



VIRGINIA DEPARTMENT OF
SOCIAL SERVICES

AGENCY PROFILE



PEOPLE HELPING PEOPLE

PREPARED FOR:
VDSS Staff

HOME OFFICE:
5600 Cox Road, Glen Allen VA 23060
(804) 726-7000
www.dss.virginia.gov

REGIONAL OFFICES:
Eastern, Western, Central,
Piedmont, and Northern

LEADERSHIP



VIRGINIA'S GOVERNMENT IS DIVIDED INTO THREE MAIN BRANCHES

Within those branches there are over 100 state agencies and offices total, each with their own area of responsibility and ready to serve the residents of the Commonwealth.



GLENN YOUNGKIN, MBA

Governor
Commonwealth of Virginia

Governor Glenn Youngkin is a homegrown Virginian who grew up in Richmond and Virginia Beach. He holds an engineering degree from Rice University and an MBA from Harvard Business School. After graduating, Governor Youngkin and his wife, Suzanne, moved to Northern Virginia where he worked at The Carlyle Group for over 25 years. Governor Youngkin and First Lady Youngkin have been married over 27 years and have four children.



JOHN LITTEL, J.D.

Secretary
Health and Human Resources

John Littel has 30 years of public policy experience and is a graduate of the University of Scranton and of Catholic University, School of Law. He has served as the President of Magellan of Virginia and Chief External Affairs Officer for Magellan Health. He serves as chair of the Virginia Health Care Foundation and is on the board of The Gloucester Institute. John lives in Virginia Beach with his wife Marianne and three children.



JAMES WILLIAMS

Acting Commissioner
Department of Social Services

James Hunter Williams was appointed Acting Commissioner of the Virginia Department of Social Services in April 2024. He currently serves as the Commonwealth's Chief Deputy Secretary of Health and Human Resources and previously served as Special Assistant to the President at the White House Domestic Policy Council. James holds master's degrees from the University of Chicago and University of Virginia, and a bachelor's degree from Gordon College. He resides in Richmond with his wife, Lindsay, and two children.

VDSS IS ONE OF THE LARGEST AGENCIES IN THE COMMONWEALTH

VDSS is responsible for a variety of programs including the Adoption, Foster Care, child protective services, the child care subsidy program, child support enforcement, the Supplemental Nutrition Assistance Program, the Energy Assistance Program, eligibility for Medicaid, the Temporary Assistance for Needy Families Program, the Refugee Resettlement Program, community action agencies, and the licensing of adult living facilities, child care facilities, and child placing agencies. Child support and licensing are provided by state staff, funding and oversight is provided by VDSS to 31 community action agencies, and the remaining programs are administered by the 120 local departments of social services across the Commonwealth with oversight and support by VDSS.

The Virginia Social Services System is comprised of nearly 13,000 state and local employees of departments of social services and community action agencies that work hard each day to ensure children, adults, families and communities have access to critical services and resources needed to enhance their individual and collective well-being.

OUR VALUES are the enduring principles we use to do business with integrity and high standards each day. Our values set the tone for our **agency's culture**, and should be reflected in our **mindset** and **interaction** with each other – and those we serve.



CORE VALUES



PEOPLE FIRST

- » Uphold our commitment to the Commonwealth by working each day to create better outcomes for the individuals, families and communities we serve
- » Demonstrate service, respect and compassion in every interaction with colleagues, clients, stakeholders and partners
- » Embrace opportunities to lead, inspire and support others to perform and succeed



COMMIT TO EXCELLENCE

- » Perform high-quality work with integrity, civility and accountability
- » Seek opportunities to advance the agency's mission, goals and objectives and continually improve performance across the entire social services system
- » Help ensure a safe and supportive work environment free of harassment, bullying and abusive conduct



EMBRACE DIFFERENCES

- » Demonstrate cultural sensitivity, leverage diversity, and promote inclusion and equity in our work and relationships with colleagues, customers, stakeholders and partners
- » Enter relationships with the intent to honor their beliefs, customs and values
- » Seek and acknowledge the skills, creativity and contributions of our colleagues, customers, stakeholders and partners



THINK BIGGER

- » Focus on opportunities to learn, innovate, improve and transform
- » Leverage data, research, diverse perspectives and high standards of quality to better inform recommendations, decisions and solutions
- » Empower ourselves and others to think creatively, take risks and embrace change



WIN TOGETHER

- » Seek opportunities to engage, collaborate and celebrate
- » Build and strengthen meaningful relationships and partnerships
- » Help ensure that our work reflects cohesiveness, effective communication, and positive resolution

MISSION: To design and deliver high-quality human services that help Virginians achieve safety, independence and overall well-being.

VISION: A Commonwealth in which all Virginians have the resources and services they need to shape strong futures for themselves, their families and their communities.

OUR GOALS



1

ENSURE SAFETY AND STABILITY FOR CHILDREN, ADULTS, AND FAMILIES

Collectively, we strive to ensure that each person in Virginia lives in a safe and stable environment. Providing prevention services including a focus on the social determinants of health and supporting the long-term well-being of Virginians will reduce the likelihood that children, adults and families enter crisis and need intensive services. This work requires meaningful collaboration among health and human services professionals and community-based stakeholders to integrate services that are child-centered and family-focused. By embracing a whole family approach, our work will empower individuals and families to identify their needs and develop a plan to access tailored services that support and sustain their safety and stability.

2

CREATE AND CONNECT PATHWAYS TO ECONOMIC STABILITY

Supporting a living wage for all families is paramount to our vision of Virginians shaping strong futures for themselves, their families and their communities. By adopting the United Way's ALICE methodology for calculating a living wage for each locality and family composition, we will assess our impact as a system, and use data analytics to learn what strategies are most effective in helping families achieve economic independence. We will focus on reducing poverty through policy and practice changes to existing programs as well as transforming our workforce services, testing innovative strategies to move people out of poverty, and addressing equity issues by working collaboratively with participants and stakeholders. Our workforce services will allow customers to design a path of education and training, created from their own vision, that will lead to a career that earns a living wage. These efforts will increase economic stability, improve child and family outcomes, and support economic development for the entire community.

3

IMPROVE AND INTEGRATE HUMAN SERVICES

In order for our social services system to help Virginians achieve better outcomes, it is vitally important that those seeking services and those providing services are co-creators in developing tailored solutions. We embrace a whole family approach and a human-centered design approach to service delivery, which creates intentional alignment of programs, priorities, systems, policies and services. This strategic approach requires that we consistently analyze data and conduct root cause analysis that will help inform how we leverage technology, innovation and partnerships to create an efficient, collaborative and effective service delivery system.

4

CULTIVATE AN INCREASINGLY DIVERSE, ENGAGED AND HIGH-PERFORMING WORKFORCE

We firmly acknowledge that our workforce is the foundation of who we are, and the work we do. In order to be and remain a high-performing agency, able to meet the growing needs of our customers, we will cultivate and support an environment where all employees:

- are recognized and appreciated for their talents, skills and contributions;
- have the resources and information to do their work;
- are entrusted and empowered to do their jobs;
- are encouraged to think creatively, strategically and critically;
- have opportunities to be heard and contribute to decision-making at all levels;
- have time and resources allocated for professional development; and
- achieve and sustain a positive work-life balance.

OUR HISTORY

1908

The State Board of Charities and Corrections was created by the Virginia General Assembly. For centuries prior, Virginia generally followed the English almshouse system in dealing with its poor and dependent citizens.

1922

The State Board of Charities and Corrections was renamed the State Board of Public Welfare. The Reorganization Act of 1922 provided for “local welfare units, each consisting of a juvenile and domestic relations court, a board of interested citizens, and a full-time, trained social worker or superintendent of public welfare”.

1935

The tragic aftermath of the 1929 stock market crash increased the need for government involvement. The landmark Social Security Act was passed by the federal government in 1935. It established three categorical assistance programs: Aid to Families with Dependent Children, Old Age Assistance and Aid to the Blind.

1938

As federal involvement and funding grew, state involvement and organization increased. The Virginia Public Assistance Act of 1938 required every political jurisdiction to have local departments of public welfare, which was the beginning of our present system of a state supervised, locally administered welfare program.

1948

The State Department of Welfare and Institutions was created and two other categories were added: Aid to the Permanently and Totally Disabled, in 1950 (since dismantled) and Medical Assistance for the Aged (now under Medicaid), in 1960.

1960s

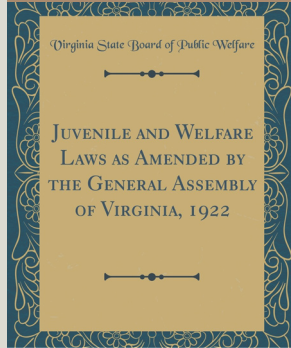
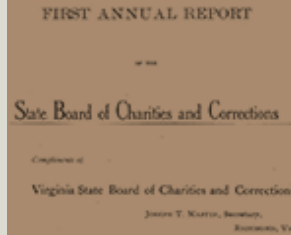
Presidents Kennedy and Johnson declared a “War on Poverty” in the 1960s which increased the complexity of requirements and regulations including the development of monitoring and reporting procedures. To better keep up with these increasingly complex issues, the State Department of Welfare and Institutions created regional offices to assist the localities.

1974

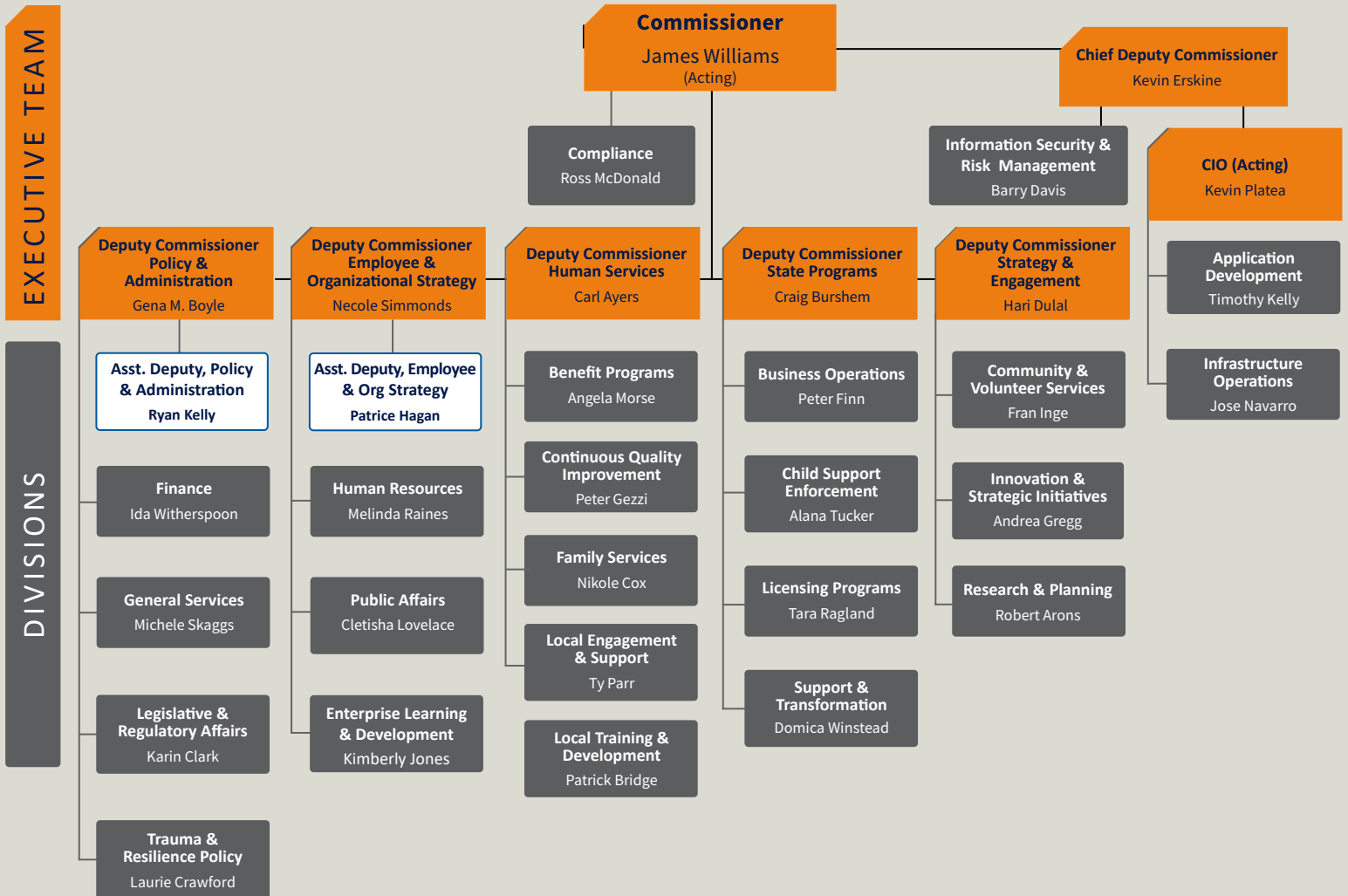
In July 1974, the Department of Welfare separated from “Institutions” (Code of Virginia, § 63.2-200) and a nine member State Board of Welfare was established to advise and assist the Commissioner in making rules and regulations necessary to carry out the purposes of Virginia’s social services legislation.

1982

In 1982, the General Assembly changed the name from the State Department of Welfare and Institutions to the Virginia Department of Social Services (VDSS).



VDSS ORG CHART



PORTFOLIOS

POLICY & ADMINISTRATION



Responsible for the alignment of major support functions and business operations such as finance, human resources, organizational development, procurement, facility management, and emergency management.

- Finance
- General Services
- Legislative & Regulatory Affairs
- Trauma & Resilience Policy

EMPLOYEE & ORGANIZATIONAL STRATEGY



The Employee and Organizational Strategy (EOS) portfolio includes the Divisions of Human Resources, Public Affairs and the office of Organizational Transformation. EOS applies an enterprise lens in developing and activating strategies to include: recruiting, engaging, developing and retaining high-performing talent; building mission, vision and goal alignment throughout the organization.

- Human Resources
- Enterprise Learning & Development
- Public Affairs

HUMAN SERVICES



Responsible for the core services and public assistance programs that help families become self-sufficient. Primary focus areas include supporting local departments of social services, policy development, program design and assessing program outcomes.

- Benefit Programs
- Family Services
- Local Engagement & Support
- Local Training & Development

STATE PROGRAMS



Responsible for ensuring children receive the financial and family support they need to grow and thrive and on providing licensing oversight to protect the health, safety, and wellbeing of children in out-of-home care and adults in assisted living and adult day care facilities.

- Business Operations
- Child Support Enforcement
- Licensing Programs
- Strategy & Transformation

STRATEGY & ENGAGEMENT



Responsible for developing and driving human services strategies and strategic projects to shape the future of the social services system across the Commonwealth of Virginia.

- Community & Volunteer Services
- Innovation & Strategic Initiatives
- Office of Research & Planning

TECHNOLOGY



Responsible for enterprise-wide Information Technology (IT) solutions, integration and modernization to include project planning, budget and oversight, administration of all IT systems, applications and operations.

- Application Development
- Infrastructure Operations



FINANCE

The **Division of Finance (DOF)** provides management and oversight of the agency's financial operations. This includes providing financial guidance, along with establishing formal policies and procedures for both VDSS and local departments, as well as ensuring fiscal compliance with state and federal regulations.

The **Division of General Services (GS)** provides management and oversight of the agency's contracts and procurement, internal technical assistance and guidance to agency personnel regarding property and facilities management, and assists in preparing the Commonwealth through emergency management.

GENERAL SERVICES

LEGISLATIVE & REGULATORY AFFAIRS

Legislative & Regulatory Affairs (OLRA) is responsible for providing oversight of all legislative and regulatory activities of VDSS, including monitoring legislation during each General Assembly session, coordinating year-round regulatory activities and assuring departmental compliance with state and federal mandates.

The **Office of Trauma & Resilience Policy (OTRP)** leads efforts to infuse and sustain trauma-informed and healing-centered knowledge and skills into VDSS culture, policies, and practices; fosters collaboration with state-level stakeholders to align and coordinate our trauma and resilience efforts and initiatives; and engages with local partners and communities to promote resilience and healing in the children, families, and individuals we serve.

TRAUMA & RESILIENCE POLICY





HUMAN RESOURCES

The **Human Resources (HR) Division** is focused on creating a positive organizational culture and supporting the acquisition, management, development, engagement, retention, and well-being of a qualified and productive workforce. The division serves both state and local employees and managers.

ENTERPRISE LEARNING & DEVELOPMENT

Enterprise Learning and Development (ELD) is responsible for the alignment of department business goals to employee learning and development goals across VDSS. It offers training, coaching, community learning and employee engagement activities toward improving employee and organizational performance. ELDs critical areas of focus include employee orientation, job skill analysis, learning strategies and solutions, career experiences and mobility, leadership development and succession planning.

PUBLIC AFFAIRS

The **Division of Public Affairs (PA)** provides comprehensive internal and external communications services through education, awareness and outreach efforts to employees, community partners, the media and the public citizens, including management of VDSS' public and internal web portals.



HUMAN SERVICES



BENEFIT PROGRAMS

The **Division of Benefit Programs (BP)** is responsible for the supervision and management of 16 public assistance programs (SNAP, TANF, Energy Assistance, etc.) that provide income support benefits and employment services to families and individuals in the Commonwealth.

The **Division of Family Services (DFS)** promotes safety, permanency and well-being for children, families and individuals in Virginia through program areas that include adoption, foster care, child protective services, abuse prevention and more.

FAMILY SERVICES

LOCAL ENGAGEMENT & SUPPORT

Local Engagement & Support (LES) is comprised of staff at the VDSS home office and five regional offices across the Commonwealth. Teams work collaboratively across each location to support Virginia Social Services System initiatives by consulting and supporting Local Departments of Social Services.

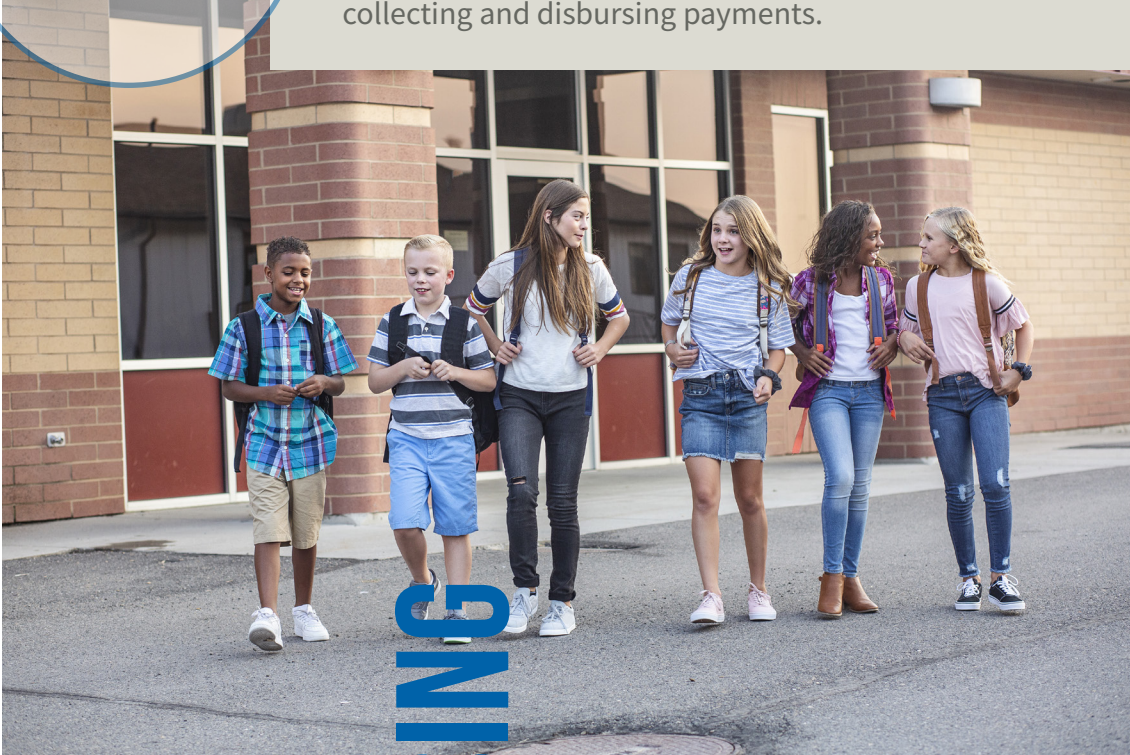
Local Training & Development (LTD) is comprised of staff at the VDSS home office, the regional offices and home-based across the Commonwealth. The training team supports the Human Services portfolio by assessing, developing and delivering training in the areas of Benefit Programs, Child Care and Family Services.

LOCAL TRAINING & DEVELOPMENT



CHILD SUPPORT ENFORCEMENT

The **Division of Child Support Enforcement (DCSE)** is responsible for ensuring that Virginia's children receive financial support by reaching noncustodial parents, establishing and enforcing child support obligations, supporting parents with family-centered resources, and collecting and disbursing payments.



LICENSING

The **Division of Licensing Programs (LP)** protects the safety, health and well-being of children and adults receiving care in non-medical day and residential programs through the licensing of adult and children's programs.



The **Division of Business Operations** is responsible for maintaining the State Disbursement Unit, which processes child support payments, and the Office of Background Investigations, which houses the Criminal Background Investigation Unit and the Child Abuse & Neglect Central Registry Search Unit.

BUSINESS OPERATIONS



COMMUNITY & VOLUNTEER SERVICES

The **Division of Community & Volunteer Services (CVS)** maintains close relationships with community organizations, faith-based organizations, non-profits and local departments of social services to enable the Virginia Social Services System to pool resources and provide a safety net for services.

The **Office of Innovation & Strategic Initiatives (OISI)** is responsible for collaboration with the broader social services system, community based organizations, other state agencies, and nontraditional partners to implement innovation projects and strategic initiatives that will increase our capacity to better achieve our mission.

INNOVATION & STRATEGIC INITIATIVES

RESEARCH & PLANNING

The **Office of Research & Planning (ORP)** provides research expertise and fulfills data requests for state and local social services staff to support planning, evaluation, decision-making, and compliance with state and federal reporting requirements.





COMPLIANCE

Compliance is responsible for agency-wide compliance and risk mitigation that helps to ensure adherence to state and federal legal and regulatory standards including Appeals & Fair Hearings, Quality Control, FOIA & Sub-recipient Monitoring and Fraud.



Information Security and Risk Management (ISRM) protects VDSS information systems by addressing security compliance, risk, and opportunities in alignment with VDSS and stakeholder objectives.

INFORMATION SECURITY & RISK MANAGEMENT

TECHNOLOGY



The **Application Development Division** provides backend system management & development of on-premise and cloud based application solutions on various platforms within the VDSS infrastructure.

**APPLICATION
DEVELOPMENT**

The **Infrastructure Operations** division provides support and ongoing management for technology used by the Agency's 10,000+ staff statewide. This includes IT operations management, customer support, asset and change management, and VITA coordination. The division includes the Agency's Network Operations and Security Center (NOSC), Database Administration, Production Support, Asset Management, Enterprise File/Print Management and Server Application Support teams.

**INFRASTRUCTURE
OPERATIONS**



INTRANET

FUSION

The name “Fusion” was chosen for our intranet because the term reflects the merger of two elements - in our case LDSS and VDSS staff - who “come together” to share and receive information and resources that are critical to day-to-day operations.

Fusion is built on a modern platform designed to provide maximum functionality and flexibility for our divisions to create and manage information, tools and resources in efforts to better serve staff and customers. Fusion is the agency information hub that educates, engages and empowers each of us to become more effective partners in advancing the mission of our social services system.

Fusion Quick Links you may find helpful include:

- » Commissioner’s Page
- » Staff Directories
- » Tech Support
- » Reports
- » Manuals
- » Touts
- » Broadcasts
- » Org Charts
- » Payline
- » Cardinal
- » Virginia Learning Center (VLC)
- » Local Departments



Where collaboration and creativity SPARK positive change

About Fusion ?



Search...



BROADCASTS

TOUTS

PORTFOLIOS

QUICK LINKS

VDSS ALERT REPORTED

June is Reunification Month

LEARN MORE

SEE ALL NEWS

Resources



Home Office

Emergency/Safety/Security
Address & Directions
Events
Facilities



Payline

Your source for personal earnings, benefits and leave information.



Cardinal

Cardinal is an integrated, streamlined solution for core human resources, health benefits, time management, and payroll.



VLC

Virginia Learning Center



VaCMS

Virginia Case Management System



Coronavirus (COVID-19)

Information about the COVID-19 (Coronavirus) as well as Updates and Resources.

REGIONAL OFFICES



VDSS has five regional offices: the Northern Virginia Office; the Eastern Office in Virginia Beach; the Central Office in Henrico; the Piedmont Office in Roanoke; and the Western Office in Abingdon. Directors in each location work collaboratively with state staff housed in both the Home and Regional Offices to support Virginia Social Services System initiatives. Regional staff provide program oversight, consultation, analysis of performance, and/or training to support community and local organizations.

- **Central**
1604 Santa Rosa Road
Richmond, VA 23229
- **Eastern**
420 N Center Drive
Suite 100
Norfolk, VA 23502
- **Northern**
- **Piedmont**
210 First Street
Suite 200
Roanoke, VA 24011
- **Western**
190 Patton Street
Abingdon, VA 24210

DIVISION OF CHILD SUPPORT ENFORCEMENT – DISTRICT OFFICES

Abingdon

190 Patton Street, Suite 300
Abingdon, VA 24210

Central Virginia District Office

1610 Forest Ave, Suite 200
Henrico, Va 23229

Charlottesville

2211 Hydraulic Rd., Suite 200
Charlottesville, VA 22901

Danville

Nordan Shopping Center
211 Nor Dan Drive, Suite 1080
Danville, VA 24540

Eastern Shore Satellite Office

108 Market Street
Onancock, VA 23417

Eastern Virginia District Office

420 North Center Drive
Building 11, Suite 200
Norfolk, Virginia 23502

Fishersville

Augusta Professional Park
57 Beam Lane. Suite 302
Fishersville, VA 22939

Fredericksburg

2342 Plank Road
Fredericksburg, VA 22401

Lynchburg

2127 Lakeside Drive
Lynchburg, VA 24501

Manassas

8551 Rixlew Lane
Manassas, Va 20109

Newport News

11751 Rock Landing Drive,
Suite H-4
Newport News, VA 23606

Northern Virginia

9990 Fairfax Blvd, Suite 200
Fairfax, VA 22030

Richmond

2001 Maywill St. Suite 104
Richmond, VA 23230

Roanoke

5241 Valley Park Dr.
Roanoke, VA 24019

Suffolk

7007 Harbour View Boulevard,
Suite 106
Suffolk, VA 23435

Winchester

629 Cedar Creek Grade, Suite A
Winchester, VA 22601

CONTACT US FOR MORE INFORMATION

If you have any questions about this document, please contact Public Affairs at public.affairs@dss.virginia.gov



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