

# Department of Social Services

Position Requests

FY24-25

# Overview of Need

- The Frederick County Department of Social Services (FCDSS) is requesting three (3) positions:
  - Benefit Program Supervisor
  - Child Protective Services Supervisor
  - Adult Protective Services Supervisor
- In 2019, FCDSS had 73 full time staff; in 2024 FCDSS has 84 full time staff.
- Each Services Supervisor has between 7-8 direct reports
- Each Benefits Supervisor has 10 direct reports
- The span of control for each of the departments has gotten to a point where the Supervisors are unable to meet all of the demands of their position which directly impacts staff.

# Why Supervisors?

- Several factors have contributed to the need to add staff at the Supervisory level
  - Workforce shortages – FCDSS has not been fully staffed since March 2018. Workforce issues are here to stay – turnover and vacancies are to be expected.
  - Inability to meet State and Federal mandates can result in financial penalties to the locality.
  - Loss of trained, tenured staff who required less oversight and training
  - New staff require a much higher level of guidance, training and oversight in order to ensure child and adult safety as well as to meet State and Federal compliance requirements
  - Increase in caseload size and complexity of cases
  - Continued mandated timeframes to complete tasks that need to be approved by the Supervisor
  - Supervisors often work many overtime hours which is causing significant stress and burnout
  - Due to vacancies and/or lack of trained staff, the Supervisors often carry a caseload in addition to their regular supervisory duties

# Benefits Supervisor Request

FCDSS has not added an additional person on the Eligibility team since 2019. In the 5 years since positions were last added, caseloads continued to grow.

Currently, 47% of the line staff have been employed with FCDSS for under 1 year – it takes between 1 – 2 years before a new staff member is sufficiently trained.

Whenever there is a staff vacancy, the remainder of the staff (including the Supervisor) must cover their caseload until the position is hired and the new staff member is trained.

In addition to the normal supervision of SNAP and Medicaid, each of the three (3) supervisors has a minimum of two (2) specialty programs they are responsible for which only adds to the complexity of supervision.

Technology issues (e.g. ineffective database) and complex federal regulations require that supervisors be available to assist staff – the staff are very stressed and when they don't have the knowledge they need to do their job, it can lead to decreased job satisfaction and turnover.

Clients Receiving Benefits	SNAP	TANF	Medicaid	Total Programs*
SFY 2019	6,713	346	14,339	15,263
SFY 2023	8,734	446	21,548	22,532

\*Received SNAP, TANF and/or Medicaid during the year.

# Financial Impact for the Community

- The financial impact of the benefits received by residents in Frederick County has continued to increase dramatically.
- From SFY 2019 to SFY 2023, the amount of total benefits nearly doubled while the local contribution actually decreased due to the availability of federal funds.

	SNAP	Medicaid	TANF	Energy	Childcare	Total	Local contribution	% Local Contribution
SFY 2019	\$6,405,064	\$77,453,097	\$230,421	\$247,096	\$702,593	\$85,038,271	\$287,655	0.34%
SFY 2023	\$16,637,164	\$150,350,880	\$460,011	\$361,289	\$1,368,006	\$169,177,350	\$228,536	0.13%

# Child Protective Services Supervisor

The number of referrals for abuse/neglect continues to grow:

<b>2020</b>	<b>1,013</b>
<b>2023</b>	<b>1,425</b>

The CPS unit has not been fully staffed since 2020 – new staff require a much higher level of oversight to ensure child safety and compliance.

In particular, there are a critical shortage of individuals who are pursuing careers in Child welfare which means many vacancies can now take up to 6-12 months if not longer to fill.

Best practice recommendation from The Child Welfare League of America (CWLA) for supervision is 5:1 ratio. The Supervisor at FCDSS has 8 direct reports.

Supervisors have administrative, fiscal, personnel and case responsibilities that require daily attention. An example of how their span of control has presented a problem is case review closures – it can take up to 1.5 hours to review and close just one case. Another example is the amount of time it takes to provide individual case supervision - these meetings are held weekly or bi-weekly depending on tenure of the staff member and can also take up to 1.5 hours for each meeting.

There is an ongoing need to provide critical oversight of staff dealing with complex cases involving substance abuse, mental health and court involvement relating to child safety.

# Adult Protective Services Supervisor Request

- 40% of the APS line staff have been employed for under a year
- The cases are becoming increasingly complex and are involving much more court time
- The supervisor must review and close all cases – on average there are 60 cases per month that can take up to 2 hours for review and closure
- With the volume and complexity of the cases, staff require much more 1:1 time to review and provide direction

	Referrals Received	Total Ongoing Cases
SFY 2020	408	542
SFY 2023	557	638

# Summary of Cost

	<b>Salary</b>	<b>Fringes</b>	<b>State/Fed Funds</b>	<b>Local Match</b>	<b>Total</b>
<b>Benefit Program Supervisor</b>	\$67,244	\$45,531	\$32,705	\$80,070	\$112,715
<b>FSS Supervisor – CPS</b>	\$74,136	\$32,222	\$30,844	\$75,514	\$106,358
<b>FSS Supervisor – APS</b>	\$74,136	\$37,442	\$32,358	\$79,220	\$111,578
<b>Total for all positions</b>	\$215,516	\$115,195	\$95,906	<b>\$234,805</b>	\$330,711



# Benefits of Adding Positions

FCDSS continues to strategically address the growing needs of the community as we recognize that Frederick County is one of the fastest growing localities in the State of Virginia.

Additional Supervisors will support continued growth within the agency

Having fewer direct reports, there will be more support for staff in answering questions, conducting case reviews, and providing ongoing training which will better equip staff to provide accurate benefits and ensure safety of the most vulnerable citizens in the community.

# Additional Request

FCDSS is also requesting a replacement vehicle at the cost of \$45,000.

A request will be run through the County Vehicle Replacement matrix.

If approved, a request will be brought to the Board at another time.