

**TOWN OF GREENWICH ANNUAL REPORT  
DEPARTMENT OF SOCIAL SERVICES**

	<u>2005-06</u>	<u>2004-05</u>	<u>2003-04</u>
Budgeted Personnel:	71	71	72
Expenditures:			
Current	\$3,026,776	\$3,060,906	\$2,734,539
Capital	\$0	\$0	\$0
<b>Total:</b>	<b><u>\$3,026,776</u></b>	<b><u>\$3,060,906</u></b>	<b><u>\$2,734,539</u></b>
Revenue:	\$14,823	\$92,716	\$117,325

*Note:* 1. Of 71 Department positions in '05-06: 35 were full-time (49%), 36 (51%) part-time, seasonal, or temporary. The 84% reduction in revenue from FY04/05 to FY'05/06 is a result of the Board of Social Services decision to transfer Southwestern Connecticut Agency on Aging clients to local agencies that provide similar services, the ending of services to full fee clients who can afford to pay an outside agency and the discontinuance of the Homemaker Block Grant.

**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.

The Department is assisted and overseen by the seven-member, policy-making **Board of Social Services**. Board members serve three-year terms. Officers this year were led by Co-Chairpersons, Ms. Anne Drake and Dr. R. Turk. Other members include Ms. D. Chiappetta – Fox, Ms. K. Terrenoire, Ms. S. Jankowitz, Ms. M. Huyck, and Ms. K Harsany, who resigned and was replaced by Ms. V. de Bary.

**Key Department Operational Activities in '05-06**

- **Position the Department to sign Evolv CS Contract.** The Department of Social Services has successfully negotiated an agreement with Defran Systems, Inc. for the software upgrade of Evolv CS. The Department will identify a project manager to be the liaison among Social Services, other Town Departments and Defran. This project manager will also assist in staff training and the development of report writing and outcome-based measurement.
- **BWB Recommendations Approved by the GBSS.** The Department has begun implementing the recommendations made by the consultants, Brody, Weiser and Burns. The elimination of two positions, Director of Adult & Family and Director of Senior Services, has been completed.

- The Commissioner of Social Services formed a committee to assist in the planning and implementation of the reorganized department structure and its service delivery operation under a service team structure.

**Key Services to the Community in '05-06**

The Greenwich Department of Social Services (GDSS) provided services to 1725 unduplicated households during this fiscal year. Services included, casework, advocacy, and counseling around entitlement programs for children, youth, families, seniors, and the chronically mentally ill, and homemaker services to seniors and the disabled. Client profiles are depicted below.

**Client Profile by Sex**

Gender	Clients	%
Male	461	26.7%
Female	1,264	73.3%
<b>Total</b>	<b>1,725</b>	<b>100%</b>

**Client Profile by Age**

Age	Clients	%
0-17	175	10.1%
18-45	546	31.7%
46-64	356	20.6%
65 & Over	648	37.6%
<b>Total</b>	<b>1,725</b>	<b>100%</b>

**Client Profile by Race**

Race	Clients	%
African American	120	7.0%
Asian	36	2.1%
Caucasian	750	43.5%
Hispanic/Latino	422	24.4%
Other	61	3.5%
Unknown	336	19.5%
<b>Total</b>	<b>1,725</b>	<b>100%</b>

- **General Casework and Protective Services for the Elderly** In FY 2005-06, 648 households (65 & Over) received services. Major issues of focus were with housing needs, pharmaceutical coverage, medical and/or financial problems, local state and federal benefits, transportation, future planning for elderly relatives, and protective services to individuals identified by our caseworkers and other agencies (i.e., police, DOH, hospital) to be at risk of physical harm, emotional abuse, financial exploitation or serious self-neglect.
- **General Casework for Adults & Family:** GDSS provides assistance to eligible Greenwich adults (21-65), and families with needs around issues such as: housing, medical, mental health, legal, educational, financial, and employment referrals. In FY 2005-'06, 1,077 unduplicated households received casework services. In the mental health unit, the Department served 133 clients with serious, long-term psychiatric disorders. Services included supportive counseling, crisis intervention, assistance with budgeting and bill paying, entitlement applications, and socialization skills groups. Caseworkers also provided advocacy services relating to housing, legal, and medical situations, while case aides assisted in improving daily living skills, assisting with laundry, shopping, and getting to necessary appointments.
- **Escorted Transportation and Errand Service:** The Department provides escorted transportation for medical appointments, prescription delivery, shopping, and other clients' needs. These clients are primarily seniors and the mentally ill. Additionally, our staff collects food from the local food bank and delivers it to non-ambulatory clients, and those who need door-to-door assistance.
- **Elderly /Disabled Renter's Program and Energy Assistance Program:** In 2005-06, there were 324 unduplicated households with clients age 65 and over, and disabled adults, who received grants from the Renters Program. Another 445 households applied for funds through the Energy Assistance Program, which covers eligibility for families, single adults, and seniors.

- **Operation Fuel:** Operation Fuel is a privately funded fuel bank providing financial assistance to eligible low- income families. GDSS administers the program and the United Way of Greenwich acts as fiduciary. In FY2005-'06 Operation Fuel provided \$10,000 to 40 households experiencing fuel or utility emergencies.
- **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 FY2005-'06, the Greenwich Homemaker Service provided 13,032 hours of in-home services to 153 unduplicated cases.
- **Youth Programs:** The Department manages two programs, The **Byram Recreation and Arts Program**, an after school program for children in kindergarten – 8<sup>th</sup> grade and the **Greenwich Youth Conservation Project**, a summer socialization, educational, and employment program for 14 and 15 year-olds. In FY 2005-'06, 116 unduplicated youth received prevention services through these programs.
- **Town Financial Aid:** The Department disbursed \$158,349 to 298 Greenwich households to prevent evictions and utility shut offs, assist with health emergencies, supply services and devices needed to keep seniors safely in their homes, and assist with emergency bills for individuals who suffered a loss of income.
- **Community Gifts Program:** The Department, through the Town and private sector collaboration distributed toys, food, cash, clothing and shoes, to Greenwich families in need. This is accomplished through several programs: the **Holiday Aid Program** provided for 462 eligible households (1348 individuals) during the Thanksgiving and December Holidays; The **Campership Program** provided partial and full scholarships to summer camps for 250 children ages three to fourteen; The **Boots and Shoes Program** provided families with vouchers toward back-to-school footwear for 317 children, ages five to fifteen. The **Salvation Army Emergency Aid Program** also provides assistance to GDSS clients who meet the army's criteria.
- **Food Insufficiency:** GDSS screens and refers clients to Greenwich's food and clothing bank, Neighbor to Neighbor. This year, an average of 263 households representing 689 individual family members, received food each month. GDSS also maintains a satellite food pantry at Town Hall to meet emergency needs. In FY2005-'06, 255 households made 311 visits to the pantry.
- **Friendly Visitor Program:** The Friendly Visitor Program, outsourced to the Family Centers, Inc. in January 2005, is in the second year of a 3-year grant award ending December 31, 2007. The grant award of \$36,000 per year allows for program match for isolated homebound seniors. An average of 28 matches were made during this fiscal year.

#### **Department Accomplishments in '05-06**

- **Consultant's Recommendations Satisfied:** The following recommendations have been satisfied:
  1. **Search for a Board member with social work experience.** A Board member with social services experience has been successfully appointed.
  2. **Elimination of (WEB) Work, Education and Beginnings Program.** The WEB program was eliminated effective, August 31, 2005.
  3. **Hire a New Commissioner of Social Services.** Effective June 12, 2006 the Board of Social Services hired a new Commissioner of Social Services.
- **Consultant's Recommendation Satisfied: Outsource Youth Service and Community Gifts Program.** The Board of Social Services reviewed this recommendation, including the program cost-benefit analysis, and determined that these programs were unique to the community, and unable to be outsourced without significant changes. The Board determined that these programs met the Department's mission, and as such, the Department will continue to provide these services to the Greenwich community.

- **Grant funding to Outside Local Agencies:** The Board of Social Services agreed to have grant funding to several local outside agencies transferred to the Department of Social Services budget. These agencies currently receive funds totaling \$400,000. For the period of July 1, 2006 – June 30, 2007, GDSS will serve as a pass-through for the funding to these agencies. The Department is currently assessing each agency. They are: Liberation Program, Greenwich Adult Day Care, Transportation of Greenwich, Shelter for the Homeless, and Share the Fare. The Youth Coordinator’s position, housed at the United Way, also receives a portion of this fund.

**Special Project Plans for 2006-07**

- **In 2006-07, the Commissioner of Social Services will work in conjunction with the Town residents, Town Department and local agencies to assess the service needs of the community.** The Commissioner will work toward developing efficient and cost effective services for Greenwich residents in need. This will be accomplished through a thorough organizational assessment, and will include implementing the “Safety Net’ approach, providing unduplicated services to those in need, while facilitating outsourcing of similar services that are provided by community agencies.
- **In 2006-07, the Department will continue to work in conjunction with other Town Departments to develop a plan for Town compliance with State Uniform Relocation Assistance Act requirements.** As the Town pursues and rectifies complaints of illegal housing, GDSS will further develop the department program of Relocation Advisory Assistance under the Uniform Relocation Assistance Act, by serving as the Town’s relocation officers, administering mandatory payments to displaced households and training staff in emergency response and program financial procedures.
- **Social Services outcome-based budget in 2006-07.** GDSS will continue its approach to upgrade and enhance our database software, Evolv CS; develop a simplified program structure, outcome measures, and a method for tracking staff time and associated cost in providing services to the Greenwich community.
- **Monitoring External Organizations being Funded.** GDSS will implement a plan to monitor and assess external entities being funded through the Department.
- **Implementation of the approved reorganized department structure.** Under the direction of the new Commissioner of Social Services, GDSS will be restructured, using the consultants’ report as a guideline in adopting a team approach to service provision, determining skillsets in management and other professional staff, and hiring new staff accordingly. GDSS will make use of internal and external collaborative strategies to improve service provision and maximize resources.

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Commissioner of Social Services  
Greenwich Department of Social Services