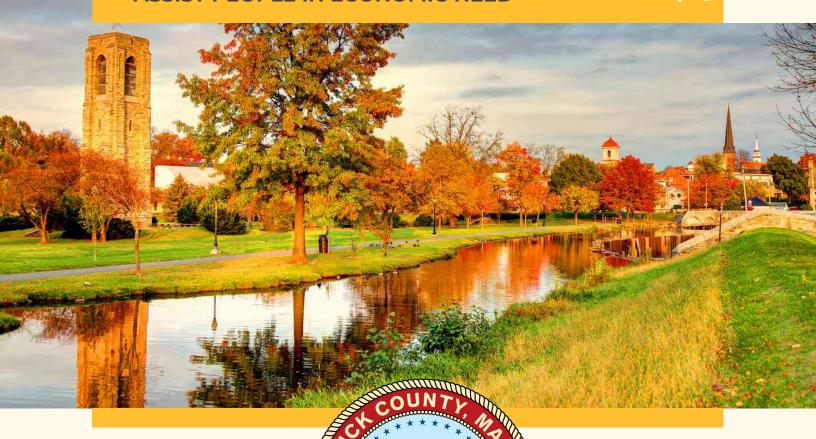


At FCDSS, everything we do is to enhance our internal and external customers' experience and to improve the outcomes for children, families, and adults in being safe and stable.

FCDSS ANNUAL REPORT

ACTIVELY PURSUING OPPORTUNITIES TO ASSIST PEOPLE IN ECONOMIC NEED

2024

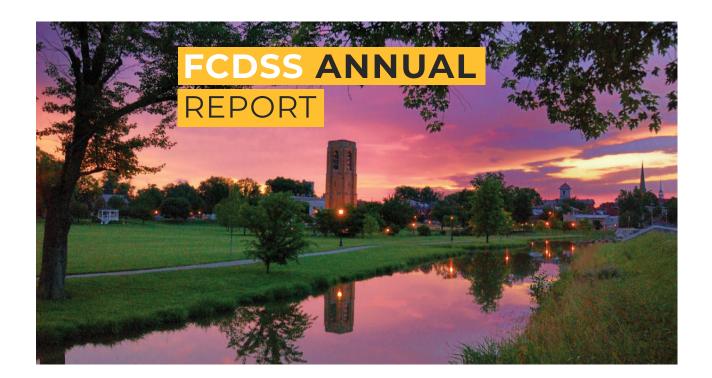


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A Message from the Director







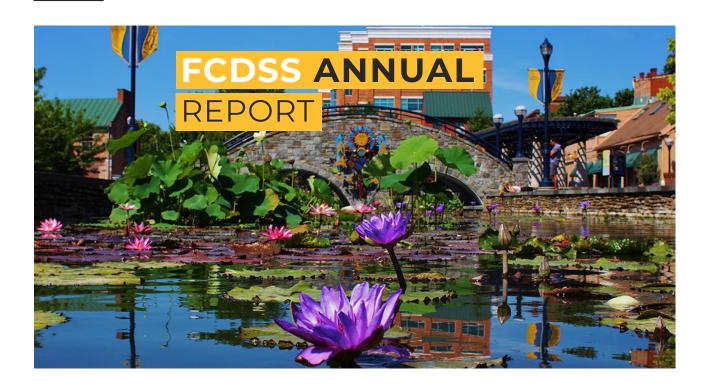
The past four FCDSS Annual Reports (2020-2023) have been designed to provide an overview of the many ways we serve and the impact these services have on children, families and adults in the Frederick Community. We hope you have found those helpful and encourage you to refer back to them for detailed program descriptions, success stories and data.

Our FY24 report will provide updates from our programs within the context of progress toward our Strategic Plan goals. Our current strategic plan (2023-2027) set out with a view of enhancing services, improving customer experience and ensuring all decisions were based on clear and measurable data. A goal related to hiring and retaining the right workforce was also an integral part of our planning. Significant time was invested in conceptualizing the type of culture in which employees can thrive, and all stakeholders, clients and staff alike, can feel the Department's healthy culture in every encounter.

I am delighted to present to you our Fiscal Year 2024 (FY24) Annual Report.

Debbie Marini

A Message from the Advisory Board Chair







The Frederick County Social Services Advisory Board is made up of local individuals from across the spectrum that serve at the request of the County Executive to support the Department's mission. Current representatives come from the business, nonprofit, religious, education sectors, as well as community organizations, service providers, and former customers. We are immensely proud of the work that the

Department of Social Services conducts for the community.

Over the past year, the Board has continued to witness the evolution of the Department as it responds to, at times, the overwhelming need of the community. With constant dedication and persistence, administration and staff alike have responded to improve client-centric practices, responsiveness, and compassion.

In this coming year, the Advisory Board looks forward to witnessing the agency's efforts to further enhance service and support as it continues to provide a safety net for children and families in need.

Ed Hinde

Overview



OUR PURPOSE



OUR VISION



At FCDSS, everything we do is to enhance our internal and external customers' experience and to improve the outcomes for children, families, and adults in being safe and stable

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

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

Agency Description



The Frederick County Department of Social Services (FCDSS) is a State agency operating as one of twenty-four local Departments of Social Services within the Maryland Department of Human Services (DHS). The State of Maryland manages and funds its operations. The federal and local governments also support FCDSS to implement certain human service programs. FCDSS has four divisions: Child Support Administration (CSA); Family Investment Administration (FIA); Administrative Operations; and Child, Family and Adult Social Services Administration (SSA)

FCDSS brings in over \$50M to Frederick County through its programs and grants and contracts with community human service agencies. FCDSS is part of a large network of local partners whose mission is to meet Frederick County citizens' needs. The Department's goal is to provide support and enable families to stay together while maintaining their safety and self-sufficiency.

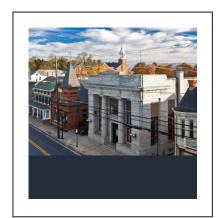
Agency Leadership and Advisory Board

LEADERSHIP TEAM:

Debbie Marini, Director

Maria Velazquez-Drain, Director of Human Resources
Donna Heller, Community Outreach and Special Projects Manager
Jackie Byerly, Assistant Director, Family Investment Administration
Tiffany Gregoire, Assistant Director, Child Support Administration
Kim Smith, Assistant Director, Child, Family & Adult Services

David Drees, Assistant Director, Administrative Operations



EXTENDED MANAGEMENT TEAM:

Rajinder Sagar, CSA, Supervisor Whitney Niffenegger, CSA, Supervisor Kharessa Kelley, CSA, Supervisor Lori Heslin, FIA, Supervisor Benjamin Brusini, FIA, Supervisor

Jennifer Hemler, FIA, Supervisor

Renee Walchuck, FIA, Supervisor

Dawn Horner, FIA, Supervisor

Linnea Adams, FIA, Program Integrity Administrator

Ray Brown, Admin, Supervisor

Melissa Curtis-Cherry, SSA In Home Services, Program Manager

Jennifer Long, SSA, Foster Care Program Manager

Scott Birdsall, SSA, Adult Services Program Manager

Kristen Dunn, SSA, Child Protective Services, Program Manager



The Social Services Advisory Board is appointed by the County Executive and is composed of individuals from Frederick County. The Board advocates for the department with the public and, when possible, with elected officials at the county and state level. They have a recruitment, fundraising/outreach, and legislative committee. They follow the open meetings act and meet monthly, with meetings being open to the public. For more information on how to become a board member or for board meeting minutes go to https://frederickcountymd.gov/8241/Social-Services-Advisory-Board.

ADVISORY BOARD:

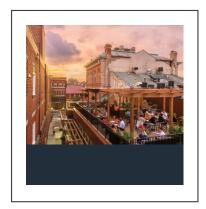
Ed Hinde- Chair(Frederick)
Patrick Hammett(Frederick)
Cheryl Back (Thurmont)
Natalie Gipson (Frederick)
Chris Kimberly (Frederick)

Elizabeth Etouke (Frederick)

Dave Drezner (Walkersville)
Casey Day (Monrovia)
Jenifer Zimmer (Monrovia)
Lysmariam Pena (New Market)
Pastor Chance Martinez (Frederick)
Renee Knapp (Council Member Liaison)

Annual Report

Our Annual Report for Fiscal Year 2024 is aimed to provide an update on the work done from our divisions within the context of the progress made toward the four goals of our strategic plan. We are excited to share our goals for the Department to achieve the highest standards. On the following pages, we will report out on some of the major activities and impacts under each goal.





We know that our services meet the needs of individuals and families experiencing challenging situations in life. We hear quite often that community members are not always aware of all that we do to support the community. We also know that not all who could benefit from our services are accessing them. Goal I focuses on outreach so that we can increase knowledge, access and participation in our programs and services. This takes ongoing efforts and we have highlighted a few of those from 2024 below!







COMMUNITY EVENTS OUR AGENCY ATTENDED OR PARTICIPATED IN:

FCC Winter Wellness Fair

Waverly Elementary School

Frederick HS International Night

Special Education Citizens Advisory

Committee Annual Event

Brunswick HS Resource Clinic

Children's Festival

Tuscarora HS Resource Clinic

YMCA Healthy Kids Day

Brunswick Pride Event

Community Day 2024

Frederick Pride Festival

Hillcrest Summer Program

FCHD 2 YR Anniversary Celebration

Crow's Nest Resource Fair

Asbury Methodist Community Block Party

National Night Out

Recovery Memorial Vigil

In the Street

FCC Fall Wellness Fair

Recovery Family Event

Out of the Darkness

YMCA Trunk or Treat

Harvest of Hope

MPC Baby Shower

In addition to the above activities, we have partnered with the Frederick County Government and Health Department to begin offering services at the Health Equity office. This is an exciting opportunity to meet people where they are in the community.







GOLDEN MILE - FCDSS SECONDARY LOCATION

We couldn't have done all of this without our dedicated staff. We asked them: "What does it mean to our staff to be in the community and partner with other organizations"

Teressa (Child Support)

It is a wonderful and very rewarding experience when someone walks up to the outreach table and thanks our Agency for all that we do and tells us what a great experience it was dealing with our employees and how much we helped them through a difficult time. It's also very nice to be able to provide someone with valuable and needy information to help them get through a difficult time in their lives. I have been with the Agency for over 30 years and enjoy my job very much!

Thea (Child Support)

By being in the community and partnering with other organizations, we can create a more cohesive, effective, and responsive network that benefits everyone involved. We're building relationships, increasing access to resources, providing stronger programs and services to those we serve, understanding the needs of those we serve, and improving the community to which we serve.

Lauren (Outreach Coordinator)

We play a crucial role in our community by acting as a conduit to essential resources. Our unwavering commitment is to provide comprehensive support to our residents in meeting their needs. Fostering partnerships within the community is imperative for our shared success. We establish a robust foundation grounded in core principles such as effective communication, resource sharing, and collaboration. These principles enable us to accomplish our objectives and attain comparable outcomes.

Michelle (Finance)

Meeting people, bringing answers to their questions, providing the starting point of their pathway makes my soul smile when I see the relief on their faces. Together, with other agencies, we can bring success to people in our community when supplied with the right information.

Caitlyn (Child/Family Services)

Being in the community and partnering with other community organizations allows our agency to actively engage and collaborate with local groups and gives us opportunities to address shared needs, promote change, and build a stronger Frederick community. I think it also allows us to form stronger alliances to achieve common goals.

Kim (Family Investment Administration)

Being in the community and partnering with other organizations means reaching out, seeking opportunities to engage, and welcoming all to participate in our services. It means listening and learning from those we work with and those we serve to ensure all have their basic needs met. It means serving all those in our community to preserve their safety, security, and dignity.

Heather (Child/Family Services)

As a member of the Outreach Committee and a participant of community activities, the experiences are a valuable opportunity to provide education, support and services to members of the larger Frederick County community that we serve. Being present and seen at outreach events allows individuals the chance to see the Department as an ally. Being in the community also strengthens the Department's collaboration and partnerships with organizations who support and assist our shared public. This offers invaluable contact and relationships not only for the agency but the community at large to not only break down silos that exist but to ensure that there is a web of resources building up individuals and the community at large.



WE ALSO VALUE AND ARE GROWING OUR LIST OF PARTNERS. THANK YOU TO THE FOLLOWING PARTNERS FOR YOUR SUPPORT OF OUR SERVICES AND OF THE COMMUNITY:





Advanced Behavioral Health
Advocates for Homeless Families

Asian American Center Beyond Shelter Frederick

CASA

Centro Hispano of Frederick

Child Advocacy Center

Frederick County Family & Housing Divisions

City of Frederick Government Coalition for a Healthier Frederick

Coalition for the Homeless Community Action Agency

Crossed Bridges

Department of Disability Services (DORS)

Department of Juvenile Services

Dept. of Juvenile Services
Faith Community Partnership

Family Connects
Family Partnership
Frederick Circuit Court

Frederick City Health and Human Services

Frederick City Police

Frederick City Public Housing Authority

Frederick Community College

Frederick County Continuum of Care Collaborative

Frederick County Government

Frederick County Health Department

Frederick County Infant and Toddlers Program

Frederick County Libraries

Frederick County Police Department Frederick County Public Schools

Frederick County Senior Services Division

Frederick County Sheriff

Frederick County States Attorneys Office Frederick County Workforce Development

Frederick Center

Frederick Interpreting Agency

Go Team Therapy Dogs

Heartly House

Helping Hands and Caring Hearts

Judy Center - FCPS

Legal Aid

Local Care Team

Local Food Banks

Local Management Board

Love for Lochlin

Maryland Coalition for Families

Maryland Department of Health

Maryland School for the Deaf

Mental Health Association

Governor's Office on Children and Families

Religious Coalition Rescue Mission

Spanish Speaking Community of Maryland

Safe Babies Court Team Second Chance Garage

Services Volunteers

Seton Center

SHIP

States Attorney's Office The Arc of Frederick The Freedom Center

Trauma Responsive of Frederick United Way of Frederick County

Way Station

YMCA of Frederick

GOAL TWO: FCDSS will provide high-quality customer service

By providing high quality customer service, our efforts are to ensure that those who come in contact with FCDSS feel respected, supported, heard/understood and safe. We are well on our way to achieving this goal as evident from testimonials from the customers we have served.

TESTIMONIALS:

"The last two times I've been into DSS for assistance, the staff have been nothing but kind and supportive.
Especially the main lady at window C. She's helped me twice and is amazing. So kind, patient and helpful."

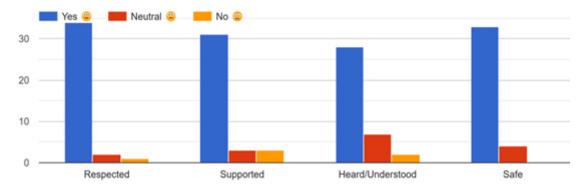
"I'd like to let u all know that the lady that helped me today was more than helpful. She listened to understand. Helped me and was so very nice. She answered any and all questions. Def a good asset to your team. Great with people and wonderful customer service skills. She deserves to be recognized. I was told her name is Felicia. Thank u, Felicia for ur hospitality and letting me talk."

"The lady name M.Wilder was really kind, understanding and helped us filling up the form, answered all the questions kindly...I have never met such a helpful and wonderful staff before."

We have worked on making our customer survey more user friendly as a one page card so that customers feel more inclined to provide feedback. A QR code is also available for easy access to the customer experience survey. While we have only received a small sample of responses from the many who visit us each day, we hope to continue to promote the survey. Readers here can even fill it out if they would like to provide feedback.



As an example of one of the questions on our survey, the below bar graph outlines responses to the question: Did our staff make you feel



This chart above shows data based on 38 responses. Though the majority (84%) of those who responded felt respected, supported, heard, understood and safe, there were a select few (16%) who did not. This means that we continue on working on improvements toward our goal.

GOAL TWO: FCDSS will provide high-quality customer service

In addition to getting feedback from our customers, we have also been involved in making our customers feel comfortable and more welcomed when visiting the office. We have upgraded our lobby area to include a new countertop for ease of completing paperwork and we have painted and included plants and posters to add to the welcoming atmosphere.





GOAL THREE:

FCDSS will use data-driven indicators to guide change for strong service delivery outcomes

Through our Performance and Quality Improvement (PQI) process in FY 2024, FCDSS tracked data indicators for each division. These indicators were used to monitor and evaluate the safety and stability outcomes that we hope to achieve through our programs and processes (OUTCOMES). The data is entered onto a dashboard for easy monitoring throughout the year. Teams review the data and discuss the successes, challenges, trends and to conduct improvement planning. The team also monitors our service data in terms of how many we are serving to be sure those in need have access (OUTPUTS). Listed below are the outcome and output data points from each division.

Child, Adult & Family Services Division

Numbers served July 1, 2023 - June 30, 2024

- 245 children (105 families) served by In Home Services (Family Preservation)
- 722 Child Protective Services Responses
- 212 Risk of Harm Cases
- 71 Children served in Foster Care
- 10 Reunifications from Foster Care
- 20 Adoptions finalized from Foster Care
- 57 Adult Protective Services Responses
- 115 Adults served in Social Services to Adults/Senior Care
- 83 Adults served by IHAS with 13,293 hours of service
- 4 adult guardianship assessment

Numbers served as of June 2024

- 29 Families receiving In Home Family Preservation Services
- 55 Children in Foster Care
- 40 Licensed foster/adoptive families
- 10 Adults under Public Guardianship with the agency
- 9 Project Home Clients placed with 8 approved Project Home providers

Family Preservation Success Story:

A family that was supported through our family preservation program had positive outcomes after receiving the support of our Family Preservation team. The family became involved with our agency 18 months ago due to concerns regarding the safety of the home environment, supervision of the children, school attendance, and mental health concerns. There was mold in the home due to water leaks and this was causing some health issues for the children. Both parents are hearing impaired, impacting communication between

them, the children, and other community partners. The safety concerns and risk were high and the children were found to be Children In Need of Assistance (CINA) through the court. They remained with the parents under an Order of Protective Supervision (OPS) while they worked with Family Preservation. Their case worker, Emily M.



connected the family with a local faith-based group of volunteers that helped with some repairs to the home, cleaned out trash and debris, and helped to generally clean the house. The family was also connected to a housing grant program that assisted in paying for mold remediation and repairing the leaks in the home. The parents and children were all connected with individual mental health counseling and the parents participated in parent coaching sessions. Over time, significant improvements were seen in the children's attendance and performance in school, the parents' communication with one another and with the children, the parents' engagement with the school, the children's physical and mental health, and overall functioning as a family unit. After 18 months of Family Preservation services, court involvement was rescinded and the case was successfully closed with the family remaining intact.

Child and Family Services Division's Outcomes Data Dashboard:

INDICATOR 1 (CPS: Child Protective Services)	GOAL	D	N	CHART				
Maltreatment recurrence within the last 12 months (Investigative Response)	<=	378	29	0.1 —				
	\-	378	30					
		387	29	0.075 —		7.67%	7.49%	7.97%
	9%	389	31				7.45/4	
				0.05 —				
Analysis: FCDSS, Child Protective Services, met its goal for redurates within 12 months. This continues to indicate that FCDSS is child maltreatment cases reduces the risk of continued maltreatment.	0.025 —							
improves the lives of children.	aciment (arra		0 —	FY24-Q1	FY24-Q2	FY24-Q3	FY24-Q4

Services Division (ADULT)											
INDICATOR 3 (SSTA: Social Services to Adults)	GOAL	Cases	Move d	CHART							
Percentage of adults in the Social Services to Adults	,	96	0						_		
program that remain in their home (Quarterly)	>= 91		91	91 2	2	100.00%	100.00%	97.85%	95.05%	97.98%	-
		96	5	75.00%			93.03%				
	90%	97	2	73,007							
Analysis: FCDSS, Adult Services, met its goal of maint	50.00%					-					
in their homes. These programs provide services to a sufficiency, prevent abuse, neglect, or exploitation, a	25.00% —					-					
inappropriate institutionalization. This is achieved through case management and use of gap-filling funds to purchase services.						FY24-Q2	FY24-Q3	FY24-Q4			

Family Investment Administration (FIA)

Numbers served July 1, 2023 - June 30, 2024

- Average monthly number of active Supplemental Nutrition Assistance Program cases was 9,940 with a total of \$40,445,923 in funds disbursed.
- 493 Temporary Cash Assistance cases with a total of \$3,714,228 in funds disbursed.
- There were 83 total TCA job placements.
- 23 families were issued Emergency Assistance grants to prevent homelessness or utility shutoff with \$21,321 in EAFC funds dispersed.
- The Reception Desk assisted 25,825 walk-in customers.
- 5,623 online program applications were received via the myMDTHINK Consumer Portal.

Family Investment Administration's Outcomes Data Dashboard:

INDICATOR 2	GOAL	N	D	CHART					
Positive TCA case closures - TCA cases that close due to income	>=	13	39	0.4					
becoming above the limit or because the customer requests closure.	/=	11	90						
		15	59	0.3					
	30	30%	30% 12	30%	30%	12	12 62	12 62	12 62
Analysis: The Family Investment Administration at FCDSS is working too percentage of positive Temporary Cash Assistance (TCA) case closures. closures would indicate that TCA staff are successfully assisting our custo barriers and connecting them with other resources so that they can tra and become more stable.	An increas omers with	e in positi the remo	ve TCA oval of	0.2 25.42% 19.35% 0.1 12.22%					

Family Investment Success Story:

My name is Vanessa Thomas, I am writing this to show my appreciation of how much the Temporary Cash Assistance (TCA) program had a big impact on me and my children's lives.

As well as the support from my caseworker Rick M., who has motivated me from where I was to where I am today. Mrs. Renee W and Mrs. Brenda were also supportive when I first started to receive TCA. I was going through these rough challenges in my life raising four kids being a single mom. I had two children who needed my full time support due to complications of premature births. One in 2013 and one in 2015. In 2015, I was trying to figure out how we were going to get by financially due to my child's multiple health challenges. She needed my full-time undivided attention. I was unable to work due to these circumstances and I was worried about how I was going to care for my kid's needs, pay bills to keep our home, and the transportation to frequent doctor/hospital appointments. For years I had to remain on TCA, as much as I didn't want to rely on it. I wanted to work



GOAL THREE:

FCDSS will use data-driven indicators to guide change for strong service delivery outcomes

Family Investment Success Story: (continued):



to provide for my family. There was just no way I was able to do it without childcare help for my disabled daughter. She was constantly getting sick, always in and out of Children's Hospital in Washington D.C. There were many moments of worry about how I was going to get her to these appointments. I also had the concerns of caring for my other children during these moments of crisis. It was a relief knowing that I did have the TCA as a financial safety net which I was so thankful.

In 2024, I lost my baby girl due to her health complications. I was devastated, stressed, and feeling confused about what I was going to do moving forward. I hadn't worked in so long, but I had fond memories of the pride I took from my previous jobs. Surprisingly, I didn't know the TCA program had opportunities and resources for me now that I was able to think about career choices. Not only was I able to pursue a career that I wanted to do, but I was able to show my other children how to pursue your dreams. I enrolled in a Certified Nursing Assistant program and I'm completing it now. This opportunity has helped me get a good paying job to provide for my family. It took a lot of stress off my plate and has allowed me to accomplish things. It also encouraged me to even go back to school to further my career in the nursing field.

Words can't even express how thankful I am to have this support and program. It not only helps me and my family, it played a big part in my daughter's life because I had income to turn to when emergency moments and needs occurred. I highly can say I don't know what I would have done without this support resource. My family and I are very appreciative and would recommend TCA to any families in need of hard moments struggling with young children, or with families having difficult challenges. Now I have a job and it feels good to know I can take full responsibility to provide for my financial needs and others. Thank you so much!

Child Support Administration

Numbers served July 1, 2023 - June 30, 2024

- Child Support Collections \$12,558,575
- As of 06/30/2024–4100 active cases
- FY'24 (01/01/24 06/30/24) total applications 967
- Customers served at Child Support customer service window 3,663

Child Support Administration's Outcomes Data Dashboard:

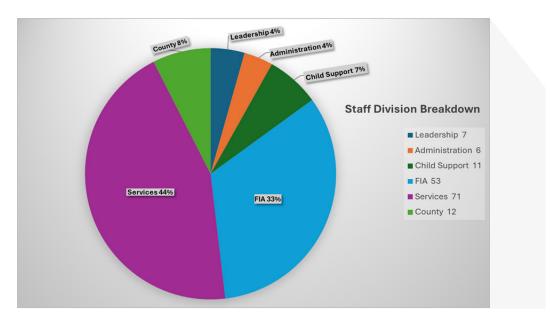
INDICATOR 3	Referrals	Approvals	Collections**		CH	ART	
ENFORCEMENT: # of contempt referrals compared to approvals	49	40					
At least 80% of all referrals approved	70	59			59		
	50	39			70		
	31	25		40	1	39_	
Analysis: FCDSS, Child Support Administration is monitoring and working contempt referrals. The goal was met by the fourth quarter as there was recontempt process which resulted in more in-depth case review and an inc	eview and o	changes to	the	7		1	25
an important enforcement tool used for collecting payments for families. **The data on collections from contempt hearings are not yet available.				QTR 1	QTR 2 Referrals	QTR 3 Approval	QTR 4



GOAL FOUR:

FCDSS will be a great place to work and will retain the right employees

Our objectives are to attract, retain, and develop the best talent to provide the highest quality service for the individuals, children, and families we serve. To support these objectives, goals are designed to enhance the agency's culture toward a more engaging, inclusive, and diverse workplace and to evolve and provide technology, tools, and resources to equip employees at work. As of June 30, 2024, FCDSS employed 160 people: 146 State staff including 2 DHS and 12 County staff.



Fiscal Year (FY) 24 our team of supervisors met and brainstormed on what is important to them and their teams to identify our path forward. We narrowed our focus to ensure our efforts would be manageable and demonstrate meaningful progress. We identified four strategic priorities

Key Strategic Priorities:

1. Professional Development

We're committed to enhancing employee growth through a multi-faceted approach. In 2024 we had "Brown Bag Lunches" on topics such as Implicit Bias and Working with People with Disabilities. We met with supervisors on topics such as coaching and safety culture.

2. Employee Involvement Opportunities

We believe engaged employees drive organizational success. We have several cross agency committees to provide an opportunity to grow and give back. These



GOAL FOUR:

FCDSS will be a great place to work and will retain the right employees

include a: food and fun committee, a book club, a "green" team, a diversity, equity and inclusion task force, a wellness committee, and an outreach committee. Throughout 2024 these groups planned community clean ups, holiday jingle mingles, walking challenges and lots of other fun activities.



Jingle Mingle/Dashing Through the Decades - Holiday Fun



3. Safe and Healthy Work Environment

Our commitment extends beyond physical safety to overall wellbeing. We will be looking at enhancing emotional support resources for all staff; improving one-on-one support mechanisms, strengthening our coach approach to management, developing clear protocols for emergency situations

4. Recognizing and Rewarding Outstanding Performance

We're building a culture of appreciation and transparency. We will be looking at strengthening allagency communications to highlight achievements, developing meaningful non-monetary recognition programs, ensuring transparency in performance assessment and creating regular feedback channels at all organizational levels.

Recent Survey Findings

Our staff satisfaction surveys consistently reveal significant organizational strengths while highlighting specific areas for focused improvement. Results showed that 88.3% of staff highly rate their colleagues' work quality, and 90.3% positively rate supervision quality—creating a strong foundation for our initiatives.





However, we identified several key areas requiring attention: 11.7% of respondents expressed doubt about long-term retention, 16.5% indicated concerns about supervisor training quality, 13.6% noted limited opportunities for providing input, and 13.6% reported insufficient teambuilding opportunities.









These findings have directly informed our strategic priorities and will guide our implementation of targeted short-term actions.

Interested in Opportunities here at FCDSS?

The easiest way to locate employment opportunities with FCDSS is through the Department of Budget and Management (DBM) link to Maryland State Government job openings. Available positions are continuously posted and updated daily at: https://dbm.maryland.gov/jobseekers/Pages/jobseekersHome.aspx (or scan the QR Code below).

Select Maryland State Government Job Openings

 Arrive at the Online Employment Center: <u>https://jobapscloud.com/MD</u>

To search and locate positions specific to opportunities with Frederick County Department of Social Services, filter within the Online Employment Center:

- Select Location: Frederick County
- Select Department of Human Services

We hope you'll consider joining our team!





