

Leading by Results

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Thanks to over 93 generous individuals, churches, Forsyth County government employees, community groups and businesses, RAPP was able to provide tangible support to families during the holiday season.



“Published to enhance the community’s knowledge of issues affecting children, families, older adults and the disabled in Forsyth County.”

Viewpoint

Leading by Results



Joe Raymond,
Director
**Department of
Social Services**

Here is what we know about the federal stimulus and how it will affect Forsyth DSS:

- Food and Nutrition Program benefits will increase by 13.6% (eligibility criteria is not being changed) effective 4/1/09—**this will bring more than 10 million new dollars to our community**
- Medicaid for children may be expanded in January 2010
- **Additional Day Care subsidy dollars will be available.** We do not yet know the amount—and it may be used to help parents search for employment.
- Forsyth County will receive **approximately 1.5 million dollars to help finance the county's current year share of the cost of Medicaid program benefits**
- More federal incentive dollars for our Child Support Enforcement program will be available

Welcome to the Winter edition of Leading By Results. It is difficult to overestimate the impact of our national economic recession. Departments of Social Services across North Carolina are literally on the front lines of coping with its consequences. While it has been proven that DSS services are predictors of economic downturns and lagers of economic recovery, we are now seeing individuals and families who never have had to rely on public support for their economic survival. This issue of LBR describes some of the impact DSS and our customers are facing as a consequence of economic conditions.

A few numbers tell part of the story. In the past year alone, the Food and Nutrition Program and the Family and Children's Medicaid Program have each grown by an astonishing 14% in Forsyth County. For the Food and Nutrition Program, this means that over 15,000 households and over 30,000 individuals receive this benefit. The average benefit per individual is approximately \$117 per month. Over 60% of these individuals are under age 20 or over age 60. Forsyth County DSS caseworkers average more than 520 cases a piece, one of the highest caseloads in N.C. The Family and Children's Medicaid Program serves over 25,000 children and parents at any one time (over 3,000 new households in the past 12 months). As folks lose jobs, Medicaid (already the nation's largest health insurance program) is the last alternative.

These stimulus dollars, along with the usual federal funds that DSS brings into Forsyth County, have a huge positive impact on our local economy. For example, projected Forsyth County Food and Nutrition program spending (all federal dollars) for the next year is expected to be more than \$50 million. Federal Medicaid funding will top \$300 million in Forsyth County. This money goes directly into the local economy through grocers, hospitals, physicians, nursing homes, child care centers, etc. Thus, the ultimate economic impact of Forsyth DSS exceeds 750 million dollars per year.

No one knows when the economy is going to rebound. Until then, the Forsyth County Department of Social Services will continue to help those caught in these difficult economic times.

Joe Raymond

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Mission: Forsyth County DSS will serve and protect vulnerable children and adults; strengthen and preserve families; and enhance economic stability while encouraging personal responsibility.

***"Serving Our Community with
Competency, Compassion and
Commitment"***

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Goal I Improve the Safety, Quality of Life, and Well-Being of Children and Families



The Impact of the Economy on Children's Services

The poor economy is affecting most of us in some way. Our Family and Children's Services Division is seeing an increase in the number of Child Protective Services (CPS) reports due to families unable to pay their rent or utilities or buy food for their families. There have also been disruptions of relative placements caused by economic difficulties which required children be placed in DSS custody because no other appropriate plans could be made for the children.

Poverty Alone May Not be a CPS Issue

An increase in CPS reports due to poverty "alone" has been noticed. Some reports allege that parents are allowing extended family members to move into their homes and children who once had their own rooms now had to share rooms. Other reports claim children were wearing the same clothing repeatedly (not that the clothing was dirty or damaged), but that children had no adequate change of clothing. DSS often receives reports of families being homeless and living with friends or relatives. However, if parents provide adequate shelter, whether the shelter is in a friend or family member's home or even an emergency shelter, absent

some maltreatment, DSS Child Protective Services does not have the authority to initiate an assessment. According to the North Carolina Division of Social Services Family Services Manual (Volume I, Chapter VIII), "*poverty is not a reason to intervene with a child protective services assessment.*" If a parent is providing minimally for the child, we have no legal authority to intervene.

Poverty May be a Factor in an Accepted Report

In certain situations, poverty may contribute to acceptance of a report. Examples include situations in which:

- The temperature outside is very low and families have no electricity and
- Families have no food and no means to provide food for their children

Oftentimes, when our social workers have assessed families in these situations, we have been able to link them with services and agencies that provide food and utility assistance. Social workers have also been able to help these families by accessing resources available through the Kate B. Reynolds grant.

A Success Story

One of the most poignant examples of how poverty is impacting families with children in our community occurred the week of Christmas in December 2008. On the Monday before Christmas, a mother came to the CPS Intake Unit to make a report on herself. She had two teenage daughters, a grandson and absolutely NO food and NO money. She had recently been laid off from her job of

nearly 20 years and like many people, had been living from paycheck to paycheck. Her former employer had not completed the necessary paperwork to enable their laid off employees to receive unemployment benefits and Food Stamps. This mother had applied for emergency Food and Nutrition Services, that were going to take up to ten days to be processed. Not knowing what else to do, she came to the agency to make a report on herself. With her permission, the Intake Social Workers were able to verify that her story was true—emergency agencies were no longer accepting applications and local churches had finished their Christmas benevolence. The staff in the Family and Children's Division (freely and without coercion) collected a donation for this mother and her family that she said would allow her to feed her family for the rest of the month and provide some gifts for her daughters and grandson. A few days later, she returned to the agency to continue to apply for other TEAM services for which she was now eligible. During her visit, she returned to the Ground Floor to thank us again for our assistance. We, as a division, all felt grateful to have been able to help this family; however, we know that there are so many others who did not "just happen" to find us and who are in just as much need.

The impact of the economy has influenced the amount of CPS reports received

Goal II Older Adults and Adults with Disabilities will be Safe and Healthy and Live in the Least Restrictive, Most Appropriate Setting



Forsyth County Aging Services Planning Committee

The Forsyth County Aging Services Planning Committee is continuing “Community Conversations” in an attempt to encourage residents of Forsyth County to share what is or is not working with regard to making their communities aging-friendly. These conversations will afford each resident the opportunity to age in place—preferably in their own home and will require access to services needed to support remaining in their home. The premise is that successful supports for older adults will also benefit families and young adults while enhancing each community by encouraging intergenerational relationships.

In November 2008, the committee met with residents in Rural Hall, Lewisville, Walkertown and Kernersville. There were over 100 participants in attendance and for each community, a report will be prepared that will be shared with the participants as well as the local governments, such as town councils. These reports will be presented in March and April of this year.

In March, at the request of Mayor Joines, we will conduct meetings at Calvary Baptist Church and the Joel Coliseum in the Deacon Room. Another meeting at Rupert Bell Senior Center is being considered.

One outcome of these efforts thus far includes the interest of the ministerial association in increasing services in Rural Hall, assisting

with sharing information with older adults and helping to coordinate services. Another outcome is the beginning of discussions regarding the possible opening of a community center in Lewisville or expansion of the Shepherd’s Center of Winston-Salem to create a satellite site.

In-Home Aide Program

The In-Home Aide program is currently serving 207 persons in the Forsyth County community. There are 22 aides now providing assistance to persons in their own homes and transporting persons for grocery shopping, errands and doctor appointments. Aides are traveling a combination of 13,000 miles per month in order to provide the services needed to enable these individuals to remain safely in their homes. As of our last report, we have 95 persons on the waiting list to participate in this program.

Customer Satisfaction Survey

Shantelle Williams, Adult Medicaid Supervisor, is conducting a customer satisfaction survey with persons served by programs, such as Adult Protective Services, In-Home Services, etc. This survey will capture feedback from our customers who do not visit the agency and will be completed by May of this year.

The Economy and Adult Services

Staff in the Adult Services Division continue to examine better ways to improve service delivery with our customers. Adult Medicaid program staff are revising their intake schedule in efforts to provide relief to staff by providing time to process applications before returning to their assigned caseloads. The economic downturn is affecting all areas, especially Adult Medicaid and Adult Services Intake, as we are experiencing a high volume of individuals seeking assistance. In January alone, both programs served 707 persons. Many had lost their jobs and sought assistance with paying their bills or thought that they could obtain Medicaid coverage after losing their health insurance. Many applicants do not realize that they must be disabled to receive Adult Medicaid. When comparing the number of intakes for July—December 2007 to the number of intakes completed from July—December 2008, the statistics show an increase in intakes of 13%. Despite the increase in intakes, Adult Medicaid staff continue to meet and exceed the state and agency benchmarks.

The economic downturn is affecting all areas, especially Adult Medicaid and Adult Services Intake

Goal III Enhance the Economic Stability of Individuals and Families



Need is growing throughout Forsyth County. Unemployment is on the rise and more jobs are cut

everyday. These facts have hurt the most vulnerable in our community and has caused DSS's workload to expand dramatically.

Work First Cash Assistance

The statewide Work First report for January 2009 shows a decrease in the overall caseload for cash assistance and Benefit Diversion cases. Forsyth County experienced a decrease in caseload sizes from October through December. Applications began to rise in the month of December which led to an increase in caseloads effective January. In January 2008, there were 996 Work First cash cases as compared to 1,110 in January of this year. However 75% of these cases were "child only" cases which means the child was living with relatives, usually grandparents.

At any one time, this means that there are about 325 adults in the Work First Program. From July 1—December 31, 2008 148 or 37% of Work First participants gained employment. As the recession deepens, obtaining jobs will become more difficult and it is not likely that our goal of putting 400 participants to work will be met. This may be the first year in years that DSS does not reach its Work First employment goal.

Employment Services

DSS's award-winning onsite Employ-

ment Lab, which was designed to aid Work First Cash Assistance recipients in gaining employment, has noted a decrease in the number of job placements each month since October—reduced from 15 in October to 4 in January. With continued job cuts, the availability of full-time entry-level positions has significantly decreased. Many of our customers do not possess high school diplomas or GEDs, thus making the competition for available jobs much greater. Many local employers are no longer hiring for full-time positions, instead choosing to hire part-time employees. People possessing college degrees and those who have lost their jobs are accepting minimum wage pay in attempts to make their mortgage payments.

Food and Nutrition Services

The number of families participating in the Food and Nutrition program has more than doubled since 2002 and has risen 14% (2,000 households) in the past year alone. This dramatic expansion has caused tremendous stress for Forsyth County staff. More challenging, the number of applicants served by intake staff has more than doubled in Forsyth County, growing from 7,980 in 2002 to 19,225 for the calendar year ending 2008. The increase in applications means that many families who apply are not eligible or go on and off the program several times during the year—all of which has caused a major workload increase for Food and Nutrition Services staff.

The economy has caused even more folks to apply for Food and Nutrition

services. Data shows that for the first half of the fiscal year, 67.8% of potentially eligible Forsyth County residents are receiving this benefit, already surpassing the "goal" of 60%. Unfortunately, DSS's benchmark regarding Child Support collections may be negatively affected as unemployment continues to grow.

Family and Children's Medicaid

The Family and Children's Medicaid program is also growing dramatically. Many applicants have never received benefits before and are victims of the economy. In the last year, the caseload grew by 14% or more than 3,000 cases. More mail-in applications are also being received. Despite the increase in traffic within this area, the staff members are working hard to process applications timely while also striving to meet the agency benchmark of processing 94% timely.

The program is enjoying a time of having all caseworker positions filled. Our focus in the upcoming months will be to continue training for new staff to ensure that they feel confident in their abilities to perform their jobs.

FNS increased by 2,000 households and F&C Medicaid by 3,000 cases in the past year

FC DSS Benchmarks

All targets are to be achieved by 6/30/09

Goal I: Improve the safety, well-being and quality of life of children and families

	Benchmark	Results July 08– Jan 09
1.1	The annual % of children in DSS custody who achieve permanence within 1 year through reunification, guardianship to a court approved caregiver or adoption will increase from 36.5% to 50% by 6/30/09	27.8% This benchmark is not on track to be met.
1.2	The annual % of maltreated children who are not repeat (within 6 months of their maltreatment) victims of substantiated maltreatment will be maintained at 96.7% by 6/30/09	96.9% This benchmark has been met.
1.3	The annual % of children who are adopted within a year of having a permanent plan of adoption will increase from 19.4% to 50% by 6/30/09 <i>* No children met the criteria for permanent plan of adoption in July or August; therefore, those months are not included in the % reported</i>	15%* This benchmark is not on track.
1.4	The annual % of children in foster or facility care who have not been maltreated by a foster parent or facility staff will be 100% in FY 2008-2009	100% This benchmark has been met.
1.5	The annual % of children who are adopted whose placement does not disrupt will be maintained at 96% in FY 2008 – 2009	99.9% This benchmark has been met
1.6	The annual % of LINKS participants (18-23) who age out of foster care, who are employed or enrolled in post-secondary education will increase from 31% to 40% by 6/30/09	31.5% This benchmark is not on track.
1.7	The annual % of LINKS participants who age out of foster care having completed high school education by age 21 will increase from 47% to 50% by 6/30/09	47.5% This benchmark is not on track.

Goal II: Older adults and adults with disabilities will be safe and healthy and live in the least restrictive, most appropriate setting

2.1	The number of older adults and adults with disabilities who receive In-Home Aide services will increase from 206 to 250 by 6/30/09 <i>* Indicates YTD performance toward target</i>	20 below target* This benchmark is not on track to be met.
2.2	The annual % of older adults with disabilities who receive SA In-Home services will increase from 49 to 60 by 6/30/09 <i>* Indicates YTD performance toward target</i>	1 below target* Reasonable progress is being made.
2.3	The annual # of older adults and adults with disabilities who receive enhanced personal care in assisted living facilities will increase from 97 to 135 by 6/30/09 <i>* Indicates YTD performance toward target</i>	2 above target* Reasonable progress is being made.
2.4	The annual # of older adults and adults with disabilities who receive Adult Day Care/ Adult Day Health will increase from 33 to 35 by 6/30/09 <i>* Indicates YTD performance toward target</i>	7 below target* This benchmark is on track to be met.
2.5	The annual # of assisted living facility complaints will decrease from 78 to 65 by 6/30/09 <i>* Indicates YTD performance toward target</i>	1 above target* Reasonable progress is being made.
2.6	The annual % Adult Medicaid applicants whose applications are completed within the 45 day (MAA) or 90 day (MAD) standard will be maintained at 95% by 6/30/09	96% This benchmark has been met.
2.7	The annual % of older adults and adults with disabilities served who are not found to be repeat victims of abuse, neglect or exploitation will increase from 94.5% to 100% by 6/30/09	97.1% This benchmark is on track to be met.
2.8	The annual % of older adults and adults with disabilities who are not abused, neglected or exploited while living in licensed care facilities will increase from 99% to 100% by 6/30/09	99.9% Reasonable progress is being made.

Goal III: Enhance the economic stability of individuals and families

	Benchmark	Results July 08– Jan 09
3.1	The annual Child Support Enforcement collection rate will increase from 61.4% to 62.2% by 6/30/09	60.9% This benchmark is on track to be met.
3.2	The annual percent of Child Support cases with court orders will increase from 80.1% to 81.6% by 6/30/09	79.8%* This benchmark is on track.
3.3	The Child Support Enforcement Program will meet its total FY 08-09 collections goal of \$22,201,280 by 6/30/09 *Anticipate meeting this goal with monies obtained via tax intercepts during the 2009 income tax season	\$12,047,024 This benchmark is on track.
3.4	The annual percent of Family and Children’s Medicaid and NC Health Choice applicants whose applications are completed within 45 days will increase from 92.5% to 94% by 6/30/09 **State’s standard for this benchmark is 90%	92.7%** This benchmark has been met.
3.5	The annual Work First participation rate will increase from 37% to 50% by 6/30/09	31.2% This benchmark is not on track to be met.
3.6	The total number of Work First participants who obtain employment in FY 08 – 09 will increase from 395 to 400 ***Does not include 1/09 data	156*** This benchmark is not on track.
3.7	The annual percent of eligible children who request DSS’s child care subsidy and receive it will increase to 70% by 6/30/09	55.7% This benchmark is not on track.
3.8	The annual percent of individuals potentially eligible for Food and Nutrition services who receive them will be 60% or better in FY 08—09	68.2% This benchmark has been met.

Goal IV: Be publicly accountable for efficient use of resources and timely delivery of services

4.1	The annual employee departure rate will decrease from 13.8% to 10% or less by 6/30/09 * Projected annual rate of 10.96%	6.9%* This benchmark is on track to be met.
4.2	The number of 18 “core” DSS programs not in program improvement status will decrease from 2 to 0	2 This benchmark is not on track.
4.3	The annual % of customers who report that they were treated with respect will be maintained at 90% or higher	95% This benchmark has been met.
4.4	The amount of dollars recovered through program integrity efforts will be \$75,000 or more **By projecting our monthly average by 12 months, it appears that we are off track with meeting this target (projected amount = \$61,836)	\$36,072** This benchmark is not on track.

Why is understanding Leading by Results important?

The Forsyth County Department of Social Services strives to produce positive results for our customers and community. Leading by Results (LBR) is the manner in which we THINK, COMMUNICATE and ACT in order to produce our desired results. It is very important that all staff and our stakeholders understand LBR and the achievements that we are striving to meet. Staff’s individual work is connected to the goals and benchmarks outlined on these pages. The Leading by Results initiative is supported by teams that identify and determine ways to address the strategic issues that affect our work.

Goal IV Be Publicly Accountable for Efficient Use of Resources and Timely Delivery of Services

Forsyth County DSS has every obligation to be transparent about the effectiveness and efficiency of its use of public resources. Numerous program audits and program reviews occur each year.

Decrease in Staff Turnover

DSS tracks employee departure rates in an effort to determine possible strategies to retain staff. At this point in the year, the departure rate, excluding retirements, is 7.3 as of February 2009. The projected annualized rate, if this trend holds, will be about 12%. For many departments of social services, this is an extremely low departure rate. While our hope is to achieve a rate of 10% or less, we do consider maintenance of our current annualized rate to be a positive achievement, especially given the workload increases faced by our organization.

Family & Children's Division State Review

The Child and Family Services Review (CFSR) was conducted February 9—11, 2009. A team of state auditors arrived to begin the tedious process of examining case records to assess our social work practice. Division staff also participated in the review process. Although our review concluded that we did not reach substantial conformity in specific areas, we were highly noted overall as a strengths-based, innovative agency demonstrating good, sound social work practice.

A detailed written summary outlining

the results of the CFSR will be provided by the state. The division will continue its efforts to improve service delivery to the families and children served in Forsyth County.

Family & Children's Medicaid State Audits

During January, Family & Children's Medicaid was required to participate in two audits. The first was a random audit conducted by our Regional Quality Control (QC) Analyst, Drucilla Connor. She pulled one case looking specifically to determine if the case had been approved properly. We were found in compliance with policy.

Also during the month of January, we underwent a CARR (Corrective Action Record Review) for NC Health Choice cases completed during the month of December 2008. The purpose of this review was to ensure that cases were properly processed under the NC Health Choice program and that applicants were not improperly denied Medicaid benefits. The CARR review is viewed as a training tool for counties as it identifies areas where refresher training for staff might be needed. Of the 20 cases that were audited, 16 were processed correctly. Budgeting errors were made on the four cases that were not processed correctly. Our corrective action included having supervisors review budgeting procedures with their staff as well as having supervisors pay particular attention to budgets when auditing cases. The CARR audit was also conducted by our regional QC analyst.

Food & Nutrition Services Management Evaluation Review

The Food & Nutrition program received the results of its last state review in March 2008. Program staff continue to demonstrate superior performance despite the continual increase in caseloads and difficult circumstances. Highlights of the review include the following:

- Emergency processing rate for the prior 12 months was **100%**
- Normal processing rate for the prior 12 months was **98.7%** (federal standard for timeliness is 97%)

Auditors stated that “staff performance in applications processing is excellent.”

Staff's ability to process applications for Food & Nutrition benefits both timely and accurately is important for customers as well as DSS. The program achieved a 97.97% payment accuracy rate for the QC reporting period ending 9/30/07, which also met the state's standard for payment accuracy. By meeting federal and/or state standards, we protect the interests of our customers and the agency. DSS is proud to report that customers' benefits are being issued correctly!

FC DSS has every obligation to be transparent about the effectiveness and efficiency of its use of public resources

Innovative Solutions at Forsyth County Department of Social Services

Voter Registration at DSS

The National Voter Registration Act of 1993 was implemented on January 4, 1995 which obligates counties to help state registration officials reach the unregistered eligible voters in the state. As a designated voter registration agency, DSS must provide customers applying for public assistance with the opportunity to register to vote. If the individual chooses to register and requests assistance, the agency must provide the customer assistance with completing the registration forms. Regardless of whether or not a customer chooses to register, each customer must complete a “Voter Registration Preference” form. Those who decline registration must complete a declination form (approximately 16,000 declination forms were completed in 2008). Counties must ensure that the registrations forms and preference forms are delivered to the local Board of Elections office within five business days of receipt. The number of voter registration forms that FC DSS sent to the Board of Elections increased from 1,496 in 2007 to 2,868 in 2008. Voter registration is an unfunded mandate for DSS that requires the equivalent of almost a full-time staff person at all county cost to complete.

Increased Activity for Central Records Staff

Due to the increased demand for Food and Nutrition Services, the number of persons being helped by the agency’s Central Records staff has also grown beyond the current staff’s capacity to respond quickly and effectively. This unit is responsible for staffing the

main reception desk on the first floor and the closed case file room. In addition, the number of service requests initiated by the unit showed a 23% increase from 2007—2008. Examples of service requests include voter registrations and completing work permits for youth under age 16.

Staff Development Offers Support to Staff

The term “staff development” often becomes synonymous with training; however, in our agency, the Staff Development team participates in many supportive activities. Our approach to serving our internal customers is to promote development of the *whole* person. Staff Development often works “behind the scenes” in the development stages of many of our current initiatives, such as performance management and competency-based work strategies.

The Staff Development team is aware of the stressors that many staff are experiencing in their professional and personal lives, which can be contributed in part to growth in caseloads, increased customer contact and economic factors. To assist staff with managing in the midst of these types of challenges, the Staff Development team is focusing upcoming training opportunities around health and financial wellness and diversity as follows:

- ***Best Tips***—a presentation facilitated by Consumer Credit counselors that addresses several financial topics, including budgets, reducing expenses, recognizing when you are in over

your head, getting out of debt, saving for emergencies and protecting yourself from identity theft.

- ***Managing the Stress-Full Life***—acknowledges that stress is a part of life that we can learn to manage. Participants will be equipped with strategies and helpful tips to deal with the inevitability of life stress.
- ***Coaching and Motivating Others (Lunch & Learn)*** - In this interactive session, learn tips that will help you motivate and coach others towards success.
- ***The Changing Faces of DSS in the 21st Century***—explore the diverse economic and cultural changes that are rapidly occurring across our country and state. These changes are, in turn, going to require agencies to look at various dimensions of operations, such as cultural diversity in the customer base and hiring practices, program administration and operation, best practices and "the way we do business" overall in the 21st century.

Check out the DSS Training Calendar on FCNet to register for these and other classes.

In 2008, DSS sent 2,868 voter registration forms and approximately 16,000 declination forms to the Board of Elections

Relatives as Parents Program (RAPP) Cultivates Meaningful Holiday Experiences

In partnership with our community, Social Services' Relatives As Parents Program (RAPP) cultivated meaningful holiday experiences for families and children in our community.

Thanks to over 93 generous individuals, churches, Forsyth County government employees, RAPP was able to provide tangible support to families during the holiday season.

RAPP's third annual holiday assistance project successfully served over 182 adults and 299 children (128 families) in our community, a **36% increase from last year!** The success of this annual community project goes beyond providing basic items for families as it offsets financial burdens and strengthens family connections by providing opportunities for them to create lasting memories that will be remembered for years to come.

Both adults and children who participate in RAPP openly expressed their excitement and gratitude for the aid they received. In the words of one child, "Thank you for my presents. My grandma is out of work and she wasn't going to be able to buy me anything; we lost our grandpa this year, it was our first holiday without him. Your gifts made our holiday bright."

RAPP appreciates the extraordinary efforts of KB Toys at Hanes Mall in Winston-Salem. KB Toys began collecting toys for our program in May 2008 and collected until the end of August. We are sincerely thankful for the longevity of their efforts.

Special thanks to Boy Scouts Troop #119, which ensured RAPP had assistance in the delivery of holiday

assistance items to our RAPP families. Troop #119 donated their time, talent and energy by picking up items and making deliveries to families in our community for added convenience. Their support was especially helpful for our families without transportation and for those who are medically fragile.

Additionally, thanks to over 10 community partners, over 141 people (40 RAPP families) received Thanksgiving meals. Per Teresa Bryant, RAPP Coordinator, "Some of our families received food to cover multiple meals and this was really beneficial to families, especially during these tough economic times. Additionally, most of these community partners contacted the agency seeking families to serve; we did not have to seek them."

RAPP is a part of the Forsyth County Department of Social Services in the Family and Children's Services Division, under the direction of Tanya McDougal. RAPP cultivates opportunities to strengthen the relative caregiver family system to preserve familial and cultural connections.

For more information about RAPP, please contact Teresa Bryant, program coordinator, at bryanttc@forsyth.cc or 336-703-3744.

2008 RAPP Holiday Sponsors

- Clemmons Presbyterian Church
- Daughters of Zion Prayer Ministry
- Dion Owens & the Renaissance Choir
- Friedberg Moravian Church
- St. Andrews United Methodist Church

- Boy Scout Troop #119
- Hampton University W-S Alumni Chapter
- Kimberly Park Enrichment Program
- National Women & Youth Achievers
- Gillian Thomas & the Sherwood Santas
- Wingate College Student Group
- Amarr Garage Group
- APX Alarm Systems
- Avid Solutions
- Bald Eagle Technologies
- Best Buy Store #158
- Horsepowerfreaks.com
- Blue Cross/Blue Shield of NC, Stanleyville location

- Blue Rhino
- BB&T

RAPP cultivates opportunities to strengthen the relative caregiver system to preserve familial and cultural connections

Relatives as Parents Program (RAPP) Cultivates Meaningful Holiday Experiences

<p>Brendle, Shaffner & Associates</p> <p>Diabetics & Nutrition Center of Forsyth Medical Center</p> <p>G&G Home Maintenance Repair and Management</p> <p>GMAC Insurance Group, Spruce Street location</p> <p>J. Butler’s Grill, Lewisville</p> <p style="padding-left: 40px;">KB Toys, Hanes Mall location</p> <p style="padding-left: 40px;">Medipack Pharmacy</p> <p>Merrill Lynch, Global Wealth Management Division, Stratford Road location</p> <p style="padding-left: 40px;">Larry O’Dell, Certified Accountant Firm</p> <p style="padding-left: 40px;">Medcost 3000</p> <p style="padding-left: 40px;">Northstate Flexibles, Greensboro location</p> <p style="padding-left: 40px;">Once Upon a Child, Hanes Mall Boulevard location</p> <p style="padding-left: 40px;">Plato’s Closet, Hanes Mall Boulevard location</p> <p style="padding-left: 40px;">United Rehabilitation, Heritage Health Care of High Point</p> <p style="padding-left: 40px;">Grace Tisdale and Clifton, Public Accountant</p> <p style="padding-left: 40px;">Wachovia, AML Department</p> <p>Diane McGuire & Wachovia staff</p> <p style="padding-left: 40px;">Walgreens</p>	<p>Ardmore Station Post Office</p> <p>CenterPoint Human Services</p> <p style="padding-left: 40px;">City of Winston-Salem, Human Relations Commission</p> <p>Northwest Piedmont Council of Governments</p> <p>United Way of Forsyth County</p> <p style="padding-left: 40px;">Summit School</p> <p style="padding-left: 40px;">YMCA of NWNC & Patrons, Winston Lake location</p> <p>Forsyth County Human Resources</p> <p style="padding-left: 40px;">Forsyth County Library</p> <p style="padding-left: 40px;">Forsyth County Animal Control</p> <p>Department of Public Health & the Echo Council</p> <p style="padding-left: 40px;">Environmental Affairs</p> <p style="padding-left: 40px;">Forsyth County DSS staff</p> <p>Bald Eagle Technologies Group</p> <p style="padding-left: 40px;">Bridges Church, Reynolda Road location</p> <p style="padding-left: 40px;">Carmike Cinema, Reynolda Road location</p> <p>Carolina Cruisers Motorbike Club</p> <p style="padding-left: 40px;">City of Winston-Salem, Neighborhood Services Division</p> <p style="padding-left: 40px;">God’s Glory of Deliverance, Patterson Avenue location</p> <p style="padding-left: 40px;">Legendary Ladies Group, Winston-Salem State University</p>	<p>Springwood Care staff</p> <p>Triad Seminole Club</p> <p>A host of individual sponsors and families</p> <p><i>Due to limited space, we could not acknowledge every individual who supported the RAPP holiday project. However, Forsyth County DSS extends a heartfelt thank you to every contributor to the success of this endeavor in support of Forsyth County families!</i></p> <p><i>Forsyth County DSS Receives Generous Donation from Wal-Mart and Snyder of Hanover Foods</i></p> <p>In December 2008, the Family and Children’s Division of DSS received a generous donation of \$8,000 thanks to a partnership between Wal-Mart Stores, Inc. and Snyder of Hanover Foods. Mr. Randy Osborne, Market Grocery Manager of Wal-Mart, stated that this donation to help strengthen children and family initiatives in our community is reflective of Wal-Mart’s philosophy of operating globally and giving back locally.</p> <p>The funds will be utilized to invest in specialized recruitment strategies for foster and adoptive families, with events specifically designed for youth transitioning into adulthood from the foster care system and the Relatives as Parents Program that strengthens grand family systems when children live with relatives to maintain family and cultural connections.</p>
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"In the Next Issue"

*In the Spring issue of **Leading by Results**, the Department of Social Services will report on specific benchmarks associated with each goal.*

