



# Member Handbook

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Maryland Association of Social Services Boards  
Member Handbook

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**MARYLAND ASSOCIATION OF SOCIAL SERVICES BOARDS  
RULES OF OPERATING PROCEDURE AND INTERNAL  
STRUCTURE**

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As amended and restated effective January 22, 2011)

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***EXPLANATORY STATEMENT***

*WHEREAS, members of the various local Boards of Social Services in the State of Maryland have in the past met to discuss and act on issues of mutual concern;*

*WHEREAS, members of the local Boards of Social Services wish to continue to meet and engage in activities as they determine appropriate;*

*WHEREAS, members of the local Boards of Social Services recognize that an informal structure and rules of operating procedure will be necessary to carry forth their objectives; and*

*WHEREAS, these Rules of Operating Procedures and Internal Structure ("rules") are meant only to organize and regulate the association of local Boards with respect to governance for their collective state-wide efforts, and their associated internal reporting subcommittees and executive systems.*

***NOW THEREFORE,** in consideration of their mutual objectives, the local Boards of Social Services do hereby agree as follows:*

**ARTICLE 1. Name**

This organization shall continue to be known as the Maryland Association of Social Services Boards.

**ARTICLE II. Objective**

This organization shall exist to facilitate the following objectives in conformance with the laws of the State of Maryland: -

- (a) To serve and advise local, state and federal elected officials on policies affecting the people served by the local Boards of Social Services,
- (b) To cooperate with others in furtherance of the objectives of this organization,
- (c) To act as a focal point for the concerns of the local Boards,

- (d) To evaluate, sponsor and support legislation, rules and regulations,
- (e) To promote the general welfare of the people served by Local Departments of Social Services.

### **ARTICLE III. Membership**

The membership of this organization shall be composed of all members of the local Boards of Social Services in the State of Maryland, and the local Commission of the Department of Social Services in 'Baltimore City (hereinafter referred to as "local boards").

Former board members, without voting privileges, may participate in association activities in an advisory capacity with the recommendation of any local Board of Social Services and the consent of the Executive Committee of the Association.

### **ARTICLE IV. Meetings**

*Section 1. Annual Conference Meeting.* There shall be an annual conference meeting of the Maryland Association of Social Services Boards during the month of September or October, on a date or dates selected by the organization's officers. Written notice of annual conference meetings, stating the time and place, shall be given to the members at least one month in advance of the meeting date

*Section 2. Regular Meetings.* In addition to the annual conference meeting, the organization shall hold at least one regular meeting a year. Written notice of regular meetings, stating the time and place shall be given to the members at least one month in advance of the meeting date.

*Section 3. Special Meetings.* Special meetings may be called by the chairperson of the Executive Committee, or upon written request of one-tenth of the local boards. Notice of all special meetings shall be in writing and mailed or delivered personally to the Chairperson of each local board, or their delegate at his or her last known address, at least seven days before such meeting. The nature of the business for which the meeting is called shall be stated in the notice. Only such business as stated in the notice shall be transacted at a special meeting.

*Section 4. Quorum.* A quorum shall consist of attendance in person/ by proxy of fifty percent of member boards.

### **ARTICLE V. Voting**

*Section 1.* All votes taken in this organization shall be counted as one vote by each dues paying local board of each county or the City of Baltimore regardless of the number of delegates representing each jurisdiction.

*Section 2.* The members of each local board who attend a duly convened meeting of the organization shall be presumed to be authorized to vote on behalf of their board on any matter raised at the meeting.

*Section 3.* A local board of any county or City of Baltimore may vote by a proxy on any matter properly raised at any meeting. To be valid, a proxy must be in writing, signed by the Chairperson of the local board, and presented to the presiding officer of the meeting before the start of the meeting. A written proxy shall be valid for one meeting only.

## **ARTICLE VI. Officers**

*Section 1.* The organization shall elect its officers, at the annual conference meeting. The officers of the organization shall be a Chairperson, Vice-Chairperson, Secretary and Treasurer. The officers shall serve until their successors are elected and installed, or until they cease to be a member of the local board or whichever comes first, at which time they shall cease to be an officer or member of the organization. Officers shall serve a two year term but no more than two consecutive terms.

*Section 2. Nominations and Elections.* Nominations for the offices of Chairperson, Vice-Chairperson, Secretary and Treasurer shall be made in one of three ways:

(a) Approximately three months prior to the annual conference meeting, the Executive Committee shall solicit nominations from local board members,

(b) The Executive Committee must submit its own nominations,

(c) Nominations may be made from the floor at the annual conference meeting at which an election is to be held

Officers shall be elected by a majority vote of the boards present in person or by proxy at the annual conference meeting. The Executive Committee shall notify the Chairperson of all local boards of all nominations, except those which will be made from the floor, one month prior to the annual conference meeting or any other meeting where there is to be a duly authorized election. The term of office of each officer shall commence at the close of the meeting at which the officer is elected and continue until the officer is relieved by a duly elected successor.

### *Section 3. Duties of Officers*

(a) The Chairperson shall be the Chief Executive Officer of the organization. It shall be the duty of the Chairperson to preside at all meetings of the organization and the Executive Committee and to perform the duties which ordinarily pertain to the office of the Chairperson.

(b) The Vice-Chairperson, in the absence of the Chairperson, shall perform the duties which ordinarily pertain to the office of the Chairperson, and shall serve as the Chairperson of any Legislative Committee that the organization's members or officers may appoint.

(c) The Secretary will be responsible for maintaining records, in permanent form, of the minutes and business transactions of the organization. The Secretary shall disseminate letters or other correspondence necessary for the operation of the organization and its regular and special meetings or as may be directed by the Chairperson.

(d) The Treasurer shall be charged with collection of custody of all the funds of the organization. The Treasurer shall notify each local board, on or about November 1, that annual dues are due. A written report shall be rendered by the Treasurer at each regular meeting and the annual conference meeting, or as required by the Chairperson. The Treasurer shall be the custodian of the organization's funds and financial records and perform such other duties as pertain to the Treasurer. At the completion of his/her term, the Treasurer of MASSB is charged with the responsibility of seeing that the financial records of the organization are audited by the Department of Human Resources. The retiring Treasurer shall transfer to the new Treasurer the bulk of the Association's funds, retaining only sufficient funds to pay any outstanding bills. The final transfer of funds must be completed within forty-five days following the end of the treasurer's term.

## **ARTICLE VII. Committees**

*Section 1. Standing committees.* There shall be the following standing committees:

(a) Legislative Committee. This committee shall disseminate to local boards either at meetings or in feasible, manner pertinent legislative information. The Committee and/or their designees from local boards shall represent the Maryland Association of Social Services Board at Maryland State legislative hearings and discuss and convey the Association's legislative position to local boards and groups. Further they shall discuss and convey the Maryland Association of Social Services Boards' legislative positions to appropriate legislators and/or state officials.

(b) Annual Local Board Conference Committee. This committee shall consist of various members representing a variety of jurisdictions within the Association. The Chairperson shall be responsible for convening this committee and coordinating with the Department of Human Resources those activities associated with an annual conference of local boards.

There shall be a Chairperson of each standing committee who shall be selected by the Chairperson of the Association.

*Section 2. Other Committees.* The organization shall establish such other committees as required.

## **ARTICLE VIII. Executive Committee**

*Section 1.* There shall be an Executive Committee composed of the elected officers and the Chairpersons of the standing committees.

*Section 2.* The Executive Committee may take such emergency actions as cannot reasonably await a meeting of members. All other deliberations shall be in the form of recommendations to the memberships.

## **ARTICLE IX. Amendments**

These rules may be amended by a (two-thirds) 2/3 vote of all member boards in the state, provided notice of the proposed amendment or amendments, together with the text thereof shall have been transmitted to the Chairperson of every board at least one month prior to the meeting at which the vote is to be held.

## **ARTICLE X. Organization Dues**

*Section 1.* Organization dues shall be determined from time to time based on current needs by the Executive Committee, and approved by the membership.

*Section 2.* The financial year shall be from January 1 to December 31.

## **ARTICLE XI. Parliamentary Procedure**

*Section 1.* Where these Bylaws are silent with respect to procedure, Robert's Rules of Order, Newly Revised, shall be the parliamentary authority and the organization shall be governed thereby.

*Section 2.* The Chairperson may appoint a Parliamentarian, if it is deemed necessary or desirable.

## *Board Functions and Duties*

The Maryland State law that created Social Services Boards provides a wide ranging degree of responsibility and authority – far more than most boards really accomplish.

These comments will address several sequential responsibilities for boards beginning with the recruitment and selection of members through all of the mandated functions of a Social Services Board. As each responsibility is considered, the underpinning legislation, if any, will be cited.

Prior to beginning, several qualifying remarks are appropriate.

First, no law addresses the point of training and orientation of new board members or the best means of getting board members to become active and productive. This is appropriate; there is simply no need for the state legislature to deal with that level of detail. However, these topics, along with the topics supported by specific legislation, are extremely important to the functioning of a good board and are included in this analysis.

Second, there is no single "text book solution" to any of these topics. The comments provided below simply represent one approach, and hopefully a good approach, to each of these topics based to a very large degree on the observations and experiences of a board chair from Frederick County. It is fully recognized that circumstances may be different in other jurisdictions particularly with regard to issues such as filling board openings.

Further, it is entirely possible that some Boards have better ideas than those expressed here. The important thing is for each Board to seriously consider each of these issues and develop a thoughtful and thorough approach to each issue that is best for their Board and City or County. It is strongly urged that if any Board builds "a better and more efficient mouse trap" i.e., develops a better approach to any of these issues, that, they provide the information to other Boards and the MASSB Association.

### **The Recruitment and Appointment of Board Members:**

"This section does not apply to Baltimore City". Maryland Human Services Annotated Code Section 3-501(a). Please see page 20, "The Baltimore City Social Services Commission"

"Each local department in each county shall have a local board... composed of nine members . . . The members shall receive no salary for their services, but their reasonable expenses incurred in attending meetings or performing other official duties shall be paid and each local board shall select its own chairperson on July 1st of each year." Maryland Human Services Annotated Code Section 3-501(b)



“In Frederick County and in Garrett County, Montgomery County, Harford County and Baltimore City, the local board shall be composed of at least nine but no more than thirteen members, (effective July 1, 1998, October 1, 1999, October 1, 2000 and October 1, 2002) Maryland Human Services Section 3-501(c)

Ex Officio member. "On July 1 of each year, each local governing authority shall designate one member of the local governing authority to serve as an ex officio member of the local board." Maryland Human Services Section 3-501(d)(1)

"The other members of the local Board shall be appointed by the local governing authority. The local governing authority shall seek out and appoint individuals who have a high degree of interest, capacity and objectivity; and in the aggregate give a county-wide representative character to the local board." Maryland Human Services Section 3-501(d)(2)

"Except in Charles County, members of the local board shall be appointed for three-year terms, to expire June 30 of the respective years of expiration, or until their successors are appointed. Upon the expiration of two consecutive full terms the appointment shall be ineligible, for one year thereafter, for reappointment." (Charles County appointments are for a four year term). Maryland Human Services Section 3-501(g)(2)

"Election or appointment to public office. This subsection does not apply to an ex officio member of a local board. If a member of a local board is elected or appointed to political or public office, the local governing authority may consider the member to have resigned; and the chairman shall declare that a vacancy exists." Maryland Human Services Section 3-501(i)

All begins with this step! It is not exactly correct to say that a board is no stronger than its weakest link member. Very good boards can, and do, "carry" one or more members who do not give board participation a high priority. No board will ever be stronger than the collective capabilities of its members. Therefore, it is imperative that new board members be recruited and selected with the idea of adding to the collective capability of the board.

The power to appoint is fully vested in the county government for all board members -- both ex-officio and regular. Thus, the most that any board can do is recommend specific, carefully selected individuals be appointed as board members.

Insofar as possible, it is strongly recommended that boards supplement any public announcement of board openings with direct recruitment of individuals by the board chair or other board members. This is simply because board members usually have a better direct knowledge of board needs and of board chemistry than do the county government members who have, literally dozens, if not hundreds of other problems, large and small, to occupy their time and attention. Typically, even the ex-officio member is frequently unable to attend all social service board meetings because of unavoidable conflicts.

Thus in an ideal situation, as viewed from board interests, the board will act as an agent for the county government to interview and screen potential board members with the final decisions being made, as law dictates, by the county government.

In making a selection of board members, the mandate of the legislation to "...seek out and appoint persons with a high degree of interest, capacity and objectivity" should be followed to the maximum possible degree.

In addition, serious consideration should be given to recruiting individuals whose interests or expertise meets the board's needs.

Examples include, but are not limited to, strong ties to the business community, expertise in education, child care or health issues.

### **Training of New Board Members**

While nothing can ultimately substitute for "hands on" experience, new members should, at a minimum:

1. Be briefed by the current board chair on matters such as current board problems and opportunities, a synopsis of the background and experience of sitting board members, and the mechanics of board operations. This meeting should also focus on the interests of new members and how this interest can best be integrated into the total board operations.
2. Be briefed by the local director.
3. Have an orientation provided by the local director and department staff providing an overview of the local department's organization, services and relationships with DHR, the community and other interested parties.

### **Insuring that Board Members are Active and Productive**

At one level, this is a "no brainer" issue; if board members are properly recruited, selected and oriented, they should be largely self-motivated to be productive board members.

To ensure, however, that board members exceed the minimum standard of regular board meeting attendance, each member must be given a niche such that they feel that they are individually needed. There are many ways that this may be accomplished. In part this will flow from the way a board chooses to organize; for example, a committee system, or an "experts" system or some other system. Whatever the system, it appears that the key is having each board member recognized as being the individual to provide the first point of advice in some specific area of concern to the local department operations. For example, if an individual has a child care background, he or she could be the first voice for child care advice when child care issues are considered by the board. Other areas of interest and priority are legislation, liaison with the business community, and liaison with educational institutions.

Obviously, advice is just that; it does not have to be accepted by a director. But when carefully considered advice is not accepted, it is highly desirable that the director explain why and why a different approach to the problem being considered is either mandated or is deemed to be a better solution.

In summary, it is likely that, in most cases, the degree of activity of an individual board member is going to be directly proportional to the degree that he or she is made to "feel useful." It is one of the challenges of a board, in particular the board chair, to make all board members "feel useful" thereby becoming productive members.

### **Relations between the Board and the Department of Social Services (DSS)**

This is both by law and by logic the most critical interface that a board must maintain. While the board has a wide variety of additional required or optional interfaces, they all are anchored on the board/DSS relationship.

Specifically boards are:

"To advise the local director as to the local application of State policies or procedures;" Maryland Human Services Section 3-503(1)

"To be well informed on local Department activities;" Maryland Human Services Section 3-503(2)

"To review the periodic evaluation of the local department which has been prepared by the State Administration and to consult with the local director as to the proper implementation of these recommendations, and such other recommendations as may result from evaluation made by the local board or local commission of the operation of its local department;" Maryland Human Services Section 3-503(4)

"To review the annual report of the local director as to the activities of the local department, together with any changes in policies or procedures recommended by the local board, and to transmit it to the Secretary of Human Resources and to its local governing authority," Maryland Human Services Section 3-503(5)

"To review and make suitable recommendations in connection with the annual estimate of funds needed for social services and public assistance purposes in the counties and in Baltimore City, as the case may be," Maryland Human Services Section 3-503(6)

"To consult with the local director with respect to any new service that might be instituted by said director or by the local commission to meet an unmet need in the county and in Baltimore City, as the case may be, and to approve or disapprove the local director's evaluation of the readiness of the local department to take on the new service and the propriety of it within the State plan; and to present to the State Administration suggested new services that it approves,

whether these originate from the local director or from the local board or local commission, together with the recommendations of both the local director and the local board or local commission;" Maryland Human Services Section 3-503(7)

Literally volumes could be written analyzing these elements of the law. Since each board is highly likely to develop its own methods and procedures for relating to its DSS and the director, these comments will be limited to general observations applicable to any board.

Read together, these legislative authorizations and/or mandates bring local boards into virtually every phase of DSS planning, operations and funding.

It is obvious that a board cannot, and indeed should not, become routinely involved in day to day case decisions or operations.

It is generally far more important that board members know things such as:

- the local DSS strategic plan;
- the customer base of the local DSS by type and category;
- what policies are mandated for addressing the needs of these customers;
- whether mandated policies are, or are not, achieving their stated objectives;
- what are existing or proposed local options, and the success or outcome of these options;
- trend lines, what is happening (base); what is projected; what will be the impact on the community, existing resources;
- funding sources and funding availability and flexibility;
- DSS interfaces with schools, law enforcement, health agencies, child care providers, LMBs, community agencies, local government, State Legislators, etc.

The above list is not, and is not intended to be, all inclusive. It is simply provided to give some illustration of the range of information that board members need to be able to competently "advise" or "make recommendations" to the director.

Gaining and absorbing this information is, at best, a daunting task which takes time and dedication on the part of individual board members. Some of it can be gained from written reports, but much of it is gained by personal contacts with the director and local department staff participating in board meetings; by the director participating in meetings with the executive committee of the board; and by direct meetings with the board and the community or other interested parties.

When advice is given from the board, it should be carefully formulated with thought given to benefits, potential problems and costs. For the most part, advice should be program specific and should be supported by a majority of the board. It should routinely be initiated and/or structured by the board member with the greatest expertise in the area being addressed. Upon occasion, advice may be given in writing, but normally, it will be informally presented during board meetings or executive committee meetings.

The relationship between the DSS director and the board chair and the city or county is of great importance to the functioning of a board. If the relationship is founded on mutual trust and respect, it is likely that the board will be able to accomplish a large measure of its authorized/mandated responsibilities. If the relationship is strained, or worse antagonistic, the result will, at best, be a diminished ability of the board to function properly and, at worst, a detriment to DSS, the board, and community.

**The individual and collective relationships between a Board and community residents as well as Governmental and Volunteer entities**

Four state authorizations/mandates specifically apply to this area and others apply generally. The specifics are:

The board of each department of social services in the counties and the local commission of the department of social services in Baltimore City has the following duties and functions (specifically, by way of example and not in limitation) Maryland Human Services Section 3-503.

"To communicate to the residents of, the counties and of Baltimore City, as the case may be, broad and comprehensive information as to the objectives, policies, programs and problems of local social services and public assistance administration;" Maryland Human Services Section 3-503(3)

"To take active steps to secure the appropriation of local funds by the local governing authority to meet needs not financed by or available through any other Federal, State or local plan, project or program, and which are not in conflict with the State plan;" Maryland Human Services Section 3-503(8)

"To establish and maintain effective liaison with the respective local governing authority;" Maryland Human Services Section 3-503(10)

"To develop and implement; in conjunction with the State Department of Human Resources, an educational and public relations program for the public and elected officials on the local, State and Federal level;" Maryland Human Services Section 3-503(13)

A careful reading of all of the above citations delineates a requirement for interfaces with "residents" and with the "local governing authority"; but do not specifically cite other governmental agencies such as school boards, the Department of Health, Housing, Transportation, Local Management Boards, nonprofit agencies, faith organizations or any private service and charitable organizations, all of which are very important, if not vital, to the success of current social service program objectives.

It is extremely important for each board to develop and maintain good relationships with the governing body of their county. General education or publicity programs to provide residents with information regarding social service programs and their outcomes is a worthwhile objective for any board to pursue.

In addition, it is extremely important for boards to work closely with the director and other DSS staff to assist in building solid relationships with groups such as Chambers of Commerce, School Boards, community organizations and key volunteer or charitable organizations with whom cooperation is vital to the success of social service objectives.

In summary, all boards should seek ways in which they can assist in integrating the objectives of DSS into the general fabric and unmet needs of their county. Indeed, this may be the most important function any board can accomplish. It is unlikely that a DSS could have operated in a vacuum at any time in the past. It is certain that this cannot be done today. Almost all elements of any community are impacted by DSS mandated services and decisions. Thus it follows as a matter of simple logic if the community cooperates in assisting DSS to achieve these mandated services everyone benefits. Boards must act as the cooperation catalyst.

### **The individual and collective relationships between a Board and State or Federal organizations**

"To meet with the Secretary of Human Resources periodically, as may be requested by the Secretary of Human Resources or at the request of the local board or local commission;" Maryland Human Services Section 3-503(9)

"To serve as an advocate in conjunction with the State Department of Human Resources, for social services programs on the local, State and federal level," Maryland Human Services Section 3-503(11)

"To work to identify private, State and federal grant sources for social services programs;" Maryland Human Services Section 3-503(12)

"To develop and implement in conjunction with the State Department of Human Resources, an educational and public relations program for the public and elected officials on the local, State and federal level;" Maryland Human Services Section 3-503(13)

What many boards have done is participate in the Maryland Association of Social Services Boards (MASSB) which has had a strong liaison with DHR staff. MASSB has actively lobbied for or against specific legislation being considered by the State Legislature, participated on critical DHR committees and supported DHR's budget in front of the legislature. Many boards have had extensive interface with DHR while actively participating in the selection process for a new director of social services and in the evaluation of their director. More detailed information and comments regarding these major responsibilities are found in another specific section of this handbook.

It is true that the MASSB, as a statewide organization, has a stronger voice than does any single board. Therefore, it is of benefit to every board to be a strong participant in MASSB to gain strength in common issues presented at either the state or national level.

This does not, however, preclude individual board actions on issues that are:

- local – for example, Frederick and Garrett Counties asked for legislative authority to

- community-based and will add to the protection or safety of children, support and strengthen families, increase opportunities for independence;
- efforts to obtain grant funds, matching funds, local funding supports.

In each of the above, the issues being advanced should:

- be carefully and thoughtfully considered;
- have specific, attainable, objectives;
- show a specific benefit for the community and the customers which the DSS services, or benefit the DSS staff.

It may be appropriate for a board to take a stand on an issue when "defeat" is virtually certain; however, such cases should be very limited. The primary currency any board has to deal with is its individual and collective credibility. "Tilting with too many windmills" will seriously erode credibility, and thereby greatly hamper the ability for a board to achieve attainable objectives.

### **Actions to be taken with regard to Inactive Board Members: Board Vacancies**

A vacancy occurring for any reason during a term shall be filled by appointment for the remainder of the unexpired term. Maryland Human Services Section 3-501(g)(2)

"Non-attendance at meetings. Any member of any of the local boards who shall fail to attend at least fifty percent of its meetings during any period of twelve consecutive months may be considered to have resigned; and the chairman of the board shall, in the chairman's discretion, declare that a vacancy exists and proceed to have it filled by appointment for the remainder of the unexpired term in the manner provided in the a foregoing subsection (c)." Maryland Human Services Section 3-501(h)

The first consideration is that nonattendance should be avoided if at all possible, by keeping all members truly involved in board activities. If absences are keyed solely to a lack of interest on the part of the board member, it usually means that either the selection process for that member failed or that the member was not made to feel needed and useful--or both. Two other obvious possibilities for frequent absences arise. The first is a miscalculation by the individual regarding his or her available time. For example, a paying job may demand that the member work at the scheduled time of board meetings. One possible solution to this problem is to adjust the time that board meetings are held, but this should never be done to benefit one.

The second is a totally unexpected event in a board member's life; for example, the sudden serious long term illness of a family member. In this case sensitivity must be offered to the member. In addition to evaluating the contribution the member made before the crisis arose, the key factor is whether there is a reasonable chance that the member will return to a productive board member status prior to the expiration of the member's term.

In analyzing what can or should be done, two factors should be kept in mind. First, the power to declare a position vacant is permissive not mandatory. Second, if a position is in fact declared

vacant, the process of filling the position is the full scale recruitment process. This process will take a substantial amount of time. If the county government does not support the declaration of vacancy, it is probably, at best, an exercise in futility to make the vacancy determination and at worse brings the board into a confrontation with an entity with which cooperation is highly desirable and essential. This is not a "cut and dried" issue with one set answer. It is complex with a variety of factors to be considered. Each board must consider the specific factors as they apply to each case and make their best judgment call with the key guideline being the ultimate best long range interest of the board.



# *Local Boards of Social Services*

## **A Brief History of Social Services Programs**

The citizens of Maryland, individually and collectively, have always extended assistance to those less fortunate who, for reasons beyond their control, were unable to care for themselves. Early colonists brought with them ideas of relief embodied in English "poor laws." They acknowledged that paupers needed help, in their home if possible, or in institutions if necessary. There are records dating back to 1753 which show counties in Maryland appropriating tobacco to support the poor.

The Almshouse was a major mode of caring for the poor of all ages. In 1768, the first act was passed authorizing the erection of the first alms and work houses in the counties. The Baltimore Almshouse (later Baltimore City hospitals) played a major role in providing "good fare and medical attention" for the poor.

Private institutions and social agencies were initially the primary organizations in Maryland caring for the needy. A system of public funds was first given to private institutions for educational purposes. By 1915 the growth of programs under subsidy was steady. There were 119 private institutions covering almost every aspect of charity service and receiving state aide.

In 1900, the first Board of State Aid and Charities was established. Prior to that time there was no State agency in place to investigate and decide on requests by charitable agencies and institutions for State aid. The Legislature had been deciding upon requests on an individual basis, which became an impossible task, hence the Board was created. The Board was comprised of five persons appointed by the Governor to serve without pay. The Board received all applications for State aid and made recommendations to the Legislature on an advisory basis, suggesting which applications to approve and the amount to be granted. In 1904, the number of Board members was increased to seven, and power was granted to investigate and consider the total system of State aid to public and private institutions. This included responsibility for investigating conditions and management of any State aided facility and furnishing the Legislature with reports of the investigation.

This system continued until 1929. There were no new developments in State welfare provisions to meet increasing demands, and private groups continued to meet individually determined needs. In 1929, a resolution was passed by the Legislature which authorized the Governor to appoint a Social Welfare Commission to examine the extent to which the State was providing for its disadvantaged people. The report of this Commission indicated that the State had failed to recognize and accept its responsibility and had left this task to private groups.

When the Depression struck in the early 1930s, private charities found it impossible to meet the demands for relief from destitution. In response, one of the first actions of the Roosevelt Administration was to establish the Federal Emergency Relief Administration to provide grants to the states for unemployment relief. The first public welfare organization in Baltimore, the

Emergency Relief Commission, was established to receive and distribute these federal funds. Subsequently, this agency assumed statewide responsibility. By early 1934, almost half of the State's population was on relief. In 1935, the Legislature made the State Board of Aid and Charities the central coordinating and directing agency for public welfare activities throughout the State.

### *The Social Security Act: A New Public Role*

The Federal Emergency Relief Program ended with the enactment of the Social Security Act of 1935. (A short-lived Federal public works agency, the Works Progress Administration, helped to cushion the termination of direct relief.) The Social Security Act established a framework of benefit programs designed to prevent or alleviate conditions of poverty. With additions and modifications, and substantial change to cash assistance as the result of the passage of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, that framework continues today and forms the basis of the federal-state welfare system. Under the original legislation, "social security" was a straight-forward retirement program, with pensions to be provided to the elderly based on covered earnings and taxes shared by employers and employees. The 1935 version of the Act also created the Unemployment Compensation program; the Aid to Families with Dependent Children (AFDC) program for poor female-headed families with children; and special programs to provide assistance to the blind, permanently and totally disabled, and elderly who did not qualify for social security.

In order to qualify for federal aid under the Social Security Act, Maryland enlarged the jurisdiction of the existing agency (the Board of State Aid and Charities) and in 1939, created a State Department of Public Welfare as the permanent agency to coordinate public welfare activities in the State. The name of the agency was changed in 1968 to the Department of Social Services.

In 1939, Congress amended the Social Security Act to add benefits for the dependents of retirees receiving social security and for survivors of insured workers. Insurance for disabled workers who had paid social security taxes, and for their dependents, was added. In 1961, States were given the option to provide AFDC to families with an unemployed father, as well as to female-headed households. In 1965, a major change took place with the addition of two health care programs. The Medicare program set up a national system of medical and hospital insurance for social security recipients. Under Medicaid, low income families could receive medical services. Finally in 1974, the Supplemental Security Income program replaced the federal-state program for nonsocial security eligible elderly, blind, and disabled persons with a uniform national system.

Throughout the 1960s and 1970s, the Social Security Act also served as a major funding mechanism for social services. Although some service programs are still covered in this law, the majority are now funded through a block grant to the states.

In the 1980s, two significant changes began which would culminate in the most significant change to the AFDC program since it began. Taking advantage of a long standing, but until then obscure, provision of the Social Security Act, the federal government began granting exceptions, or waivers, from the federal welfare law to states to experiment with better programs, policies

and practices. Secondly, Congress passed the Family Support Act of 1988 which solidified a growing national consensus that persons who receive cash assistance should go to work, if they were able and if they were given necessary supports such as child care. This act established the federal Job Opportunities and Basic Skills (JOBS) program, which in Maryland became known as Project Independence.

Supporters hailed the Family Support Act of 1988 as the welfare reform consensus and compromise that would carry the nation to the year 2000. They did not see the force of the changes unleashed by the federal waiver process which used its consensus as a stepping stone for successive state experiments involving more program areas and greater geographic areas. Maryland's Primary Prevention Initiative, which began in 1992, was the first waiver granted, with its exception of a small control group, on a statewide basis. Elected in 1992 with a campaign promise "to end welfare as we know it," President Clinton signed the Personnel Responsibility and Work Opportunity Reconciliation Act of 1996 on August 22, 1996.

This act abolished the AFDC program and converted its four federal cash assistance and employment programs into the Temporary Assistance for Needy Families (TANF) block grant. It merged three AFDC related child care programs into the Child Care and Development Block Grant. It also gave the states great flexibility in the design of their cash assistance program for families to the point that even the direct payment of cash assistance is no longer a requirement.

#### *Administrative Structure in Maryland*

A sweeping reorganization of State government in 1969-70 created eleven "super departments." Included among these departments was the Department of Employment and Social Services, presently named the Department of Human Resources. This new agency incorporated the income maintenance, social service, unemployment insurance, and employment service programs, as well as several special commissions.

The growth in size and complexity of human service programs is reflected in the changing internal structure of the Department of Human Resources. Department programs are now administered by three separate administrations: the Social Services Administration, Family Investment Administration, and the Child Support Enforcement Administration. The separation of administrations has taken place in various stages since 1980.

In 1983, the unemployment insurance and employment service programs were moved from the Department of Human Resources to a new Department of Employment and Training. In 1987 that Department was combined with portions of another agency to form the Department of Economic and Employment Development (DEED). By Executive Order of the Governor in October 1995, some welfare to work functions formerly traded to DEED were returned to the Department of Human Resources.

#### *Shared Responsibility: Federal, State and Local*

Under the framework created by the Social Security Act, responsibilities for funding and administration of social welfare programs are divided between the federal and state levels of government.

The federal government directly administers the social security program, (formally known as the Old Age, Survivors and Disability Income (OASDI)), the Supplemental Security Income program and the Medicare program. These programs are financed through federal payroll taxes, federal income taxes and beneficiary premiums.

Social Services, TANF, Food Stamps and Medicaid are jointly financed by the federal government and the states, administered by the states under general guidelines set by the federal government, or in the case of the TANF block grant, regulations conceiving certain required activities and/or reporting, having legally required number of customers engaged in federally defined welfare to work activities, etc. Many of these guidelines are "fair play" provisions, such as assurance of the right to apply for assistance and respect for the confidentiality of records. In addition, except for TANF, there are federal rules governing eligibility and requirements customers must meet in order to receive benefits.

The TANF block grant gives the states great flexibility to set eligibility rules, program requirements, levels of assistance and kinds of assistance. A hallmark of Maryland's program is local flexibility. While there are uniform statewide benefit levels and eligibility parameters, local departments receive their own allocation of funds for child care, employment and training services, welfare avoidance grants, emergency assistance and program administrations. Local departments then submit their own plans on how they will spend this money to move our customers to independence. The General Assembly has also allowed the Department to reinvest savings from any caseload decline into programs that will move even more customers to independence. Local departments submit plans to the Department to spend this special additional allocation of funds on special projects and programs.

For federal programs other than TANF, the federal guidelines provide a structure for the overall programs, but give many options to the states. The most important is the level of service an eligible customer is to receive.

Except for TANF, federal rules generally require that these programs be the same throughout the state. Therefore, there is little variation among the localities in the type of programs offered.

In addition to federal programs, there is limited assistance available in Maryland for adults who do not meet the age or disability definitions of other programs and who do not have dependent children.

The local social services boards and the local commission in Baltimore City (See Section VI) help bring public human service administration to the people. Although the programs have been institutionalized, with Federal and State law and policy largely determining their content, local boards and the commission have an opportunity to observe developments in the counties and in Baltimore City and advise the local Director. It is the responsibility of the local boards or commission to advise on the evolution of local plans to implement mandated programs and to help assure citizens in each jurisdiction that the spirit of the law is followed. The local board or commission can advise the local director and may consult with the state administration on the implications of deficiencies it sees in its local program. Local boards are the best source from a lay-citizen's point of view to judge the effect of the level of assistance on needy people, the nature of social services problems, and how well needs are being met in their area. The

Secretary, the Governor, the Legislature and the local governing bodies welcome this information given by Board volunteers. This advice is one of the major contributions the local board or commission can make to assure that the public welfare administration in Maryland maintains fidelity to its rich tradition of helping those in need to independence, not dependency.

# THE BALTIMORE CITY SOCIAL SERVICES COMMISSION

The Social Services Commission in Baltimore City is established through Article VII, Section 57 of the Charter of Baltimore City (As last Amended by Res. 10-024; Ch. 645, Acts of 2010).

## **Article VII: Executive Departments**

### **§ 57. Department of Social Services: established; powers and duties.**

There is a department of social services, the head of which shall be the Director of Social Services. The Director shall be appointed pursuant to, and shall exercise those powers and perform those duties prescribed by law.

### **§ 58. Department of Social Services: Social Services Commission: Established; Composition; Appointment; Terms**

- (a) There is a Social Services Commission.
- (b) The Commission has the powers and duties prescribed by law.
- (c) The Commission shall be composed of at least nine but no more than 13 members, as described from time to time by Ordinance of the Mayor and City Council.  
(*Res. 02-033, ratified Nov. 5, 2002.*)

## **Article IV: Mayor**

### **§ 6. Appointments of Municipal Officers.**

- (a) Except as otherwise provided in the Charter, the Mayor shall have the sole power of appointment of all municipal officers, subject to confirmation by the City Council by a majority vote of its members; provided the Council shall take action on the nomination within the first three regular meetings of the Council after the nomination is sent to it by the Mayor. If the Council fails to take action within this time, then the person nominated shall be, by operation of this subsection, confirmed by the Council. If the Council, by the required vote and in the prescribed time, shall refuse to confirm the nomination, the Mayor shall send to it another name for the office, who shall be subject to confirmation pursuant to this subsection.
- (c) The Mayor shall have the power to remove at pleasure all municipal officers, except members of boards and commissions established by Charter or other law, appointed by the Mayor in the manner prescribed in this section and confirmed by the City Council; provided, however, that appointees holding office pursuant to the provisions of the Charter relating to the Civil Service may be removed from office only in accordance with such provisions.

(d) Except as otherwise provided by law, the Mayor may remove members of boards and commissions established by Charter or other law by majority vote of the members of the City Council. Removal shall date from the time of City Council approval.

(e) No person, except ex officio members, shall serve more than two consecutive full terms, in addition to any unexpired term served, on the same board or commission.

(f) Upon the vacancy in any office subject to this section, whether by resignation, removal, death, end of a term or otherwise, the Mayor shall fill the vacancy by an appointment in the manner prescribed in this section for the remainder of the term, if any, of the former incumbent.

(g) When a vacancy occurs on a board or commission established by this Charter, or other law the Mayor shall have, for 120 days after the occurrence of that vacancy, the sole power of appointment to the vacant office. Such appointment shall be subject to confirmation by the City Council in the manner prescribed in this section.

If the Mayor fails to submit a nomination within the time prescribed in this subsection, the power of appointment shall vest and be held by the board or commission to which the vacancy shall apply, and that board or commission, by majority vote, shall certify the name of a person to the City Council for confirmation in the manner prescribed in this section. For the purposes of this subsection only, a vacancy shall occur upon the occurrence of an event enumerated in subsection (f) hereof, and also upon the rejection by the City Council of a nomination to a board or commission.

(i) All persons appointed by the Mayor . . . shall qualify for office by taking before the Mayor an oath faithfully to perform the duties of their offices, and to support the laws and constitutions of the United States and of the State of Maryland . . . .

(l) . . . . Presidents of boards and commissions, provided for by this Charter or any other law, and appointed by the Mayor . . . . shall be residents and registered voters of Baltimore City at the time of their appointment and shall remain residents and registered voters during their entire term of office. The provisions of this subsection shall not apply to those holding office prior to January 1, 1975, as long as they shall retain that office ... .

### **§ 8. Minority Party Representation.**

Except as otherwise provided in the Charter or by other law, at least one member, in the case of commissions or boards shall be composed of not more than five members, and at least two members, in the case of commissions or boards composed of more than five members, shall be registered voters of the minority party in Baltimore City. The "minority party" shall be that political party which had the second largest number of registered voters at the time of the municipal election next preceding the date of the appointment.

## **Article VII: Executive Departments.**

### **§ 4. General Provisions: Members of Boards and Commissions: Attendance Requirement; Qualifications; Compensation**

(a) The Mayor, at will, may remove any member of a board or commission who shall fail to attend at least fifty percent of the meetings of that board or commission during any period of twelve consecutive months.

(b) A member shall be qualified by personal background, education or experience to exercise the powers and perform the duties of the board or commission.

(c) Members of the boards and commissions established by the Charter shall not receive compensation unless it is authorized by the Charter.

### **BALTIMORE CITY SOCIAL SERVICES COMMISSION FUNCTIONS AND DUTIES**

Baltimore's Commission, while in many ways similar to other social services boards, differs in some respects.

Until late 1983, members were appointed for six-year terms. They now serve four-year terms, with terms continuing to be staggered and with service limited to two terms. The Commission has seven appointed citizens in addition to two ex officio members, the Mayor and Commissioner of Health. Unlike other boards, which elect their own Chairperson, the Commission President is named by the Mayor.

The Commission must include two members of the City's registered minority political party. All Commission members must be city residents and registered voters. As with all social services boards, each member must attend at least 50 percent of the meetings each year. Meetings are open to the public, with advance notice provided.

The Baltimore Commission does not appoint its department director. According to State Law (Section 3-301(a), (4), appointment is concurrence of the Mayor and Secretary of the Department meeting with and consulting with the Commission.



# **State Public Ethics Law**

## **Impact on Local Board of Social Services**

### **STATE PUBLIC ETHICS LAW**

Section 15-502(c)(4) of the Public Ethics Law provides for an exemption for board members with regard to a financial interest or employment held at the time of appointment, provided it is publically disclosed to the appointing authority. The State Ethics commission has an appointee exemption disclosure form to be used for this purpose.

In addition, the State Ethics Commission in Opinion 62-51 addresses the question of whether members of local social service boards may have or be interviewed for state employment in the Social Services Administration.

#### **WHAT KIND OF BOARD MEMBER ACTIVITIES ARE COVERED BY THE CONFLICT OF INTEREST PROVISIONS ADMINISTERED BY THE STATE ETHICS COMMISSION?**

The Ethics law contains the following general types of prohibitions (Note: This is a general summary only.)

1. A board member may not participate as a board member in a matter where he/she, certain relatives, or certain entities with which he/she is involved have an interest.
2. A board member may not participate in a matter which involves a party or a business entity in which he/she or certain relatives have employment, contractual, or creditor relationships.
3. A board member may not have a financial interest in, or be employed by an entity subject to the authority of a member, or of the agency with which he/she is affiliated.
4. A board member may not have a financial interest in, or be employed by an entity having or negotiating a contract with the agency with which he/she is affiliated.
5. A board member may not hold any employment relationship which would impair his/her impartiality and independence of judgment.
6. A board member may not intentionally use the prestige of his office for his/her own private gain or that of another.
7. A board member whose duties include matters substantially relating to the subject matter of any contract with the State may not become, while he/she is an official of the State, an employee of the party contracting with the State.

8. A board member may not assist or represent a party for contingent compensation in any matter involving any State agency or political subdivision other than a judicial or quasi judicial proceeding.
9. A former board member may not assist or represent anyone other than the State for compensation in a case, contract, or other specific matter involving the State, if that matter is one in which he/she significantly participated as a board member.
10. A board member may not solicit any gift. Subject to certain exceptions, a board member may not knowingly accept any gift directly or indirectly from any person who the board member knows or has reason to know:
  - a. is doing or seeking to do business of any kind with his agency,
  - b. is engaged in activities which are regulated or controlled by his agency,
  - c. has financial interests which may be substantially affected in a specific way by the board members, or
  - d. is a lobbyist with respect to the matters within the board member's functional jurisdiction.
11. A board member may not disclose or use for his own economic benefit or that of another confidential information acquired by reason of his public position.

# DIRECTOR SELECTION

Maryland Human Services Code Annotated Section 3-301

(a) "Local executive authority" defined. -- In this section, "local executive authority" means:

(1) except as provided in item (2) of this subsection, the county executive of a county that has a charter form of government;

(2) the County Council of Talbot County;

(3) the county commissioners of a county that does not have a charter form of government; or

(4) the Mayor of Baltimore City.

(b) Appointment. --

(1) In each county, the local director shall be appointed with the concurrence of the Secretary and the appropriate local executive authority or its designee.

(2) The local executive authority or its designee shall meet and consult with the local board before the appointment of the local director.

(c) Qualifications. -- A local director shall have:

(1) a master's degree in social work or a related field;

(2) at least 5 years of professional employment in social services administration or supervision; and

(3) any other qualifications and training that the Secretary requires by regulation.

(d) Evaluations. --

(1) The Secretary, the local executive authority or its designee, and the local board shall:

(i) at least annually, evaluate the local director in writing; and

(ii) jointly review their respective evaluations with the local director.

(2) In consultation with the local board, the local governing authority of each county shall establish by ordinance or resolution the process for evaluating the local director.

(3) The Secretary shall:

(i) establish by regulation the process by which the Secretary will evaluate the local directors;  
and

(ii) notify the local board of any significant deficiencies in the administration of the local department.

(e) Removal. --

(1) A local director may be removed from office with the concurrence of the Secretary and the appropriate local executive authority or its designee.

(2) The appropriate local executive authority or its designee shall meet and consult with the local board before the removal of a local director.

(f) Service classification. --

(1) A local director shall be in the executive service or management service of the State Personnel Management System.

(2) Each deputy director and assistant director of the Baltimore City Department of Social Services shall be in the management service of the State Personnel Management System.

(3) Except as provided in § 3-403.1 of this title, the Director of the Department of Social Services in Montgomery County is a member of the Employees' Pension System.

# CONFIDENTIALITY AND OPEN MEETINGS

## Confidentiality Requirements

As a board member you may receive information about personnel (staff) and customer cases. All such information must be kept confidential. This is a legal requirement, violation of which is punishable by imprisonment; a fine, or both. Maryland Human Services Code Annotated Section 1-201 through 1-205; State Government §10-611 et *LM*. In addition, a person who divulges confidential information could be liable in an invasion of privacy action brought by the person whose rights to confidentiality were violated. Such information can be discussed with other board members, the Local Director and appropriate staff members. It cannot, however, be disclosed to anyone else.

Board of Social Services meetings are subject to the Open Meetings Law. Personnel actions or cases discussed during public sessions cannot in any way identify the individual involved. The board can meet in executive session to discuss or receive reports on these matters.

## Handling Complaints or Other Reports

It is natural that persons in the community and/or customers of social services may sometimes prefer to discuss a special problem with you as a member of the board, particularly if they feel they have not received proper consideration or service from the local department staff. As the members of the board become identified in the community with the local department of social services, they will undoubtedly receive both praise and complaints from individuals in the community with regard to the work of the department.

Complaints may reflect a genuine need that the department is unable to meet, may be unfounded, or may result from some misunderstanding.

Board members should report complaints promptly to the local director or administrator of a particular program. It is that person's obligation to give immediate and careful attention to such matters reported by board members and report the disposition of such matters to the board member initiating the action. For your own protection, and to eliminate any misunderstanding, board members should avoid making any promises to individuals even when the outlined situation seems to represent unjust action. If a board member is dissatisfied with the local department's review of the matter, the complaint could be discussed at a Board meeting.

Reports of abuse or fraud which come to the attention of board members should be kept confidential as well, and immediately reported to the local director for investigation and action.

## Open Meetings Law

The open meetings law requires a public body when it is meeting to open the meeting to the general public including the press. The law is applicable to multi-member boards, commissions,

or committees appointed by the Governor or the chief executive authority of the political division, i.e., a Board of Social Services.

# STRUCTURE OF THE MARYLAND DEPARTMENT OF HUMAN RESOURCES

## *Department of Human Resources Strategic Plan*

### VISION

*We envision a Maryland where people independently support themselves and their families and where individuals are safe from abuse and neglect.*

### MISSION

*We will aggressively pursue opportunities to assist people in economic need, provide prevention services, and protect vulnerable children and adults.*

### GUIDING PRINCIPLES

- *Work is indispensable for achieving independence.*
- *Partnerships and alliances with business and the community are critical to our customers' ability to achieve and maintain independence.*
- *Families should be the first resource for the emotional and financial support of their children and other family members.*
- *Assistance should be provided to people who are physically, emotionally and/or mentally incapable of achieving independence and safety, and services should be extended to those who are victims of or vulnerable to abuse, neglect or exploitation.*
- *Employees must be involved in maintaining a work environment that encourages quality service delivery, productivity and staff development.*
- *The effectiveness of human services must be measured in terms of results and costs.*
- *Maryland's human service delivery system includes the State Department of Human Resources (DHR) and the twenty-four Local Departments of Social Services (LDSS).*
- *DHR is the human service leader for prevention, independence and protection programs for Maryland citizens.*

- I. THE OFFICE OF THE SECRETARY** consists of the Secretary of Human Resources, the Deputy Secretary of Operations, the Chief of Staff, the Chief Information Officer, the Foster Care Review Board and the following offices:
- A. Attorney General's Office assigns assistant attorney generals to represent the Department of Human Resources in all litigation and advises the department on a wide variety of legal issues.
  - B. Communications Office is the Department's "in-house" marketing, advertising and public relations agency. Services include media relations, community relations, issues management, speech writing, creating and placing advertisements, creating direct mail packages, liaison with other State public information or public relations offices, create multimedia presentations, signage and display materials and creating and coordinating departmental publications.
  - C. Constituent Services Office provides a central point of contact for citizens to obtain information about and gain access to programs and services, and to lodge complaints about Departmental services, personnel and service delivery. Provides oversight to various ethnic commissions.
  - D. Budget and Finance provides through its Accounting Operations, Grant Management, Financial Systems Development, Budget Management and Procurement offices, and fiscal services to manage the Department's \$1.5 billion annual budget. Performs general accounting functions, maintains payroll, attains the maximum amount of federal funds allowed, monitors and develops departmental budgets and procures vital services.
  - E. The Office of Employment and Program Equity has the primary responsibility for ensuring the effectiveness and success of the Department's comprehensive Equal Opportunity Program including training and the investigation of discrimination complaints. This program includes Equal Employment Opportunity, Affirmative Action, Minority Business Enterprise and Americans with Disabilities Act.
  - F. Human Resource Development and Training (HRDT) provides the mechanism through which DHR employees can enhance their abilities to meet the needs of customers. Services offered include recruitment, classification and compensation, employee benefits, monitoring of employee/employer relations and training.
  - G. Office of Government Affairs coordinates and provides technical expertise on all legislative, regulatory and grants development activity for the Department. The office coordinates the department's response with the Office of the Governor, Department of Legislative Services, and Members of the General Assembly, other State Agencies, and Local Governments.



- H. Office of the Inspector General (OIG) prevents, detects, and eliminates waste, fraud, mismanagement or corruption within the department. The office performs internal audits of local departments of social services, reviews and monitors corrective action plans, coordinates external audits, investigates employee and customer fraud and conducts computer matches to detect fraud.
- I. Office of Technology for Human Services (OTHS), under the direction of the Chief Information Officer (CIO), is responsible for the overall management and direction of the Department's Information Systems. This includes computer applications and systems, computer and communication equipment, computer peripheral equipment, telephone systems and equipment, ancillary facility and support equipment, and consumables and supplies. The scope encompasses DHR locations in every jurisdiction statewide. In addition, the CIO serves as the principal information technology advisor to the Secretary, Deputy Secretaries, and Executive Staff of the Department.
- J. Client Information System (CIS) is the centralized customer database for TANF, Child and Family Services and Food Stamps.
- K. Electronic Benefits (EBTS) is an automated system replacing the paper-based issuance of food stamps public assistance benefits, and child support payments. Customers access benefit funds through Automated Teller Machines (ATM) and at Point-of-Sale Terminals in grocery stores. EBTS is the first system in the country to replace welfare checks, child support checks, and food coupons with a plastic debit card (Independence Card). This statewide system has been operational since April 1993.
- L. The Maryland Foster Care Review Board, appointed by the Governor, these citizen boards review the cases of all children who have resided in foster care for more than six months to evaluate and monitor efforts to return children to their parents, place them in the legal custody of relatives, place them for adoption or make alternate permanent placements in the children's best interests. The eleven member state board establishes operating policies and training programs for the local boards, monitors trends in the foster care program and makes recommendations of foster care policies and procedures.
- II. THE FAMILY INVESTMENT ADMINISTRATION (FIA)** – FIA was created in 1980 by Executive Order, separating it from the Social Services Administration. The Family Investment Administration provides temporary cash assistance to families with children who have no other means of support. Program services include initiation of child support, job search and work opportunities, welfare avoidance grants to assist families with a crisis that has temporarily become a barrier to independence and child care to assist families in their efforts at job search and employment. The Family Investment program is delivered at the local level through local departments of social services who have developed their own Family Investment Plans. The FIA through its offices:
- develops, as well as interprets rules and regulations governing temporary cash assistance and food stamps.

- supports FIA local department staff who provide emergency assistance to families with children (once in a 12-month period) who experience specific emergencies and who do not have resources immediately available.
- supports FIA local department staff who provide households whose gross income is below the 130 of the federal poverty level with food stamps for food purchase.
- supports FIA local department staff who determine eligibility for medical assistance benefits. Medical assistance policy is set and bills are paid through the Department of Health and Mental Hygiene (DHMH).
- provides technical support to local departments, has responsibility for statewide training and maintains some specialized caseloads.
- coordinates and monitors the development and implementation of corrective action activities for TCA and food stamps. Federal fiscal penalties may be imposed on the State for error rates higher than federal targets. FIA works with local departments to substantially reduce or eliminate quality control errors.
- provides high quality information, analysis, and proposals, for a wide variety of government funded block granted programs.
- provides technical assistance and coordination to local departments of social services for jobs, job development and employer related activities.

The Family Investment Administration has four goals:

- Move families toward a speedy and lasting exit from Temporary Cash Assistance
  - Assure individuals and families receive appropriate benefits
  - Place TCA individuals in employment where earnings increase over time
  - Increase the number of TCA families where an adult family member obtains and retains employment.
- A. Temporary Cash Assistance (TCA) - (Replaced the Aid to Families with Dependent Children (AFDC) program in state law.) Temporarily provides for children in need and their caretaker relatives. Parents included on the grant must find employment within two years of receipt of benefits. Most adult participants can only receive benefits for five years.
- B. Work Opportunities Program - Maryland's welfare-to-work program. Helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and

a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

- C. Welfare Avoidance Grant (WAG) - Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment such as vehicle repairs and job-related equipment. Persons who receive a WAG cannot receive TCA benefits for a specified time period.
- D. Public Assistance to Adults (PAA) - Provides help for adults in need of protective and supportive living arrangements in order to reside in the community. PAA provides a monthly payment of state funds to aged, blind or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence and have allowable needs in excess of their total income.
- E. Food Supplement Program - Supplements a household's food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. Applications for the food supplement program may be mailed in, faxed, or dropped off daily during normal business hours or applicants may apply online at [www.marylandsail.org](http://www.marylandsail.org). All food supplement program applications are screened for expedited food supplement services.
- F. Medical Assistance (Medicaid) - Addresses immediate and long-term health care needs by providing a broad range of health care services to the community. In Maryland, the Department of Human Resources staff determines clients' Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages. Groups automatically eligible for coverage include SSI recipients and certain TCA, PAA and institutionalized individuals. Low-income single adults and childless couples, between the ages of 21 and 64 remain the most vulnerable because no government-subsidized health insurance exists for this group. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. Recent initiatives have expanded the Maryland Children's Health Program (MCHP) that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. Special outreach programs have been implemented to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments and deductibles.

- G. Electronic Benefit Transfer System (EBTS) - Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an Independence Card encoded with information on a magnetic strip.
- H. Temporary Disability Assistance Program (TDAP) - A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit is paid to eligible individuals until their condition improves or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee.
- I. Purchase of Care (POC) - An income-based subsidy program to assist eligible low-income families with the payment of childcare expenses. Families are assessed a co-payment based on factors such as income, type of care and age of child. A major eligibility factor requires that any adult in the household participate in an approved activity such as employment, training or education. Participation in the POC program continues to increase due to the success of welfare reform. Many TCA customers have found employment and have used childcare vouchers to assist with the cost of childcare. Additional funding has enabled more of the "working poor" to receive help with child care expenses.
- J. Emergency Assistance to Families with Children (EAFIC) - Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI, foster care children or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited.
- K. Voter Registration (NVRA) - All local departments of Social Services are authorized voter registration stations. Voter registration applications may be obtained from customer service representatives in the reception rooms. Our customer service representatives can assist in completing the form. We will gladly mail the form to the State Board of Elections for you.

**III. THE SOCIAL SERVICES ADMINISTRATION (SSA)** supports the wide range of programs targeted to protect and assist children and families in Maryland's communities.

SSA was created in 1969 by the Legislature as the successor to the State level Department of Social Services. SSA served as the central coordinating and directing agency for all social services and public assistance activities financed in whole or in part by the State. In 1980, by Executive Order, SSA was divided into two separate units. The Social Services Administration

and the Income Maintenance Administration changed in 1996 to the Family Investment Administration. In 1990, responsibility for adult programs was shifted to the Community Services Administration, and responsibility for day care was shifted to the Child Care Administration.

As a result of these changes, SSA was reorganized in March 1991 to reflect its new mission of a family focused, child-centered, service delivery model to support the healthy independent development of families, assist families and children in need, and protect abused and neglected children. The Social Services Administration accomplishes this mission through a family preservation and family reunification service delivery systems, which recognize the values of cultural diversity. It is responsible for the development and operation of programs, which address social and family problems, and for setting policy in these programs.

- A. The Office of Children and Family Services is the focal point for all direct services for families and children.
- B. Family Services - programs are based on the belief that families are the most important resource for healthy, well-adjusted children and SSA provides services which strengthen and stabilize family functioning to preserve family and unity and encourage self-sufficiency. The overriding principle of family services is that the first and greatest investment is made in the care and treatment of children in their own homes before more radical and costly measures are taken. Family services are the first line of defense against family breakdown. Through support, prevention and intensive preservation services, families previously at risk of dissolution can be strengthened and empowered to provide safe and healthy environments for their children.
- C. Child Protective Services (CPS) is a specialized social service for children believed to be neglected or abused and for their parents or other adults having permanent or temporary care, custody, or parental responsibility, or to household or family members, to decrease the risk of continuing physical, sexual or mental abuse or neglect. In instances where a child can be safely protected in his or her own home through the provision of services or other assistance to the child's family, such an alternative is preferable to foster care placement. The goals of CPS are to:
  - Protect children and assist parents in providing proper care and attention to children
  - Remedy and decrease the risk of continuing abuse and neglect;
  - Provide an alternate plan of care for children when parents are unable to provide proper care them;

CPS is not designed to address all issues related to family dysfunction nor the whole range of parent-child problems.

*Our focus is on protecting children from abuse and neglect. Child protection is a community responsibility and resources should be coordinated through combined efforts. The community has an obligation to ensure that the required services are available for prevention, intervention, and treatment of child abuse and neglect.*

- D. Foster Care is a temporary out-of-home placement service for children who have been abused, neglected or abandoned or who are at high risk of serious harm and require out-of-home placement for their safety. Children may be placed in foster homes approved by local departments of social services, residential child care programs licensed by SSA, residential treatment centers or treatment foster care homes.
- E. Adoption develops permanent family resources for children who cannot be safely reunified with their birth parents or extended birth families. Services include the study and evaluation of children and their needs, adoptive family recruitment, development and selection, pre-and post placement services and post finalization services. All private agencies in Maryland who provide domestic and international adoption services are licensed by the Social Services Administration.
- F. Maryland Adoption Resource Exchange (MARE) is a statewide registry of waiting children and approved adoptive families. MARE staff helps public and private adoption agencies match these children and families. MARE also publishes a photo-listing book of children waiting to be adopted, makes referrals to national adoption exchanges, identifies children for specialized recruitment, and provides adoption information to interested persons.
- G. Interstate Compact on the Placement of Children (ICPC) ensures that placement of children for services and protection across state lines is done in accordance with the laws and regulations of the sending and receiving state.
- H. Independent Living serves foster care youth 16 years or older. The primary goal of the program is to assist youth in achieving self-sufficiency by their 18th birthday. Independent Living is a permanency plan, which includes such services as teaching daily living skills, educational and vocational training, and assistance in securing employment.
- I. Office of Adult Services (OAS): serves elderly, disabled, vulnerable persons and their families through a home and community-based delivery system. In conjunction with local departments of social services and community-based organizations, OAS coordinates services for families, vulnerable adults and the elderly in Maryland. Their mission is to protect vulnerable persons, promote self-sufficiency, and to avoid out-of-home placements, while maximizing independence and improving the quality of life. Service areas include:

1. Social Services to Adults (SSTA): builds on the strengths of the adult's community and family support system rather than replace them. SSTA provides assistance to adults with limited capacities seeking to remain or become self-supporting and self-sufficient; it seeks to prevent abuse, neglect or exploitation; and it reduces unnecessary institutionalization or secures appropriate institutional care when necessary. This service is provided without fee by applying to the local department of social services in your county.
2. Project Home: providing case management and supportive housing to disabled adults and frail elderly, and case management to persons with AIDS, so that they can maintain themselves in the community. In-Home Aide Services assists functionally disabled persons in the activities of daily living in order to prevent or reduce the length of institutional placement, and providing emotional support and guidance to disabled persons and caretakers of dependent children and adults at risk of abuse or neglect.
3. In-Home Aide Services (IHAS): This program offers aide services in the consumer's home to provide assistance with personal care: dressing, bathing, transferring, grooming, eating; and chores such as cooking, laundry, light cleaning, and shopping. Other Activities of Daily Living include allowing an adult with a disability to remain living at home and to avoid unnecessary or premature moves to nursing homes or other out-of-home placements. Ongoing case management to assist with planning and exploring other needed services is provided as well.
4. Adult Protective Services: This program serves persons aged 18 years of age or over who lack the physical or mental capacity to provide for their daily needs. The purpose of the program is to investigate and to prevent or remedy the abuse, neglect, self-neglect, or exploitation of vulnerable adults who are unable to protect their own interests, and are at risk of immediate harm to self or others.
5. Adult Public Guardianship is a legal procedure in which the court determines if a person's ability to make health and safety decisions for themselves is significantly impaired. If so, the court will then appoint a guardian to act as a substitute decision-maker. Through this program, local departments of social services are the guardians of last resort for vulnerable persons aged 18 to 64. This program is limited to matters essential to safeguard the welfare of a person deemed incompetent by the Court to make these decisions. There are two different types of guardianships: a "Guardian of the Person" is appointed by the court to make decisions for the person about their health care, shelter, or other daily needs. A "Guardian of the Property" is a person or agency appointed by the court to manage the property of a person deemed incompetent by the Court to make financial decisions.

6. Respite Care provides short-term, temporary care to families of individuals with developmental or functional disabilities. Attendant care provides financial reimbursement to consumers with chronic or severe physical disabilities who require attendant services to retain or seek employment or be maintained in the community with appropriate supports.
  7. The Emergency and Transitional Housing and Services Program: provides funds for shelter bed nights and support services, limited rent and mortgage assistance and seed monies for new shelter programs.
  8. Housing Counselor Program: helps families and individuals locate and maintain affordable, permanent housing through housing counseling and aftercare case management.
  9. Homeless Prevention Program: assists households to meet an impending eviction with limited grants and/or early intervention, landlord-tenant mediation and rent bank services.
- J. Office of Home Energy Programs (OHEP) - uses federal funds to help low-income families pay their heating bills with a temporary grant, minimize energy-related crises, and make heating costs more affordable through development of a comprehensive energy package with links to the community and the customer. Grants, which are paid directly to 350 energy suppliers, are determined according to poverty level guidelines. OHEP provides enrollment and referrals to the Weatherization Assistance Program and Utility Service Program.
- K. Maryland Office for New Americans (MONA) - provides cash, medical assistance, and social services to refugees resettled annually in Maryland. Services lead to a refugee's early economic independence and social adjustment. They include employment, English language and skills training and other support services to hasten the social adjustment process. MONA also helps legal foreign-born residents to complete their application for citizenship, and it staffs the Maryland Advisory Council for New Americans. This Council advises the state's Executive and Legislative branches on policies to enhance the resettlement of refugees and immigrants.
- L. Maryland Legal Services Program (MLSP) - administers competitively bid contracts and oversees payments to contractors and court-appointed attorneys who provide mandated legal representation to the child in Child in Need of Assistance (CINA) cases, and to disabled adults for whom a guardian of the person is desired and in reviews held by Adult Public Guardianship Review Boards.

**IV. THE CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSEA)** created in 1975 under Title IV-D of the Social Security Act, the national child support program is a three-tiered structure consisting of federal, state and local organizations. Located within the U.S.



Department of Health and Human Services, the Office of Child Support Enforcement monitors performance of state child support programs, ensures compliance through periodic audits, and provides technical assistance. The State organization with administrative responsibility for program operations in Maryland is CSEA. The delivery of child support services is carried out by local offices in 22 of the political subdivisions of the State. Within each subdivision is a system of local law enforcement agencies, courts, child support units and departments of social services, which interface with one another. These activities are coordinated by CSEA. In a few jurisdictions, CSEA contracts with county governments for some child support functions through Cooperative Reimbursement Agreements (CRA). A private corporation, PSI, operates and delivers child support services in Baltimore City and Queen Anne's County.

A. Child Support Enforcement Services include:

1. Federal Income Tax Refund Offset: Federal and state laws authorize the Child Support Enforcement Administration (CSEA) to intercept a federal income tax refund when a non-custodial parent becomes \$500 in arrears of his/her monthly child support payments. CSEA sends a notice to the non-custodial parent 30 days before submitting his/her case information for federal income tax refund offset. The non-custodial parent may challenge the amount of arrears by sending a signed request for an investigation to his/her local child support enforcement agency.
2. State Income Tax Refund Offset: Federal and state laws authorize the Child Support Enforcement Administration (CSEA) to intercept a state income tax refund when a non-custodial parent becomes \$150 in arrears of his/her monthly child support payments. CSEA sends a notice to the non-custodial parent after submitting his/her case information for state income tax refund offset. The non-custodial parent may challenge the amount of arrears by sending a signed request for an investigation to his/her local child support enforcement agency.
3. Administrative Passport Denial: Persons certified as owing past-due child support in an amount greater than \$2,500 are subject to denial, revocation, and/or restriction of a passport.
4. Driver's License Suspension: Child support payors who are 60 days or more out of compliance with their most recent court order are referred to the Motor Vehicle Administration. Once a license is suspended, the individual's license can only be reinstated if the individual pays the arrears in full, makes six (6) consecutive payments of the court ordered child support amount or if the individual provides documentation to support a claim of hardship.
5. Professional License Suspension Program: The Child Support Enforcement Administration is authorized to refer delinquent payees to the licensing authority.

This can result in either the suspension of an individual's professional or occupational license or the denial of his/her application for such a license.

6. **New Hire Reporting:** States are required to have a central registry where all employers must report newly hired or re-hired employees within 20 days of their first day of work. If an employee matches with the child support database, a wage withholding order is automatically sent to the employer.
7. **Financial Institution Data Match (FIDM):** States are required to identify and garnish, if appropriate, assets of parents owing past-due child support through a database match with financial institutions.
8. **Wage Withholding Orders:** Employers are required to withhold child support from payees' wages. The withholding orders account for a majority of all child support obligations that are collected by the Child Support Enforcement Administration. The wage withholding orders allows for accurate payment tracking and ensures prompt payments for the custodial parent.
9. **Credit Bureau Reporting:** The Child Support Enforcement Administration or a local child support enforcement office is authorized to report a delinquent payees account to a consumer credit reporting agency. The non-custodial parent is reported when they are delinquent 60 days or more with his/her child support obligation.
10. **Administrative Liens:** States are required to have the authority to administratively issue a lien on real or personal property and seize assets for past-due support.
11. **State Lottery Intercept:** The Child Support Enforcement Administration may intercept lottery winnings for past due child support. Past due child support must total \$500.00 or more for a case to be eligible for the State to intercept lottery winnings.
12. **Contempt:** Civil contempt is when the Judge determines the non-custodial parent did not pay child support and the parent has the ability to pay his/her obligation. Civil contempt may include incarceration.
13. **Other Enforcement Tools**
  - a) **Medical Support Enforcement:** The Child Support Enforcement Administration is authorized to obtain medical support from either parent.
  - b) **Unemployment Insurance:** The Child Support Enforcement Administration is authorized to collect unemployment insurance amounts for past due and current child support.

- c) Workers Compensation Commission (WCC): The Child Support Enforcement Administration is authorized to intercept Workers Compensation awards for past due child support.

# GLOSSARY

*ABC: Activities Based Costing*

*ABM: Activities Based Management*

*ACF: Federal Administration for Children and Families*

*ACP: Attendant Care Program provides financial assistance to eligible physically disabled person*

*ADA: Americans with Disabilities Act*

*AFC: Adult Foster Care*

*AFCARS: Adoption and Foster Care Analysis Reporting System*

*AFDC: Aid to Families with Dependent Children; federal welfare cash assistance program. Federal law changed 1996 to block grant to states program now called Temporary Cash Assistance (TCA)*

*AG: Attorney General*

*AIMS: Automated System Computerization of the income maintenance eligibility and payment process. Operating since December 1985. Replaced by CARES*

*AMF: Automated Master File. Replaced by CARES*

*AP: Absent Parent*

*APD: Advanced Planning Document - A document required by the federal funding agencies, such as the Department of Health and Human Services, in order to receive federal funding for computer systems*

*APGRB: Adult Public Guardianship Review Board*

*APHSA: American Public Human Services Association formerly APWA*

*APLU: Absent Parent Locator Unit*

*APS: Adult Protective Services*

*APWA: American Public Welfare Association. Name changed to APHSA*

*ASP: Adult Service Program*

*BCOCSE: Baltimore City Office of Child Support Enforcement*

*BENDEX: Benefit Data Exchange*

*BSW: Bachelor of Social Work*

*CAA: Corrective Action Agreement*

*CAPTA: Child Abuse Prevention and Treatment Act*

*CARE: Certified Adult Residential Environments (CARE Homes) - A DHR domiciliary care project (also known as Project HOME)*

*CARES: Clients' Automated Resource and Eligibility System - Computerization of the TCA eligibility process.*

*CCA: Child Care Administration –Responsible for child care regulatory services and subsidy of child care for low-income families*

*CCDF: Child Care Development Fund*

*CCI: Child Care Institution (group care residence for eight or more children with a formal program of services)*

*CCU: Central Collection Unit, Department of Budget and Management, responsible for collecting overpayments in closed case.*

*CDB: Client Database - Common database that supports all major DHR systems*

*CFR: Code of Federal Regulations*

*CHC: Community Home Care*

*CINA: Child in Need of Assistance – Term used in Maryland law to describe a child who is not receiving proper care and whose parents are unable or unwilling to provide care*

*CINS: Child in Need of Supervision - Term used in Maryland law to describe a child who requires guidance, treatment or rehabilitation because of improper conduct*

*CIS: Client Information System -Overarching management information systems which tie together all major DHR computer systems through the use of a common client database*

*COMAR: Code of Maryland Regulations*

*CPS: Child Protective Services*

*CI: Continuous Quality Improvement*

*CRA: Cooperative Reimbursement Agreement - Child Support Enforcement agreement between DHR and local government agencies*

*CSBG: Community Services Block Grant - Federal Funds*

*CSEA: Child Support Enforcement Administration (DHR)*

*CSES: Child Support Enforcement System - Computerized system for child support*

*CSW: Certified Social Worker*

*CWLA: Child Welfare League of America*

*DBED: Department of Business and Economic Development*

*DBM: Department of Budget and Management*

*DGS: Department of General Services*

*DHMH: Department of Health and Mental Hygiene*

*DHR: Department of Human Resources*

*DJS: Department of Juvenile Services - Administers services to delinquent youth and youth who require supervision*

*DLLR: Department of Labor, Licensing and Regulation*

*DMO: Disability Management Operations, which includes the State Review Team, Medical Assistance Waiver Unit and Medical Assistance Appeals Unit*

*DSI: Division of Special Investigations*

*DSS: Department of Social Services –Twenty-four local DHR agencies located in Baltimore City and all Maryland counties*

*DVR: Division of Vocational Rehabilitation*

*EA: Emergency Assistance*

*E AFC: Emergency Assistance to Families with Children - One grant a 12 month period available to families with children, faced with specific emergencies, which have exhausted all available funds*

*EBTS: Electronic Benefit Transfer System - Provides TCA and food stamp benefits to clients using a debit card. Statewide system implemented FY 1992/93*

*EITC: Earned Income Tax Credit*

*E00: Equal Opportunity Office*

*EPSDT: Early and Periodic Screening Diagnostic and Treatment - A federal program for child health administered by DHMH*

*ESFC: Emergency Services to Families with Children*

*ESL: English as a Second Language*

*ETHS: Emergency and Transitional Housing Services (Homeless Program)*

*FACTS: Automated Foster Care Tracking System*

*Families Now: Family Preservation Initiative*

*Family to Family: Annie E. Casey Foundation and DHR developed a program to provide a community based foster system piloted in Anne Arundel, Baltimore City and Prince George's*

*FAMIS: Family Assistance Management Information System*

*FC: Foster Care*

*FCRB: Foster Care Review Board*

*FEMA: Federal Emergency Management Agency*

*FFY: Federal Fiscal Year - October 1 through September 30*

*FH: Foster Home*

*FIA: Family Investment Administration (formally Income Maintenance Administration)*

*FIP: Family Investment Program -Maryland's welfare reform program*

*FIPNET: Family Investment Program Network*

*FMA: Federal Medical Assistance*

*FMIS: Financial Management Information System utilized by LDSS and Central to track and pay invoices*

*FNS: Food and Nutrition Service of the US Department of Agriculture*

*FPLS: Federal Parent Locator Service*

*FS: Food Stamps - Food benefits to families and individuals with gross incomes at or below 13% of the federal government's annually adjusted poverty level. Households with an elderly or disabled member, net income must not exceed 100% of poverty guidelines. Distributed through EBTS*

*FSIP: Food Stamp Investment Plan, initiative to reduce error rate and improve payment accuracy*

*FUTA: Federal Unemployment Tax Act*

*FY: Fiscal Year - July 1 through June 30*

*GF: General Funds*

*Group Care: Homes which provide 24 hours residential care for a number of children together*

*Guardian Ad Litem: A person, usually an attorney, legally placed in charge of the affairs of a minor or someone incapable of managing their own affairs during a period of litigation*

*GWIB: Governor's Workforce Investment Board*

*HCFA: Federal Health Care Financing Administration*

*HHS: Federal Department of Health and Human Services*

*HS: Homemaker Services*

*HSP: Homeless Services Program*

*HUD: Federal Department of Housing and Urban Development*

*IAC: Inter-Agency Committee on Aging*

*ICM: Intensive Case Manager*

*IDEX: Inter-jurisdictional Data Exchange*

*IEVS: Income Eligibility Verification System - Federally mandated system to use computer data maintained by state and federal agencies to help verify eligibility for TCA*

*IFS: Intensive Family Services*

*IG: Inspector General*

*IGA: Inter-governmental Agreement*

*IHAS: In-Home Aide Services*

*I&T: Infant & Toddlers Program*

*JOBS: Federal Welfare Reform Programs - includes employment programs*

*JJA: Juvenile Justice Administration*

*JTPA: Job Training Partnership Act*

*Kinship Care: Continuous 24-hour care and supportive services for a minor child placed by a child placement agency in the home of a relative related by blood or marriage*

*LAB: Legal Aid Bureau*

*LBSS: Local Board of Social Services*

*LCC: Local Coordinating Council*

*LCSW: Licensed Certified Social Worker requires a Masters' degree in social work*

*LCSW-G: Licensed Certified Social Worker Graduate, only able to practice under supervision of a licensed clinical social worker*

*LCSW: Licensed Clinical Social Worker with a specific number of years or hours of post-masters supervision experience*

*LDSS: Local Departments of Social Services (see DSS)*

*LGA: Local General Administration*

*LIHEAP: Low Income Home Energy Assistance Program*

*LMB: Local Management Board*

*LSWA: Licensed Social Work Associate*

*LTC: Long Term Care*

*MA: Medical Assistance - Provides medical benefits, through vendor programs, for all TCA recipients and for other low-income persons. Program administered by DHMH with eligibility determined by DHR*

*MA (Card): Medical Assistance card individual authorizing payment for medical care*

*MABS: Maryland Automated Benefit System. A record of wages paid to establish unemployment benefits*

*MAC: Maryland Access to Care DHMH program to assign a primary provider to most TCA recipients*

*MARC: Maryland Association for Retarded Citizens*

*MARE: Maryland Adoption Resource Exchange*

*MARFY: Maryland Association for Residential Facilities for Youths*

*MASSB: Maryland Association of Social Services Boards*

*MCW: Maryland Commission for Women*

*MDLC: Maryland Disability Law Center - Private, nonprofit agency provides legal services in court proceedings to disabled residents, in areas of guardianship, foster care and children in need of assistance*

*MDT: Multi-Disciplinary Team. Professionals working together on child abuse and neglect problems*

*MEAP: Maryland Energy Assistance Program (also referred to as the Low Income Home Energy Assistance Program - LIHEAP)*

*Medicaid: Another name for medical assistance*

*Medicare: Federal medical insurance program administered by Social Security*

*MEMA: Maryland Energy Management Agency*

*MFR: Managing for Results Strategic Planning and Budget Process*

*MKC: Maryland Kids Count - Identifies State profiles of child well being. Produced by the Annie E. Casey Foundation*

*MLSC: Maryland Legal Services Corporation - Receives Interest on Lawyers Trust Account (IOLTA) funds for civil legal services to low income people*

*MLSP: Maryland Legal Services Program*

*MONA: Maryland Office of New Americans*

*MPAP: Maryland Pharmacy Assistance Program (State funded DHMH program that provides prescription drugs)*

*MSDE: Maryland State Department of Education*

*MSFL: Migratory and Seasonal Farm Labor Commission*

*MSW: Master of Social Work (graduate program)*

*MVA: Motor Vehicle Administration*

*NPA: Non-Public Assistance - Sometimes used to distinguish services to recipients of TCA from services to other families or individuals*

*NPS: Non-Personnel Services - Used to distinguish personnel expenditures (salary and fringe benefits) from all other expenditures (e.g., supplies)*

*OAG: Office of the Attorney General (DHR)*

*OAPAA: Office of Asian -Pacific American Affairs*

*OCYF: Office of Children, Youth and Families*

*OIG: Office of the Inspector General (DHR)*

*OIM: Office of Information Management (DHR)*

*OPS: Order of Protective Supervision*

*OS: Office of the Secretary (DHR)*

*OSC: Order of Shelter Care for Children*

*PAA: Public Assistance to Adults; cash grants to adults over 65 in a licensed domiciliary care facility; also supplement to certain recipients covered by SSI*



*PASP: Parent Aide Services Program*

*POC: Purchase of Care - provides financial assistance to help low income families pay for child care*

*POS: Purchase of Services; purchase of care or other service by one government entity from another public or private agency, usually by contract*

*Project Home: A supportive housing program for disabled adults*

*PS: Protective Services (for adults and for children)*

*QC: Quality Control*

*RAP: Rental Allowance Program*

*RCA: Refugee Cash Assistance*

*Redetermination: Federally mandated review of client eligibility for benefits and services; also referred to as Reconsideration (Recon)*

*RESI: Regional Economic Studies Institute of Towson University*

*Respite Care: Program providing short-term rest and relief to family member caregivers*

*RICA: Regional Institute for Children and Adolescents*

*RMA: Refugee Medical Assistance*

*SAO: State's Attorney's Office*

*Sealed Files: Case records for children whose adoptions have been finalized are kept in special restricted files*

*SCC: State Coordinating Council*

*SDA: Service Delivery Area*

*SDX: State Data Exchange -provides data on SSI beneficiaries*

*SEFC: Services to Extended Families with Children*

*SFC: Services to Families with Children*

*SFH: Specialized Foster Homes - Foster homes with children with special emotional, physical or age disabilities*

*SFY: State Fiscal Year - July 1 through June 30*

*Shelter Care: Temporary foster care in a shelter home until a plan can be made for permanent placement.*

*SNAP: Supplemental Nutrition Assistance Program (new federal name for Food Stamps)*

*SPLS: State Parent Locator Service*

*SRI: Services Reform Initiative*

*SSA: Social Services Administration (DHR). Also Social Security Administration (federal agency)*

*SSBG: Social Services Block Grant*

*SSC: Saratoga State Center*

*SSI: Supplemental Security Income (federal) - For disabled individuals with long-term disability*

*SSTA: Social Services to Adults*

*STARS: Statewide Accounting and Reporting System; the state's central accounting system*

*Subsidized Adoption: Cases in which adoptive parents are assisted financially by the state to care for children they have legally adopted.*

*TANF Federal Block Grant: Temporary Assistance to Needy Families. Program components Welfare Avoidance Grants, Child Care, Medical Assistance and TCA*

*TCA: Temporary Cash Assistance*

*TCM: Targeted Case Manager*

*TEFAP: Temporary Emergency Food Assistance*

*TEMHA: Temporary Emergency, Medical and Housing Assistance*

*Title IV-A: Social Security Act Title replaced with TANF*

*Title IV-B: Social Security Act Title establishing child welfare services and funding*

*Title IV- C: Social Security Act establishing the Work Incentive Program. Replaced by Title IV-F.*

*Title IV-D: Social Security Act Title establishing the Child Support Enforcement Program*

*Title IV-E: Social Security Act Title that funds foster care payments*

*Title IV-F: Social Security Act Title, established by the Family Support Act of 1989; deals with job opportunities and basic skill training*

*Title XIX: Social Security Act Title established the Medicaid program*

*Title XX: Social Security Act Title which funds social services (SSBG)*

*TPR: Termination of Parental Rights*

*TRIP: Tax Refund Intercept Program - to divert state tax refunds otherwise due to absent parents, for payment of child support arrearages*

*TROP: Tax Refund Offset Program - to divert federal tax refunds otherwise due to absent parents for payment of child support arrearages*

*UIBIP: Unemployment Insurance Benefit Intercept Program*

*UIFSA: Uniform Interstate Family Support Act for intrastate child support.*

*USDA: United States Department of Agriculture (federal agency responsible for the Food Stamp program)*

*WA: Welfare Advocates*

*WIC: Women, Infants and Children (food supplemental program)*

*WEX: Work Exchange Program*

*WO: Work Opportunities*

*WOMIS: Work Opportunities Management Information System*

*WRO: Welfare Rights Organization*

*WS: Wage Screen*

*WSP: Women's Services Program*

*WTW: Welfare to Work Program and Funding*