

COMMONWEALTH of VIRGINIA

Department of Social Services



Local Board Member Handbook

March 2023

PREFACE 6

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) 29

Emergency Assistance (EA) 30

Energy Assistance Program (EAP) 30

General Relief (GR) 31

Medical Assistance (MA) Programs 32

Supplemental Nutrition Assistance Program (SNAP) 33

Temporary Assistance for Needy Families Program (TANF) 33

Virginia Initiative for Employment not Welfare (VIEW) 34

Child Care & Early Childhood Development (CCECD) 34

Family Services (DFS) 35

Child Protective Services 36

In-Home Services 37

Foster Care Services for Children and Families 37

Adoption Services 38

Quality Assurance and Accountability 38

Office of Family Violence (OFV)	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
Office of New Americans (ONA)	47
Volunteerism & Community Services (OVCS)	48
Legislative and Regulatory Affairs	49
Licensing Programs (DOLP)	49
State Operations	50
Compliance	50
Appeals and Fair Hearings	50
Civil Rights	51
Quality Control.....	51
Continuous Quality Improvement.....	51
Finance.....	52
General Services and Emergency Management.....	52
Information Technology Services.....	53
Employee and Organizational Strategy.....	53
Human Resources.....	53
Local Training and Development.....	54
Public Affairs (PA)	54
Research & Planning.....	54
Partnering Agencies	54
Office of Children’s Services (OCS)	54
Office of the Attorney General (OAG).....	55
Department of Medical Assistance Services (DMAS).....	55
Department of Aging and Rehabilitative Services (DARS)	56
Department of Behavioral Health and Development Services (DBHDS)	56
Department of Juvenile Justice (DJJ)	56
Office of the Children’s Ombudsman.....	57
CHAPTER 4 – LOCAL BOARD MEETINGS	58
General Principles	58
Protocol for Local Board Meetings.....	59
Agenda.....	59
Usual order of business	60
Minutes	60

Style of Minutes	61
Format of Minutes.....	62
Reading and Approval of the Minutes	62
Closed Meetings	63
Motion for Closed Meetings	63
Reconvening in Open Session	64
Certification of Closed Meeting.....	64
Freedom of Information Act (FOIA)	64
Enforcement.....	65
Public Records	66
Disclosure Principles	66
Requests for Records	66
The Request.....	66
The Response	66
Billing the Requester	67
Exemptions to Disclosure.....	67
Virginia Codes for Board Meetings	68
Virginia Code References for Confidentiality	69
CHAPTER 5 – BUDGET AND FUNDING	70
Roles and Responsibilities	70
Local Governing Body.....	70
Treasurer or Fiscal Officer in Charge	70
General Assembly/State Office.....	70
Local Boards/Directors/Agency Staff.....	71
Local Annual Budgeting Process	71
State Annual Budget Process	72
State Budget Allocations and Local Reimbursement Percentages.....	73
Fiscal Calendars	74
Source of Funds.....	75
CHAPTER 6 – HUMAN RESOURCES	76
Equal Employment Opportunity and Affirmative Action.....	76
Introduction – EEO/AA	76
Equal Opportunity and Hiring	76
Record Keeping Requirements	79
Local Director Hiring, Training and Performance Evaluations	80
Performance Indicators	81
Policy Monitoring and Control	81
Defining Performance.....	82
First Example:	83
Second Example:.....	83

Assessing Performance	84
Reviewing Performance.....	85
Recognition and Incentives.....	85
Communicating Performance Achievements.....	86
Other Policy Performance Reviews	86
Employee Performance Evaluations	88
APPENDIX 1: ACRONYMS COMMON TO DSS	90
APPENDIX 2: COMMON TERMS AND DEFINITIONS	95
APPENDIX 3: LOCAL BOARD MEMBER PRE-SERVICE AGREEMENT	102
APPENDIX 4: LOCAL BOARD DELEGATION OF AUTHORITY TO THE LOCAL DIRECTOR.....	104
APPENDIX 5: POWERS AND DUTIES OF VDSS COMMISSIONER.....	107
APPENDIX 6: POWERS AND DUTIES OF STATE BOARD OF SOCIAL SERVICES	111
APPENDIX 7: SOCIAL SERVICE BUDGET MATCH RATES (estimates).....	112
APPENDIX 8: TEMPLATE FOR OFFER LETTER FOR LDSS DIRECTORS	114
APPENDIX 9: DIRECTOR EPPE TEMPLATE	115

(This page is intentionally left blank)

PREFACE

Welcome to the Local Board of Social Services!

We are pleased to have you as part of our team in fulfilling our shared mission “To design and deliver high quality human services that help Virginians achieve safety, independence and overall well-being.”

Serving on your local board is a tremendous opportunity to serve your local community, and it comes with significant responsibility to champion the work of the department. In this role, you will learn the ins and outs of your local agency, and work closely with state and local partners.

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. One of your main responsibilities is keeping your focus on the clients we serve and helping to ensure that your Local Department of Social Services (LDSS) is engaging clients appropriately, and continuously improving its operational performance to ensure the best possible outcomes for the people who need the support of the LDSS.

As a Local Board member, you will learn about the various programs administered by your LDSS:

- Medicaid
- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)
- Energy Assistance
- Child and Adult Protective Services
- Foster Care
- Adoption
- Child Care Subsidy

and many other partnerships and initiatives designed to embrace, engage, educate and empower our citizens and neighbors.

Depending on your Board type, as a Board member, you may be involved in one or more of the following activities: 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 and the VDSS Regional Director.

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 about LDSS programs 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 wholeheartedly into this work! As a board member, you will:

- 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, 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 we are grateful that you are joining us!

Danny TK Avula, MD, MPH

Commissioner of the Virginia Department of Social Services

INTRODUCTION

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

To design and deliver high-quality human services that help Virginians achieve safety, independence and overall well-being.

VDSS VISION

A commonwealth in which all Virginians have the resources and services they need to shape strong futures for themselves, their families and their communities.

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.

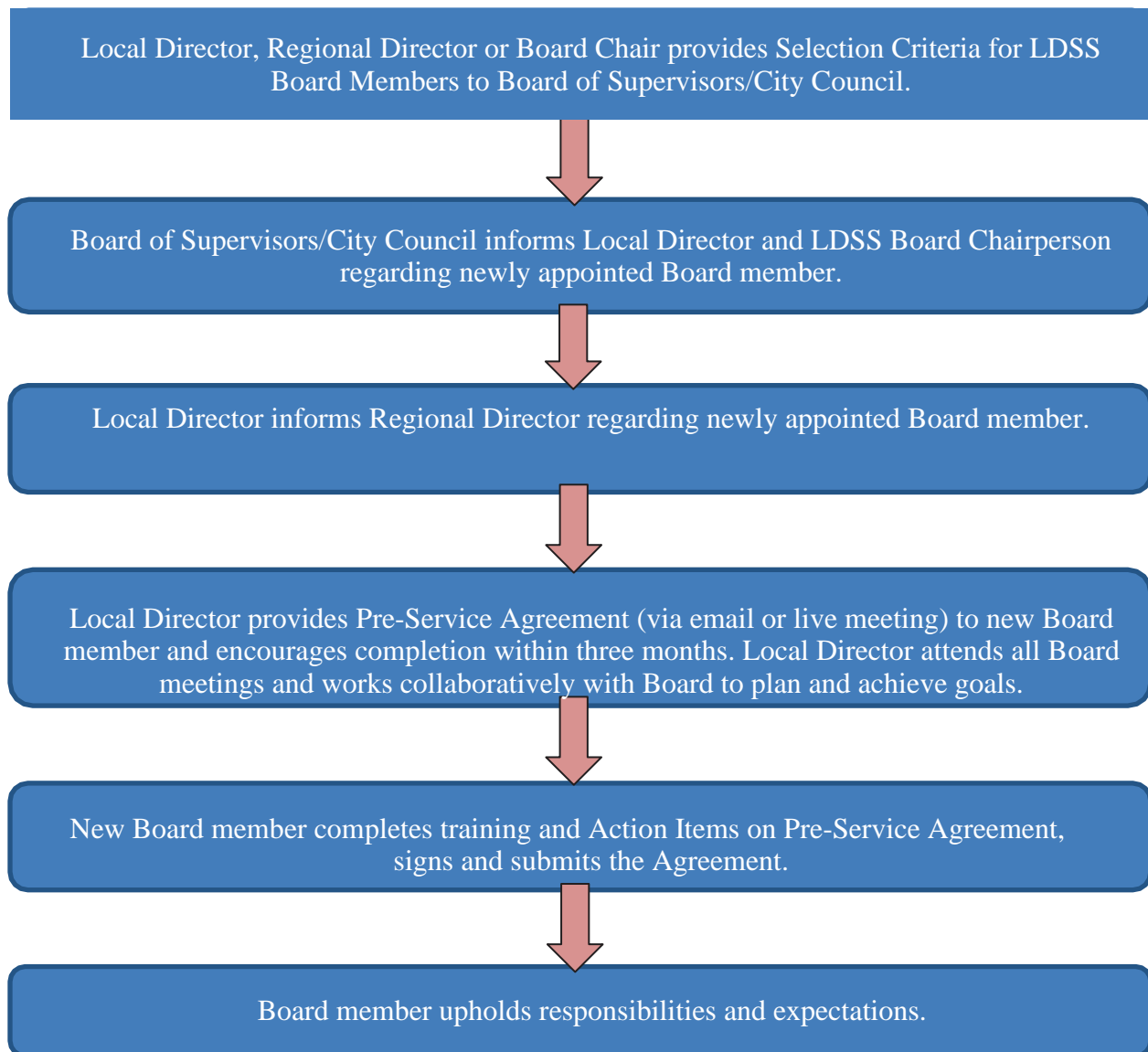
Diversity - A diverse board is rich in experiences, knowledge and ideas. Members from a variety of ethnicities, cultures and backgrounds (individuals with accounting and budgeting experience, teachers, non-profit leaders, community activists, parents, CEOs, etc.) bring a range of perspectives, proficiencies 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 and Regional Director (dss.regionaloffices@dss.virginia.gov) the “[Local Board Member Pre- Service Agreement](#)”; and,
 - Complete Local Board Member Training. Course Title: LBM1001e: Local Board Member training – this is a self-paced elearning

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.dss.virginia.gov/>

- Complete training.
 - As part of the registration process for the Local Board Member Training, the new board member will be provided access to the Commonwealth of Virginia Learning Center (CoVLC). Once the new board member receives their access via their email, they can access the CoVLC 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. 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	
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 or local director 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 child care 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), Adult Protective Services (APS), and Auxiliary Grants

The Adult Protective Services (APS) Division is part of the Department of Aging and Rehabilitative Services (DARS). This division oversees two service programs, Adult Services (AS) and Adult Protective Services (APS), and one benefit program, Auxiliary Grant. These programs help prevent and protect adults from abuse, neglect, exploitation; enhances the independence of older adults and individuals with disabilities; and provides financial support to low-income adults in certain long-term care settings. Local departments of social services staff are responsible for determining eligibility for Auxiliary Grants and service delivery for APS and AS programs.

- **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 aged 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.

- **Auxiliary Grant** – 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.

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 Assistance for Needy Families (TANF).

Emergency Assistance (EA)

EA provides short term, limited financial assistance to families with children in situations of a fire, natural disaster or eviction.

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 eligibility

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 provides assistance to unattached children, that is, children that are not living with a relative. 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 aged 65 years and older, blind individuals, and individuals who are disabled according to the standards adopted by the Social Security Administration. Medicaid is also available for adults ages 19 – 64 who may not be disabled, or do not have children. Limited coverage for family planning services is also available for those who qualify.

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. Effective July 1, 2021, this program also includes prenatal coverage to undocumented women who meet all other non-immigration eligibility criteria. Previously, this group would have qualified for emergency medical services only.

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, fire, or to prevent eviction, the LDSS may issue a maximum one-time Emergency Assistance payment of up to \$1,500.00.

A family may receive TANF no more than a total of 60 months in a lifetime.

Virginia Initiative for Education and Work (VIEW)

The Virginia Initiative for Education and Work (VIEW) is the employment and training 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 activities include subsidized and unsubsidized employment, 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. After cash assistance is terminated, the family may receive 12 months of transitional assistance, including child care, transportation and employment and training. VIEW participants may earn income up to the federal poverty limit, based on family size, and remain eligible for TANF. 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.

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 that promote well-being, safety, and permanency for children, families and individuals. 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.

DFS and all local departments adhere to Virginia Children's Services Practice Model, which sets forth a vision for the services that are delivered by all child serving agencies across the Commonwealth, especially the Departments of Social Services, Juvenile Justice, Education, Behavioral Health and Development Services and the Office of Children's Services. The practice model is central to our decision making; present in all

of our meetings; and in every interaction we have with a child or family. The full practice model can be located here:

https://www.dss.virginia.gov/files/division/dfs/practice_models/cs_pm.pdf

The types of services provided by Division of Family Services program areas may include but are not limited to: Adoption promotion and support services, assessment, case management, community education and information to include the court community, 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, social skills training, mentoring, nutrition related services, emergency situations, parent-family resource center, parenting education, programs for fathers (fatherhood), parenting skills training, kinship and foster parent recruitment and training, respite care, self-help groups (anger control, substance abuse, domestic violence), substance use disorder services, socialization and recreation, teen pregnancy prevention, and transportation.

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:

- **Child Protection Services** – receives and responds to valid reports of child maltreatment to include suspicion of human trafficking of children ages birth to 17 years. Child protective services (CPS) in Virginia is a continuum of specialized services designed to assist families who are unable to safely care for their children. Emergency services are available 24 hours a day, seven days a week, by contacting the Child Abuse Hotline at 1- 800-552-7096. Safety, risk and the child and family’s needs and strengths are identified throughout a CPS response. In collaboration with the family, CPS may refer the family to services and recommend continued case management.

- **In-Home Services (formerly known as foster care prevention services and CPS Ongoing services) for Children and Families** – provides interventions for families and children, ages birth through 17 years experiencing maltreatment and/or are at risk for out-of-home care. In-Home services are designed to help families (including birth, adoptive and extended families) alleviate crises; maintain the safety of children in their own homes and communities; and assist families to maximize their ability to protect and care for their children.
- **Foster Care Services for Children and Families** – 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. Children are placed in foster care through a court order transferring custody to the Local Department of Social Services (LDSS). The permanency goals for children in foster care include reunification, custody to a relative with or without kinship guardian assistance (KinGAP), or adoption. Concurrent planning is a structured approach to case management that requires working towards two goals at the same time to achieve timely permanency. Involvement of relatives is essential to these efforts. When a child enters foster care, they are placed in the least restrictive, most family-like setting that is able to meet the child’s needs. Kinship foster homes should be the priority. Placements should be in close proximity to the child’s family. Siblings should be placed together. Independent living services are provided to all youth 14+ in foster care. Fostering Futures program allows youth to remain in foster care until the age of 21 if permanency has not been achieved to provide supportive services and support. The Education and Training Voucher Program (ETV) provides funding for post-secondary education or vocational training programs for youth who are in foster care ages 24+, or who have left foster care (or Fostering Futures) after the age of 18 and have not yet turned 26.

- **Adoption Services** – provides resources and supports to bring together children and families as another permanency option when children in foster care cannot be safely returned home to their parents.
- **Quality Assurance and Accountability Team Reviews** – allows for shared accountability and collaboration between the state, local agencies, and collaborative partners. The case review process is designed to use targeted observations to assist the local department in maintaining areas of practice noted as strengths and support growth in areas noted as needing improvement. The reviews do not address all guidance and practice expectations in the child welfare programs. The reviews include interactions with staff, supervisors, and the local department director. They include debriefing meetings where findings from the reviews are discussed with agency leadership and staff. After the debriefing, the regional consultant may connect the LDSS with a regional practice consultant for specific technical assistance, resource material, and direct suggestions for practice improvement.

Office of 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;

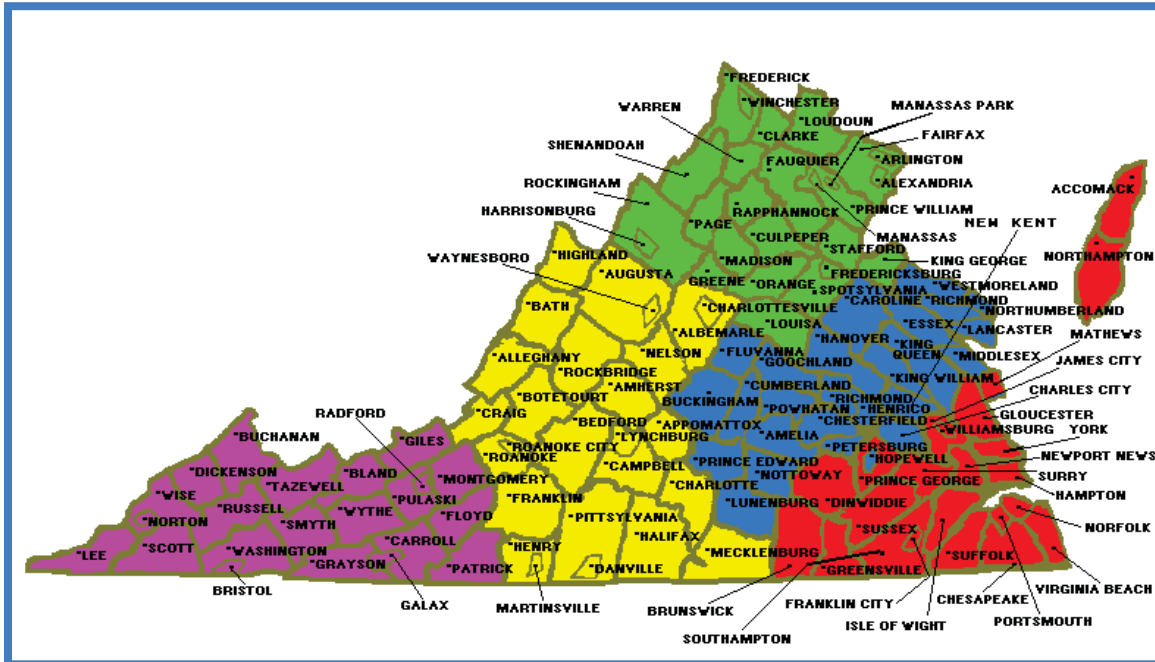
- Promote public awareness of domestic violence, its prevention and services to survivors;
- Maintain and disseminate statistical and program information;
- Provide information to the legislature and other interested parties; and,
- Provide technical assistance to local domestic violence agencies.

Regional Support

The Regional offices are part of the Local Engagement and Support (LES) Division 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. LES is dedicated to effectively applying a sound and organized approach to dynamic circumstances in order to provide high-value service to Virginia's local departments of social services (LDSS). Teams work collaboratively across each location to ensure and facilitate organizational effectiveness and optimum service delivery in all LDSS through the key roles of:

- Consultation and advocacy;
- Development and mentoring of local leaders and boards;
- Community engagement and partnership;
- Liaison between state and local entities;
- Organizational assessment and support;
- Business process reengineering; and,
- Facilitation of resources.

VDSS Regional Map and Regional Directors



Central Regional Office (Blue) Henrico, Director: Natachia

Randles 804-726-7900,
natachia.w.randles@dss.virginia.gov

Eastern Regional Office (Red) Norfolk, Director: Kama Chase

757-752-4521, k.chase@dss.virginia.gov

Northern Regional Office (Green) Warrenton, Director: Juani Diaz

540-347-6328, juana.diaz@dss.virginia.gov

Piedmont Regional Office (Yellow) Roanoke, Director: Tracie

Brewster 540-204-9654, t.brewster@dss.virginia.gov

Western Regional Office (Purple) Abingdon, Director: Jennifer Lilly

276-676-5636, jennifer.lilly@dss.virginia.gov

You may also communicate with the regional offices by sending an email to dss.regionaloffices@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 New Americans (ONA)
- 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.

Office of New Americans (ONA)

Office of New Americans (ONA) 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 (DOLP)

The Division of Licensing Programs (DOLP) 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

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

Quality Control

The Quality Control team promotes and enhances accuracy, quality, efficiency and effectiveness in the implementation of VDSS programs. They ensure eligible families receive benefits in the correct amount so as to maximize the resources available to families and individuals in need of assistance and promote the opportunity for families to become self-sufficient.

Continuous Quality Improvement

Virginia's Continuous Quality Improvement (CQI) system is designed to operate at all levels within the child welfare system (current model) and will integrate systemic factors and Benefits Programs (future model) as well. There are three core principles of the CQI system: collaboration, data-driven and solution-oriented, and informed by practice.

- Collaboration – CQI in Virginia is designed to bring in ideas, anecdotes, and innovations from all levels of the child welfare field and find ways to enhance services and implement change. Without the ideas, collaboration, and partnership with LDSS and other stakeholders, there is no true path forward for CQI in Virginia. The CQI process does not solely implement State Office directives to local department operations.
- Data-driven and solution-oriented – The CQI process involves using data to inform decisions, to ensure that solutions are founded in current performance, and to identify next steps and benchmarks for measures marking performance. With data as a foundation for improving processes, Virginia is better able to understand past, current, and projected future performance.
- Informed by Practice – Anecdotes do not drive progress, but qualitative data on progress and opportunities for improvement help drive focal areas for

improvement. Virginia’s CQI system works between the federal and state defined outcomes and the processes being done at each LDSS to improve outcomes for youth and families served by the child welfare system.

State CQI meetings occur quarterly, examining outcomes and goals related to pre-determined focus areas, identifying measures of progress, discussing and sharing strengths and developing solutions for areas needing improvement. Each LDSS is encouraged to identify a core team for their agency to attend the state meetings and bridge information gleaned from the state meetings to other team members in their LDSS. Based on elements drawn from a learning collaborative model, these meetings share data related to the focus area at the state, regional and local level. LDSS who are performing well are spotlighted in the meetings to share their practices, which show promising outcomes. In the same quarter as the state CQI meeting, there are regionally based Supervisor’s meetings that incorporate Communities of Practice (CoP). Each LDSS is encouraged to send supervisors to the regionally based CoP to engage in conversations connecting data with practice methods to improve performance. Participants are encouraged to coordinate with their LDSS Core Team as well as other members of their agency in bridging the information from the CoP and the LDSS. The purpose of the CoP is to take a deeper dive reviewing locality specific data and examining what strategies agencies are utilizing that is leading to improved performance. LDSS are provided an opportunity to present situations and ask questions, learning from other LDSS in that region. The CoP looks at policies and practices within the agencies that may be influencing outcomes.

The data covered in statewide and regional CQI is pulled from a variety of sources, and appears in a variety of quarterly reports, including the local agency dashboard report accessible to local board members. While the inaugural year of the DSS statewide CQI program (calendar year 2022) focused on Family Services outcomes, subsequent years will wrap in all programs in the Human Services Portfolio (including Benefits Programs) as well as drivers such as fiscal, training and workforce components.

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 Technology Services

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.

Employee and Organizational Strategy

Employee and Organizational Strategy (EOS) 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.

Local Training and Development

Local Training and 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.

Department of Behavioral Health and Development Services (DBHDS)

The DBHDS supports individuals by promoting recover, self-determination, and wellness in all aspects of life. The DBHDS provides a variety of services and resources including substance abuse services, developmental disability services and training.

More information can be found at: www.dbhds.virginia.gov

Department of Juvenile Justice (DJJ)

DJJ is the state agency designated by the Code of Virginia to provide supervision and treatment to children who have been committed to DJJ by a juvenile and domestic relations district court or a circuit court. DJJ’s mission is to protect the public by preparing court-involved youth to be successful citizens. DJJ is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth.

More information can be found at: www.djj.virginia.gov

Office of the Children’s Ombudsman (OCO)

The OCO is the state agency designated by the Code of Virginia to receive complaints regarding cases involving children who (i) have been alleged to have been abused or neglected, (ii) are receiving child protective services, (iii) are in foster care, or (iv) are awaiting adoption. The OCO can investigate complaints alleging that an agency’s action was (i) in violation of a law, rule or policy, (ii) imposed without an adequate statement of reason, or (iii) based on irrelevant, immaterial or erroneous grounds.

More information can be found at: www.oco.virginia.gov

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, photostatting, 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. 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 uses 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 FY23.

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 or reimbursement 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 -from 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 the 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.
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
APS	Adult Protective Services
APSS	Adoption Promotion and Support Services
AR	Authorized Representative
ARU	Automated Response Unit
AS	Adult Services
ATP	Authorization to Participate
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
CQI	Continuous Quality Improvement
CWEP	Community Work Experience Program
CWSP	Child Welfare Stipend Program
DARS	Department of Aging and Rehabilitative Services
DBHDS	Department of Behavioral Health and Developmental Services
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
DJJ	Department of Juvenile Justice
DMAS	Department of Medical Assistance Services
DMV	Division of Motor Vehicles
DOF	Division of Finance
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
FAPT	Family Assessment and Planning Team
FAQ	Frequently Asked Question
FC	Foster Care
FEP	Full Employment Program
FFP	Federal Financial Participation
FFPSA	Family First Prevention Services Act
FFY	Federal Fiscal Year (October 1 – September 30)
FICA	Federal Insurance Contributions Act

FIPS	Federal Information Processing Standard
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 (June 1 – May 31)
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
OCO	Office of the Children’s Ombudsman
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 (July 1 – June 30)
SNAP	Supplemental Nutrition Assistance Program
SNAP-E&T	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
TANF-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 and Work
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:

Terms	Definition
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
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 revaluated 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.
Continuous Quality Improvement (CQI)	A Continuous Quality Improvement (CQI) process includes the continuous evaluation and re-evaluations of a service delivery system and is circular in design and dynamic.
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 (DOLP)	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 Engagement	A relationship-based approach to child welfare services that prioritizes the needs of the family, as they define them, to ensure safety, stability, permanency, and family connections. Family engagement guides every interaction with the family, from the first agency contact to the last, enabling a process of building trust in the relationship over time.
Family First Prevention Services Act (FFPSA)	The Family First Prevention Services Act (FFPSA) enables states to use federal funds under parts B and E of Title IV of the Social Security Act to provide enhanced support to children and families and prevent foster care placements.
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.

Terms	Definition
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.
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.

Terms	Definition
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.
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.
Services	Direct aid, non-tangible 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,
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)	Provides food assistance to individuals or families who qualify. Benefits are provided through electronic benefits transfer (EBT) which functions similar to a debit card.
Supplemental Nutrition Assistance Program – Education and Training (SNAP E&T)	Part of the Commonwealth’s Workforce Development System that is a multi-component employment and training program designed to assist SNAP recipients in their employment and training needs.
Temporary Assistance for Needy Families (TANF)	Provides temporary cash assistance directly to eligible families to meet their basic needs. The program also includes employment related services such as job skills training, work experience, job readiness training, child care assistance, and transportation.
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 VDSS automated system used by LDSS for benefits eligibility determination, case management, benefit processing and delivery of benefits for clients across Virginia.
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) and Division of Licensing offices.
Virginia Initiative for Employment and Work (VIEW)	An employment and training program for TANF recipients. The program is designed to promote economic independence through participation in employment-related activities, education, training, and support services.

LOCAL BOARD MEMBER HANDBOOK | 2023

APPENDIX 3: LOCAL BOARD MEMBER PRE-SERVICE AGREEMENT

Thank you for volunteering to serve as a LDSS Board Member. As a Local Departments of Social Services (LDSS) Board Member, you are a volunteer, representing your community. LDSS Boards implement numerous aspects of the Code of Virginia related to Social Services, fulfilling important responsibilities and making decision which greatly impact your community members. As a Member, you are expected to perform work under the premise that an educated, engaged Board is prepared to represent and advocate for your community’s citizens. Your ideas, decisions, and actions have a direct impact on the lives of children, families and vulnerable citizens, and therefore are handled with the utmost respect and commitment. Review, complete and submit this form to dssregionaloffices@dss.virginia.gov within two weeks of completing the local board member training.

Board Member Name:		Local Department:	Date:
Local Director Name:		LDSS Address:	LDSS Phone:
LDSS Web Address:		LDSS Hours:	
Type of Board: Administrative	<input type="checkbox"/>	Advisory	<input type="checkbox"/>
Board of Supervisors/City Council member who appointed you:		Date term ends:	
Date of swearing in:	Length of term:		
Action Items	Description	<input checked="" type="checkbox"/>	
Items 1 & 2 Below Are <u>Required</u> Within First 90 Days of each term			
1. Sign and Submit Pre-Service Agreement	Familiarize yourself with Local Board Member requirements and expectations. Provide a copy of this agreement to the VDSS Regional Director.		
2. Complete Board Member Training	Complete the on-line Board Member Training.		
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 note 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/lcss_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 and 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 hold a meeting and for voting.		
Advocate & Engage	Embrace your role as a champion, myth buster, and strong supporter of vital social services work in your community.		

As a Board Member you are **required** to:

1. Complete the Local Board Member training within the first 90 days of the begin date of your term; and every 4 years thereafter.
2. Sign, date, and return the Pre-Service Agreement at the conclusion off the self-paced module to the Regional Director (dssregionaloffices@dss.virginia.gov) and the Local Agency Director.

As a Board Member you are expected to:

1. Represent and advocate for the community's most vulnerable citizens and the employees of the LDSS;
2. Be an available and engaged Member of the Board, complete training, attend board meetings, and support the goals of the LDSS;
3. Understand the purpose, cost and gains of LDSS services and programs;
4. Be dedicated to the mission and vision of the LDSS;
5. Support of the Local Director, while also holding the Director accountable; and,
6. Be educated about the operations and needs of the LDSS by review the annual Local Agency Profile, the Quarterly Dashboard, the Compensation Plan, and the finance of the LDSS.

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

Printed Name

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).

- § 63.2-904.1. Intervention by Commissioner; corrective action plans; assumption of temporary control. The Commissioner shall have the authority to create and enforce a corrective action plan for any local board that, in the Commissioner's discretion, (i) fails to provide foster care services or make placement and removal decisions in accordance with this title or Board regulations or (ii) takes any action or fails to act in a manner that poses a substantial risk to the health, safety, or well-being of any child under its supervision and control. The corrective action plan shall (a) include specific objectives that the local board must meet in order to comply with applicable laws and regulations and ensure the health, safety, and well-being of all children in its supervision and control and (b) set the date by which such objectives must be completed, which shall not extend beyond 90 days after implementation of the corrective action plan unless the Commissioner determines that the objectives of the corrective action plan cannot be reasonably accomplished within such time frame. During the time the corrective action plan is in effect, the Commissioner may direct Department staff to provide assistance to the local board, monitor its progress in meeting the objectives stated in the plan, and take any measures necessary to protect the health, safety, and well-being of children in the local board's supervision and control. The Commissioner shall provide regular updates to the chairman of the Board, chairman of the local board, and local director regarding the local board's progress in meeting the objectives of the corrective action plan.

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 those 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 2023 (Ending May 31, 2023)

STAFF AND OPERATIONS			
BL	Budget Line Description	Federal & State %	Local %
849	Medicaid Expansion Local Staff & Operations – FY23	100.0	0.0
855	Local Staff & Operations	84.5	15.5
858	Local Staff & Operations – Pass Thru	32.0	68.0

PASS-THROUGHS (Each of these vary based on RMS results.)			
BL	Budget Line Description	Federal & State %	Local %
843	Central Service Cost Allocation	50.0	50.0
850	Dedicated Outstationed Eligibility Workers	75.0	25.0
858	Local Staff and Operations Pass-Thru	32.0	68.0
873	FC Approved Child Welfare Training	57.0	43.0
875	IV-E App Foster/Adopt Parent, Volunteer, & Child Welfare Worker Training	38.0	62.0
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 & Supplemental Services	84.5	15.5
835	IV-E Prevention Services	100.0	0.0
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	62.5	37.5
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: 	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>Reason for Review:</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <input type="checkbox"/> ANNUAL REVIEW </div> <div style="text-align: center;"> <input type="checkbox"/> PROBATIONARY REVIEW </div> <div style="text-align: center;"> <input type="checkbox"/> CONDITIONAL REVIEW </div> <div style="text-align: center;"> <input type="checkbox"/> OTHER (SPECIFY): </div> </div>	
<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.

- 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.

Leadership Competencies

Strategic Orientation

- 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

Building Relationships and Trust

- 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

Creating Meaningful Change

- 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

Driving Results

- 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

Building Talent

- 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	Comments:

<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>Outstanding <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs Improvement <input type="checkbox"/></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>Outstanding</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/></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>	<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>Comments:</p>

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.	Outstanding Exceeds Expectations Meets Expectations 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: Access data that is unrelated to my job duties at <_____> DSS. 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. 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>_____</p> <p>Signature Date</p>	<p>Supervisor’s Comments:</p> <p>_____</p> <p>Signature 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)