 38.2 and (ii) any committee, subcommittee, or other entity however designated, of the public body created to perform delegated functions of the public body or to advise the public body. It shall not exclude any such committee, subcommittee or entity because it has private sector or citizen members. Corporations organized by the Virginia Retirement System are "public bodies" for purposes of this chapter."



PUBLIC MEETING REQUIREMENTS

Virginia Code § 2.2-3707

- ▶ All meetings of public bodies are open to the public unless specifically closed pursuant to VCA § 2.2-3712
- ▶ The public is entitled to at least three working days notice of any public meeting
- ▶ Any person may photograph, film, record or otherwise reproduce any portion of a meeting required to be open
- ▶ The proposed agenda and all materials furnished to members of a public body for an open meeting must be made available for public inspection at the same time the documents are furnished to the members of the public body
- ▶ Minutes must be recorded at all open meetings - study committees are excepted
- ▶ Minutes, including drafts, are public record

CLOSED MEETINGS

Virginia Code §§ 2.2-3711 & 3712

- ▶ No closed meeting shall be held unless the public body has taken an affirmative recorded vote in an open meeting approving a motion that:
 - ▶ identifies the subject matter of the closed meeting
 - ▶ states the purpose of the meeting as authorized in subsection A of § 2.2-3711
 - ▶ cites the applicable exemptions provided in subsection A of § 2.2-3711
 - ▶ restricts discussion during the closed meeting to identified matters
 - ▶ reconvenes in open session to affirm that only matters lawfully exempted in the statute and as identified in the motion were discussed

ELECTRONIC MEETINGS UNDER THE GOVERNOR'S DECLARED COVID STATE OF EMERGENCY

- ▶ Public bodies may meet wholly by electronic means during the state of emergency so long as
 - ▶ the nature of the declared emergency makes it impracticable or unsafe to assemble in a single location;
 - ▶ the purpose of meeting is to discuss or transact the business statutorily required or necessary to continue operations of the public body and the discharge of its lawful purposes, duties, and responsibilities;
 - ▶ It makes available a recording or transcript of the meeting on its website within 10 working days of the conclusion of the meeting
 - ▶ All notice provisions of VFOIA are followed using the best available method

Electronic Attendance & Voting

- ▶ VA Code Ann. 2.2-3708.2(C)
Presently, no Fairfax County BACs may conduct electronic meetings as a body, absent an emergency declared by the Governor. The 2021 Virginia Code amendments will allow for locally declared emergencies establishing the framework for electronic meetings as of July 1, 2021.
 - A quorum may not be physically gathered
- ▶ Fairfax County public bodies may elect to create specific policies on electronic attendance and voting for individual members for personal or medical reason absences
 - The gathering of a physical quorum is required.



INADVERTENT AND ILLEGAL MEETINGS

- ▶ An unnoticed physical or electronic (including but not limited to email) gathering of three or more members of a public body where the public business of the body is discussed
- ▶ Most often encountered using email or at social events
- ▶ Must refrain from using email among three or more members of the public body at one time.
- ▶ Simultaneity issue

E-Mail Usage - Best Practices

- ▶ When possible, public records should be stored on Fairfax County the Information Technology network. If not stored on County network, then must be easily retrieved by custodian.
- ▶ **Do not use “Reply All”.**
- ▶ No electronic meetings over email, including voting over email.
- ▶ Avoid inadvertent meetings including inadvertent meetings within meetings of your or other bodies.

DFS – An Overview

COMMUNITY WELL-BEING

FAIRFAX COUNTY DEPARTMENT OF FAMILY SERVICES

SAFETY & PROTECTION | FAMILY RESILIENCE & QUALITY OF LIFE | ECONOMIC SELF-SUFFICIENCY | EFFECTIVE & EFFICIENT GOVERNMENT

STRATEGIC PLAN | ONE FAIRFAX

DFS MISSION | VISION | EQUITY PLAN

DFS VALUES
 People-Focused | Equity | Accountability | Partnership | Innovation

VISION
 Fairfax County is a community where everyone lives their success story and thrives

MISSION
 The Department of Family Services strengthens the wellbeing of our diverse community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy outreach and quality services.

CORE VALUES

- ▶ People-Focused
- ▶ Equity
- ▶ Accountability
- ▶ Partnership
- ▶ Innovation

FAIRFAX COUNTY DEPARTMENT OF FAMILY SERVICES

DFS – More than the local Department of Social Services

Four entities under one umbrella

- ❖ **Local Department of Social Services**
 - State Supervised County-Administered
 - The Director is the Local Administrator for Social Services on behalf of the County,
 - Locally administers Adult Services for the Virginia Department of Aging and Rehabilitative Services (DARS)
- ❖ **Area Agency on Aging**
 - Policy direction and Older Americans Act funding through the Virginia Department of Aging and Rehabilitative Services (DARS)
- ❖ **Children's Services Act (CSA) Office**
 - Under the supervision of the Virginia Office of Children's Services, the Children's Services Act (CSA) helps children and families have access to services and supports when children struggle with behavioral health care needs.
- ❖ **Community Action Agency**
 - Community Services Block Grant/Anti-Poverty programming
 - Policy and Funding from VDSS – Office of Community Services.
 - Work is done in partnership with the Department of Neighborhood and Community Services through the Consolidated Community Funding Pool (CCFP).

Approximately 1100 employees

Provides services to nearly 180,000 county residents

Divisions/Program Areas

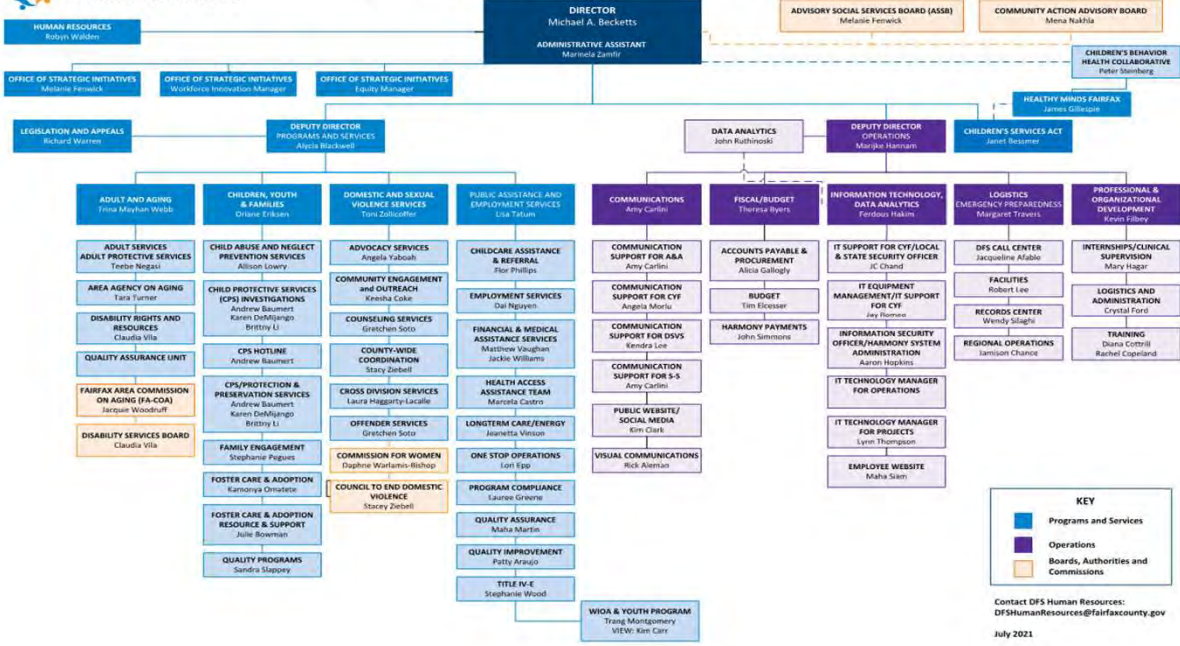
- ❖ Aging and Adult Services
- ❖ Children, Youth, & Family Services
- ❖ Children's Services Act (Behavioral/Mental Health)
- ❖ Domestic and Sexual Violence Services
- ❖ Public Assistance and Employment Services

Operations Teams

- ❖ Communications & Public Information
- ❖ Fiscal Management
- ❖ Human Resources
- ❖ Information Technology
- ❖ Logistics & Facility Management
- ❖ Professional and Organizational Development
- ❖ Strategic and Equity Planning



Organization of the Fairfax County Department of Family Services



KEY

- Programs and Services
- Operations
- Boards, Authorities and Commissions

Contact DFS Human Resources:
 DFSHumanResources@Fairfaxcounty.gov
 July 2021


DFS EQUITY STATEMENT

The Department of Family Services (DFS) is committed to addressing institutional racism in its core responsibility to support the safety, health and wellness of county residents. DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. DFS will support equitable outcomes by examining its policies, practices and procedures to eliminate disparities in service delivery and outcomes for county residents.

ADDRESSING FRAMEWORK

DFS utilizes the ADDRESSING framework to move beyond one-dimensional conceptualizations of identity to an understanding of the complex, overlapping cultural influences that form each individual. The ADDRESSING framework enables us to better recognize and understand cultural influences as a multidimensional combination of –

- **A**ge
- **D**evelopmental and acquired **D**isabilities
- **R**eligion
- **E**thnicity
- **S**ocioeconomic status
- **S**exual orientation
- **I**ndigenous heritage
- **N**ational origin
- **G**ender Identity and Expression



Michael Becketts, DFS Director


1

Melanie Fenwick, DFS Office of Strategic Initiatives



4

Alycia Blackwell, DFS Deputy Director of Programs




2



Lisa Tatum, DFS Division Director, Public Assistance and Employment Services (PAES)


5




Marijke Hannam, DFS Deputy Director of Operations

3

Toni Zollicoffer, DFS Division Director, Domestic and Violence Services (DSVS)



6



Oriane Eriksen, DFS
Division Director,
Children, Youth,
and Families (CYF)


7



Kevin Filbey, DFS
Professional and
Organizational
Development

10

Trina Mayhan-
Webb, DFS Division
Director, Adult &
Aging (A&A)




8



Margaret Travers,
DFS Logistics


11

Dr. Janet Bessmer,
DFS Children
Services Act (CSA)



9

Theresa Byers,
DFS Finance



12



13



14



15



FAIRFAX COUNTY DEPARTMENT OF
FAMILY SERVICES

This is Us: The Department of Family Services Strategic Framework

April 2021



This model represents the intersectionality between DFS initiatives, the County's strategic framework, and our service to, and in partnership with, the community. Our **DFS Values** reflect the fundamental beliefs that form the base of our work. Our **Mission, Vision and Equity Plan**, literally "based" on our values, frame and operationalize our services, which feed into the County's **Strategic Plan and One Fairfax Initiative**. Each of these parts fits together to strengthen and support **Community Well-Being** by ensuring **safety and protection, family resilience and quality of life, economic self-sufficiency, and effective and efficient government**.



CONTENTS

- Introduction 4**
- About Us. 4**
- DFS Mission, Vision, Values, & Commitment to Equity. 4**
 - Vision 5
 - Mission 5
 - Values 5
 - People-Focused 5
 - Equity 5
 - Accountability 5
 - Partnership 5
 - Innovation 5
 - Equity Impact Statement. 6
- Alignment with County Strategic Plan and One Fairfax 6**
 - Implementing One Fairfax. 6
 - Aligning With The County Strategic Plan 7
 - Conclusion 8
- Complete DFS Mission, Vision, Values, and Guiding Principles 9**
- 2021 Equity Impact Plan 12**
- Crosswalk of DFS Work With Strategic Plan. 21**
- The Cornerstones Group. 25**

INTRODUCTION

The Department of Family Services' (DFS) strategic plan ended in June 2020. As we planned for this ending, we also recognized the need to reset our fundamentals to ensure that our planning for the future is set on a firm foundation. Core to this realignment is the integration of the county's Strategic Plan, the tenets of One Fairfax, and the design of the service delivery system for which the DFS is responsible. The Department has worked to align these areas and illustrate the common agenda and create a shared vision for our workforce.

The goal in resetting our foundation is to provide direction and focus for the work of the organization and focus our attention on the future state of the DFS as a strategic partner with other departments, community organizations, faith-based organizations, and education systems. To start this work, a team of more than sixty staff members worked over a period of five months to reconceptualize our vision, mission, and core value statements using the lens of One Fairfax and the goal of partnership in making a collective impact.

DFS is well postured to align our work with the countywide Strategic Plan and One Fairfax. Our biggest lever for change will be a fundamental shift in the way DFS values and regards our connections with and obligations to those we serve. DFS provides a mosaic of services, benefits, and supports to create pathways for individuals and families to access economic opportunities and achieve financial security.

ABOUT US

DFS administers a variety of programs and services designed to improve the well-being of individuals, families, and communities. DFS programs and services provide essential supports for the County's most vulnerable residents who face multiple, often overlapping, vulnerabilities. These programs and services range from food, medical, and financial assistance to protective services, adoption, and supportive services for older adults, caregivers, and people with disabilities. These essential services and benefits help strengthen and empower individuals and families to live independent lives to their fullest potential. While much of the work of DFS is shaped by state and federal laws and regulations, the local demand for DFS services remains high related to food insecurity, family violence, disconnected youth, and the demographic increases of people living below the poverty level and a growing aging population.

The services provided by DFS provide the framework for a strong, equitable, and resilient Fairfax County: safe communities, a thriving economy, improved quality of life, and opportunities for everyone to feel connected and engaged. DFS focuses on:

- ▶ Safety and protective services for children, older adults, people with disabilities, and victims of domestic and sexual violence, human trafficking, and stalking.
- ▶ Public assistance benefits and employment training to close income gaps and enable people to become economically secure.
- ▶ supportive programs that build on the strengths and resilience of families, children, people with disabilities, and older adults so they can thrive.

These services mitigate crime, abuse, and neglect; lessen the strain on public safety and judicial resources; increase the workforce and tax base; improve self-sufficiency and educational outcomes; and create an environment where all residents have opportunities to contribute to the success of the community. They are delivered collaboratively and with compassion, through people-focused practices that encourage innovation and demand accountability.

DFS MISSION, VISION, VALUES, & COMMITMENT TO EQUITY

The Department of Family Services focuses on the people and communities we serve. In 2020, DFS—through a workgroup representing a cross-section of employees—developed new mission and vision statements and defined a set of core values that serve as the foundation of our work to support our community. During this time DFS established and reaffirmed our equity impact statement.

Our **mission** statement defines who we are and what we do. Our **vision** statement defines what we aspire to be. Our core **values** are the guiding principles that shape our behavior and actions. Our **equity impact statement** frames

our approach to ensuring that policies and practices of the department are evaluated through an equity-centered lens. Together these principles create the cornerstones of the Department of Family Services' foundation from which programs are built, plans are developed, and services are provided.

Vision

Fairfax County is a community where everyone lives **their** success story and thrives.

Mission

The Department of Family strengthens the well-being of our diverse community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy, outreach, and quality services.

Values

Our values **are** the guiding principles that shape our behavior and actions to lead to better outcomes for the people served by DFS:

People-Focused

- ▶ We are committed to ensuring that employees have the tools to be successful in their roles, have opportunities to learn and employ new skills, and are supported in mastering their roles to provide exemplary service.
- ▶ Each employee of the Department of Family Services focuses on the people we serve to make a positive impact on their lives and communities in which they live.
- ▶ Each voice is vital to the success of the organization. No matter what role a person has in the Department, everyone is a valued contributor.

Equity

- ▶ We are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities.
- ▶ We unequivocally reject racism, violence, and bigotry in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices.

Accountability

- ▶ We are dedicated public servants who exercise great care in our efficient and effective management of County resources.
- ▶ We serve with honesty and transparency.
- ▶ We accept responsibility and ownership for our work including our decisions, our successes, and our shortcomings.
- ▶ We engage in data-driven decision making, ensuring that our work is achieving desired results and monitor and adjust our approach and business processes accordingly.

Partnership

- ▶ We engage in strategic partnerships at all levels – with clients, co-workers, within and across departments, and with community partners and other jurisdictions are required.
- ▶ We seek opportunities to collaborate, plan and align our work at all levels for the benefit of the community.
- ▶ We are dedicated to ensuring a diversity of voices and experiences are included in decision making.

Innovation

- ▶ We strive for new, innovative, and more effective approaches for our work to advance the wellbeing of our community.
- ▶ We enhance existing partnerships and create new partnerships, funding sources, and service improvements.
- ▶ We actively seek input from and encourage full engagement of people with a diversity of perspectives.

Equity Impact Statement

Our core value of partnership solidifies and strengthens our relationships, our agency and community must move beyond empathy and solidarity to embrace the power of collective action. DFS recognizes that to make significant strides towards equity and physical and psychological safety for every person we serve and for those who serve them, there are operational changes and action steps that must be taken. As a team we are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities. As a part of the broader County government, DFS is a supporter of the One Fairfax initiative and policy. Under this policy DFS has authored this Equity Impact Statement:

The Department of Family Services is committed to addressing institutional racism in its core responsibility to support the safety, health, and wellness of county residents. DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. DFS will support equitable outcomes by examining its policies, practices, and procedures to eliminate disparities in service delivery and outcomes for county residents.

ALIGNMENT WITH COUNTY STRATEGIC PLAN AND ONE FAIRFAX

The department took the opportunity to reconceptualize its strategic framework and approach to prioritizing and aligning our work with the Countywide Strategic Plan and the One Fairfax policy. Using a collective impact model, a team consisting of staff from all levels, programs, and divisions was created to support the integration of One Fairfax into the strategic and operational framework of the department. The team was charged with advancing equity as it relates to the work of the department, and quickly developed a high-level Equity Impact plan with shared goals preserving divisional and programmatic autonomy. The plan was built upon a model which gave way to recognition and understanding of the complexities of individual identity.

Implementing One Fairfax

DFS is a workforce that is compassionate toward everyone we are privileged to serve and work with, and while teamwork solidifies and strengthens our relationships, we realize the need to move beyond empathy and solidarity to embrace the power of collective action. The department recognizes that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken.

The department unequivocally rejects racism, bigotry, and violence in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices. We further reject the criminalization of people of color, both native-born and immigrant. We will collectively advocate for everyone's right to physical and psychological safety, justice, and access to opportunity. DFS commits to collectively move the system away from its oppressive underpinnings. We intentionally hold-high the torch of equity, illuminating where we can do better; we have begun to earnestly use an equity lens to focus our efforts to examine policies that impact our service delivery system and sharpens the tools used by our staff to work with community members to improve outcomes of those served by the agency.

To ensure that all staff members are aware of the various aspects of marginalization and systemic oppression, DFS has adopted an intersectional paradigm that shapes our approach to bring about understanding of the complex, overlapping cultural and social influences that form the individual.

DFS has adopted the ADDRESSING Framework (Hays, 2016) to move beyond a one-dimensional conceptualization of identity. This framework considers the multiple aspects of identity that are subject to marginalization and oppression and offers a perspective that describes the intersecting identities that are most aligned with power and privilege.

The ADDRESSING Framework identifies the following areas of cultural influence and helps us understand identity as a multidimensional combination of **A**ge, **D**evelopmental and acquired **D**isabilities, **R**eligion, **E**thnicity, **S**ocioeconomic status, **S**exual orientation, **I**ndigenous heritage, **N**ational origin, and **G**ender (including gender expression).

DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. Through the integration of strategy and equity, DFS will support equitable outcomes by examining its policies, practices, and procedures to eliminate disparities in service delivery.

DFS recognizes that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken. We are well-positioned to align our work with the Countywide Strategic Plan and One Fairfax to operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities. DFS recognizes attempting to do this work in isolation will not generate the outcomes we seek to achieve; therefore, we strive to build partnerships with sister departments and community partners.

Aligning With The County Strategic Plan

In January 2019, Fairfax County launched a process to develop its first-ever *Countywide Strategic Plan*. At the heart of this effort was the realization that Fairfax County must evolve and find new, better, and more innovative ways to serve the community. Through the lens of the One Fairfax racial and social equity policy, the County recognizes that access to opportunity varies significantly depending on who you are and where you live in the county, and there is a widening gap between those at the highest rung of the economic ladder and those who struggle to get by. Higher rents and housing, taxes, and other living costs prevent many people from living here, or from remaining in the community if they have called Fairfax County home for many years. And now the impact of COVID-19 on our community has created new challenges while also highlighting existing ones.

The intent of this strategic plan is to define a clear and compelling vision for our community, to prioritize the specific actions which address our most critical challenges, and to move us towards that vision while tracking and sharing our progress.

The following goals guided the strategic planning work:



And the following principles were followed:



Through a community-involved strategic planning process, nine priority areas emerged:

- ▶ Cultural and Recreational Opportunities
- ▶ Economic Opportunity
- ▶ Effective and Efficient Government
- ▶ Empowerment and Support for Residents Facing Vulnerability
- ▶ Health and Environment
- ▶ Housing and Neighborhood Livability
- ▶ Lifelong Education and Learning
- ▶ Mobility and Transportation
- ▶ Safety and Security

DFS is a multidimensional organization that serves the very young to the elderly and often those who are most likely to face vulnerabilities. DFS has chosen to not have a single strategic plan. Instead, we honor the robust efforts of the County's strategic planning work as well as that of the DFS divisions and offices by clearly showing the alignment between all of the plans. As the Board of Supervisors reviews and approves the County Strategic Plan, DFS will develop a crosswalk (Appendix C) that shows the relationship between the work of the departments within each division and the administrative operations offices that work to ensure efficiency and stewardship.

Department leadership will complete a crosswalk of the Countywide Strategic Plan with a focus on the priority areas in which our work appears. The core activities of this analysis will be to identify and consider the current performance and outcome measures to which DFS is accountable and how they align with the nine priority areas of the overarching strategic plan. Through partnership and collaboration, department and divisional leaders will analyze our current strategies and opportunities for partnership and integration to align with the Countywide Strategic Plan. During this process DFS will also identify innovative ways to engage in partnership with other County Departments and stakeholders to broaden our frame and improve service delivery.

Conclusion

The Department of Family Services will be guided by our vision and values when planning, making decisions, implementing strategies, and measuring results. As we envision a community where everyone lives their success story and thrives, we realize the need to be intentional in our efforts. The services offered through the divisions of Adult and Aging, Children, Youth, and Families, Domestic and Sexual Violence Services, and Self-Sufficiency help people in crisis and prevent future crises from occurring. We must continue to provide equitable opportunities as far upstream as possible—not just at the very end. The focus and alignment of our work with the One Fairfax policy and Countywide Strategic Plan is key to partnering with the community attain our highest level of health and well-being.

COMPLETE DFS MISSION, VISION, VALUES, AND GUIDING PRINCIPLES



Mission, Visions, & Core Values

A **mission** statement defines who we are and what we do. A **vision** statement defines what we aspire to be. **Values** are the guiding principles that shape our behavior and actions. Together this triad serves as the foundation for the Department of Family Services from which structures are built, plans are developed, and services are provided.

The strategic goals that we develop within our program areas—and in concert with the County’s strategic priorities—are what we strive to do in support of the values and our daily activities on behalf of the people we serve and those who serve them. Together these elements make our agency a stronger, focused organization.

MISSION

The Department of Family Services (DFS) strengthens the well-being of our diverse community by protecting and improving the lives of all children, adults, and families through partnership, advocacy, outreach, and quality services.

VISION

*Fairfax County is a community where everyone lives **their** success story and thrives.*

CORE VALUES AND GUIDING PRINCIPLES

People-Focused

Meeting People Where They Are.

Each employee of the Department of Family Services focuses on the people we serve to deliver value and make a positive impact on their lives and communities in which they live. We recognize that the individual is the expert in their own life and with empathy and compassion, we work in partnership to resolve challenges.

Welcoming Every Voice.

This people-focused approach guides workforce development and employee engagement. Each DFS team member is engaged as a valued partner in our work. Each voice is vital to the success of the organization no matter what role a person has in the Department, everyone is a valued contributor. Each employee actively contributes to a culture of mutual respect, dignity, and service.

Investing in Employee Growth and Development.

Investment in employees’ success, professional growth, and development is central to the success of our organization. By making this investment, the department is committed to ensuring that employees have the tools to be successful in their roles, have opportunities to learn and employ new skills, and are supported in mastering their roles to provide exemplary service.

Equity

Embracing Collective Action.

DFS is a workforce that is overwhelmingly compassionate toward every individual we are privileged to serve and work with. While our core principle of teamwork solidifies and strengthens our relationships, we need to move beyond empathy and solidarity to embrace the power of collective action. DFS recognizes that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken. While we realize our individual efforts may be awkward and uncharted, DFS has long fought to secure equal footing for those we serve. We are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities. As a part of the broader County government, DFS is a supporter of the One Fairfax initiative and policy. Under this policy DFS has authored this Equity Impact Statement:

The Department of Family Services (DFS) is committed to addressing institutional racism in its core responsibility to support the safety, health, and wellness of county residents. DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. DFS will support equitable outcomes by examining its policies, practices, and procedures to eliminate disparities in service delivery and outcomes for county residents.

Rejecting Oppression.

We unequivocally reject racism, violence, and bigotry in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices. DFS further rejects the criminalization of people of color, both native-born and immigrant. While we have specifically called out some forms of bigotry such as racism and xenophobia, we intentionally and collectively advocate for each person's right to physical and psychological safety, justice, and access to opportunity. DFS is committed to moving the system away from its oppressive underpinnings through critical self-examination and reflexive practice.

Accountability

Practicing Good Stewardship.

We are dedicated public servants and exercise great care in our efficient and effective management of County resources.

Acting with Integrity.

We always serve with honesty and transparency and pride ourselves in doing the right thing, even when no one is looking.

Taking Ownership.

We accept responsibility and ownership for our work, our decisions, our successes, and our shortcomings. We engage in proactive communication and use our voices to elevate challenges and actively seek solutions.

Managing with Data.

We engage in data-driven decision making, making sure our work is achieving the desired results, and monitor and adjust our approach and business processes accordingly.

Partnership

Embracing Partnership and Alignment.

We recognize that to achieve our mission and make our vision a reality, we are not able to make system-level nor client-level changes in isolation. Strategic partnership at all levels – with clients, co-workers, within and across departments, and with community partners and other jurisdictions are required. We seek opportunities to collaborate, plan and align our work at all levels for the benefit of our community members.

To move toward true partnership, in dialogue, planning, and management, the following Principles of Partnership are understood, integrated, and acted upon within the department, across county agencies, with community organizations, and with families. We recognize that true partnership requires:

1. operating from a place of mutual respect,
2. empathically listening,
3. focusing on the strengths of those involved,
4. critically analyzing the situations under consideration and reserving judgements,
5. acknowledging power differentials in relationships and ensuring that all voices are heard in the transactions.
6. recognizing that achieving true partnership is a process and moving toward true partnership must always be intentional.

Expect the Diversity of Perspectives.

We are dedicated to ensuring a diversity of voices and experiences. We are strengths-focused and strive in our inclusiveness to create the best outcomes for our community and its residents.

Innovation

Striving for Learning and Continuous Improvement.

We challenge the status quo and advocate for new and innovative approaches to our work to advance the effectiveness of our work and the wellbeing of our community. As a learning organization, we embrace failing forward – taking risks, learning from mistakes, and building on successes. We are bold and creative in problem solving. We encourage and empower employees to take measured risks.

Embracing New opportunities.

We constantly seek to enhance existing partnerships and create new partnerships, funding sources and service improvements. We adjust to changes in our environment with flexibility and agility.

Encouraging Diversity of Perspectives.

We will genuinely encourage and listen to all ideas without judgement. We will actively seek input from and encourage full engagement of people from all different levels and perspectives. Employee involvement is intentional, with representation across impacted areas.

2021 EQUITY IMPACT PLAN

Department of Family Services 2021 Equity Impact Plan

This Equity Impact Plan outlines what your department will do to advance equity. The document includes the following:

- ▶ Your department's equity guiding statement
- ▶ A description of the current context (trends and drivers)
- ▶ Long-term outcomes
- ▶ System-level infrastructure that will be needed across departments
- ▶ Short-term goals, and
- ▶ An action plan (the specific actions your department has planned in 2020 to advance equity)

The content in this plan should be based on what you have learned in our large-group sessions in 2019, your discussions with departmental leadership, and ideas generated by your equity team.

Equity Lead

List the departmental equity lead and his/her title here.

*Melanie Fenwick
Sr. Manager for DFS Strategic Initiatives*

Leadership Sponsor

List the name and title of a leader who serves as a consultant/advisor on the department's equity work.

*Michael A. Becketts
Department of Family Services Director*

Departmental Equity Guiding Statement

Enter your departmental equity guiding statement here. The statement should describe your department's unique role in Fairfax County's effort to achieve equity.

The Department of Family Services (DFS) is committed to addressing institutional racism in its core responsibility to support the safety, health and wellness of county residents. DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. DFS will support equitable outcomes by examining its policies, practices and procedures to eliminate disparities in service delivery and outcomes for county residents.

Context

Describe issues you are seeing, trends you have observed, and drivers affecting your work regarding equity. What are the inequities that are most pressing? In addition to race, what are the areas of marginalization that are most important to address? This section is not your plan to address these issues/trends – that comes later.

DFS strengthens the well-being of our diverse community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy, outreach, and quality services.

DFS interacts with and assists clients across all life domains with innumerable intersections. A review of DFS client demographics reveals that many clients fall into multiple groups that may be underserved or under-represented. Through an equity lens we must consider these aspects of personhood that have historically been subject to disparities and inequities.

In 2020, we have seen the inequities in our community exacerbated by the COVID-19 pandemic and thousands of protestors both locally and across America, march and rally to denounce the police violence and misconduct that led to the killing of George Floyd in Minneapolis, Ahmaud Arbery in Georgia and other examples of death and injury by police officers. Not in decades has our country seen such a response to the marginalization of people of color, immigrants, and women.

As the number of COVID-19 infections, hospitalizations, and deaths increase nationally there continue to be protests in support of racial equity and social justice to ensure the health and wellbeing of people of color in our country and around the world. Unquestionably, one or both issues has had an impact on how we see the world.

The Department of Family Services (DFS) is a workforce that is compassionate toward each and every individual we are privileged to serve and work with, and while our core principle of teamwork solidifies and strengthens our relationships, we realize the need to move beyond empathy and solidarity to embrace the power of collective action. DFS recognizes that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken. While we realize our individual efforts may be awkward and uncharted, DFS has long fought to secure equal footing for those we serve.

We intentionally hold-high the torch of equity, illuminating where we can do better; we have begun to earnestly integrate an equity lens into the foundation of our work. Together, with a clear vision and mission, we will go further to address issues of systemic oppression and reject bigotry in all its forms.

Building upon the DFS Equity Impact Plan, we are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities. The Department of Family Services unequivocally rejects racism, bigotry, and violence in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices. DFS further rejects the criminalization of people of color, both native-born and immigrant. We will collectively speak up for everyone's right to physical and psychological safety, justice, and access to opportunity. DFS will boldly commit to collectively move the system away from its oppressive underpinnings.

DFS is utilizing the ADDRESSING framework (Hays, 2011) to move beyond one-dimensional conceptualizations of identity to an understanding of the complex, overlapping cultural influences that form everyone. The ADDRESSING framework enables us to better recognize and understand cultural influences as a multidimensional combination of **A**ge, **D**evelopmental and acquired **D**isabilities, **R**eligion, **E**thnicity, **S**ocioeconomic status, **S**exual orientation, **I**ndigenous heritage, **N**ational origin, and **G**ender. Using this intersectional approach to understand the complexity of individuals, we will work to evaluate policies, practices, procedures, and programs:

- ▶ **Age and Generational Influences**—Fairfax County is a diverse place to live and work based on age distribution. Residents under 20 years old make up 26.1% of the population while people age 65 and older make up 12.2%. Children, adolescents, and older adults hold less power than adults between the ages of 18-65.
- ▶ **Development and Acquired Disabilities**—Community members with disabilities face challenges accessing services that others would not face. As DFS engages in a review of policies, practices, procedures and programs, this aspect of our clients will be a focus to ensure equitable access.

- ▶ **Religion and Spiritual Orientation** – Access to services, and societal norms in general, have traditionally been more accommodating to Christian community members. Non- Christian holidays are typically not observed by the county and if clients celebrate non- Christian holidays, they may have to report to work or be required to meet with social workers for their case. Our governmental facilities by nature are not accommodating of non- Christian clients who observe their religious beliefs. Not Hispanic. Black Not Hispanic residents make up 9.3% of the population while Hispanic/Latino are 16.1% of the population.
- ▶ **Socioeconomic Status** – While Fairfax County is one of the richest counties in the nation, many residents struggle with meeting basic needs such as food, healthcare, and housing. In 2017, 75,417 people lived below the poverty level. Of those, 49,128 were people of color. Among people living in poverty, 26% lack healthcare.
- ▶ **Sexual Orientation** – Heterosexuality continues to be the norm in our society. A person who identifies as heterosexual may receive opportunities that provide advantages over a person who identifies differently. Moving forward, impact of policies, practices, procedures and programs on people who do not identify as heterosexual will be examined utilizing and equity lens.
- ▶ **Indigenous heritage** – As of 2018, Virginia has seven federally recognized Native Americans tribes. Native American residents make up a population. In our community, non- natives have more power and advantages over their native counterparts.
- ▶ **Ethnicity and Race** –Over 50% of the Fairfax County population is White
- ▶ **National Origin** – 31.4% of the total population in Fairfax County is immigrants. The distribution of immigrants in Fairfax County varies based on age and ethnicity. Language is also a key factor affecting service delivery. Within Fairfax County there are a total of 182 different languages or dialects spoken in the homes of elementary school students.
- ▶ **Gender** –Males have many social advantages. Moving forward, DFS will work to ensure that gender inequalities and members of our community who are women, transgender, a gendered, gender non-conforming, and intersexed people are considered when developing and reviewing policies, practices, procedures and programs.

In considering the context of DFS's Equity Plan, it is critical that the value and strengths of the communities being served are a key factor when moving to implementation of any equity related strategy. Our communities are resilient and have unique strengths. As an agency, we are committed to working in partnership with communities across the county to achieve results of health and wellness.

While considering the context of disparities in our work, the DFS One Fairfax team included the following areas to focus its Equity Impact Plan:

Improve data and data access to use a data-informed approach to review policies, practices, procedures and programs.

As a large agency consisting of four divisions with direct client services, data collection is extremely important and broad. Each division follows certain state and federal guidelines which create inconsistencies in data collection. Divisions use multiple databases tailored to meet their own requirements. The Equity Impact workgroup will examine existing data to inform review of policies, practices, procedures and programs. The workgroup will also determine future data collection strategies.

In addition to client data, there are gaps in workforce data as employees have the option to leave certain demographic fields blank. Currently, workforce data is incomplete and does not provide a baseline toward the goal of having a workforce representative of the community.

Improve outreach and in-reach to a diverse customer base.

DFS is committed to outreach efforts to all Fairfax County residents with a focus on people who have been marginalized in the past. This includes the LGBTQ population; older adults; people with disabilities; socioeconomic, linguistic and ethnic minorities; people with behavioral health concerns; and survivors of intimate partner violence. Outreach focuses on our external customers and stakeholders. In-reach focuses on staff with a variety of intersecting identities.

Access to fundamental needs

Islands of disadvantage exist in Fairfax County where residents struggle to meet basic needs. In one Fairfax County census tract in the Culmore area of Bailey's Crossroads, median rent was \$1,374 per month and 30% of renters spent more than half their income on rent.

Based on Maslow's Hierarchy of needs, individuals who have their basic needs met are on a quicker path to achieve self-actualization and become contributing members in our community. DFS provides many services to the public crossing all generations, abilities and socioeconomic statuses. Services include Medicaid, SNAP, long-term care programs, adult services, Temporary Assistance for Needy Families (TANF), energy assistance, domestic and sexual violence services, child protective services and many others.

Language access

With over 180 languages and dialects spoken in Fairfax County, it is imperative that we have capacity for meeting the needs of our community. This is not limited to spoken languages, but serious consideration will be given to sign language and Braille as well. As a public organization serving all residents, it is our responsibility to ensure access to service in languages, whether written or verbal, that are understood by clients.

Ensure DFS workforce has tools to deliver tailored services to county residents of all abilities.

Fairfax County clients are diverse and live in diverse communities; a standard cookie cutter approach does not meet the needs of our clients. There is an urgent need to increase the level of awareness and understanding of equity. Building capacity within the organization to ensure equity in all practices is a priority for DFS. Each Division in DFS will convene a Divisional Equity Workgroup lead by a Divisional Equity Lead. The workgroup will receive training to develop an understanding of equity and its application. Moving forward, the Department will be intentional about having common language centered around equity. The DFS mission, vision, values and principles will be revised with an equity lens. DFS will utilize targeted universalism, a goal-oriented approach based on the diversity of each community. A targeted universalism approach suggests the use of targeted strategies to reach universal goals which are established for all county residents with all abilities.

LONG-TERM OUTCOME

Long-term outcomes describe what we want for Fairfax County over many years. The outcomes listed below have been identified through the countywide strategic planning process, and community-level indicators are currently being developed. Review your Departmental Equity Guiding Statement and Context. Choose at least one statement that is most closely related to equity work in your department.

Cultural and Recreational Opportunities

Fairfax County is a place where all residents, businesses and visitors are able to participate in world class arts, sports, recreation and culturally relevant activities.

Economic Opportunity

Fairfax County is a community where all people, businesses and places are thriving economically.

Education and Lifelong Learning

Fairfax County fosters education that promotes a responsive, caring and inclusive culture where all feel valued and that all are reached, challenged and prepared for success in school and life.

Efficient and Effective Government

Fairfax County is a place where all residents trust that their government responsibly manages resources, provides exceptional services and equitably represents the community.

Health and Environment

Fairfax County responsibly stewards environmental resources, advances sustainability and promotes optimal health and wellbeing for all.

Housing and Neighborhood Livability

Fairfax County is a place that fosters an enjoyable, affordable living experience for all people.

Mobility and Transportation

Fairfax County is a community where residents, businesses, visitors and goods can move efficiently, affordably and safely throughout the County and beyond via our well-maintained network of roads, sidewalks, trails and transit options.

Safety and Security

Fairfax County is a place where all people feel safe at home, school, work and in the community.

Self-Sufficiency for People with Vulnerabilities

Fairfax County is a place where all residents with vulnerabilities are supported and empowered to live independent lives to their fullest potential.

SYSTEM-LEVEL INFRASTRUCTURE

Some actions to advance equity may require action outside of your department's control, the leadership and involvement of central service agencies (e.g., Human Resources, Department of Management and Budget, Department of Information Technology, Department of Procurement and Material Management, etc.), or represent a shared interest across multiple departments. An example might be to remove names from employment applications to decrease implicit bias in hiring. That might require support from the Department of Human Resources and/or other agencies interested in taking similar action. We will look across all plans to identify commonalities and to address these cross-cutting needs. Note: Actions that can be taken within the control of your department are part of the next section.

Support from the Data Analytics Unit

Support from Divisions' Business Analysts

Support from the Department of Human Resources regarding hiring Collaboration with Department of Transportation

Collaboration with Department of Housing and Community Development Collaboration with Health Department

Collaboration with Department of Neighborhood and Community Services Collaboration with Fairfax-Falls Church Community Services Board Collaboration with Juvenile and Domestic Relations Court

Support and collaboration with Office of Strategy Management

Equity Impact Plan Guidance

Use the guidance below to fill in the table and the details of your action plan.

Short-Term Goals

For this plan, a short-term goal describes what you hope to achieve in the next 12 months. Short-term goals address work within your department. They should be broader than the actions you will take to achieve the goal. Write your goals in the left-hand column in the table. Refer to the 'Context' section of the template; short-term goals should address what you described there.

One Fairfax Areas of Focus

Review your short-term goals and the 17 Areas of Focus from the One Fairfax Policy (below). Enter the number(s) (1–17, or 18–Other) that best corresponds to each goal.

1. Community and **economic development** policies and programs that promote wealth creation and ensure fair access for all people.
2. **Housing** policies that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport.
3. **Workforce development** pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.
4. An **early childhood education** system that ensures all children enter kindergarten at their optimal developmental level with equitable opportunity for success.
5. **Education** that promotes a responsive, caring, and inclusive culture where all feel valued, supported, and hopeful, and that every child is reached, challenged, and prepared for success in school and life.
6. **Community and public safety** that includes services such as fire, emergency medical services, police,

health, emergency management and code enforcement that are responsive to all residents so that everyone feels safe to live, work, learn, and play in any neighborhood of Fairfax County.

7. A **criminal justice** system that provides equitable access and fair treatment for all people.
8. **Neighborhoods** that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
9. A vibrant **food system** where healthy, accessible, and affordable food is valued as a basic human necessity.
10. A **health and human services system** where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.
11. A **quality built and natural environment** that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities, and services for all people.
12. A **healthy and quality environment** to live and work in that acknowledges the need to breathe clean air, to drink clean water now and for future generations.
13. A **parks and recreation system** that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs, and facilities; and providing accessible and affordable facilities and programs.
14. A multi-modal **transportation system** that supports the economic growth, health, congestion mitigation, and prosperity goals of Fairfax County and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.
15. **Digital access and literacy** for all residents.
16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of **equity and fairness for all employees**.
17. Policies that **prohibit all forms of discrimination** under Federal and State law in county and school system activities and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.
18. **Other**—anything not listed in the 17 areas above.

Actions

List the actions you will take to achieve each goal. Consider what will have the greatest impact on equity in the long term and whether it is feasible in the next 12 months. If further assessment is needed in order to advance a goal, list that as one of your actions.

*Actions may be related to people, places, and processes. It is important to think of actions at various levels of intervention using a framework such as the one below. **

- ▶ **Influencing Countywide Policy and State/Federal Legislation:** Developing strategies to change laws and policies to influence outcomes and promote equity
- ▶ **Mobilizing Neighborhoods and Communities:** Working with residents and community groups to increase the capacity of communities to work on issues they have identified as important
- ▶ **Fostering Coalitions and Networks:** Convening groups and individuals for broader goals and greater impact

- ▶ **Changing Organizational Practices:** Adopting regulations and shaping norms to improve equity
 - *Examples in this area include addressing programs, plans, policies, and budgets; service delivery and system improvements; organizational and leadership commitment; workforce and workplace*
- ▶ **Educating Staff and Volunteers:** Informing staff and volunteers who will transmit skills and knowledge to others
- ▶ **Promoting Community Education:** Reaching groups of people with information and resources
- ▶ **Strengthening Individual Knowledge and Skills:** Building the capacity of community members to use new approaches and to educate other individuals in their communities

**Adapted from Contra Costa Health Services at <https://cchealth.org/prevention/spectrum/#str>.*

Stakeholders

List the stakeholders who need to be engaged to implement your actions (e.g., other departments; Fairfax County boards, authorities, or commissions; legislatures; other sectors; community groups or community members; nonprofit organizations, etc.).

Timeline

Write the month and year that each action will start and end (e.g., 11/2019-6/2020).

Resources and Supports

Identify the resources and supports needed to take this action. Resources are not just financial—they can be staff, time, or other needs.

Responsible Parties

List the person(s) responsible for initiating this action and reporting on progress.

Performance Measures

Describe how you will measure each goal. The most important measure is 'better off,' or knowing what you are doing is making a difference. Ensure you have some 'better off' measures.

- ▶ How much: What is invested and what comes out as a result (e.g., \$ spent; # people served, or activities completed)
- ▶ How well: Efficiency and the customer experience (e.g., % actions timely, % customers satisfied)
- ▶ Better off: What happens as a result of our actions (e.g., #/% people with changes in skills, attitude, behavior, or circumstance)

You can use these 7 Questions of Performance Accountability from Erika's presentation "Building Accountability Mechanisms for Racial Equity" to help you with performance measures and actions.

1. Who is the client/customer that an action aims to impact?
2. How can you measure if they are better off?
3. How can you measure the quality and quantity of your work?
4. How are you doing on these measures (quantitative and qualitative data trends and overall root causes)?
5. Who are the partners you need and what is their role?
6. What works/brainstorm (practices, processes, and/or policies)?
7. What do you propose to do, in what timeline and in what budget?

DEPARTMENT OF FAMILY SERVICES 2021 EQUITY IMPACT PLAN

Short-Term Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
Develop and Execute a Comprehensive Communication and Engagement Strategy	Education that promotes a responsive, caring, and inclusive culture	<p>Create a multidimensional, values-driven campaign to educate and inform staff about equity and how it relates to our work.</p> <p>Educate and provide training to DFS Boards, and Commissions on the fundamentals of disparities across systems to incorporate equity lens in their strategic planning</p>	All staff	Q1—Q4 CY2021	DFS Equity Team, Communications Team, and POD Team	<p>All people in DFS with supervisory responsibility</p> <p>County Equity Office</p> <p>DFS Professional and Organizational Development</p>	<ul style="list-style-type: none"> All DFS employees use a common language to define and describe equity and how it relates to our work. All DFS employees are knowledgeable about One Fairfax and how it is integrated into DFS's work.
Build Internal Capacity to Consider Equity in Decision Making and Planning	Education that promotes a responsive, caring, and inclusive culture	<p>Use a values-driven approach to shaping the strategic work of the department to center on equity.</p> <p>Apply a racial equity analysis to decision making planning, policy, and practice</p>	All staff	Q1—Q4 CY2021	DFS Equity Team	SMT and Program Managers	<ul style="list-style-type: none"> DFS SMT and Program Managers can demonstrate a deep level of understanding about barriers to opportunity and embedded racial inequities in their special area of focus—including critical data and information about how inequities are produced and how they can be reduced to impact positive outcomes for County residents serviced by DFS
Interdepartmental Stakeholder Engagement	Health and human services system where opportunities exist for all individuals and families	Partner with other departments with a similar customer base to map out common strategies and plan together.	All staff County HHHS Agencies	Q1—Q4 CY2021	DFS Equity Team DFS SMT	All DFS Staff	<ul style="list-style-type: none"> All DFS Divisions partner with other HHHS departments Identify key areas of partnership and collaboration to improve approaches to engage County residents seeking supports from HHHS agencies.

Director's Signature: _____

CROSSWALK OF DFS WORK WITH STRATEGIC PLAN

The following pages in the Appendix C show a sample of the Crosswalk document. To be finalized after the BOS approves the County Wide Strategic Plan.

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY	
<p>Outcome Statement: The aspirational future state for Fairfax County.</p> <p>Fairfax County is a place where all residents facing vulnerability are empowered and supported to live independent lives to their fullest potential.</p>	<p>How does the outcome statement relate to our mission? Where in DFS is the alignment?</p> <p>Outcome Statement aligns with:</p> <p>AA, CYF, DSVS, SS, DFS Call Center</p>
<p>Introduction/Summary: Context about the priority area.</p> <p>Fairfax County’s vision for empowering residents facing vulnerability is a collective partnership between the community and local government that identifies and engages the most vulnerable in a way that mitigates barriers while providing a comprehensive, integrated, and streamlined approach to service delivery.</p> <p>Vulnerabilities emerge, evolve and at times, resolve.</p> <p>Residents may face multiple, often overlapping vulnerabilities.</p> <p>Each situation is unique, and what constitutes ‘self-sufficiency’ can vary greatly.</p> <p>The strategies in this section seek to provide a coordinated and individualized plan for people facing vulnerabilities to live their lives to their fullest potential.</p> <p>The strategies recognize the critical role and needs of caregivers (friends or family providing assistance) in their lives.</p> <p>These caregivers provide an invaluable service and have unique insights that should be included in information sharing and decision making to the extent possible by law and the desire of the resident facing vulnerability.</p> <p>The strategies also focus on providing services that are more holistic, proactive and person based to address the unique needs of each person in an equitable and respectful manner.</p>	<p>What program area(s) does work related to this SP component?</p> <p>APS, Adult Services, Disability Rights and Resources, Area Agency on Aging</p> <p>CPS Hotline, Prevention Services, Family Engagement, Foster Care and Adoption</p> <p>DSVS Advocacy Services, Counseling Services, Offender Services, Community Engagement and Outreach</p> <p>Financial and Medical Assistance, VIEW, WIOA, HAAT, LTSS, Child Care Assistance</p>
<p>CHALLENGE QUESTIONS: Describe the problem/opportunity people are experiencing informed by evidence, data, subject expertise, outside perspectives and on-the-ground realities.</p> <ul style="list-style-type: none"> • How will we ensure that we identify residents facing vulnerability? • How will we proactively engage residents facing vulnerability? • How will we identify and mitigate factors that impede residents facing vulnerability from living independent lives to their fullest potential? • How will we ensure that residents facing vulnerability are able to access needed services within a system that is comprehensive, responsive, and built around hearing their story one time? • How will we ensure that residents facing vulnerability are stewarded on a path to self-sufficiency in a way that recognizes their existing strengths? • How will we promote sustained self-sufficiency among residents facing vulnerability in our community? 	<p>What do we do that is related to the challenge questions? (describe in 1-3 sentences)</p> <p>As an agency, we recognize that individuals are the experts in their own lives, and we work in partnership with each individual and family to resolve challenges. Using a robust intake system and collaboration and coordination within DFS, other human service agencies, and community partners, we identify risks factors for food insecurity and engage residents in the home delivered meals, congregate meals, and SNAP programs. DFS engages through social media, media, volunteers, and in partnership with schools and community organizations. Our engagement efforts are aimed at reducing fear and stigma and increasing community knowledge about available resources.</p> <p>Opportunities exist to integrate the soft hand off into the system to steward clients to other services to promote self-sufficiency.</p>

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

INDICATORS:

Ways to measure progress, both for the community at large and for county government. They are clear, quantifiable and they help manage progress.

1. Respect, Understanding and Engagement of Residents Facing Vulnerability
2. Access and Utilization of Services
3. Integration and Quality of Services
4. Self-Sufficiency

METRICS: Specific data points to track whether Fairfax County is making progress.		Is there data collected related to this measure?	What is/are the data points/metrics?	Source of Data	Owner of Data: State or Local?	Existing Or Ad Hoc Report?
Indicator: Respect, Understanding and Engagement of Residents Facing Vulnerability	Metric: # of residents who accessed and utilized Fairfax County Government services and programs as a direct result of targeted outreach initiatives	Yes. The number of clients served is collected for the home delivered meals, congregate meals, and SNAP programs. The DFS Call Center collects the number of calls for information.	# of home delivered meals # of congregate meals # of SNAP clients served # of caller requests for information—DFS Call Center			
Indicator: Respect, Understanding and Engagement of Residents Facing Vulnerability	Metric: % of residents utilizing services who report feeling respected and supported when receiving county- and community-based services	Yes, this data is collected in the DFS Customer Satisfaction Survey. The survey will be reviewed to ensure alignment with DFS values and Countywide priorities.				
Indicator: Respect, Understanding and Engagement of Residents Facing Vulnerability	Metric: % of residents who report feeling a stronger connection to their community through their participation in Fairfax County Government services and programs	Yes, this data is collected in the DFS Customer Satisfaction Survey. The survey will be reviewed to ensure alignment with DFS values and Countywide priorities.				
Indicator: Respect, Understanding and Engagement of Residents Facing Vulnerability	Metric: % of residents utilizing services who feel that their input is strongly considered as part of designing the services they receive	Yes, this data is collected in the DFS Customer Satisfaction Survey. The survey will be reviewed to ensure alignment with DFS values and Countywide priorities.				
Indicator: Access and Utilization of Services	Metric: % of residents who feel needed services are easy to access	Yes, this data is collected in the DFS Customer Satisfaction Survey. The survey will be reviewed to ensure alignment with DFS values and Countywide priorities.				
Indicator: Access and Utilization of Services	Metric: % of residents who feel they experience barriers in accessing and utilizing Fairfax County Government services to the point that it limits their ability to live their life to its fullest potential					
Indicator: Access and Utilization of Services	Metric: % of residents who apply for a county service who are initially placed on a waiting list	There are no wait lists at this time.				
Indicator: Access and Utilization of Services	Metric: % of residents placed on a waiting list who do not begin receiving services within the applicable mandated time frame and/or agency benchmark					
Indicator: Access and Utilization of Services	Metric: % of residents who are scheduled for and/or receive a screening or assessment for services within the applicable mandated time frame and/or agency benchmark	Yes, this data is collected by the SNAP Timeliness measure.	% of SNAP applications completed within state-mandated time frame			
Indicator: Access and Utilization of Services	Metric: % of residents who begin receiving services within the applicable mandated time frame and/or agency benchmark	Yes, this data is collected by the SNAP Timeliness measure.	% of SNAP applications completed within state-mandated time frame			

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY					
Indicator: Integration and Quality of Services	Metric: % of residents who report they received the information and/or connection to the services they were seeking during their initial contact with county staff	The DFS Call Center collects the number of calls for information.	# of caller requests for information - DFS Call Center		
Indicator: Integration and Quality of Services	Metric: % of residents receiving county services who report that those services improve their ability to be more self-sufficient	Yes, this data is collected in the DFS Customer Satisfaction Survey.	Question #5, Goal 10		
Indicator: Integration and Quality of Services	Metric: % of residents receiving multiple services who report that they experience those services as well integrated	Yes, this data is collected in the DFS Customer Satisfaction Survey.	Question #3, Goal 5		
Indicator: Self-Sufficiency	Metric: % of households with income/wages below the following: 100% of the federal poverty level 200% of the federal poverty level MIT Living Wage Calculator for Fairfax County	Income data is gathered to determine eligibility for the home delivered meals, congregate meals program, and SNAP programs.			
Indicator: Self-Sufficiency	Metric: % of people completing a county-funded employment readiness program who become and remain employed for at least 90 days				
Indicator: Self-Sufficiency	Metric: % of Coordinated Services Planning (CSP) clients who do not seek basic needs assistance for the same service, from CSP within six months of receiving assistance				
Indicator: Self-Sufficiency	Metric: # of county households whose income falls below the MIT living wage but exceeds the federal poverty level				
STRATEGIES: Actions that need to be taken to address identified challenges that “move the needle” on indicators and metrics.					
		What existing strategies is DFS involved in related to this?	What can DFS do more of or innovate to move the needle? Where do we have a need (expand)?	How do we quantify this strategy?	
Identify, Respect and Proactively Engage Residents Experiencing Vulnerability	ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.				
Identify, Respect and Proactively Engage Residents Experiencing Vulnerability	ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.	DFS leadership uses a values-driven approach to shaping the strategic work of the department to center on equity.			
Identify, Respect and Proactively Engage Residents Experiencing Vulnerability	ESRFV 3. Identify the root causes of vulnerabilities affecting residents and use those insights to inform policy and practice, and target interventions to prevent vulnerability.	DFS leadership applies a racial equity analysis to decision making planning, policy, and practice.			
Identify, Respect and Proactively Engage Residents Experiencing Vulnerability	ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.	Through our core value of accountability, DFS is improving our ability to use data to inform practice and take a collective approach to data resources and business processes accordingly.			Values driven work environment
Mitigate Barriers and Improve the Access and Utilization of Service	ESRFV 5. Pursue legislative initiatives to amend federal, state and local laws and regulations that create barriers to the provision of programs and services for residents facing vulnerability.	The DFS Policy Team has been established to review and analyze the impact of state legislation. DFS leadership monitors federal, state, and local policy changes.			

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY				
Mitigate Barriers and Improve the Access and Utilization of Service	ESRFV 6. Implement a standardized, coordinated approach to data collection and sharing among county agencies and contracted service providers that incorporates best practices for data governance.	The DFS Data Analytics Team is leading our efforts to engage in data-driven decision making, making sure our work is achieving the desired results.		
Mitigate Barriers and Improve the Access and Utilization of Service	ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations frequently needed by those facing vulnerability and through the use of access points in community locations such as schools and libraries, and recreation, shopping and community centers.			
Mitigate Barriers and Improve the Access and Utilization of Service	ESRFV 8. Redesign and implement a comprehensive intake, interview and screening process so that residents are only required to “tell their story” to county government one time.			
Mitigate Barriers and Improve the Access and Utilization of Service	ESRFV 9. Evaluate all county programs and services that have waiting lists to determine whether capacity within our network of community partners can be expanded through system redesigns, public-private partnerships and/or resource leveraging.			
Provide High-Quality, People Centered, Integrated Services	ESRFV 10. Build upon the existing framework and county agency cross-collaboration efforts in order to ensure a comprehensive system that connects residents facing vulnerability to the information and services they are seeking regardless of which organizational door they enter.			
Provide High-Quality, People Centered, Integrated Services	ESRFV 11. Use system navigators to perform needs assessments of residents seeking assistance and help them navigate the multitude of services and programs offered by all county agencies and community-based partners.			
Provide High-Quality, People Centered, Integrated Services	ESRFV 12. Close critical service gaps by coordinating county safety-net efforts with state, regional and community-based partners to ensure that services are integrated, efficient and non-duplicative.			
Provide High-Quality, People Centered, Integrated Services	ESRFV 13. Evaluate existing service in comparison to industry best practices to ensure the most effective, people-centered approaches are utilized to meet the needs of residents facing vulnerability.			
Sustain Self-Sufficiency	ESRFV 14. Evaluate and revise county-controlled program eligibility requirements to ensure that residents do not fall off the “benefits cliff.”			
Sustain Self-Sufficiency	ESRFV 15. Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.			

THE CORNERSTONES GROUP

This group represents a cross section of the Department of Family Services, including all divisions and a wide variety of job classes. Over several months, with feedback from their coworkers, these employees spearheaded the development of our Mission, Vision and Values.

Alaha Ahrar	Ellen Gilchrist	Stephen Principe
Sophia Andrews	Ferdous Hakim	Jeannine Purdy
Nesamet Berhane	Terri Henderson	Lina Rodriguez
Marcelles Brown-Roquet	Linda Hernandez-Giblin	Joshua Rohrer
Kimberley Carr	Twana Johnson	John Ruthinoski
Erin Clark	Eduardo Leiva	LaDonna Sanders
Keesha Coke	Maha Martin	Gretchen Soto
Diana Cottrill	Maggie Moreland	Amy Telles
Michael Cox Jr	Mena Nakhla	Lynn Thompson
Ana Ealley	Teebe Negasi.	Tara Turner
Crystal Ford	Dai Nguyen	Jeanetta Vinson
Christopher Garit	Stephanie Pegues	Sandra Zacarias

The DFS Senior Management Team

Michael Becketts	Marijke Hannam
Janet Bessmer	Trina Mayhan-Webb
Alycia Blackwell	Lisa Tatum
Theresa Byers	Margaret Travers
Amy Carlini	Robyn Walden
Oriane Eriksen	Marinela Zamfir
Melanie Fenwick	Toni Zollicoffer
Jon Filbey	

Boards and Commissions under DFS

Board/Commission	Division Responsible
Advisory Social Services Board (ASSB)	Director's Office
Commission on Aging	Adult and Aging Services
Commission for Women	Domestic and Sexual Violence Services
Community Action Advisory Board (CAAB)	Community Action Agency Office
Community Policy Management Team	Children's Services Act Office
Council to End Domestic Violence (CEDV)	Domestic and Sexual Violence Services
Disability Services Board	Aging and Adult Services

DFS BUDGET

Major Milestones¹ in the County Budget Process

Current Fiscal Year	Month	Future Fiscal Year Planning
Fiscal Year begins July 1 Agencies and DMB work on closing out previous fiscal year and recommend necessary adjustments to current fiscal year as part of Carryover Review County Executive provides Carryover Review to the Board of Supervisors	July	
September: Carryover Review adopted by Board of Supervisors, with adjustments	August-October	Agencies analyze past trends and prepare budget submissions for review and analysis by DMB
	November/ December	DMB analyzes agency budget submissions and prepares recommendations to County Executive considering available resources, community needs and Board of Supervisor priorities
Agencies analyze spending and revenue collections and submit analysis and adjustments to DMB for consideration as part of the Third Quarter Review.	January	Advertised Budget developed FCPS Superintendent releases budget and public hearings held
County Executive provides Third Quarter Review to Board of Supervisors	February	County Executive releases Advertised Budget FCPS School Board adopts Advertised Budget
	March	Numerous community and committee meetings held on budget
Third Quarter Review approved by the Board of Supervisors	Late April/Early May	Public Hearings on budget Budget adopted by the Board of Supervisors and guidance adopted for next fy FCPS School Board holds public hearings on budget Budget adopted by FCPS School Board
Fiscal year ends June 30	June	

¹ This is not an exhaustive list of activities, especially with respect to the current fiscal year, as staff is constantly monitoring spending and revenues, among other financial management activities.

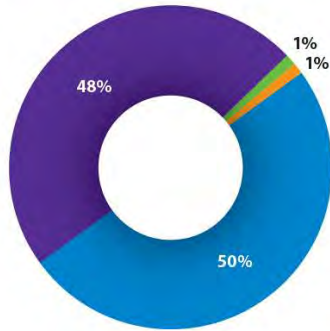


FY 2022 Budget Process Template

Date	Description
November 24, 2020	FY 2022 forecast presented at joint budget meeting of the Board of Supervisors and the School Board
January 7, 2021	Superintendent releases FCPS FY 2022 Proposed Budget
January 26 & 27, 2021	School Board holds public hearings on FCPS budget
February 4, 2021	School Board adopts FCPS FY 2022 proposed budget
February 23, 2021	County Executive presents FY 2022 Advertised Budget
March 2, 2021	Joint Board of Supervisors and School Board Meeting
March 9, 2021	Board of Supervisors advertises FY 2022 tax rates
March 23, 2021	Board of Supervisors advertises <i>FY 2021 Third Quarter Review</i>
April 13, 2021	School Board presents FCPS budget to Board of Supervisors
April 13-15, 2021	Board of Supervisors holds public hearings on FY 2022 Budget
April 27, 2021	Board of Supervisors marks-up FY 2022 Budget
May 4, 2021	Board of Supervisors adopts FY 2022 Adopted Budget
May 11 & 12, 2021	School Board holds public hearings on FCPS budget
May 20, 2021	School Board adopts FCPS FY 2022 Approved Budget
July 1, 2021	FY 2022 begins

DFS Budget – FY20

DFS TOTAL EXPENDITURES



TOTAL = \$181.7 MILLION

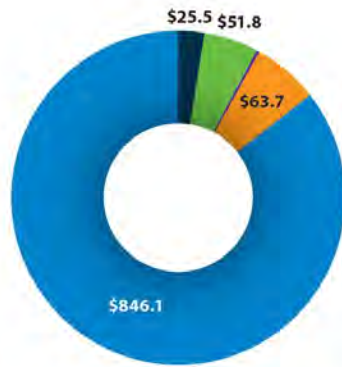
\$181.7 million expended in FY 2020, including fringe benefits. No longer includes Office for Children, which was realigned to the Department of Neighborhood and Community Services in FY 2020.

- Fed/State Revenue**
- Reimbursements-Cities**
- Fees/Other***
- Cost to County General Fund**

*We routinely review expenditures and work with VDSS and VDARS to maximize revenue to limit county costs.



Impact of Public Assistance Programs on the Local Economy



TOTAL = \$990.9 MILLION

\$0.8 Million—Energy Assistance
\$3 Million—Temporary Assistance
for Needy Families (TANF)

- Medicaid Benefits
- Supplemental Nutrition Assistance Program (SNAP)
- Family Access to Medical Insurance Security (FAMIS)
- State Child Care Assistance Program

Major Milestones¹ in the County Budget Process

Current Fiscal Year	Month	Future Fiscal Year Planning	
		County	FCPS
Fiscal Year begins July 1 Agencies and DMB work on closing out previous fiscal year and recommend necessary adjustments to current fiscal year as part of Carryover Review County Executive provides Carryover Review to the Board of Supervisors	July		
September: Carryover Review adopted by Board of Supervisors, with adjustments	August-October	Agencies analyze past trends and prepare budget submissions for review and analysis by DMB	
	November/ December	DMB analyzes agency budget submissions and prepares recommendations to County Executive considering available resources, community needs and Board of Supervisor priorities	
Agencies analyze spending and revenue collections and submit analysis and adjustments to DMB for consideration as part of the Third Quarter Review.	January	Advertised Budget developed FCPS Superintendent releases budget and public hearings held	
County Executive provides Third Quarter Review to Board of Supervisors	February	County Executive releases Advertised Budget FCPS School Board adopts Advertised Budget	
	March	Numerous community and committee meetings held on budget	
Third Quarter Review approved by the Board of Supervisors	Late April/Early May	Public Hearings on budget Budget adopted by the Board of Supervisors and guidance adopted for next fy FCPS School Board holds public hearings on budget Budget adopted by FCPS School Board	
Fiscal year ends June 30	June		

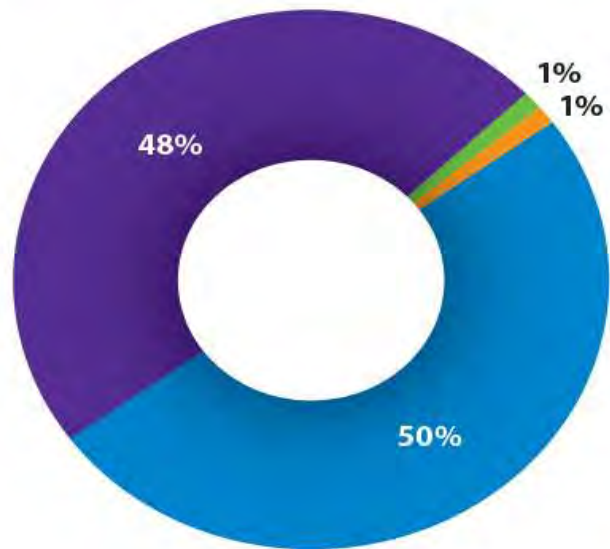
¹ This is not an exhaustive list of activities, especially with respect to the current fiscal year, as staff is constantly monitoring spending and revenues, among other financial management activities.

FY 2022 Budget Process Template

Date	Description
November 24, 2020	FY 2022 forecast presented at joint budget meeting of the Board of Supervisors and the School Board
January 7, 2021	Superintendent releases FCPS FY 2022 Proposed Budget
January 26 & 27, 2021	School Board holds public hearings on FCPS budget
February 4, 2021	School Board adopts FCPS FY 2022 proposed budget
February 23, 2021	County Executive presents FY 2022 Advertised Budget
March 2, 2021	Joint Board of Supervisors and School Board Meeting
March 9, 2021	Board of Supervisors advertises FY 2022 tax rates
March 23, 2021	Board of Supervisors advertises <i>FY 2021 Third Quarter Review</i>
April 13, 2021	School Board presents FCPS budget to Board of Supervisors
April 13-15, 2021	Board of Supervisors holds public hearings on FY 2022 Budget
April 27, 2021	Board of Supervisors marks-up FY 2022 Budget
May 4, 2021	Board of Supervisors adopts FY 2022 Adopted Budget
May 11 & 12, 2021	School Board holds public hearings on FCPS budget
May 20, 2021	School Board adopts FCPS FY 2022 Approved Budget
July 1, 2021	FY 2022 begins

DFS Budget – FY20

DFS TOTAL EXPENDITURES



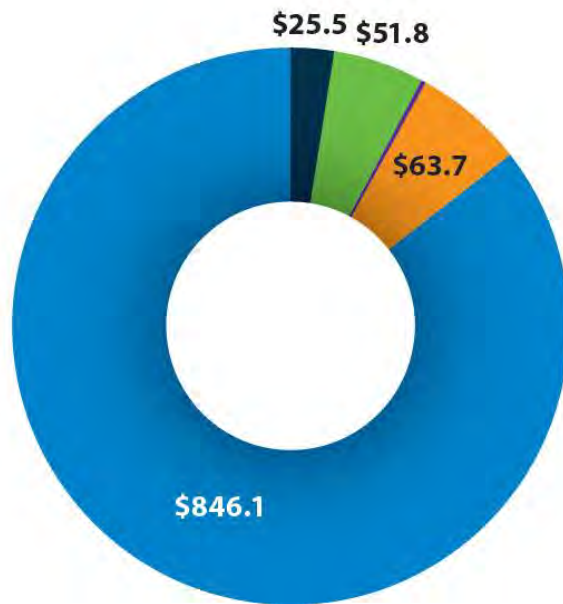
TOTAL = \$181.7 MILLION

\$181.7 million expended in FY 2020, including fringe benefits. No longer includes Office for Children, which was realigned to the Department of Neighborhood and Community Services in FY 2020.

- Fed/State Revenue**
- Reimbursements-Cities**
- Fees/Other***
- Cost to County General Fund**

*We routinely review expenditures and work with VDSS and VDARS to maximize revenue to limit county costs.

Impact of Public Assistance Programs on the Local Economy



TOTAL = \$990.9 MILLION

\$0.8 Million—Energy Assistance
\$3 Million—Temporary Assistance for Needy Families (TANF)

- Medicaid Benefits
- Supplemental Nutrition Assistance Program (SNAP)
- Family Access to Medical Insurance Security (FAMIS)
- State Child Care Assistance Program

BOARD MEMBERS IN ACTION

County Activities for Members

- Budget Presentations
- Human Service Issue Paper
- Proclamations and other Recognitions and Awareness Months

Community Networks

Interface with staff



County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

April 14, 2021

Chairman Jeff McKay
Board of Supervisors
County of Fairfax
12000 Government Center Parkway
Fairfax, Virginia 22035

Dear Chairman McKay:

The Advisory Social Services Board (ASSB) advises the Director of the Department of Family Service (DFS) to support the agency in providing vital programming that meets the basic needs for vulnerable residents of Fairfax County. DFS accomplishes its work by addressing safety and protection, furthering economic self-sufficiency, supporting family resilience, and improving quality of life for Fairfax residents.

This has been an especially trying year for DFS staff, clients, and stakeholders. Given the hardships imposed by the COVID-19 crisis, ASSB members are proud of how DFS staff rose to the occasion, and we are delighted to hear that FY22's proposed budget contains no effective service cuts. Thank you so much for recognizing the needs in our community and for supporting staff at a time of increased demand for the services they provide.

In this upcoming fiscal year, however, we expect a range of new challenges for DFS to undertake. Just as the onset of the pandemic created demand for services to be delivered in novel ways and irregular levels, so too will our county's reopening see a new set of demands. For example, DFS staff anticipate a significant increase in referrals to Child Protective Services as children and youth return to school. In addition, we anticipate a growing need for public assistance benefits and employment services as those who have been dislocated from their work may continue to be affected by the aftermath of the pandemic – even in the recovery stage. Undoubtedly, the impact to individuals and need for health care services will also grow.

We also ask the Board to be mindful of the racial and social equity implications from the COVID-19 crisis. As we noted last year, residents of color are being disproportionately affected by the pandemic in areas of health and social wellbeing. We ask the Board to maintain an equity lens in future regulatory and funding decisions should we see an increased workload that comes from equitably helping members of these communities.

The ASSB's work is guided by notion embedded within One Fairfax, "We all do better when we ALL do better." During these difficult times it remains important that we remember that the success we see in Fairfax County is built upon a framework that provides all residents with the opportunity to live their best lives.

Department of Family Services
12011 Government Center Parkway
Fairfax, Virginia 22035
Tel: 703-324-7800; TTY 703-222-9452
www.fairfaxcounty.gov



As general and targeted funding makes its way to Fairfax through our state and federal partners to continue to address the pandemic, we ask the Board to be strategic in how these resources can be used to support vulnerable residents. We encourage you to consider how the County can combine new funding streams, such as those coming from the American Rescue Plan Act, with existing resources to support affordable housing initiatives, workforce development activities, access to childcare, health access, and the safety and protection of our community.

Thank you so much for the opportunity to provide comments on the budget during this time.

Sincerely,



David T.S. Jonas, Chair
Fairfax County Advisory Social Services Board

Cc: Michael A Becketts, Director
Department of Family Services



County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

July 21, 2021

Dear Director Becketts and DFS Staff:

Thank you so much for the opportunity to review and offer thoughts on the 2022 Fairfax County Human Services Issue Paper. Below you will find four sections with recommendations on additional language for the report that we believe will help further Fairfax County's policy goals when requesting legislation, funding, and regulatory support from the Commonwealth related to family services.

Foster Care

For foster care services in Fairfax County, we recommend the issue paper request:

- Continued support for the Children's Ombudsman office within the Virginia's Department of Social Services. Long-term funding and support for this office will help identify potential cases of mistreatment and improve outcomes for foster families here in Fairfax County.
- More support for state, local, and volunteer-generated outreach to potential foster families, including more visible recruitment efforts and more programming to build awareness around the need for more foster families, particularly those willing to care for children under two and those in high school.
- Where possible, increased financial support and certification help for foster families, specifically for those willing to care for very young children, teenagers, and those willing to help keep families together.

Tenant Legal Assistance

- As the draft issue paper notes, the Commonwealth should "Expand resources available to ensure legal assistance and aid to tenants facing eviction." We would further note that while resources are critical, they may not always reach potential beneficiaries due to a lack of proactive notification. We recommend language that advocates for a robust prevention program.

Caregiving

- We note that the Older Adults and People with Disabilities section does not have a specific recommendation outside of reaffirming the previous position. We recommend adding language to indicate that the County supports funding for programs that promote



the independence, self-sufficiency, and community engagement of older adults and people with disabilities.

- We recommend language noting the need for increased wages for home health aides. Low wages are one of the most important drivers of high turnover, disrupting successful relationships built between aides and clients.
- We recommend language that focuses on the needs of young people with disabilities that oftentimes arise when transitioning from school programs to day services. Specifically, we recommend language noting that parents need safe and reliable transportation, the need for these young adults to be able to maintain a variety of social interactions, and the need for day programs to have extended hours for working parents.

General Notes

- The draft we were provided had statistics and an outlook generally in line with FY 2021. For example, it noted that we were operating in a time of reduced revenues, which may not be the case for FY 2022. We know staff will update these aspects of the report, but we did want to bring it to staff attention just to be extra sure!

Again, thank you so much for the opportunity to provide comments on this very important policy document. Please do not hesitate to reach out to us if you have any questions or concerns.

Sincerely,

David T.S. Jonas, Chair
On behalf of the Fairfax County Advisory Social Services Board

Cc: Each member of the Fairfax County Advisory Social Services Board



ENGAGING WITH THE COMMUNITY

Engaging With Your BOS Member

Partnerships

- Human Services Council
- Human Service Advisory Committee
- Other BAC's
- Influencing and informing your circles

Board Priority Tasks

- April – Budget Testimony
- June – Human Service Issue Paper Review and Comment
- October – December – ASSB Annual Report

ANNUAL REPORT

Requirements and Purpose

- Annual written report
- Describes actions of the ASSB and plans for future actions and activities
- Provided to members of the Board of Supervisors, City Councils, the County Executive

October – preparation begins

January – report provided to members of the Board of Supervisors, City Councils, the County Executive



FAIRFAX COUNTY DEPARTMENT OF
FAMILY SERVICES

ADVISORY SOCIAL SERVICES BOARD



ANNUAL REPORT

2020

ANNUAL REPORT

A Fairfax County Publication



Advisory Social Services Board

The Advisory Social Services Board interests itself in all matters pertaining to the social welfare of the people served by the Fairfax County Government. The Board monitors the formation and implementation of social welfare programs; meets with the Director of Social Services (in Fairfax County it is the Director of Family Services) at least four times annually for the purpose of making recommendations on policy matters; makes an annual report to the governing body concerning the administration of the public welfare program; and submits to the governing body other reports the advisory body deems appropriate.

David T.S. Jonas, Chair

At-Large Chairman's Office

Karen Darley

Braddock District

Stephanie Sedgwick

Dranesville District

Sarah Newman

Hunter Mill District

Julie P. Shepard

Lee District

Dr. Nancy Dalton Hall

Mason District

Kendal Vahovius

Mt. Vernon District

Marcela Lievano Martinez

Providence District

Amrita Banerjee

Springfield District

Alice Foltz

Sully District

Michael A. Becketts, MSW, MSHA, MEd

Director of Family Services



County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

Dear Chairman McKay and Members of the Board of Supervisors,

The Advisory Social Services Board (ASSB) presents this annual report on the services provided by the Department of Family Services (DFS) as a summary of the department's accomplishments over the past year, as well as a record of the outcomes DFS has achieved. The ASSB is required under the Code of Virginia to issue an annual report on the department's activities, and as this report shows, the need for DFS services remains high throughout Fairfax County.

The ASSB is especially appreciative of DFS's accomplishments in a year marked by the county's response to the COVID-19 pandemic. Services were expanded for older adults to help deliver medication and groceries, nutrition programs were updated to extend renewals and increase benefits, and other DFS services were updated to be delivered electronically or otherwise keep social distancing in mind. In this difficult year, DFS estimates that one in every five households in the county has been helped in some way by its services—either through direct use of programs, calling emergency hotlines, attending community outreach events, or volunteering.

The ASSB—this year especially—commends DFS staff, volunteers, and other community members who ensured that the increased demand for services in several areas was continuously met at a high level, often in creative and original ways.

The success we have seen in Fairfax County over recent years is built upon a framework that provides all residents with the opportunity to live their best lives. The services offered by DFS through the divisions of Adult and Aging, Children, Youth, and Families, Domestic and Sexual Violence Services, Healthy Minds Fairfax, and Self-Sufficiency help people in crisis and prevent future crises from occurring. We must continue to provide equitable opportunities as far upstream as possible—not just at the very end.

Investing in our community and all its members through these prevention programs avoids the need for more serious and expensive actions and leads to a more just society. We know with critical early intervention services, children are more likely to be successful in school and require fewer services; teens are more likely to be engaged in work or educational pursuits and less likely to be incarcerated; adults are more likely to own homes and businesses, and older adults are more likely to remain active and independent. This is the foundation of a strong and vibrant community.

We strongly believe that successful prevention programs in DFS and throughout the Health, Housing, and Human Services system must remain funded and be allowed to expand to meet demand throughout Fairfax County. Equally important, the county needs to invest in measuring outcomes and to continuously learn what impacts these services are having on our residents. DFS and other departments must be diligent in collecting this kind of data and then using it constructively to make our system more accessible, equitable, and successful.

As we build upon these accomplishments, we look forward to working collaboratively with the county to implement its new strategic plan and to emerge from the COVID-19 pandemic stronger and more vibrant than ever.

Sincerely,

David T.S. Jonas, Chair

Advisory Social Services Board

The Fairfax County Department of Family Services (DFS) strengthens the well-being of our diverse community by protecting and improving the lives of children, adults, and families through assistance, partnership, advocacy, outreach, and quality services. Our services provide the framework for a strong and resilient Fairfax County: safe communities, a thriving economy, excellent schools, and opportunities for everyone to feel connected and engaged.

DFS has over 50 programs and services. These services allow us to partner with our public safety and judicial resources and lessen the strain on these systems by: responding to allegations of abuse and neglect of children and vulnerable adults; providing resources and support for those experiencing interpersonal or sexual violence; providing employment and training support to increase the workforce and tax base; improving self-sufficiency of county residents facing various socioeconomic challenges; supporting lifelong learning of children and adults; and creating an environment where all residents have opportunities to live their success story and thrive.

There are five main divisions that provide direct services to the community:

- ▶ Adult and Aging
- ▶ Children, Youth and Families
- ▶ Domestic and Sexual Violence Services
- ▶ Healthy Minds Fairfax/Children's Services Act
- ▶ Self-Sufficiency.

Our service delivery system is supported by key administrative and operational offices which include Communications, Fiscal Services, Human Resources, Logistics and Facility Services, Information Technology and Data Analytics.

SETTING A NEW FOUNDATION

During this year, DFS developed new mission and vision statements and defined a set of core values that anchor the foundation of our work to support our community. Our mission statement defines who we are and what we do. Our vision statement defines what we aspire to be. We use our values as the guiding principles that shape our behavior and actions. Together, this triad serves as the foundation for the Department of Family Services from which structures are built, plans are developed, and services are provided. By reconceptualizing the vision, mission, and developing a set of core values, DFS is well postured to align our work with the countywide Strategic Plan and One Fairfax initiative.

MISSION:

The Department of Family strengthens the well-being of our diverse community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy, outreach, and quality services.

VISION:

Fairfax County is a community where everyone lives their success story and thrives.

Our values are the grounding principles that shape organizational behavior to lead to better outcomes for those served by DFS. The five values are:

PEOPLE-FOCUSED

- ▶ We are committed to ensuring that employees have the tools to be successful in their roles, have opportunities to learn and employ new skills, and are supported in mastering their roles to provide exemplary service.
- ▶ Each employee of the Department of Family Services focuses on the people we serve to make a positive impact on their lives and communities in which they live.
- ▶ Each voice is vital to the success of the organization. No matter what role a person has in the Department, everyone is a valued contributor.

EQUITY

- ▶ We are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities.
- ▶ We unequivocally reject racism, violence, and bigotry in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices.

ACCOUNTABILITY

- ▶ We are dedicated public servants who exercise great care in our efficient and effective management of County resources.
- ▶ We serve with honesty and transparency.
- ▶ We accept responsibility and ownership for our work including our decisions, our successes, and our shortcomings.
- ▶ We engage in data-driven decision making, monitoring and adjusting our approach and business processes accordingly to ensure our work is achieving desired results.

PARTNERSHIP

- ▶ We engage in strategic partnerships at all levels – with clients, co-workers, within and across departments, and with community partners and other jurisdictions as required.
- ▶ We seek opportunities to collaborate, plan and align our work at all levels for the benefit of the community.
- ▶ We are dedicated to ensuring a diversity of voices and experiences are included in decision making.

INNOVATION

- ▶ We strive for new, innovative, and more effective approaches for our work to advance the wellbeing of our community.
- ▶ We work to enhance existing partnerships and create new partnerships, funding sources, and service improvements.
- ▶ We actively seek input from and encourage full engagement of people with a diversity of perspectives.

COVID-19



In 2020, the world was impacted by the COVID-19 pandemic resulting in a significant increase in service demands and exacerbating the inequities in our community. During this critical time, DFS upheld its mandate to continue critical services and ramped up its ability to respond to changing conditions. Virtual service delivery was significantly expanded, as well as teleworking options and support for employees. These efforts have been successful, and many are being considered for longer term inclusion as regular business practices which may require future resource investments.

DFS has collaborated with departments throughout the county's Health, Housing, and Human Services system and community-based organizations to leverage new funding for economic supports and to provide for basic human needs such as food, shelter, transportation, and access to health care. The following information is illustrative of the ways DFS improved its business practices to meet the changing landscape in response to COVID-19:

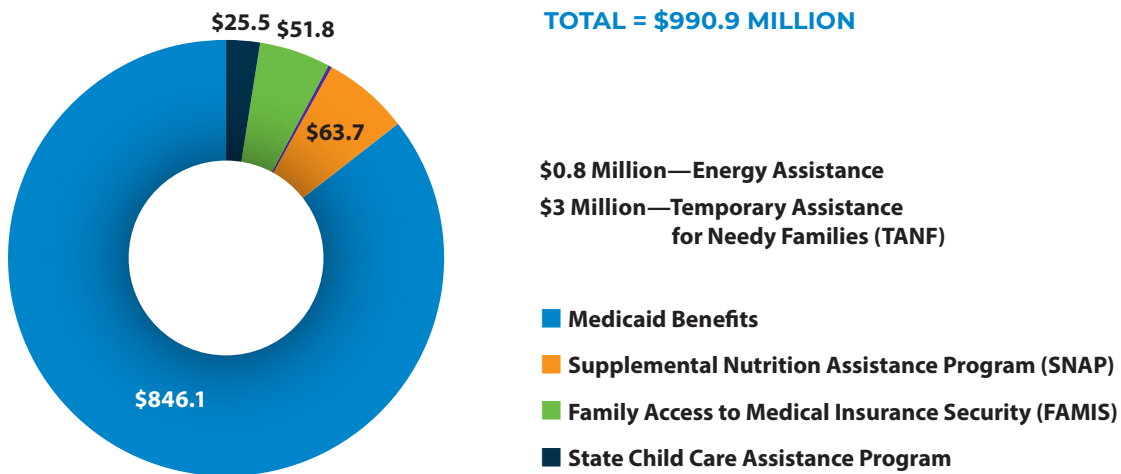
- ▶ Conceptualized the **"Assistance from a Distance"** campaign that successfully disseminated hotline numbers, resource lines, and service numbers for residents to link to areas such as Adult Protective Services, Child Protective Services, Caregiver Resources, Meals on Wheels, Domestic and Sexual Violence Services, and Medical and Financial Benefits. The campaign slogan was also adopted by the county to reflect its approach to delivering services virtually.
- ▶ Implemented state policy changes for the **Supplemental Nutrition Assistance Program (SNAP)** and **Medicaid** to extend and increase monthly benefits to eligible individuals and families.
- ▶ Ensured basic nutritional needs for older adults were met by expanding the **Meals on Wheels Program** and launched **grocery shopping and medication pickup** for Adult and Aging clients. Also developed several virtual opportunities to mitigate social isolation of older adults.
- ▶ Maximized the use of social and print media and ensured that critical information about **accessing services** was translated into **multiple languages** including Spanish, Korean, Chinese, Vietnamese, Arabic and Farsi.
- ▶ Recognized the impact of employment loss during this time and collaborated with Virginia Career Works to **move all its employment services to virtual platforms** to support the chronically and newly unemployed.
- ▶ Launched new programs such as **DFS Virtual Parent Cafes** to connect with residents on important parenting topics and established a parent support warmline for parents and caregivers of children to call for information about child rearing and other needs during the COVID response.
- ▶ **Collaborated with FCPS and NCS** to develop and issue a toolkit to the community to help people identify signs of child abuse and neglect and how to make a report to **Child Protective Services**. This tool was distributed through **multiple media channels and reached over 600,000 people** in the county and was adopted by the Virginia Department of Social Services as a model that was then distributed to every Social Services department in the Commonwealth.
- ▶ Implemented **telehealth for services involving domestic and sexual violence counseling, ADAPT classes for offenders, and advocacy**. The DSVS division also moved community trainings to a virtual platform, which enabled us to educate many more people, and implemented a mass outreach and awareness effort to reach victims that may have been sequestered at home with their abusive partners.

In response to COVID-19, DFS has strategically, effectively, and efficiently modernized how services are delivered. The "Assistance from a Distance" campaign demonstrates our **commitment to**

the continued delivery of much needed services while maintaining social distancing and other requirements to ensure everyone’s physical health and safety. Much has been learned and service delivery will never be the same as the department begins exploring how to continue providing services through virtual access while also recognizing the need to maintain a physical presence in our locations to ensure that county residents can be served in person or remotely.

STATEWIDE BENEFITS, ALL SOURCES FY 2020 Fairfax County, Fairfax City, and City of Falls Church (in millions)

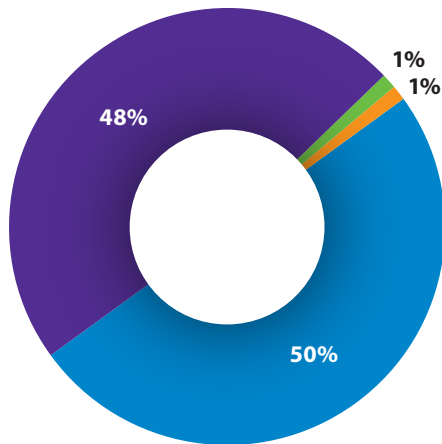
DFS conducts eligibility determinations for state and federal public assistance programs, where the financial assistance benefit flows directly from the state to the recipient. In FY 2020, the state disbursed a total of \$990.9 million dollars to residents of Fairfax County, Fairfax City and the City of Falls Church for these programs: Medicaid Benefits, Supplemental Nutrition Assistance (SNAP), Energy Assistance, Temporary Assistance for Needy Families (TANF), Family Access to Medical Insurance Security (FAMIS), and state Child Care subsidies.



DEPARTMENT OF FAMILY SERVICES (ALL SOURCES, FY 2020)

DFS social service programs and other client assistance are also funded through the County financial system, and offset with revenue from County, State and Federal funds. Nearly \$181.7 million was expended in FY 2020, including fringe benefits and \$12.5 million in grants.

DFS TOTAL EXPENDITURES

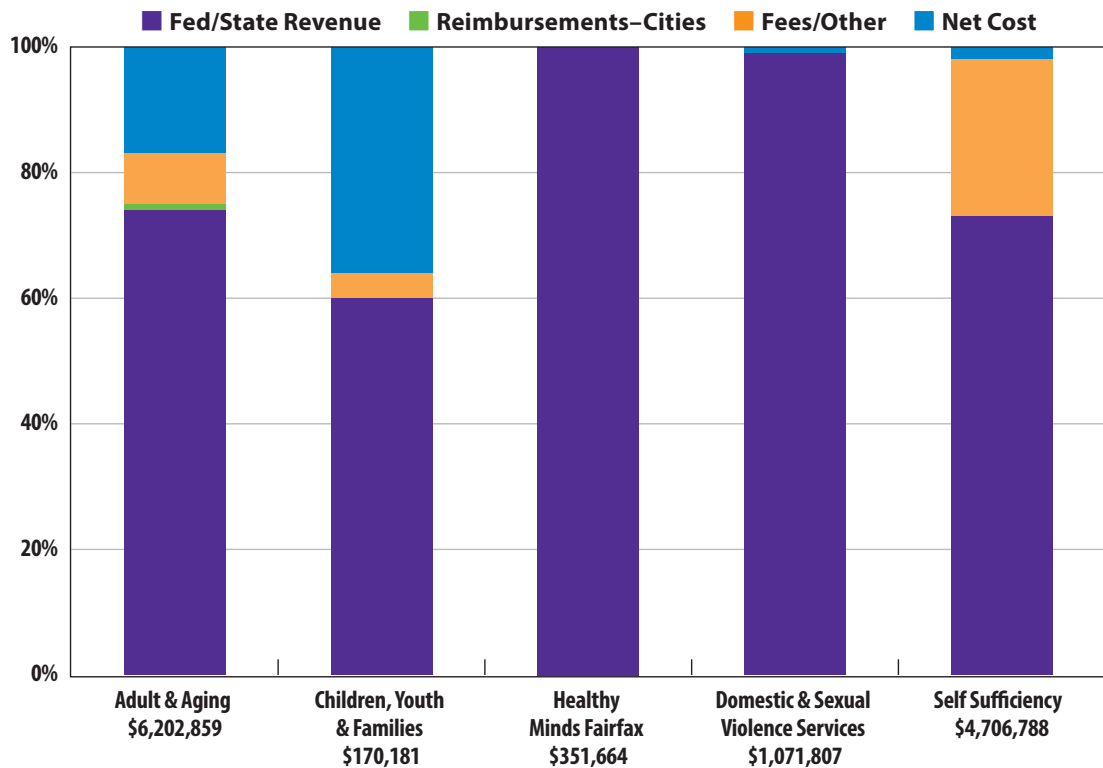


TOTAL = \$181.7 MILLION

\$181.7 million expended in FY 2020, including fringe benefits. No longer includes Office for Children, which was realigned to the Department of Neighborhood and Community Services in FY 2020.

- Fed/State Revenue
- Reimbursements-Cities
- Fees/Other*
- Cost to County General Fund

FY 2020 GRANTS BY DIVISION—SOURCES OF SUPPORT TOTAL = \$12.5 MILLION



Roughly 48% of the DFS budget, inclusive of fringe benefits, is supported from State and Federal funds passed through the State. These revenues support the compensation of local social services staff working on mandated state programs, as well as contractual services and assistance subsidies in support of clients. The Cities of Falls Church and Fairfax contribute approximately \$2.4 million toward the annual cost of social services and services provided under the Children's Services Act.

FY 2020 GRANT EXPENDITURES AND SOURCES OF GRANT SUPPORT

GRANTS	Fed/State Revenue	Reimbursements/Cities	Fees/Other Reimb	Cost to County General Fund	Total Expended FY 2020	
Adult and Aging	\$4,572,496	\$67,944	\$481,187	\$1,081,232	\$6,202,859	These grants provide supportive services for seniors, home-delivered and congregate meals, caregiver support, and Medicare enrollment assistance. Federal and state funding sources, reimbursements from area jurisdictions, and voluntary contributions from program participants support grant expenditures.
Children, Youth and Families	\$103,139		\$6,580	\$60,462	\$170,181	Grants support assistance to foster care youth and youth transitioning to adulthood, and services and training to support safe and stable families. Federal Title IV-E funding passed through the state and state funding supports these grants.
Healthy Minds Fairfax	\$352,064			-\$400	\$351,664	One grant supports a contract for comprehensive community mental health services for children with emotional disturbances. Revenue comes from Federal pass-through funding from the U.S. Department of Health and Human Services.
Domestic and Sexual Violence Services	\$1,067,275			\$4,532	\$1,071,807	Grant activities are focused on domestic violence prevention and response services, crime victim assistance, and the enforcement of protective orders. These grants are largely supported by Federal pass-through funding.
Self-Sufficiency	\$3,457,865		\$1,161,080	\$87,843	\$4,706,788	Grants are primarily focused on Employment and Training programs, including the regional Workforce Innovation and Opportunity Act (WIOA) grants. These grants provide job readiness supports and training, and youth work experience programs. Inova Hospital also provides revenue for the County to dedicate self-sufficiency staff to processing financial and medical assistance applications at Inova Hospital.
Total Grants	\$9,552,839	\$67,944	\$1,648,847	\$1,233,669	\$12,503,299	

The Adult and Aging Division of the Department of Family Services provides services and education to older adults, adults with disabilities, and family caregivers. Each program area maximizes safety and independence, as well as enhances family and social supports, with an emphasis on community education and volunteer resources.

Adult Protective Services

Conducts investigations and provides services in response to suspected abuse, neglect, and exploitation involving adults age 60 and older and adults age 18 and older who are incapacitated.

Adult Services

Provides case management services, Medicaid pre-admission screenings, and home-based care for eligible adults over 60, and adults with disabilities.

Disability Rights and Resources

Promotes the self-sufficiency and well-being of people with disabilities through advocacy, education, and consultation regarding legal rights and protections, solution management, and by connecting people to resources and services.

Fairfax Area Agency on Aging

Organizes, coordinates, and offers community-based services and opportunities for older adults, adults with disabilities, and family caregivers, leveraging an extensive network of volunteers and partners. Services include:

- ▶ Congregate Meals and Home Delivered Meals
- ▶ Volunteer Solutions
- ▶ Northern Virginia Long-Term Care Ombudsman
- ▶ Insurance Counseling
- ▶ Case Management Services
- ▶ Livable Communities Development
- ▶ Golden Gazette and Outreach.

ADULT & AGING PERFORMANCE INDICATORS

		FY 2018	FY 2019	FY 2020
Adult Protective Services	Investigations	1,221	1,330	1,346
	Clients who needed protective services	818	908	1,177
Adult Services/Case Management	Clients served	2,383	2,722	2,785
Fairfax Area Agency on Aging	volunteers who served older adults, adults with disabilities and caregivers	3,987	3,796	3,155
		131,652 hours	135,918 hours	97,019 hours

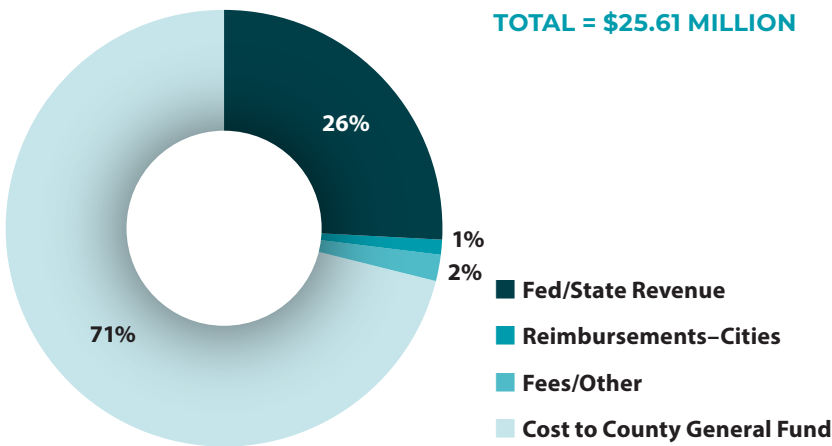
The Story Behind the Numbers

Adult Protective Services responds to suspected abuse and neglect of vulnerable adults, and has experienced an increase in the number of referrals and the number of adults in need of protective services in recent years. In FY 2020, there were 1,346 investigations and 83% (1,117) were found to be in need of protective services. This was a significant increase from FY 2019, where 68.2% of clients were in need of services, and 67% respectively in FY 2018.

Adult and Case Management Services provide needed supports so that older and disabled adults can remain safely in their homes and access community-based resources. Clients needing ongoing protective services are served by Adult Services and Case Management, and often receive services for one or more years. These services include the delivery of meals, provision of in-home care supports, and supports to family members caring for aging or disabled adults.

Providing information, consultation, and support for caregivers of older adult family members is a priority under the Older Americans Act, and is the main focus area for the division. Out of 17,906 calls in FY 2020 to the Aging, Disability, and Caregiver Resource phone number, 1,194 were for consultation. In addition to consultation for caregivers, the division continues to offer informational seminars, in-home respite services based upon eligibility, care coordination, and support groups.

ADULT AND AGING EXPENDITURES



FY 2020 expenditures for Adult and Aging programs are supported by the County and other sources, including federal funding passed through the state for the Social Services Block Grant, Adult Protective Services, and Home-based Care Services; and by Virginia Department of Aging and Rehabilitation grants to improve the quality of life and promote independence of older adults, adults with disabilities and family caregivers.

SUPPORTING SOURCES

Fed/State Revenue	Reimbursements—Cities	Fees/Other	Cost to County General Fund
\$6,611,864	\$207,571	\$597,485	\$18,192,031

Spotlight on Volunteers

Volunteers continue to provide an array of services to help older adults, adults with disabilities, and caregivers to live safely in their homes and in facilities. These services often fill important gaps that promote independent living and community inclusion which are critical to the social and emotional well-being of our older adults and adults with disabilities.

Volunteers provide important services such as:

- ▶ Transporting older adults and adults with disabilities to medical appointments and helping them with grocery shopping.
- ▶ Visiting older adults in nursing and assisted living facilities and helping to resolve daily living issues.
- ▶ Providing companionship and social interaction to older adults receiving Meals on Wheels while also encouraging healthy nutritional habits.

Local and national businesses headquartered in the county are partnering with their staff and resources to engage in a variety of group volunteer projects. The projects include installing stair rails to support home safety, decluttering and cleaning up yard debris to reduce the likelihood of fines from homeowner associations, and other projects to make homes safer and more livable.

In FY 2020, 3,155 Adult and Aging volunteers donated 97,019 hours. The numbers of volunteers and hours donated decreased from previous years due to COVID-19's impact on face-to-face volunteer opportunities. The value of the Adult and Aging volunteer hours using the 2019 Virginia Average Hourly Volunteer hourly rate of \$28.46 (the most recently published rate) equates to \$2,761,160.74. While this represents significant monetary value, the increase in social interaction, independence, and safety yields invaluable outcomes for older adults, adults with disabilities and caregivers.

The Children, Youth and Families Division includes programs designed to protect children from harm, prevent child abuse and neglect, support families, and help them remain together safely for the long-term emotional and physical health of the children.

Child Abuse and Neglect Prevention

Supports families, particularly those at risk of child abuse or neglect, through community-based parent education and other family support services. Programs include: Healthy Families Fairfax, Neighborhood Networks, Parenting Education Programs, and Volunteer and Partner Services.

Child Protective Services

Protects children from abuse and neglect by assessing their safety, risk of harm, and the family's strengths and needs. This includes providing support and connecting families to services needed to help keep families safely intact.

Protection and Preservation Services

Prevents child abuse and neglect and preserves families by enhancing families' ability to provide safe, stable, and nurturing environments for their children. This program area provides clinical case management and support services to children living at home with their families.

The Family Engagement Program

Brings immediate and extended family members together through partnership meetings, kinship

support, and father engagement, empowering them to make decisions regarding the safety, stability, and well-being of their children. The setting is family-driven and focuses on family strengths.

Foster Care and Adoption Services

Provides placements and services for children who cannot safely remain with their families. This unit also provides services to children's birth families and resource families to enable children to return home safely, be placed with relatives, or be placed in adoptive families.

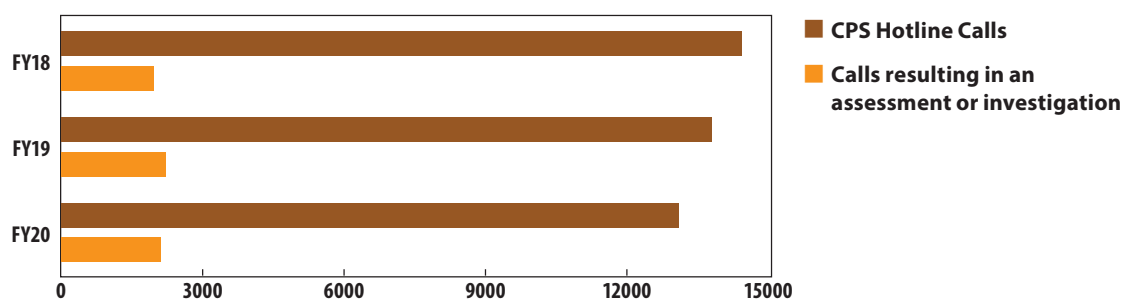
Foster Care and Adoption Resource and Support

Recruits, trains, and supports foster and adoptive parents. This unit matches children with appropriate placements and helps teens learn life skills and achieve permanency. It provides financial and supportive services, when needed, to adoptive parents.

Quality Programs

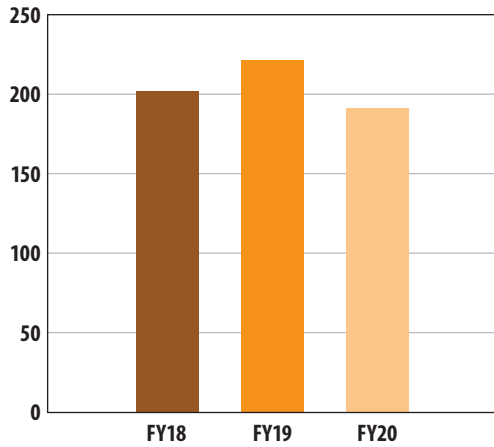
Supports improvement efforts through data analysis, practice and process improvement projects, and professional development.

CHILD PROTECTIVE SERVICES



FOSTER CARE AND ADOPTION

Number of children in foster care at the end of the fiscal year

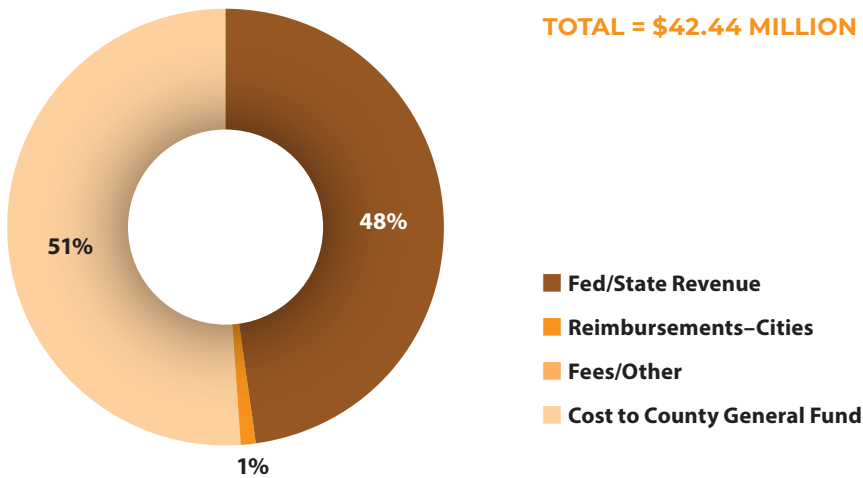


The Story Behind the Numbers

In FY 2021, CYF will build on its success with the state's Program Improvement Plan (PIP) and dig deep into strengthening our clinical practice using the Safe and Connected™ Practice Model and a strong equity lens. This practice model gives us a foundation for how we engage with parents and children so that we can be even more successful in ensuring children's safety and helping families reach their goals. Our equity focus is helping us ensure equitable outcomes by examining our policies, practices, and procedures to eliminate disparities in service delivery and outcomes for those we serve.

CHILDREN, YOUTH AND FAMILIES EXPENDITURES

TOTAL = \$42.44 MILLION



FY 2020 expenditures for Children, Youth and Families are supported by the County and other sources, including federal and state funding associated with the Social Services Block Grant, State Adoption Subsidy, and Title IV-E funding for foster care and supportive services for young adults transitioning out of foster care. In addition, the state provides funding for programs that strengthen and preserve families.

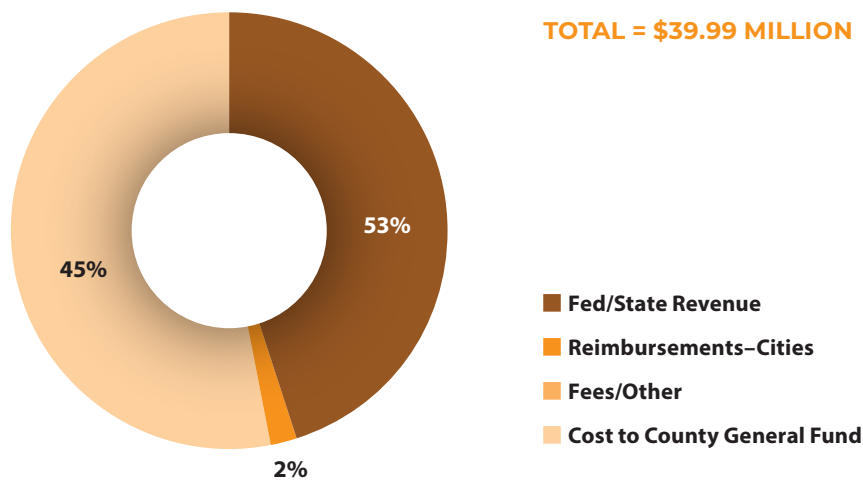
SUPPORTING SOURCES

Fed/State Revenue	Reimbursements—Cities	Fees/Other	Cost to County General Fund
\$20,372,816	\$294,372	\$12,786	\$21,758,997

Healthy Minds Fairfax

Healthy Minds Fairfax, which includes the Children’s Services Act and Children’s Behavioral Health Collaborative, coordinates a full range of mental health and substance abuse services for children and youth across multiple county agencies, the school system, and private treatment providers. These units help youth and families in our community access mental health and substance abuse services and improve the quality of those services.

HEALTHY MINDS FAIRFAX/CHILDREN’S SERVICE ACT EXPENDITURES



The Children’s Services Act program is a mandated state program with a local match rate that varies by type of services, including community-based programs, Private Day Schools, and Residential Treatment Programs. In FY 2020, approximately 53% of expenditures are offset by State funding. The Cities of Falls Church and Fairfax contribute to the cost of serving participants from those cities.

SUPPORTING SOURCES

Fed/State Revenue	Reimbursements—Cities	Fees/Other	Cost to County General Fund
\$21,085,436	\$712,729	\$0	\$18,196,504

The Story Behind the Numbers

The Healthy Minds Fairfax Division coordinates and supports behavioral health care services across public human services agencies including child welfare, private special education and intensive mental health treatment services. During the county and school’s response to COVID, referrals for services reflected changes at the agency level such as reduced referrals from programs such as Child Protective Services (CPS) and Protection and Preservation Services (PPS) as well as from school social workers. The Children’s Services Act program responded to COVID related distance learning and other school changes by keeping in close contact with providers about their operating status and supporting telehealth.

The Domestic and Sexual Violence Services Division offers compassionate and comprehensive state-accredited programs for women, men, teens, and children who have been affected by domestic and sexual violence, stalking, and human trafficking.

Domestic and Sexual Violence Services

Provides a 24-hour crisis hotline, advocacy, information, counseling, resources, and emergency shelter for victims and survivors of domestic and sexual violence. The unit also provides county-wide coordination of resources and services, batterer intervention treatment, as well as education, outreach, and training on issues related to domestic and sexual violence, human trafficking, and stalking.

Advocacy Services

Enhances safety for victims of domestic violence, sexual violence, and stalking through options such as counseling, court education and accompaniment, and support accessing appropriate resources.

Community Engagement

Operates Fairfax County's 24-hour Domestic and Sexual Violence Hotline. The unit promotes awareness of the impact of domestic and sexual violence on our community, including its overlap with child abuse and other forms of interpersonal violence; and provides programs and trainings focusing on intervention strategies and prevention.

Coordinated Community Response

Engages human service and public safety agencies, as well as nonprofit organizations and community leaders, in identifying and implementing best practices, developing innovative prevention and

intervention programming, and raising awareness of the prevalence and impact of these crimes in our community.

Counseling Services

Provides short-term, individual, family, and group counseling to survivors of domestic and sexual violence, stalking, teen dating violence, and human trafficking.

Offender Services: Anger and Domestic Abuse Prevention and Treatment (ADAPT)

Offers violence intervention services for adults who have been abusive with household/family members or dating partners, and violence prevention services for high-conflict couples.

Human Trafficking Services

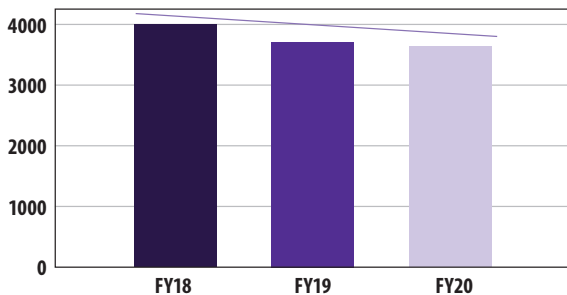
Provides hotline services, advocacy, and counseling to victims of human trafficking. The unit works closely with other regional, county, and community groups to collect data, provide training, and develop response plans.

Stalking Services

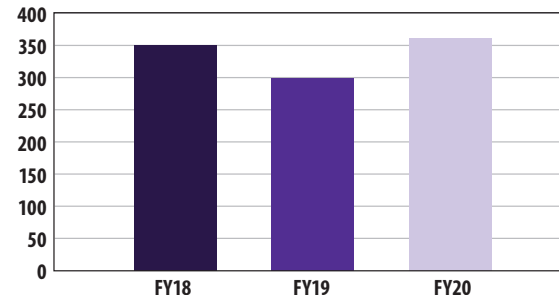
Provides direct advocacy and counseling services for survivors of stalking either in person or through the Fairfax County 24-hour Domestic and Sexual Violence Hotline. The unit provides training and technical assistance to allied professionals to increase their capacity to respond to survivors of stalking in their work.

SURVIVOR SERVICES CLIENTS

(incl. Advocacy, Counseling, Hotline, LAP, and HASA clients)



DV EMERGENCY SHELTER ADMISSIONS



The Story Behind the Numbers

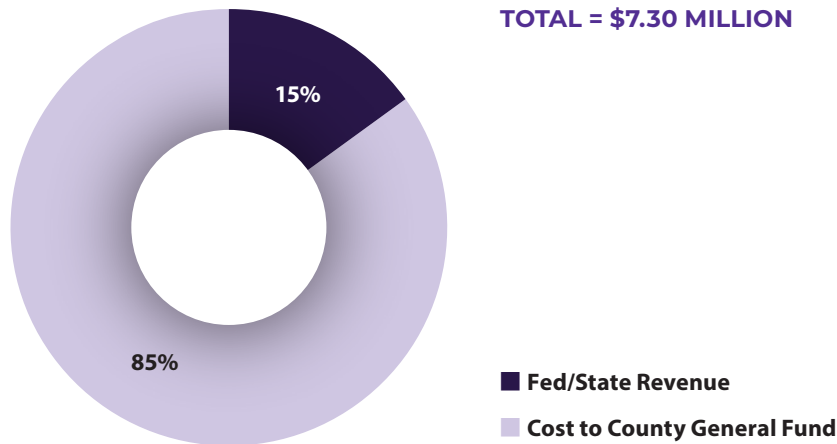
There has been an increase from 2019 to 2020 in the number of callers seeking assistance through DSVS 24/7 crisis line services. COVID-19 initially resulted in a decrease in calls for help. At the beginning of the “stay at home” order, the number of calls declined, and many victims may have been quarantined or isolated with their abusers, creating significant concerns for safety. However, over the past several months, calls have increased and remained consistent. This may be in part due to increased outreach regarding available services such as “Assistance from a Distance,” and from eased restrictions that allowed callers to safely make calls to the crisis line.

DSVS continues to focus efforts on children who witness domestic violence through Step Up 4 Kids, a coalition of 18 government and community partners that is actively planning strategies for improving short-term and long-term outcomes for children and families. To support this initiative, DSVS received \$500,000 in funding from the Office on Violence Against Women (UVW) to create a continuum of essential services, between prevention programming and specialized clinical intervention for children and provide training and technical assistance for professionals and paraprofessionals who serve them.

In addition to Step Up 4 Kids, DSVS is the lead or an active member on several workgroups and task forces to improve the systems’ response to interpersonal violence.

There are also other unmet needs that survivors of domestic and sexual violence have. While not all survivors need emergency shelter, there is a need for financial and rental support to rebuild economic security, reduce the risk of homelessness, and increase financial independence. In addition, survivors and their families benefit from low barrier, easy access to mental health and substance abuse treatment.

DOMESTIC AND SEXUAL VIOLENCE SERVICE EXPENDITURES



Domestic and Sexual Violence Services is supported by the County and other sources, including federal and state grant funding. FY 2020 includes the cost of the Artemis House Domestic Violence Shelter. Fees are collected from Offender Services.

SUPPORTING SOURCES

Fed/State Revenue	Reimbursements—Cities	Fees/Other	Cost to County General Fund
\$1,067,275	\$0	\$45,475	\$6,182,398

The Self-Sufficiency Division provides employment services and public assistance to help individuals and families become self-sufficient and secure a more stable family life.

Public Assistance

Helps low-income individuals and families apply for and receive financial, medical and food assistance to meet basic needs and attain self-sufficiency.

The Supplemental Nutrition Assistance Program (SNAP)

Helps low-income individuals and families purchase food.

Medicaid

Provides medical care for older adults; people with low income; people who are blind or have other disabilities; pregnant women; children in need and their caretakers; and refugees when they first enter the U.S.

The Energy Assistance Program

Helps households with low income pay their heating and cooling bills.

The General Relief Program

Provides financial assistance to adults with low income who have temporary disabilities, and to children in need living with non-relatives.

Temporary Assistance for Needy Families (TANF)

Provides temporary financial assistance to low-income families with children, as parents prepare for and seek employment.

Long-Term Services and Support

A unit of specially trained staff that determines initial and ongoing financial eligibility for long-term care programs such as Medicaid and Auxiliary Grants.

The Health Access Assistance Team

Connects people in need with health care and a “medical home,” such as a federally qualified health center operated by Neighborhood Health or HealthWorks. The collaboration supports optimal utilization of health care resources.

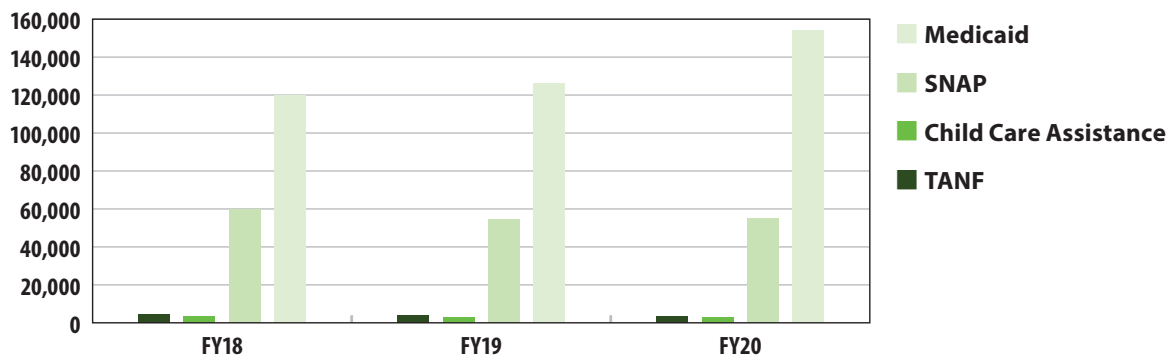
Child Care Assistance

Provides financial assistance for child care to eligible Fairfax County families.

Employment Services

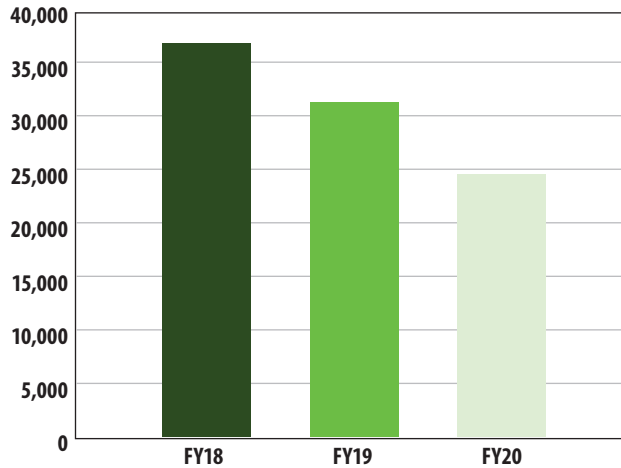
Helps connect and prepare job seekers with employment and training opportunities through one-stop employment resource centers locally known as Virginia Career Works Centers. The program area offers employment workshops, occupational skills training, and job search assistance.

NUMBER OF CLIENTS SERVED



EMPLOYMENT SERVICES

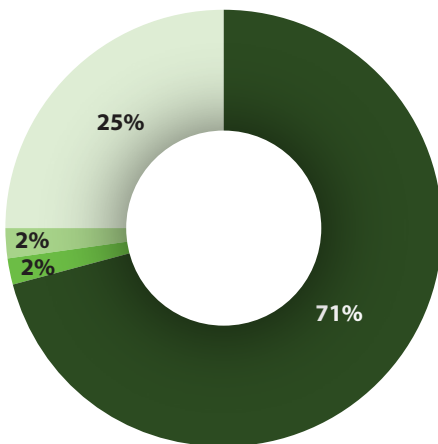
NUMBER OF CLIENTS SERVED



The Story Behind the Numbers

FY 2020 expenditures for Self-Sufficiency are offset by state and federal revenue for staff performing eligibility determinations and referrals into federal and state benefits programs such as Medicaid, TANF, SNAP, Virginia Initiative for Education and Work (VIEW), Refugee Assistance, Disabled and Aging Assistance Payments. State revenue also partially supports the eligibility determinations for the state Child Care Subsidy program. Additional sources of support come to Self-Sufficiency through \$4.7 million in grant funding, primarily for employment and training programs.

SELF-SUFFICIENCY EXPENDITURES



TOTAL = \$51.53 MILLION

- Fed/State Revenue
- Reimbursements—Cities
- Fees/Other
- Cost to County General Fund

FY 2020 expenditures for Self-Sufficiency are supported by the County and other sources, including state and federal revenue for staff performing eligibility determinations and referrals into federal and state benefits programs such as Medicaid, TANF, SNAP, Virginia Initiative for Education and Work (VIEW), Refugee Assistance, Disabled and Aging Assistance. State revenue also partially supports the eligibility determinations for the state Child Care Subsidy program. Additional sources of support come to Self-Sufficiency through \$4.7 million in grant funding, primarily for employment and training programs.

SUPPORTING SOURCES

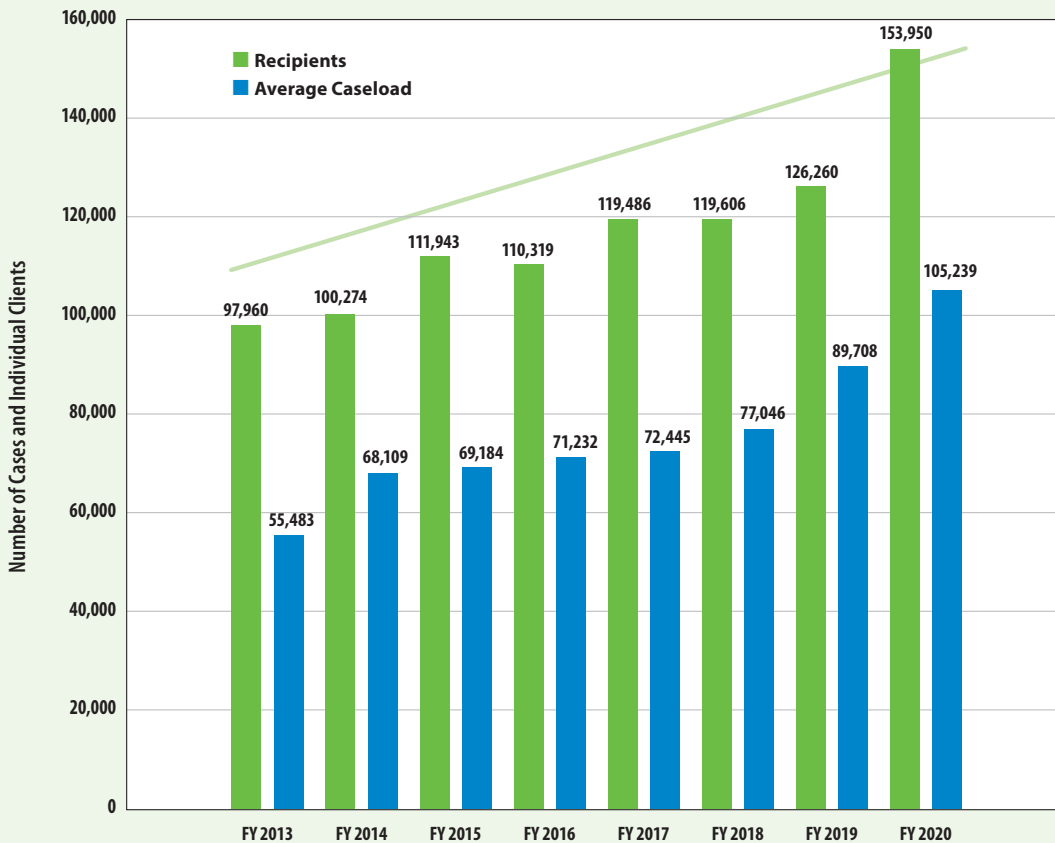
Fed/State Revenue	Reimbursements—Cities	Fees/Other	Cost to County General Fund
\$36,732,052	\$1,056,016	\$1,161,418	\$12,579,639

Medicaid Expansion:

The Affordable Care Act allows states to expand Medicaid coverage to more people with low incomes. Medicaid expansion in Virginia was approved and implemented in January 2019 making it available to Virginia residents earning up to 138 percent of the poverty level (in 2020, that was about \$17,628 for a single person, and about \$36,168 for an adult in a household of three people). Virginia's Medicaid eligibility historically has some of the strictest eligibility standards in the nation, limiting eligibility to a small portion of the population based on stringent income and categorical eligibility requirements.

In March of 2020, the COVID-19 global pandemic impacts were felt immediately within the Self-Sufficiency Division as Medicaid enrollment grew by nearly 10,000 enrollees between the months of March and June 2020. Nearly 4,000 of those newly enrolled are adults now eligible for health care coverage through expanded Medicaid. The positive impacts of Medicaid Expansion include increased access to comprehensive health care, improved health outcomes, and a reduction in the number of uninsured people in our community. Access to health coverage during this public health crisis is essential and contributes to residents leading stronger, more productive lives.

FAIRFAX COUNTY MEDICAID CLIENTS (FY13-FY20)



Data Source: VDSS Data Warehouse



FAIRFAX COUNTY DEPARTMENT OF
FAMILY SERVICES

Office Locations

Alexandria

Human Services Center

Gerry Hyland Government Center
8350 Richmond Highway
Alexandria, VA 22309
703-324-7500; TTY 711

Annandale

Human Services Center

Heritage Center, West Wing
7611 Little River Turnpike
Annandale, VA 22003
703-324-7500; TTY 711

Fairfax

Human Services Center

Pennino Building
12011 Government Center Parkway
Fairfax, VA 22035
703-324-7500; TTY 703-222-9452

Domestic and Sexual Violence Services

Pennino Building
12011 Government Center Parkway,
Suite 740
Fairfax, VA 22035
703-324-5730; TTY 711

Domestic Violence Action Center

Historic Courthouse
4000 Chain Bridge Road, Suite 2702
Fairfax, VA 22032
703-246-4573; TTY 711

Reston

The Department of Family Services has
programs in two different buildings:

Cameron Glen

1850 Cameron Glen Drive
Reston, VA 20190
703-324-7500; TTY 711

Adult and Aging Services

Child Abuse Prevention Services

Foster Care and Adoption Services

Neighborhood Networks

Protection and Preservation Services

Lake Anne

11484 Washington Plaza West
Reston, VA 20190

703-324-7500; TTY 711

SNAP

General Relief

Medicaid/Famis-Plus

Family Access to Medical Insurance

Security (FAMIS)

Health Access Assistance Team (HAAT)

Temporary Assistance for Needy

Families (TANF)

Employment Services

Volunteer Solutions

Child Care Assistance

For information on how to reach
these locations using public
transportation, visit:

www.fairfaxconnector.com


703-339-7200; TTY **703-339-1608** or


www.wmata.com

202-637-7000; TTY **202-638-3780**



For More Information About the Department of Family Services

 Call: 703-324-7500

 Visit: www.fairfaxcounty.gov/familyservices

 Email: DFSInfo@Fairfaxcounty.gov

 Like us on
Facebook



26

