

CHESAPEAKE HUMAN SERVICES

ANNUAL REVIEW 2015



TABLE OF CONTENTS



MESSAGE FROM THE DIRECTOR	3
ADVISORY BOARD & CITY OFFICIALS.....	4
MISSION STATEMENT & OBJECTIVES.....	4
ORGANIZATION OVERVIEW.....	5
FISCAL ADMINISTRATION.....	6
ADULT SERVICES & ADULT PROTECTIVE SERVICES.....	7
BENEFIT PROGRAMS.....	8
FAMILY SERVICES.....	12
EMPLOYMENT SERVICES.....	16
COMMUNITY PROGRAMS.....	16
COMMUNITY CORRECTIONS.....	19
CHESAPEAKE INTERAGENCY CONSORTIUM.....	21
CHESAPEAKE JUVENILE SERVICES.....	22
HUMAN SERVICES AWARDS.....	23
FAREWELL & SPECIAL HONORS.....	24
RENOVATIONS.....	24
A LOOK BACK.....	26
MOVING FORWARD.....	28
SOURCE INFORMATION.....	28

A MESSAGE FROM THE DIRECTOR



It has been a very busy and rewarding year for the Chesapeake Department of Human Services. There have been positive changes as well as a few setbacks, but the department persevered and has several accomplishments to celebrate.

The Division of Social Services went through a vast transformation both physically and operationally in order to better accommodate staff and serve customers. In May 2015, we began a \$2.2 million renovation to the Social Services building. The renovation was extensive and had to be strategically planned out to allow Social Services staff to continue their work while the project progressed. The project took over a year to plan and was slowly transitioned through a series of six phases. A total of 160 state-of-the-art workstations were installed, carpet and flooring was replaced, walls were painted, and a new filing system was installed in a central location. The improved central filing center was retrofitted to house thousands of records, and will help us prepare for the implementation of Laserfiche over the next few years.

In an effort to promote a more cohesive and coordinated focus on family and community-based services, we transitioned the non-court related Division of Community Programs staff to the newly renovated Social Services building. This strategic move allowed staff to collaborate more on cases and promoted cross-training, which led to expanding job roles and services, that were more closely aligned with the mission and vision of the department.

A few smaller projects were also completed at the Social Services building this year. Security cameras were installed, and employee access card readers were implemented. Hampton Roads Transit installed a covered bus shelter and sidewalk outside of the Social Services building, which helped to better assist our customers and staff. We also embarked on a joint partnership with the Department of Juvenile Justice to study the feasibility of constructing a new community-based Juvenile Services Center in Chesapeake.

Looking ahead, we hope to complete the Social Services renovations by restoring the main entrance and all of the restrooms. We also plan to enhance the safety of staff by adding internal card access readers, expanding handicapped parking spaces, installing new fire alarms, and making advancements to the intercom system.

Together we have accomplished a lot this year, and I am confident that 2016 will continue to bring positive changes and enhancements to the department and the services we provide to citizens. We hope that our mission and commitment to serving Chesapeake is reflected in the 2015 Annual Report.

Thank you to all the staff that make what we do possible, we truly have an incredible team!

S. Michelle Cowling
Director

Human Services Advisory Board

Jill Baker
Roy K. Bixby
Maresa A. Driver
April K. Elizee
Debra J. Fitzgerald
Antione D. Hines
Cortliss “Corky” Hopkins
Bev-Freda L. Jackson
Faye L. Miles
Trudy M. Rauch
Narketta M. Sparkman-Key
David Washington
William T. Zazynski

City Officials

Mayor

Alan P. Krasnoff

Vice Mayor

John de Triquet

City Council Members

Lonnie E. Craig
Roland Davis
Robert C. Ike Jr.
Suzy H. Kelly
S.Z. Debbie Ritter
Dr. Ella Ward
Dr. Rick W. West

City Manager

James E. Baker

Deputy City Manager

Dr. Wanda Barnard-Bailey

Deputy City Manager

Robert N. Geis

MISSION STATEMENT

“Helping to make people’s lives better
by promoting positive change”

OBJECTIVES

To provide assistance to eligible individuals and families and help clients to reach their full potential.

To conduct thorough eligibility investigations, apply rules, regulations and local policies objectively and uniformly, and to provide clients with eligible benefits.

To develop and provide services to families and individuals that will strengthen the family unit, encourage stability in living arrangements, and provide for specialized care.

To work cooperatively, as divisions, to meet the needs of clients while preserving the integrity of each individual.

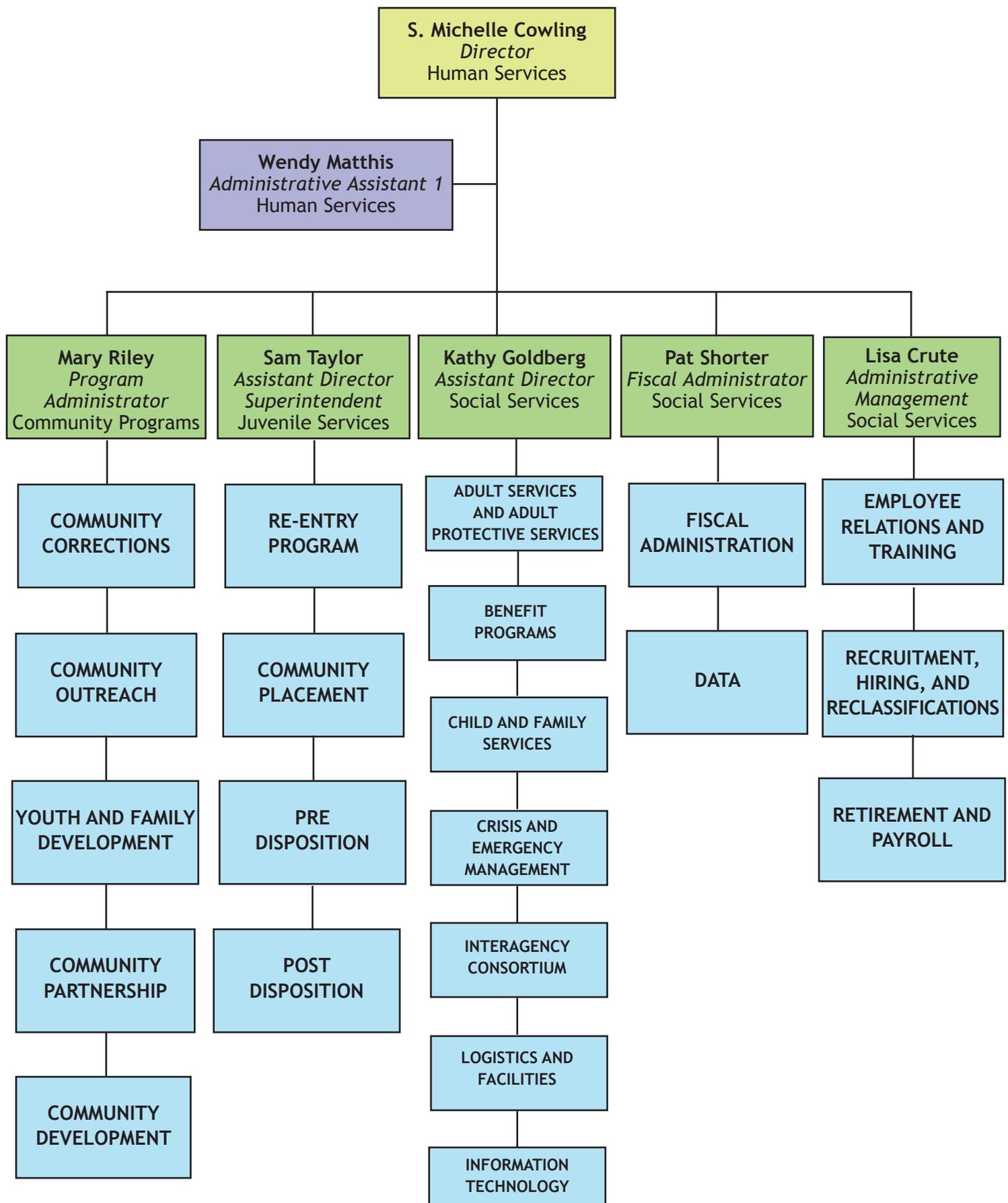
To provide protective services to children and adults at risk and supply adequate information to the general public regarding programs and services. Also, to maintain sufficient knowledge of community services to act as a referral source.

To provide quality, secure, and safe detention services to juveniles, and to offer appropriate educational services to school aged children and youth residing at Chesapeake Juvenile Services Center.

To foster partnerships within the community, create programs to support youth and their families, and build strong relationships.



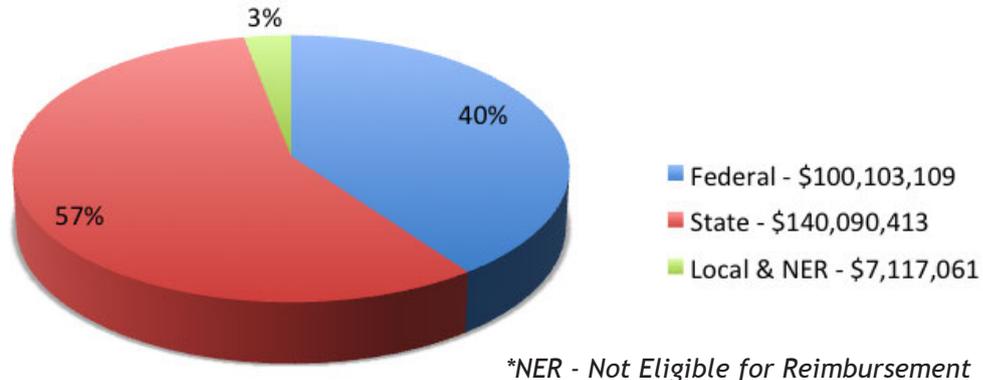
ORGANIZATION OVERVIEW



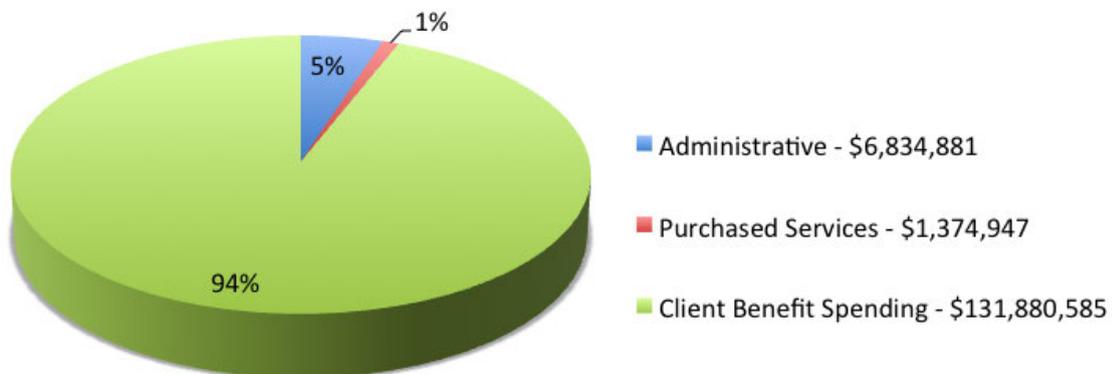
FISCAL ADMINISTRATION

The Fiscal Administration staff performs management and oversight of the annual budget and spending for Chesapeake Division of Social Services (CDSS). The staff provides guidance for the department's financial policies and ensures fiscal compliance with state and federal regulations. The Fiscal Administration staff are also responsible for processing financial transactions for the Virginia Department of Social Services and reporting the results to city, state, and federal entities.

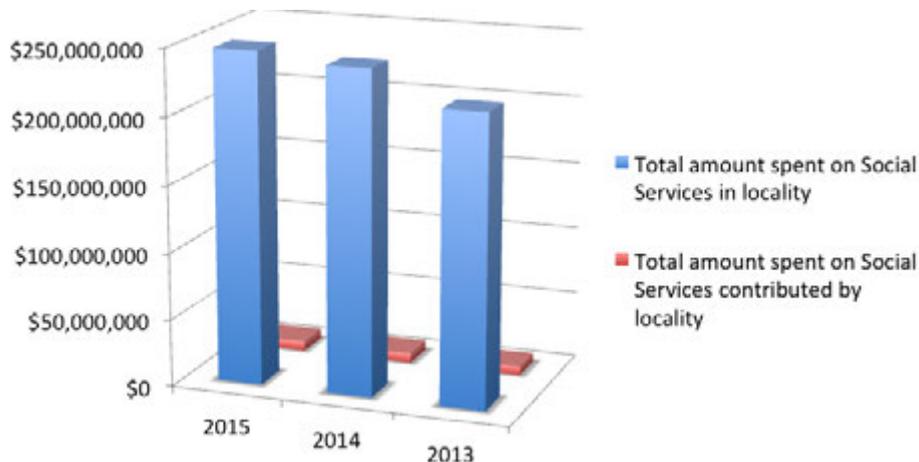
REVENUE SOURCES CDSS SPENDING SFY 2015



EXPENDITURES BY PROGRAM AREAS SOCIAL SERVICES SPENDING

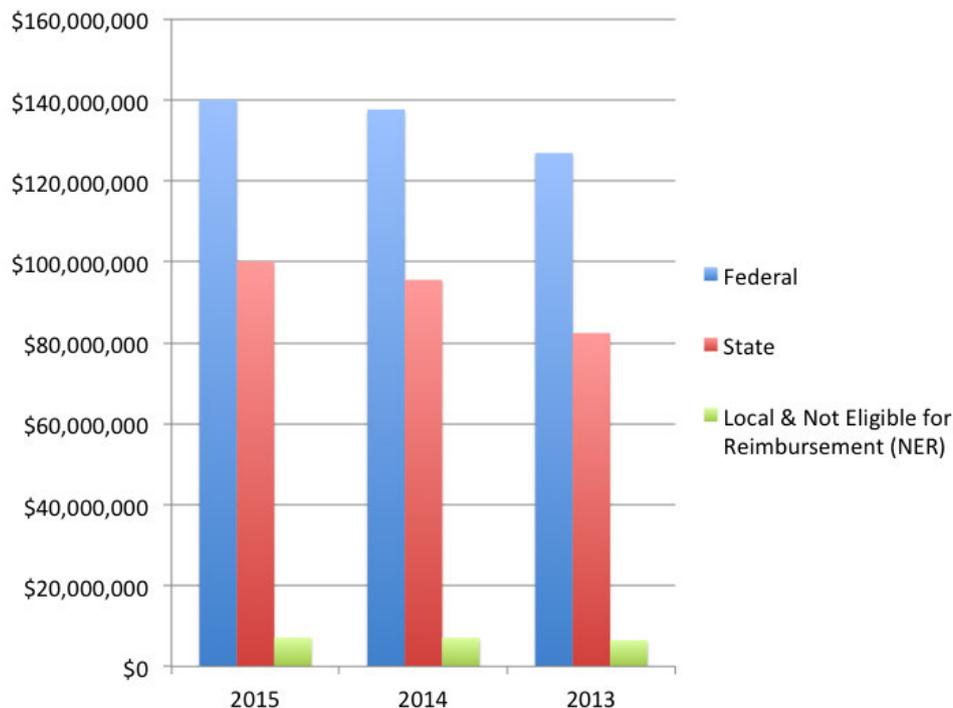


FISCAL ADMINISTRATION - LOCAL DOLLARS COUNT



FISCAL ADMINISTRATION CONTINUED

TOTAL CDSS SPENDING

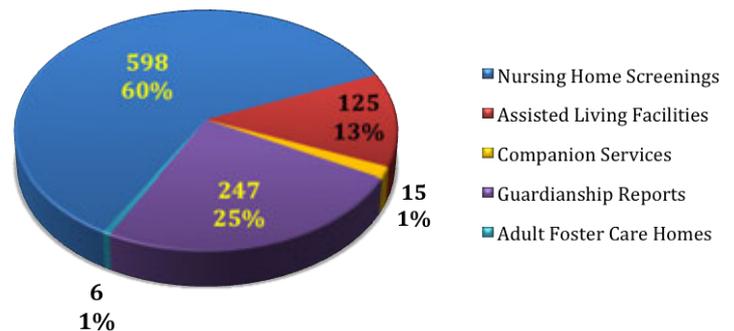


ADULT SERVICES AND ADULT PROTECTIVE SERVICES

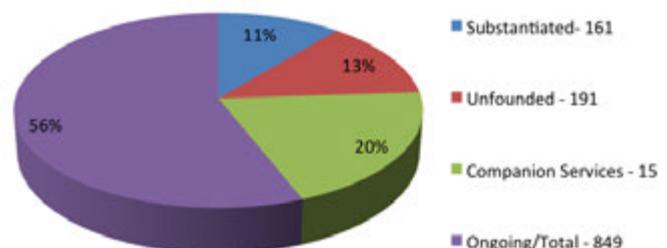
Adult Services staff provide services to impaired adults 18 years of age or older. These supportive services allow disabled adults to remain in the least restrictive setting and function as independently as possible. Adult Services workers offer assistance in the form of home-based care, adult child care, adult foster care, nutritional programs, assessment for nursing facility or assisted living facility care, and coordination of other services to support adults.

Adult Protective Services are provided to adults who are 18 years of age or older who are incapacitated and to adults 60 years of age and older. The *Code of Virginia* mandates Social Services to receive and investigate suspected situations of abuse, neglect and exploitation of adults.

ADULT SERVICES ACTIVITIES



ADULT PROTECTIVE SERVICES ACTIVITIES

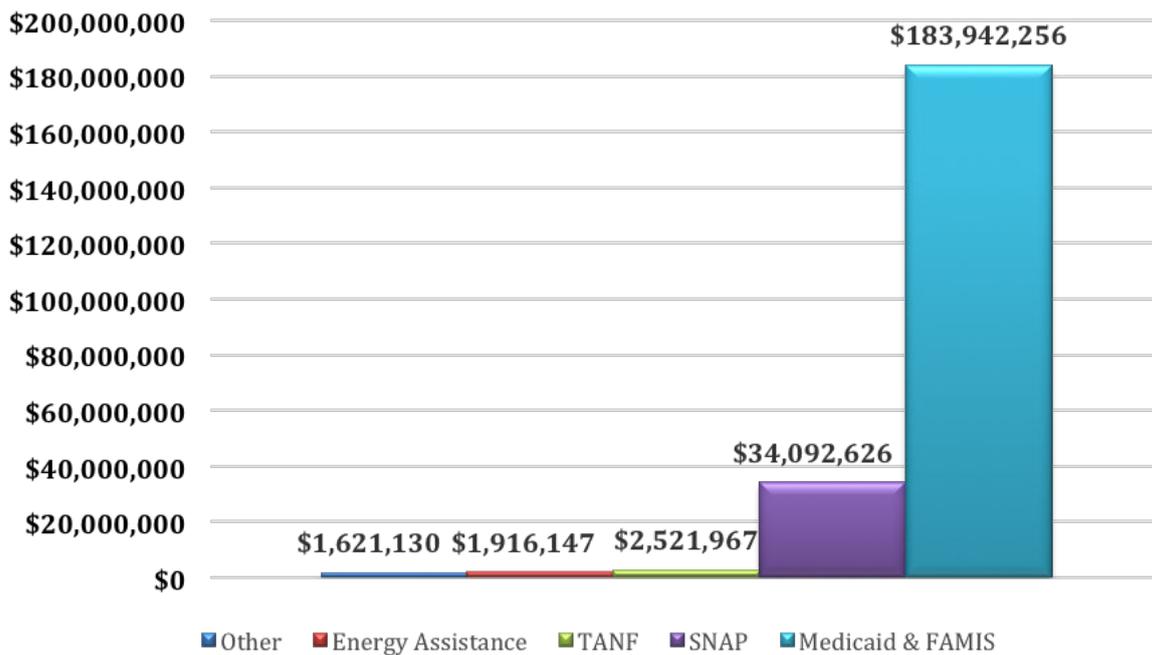


BENEFIT PROGRAMS

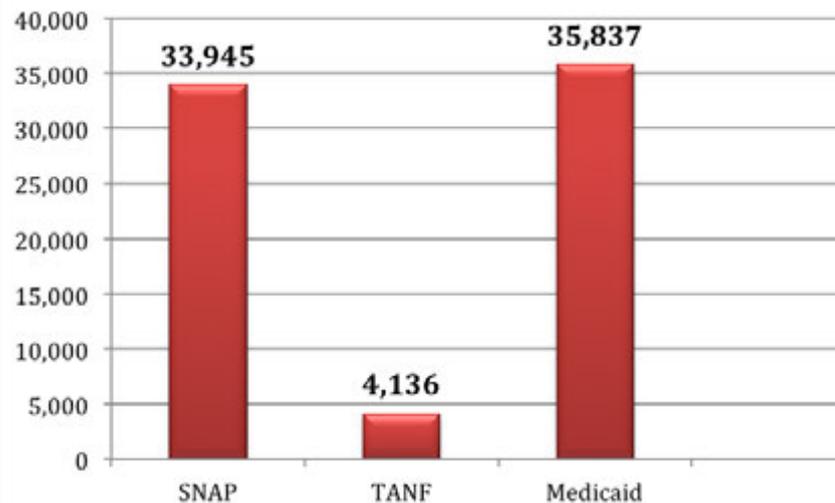
The Benefit Programs staff provides monetary assistance to eligible families. The Temporary Assistance to Needy Families program (TANF) helps low-income families achieve self-sufficiency. Staff also assists with helping citizens apply for the Supplemental Nutrition Assistance Program (SNAP), which enables qualified recipients to buy food through their local grocery store. This helps to raise the nutritional level among lower income households.

Other programs that are provided as benefits are Medicaid, Virginia Initiative for Employment Not Welfare (VIEW), and Energy Assistance. The goal of Benefit Programs is to provide financial aid and assistance to low-income families and disabled or elderly citizens in need.

CLIENT SPENDING

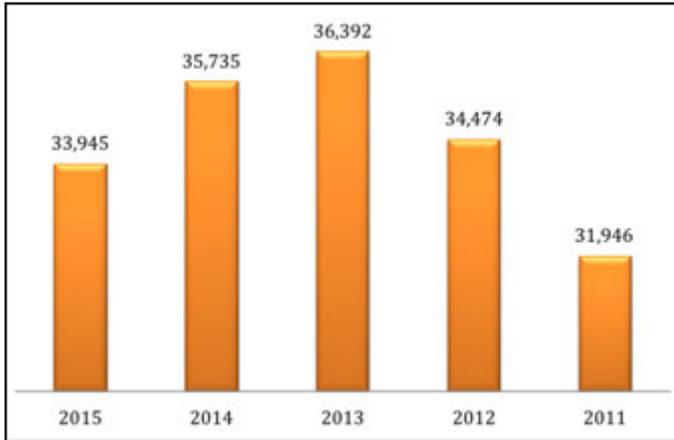


BENEFIT CLIENTS SERVED

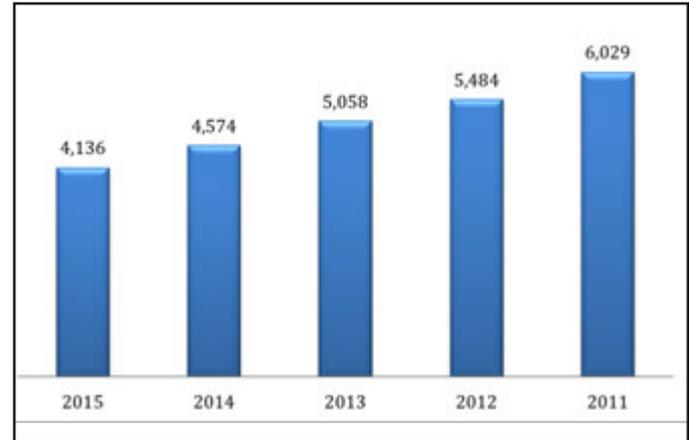


73,918 Chesapeake residents received SNAP, TANF, and/or Medicaid.

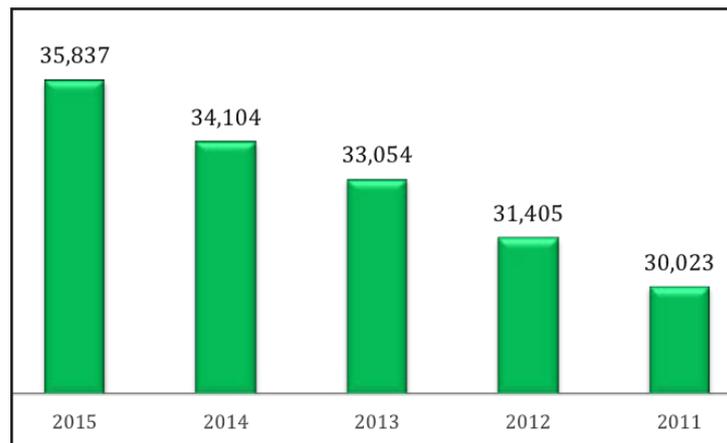
SNAP CLIENTS BY STATE FISCAL YEARS



TANF CLIENTS BY STATE FISCAL YEARS

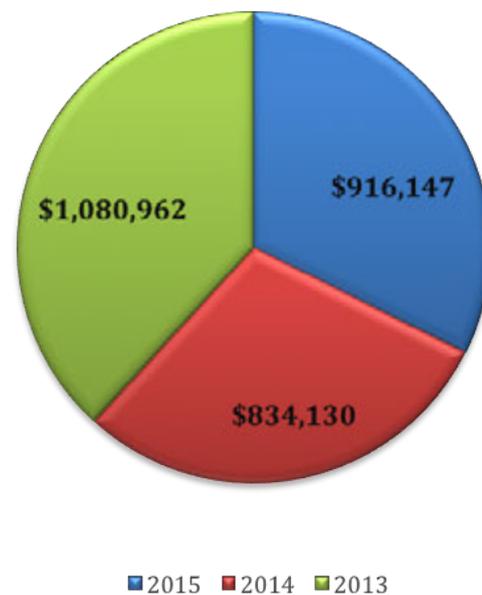
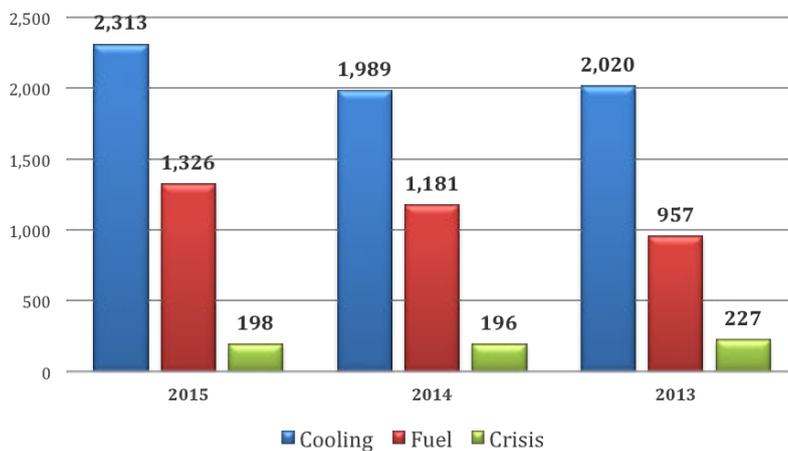


MEDICAID CLIENTS BY STATE FISCAL



ENERGY ASSISTANCE

The purpose of this program is to help eligible low-income households offset expenses associated with heating and/or cooling their home.



The average number of Energy Assistance applications received by CDSS in the last 3 years is 3,469.

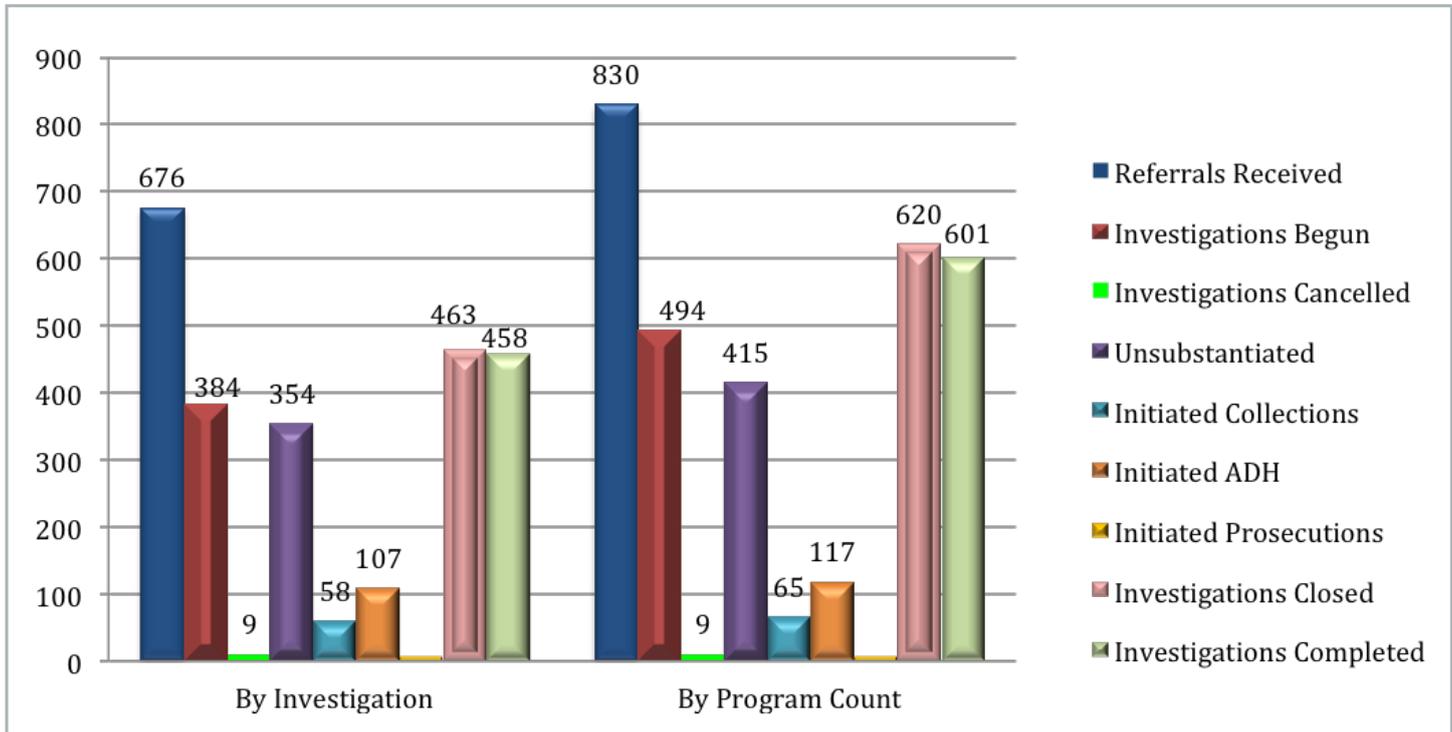
FRAUD AND COLLECTIONS

Within the Benefit Programs Division there is a Fraud and Collections unit, which ensures program integrity and safeguards public assistance funds through the prevention, detection, and investigation of welfare fraud and recovery of misspent funds.

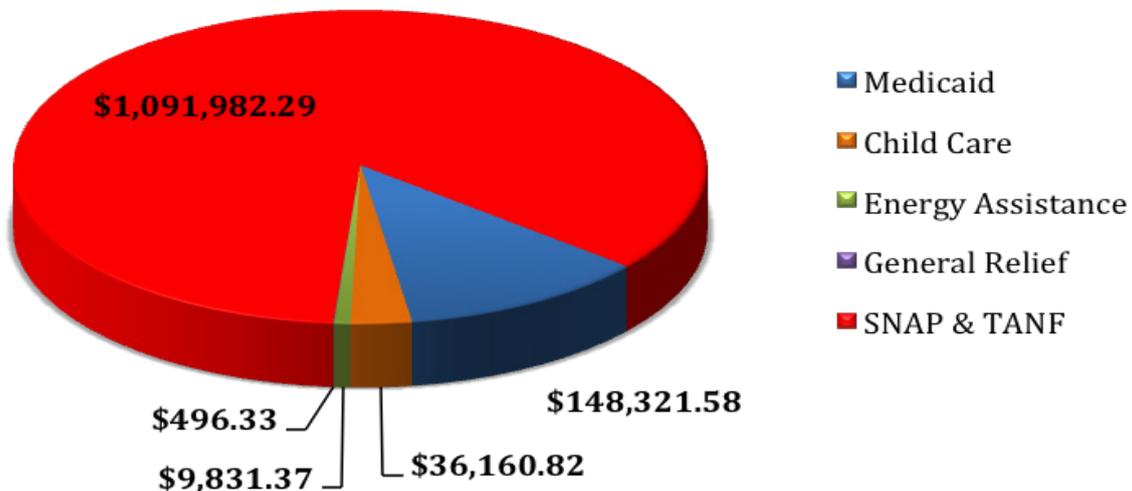
The Fraud Unit is responsible for investigating possible instances of fraud for all public assistance programs. The investigators handle both front end and back end investigations.

The Collections Unit is responsible for collecting debt and overpayment's of Public Assistance Funds.

FRAUD ACTION TAKEN

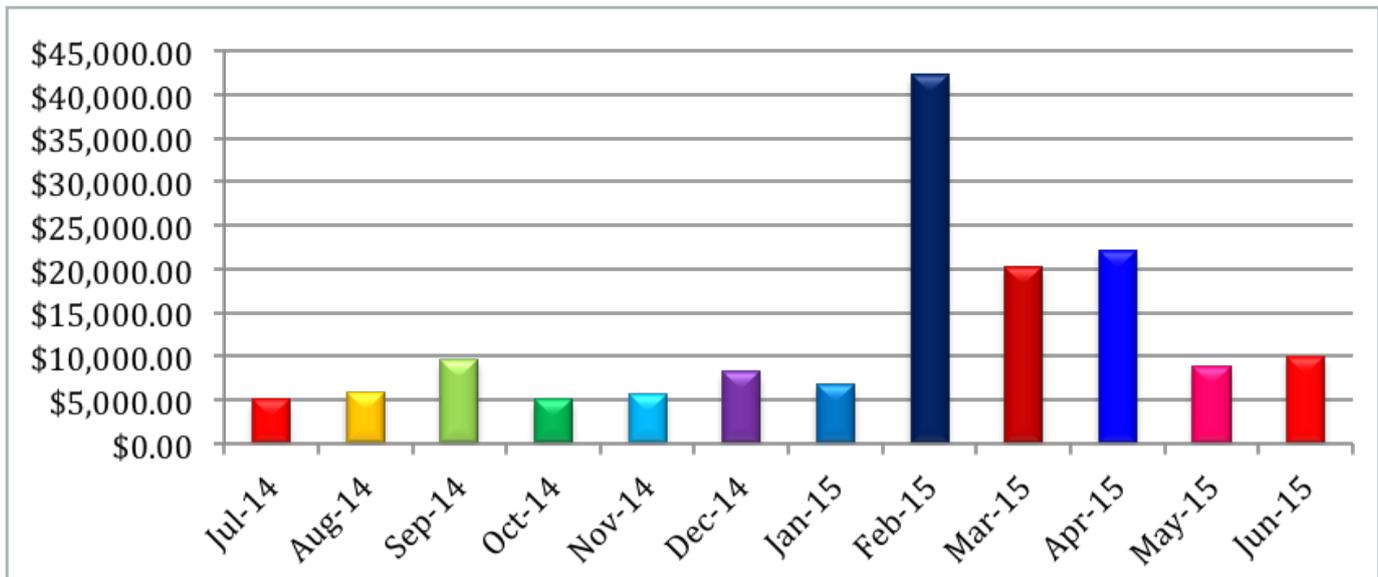


OUTSTANDING COLLECTIONS



FRAUD AND COLLECTIONS MONTHLY RECOUPMENT

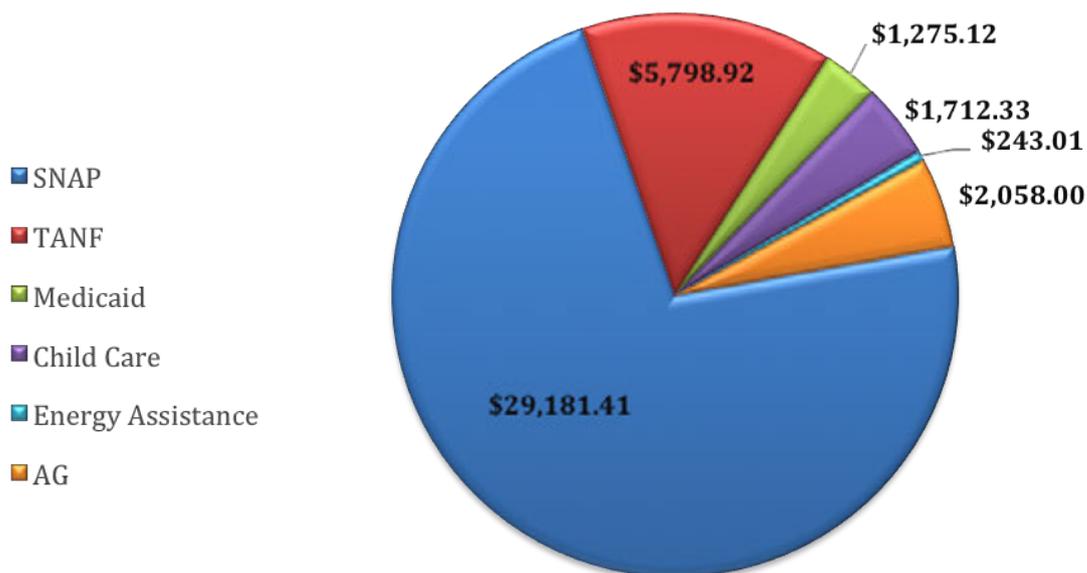
\$149,985.37
Total amount collected by CDSS



Recoupments are collected automatically through various means. Collections such as EBT, SNAP, and TANF are a reduction in benefits, while Intercept Payments (IP) are payments made by the government for tax returns, Social Security, etc.

FY 2015 CASH COLLECTIONS/PAYMENTS

\$40,418.85
CASH COLLECTIONS



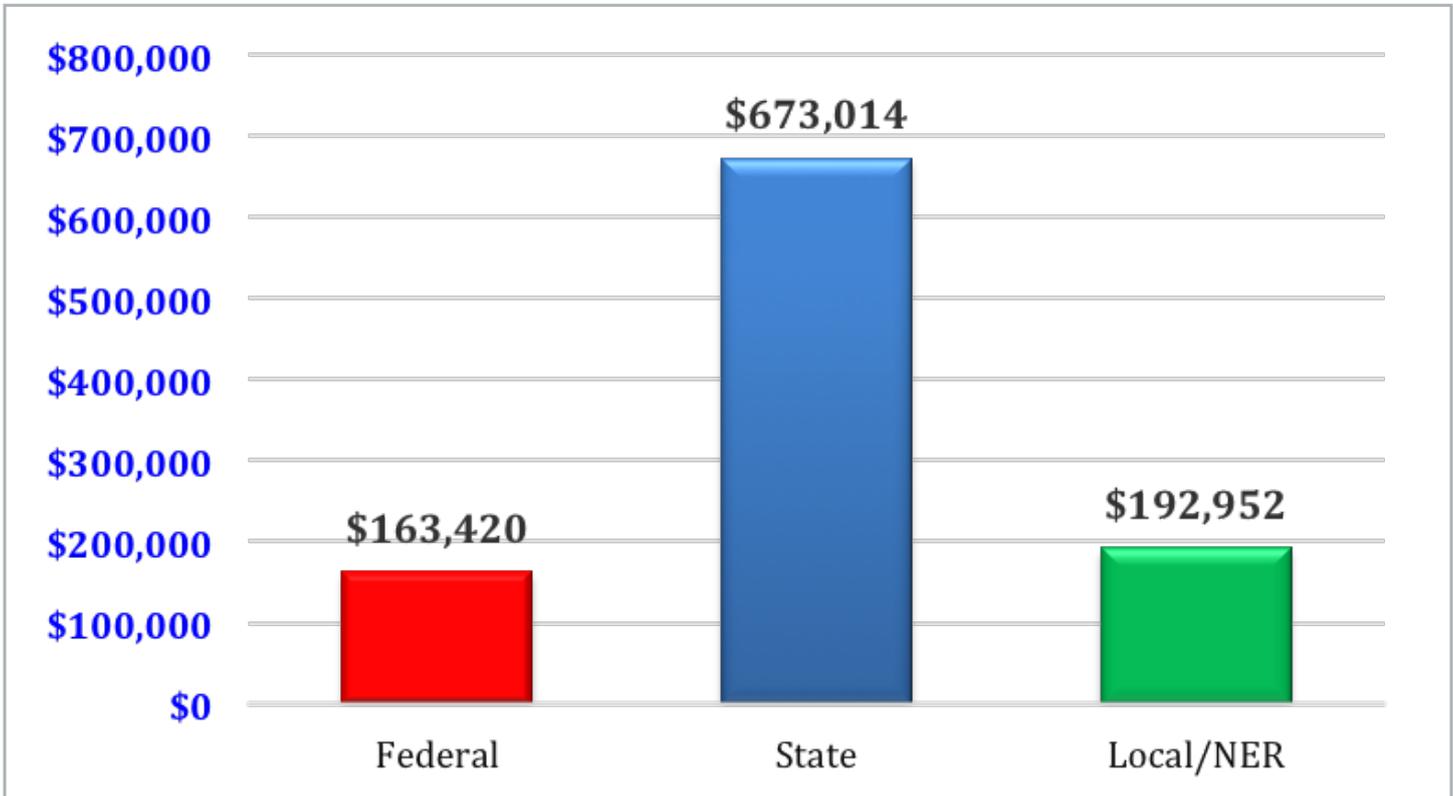
Cash collections are payments made directly by customers to Social Services in the form of cash or check.

FAMILY SERVICES

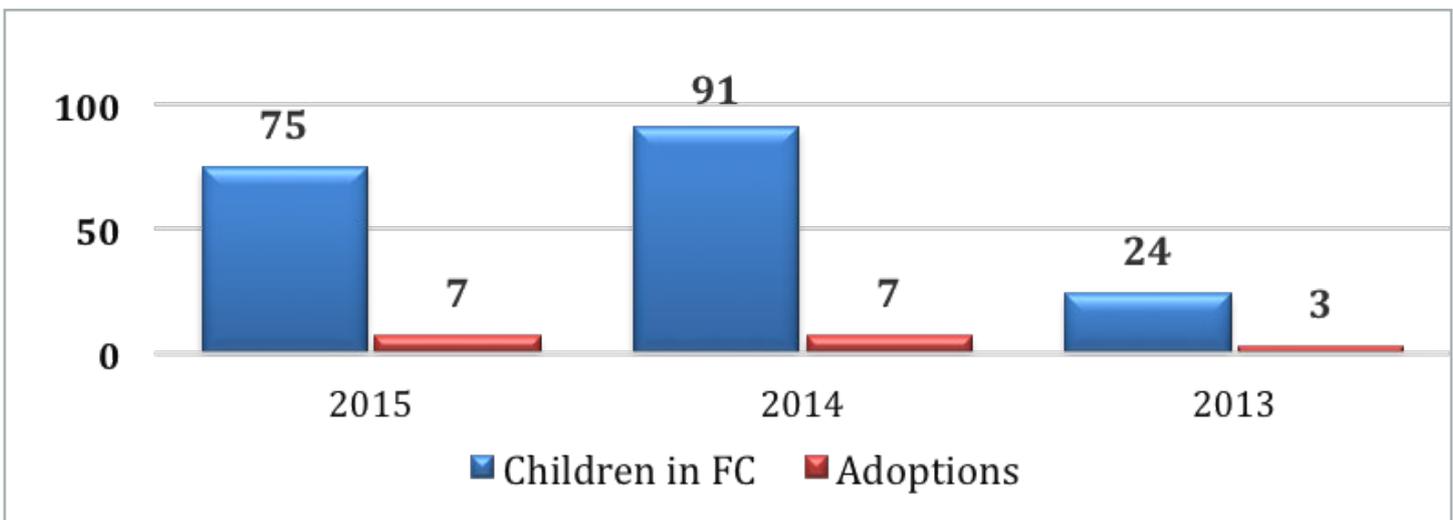
The mission of the Family Services staff is to identify, assess, and provide services to children and families in need. They help to enable families to provide adequate care for their children, and prevent maltreatment.

Adoptions and Foster Care staff is committed to helping all Foster Care children find a permanent home through adoption. Staff is responsible for screening potential Foster Care/adoptive parents, and providing training for the families.

ADOPTION FUNDING



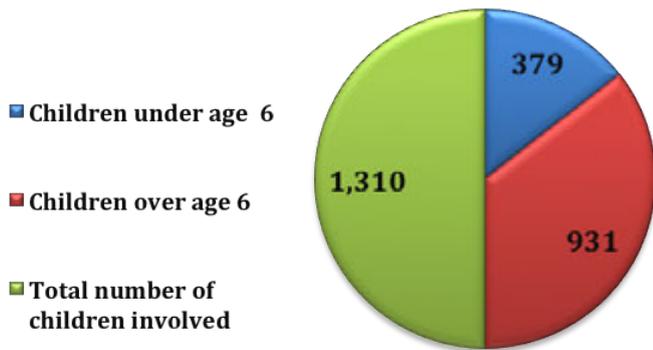
FOSTER CARE VS ADOPTION COMPARISON



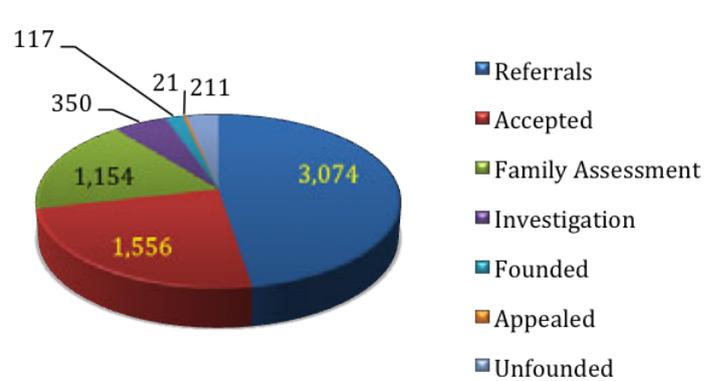
CHILD PROTECTIVE SERVICES

The Differential Response System allows each locality the flexibility to respond to reports of child abuse and neglect based on the severity and type of abuse and neglect of children. Investigations are required for serious forms of abuse including severe trauma, sexual abuse, abandonment, out of family investigations, and child fatalities. Other less serious reports are referred for family assessments which are family focused with efforts to engage the family and services to prevent abuse and neglect. Invalid reports are reports that are determined to not meet Child Protective Services criteria for abuse or neglect after further screening.

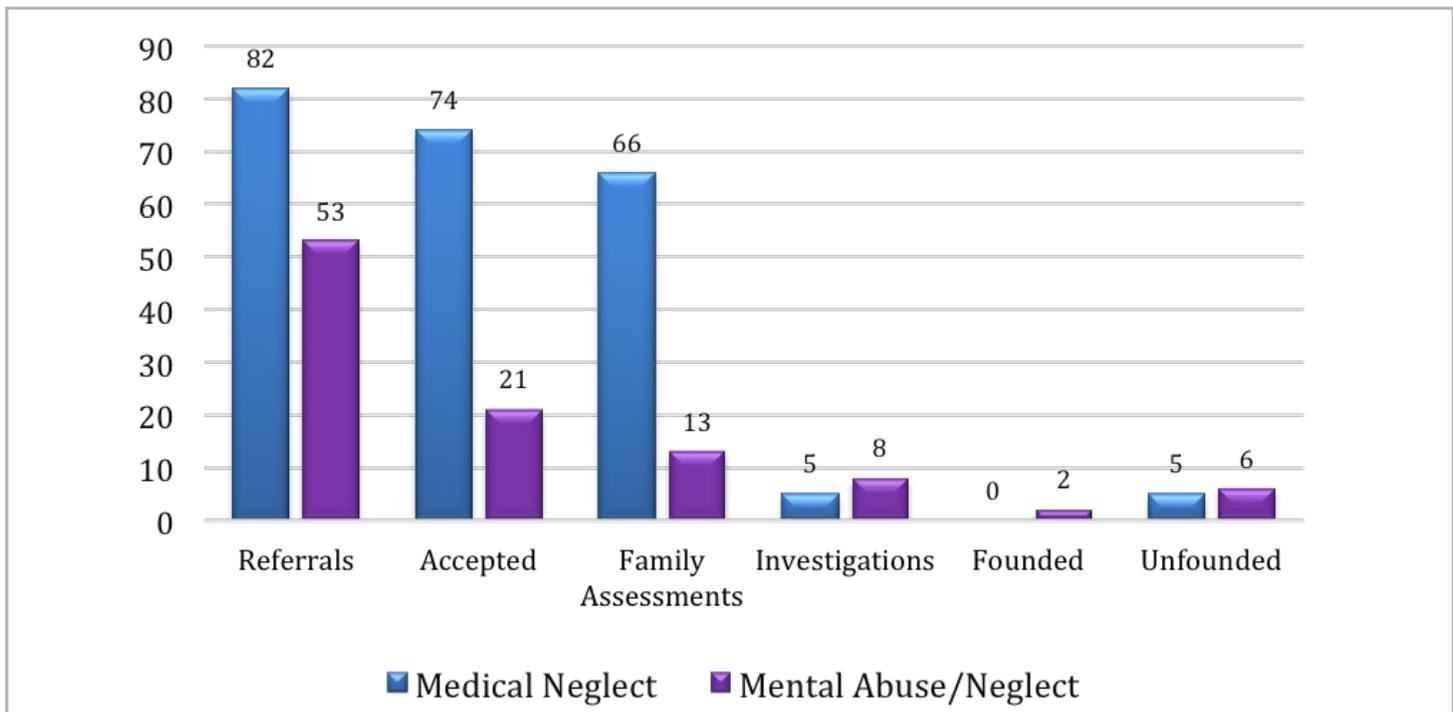
CHILDREN INVOLVED CPS REPORTS



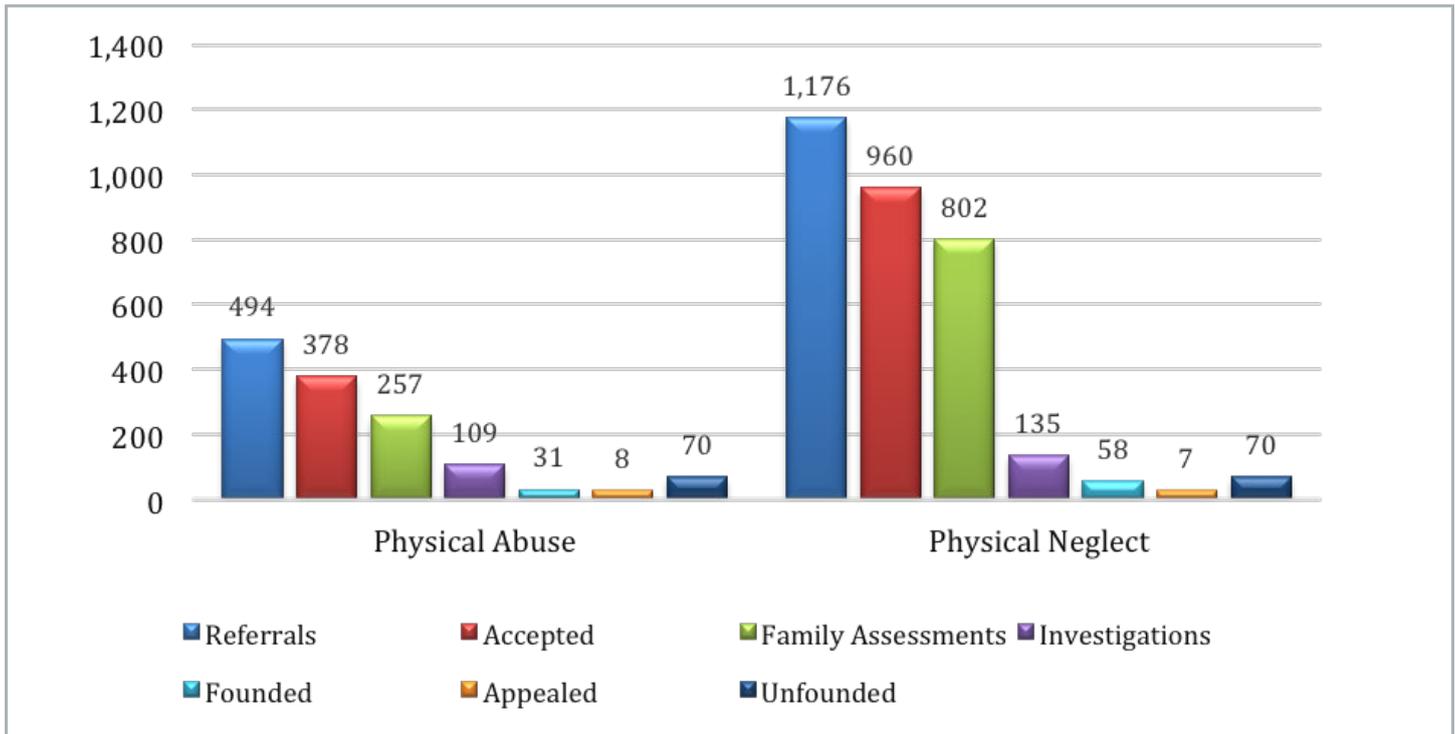
ALLEGATION COUNT



TYPES OF CHILD ABUSE: MEDICAL NEGLECT AND MENTAL ABUSE/NEGLECT



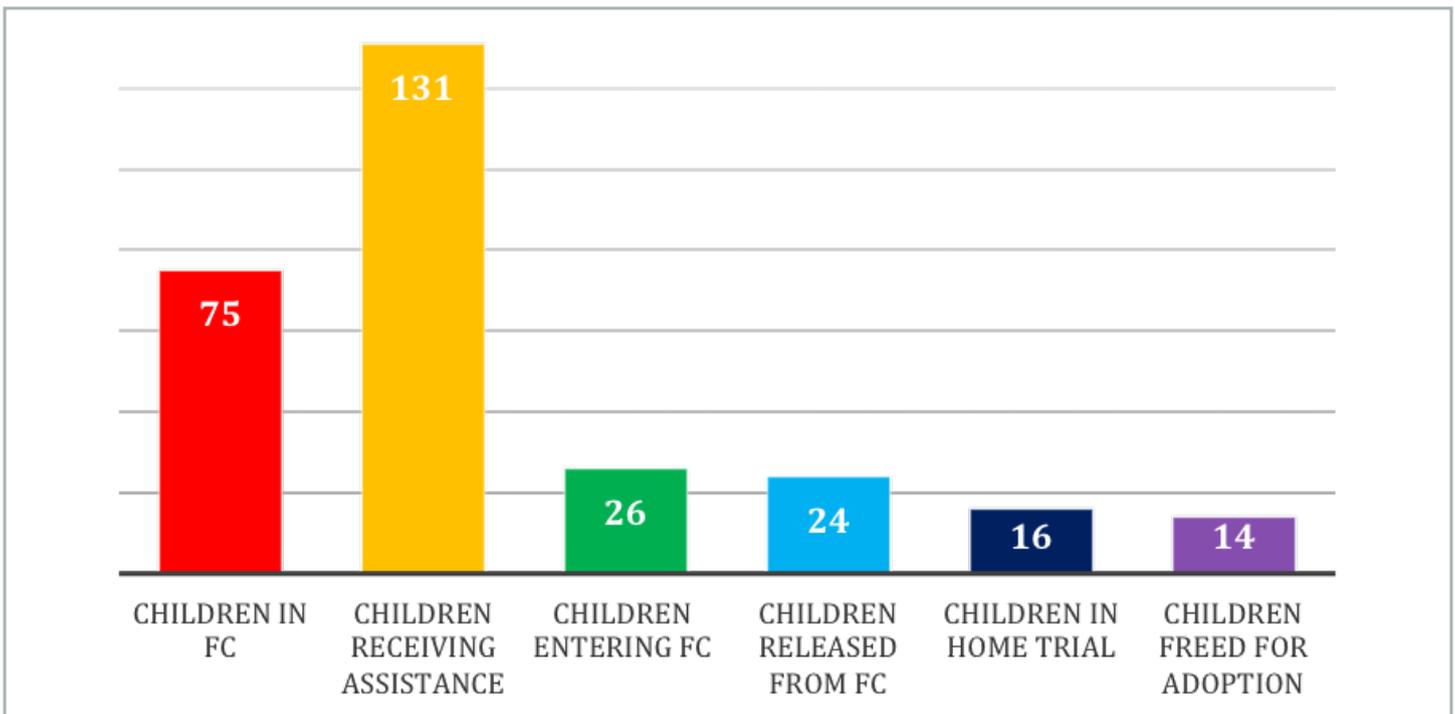
TYPES OF CHILD ABUSE: PHYSICAL ABUSE AND PHYSICAL NEGLECT



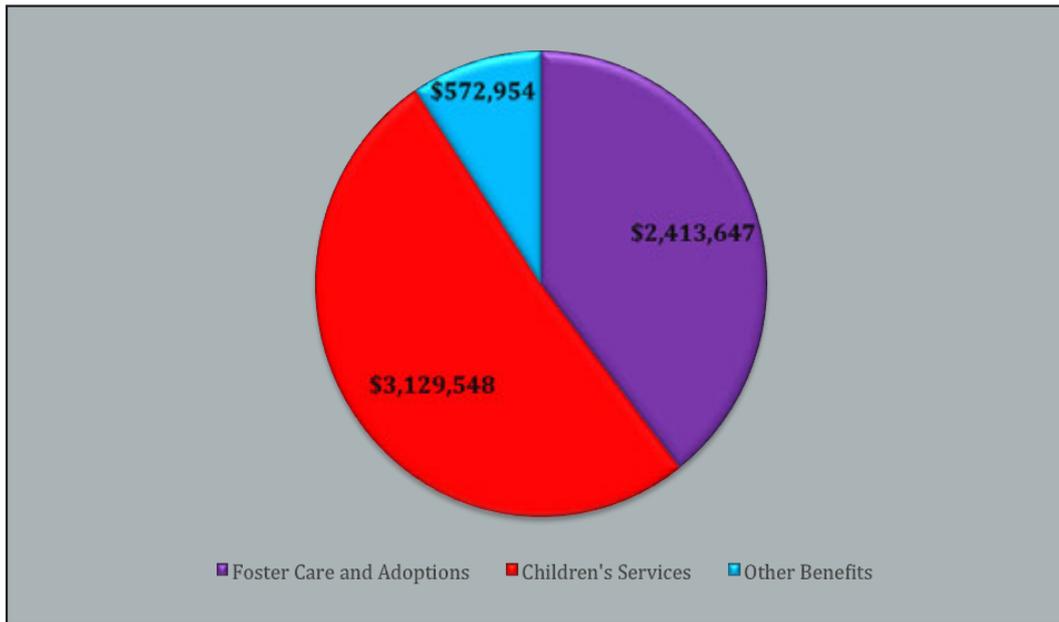
FOSTER CARE SERVICES (FC)

Foster Care programs are state and federally mandated and provide services to help children who are removed from their homes. Foster Care services are intended to be a temporary response to children and families in a crisis. The goal is to provide a temporary, safe, and stable environment for children until they are able to either be reunited with their families or adopted.

2015 FOSTER CARE STATISTICS



SERVICE PAYMENTS



Children's Services Act (CSA)

A collaborative system of behavioral health services and funding that is child-centered, family focused, and community-based that better meet the strengths and needs of at-risk youth and their families within Chesapeake.

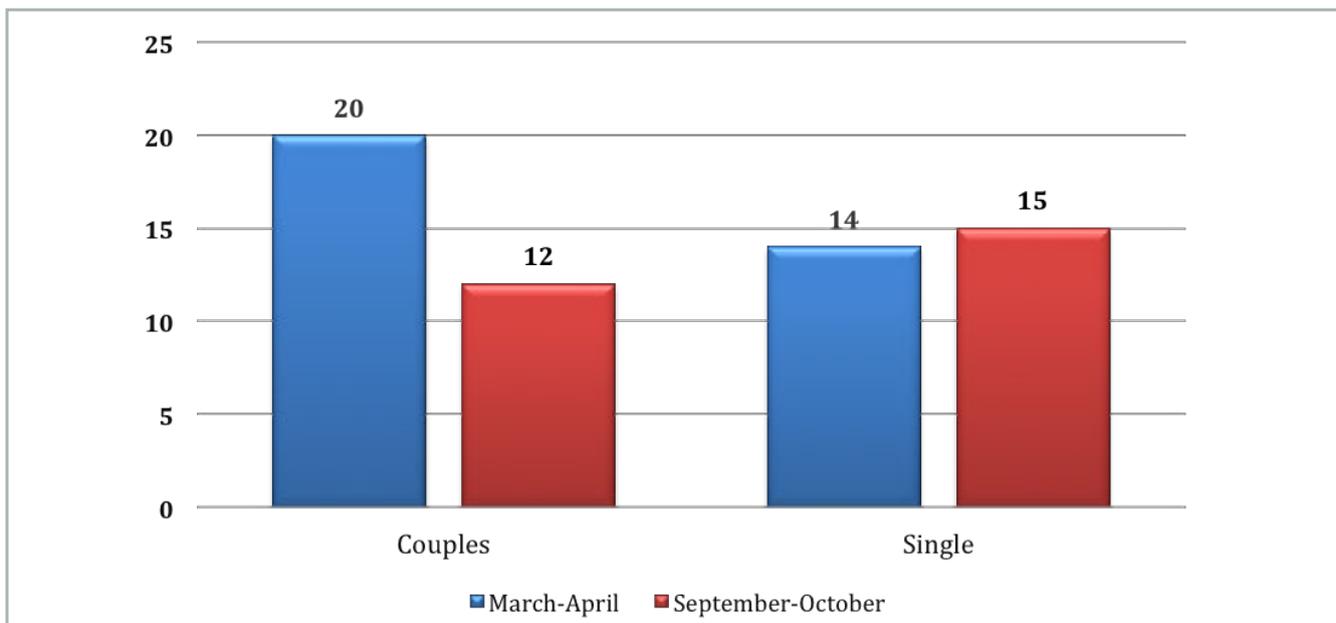
PRIDE - PARENT RESOURCE FOR INFORMATION, DEVELOPMENT AND EDUCATION

PRIDE is a model for the development and support of resource families. The PRIDE program was designed to strengthen the quality of family by providing a structured framework for recruiting, selecting, and preparing foster and adoptive parents.

PRIDE Program Goals:

- To meet the prospective, developmental, cultural and permanency needs of children placed with foster and adoptive families.
- Strengthen families, whether they are families of origin, blended families, extended or kinship families, foster families, adoptive families, or tribal members.
- Strengthen the quality of family foster parenting and adoption services by providing a standardized, structured framework for pre-service training and mutual assessment.

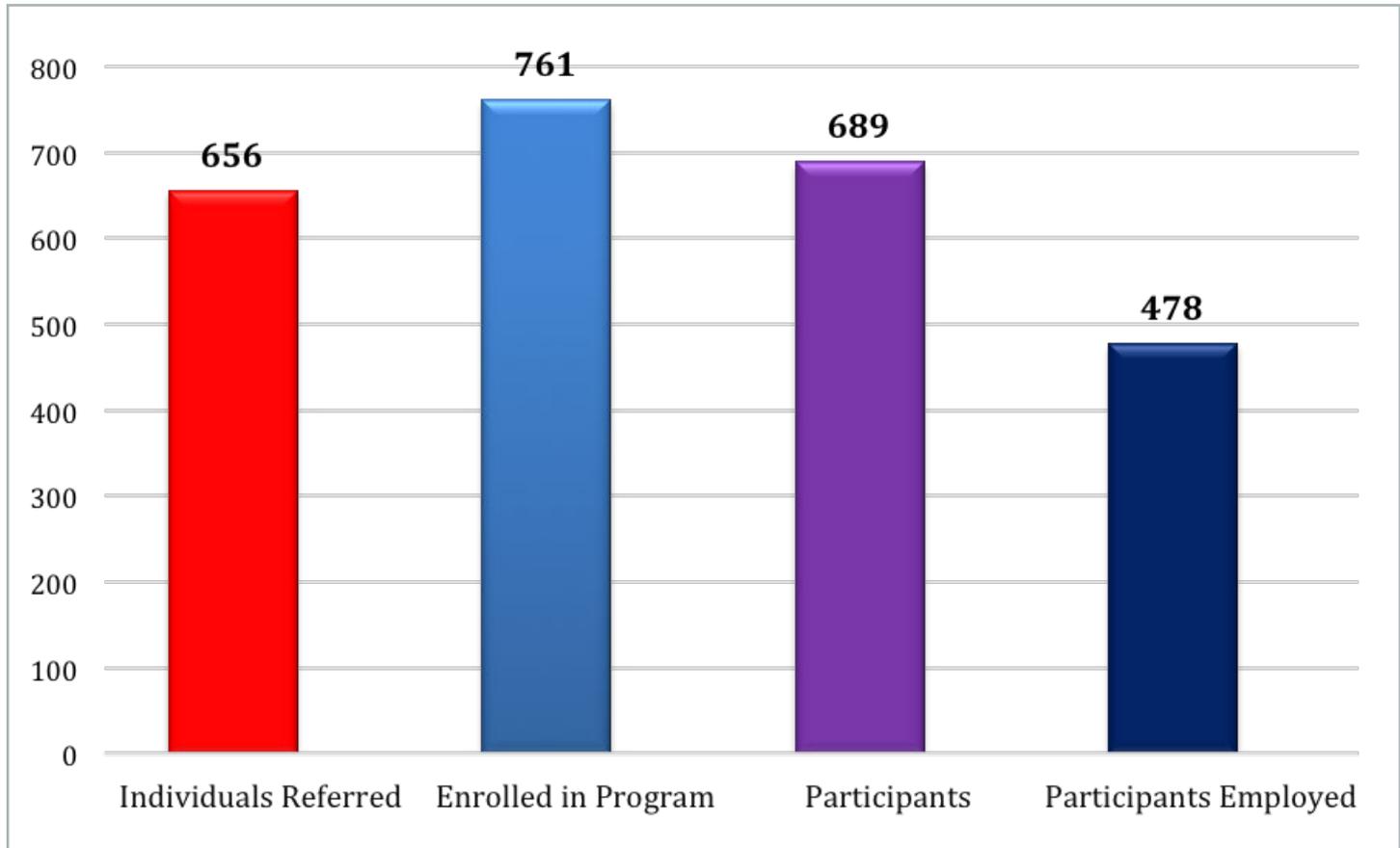
FOSTER PARENT TRAINING CLASSES



EMPLOYMENT SERVICES-JOBS WORK! CENTER

The Jobs Work! Center will assist individuals and families with becoming interdependent and empowered contributors to the City of Chesapeake. The program is supported by private and public partners who value the opportunities that the Jobs Work! Center provides for citizens. Staff assist the business community by providing a pool of dependable, job-ready employees to local businesses, which helps to reduce the rate of employee turnover and re-training.

WORK PARTICIPANT RATES



CHESAPEAKE PARTICIPANTS:

Hourly Wage = \$8.64

Average Monthly Earnings = \$1,142

*There have been 9,498 Chesapeake citizens who have participated in the program since October 1997.

COMMUNITY PROGRAMS

Community Programs provides outreach, education, and support to the community for the enrichment of the quality of life for Chesapeake residents. The Community Development Unit of Community Programs works to develop, revitalize, and maintain healthy neighborhoods through community involvement and support.

COMMUNITY PROGRAMS ACCOMPLISHMENTS AND CHANGES

More than 18,604 hours of service were contributed by volunteers during the course of 2015. This is a cost savings of more than \$429,000 to the City.

Community Programs Volunteers:

- Served on boards and commissions
- Provided a voice as a court appointed special advocate for 60 children who have been abused and neglected
- Assisted in diversion proceedings
- Supervised youth during community service activities
- Assisted custodial and non-custodial fathers
- Provided supportive service to pre and post trial clients to help divert minimum-security arrestees from the Chesapeake jail
- Engaged in neighborhood revitalization to strengthen the communities quality of life through housing repairs, community gardens, and neighborhood clean-ups

In an effort to enable better communication and working relationships between staff, eleven Community Programs employees moved from the Juvenile and Domestic Relations Court building to the Human Services building. The relocation promoted more collaboration and partnerships between divisions, which helped to provide more resources for clients.

In the fall of 2015, the Child Care Unit moved under the Community Programs umbrella. The move helped to align the Comprehensive Plan for Youth goals with the state's Child Care goals. It also enabled the Child Care Unit to have closer supervision by Community Programs staff who were familiar with the state and local requirements. This alignment has allowed Child Care staff to be more involved in programs for Child Care providers, and to expand their knowledge of the benefits of high quality Child Care.

CHILD CARE SERVICES

Child Care programs in Virginia are defined as regular operating service arrangements for children where a person or organization has agreed to assume responsibility for the supervision, protection, and well-being of a child under the age of 13 for less than a 24-hour period. There are two types of Child Care programs in Virginia: Child Day Centers (center-based) and Family Day Homes (family-based).

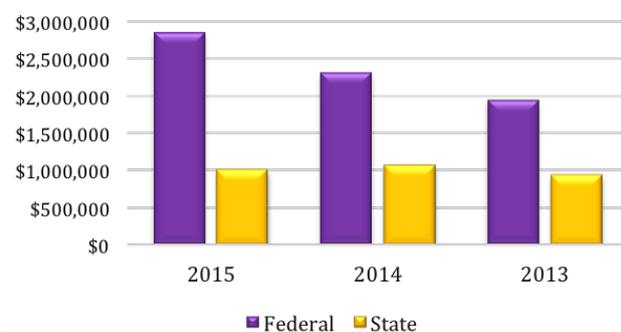
Categories of Child Care Include:

- Licensed
- Unlicensed (but regulated)
- Approved
- Unlicensed and Unregulated



DID YOU KNOW?

65% of American children under the age of 6 have both parents in the workforce.



*There were no local dollars spent on Child Care funding.

FAMILY AND YOUTH DEVELOPMENT

The Family and Youth Development Unit collaborates with other youth and family professionals to provide specific programs and services to the community. Staff provide family education and support and work with other organizations to coordinate special youth programs, such as the Mayor's Ambassadors. They also provide case management and accountability for at risk youth. The Unit implements specific diversion programs, and they advocate for children who have been abused and neglected through the Court Appointed Special Advocates program (CASA).

COMMUNITY PARTNERSHIP

The Community Partnership Unit of Community Programs collaborates and partners with local schools, Child Care providers, faith-based organizations, civic leagues, community agencies, nonprofit organizations, and other entities to provide programming. Their goal is to ensure that all children are born healthy, and are ready to learn when they enter school.

Programs consist of kindergarten readiness workshops, training for Child Care providers, and training for parents. The Community Partnership unit also collaborates with other groups and organizations to ensure a continuum of services for Chesapeake's 55 and Better population.

COMMUNITY PROGRAMS



FAMILY SERVICES



CHESAPEAKE R U READY

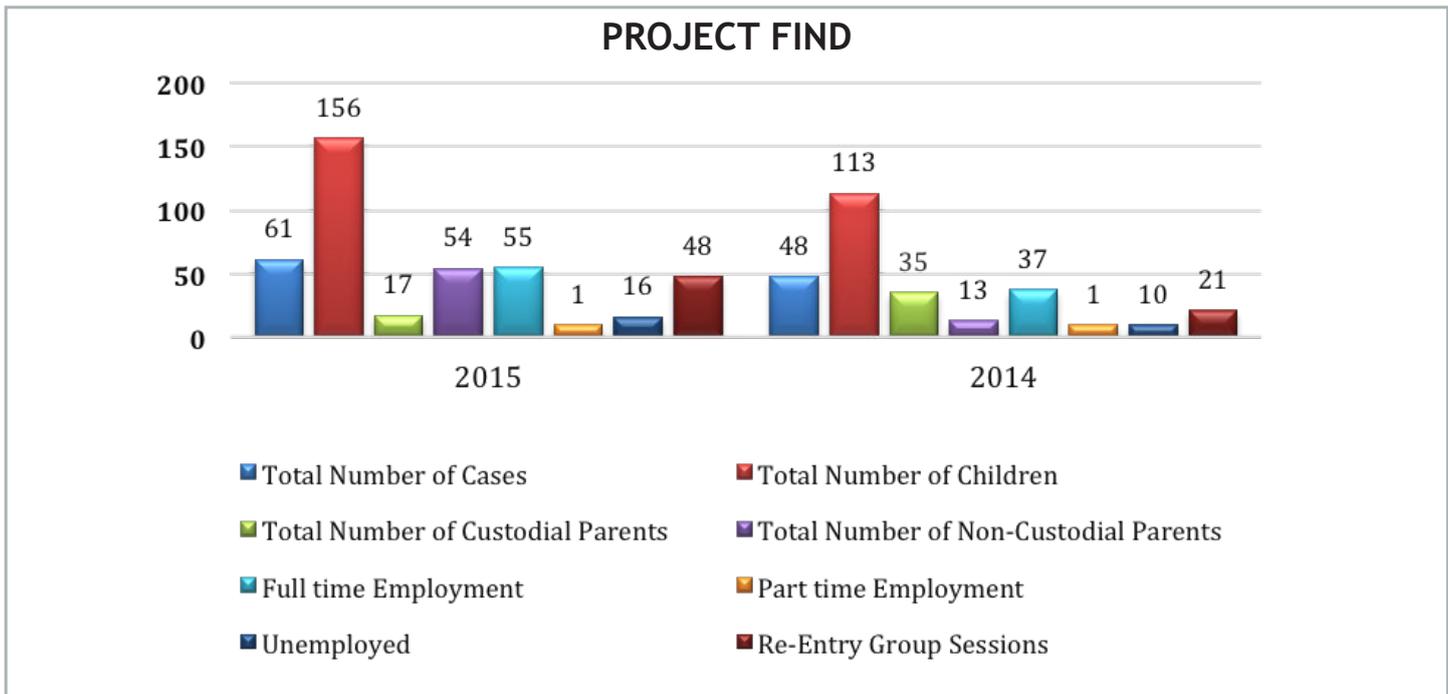
The Chesapeake R U Ready program is an interagency and multidisciplinary counsel consisting of about 70 organizations serving Chesapeake youth and their families. Chesapeake R U Ready was created in 1987 by the Chesapeake Youth Committee (CYC), and they are part of a comprehensive network of systems serving youth and families in Chesapeake.

COMMUNITY OUTREACH

The Community Outreach Unit of Community Programs collaborates with faith based organizations, community agencies, and other departments to provide comprehensive services to fathers, families facing homelessness, homeless individuals, and those re-entering the community following incarceration.

PROJECT FIND

Project FIND (Fathers in New Directions) is a dynamic program designed to strengthen the bond between fathers, their children, and significant others through supportive services to custodial and non-custodial fathers. Project FIND is dedicated to providing training for responsible parenting and self-sufficiency through employment.

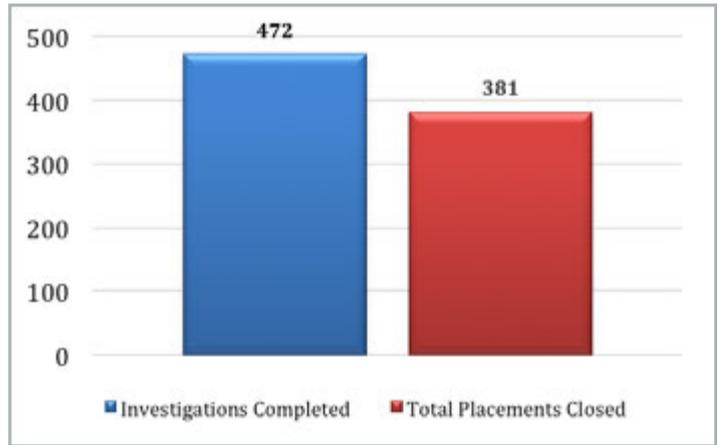
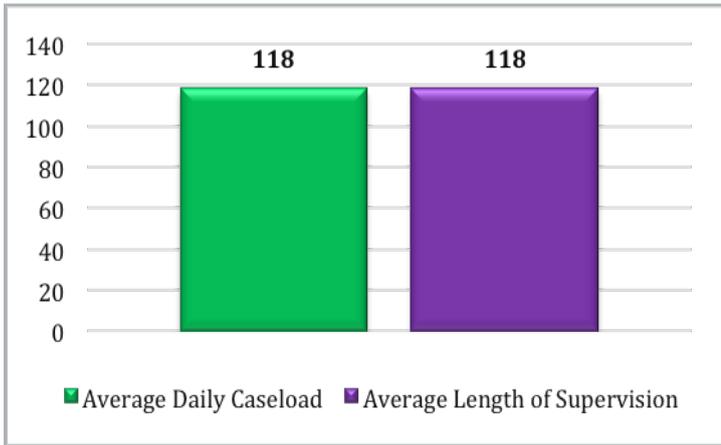


COMMUNITY CORRECTIONS

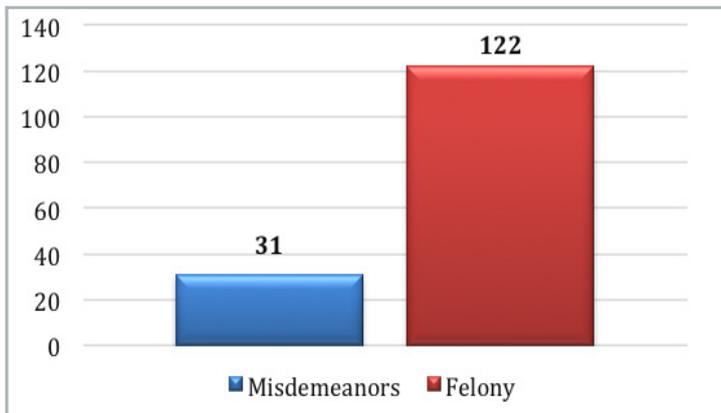
Chesapeake Community Corrections Agency (CCA) Has Served the Chesapeake Circuit, General District, and Juvenile and Domestic Relations Court as a distinct identity within the local criminal justice system. CCA has established itself as a professional division of the Human Services Department capable of providing both pre-trial and post-trial services in order to extend alternatives to incarceration to all courts within the 1st Judicial Circuit Court of Virginia.

This multi-service agency has become a comprehensive community-based corrections agency aiming to divert minimum-security arrestees, and detainees from the Chesapeake Jail. CCA is a core function in public safety for the City of Chesapeake. The agency consists of two components: Local Community-Based Probation Services and Pretrial Services.

PRETRIAL SERVICES



CASES SUCCESSFULLY DIVERTED



Jail Dollars Saved: \$1,667,684

Appearance Rate: 93%

Average Cost of Supervision:
\$5.70
Per Day

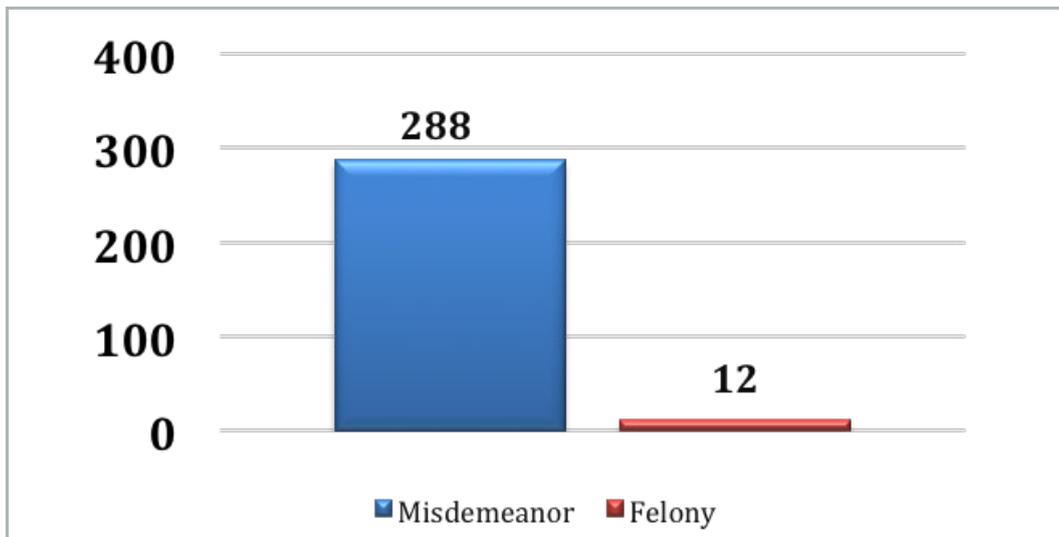
LOCAL PROBATION SERVICES

Restitution Paid: \$1,805.58

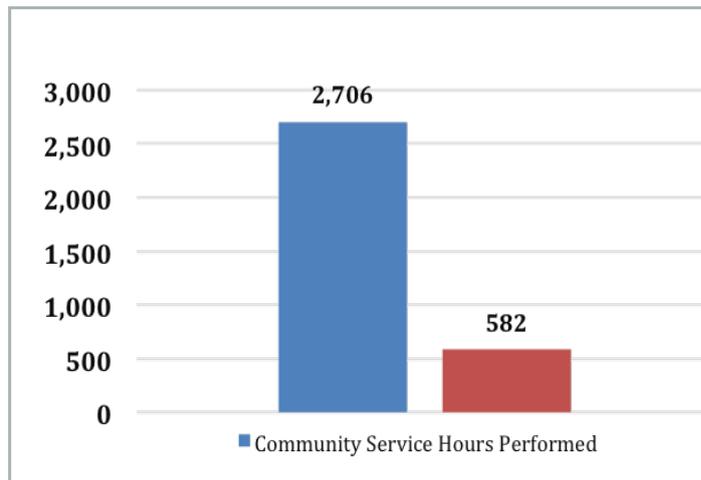
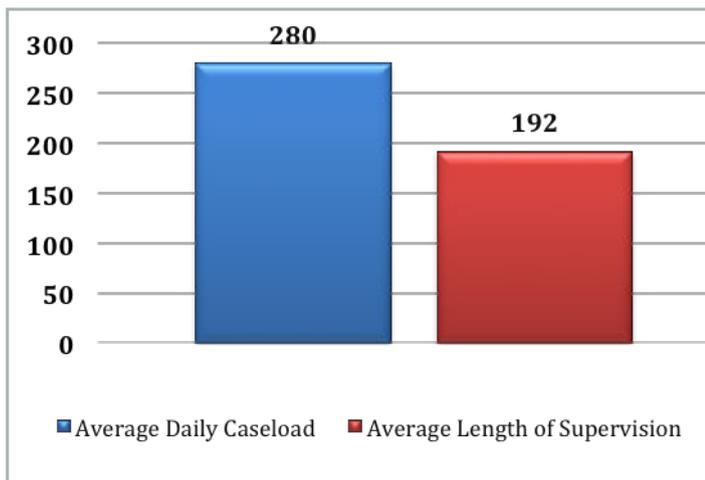
Court Costs Paid: \$2,699.48

Average Cost of Supervision: \$2.39 Per Day

CASES SUCCESSFULLY DIVERTED



LOCAL PROBATION SERVICES



CHESAPEAKE INTERAGENCY CONSORTIUM

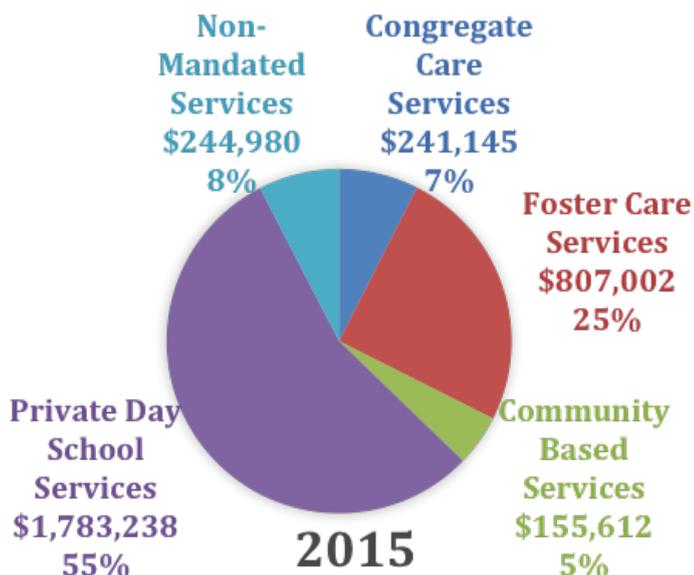
The Chesapeake Interagency Consortium (CIC) administers the Children’s Services Act (CSA). The Children’s Services Act is a 1993 Virginia law that establishes a single state pool of funds to purchase services for at-risk youth and their families. State and local agencies along with parents and other private organizations work together to provide a collaborative system of services.

CIC’s mission is to provide at-risk youth and their families with the most comprehensive, least restrictive, and cost-effective services in order to foster optimal emotional and behavioral well-being.

The CIC team and Chesapeake Department of Human Services administrators work diligently to maintain high standards of fiscal accountability with the use of state and local funds, and to provide child-centered and family-focused services for at-risk youth and their families.

CIC served a total of 139 youth and their families in FY-2015.

**TOTAL EXPENDITURES
CALCULATED:
\$3,231,977**



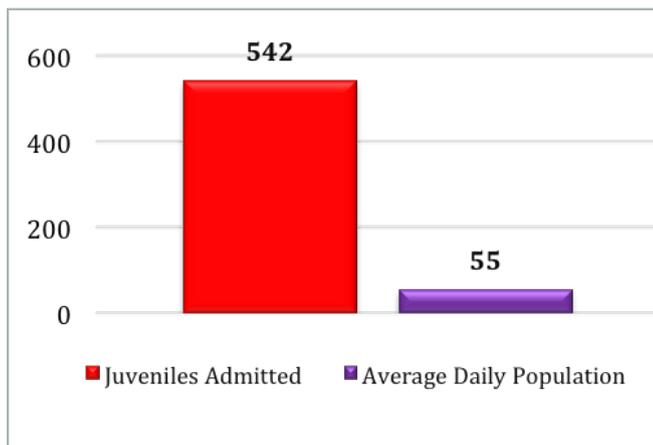
JUVENILE SERVICES

Chesapeake Juvenile Services (CJS) is an organization of well-trained professionals dedicated to the positive development of youth by teaching them to value their families and community and to assist them in experiencing success in life by making appropriate decisions.

CJS provides quality, secure, and safe short-term and long-term detention services to juveniles detained by order of the courts. Programming includes education, group counseling, individual counseling, medical services, mental health assessments, behavior management, job readiness, life skills, and recreational activities. CJS serves youth in Chesapeake, Franklin, Portsmouth, Suffolk, and the counties of Isle of Wight and Southampton.

In June 2015, CJS was audited by the Department of Juvenile Justice (DJJ). The audit was successful and CJS received a three-year certification from November 9, 2015 to November 8, 2018.

CJS Population



CJS Community Placement Program:

The Community Placement Program is a short-term residential program with community integration planning. The residents are wards of the Department of Juvenile Justice who have completed their requirements to DJJ and are ready to integrate into their respective communities in Virginia. The program focuses on developing competency for residents in the areas of education, job readiness, life and social skills. The program also provides specialized programs in the areas of substance abuse and anger management. The length of stay averages between three to twelve months.

In FY-2015:

- 23 residents were admitted to the program (3 of those residents earned their GED)
- 10 are currently participating
- 12 successfully completed the program and were discharged
- 1 was returned to Department of Juvenile Justice and did not complete the program

CJS Re-Entry Program allows juvenile offenders to transition from a state juvenile correctional center back to a local detention facility in close proximity to their home for up to 120 days prior to discharge from commitment to parole. The goal of the program is to establish connections within the community.

In FY-2015:

- 9 residents were admitted to the program (1 resident earned a GED)
- 7 successfully completed the program and were discharged
- 1 did not complete the program
- 1 resident is currently still in the program

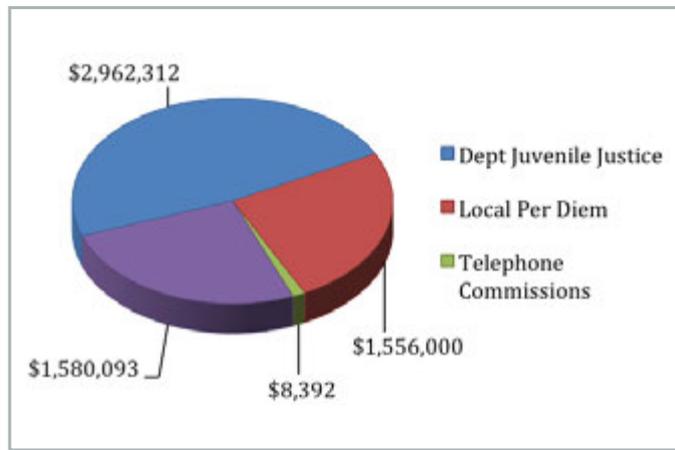
The agreement with the DJJ to accept residents into the Community Placement and Re-Entry Programs was renewed in 2015. As a result of the renewal, CJS received \$703,500 in funding for both programs.

The **Post Disposition Program** is a secure, six month residential treatment program for male and female residents ages 14-17. The program only accepts referrals from localities with a written post dispositional agreement between their respective Court Services Units and CJS. All juveniles in this program are on a suspended commitment to the DJJ. The goal of this program is to prepare and equip the residents so they may re-integrate into their families and communities and lead productive and successful lives.

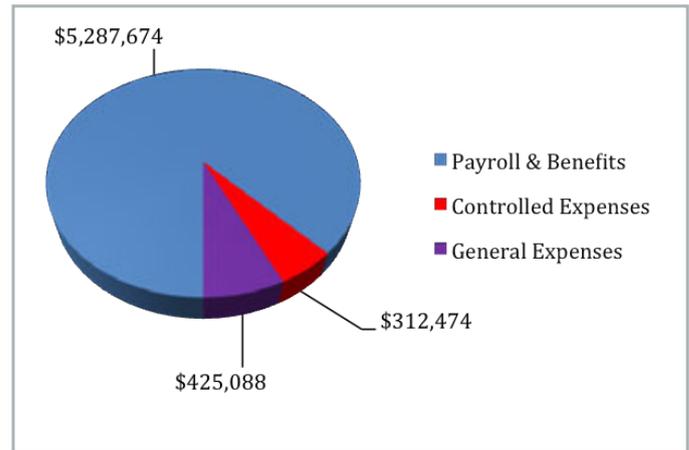
In FY-2015:

- 6 residents were admitted to the program
- 2 successfully completed the program and were discharged
- 3 are currently participating
- 1 did not complete the program

REVENUES



EXPENSES



HUMAN SERVICES AWARD WINNERS

The **Innovation Award** recognizes employees who support the City's goals and objectives toward improving efficiencies, streamlining processes, conserving taxpayer dollars, minimizing risk exposure, increasing compliance to applicable standards and regulations, and/or attaining tangible and measurable savings of time, labor, space, equipment or supplies.

INNOVATION AWARD WINNERS



Kathy Parrish
SOCIAL SERVICES



Shirl Upton
SOCIAL SERVICES



Darnell Gaddis
COMMUNITY PROGRAMS

FAREWELL...

Linda Hasty
Edwina Jones
Kevin Jones
Earvin Rosier
Beverly Sain
Cheryl Selby
Jacqueline Staples
Joyce Turner
Brenda Vaughan
Linda Waldo

The **Public Service Award** was designed to reinforce the City's mission and commitment to provide quality customer service to all citizens equitably, in a responsive and caring manner.

PUBLIC SERVICE AWARD WINNERS

Sheri Arnold	James Revell
Corina "Cori" Craver	Lori VanHorn
Cathy Christian	Michael Smith
Mable Ellis	Rick Gore
Michael Porter	Linda Waldo
James Poole	

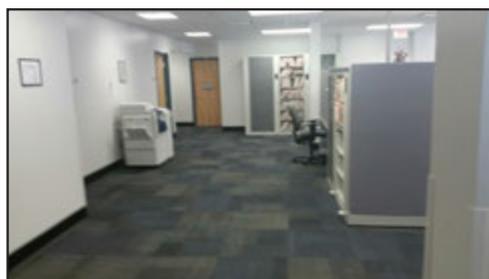
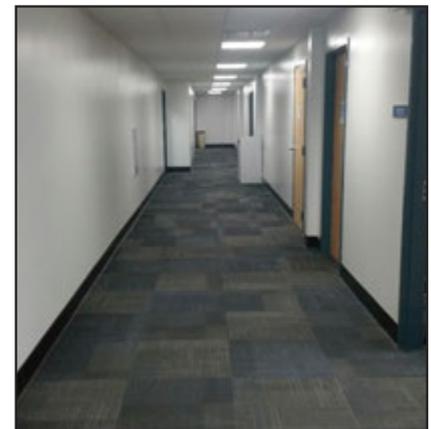
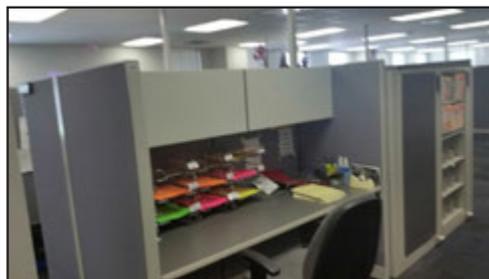
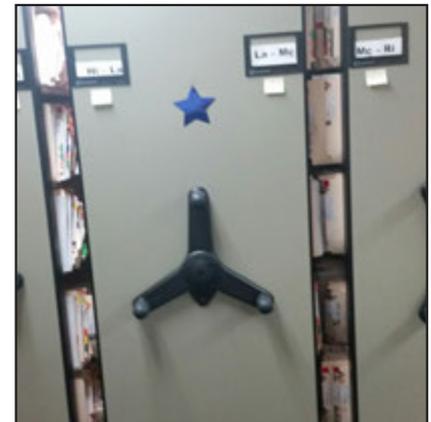
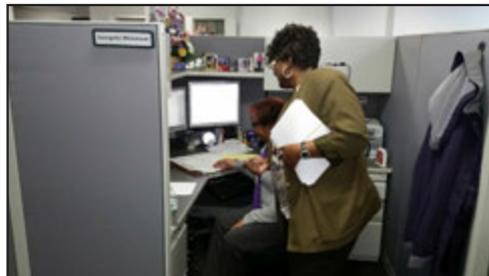
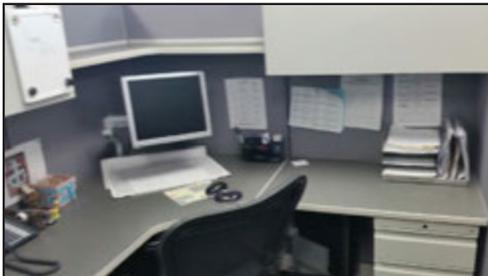
SPECIAL HONORS...

The Human Services Department was chosen to participate in the NAS Oceana Mass Casualty Family Resource Center Drill held in March 2016. They were asked to participate because of their strong knowledge of how to handle these types of emergency situations.

In August 2015, members of Chesapeake Department of Human Services were invited to participate in the Chesapeake Integrated Emergency Management course at the National Fire Academy in Maryland. The community-specific training helped to build awareness and strengthen skills in response to catastrophic events.

RENOVATIONS

In April 2015, Social Services underwent a \$2.2 million dollar renovation. New workstations, carpet, and filing systems were installed.



The renovation took about four months and it would not have been possible without help from several City departments including:

- Chesapeake City Council and City Administration for making the funds available
- Budget
- City Attorney
- City Manager
- Finance
- Information Technology
- Public Works
- Purchasing
- Sheriff's Department

City Partners for Social Services Renovation: Tim Winslow, Keith Braziel, and Steve Snyder.

The Virginia Department of Social Services and the Virginia Information Technology Agency were extremely supportive during the renovation. The following vendors made this project possible:

Advanced Office Konzept: Mickey Mullaney
FRENCH PAINTING CO., Inc: Rahim M. Taheri
Bartnett Commercial Services: Ken Bartnett
E & P Electrical Contracting and Engineering Company: David Nekoumand
Shore Communications: Joe Cecil
Cherry Carpet: Dennis Palmer

Unfortunately, in June 2015, the ceiling in the Human Services building collapsed causing damage to about forty-five percent of the second floor. The Social Services staff, Facility Maintenance, Public Works, Housekeeping, and private vendors helped to restore the floor and employees were only displaced for ten days.

NEW HAMPTON ROADS TRANSIT BUS SHELTER

The new HRT bus shelter was installed in November 2015. The shelter is located on the Job Works! side of the Human Services building. This project was a partnership with HRT and took three years to complete.



A new energy-saving roof was installed on the Human Services building in August 2015.

A LOOK BACK...





MOVING FORWARD

Looking ahead, FY-2016 is bound to bring positive changes to the Chesapeake Human Services Department. Numerous goals and objectives have been set and will hopefully be achieved this fiscal year. The department will continue to develop innovative options to help cut costs, while still providing pristine services to the citizens of Chesapeake. Below is a list of some of the department goals that have been set for FY-2016.

GOALS AND OBJECTIVES FOR FY-2016:

- Develop the Chesapeake Incident Response Center process.
- Implement Laserfiche for document imaging. This will be phased in over a three year period.
- Implement SharePoint for real time, online document sharing verses maintaining costly paper manuals.
- Reduce the number of desktop printers and shift to network printing in an effort to cut costs.
- Develop a co-sleeping public service announcement to bring public awareness to the number of child related fatalities.
- Develop and deliver a customer service survey.
- Partner with the Chesapeake Sheriff's Department to hire and employ a full-time case manager, who will provide services to ex-offenders who have been released back into the community.
- Conduct a homelessness feasibility study.
- Complete a much needed \$100,000 renovation to the Social Services restrooms.
- Work with the Department of Juvenile Justice to develop a plan to build a smaller, more efficient Juvenile Services Center within the next two years.
- Work toward developing the next generation of employees by promoting succession planning, reducing service gaps, building partnerships, enhancing technology, providing more training and education.
- Create an annual department report.

ANNUAL REPORT SOURCE INFORMATION

Annual Report Source for Benefit Program Information:

Benefit Programs, ADAPT (Data Warehouse, Client Cross-Program Locality Yearly Analysis)

Annual Report Source for Service Program Information:

Division of Family Services, VCWOR/OASIS, "Children in CPS Referrals"

Annual Report Source for Jobs Work! Information:

LASER, Statewide Summary