

TOWN OF GREENWICH - DEPARTMENT OF SOCIAL SERVICES

| | <u>2007-08</u> | <u>2006-07</u> | <u>2005-06</u> |
|--------------------|-------------------------|---------------------------|---------------------------|
| Budgeted Personnel | 58 | 70 | 71 |
| Expenditures: | | | |
| Current | 3,186,529 | \$3,029,369 | \$3,026,776 |
| Capital | \$0 | \$0 | \$0 |
| Total: | <u>3,186,529</u> | <u>\$3,029,369</u> | <u>\$3,026,776</u> |
| Revenue: | \$23,015 | \$28,092 | \$14,823 |

Note: 52 of the 58 budgeted positions in 2007-08 were filled (28 f/t and 24 p/t, seasonal, and temporary). Expenditures included: \$2,732,595 in operating expenses plus \$453,934 to External Entities. Operating expenses were reduced by -\$175,108 over last fiscal year. External Entities were increased by \$50,000 to TAG to meet budget shortfall. Revenues, generated only through Homemaker services, were down -\$5,077 from last fiscal year. This reflects a reduction in clients' ability to pay.

Statement of Department Mission, Goals, and Target Population

Mission: To protect and promote the welfare of the most vulnerable individuals in the community, through support and services of the highest quality, which maximize competency, independence, and quality of life.

Goals: To provide for basic human needs; maintain the integrity of families; strengthen residents' self-reliance and self-sufficiency; and promote positive social development and emotional adjustment for residents unable to access these services elsewhere.

Target Population: Greenwich's economically-disadvantaged residents; children and youth at risk of poor social or emotional adjustment; residents with confusion, dementia, and other declining abilities due to age and health conditions; those with intellectual disabilities and chronic mental illness; and those of limited income with physical and medical needs whose needs are not fully met by other agencies.

Oversight: The Department is overseen by the seven-member, policy-making Board of Social Services. Board members serve three-year terms. Board officers this year were Mrs. Kimberly Terrenoire, Chairperson, Mr. Steve Maxwell, Vice-Chairman, and Mrs. Diane Chiappetta-Fox, Secretary. Other board members were Mr. Steve Francis, Ms. Shirle Jankowich, Mrs. Mary Huyck,, and Dr. Victoria deBary.

Key Department Operational Activities in '07-08

Restructuring Team Services. The Department continued to tighten its structure, by reducing the number of separate teams from three to two. The Mental Health Program was disbanded, and its clients dispersed across the two remaining teams, Adults & Family, and Seniors. The Family team now serves individuals up to age 54, and all families with children. The Senior team serves individuals beginning at age 55 and above.

Key Services to the Community in '07-08

- **Direct Services.** Greenwich Department of Social Services (GDSS) offers the only single point of entry for case management services to individuals and families who have needs, often multiple and complex, and who have little economic and/or emotional ability to address them. The Department services are those of last resort after all efforts have been made to locate and engage other community resources. Those able to pay are referred to the appropriate community agencies, many of which collaborate with the GDSS on the best solutions to residents seeking services. Among many other local and neighboring agencies, our partners Greenwich Hospital, Housing Authority, the Dubois Center. Additionally, GDSS works closely with other

town departments, such as, among others, the Selectman’s Office, Health, Buildings, and Parks & Recreation, to coordinate services, such as evictions and condemnations, services for youth, and the general community.

- **External Entities.** For the past two years, GDSS has been assigned the responsibility for oversight of local Human Services Organizations that receive town funding to assist in services to residents. In FY ’07 – ’08, five such organizations, referred to as ‘External Entities’, received town funding of over \$453,000: Greenwich Adult Care, Liberation Programs, Inc., Shelter For The Homeless, TAG, and United Way of Greenwich (Youth Coordinator), and Share The Fare (through the Commission on Aging).

Services Provided. In FY ’07-08-GDSS provided services to 2,176 unduplicated clients (individuals and families). Services included casework, advocacy, and counseling on entitlement programs for children, youth, families, and seniors; clinical case management and supportive group therapy to the chronically mentally ill; and homemaker services to seniors and the disabled. Client profiles are depicted below.

| Profile of Clients Served: FY ’07-’08 | | | | | | | | | | | | | |
|--|------------|-------------|-------------|------------|-----|------------|-----|------------|-----|-----------|----|-----------|----|
| Age | Total | | | White | | Hispanic | | Black | | Asian | | Other | |
| | M | F | Total | M | F | M | F | M | F | M | F | M | F |
| Under 18 | 101 | 81 | 182 | 45 | 32 | 39 | 30 | 11 | 10 | 3 | 2 | 3 | 7 |
| [18-44] | 141 | 611 | 752 | 55 | 165 | 55 | 316 | 21 | 88 | 2 | 17 | 8 | 25 |
| [45 - 64] | 168 | 384 | 552 | 109 | 180 | 44 | 121 | 7 | 54 | 4 | 12 | 4 | 17 |
| [65 - 100] | 173 | 514 | 687 | 113 | 360 | 26 | 65 | 8 | 30 | 7 | 15 | 19 | 44 |
| 100 and plus | | 3 | 3 | | 3 | 0 | | 0 | 0 | | | | |
| Total | 583 | 1593 | 2176 | 322 | 740 | 164 | 532 | 47 | 182 | 16 | 46 | 34 | 93 |
| | | | | 1062 | | 696 | | 229 | | 62 | | 127 | |
| Percentage of total | 27% | 73% | 100% | 49% | | 32% | | 11% | | 3% | | 6% | |

Other includes mixed race, West Indian, & unidentified

General Casework & Case Management for Adults & Family Team (A&F): The A&F team provides casework and case management services to children and families in the 0-54 year old category.

- In FY ’07-’08, the A&F team served 1,270 unduplicated clients, which included families and individual adults under 55. The team served an average of 503 families per month. The largest number of requests for services included: counseling, assistance with state entitlement programs, health care access, energy bills, food acquisition and referrals to Neighbor-to-Neighbor, financial assistance, and evictions.
- **Youth Services.** The A&F team oversees two programs geared to Greenwich youth, The Greenwich Youth Conservation Project (GYCP), a 72-slot, summer employment, educational and socialization program for 14 and 15 year-olds; and the Byram Archibald Neighborhood Center (BANC) After-School Program for children in kindergarten through 8th grade. BANC served 43 children in FY’07-’08.
- **Community Gifts Program.** The A&F team oversees this program involving Town and private sector collaboration, distributing toys, food, cash, clothing and shoes, to Greenwich families in need. There are several component programs: the *Holiday Aid Program* provided for 868 eligible households (2570 individuals) during the Thanksgiving and December Holidays; The *Campership Program* provided partial and full scholarships to summer camps for 240 children ages three to fourteen, and 30 seniors, totaling 270 campers. The *Boots and Shoes Program* provided families with vouchers toward back-to-school footwear for 298 children, ages five to fifteen, through the *Salvation Army Emergency Aid Program*. The Salvation Army also provides other assistance, such as food vouchers, and financial assistance around specific needs.

- **Food Insufficiency:** GDSS screens and refers clients to Greenwich's food and clothing bank, Neighbor to Neighbor. In addition, GDSS provides emergency food from the Department's Food Pantry. This year, an average of 310 families, up from 264 last year, received food monthly.

General Casework & Case Management for Senior Team: The Senior team provides casework and case management services to the 55 and over population.

- In FY 2007-08, the Senior Services Team served 906 clients, of which 690 being 65 & over, and 30 clients were 95 and over. The team averaged a monthly caseload of 299 individuals. Serving this population often necessitates home visits; the team averaged 65 monthly visits. Casework Services are also provided to seniors in the Senior Center. This year the most used services in descending order were: counseling and/or issues relating to mental health, medical and health concerns, entitlements, housing needs (particularly around affordable housing opportunities), and long term-care issues.
- The team also provides protective services to individuals who are at risk of physical and/or emotional harm, financial exploitation or self-neglect. There were 11 unduplicated protective services clients opened during the fiscal year. The Senior Team also collaborates with the state on protective services clients.
- As part of the restructuring, the Senior team shares with the Adults & Families Team, the provision of mental health services. The Senior team serves adults 55 and over by offering on-going supportive services and clinical case management services. The team served 120 individuals this fiscal year. In addition to serving individual, caseworkers provided group counseling, including a weekly socialization group for clients who would otherwise remain isolated at home.
- **Homemaker Services:** The Greenwich Homemaker Service provides light housekeeping, laundry, meal preparation, and with a doctors authorization bath assistance to clients unable to manage these tasks themselves due to frailty or illness. In FY'07-'08, the Homemaker Service provided 13,225 hours of service to 148 seniors and individuals with disabilities, or an average of 1.7 hours per week per client.
- **Escorted Transportation and Errand Service:** The Department provides escorted transportation for medical appointments, prescription delivery, and shopping, to seniors, and the physically and mentally challenged clients who receive casework services from the Department. These clients are unable to pay for this service from private providers, and are in need of more than door-to-door transportation. Many also receive translation services for medical appointments. Services were provided to an average of 132 unduplicated clients per month in FY'07-'08.
- **Elderly /Disabled Renter's Program and Energy Assistance Program:** State law provides a renters rebate program for Connecticut renters who are elderly or totally disabled, and have resided in the state for at least one year, and have incomes below certain limits.
- **Renters Rebate '07-'08:** GDSS submitted 346 applications for renters rebate. 100% were granted with benefits to applicants totaling \$163,384.
- **Energy Assistance '07-'08:** GDSS accepted 353 applications, resulting in awards totaling \$113,745. 80% of households with completed applications received awards. Of the remainder, 16% had incomes that exceeded the maximum, and 4% were denied due to missing documentation.
- **Operation Fuel:** Operation Fuel is a privately funded fuel bank providing financial assistance to eligible low-income families with fuel or utility emergencies. GDSS administers the program and the United Way has acted as fiduciary until January '08, when Operation Fuel took over responsibility. This year the state also authorized Operation Fuel to administer 2.5 million dollars through the Clean Slate program, avoiding shut-offs and life threatening emergencies to Connecticut residents with high utility arrears. Operation Fuel awarded \$26,493 to 79 Greenwich households. The amount represents a 140% increase over last year's awards, and a 64% increase in the number of households. Operation Fuel Clean Slate awarded \$19,213 to 23 Greenwich households.

Town Financial Aid: The Department disbursed \$181,000 to 342 Greenwich households to prevent evictions and utility shut offs, assist with health emergencies, assist with services and devices needed to keep seniors safely in their homes, and assist with emergency bills for individuals who suffered a loss of income.

Department Accomplishments in '07-'08

- **Broadening Services to Community:** The Commissioner held a workshop, with the YWCA and the Police Department, on the prevalence and incidence of domestic violence for the community. The Commissioner also gave a presentation on the impact of domestic violence on children at the Child Guidance Center in Stamford.
- **EVOLV^{CS} Implementation:** GDSS completed the implementation of the EVOLV software. The Department hired a 25-hour Systems Manager, who has worked tirelessly to ensure accuracy of statistical data through ongoing staff trainings and intermittent upgrades to the system.
- **Measurement of Service Outputs:** With the EVOLV implementation, the Department is better able to quantify service delivery, produce statistical analysis, and assess ongoing needs, thus improving accountability. The Department also mailed 1200 self-administered qualitative measure that was mailed to clients served during the year. We had a 28% return (332) with over 90% satisfaction rate among respondents.
- **Student Interns:** GDSS re-instituted internships for students obtaining their Social Work Degrees. This year we had a Masters level student from New York University, and for the first time, an international student from a university in Jamaica, West Indies.
- **Monitoring Tool for External Entities.** The Department designed a monitoring tool for the external entities, which receive town funds through the Department. This quarterly tool will be implemented beginning in the next fiscal year.
- **External Collaborations.** The Department continues its collaborative relationships with many community service providers. The Commissioner, Deputy Commissioner, and direct service staff, sit on various boards and committees.

Special Project Plans for 2008-2009

- **GDSS Anniversary:** GDSS celebrates its 100th anniversary next year. Discussions are underway on how best to market this milestone
- **Strategic Planning:** The Board of Social Services has formed a strategic planning committee, to assess departmental services and balance these services with the needs of the community, with the aim of delivering services in the most efficient yet effective manner. This project will continue during the next fiscal year with the commissioner and other management staff looking at social services in other Connecticut Towns with the aim of developing a Best Practices Model.
- **EVOLV^{CS} System:** The Department will continue to use data derived from the new EVOLV^{CS} system to assist in service analysis, assessing the cost of delivering programs and services, as well as measuring their effectiveness and efficiency.
- **Monitoring External Organizations:** GDSS will begin monitoring external entities funded through the Department.

Victoria A. Anyikwa, Ph.D, MSW
Commissioner of Social Services
Greenwich Department of Social Services

10/23/2008 10:30 AM