

**Summit County Children Services
2016 Annual Goals**

**2016 Year End Report
Reported 1-24-17**

| Strategic Plan | Goal | Plan | Division | Dept. | Deputy Director Responsible | Addtl Person(s) Responsible | Date of Expected Completion | Status Q1 | Status Q2 | Status Q3 | Status Q4 |
|--------------------------|---|---|---------------|-------|-----------------------------|--|-----------------------------|---|--|---|--|
| Quality, Leadership | Complete and submit the Multi-Ethnic Placement Act (MEPA) Biennial Comprehensive Self-Assessment Report to the Ohio Department of Job and Family Services (ODJFS). | Work in collaboration with Social Services staff to draft and complete the assessment. | Admin & Legal | Legal | Papas | Pomeroy-VanHorne, Social Service Managers | 3/1/16 | Completed. | N/A | N/A | N/A |
| Quality | Develop and implement a process for encryption of Legal information e-mailed outside the agency. | Develop a draft procedure to be reviewed by Executive Team (ET). | Admin & Legal | Legal | Papas | Hanson-Estep and Attorneys | 3/1/16 | Completed. | N/A | N/A | N/A |
| Professionalism | Train Staff on legally mandated topics. | Develop, schedule and present training. | Admin & Legal | Legal | Papas | Attorneys | 5/1/16 | Training is scheduled and will be completed by 5/1/16. | Completed. | N/A | N/A |
| Quality, Professionalism | Update the agency's Limited English Proficiency Plan. | Civil Rights Coordinator to develop an initial draft to be reviewed by attorneys and chain of command. | Admin & Legal | Legal | Papas | Mangon and Attorneys | 5/31/16 | Plan is updated and will be filed with the State before 5/31/16. | Completed. | N/A | N/A |
| Quality, Leadership | Devise a system for periodic review of policies and procedures. | Research industry standards relative to review of policies and procedures. | Admin & Legal | Legal | Papas | Bolin | 7/15/16 | A proposed procedure has been drafted and will be presented to ET. | Procedure completed, implementation on hold due to vacancy of Government Affairs Officer position. | Completed. Duties transferred to other department. | N/A |
| Quality, Leadership | MEPA Monitor to prepare for and participate in the MEPA 2016 Audit, including preparation of needed documentation for site visit and attending entrance and exit conferences. | Work with Social Services and Records staff to prepare case records for audit. | Admin & Legal | Legal | Papas | Pomeroy-VanHorne, PPP, and Records staff | 8/1/16 | Audit will take place in 07/2016. | MEPA Monitor prepared 1688 files for audit. Audit is scheduled in July. | Completed. | N/A |
| Quality | Review and update required policies and procedures for the Council of Accreditation (COA) review. | Work in collaboration with Quality Improvement (QI) staff to identify policies required by COA. | Admin & Legal | Legal | Papas | Bolin and other Attorneys | 12/31/16 | Policies and procedures are reviewed as requested by the QI Department. | Legal review is completed when requested. | Legal review is completed as requested. | Legal review completed as requested. On hold while COA participation is being reevaluated. |
| Quality, Leadership | Research Risk Management models in Child Welfare for the purpose of developing a Risk Management Plan for the agency. | Contact Child Welfare and other pertinent organizations throughout the State and Nationally to gather information. Have follow up discussion with ET regarding the scope of risk management activities. Work with QI to update the 2016 Risk Management Plan accordingly. | Admin & Legal | Legal | Papas | Callanan, Attorneys, Insurance brokers, QI | 12/31/16 | Research is underway. | Research is underway. | Research completed. Drafting of a plan is underway. | A draft plan has been created and will be presented. |
| Professionalism | Develop a Mock Trial Training curriculum to be used in testimony training of social workers. | Develop a committee of attorneys, prosecutors and social workers to work on a script. | Admin & Legal | Legal | Papas | Attorneys | 12/1/16 | A workgroup is working on the mock trial script. | On hold due to vacancy of one attorney position. | Deferred due to reduced staffing. | Deferred due to reduced staffing. Replaced with lunch and learn testimony training. |

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| Quality, Leadership | Review and revise policies and procedures upon notification of amendments to the Ohio Administrative Code (OAC). | The Government Affairs Officer will work with agency managers to ensure that policies and procedures are revised. | Admin & Legal | Legal | Papas | Bollin and agency Managers | Ongoing until 12/31/16 | Proposed procedure has been drafted. | Completed and ongoing as time permits due to vacancy of Government Affairs Officer position. | Completed. Duties transferred to other department. | N/A |
| Quality, Leadership | Monitor the agency's compliance with Title IV-E. | All attorneys who handle Juvenile Court matters will be reviewing the Journal Entries and filing appropriate pleading to correct/prevent errors. | Admin & Legal | Legal | Papas | Attorneys and Paralegals | Ongoing until 12/31/16 | Completed in relation to upcoming audit, but ongoing. | Completed in relation to upcoming audit, but ongoing. | Completed in relation to upcoming audit, but ongoing. | Completed in relation to upcoming audit, but ongoing. |
| Quality, Leadership | Provide oversight and leadership to the Wellness Committee to achieve strategic goals. | Meet with the Wellness Committee to plan activities and initiatives that are consistent with the agency's strategic wellness goals and assist staff to achieve their individual wellness goals. | Admin & Legal | Legal | Papas | Wellness Committee Members | Ongoing until 12/31/16 | Ongoing. | Completed and ongoing. | Completed and ongoing. | Completed and ongoing. |
| Professionalism | Implement lunch learn trainings on trending legal issues. | Work with division attorneys to develop trainings based on the needs of staff and hot topics. | Admin & Legal | Legal | Papas | Attorneys | Ongoing until 12/31/16 | Ongoing. | Completed and ongoing as time permits due to vacancy of one attorney position. | Completed and ongoing as time permits due to reduced staff. | Completed and ongoing as time permits due to reduced staff. |
| Quality, Leadership | Ongoing education of appropriate Court staff regarding agency services. | Collaborate with Juvenile Court staff to educate staff on the scope of the agency's mandate. | Admin & Legal | Legal | Papas | Hanson-Estep, and Attorneys | Ongoing until 12/31/16 | Ongoing. | Completed and ongoing as time permits due to vacancy of one attorney position. | Completed and ongoing as time permits due to reduced staff. | Completed and ongoing as time permits due to reduced staff. |
| Fiscal Responsibility | Annual required physical fixed asset inventory update. (>\$5,000). | Review and update Fixed Asset System ledger. | Fiscal | Accounting | Binns | King, Tersigni, McMahon Information Technology (IT) | 1/31/16 | Completed for 2015 Audit and JFS Fiscal monitoring. | Completed. | N/A | N/A |
| Fiscal Responsibility | Issue required 1099 Tax Statements for Segregated Bank Account. | Review 2015 disbursements meeting the \$600 Internal Revenue Service (IRS) standard and prepare. | Fiscal | Accounting | Binns | King | 1/31/16 | Completed. | N/A | N/A | N/A |
| Fiscal Responsibility | Complete agency Certificate of Records Disposal Form (RC-3) for annual record destruction. | Gather input from all departments for submission to Record authorities. | Fiscal | Office Services | Binns | McMahon | 2/29/16 | Completed and submitted to Records Commission. | N/A | N/A | N/A |
| Fiscal Responsibility, Partnership, Diversity | Complete transition of emergency client food needs to partnership with Akron-Canton Regional Food Bank (ACFB). | Finalize implementation of the logistics with ACFB and agency staff. | Fiscal | Office Services, Social Services, Family Interaction Center (FIC) | Binns | McMahon | 3/31/16 | Completed. Courier picks up from ACFB as does the FIC staff. | N/A | N/A | N/A |
| Fiscal Responsibility | Complete the reengineering and documentation of foster parent stipend responsibilities. | Meet with and facilitate the involvement of appropriate staff, and departments as identified. | Fiscal | Accounting, Social Services, Community Relations (CR) | Binns | Beaver | 3/31/16 | Pertinent duties are assigned by department and individuals and is working. Will document process. | Aside from documenting the procedure, this is completed. | Documentation of the process will be discussed with J. Snyder. Deadline for completion extended to 3/31/17. | N/A |

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| Quality, Leadership | Complete the merger of Facilities Management and Office Services' responsibilities. | Transition the duties and responsibilities of Facilities Management to Fiscal Division. | Fiscal | Facility Services, Security, Physical Services | Binns | Nash, McMahon, Cush | 5/1/16 | Completed. | Completed in part; portions of Security staying under V. Nash for awhile. Will eventually shift to D. Kearns. | Completed. | N/A |
| Leadership, Professionalism | Hire Deputy Director of Fiscal and Facilities Management | Recruit, interview and hire Deputy Director of Fiscal and Facilities Management. Create training/transition plan. | Fiscal | | Barnes | ET | 6/1/16 | Completed. Darin Kearns' start date is 6/13/16. | N/A | N/A | N/A |
| Fiscal Responsibility, Quality | Facilitate timely completion of annual financial audit for FY 2015. | Work in conjunction with the County of Summit Fiscal Office toward completion of Audit by Auditor of the State. | Fiscal | Accounting | Binns | King, Beaver | 6/30/16 | On schedule for 6/30/16 compliance. | Completed. | N/A | N/A |
| Fiscal Responsibility | Obtain a procurement card for agency use. | Review bank and county requirements to assess alternatives and meet internal controls. | Fiscal | Accounting | Kearns | King | 7/31/16 | Extended from 3/31/16. | N/A | A draft procurement policy has been created and is under review. Extended to 3/31/17. | Policy is still under review but work is moving slowly forward. Goal has been extended to 2017. |
| Fiscal Responsibility, Partnership | Demolition of Astrup & Buchtel. | Following a thorough evaluation of the buildings by the agency and the County, the parties have agreed to raze the two structures. | Fiscal | Physical Services | Kearns | McMahon, Cush | 8/1/16 | On hold pending the 2016 Budget. | N/A | This has been put on hold due to funding issues and to assess the need. We have updated the fiber network, which had to be done before the buildings could be demolished, so we are prepared to complete this in 2017 if the land bank has grant funding available. | N/A |
| Quality | Update as necessary Fiscal policies and procedures. | Review current or incomplete Fiscal policies and procedures and update accordingly. | Fiscal | Accounting | Kearns | King, Snyder | 9/1/16 | Completing credit check and foster parent stipend. Extended from 5/1/16. | N/A | M. Tersigni and I attended a training session on the new approval process for policies and procedures. We will begin the process in earnest in the new year. Extended to 6/30/17. | N/A |
| Fiscal Responsibility, Partnership | Install new roof on Administration Building (shingle). | Based on Five-Year Capital Improvement Plan, replace shingle roof at the Main Building in collaboration with Summit County. | Fiscal | Facility Services | Kearns | McMahon, Cush | 9/1/16 | Extended from 8/1/16. | N/A | This project has been completed and the final inspection has been done. The job came in under budget and damage to the sheathing was far less than expected. Completed. | N/A |
| Fiscal Responsibility | Continue to assess carpet/flooring needs throughout agency and complete carpeting/flooring within 2016 Budget provision. | Review and triage remaining flooring needs and procure as appropriate. | Fiscal | Office Services | Kearns | McMahon, ET | 9/30/16 | This is an ongoing assessment. Current flooring on hold re: 2016 Budget. Will be assessed for 2017 Budget in 7/2016. | N/A | L. McMahon and I have met several times and discussed this matter. We have done some carpet/flooring work which was needed (Pachavis office) and are completing some in the Fiscal office due to the remodel which is underway. | This is ongoing. We are replacing the carpet with rubberized flooring in the alcove outside the Fiscal file room and the new carpet for the Administrative offices in the Fiscal Department will be installed the last week of January. We will be addressing other flooring needs as the year progresses. |
| Fiscal Responsibility, Quality | Prepare for and assist with the Federal IV-E Eligibility Assessment. | Continue to prepare compliant documentation and provide case documentation upon request. | Fiscal | Accounting | Kearns | Snyder | 9/30/16 | Review of Reasonable Efforts for cases in period under review completed. Updated reimburseability as necessary. Sample to be selected in second quarter. | N/A | J. Snyder and her staff prepared the case files for this Federal Review. The files have been sent to Columbus and we are awaiting the results of the review. | As of 12/31/16, no audit findings had been shared with the counties. |

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| Fiscal Responsibility, Quality | Continue to explore and implement an automated provider payment mechanism through SACWIS and County Fiscal office. | Work with IT and County of Summit to extract monthly per diem and placement data to facilitate payments. | Fiscal | Accounting | Kearns | King, Snyder, IT | 9/30/16 | B. Stewart will need 3 working days to complete project. M. Hostettler will follow-up with B. Stewart. | According to Fiscal, B. Stewart's involvement completed at this time; additional work will be done under new CFO. | This project has been placed on hold. J. Snyder will be asked to resume the project once she has settled into her new role. Extended to 6/30/17. | Added to 2017 goals. |
| Fiscal Responsibility, Partnership | Replace HVAC system in Education Center Building. | Based on Five-Year Capital Improvement Plan, replace HVAC at Education Center in collaboration with Summit County. | Fiscal | Physical Services | Kearns | McMahon, Cush | 10/1/16 | N/A | N/A | J. Cush has begun the process of gaining approval through the county. The engineering for the project has been completed and we are ready to move forward. Extended into 2017. | We are awaiting approval from the county engineer so we can move forward. This project should be completed by mid 2017 at the latest. |
| Fiscal Responsibility | Complete 2017 Budget. | Develop budget beginning in June 2016 and meet the required approval deadlines. | Fiscal | Accounting | Kearns | King | 10/31/16 | N/A | N/A | The 2017 Budget is complete and before County Council for approval. Final approval should be received 12/5. Completed. | Completed. |
| Fiscal Responsibility | 2017 standard purchase order (PO) approvals. | Facilitate PO approvals in accordance with 2017 Budget for Board and appropriate management levels. | Fiscal | Accounting | Kearns | King | 11/30/16 | N/A | N/A | B. King has completed the 2017 purchase orders and they are to be presented for Board approval. Completed. | Completed, entered and active in the Banner system. |
| Fiscal Responsibility | Reduce investment bank fees. | Meet with participating banks for alternatives. | Fiscal | Accounting | Kearns | King | 12/31/16 | Key Bank has been met; First Merit to be scheduled. Extended from 4/30/16. | N/A | B. King and I met with Key Bank again and we are moving forward with their proposal. We have closed the 5/3 account. We are exploring options related to transferring the financial instruments in our other accounts as opposed to liquidating those instruments and transferring cash. Ongoing. Extended from 7/31/16. | We had another meeting with Key Bank and the process is moving forward slowly. We anticipate this being completed before 6/30/17. |
| Fiscal Responsibility, Quality | Develop ongoing preventative maintenance schedule. | Following the development of the agency's Five-Year Capital Improvement Plan in 2015, the agency will need create a Preventative Maintenance Plan to ensure the lifespan of both interior and exterior structures. | Fiscal | Physical Services | Kearns | McMahon, Cush | 12/31/16 | 2016 and 2017 Budget implications. Extended from 5/1/16 | N/A | Meeting with J. Cush will be scheduled before year-end to begin the process. Extended from 7/31/16. | J. Cush and I have yet to meet. This goal will be extended to 3/31/17 for completion. |
| Quality, Fiscal | Update agency's Emergency Handbook. | Work with the agency's Emergency Response Team (ERT) and Health & Safety Committee to update the Emergency Handbook, identify evacuation plan/routes and host routine drills throughout the year to ensure the safety of all staff and visitors to our campus. | Fiscal | Security | Kearns | McMahon, Cush, Piurkowsky | 12/31/16 | Extended from 6/1/16. | N/A | Extended from 9/1/16. | L. McMahon will take the lead on this goal. Some progress has been made but we have not performed any regular drills as of 1/18/17. This goal will be extended into 2017. |
| Fiscal Responsibility, Quality | Conduct a refresher training with all Social Service units in Random Moment Sampling (RMS) coding. | Meet with each unit and provide an updated RMS code tool. | Fiscal | Accounting, Professional Development & Training | Kearns | Snyder | 12/31/16 | To be reassessed with D. Kearns. | Extended from 6/30/16. | These are now ongoing. J. Snyder attends unit and department meetings to discuss RMS. I update RMS with managers and supervisors at each Managers Meeting. Completed. | N/A |

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| Quality, Professionalism | Risk Management Report | Complete the agency's annual Risk Management Report in preparation for 2018 COA reaccreditation. | HR & Support Svcs | Client Rights/Quality Improvement | Nash | Carter, Brown, Miller, Zelasko | 4/1/16 | To be presented to ET. | Completed. | N/A | N/A |
| Quality, Leadership, Professionalism | Complete agency-wide annual evaluations by 3/31/16. | Move all annual performance evaluations to a singular time for the agency and ensure completion of eligible evaluations by established deadline. | HR & Support Svcs | Human Resources | Nash | Testa, Grubb, Waksmundzki, Sprouse | 4/1/16 | Completed. | N/A | N/A | N/A |
| Professionalism, Fiscal Responsibility | Implement revised Non-Bargaining Unit/Management (NBU/MGMT) Compensation Plan & policies. | Develop recommendations for new Compensation Plan and attendance policies for NBU/MGMT level employees within the agency to ensure consistency and equity among staff. | HR & Support Svcs | Human Resources | Nash | ET | 4/1/16 | Completed. | N/A | N/A | N/A |
| Quality, Fiscal Responsibility | IT Server Room Rebuild. | Redesign server room to minimize space for IT equipment and provide appropriate heating, ventilating, and air conditioning (HVAC) needs. | HR & Support Svcs | Information Technology | Nash | Hostettler | 6/1/16 | Waiting on County evaluation. | Project on hold for 2016 per J. Barnes. | N/A | Deferred to 2017. |
| Quality | Annual review and revision to agency Records Retention Schedule (RC-2). | Review with each department for updates. | HR & Support Svcs | Records | Nash | Mangon | 7/31/16 | N/A | Completed. | N/A | N/A |
| Diversity, Leadership | Develop enhanced recruitment and onboarding programs for the agency. | Evaluate current recruitment methods/tools in conjunction with recommendations from the Diversity Recruitment Committee. | HR & Support Svcs | Human Resources | Nash | Testa, Grubb, Waksmundzki, Sprouse | 8/1/16 | Ongoing process. | SCCS hosted a newly designed New Employee Orientation (NEO) model on 5/23/16 geared at providing new staff with pertinent information from the onset; saving more detailed information for later in the new hire process. Diversity Recruitment Committee are currently evaluating the new caseworker orientation model and recommending changes to better prepare new staff for line work. | Completed. | N/A |
| Fiscal Responsibility | Desk phone upgrade. | Rollout roughly 250 new desktop phones for agency employees. | HR & Support Svcs | Information Technology | Nash | Hostettler | 9/1/16 | 60 desktop phones have been rolled out. Invitation to Bid (ITB) with Legal to order another 220 desktop phones. | ITB went out week of 4/18/16. However, this project is currently on hold. This will be one of the first projects to be released should our financial situation improve in 2016. | Still on hold per J. Barnes but may be opened back up soon. | 225 phones purchased. Rollout began 12/19/16 with an expected completion of 4/1/17. |
| Quality, Diversity | Fully implement PeopleAdmin HR Information System. | Initiate use of PeopleAdmin for personnel management, employment requisitions, employment application, and new hire management. | HR & Support Svcs | Human Resources | Nash | Testa, Grubb, Waksmundzki, Sprouse | 11/1/16 | Postings are currently being added to PeopleAdmin. Applicants are being screened in PeopleAdmin. However, HR needs to involve everyone in PeopleAdmin workflow. Extended from 4/1/16. | Presentation of PeopleAdmin to the Board at the 5/24/16 board meeting. HR staff to develop work flow for online requisitions and evaluate ability to use for 2016 annual performance evaluations in early 2017. | ET/DD/Adms to be trained on approving a requisition in PeopleAdmin. Extended from 8/1/16. | Deferred to 2017 as a result of County delays. |

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| Fiscal Responsibility | Re-cabling fiber connections from the Main Building to back campus. | With the destruction of Astrup, the agency's fiber connection will need to be rerouted as it currently runs through Astrup. | HR & Support Svcs | Information Technology | Nash | Hostettler | 12/1/16 | Waiting on a determination of razing Astrup & Buchtel. Summit County Land Bank is currently reviewing. | 50% of costs for demolition have been secured through the Summit County Land Bank. However, this project is currently on hold per J. Barnes. | IT is in the process of replacing fiber cabling to the entire back campus network. Three quotes received; Purchase Order completed. Currently working with Fiscal & Legal to move project forward. Extended from 8/1/16. | Completed. |
| Fiscal Responsibility, Quality | Increase in-house record scanning utilizing available staff. | Increase and train available Records Department staff responsibilities for scanning. Monitor quality control. | HR & Support Svcs | Records | Nash | Mangon | 12/1/16 | N/A | L. Mangon to work with staff and IT to determine how this can be accomplished. Extended from 5/31/16. | SC View now set up for scanning adoption subsidy files. Consider looking at job descriptions of Records for scanning. Extended from 9/1/16. | Completed. |
| Quality, Partnership, Leadership | Child and Family Services Review (CFSR) compliance. | Monitor SCCS compliance with CFSR measures and disseminate information to agency's management team and staff related to outcomes and comparable data. | HR & Support Svcs | Client Rights/Quality Improvement | Nash | Carter, Brown, Miller, Zelasko | 12/1/16 | Ongoing process. | Ongoing process. Morning Measures are seeing a tremendous response with great feedback from staff; QI to publish staff generated initiatives and evaluate impact on SCCS numbers. | Summit County is one of the review counties for the State in 2017. | Completed. Will continue to monitor in 2017 with particular focus on 2017 CFSR Audit. |
| Professionalism | Revise Bargaining Unit (BU) performance evaluation tool. | Develop a new performance evaluation tool for BU employees to better evaluate staff on job performance with a focus on quality outcomes and compliance with various regulations. | HR & Support Svcs | Human Resources | Nash | Testa | 12/1/16 | N/A | N/A | Presented at Labor Management on 9/28/16. | Completed. Implemented for 2016 Annual Performance Evaluations (due 1/1-3/3/17). |
| Quality, Professionalism, Leadership, Diversity | Provide leadership development opportunities to all agency supervisors. | Offer training to current supervisory level staff on how to lead teams and manage performance; and provide ongoing support to ensure effective management of duties and staff. | HR & Support Svcs | Human Resources, Professional Development & Training | Nash | Nash, Testa, Serapiglia | 12/1/16 | N/A | The Department Directors and HR have been meeting to discuss leadership development needs and make recommendations to ET; currently evaluating training opportunities available through Institute for Human Services (IHS). | Meeting monthly. Developed core competencies. Identified a couple of trainings to be offered. Considering offering Myers-Briggs Personality Inventory training model geared towards supervisors of employees. | Completed. New Supervisor training, Myers Briggs training and Generations training to be offered in first half of 2017. Additional training for supervisors to be evaluated in the new year. |
| Partnership, Quality | Evaluate current Service Level Agreement (SLA) with the State and make recommendations regarding changes for SCCS. | Evaluate pros/cons of moving to the State's email system and moving to a higher SLA with them. | HR & Support Svcs | Information Technology | Nash | Hostettler | 12/31/16 | Waiting until 7/2016 to see changes in SLA levels, which was recommended by our state contact. | State is currently retooling SLA template and requesting SCCS delay this project until at least the summer. | M. Hostettler to followup with the State on the status of their SLAs which are currently on hold. Extended from 10/1/16. | Deferred due to lack of response from State regarding SLA language during 2016. New Chief Information Officer (CIO) has communicated that his team is looking at alternative options for SLA levels in 2017. |
| Fiscal Responsibility, Quality | Maximize offsite record scanning within 2016 Budget provision and scanning contract. | Utilize and track scanning by Strategic Solutions. | HR & Support Svcs | Records | Nash | Mangon | 12/31/16 | Ongoing process. | L. Mangon to work with staff and IT to determine what records are ideal for offsite scanning vs. inhouse scanning. Extended from 5/31/16. | L. Mangon discussing scanning to SACWIS with Strategic Solutions. | A large volume of work was completed in 2016 but given the number of files (offsite and onsite) this will continue to be a focus of the Records Department to organize and convert to electronic scanning. |
| Quality | Create a monthly comprehensive report on Foster Care and Adoption (FCA) recruitment activities. | Determine components of report; begin tracking/monitoring activities to determine trends and make necessary adjustments. | PR/Community Relations | PR/Community Relations | Vasco | Griffie, Recruitment Unit | 2/29/16 | Completed. Monthly report generated beginning in 2/2016. | N/A | N/A | N/A |

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| Professionalism | Launch new 'InSite' internal website. | Finish final design, copy changes. | PR/Community Relations | PR/Community Relations | Vasco | DeLuca, Pachavis | 3/31/16 | Completed; site launched 4/2016. | Completed. Content and information continues to be updated; looking at ways to more easily obtain updates on a regular basis. | Continue to work with IT to update/revise content as needed. | Launch completed. Continued to work with IT to update/revise content as needed. |
| Professionalism | Streamline FCA inquiry follow-up process. | Review/update phone communication, follow-up letter timing/content, etc. Create or update related policies and procedures as necessary. | PR/Community Relations | PR/Community Relations | Vasco | Griffie, Hickle | 3/31/16 | Completed. There is a consistent process in place to ensure that all FCA inquiries are followed up timely and in the same manner. Staff impacted is aware of the protocol and respond accordingly; *Email Inquiries- all inquiry emails should be acknowledged within 48 hours and inquiry packets and adoption guides mailed within 7 days. *Phone Inquiries- all phone calls are returned within 48 hours; inquiry packets and adoption guides mailed within 7 days. | N/A | N/A | N/A |
| Professionalism | Streamline FCA Information meetings follow-up process. | Review/update phone communication, follow-up letter timing/content, etc. Create or update related policies and procedures as necessary. | PR/Community Relations | PR/Community Relations | Vasco | Griffie, Edmunds, Hite, Irby, Benitez, Horner | 3/31/16 | Completed. There is a consistent process in place to ensure that all FCA Information meeting attendees are followed up timely and in the same manner. *All attendees receive a follow-up phone call from a foster home coordinator within 3 days of the information meeting. *All attendees receive a follow-up letter within 10 days of the meeting. | N/A | N/A | N/A |
| Quality, Fiscal Responsibility | Relocate Clothing Center from Cole House to Main Building; streamline operation. | Finish floor plan, temporary staffing, packing of existing center contents. Review/change operation. | PR/Community Relations | PR/Community Relations | Vasco | DeLuca, Myers | 3/31/16 | Completed in 2/2016. Operations were streamlined and downsized during the move. Review of the operation will continue and changes made as needed. | Completed. Operations continue to be streamlined and changed as needed during this first full year in the new space. | Relocation completed. Continued to review entire operation to make any necessary changes to streamline the process. NOTE: It was decided in 3rd quarter to close the Closing Center. | Completed. The Clothing Center was closed. A partnership was formed with Goodwill Industries to meet the clothing needs of children/families. Supervision of the Clothing Center staff was moved to K. Pachell. |
| Fiscal Responsibility | Examine the Clothing Center/voucher program and make necessary changes to streamline the access and process. | Examine the Clothing Center/voucher program and make necessary changes to streamline the access and process. Create or update related policies and procedures as necessary. | PR/Community Relations | PR/Community Relations | Vasco | DeLuca, Myers | 9/30/16 | Review of the voucher system continues. A process to evaluate and update list of current stores where vouchers are accepted was developed and will be launched throughout the year. | The process to evaluate and update list of current stores where vouchers are accepted is being finalized and will be launched in the third quarter and annually thereafter. Extended to 9/30/16. | Completed. Reviewed and updated the list of store vendors who accept SCCS clothing vouchers. Removed two stores and added one. This review/update will be completed annually. | Completed. The Clothing Center was closed. |
| Professionalism | Improve and enhance external website. | Review copy design of all existing pages. Update as necessary. | PR/Community Relations | PR/Community Relations | Vasco | DeLuca, Pachavis | 9/30/16 | Copy for Child and Family Awareness Month (CFAM) page was uploaded; copy and updates for the home page are continually made. Review of the remaining pages will continue. | Content and information was continually updated as needed. All pages continue to be reviewed, edited and revised. | Continued to update, revise or change content and information as needed (home page and click-through pages). In the process of preparing CFLE content to expand its presence on the website. | Ongoing. Continued to update, revise or change content and information as needed (home page and click-through pages). |

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| Strategic Plan | Goal | Plan | Division | Dept. | Deputy Director Responsible | Addtl Person(s) Responsible | Date of Expected Completion | Status Q1 | Status Q2 | Status Q3 | Status Q4 |
|---|--|---|------------------------|--|-----------------------------|---|---|--|---|--|--|
| Partnership | Utilize social media platforms to recruit donors and volunteers to support CR-related activities throughout the year. | Regularly post donor/volunteer news and future opportunities on Facebook. Look into other social media options. | PR/Community Relations | PR/Community Relations | Vasco | DeLuca | 12/31/16 | Posts were made to Facebook and copy uploaded to the agency's external website about the Easter Basket Program. Review of other platforms will continue. | Posts were made to Facebook and copy uploaded to the agency's external website about the School Supplies Program, the need for clothing donations and special announcements, requests and general information. | Continued to upload photos, video, and links as well as add content and posts to the agency's FB page. Such posts included: luggage donation received from ACH, Minions appearing at Kids Fun Run, and FCA Information Meetings. | Ongoing. Continued to upload photos, video, and links as well as add content and posts to the agency's Facebook page. Such posts included Holiday Program activities and FCA Information Meetings. |
| Partnership, Diversity | Expand community partnerships for Child Abuse & Neglect/other trainings, donations, FCA Recruitment. | Research and contact new agencies/organizations for possible speaking engagements. | PR/Community Relations | PR/Community Relations | Vasco | DeLuca, Hamilton-Green | 12/31/16 | Eight presentations were made to agencies/organizations; 4 of which were new to SCCS. Hosted mandated reporter training for daycare professionals. | Trainings were presented to 3 new groups and the agency hosted mandated reporter training for daycare professionals. | Trainings were presented to 8 new groups. Hosted mandated reporter training for daycare professionals. Request for holiday donations were mailed to an expanded donor base (from all client benefit programs). | Ongoing. Hosted mandated reporter training for daycare professionals and participated in several outreach activities. Engaged several new and repeat donors for the Holiday Programs. Began planning for the 30 th Annual Child & Family Awareness Month – mailed sponsorship information to expanded list of businesses and organizations. |
| Diversity, Leadership | Coordinate activities of various agency-wide Diversity initiatives, including Cultural Diversity, Disproportionality and Diversity Recruitment Committees. | Convene meeting of ET liaisons and chairs/co-chairs of each committee; discuss ongoing communication and cooperation in programming and activities. | PR/Community Relations | PR/Community Relations | Vasco | Davidson, Nash, Chairs/Co-Chairs of Cultural Diversity, Disproportionality and Diversity Recruitment Committees | 12/31/16 | N/A | Extended from 6/30/16. | N/A | Committees continuing ongoing discussion of possible future collaboration/no final decisions made. |
| Quality, Diversity | Continued review and expansion of Team Decision Making meetings (TDMs) to improve services. | Review TDM process to streamline where possible. Schedule Family Team Meetings (FTM) for all children in custody. Supplemental Planning meetings will occur for all children in paid placements at the time of their initial Semi-Annual Review (SAR). Utilize reunification TDMS for all children age 5 and under. | Social Services | Protective | Geffken | Ream, Hammond | 3/1/2016 for recommendations for streamlining. 4/1/2016 for Reunification TDMs for children under 5 years, Ongoing. | FTMs have increased, and reunification TDMs are being utilized for children five and under. All other tasks are being actively worked on. | All children in agency custody are assessed to be scheduled for a FTM. Child Safety TDMs that result in custody to the agency is one trigger for a FTM. There is also a daily report that captures all children entering agency care (whether a TDM has occurred or not) that is used to capture and assign a facilitator to schedule a FTM. For the quarter, there have been a total of 9 Supplementary Plan TDMs, 15 FTMs and 4 Reunification TDMs (RTDMs). | Of the 16 reunification TDM's that occurred this review period, all resulted in a plan to reunify within the next 30-60 day period. Unit has conducted a total of 3 supplemental planning meetings this quarter and all resulted with finalizing a concurrent plan. TDMs are lasting 45 to 90 minutes which has helped to streamline the process. Unit has conducted a total of 58 case filings for ETC to the agency this past quarter. Of these filings, 31 or 54% of these cases have received FTMs. We will continue to identify barriers and address accordingly. | There were 13 total RTDMs for the fourth quarter. The RTDMs reviewed 22 children. There were 16 FTMs for the fourth quarter. There were 4 supplemental meetings held during this time period. There were 1,025 meeting participants and the meetings lasted on average of 1.47 hours. |
| Quality, Professionalism, Fiscal Responsibility | Increase monthly face-to-face compliance contacts with children to 95% or greater. | Supervisors will utilize SACWIS reports monthly. Retrain staff in January related to rules, mandates, etc. regarding contacts. | Social Services | Intake, Protective, PPP | Davidson | Moore, Ream, Davidson, Danzy | 4/1/16, Ongoing | Protective Services staff are meeting this at a rate of 96.69% for the first quarter. All Protective staff were retrained 1/2016. | Second quarter compliance is at 94.14%. | Third quarter compliance is at 94.67%. | Fourth Quarter Compliance is 95.33%. |
| Leadership, Professionalism | Transition the Professional Development & Training Department / NEORTC to Human Resources. | Develop and implement transition plan with Department Director and Director of Human Resources. | Social Services | Professional Development & Training, Intake, Protective, PPP | Geffken, Nash | Serapiglia | 5/1/16 | In process. V.Nash & M. Serapiglia to begin biweekly meetings in 4/2016. | Completed. | N/A | N/A |

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| Professionalism | Provide consistent ongoing training to new hires after their transfer from Professional Development & Training. | Develop an ongoing training plan/curriculum to be utilized by each Intake Supervisor. | Social Services | Intake | Geffken | Moore and Intake Supervisors | 6/30/16 | Still in progress. Extended from 3/31/16. | Draft of training has been completed. | Plan is complete, sections to be reviewed weekly and monthly in Intake supervisor's meeting. | Completed. In addition we have plans to begin a transition unit in 2017, in Intake for new employees, when transitioning down from the training/Professional Development. |
| Partnership, Leadership | Increase occupancy at Transitional Living Housing sites to 90%. | Work with Resident Assistant (RA) to maintain current residents. Review and re-design Intake process as needed. Market program throughout agency. | Social Services | PPP | Geffken | Danzy, McDay | 7/1/16 | One site is full. Other site has 3 vacancies but they are on hold until grant funding is determined. New guidelines established for RA. Tracking tool being developed. | Funding not renewed for 1 site. Current site is full. | Current site remains full. | Units remained full for the entire year. |
| Partnership, Quality, Fiscal Responsibility | Reduce length of stay for youth in Residential Treatment Centers (RTC) and Group Homes. | Institute case reviews of all youth in RTC and Group Homes. | Social Services | PPP | Geffken | Danzy, Flynn | 7/1/16 | Data not yet available. Case reviews are occurring. 12 youth reviewed; 2 will emancipate in 6/2016. | Reviews are occurring and the number of children in RTCs has decreased. | To date, children reviewed outcomes: Step down – 9. Emancipation – 8 Reunification – 6. | Residential numbers remained consistent in 2016 even through the agencies increase in the number of children in custody. In January 2016, we had 55 youth in residential and ended the year with 56 youth. Placement Department evaluated the youth in residential, facilitating and attending staffings, and recommending stepdown plans as needed. |
| Quality, Professionalism, Leadership | Provide quality training to new Social Service staff that enhances knowledge, develops job readiness skills and leads to increased employee retention. | Revise the New Employee Orientation Program. | Social Services | Professional Development & Training, Intake, Protective, PPP | Geffken, Nash | Serapiglia, Harris, Cardina | 7/1/16 | In process. | Completed. Currently reconstructing the NEO program. T. Davidson replaced HJ Cardina and has moved to NEORTC. Diversity Recruitment Committee making recommendations for enhanced training of new caseworkers. Days 1, 2, and 3 have been rolled out with the NEO. Day 4 will occur on 8/11/16. | N/A | N/A |
| Leadership | Hire Deputy Director of Social Services. | Recruit, interview and hire Deputy Director of Social Services. Create training/transition plan. | Social Services | | Barnes | ET | 8/15/16 | Deputy Director position to be posted 4/15/16. | Completed. A. Davidson will replace S. Geffken. | N/A | N/A |
| Quality | Increase the number of cases assessed through the Alternative Response (AR) Track. | Establish a workgroup to evaluate Intake staffing and workloads and develop proposal for implementation. | Social Services | Intake | Geffken | Moore and Intake Supervisors | 9/30/16 | AR Expansion Workgroup established in 3/2016. | Due to changes in Intake, extended from 6/30/16. | On hold due to staffing changes, plan to initiate pilot to be re-evaluated during fourth quarter 2016. | At the conclusion of 2015, SCCS was screening AR at 23.6% of all eligible cases, at the conclusion of 2016 39.4% of all eligible cases were being screened AR. Plan to move to mixed AR/TR caseloads for all Intake worker in 1/2017 to further increase % of cases screened to the AR pathway. |

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| Quality | Improve parenting time at the FIC by providing children in agency custody with quality and consistent visitation with parents and siblings. | Develop a handbook of protocols and procedures for the FIC. Provide training/coaching of staff. | Social Services | Protective | Geffken | Ream, Dustman, Dunn | 9/30/16 | Timeline for completion of handbook has been extended. All tasks are currently underway and being actively worked on. Draft is due by 4/29/16. Final product is due 5/27/16. Extended from 3/1/16. | Handbook development is still in progress. Extended from 5/27/16. | The handbook was completed in 8/2016. A Visit Coaching pilot will be implemented in the last quarter. Training will begin with the pilot in 10/2016. The pilot will include 8-10 custody cases in the test approach unit. Data collection tools are being developed. The pilot will strive for improved outcomes for families and timely permanency. | 4 SWAs & 6 caseworkers were identified to utilize the visitation model of Visit Coaching developed by Marty Beyer, PhD. This model focuses on engaging parents in order to help parents identify and meet their children's needs. The identified staff & supervisors attended two full day trainings on 10/4 & 11/1. Two hour GAP sessions were held on 10/11, 10/18, 10/25, 11/14 to provide staff with time to discuss and practice the necessary skills to implement Visit Coaching. Group supervision meetings are occurring weekly to provide additional support & training opportunities. Meetings were held with Intake Sups., FTM & Placement staff to get their assistance in scheduling timely FTM with parents & caregivers. The trained SWA's & workers are attending TDMs to gather valuable information on the family dynamics to assist them as they work with the family during family interactions to improve parenting time. |
| Partnership, Diversity | Expand FCA Recruitment. | Revamp Faith-Based recruitment campaign, develop and implement other tactics. | Social Services | PPP | Davidson | Griffie, Hite | 12/31/16 | The Heart Gallery was launched 2/2016 & has been on display in different locations throughout the community. The Homefinding Recruiter has been re-establishing connections with the faith-based community. Info. sheets have been developed for distribution to the faith-based community with ideas for their involvement including hosting FCA information meetings at their places of worship. The recruiter has met with the Foster Parent Association (FPA) in hopes of collaborating with existing foster parents for their help with recruitment. The Fosterware parties will be re-launched 4/23/16. Foster Parent Incentive Dinners will be re-launched in the 2nd quarter where existing foster parents will receive a financial incentive to invite a guest to participate in a meeting where they will learn about FCA. The Homefinding Recruiter is collaborating with WWK recruiters to update child profiles & create videos for website. | The Heart Gallery continues to be on display at various locations in Summit County. There are 2 units currently on display. One unit is located at the PNC Building atrium. The second unit rotates to different libraries-typically the library where the month's information meeting is being held. The Homefinding Recruiter has been attending events hosted by Love Akron, a collaborative organization of area churches. A task force was assembled with designated religious leaders as well as the president of the Summit County FPA and their specific goal is to partner with SCCS in recruiting additional foster and foster-to-adopt homes for waiting children. One Fosterware Party and one Foster Parent Incentive Dinner was held during the second quarter. The Homefinding Recruiter continues to work closely with the WWK recruiters to maintain an updated photolisting on the agency's website. | The Heart Gallery continues to be on display in various community locations. The Homefinding Recruiter has continued to attend monthly prayer breakfasts hosted by Love Akron in hopes of strengthening our relationship and collaboration with local churches. The Faithbased toolkit is still being revised and it is hoped to debut at the Annual Minister's Breakfast on Adoption scheduled for 11/10/16. | The Heart Gallery has remained on display at various community locations since its debut in 2/2016. Most often, the portable unit has been on display in the same public library that hosts the monthly information meetings. It has also been at the PNC building and Weathervane Playhouse. The heavier unit has been on display in The Ohio Building since 2/2016. In 2017, the goal is the move the Heart Gallery into more visible locations. A Minister's Breakfast was held on 11/10/16. The new Faith-based toolkit was made available for attendees. The 2017 Adoption Recruitment Calendar was made available for distribution on 11/1/16. Almost 4000 calendars have been distributed with boxes reserved for mailing with Inquiry Packets and distribution at community events. 50 yard signs were also produced and made available for staff, churches and businesses. |
| Quality, Partnership | Increase number of foster/adoptive home study approvals. | Review home study workflow and responsibilities of training liaison and contracted agency. Approve an average of 3 home studies/month (up from 2015 average of 1.75/month). | Social Services | PPP | Davidson | Griffie, Gwinnup | 12/31/16 | The Home Assessment Supervisor is in regular contact with OhioGuidestone to assign and review home studies timely. 10 foster/adoptive home studies were approved the first quarter of 2016. An RFP was issued 2/2016, and OhioGuidestone was awarded the contract to complete home studies for SCCS for the time period 5/1/16-4/30/17 with the option to extend an additional year. | The Home Assessment Supervisor receives weekly updates from OhioGuidestone regarding home studies in progress. 5 foster/adoptive resources were approved during the second quarter of 2016; however, 15 assignments were made to OhioGuidestone during this same time period. | The Home Assessment Supervisor continues to receive weekly updates from OhioGuidestone regarding home studies in progress. There were 8 home study assignments made during the third quarter of 2016. There were 14 new resources approved during that same time period. | 9 foster-to-adopt and 1 adopt-only homes were approved/licensed in the fourth quarter. The total number of homes approved/licensed for 2016 is 41: 1 foster only, 5 adopt only and 35 joint. This is an increase of ten approved licenses over 2015, when we had 31. |

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| Quality, Fiscal Responsibility, Partnership | Decrease the number of children in agency custody. | Add Family Search and Engagement (FSE) strategies to new employee trainings. Intake staff and identified Hotline staff will conduct FSE activities for children entering agency custody when no fathers/relatives have been identified. Provide education, training and dialogue opportunities with mandated reporters and law enforcement partners to reduce incidents of unnecessary Juvenile Rule 6. | Social Services | Professional Development & Training, Intake, Protective, PPP | Davidson | Serapiglia, Moore, Ream, Davidson, Danzy | 12/31/16 | Custody numbers increased during first quarter. Will initiate predispositional reviews for children in custody. FSE worker will be requested for children not placed with kin. Mandated reporter training occurred with Portage Path Mental Health Services. Ongoing progress. FSE training completed. | Protective Supervisors received coaching on FSE. The Family and Friends form has been implemented prior to TDMS. Predispositional PPRPs are leading to sooner Interstate Compact on Placement of Children (ICPC), Child Centered Recruiter (CCR) referrals and other FSE efforts. The number of children in agency custody has increased steadily since 2012. The end of 2015 and the beginning of 2016 has been catastrophic. Possibly explore the option of the Akron Police Department (APD) determining if a family member can be reached to take the child temporarily instead of doing a Juvenile Rule 6 (JR6). | All Social Service staff received mandatory refresher training on FSE. Predispositional PPRPs have continued. The number of children in agency custody has remained relatively consistent. Mandated reporter training with Pastoral Counseling, 8/01/16 for 75 school based health aides and on 10/12/16 with medical professional at Akron Children's Hospital with approximately 50 in attendance. | We began the year with approximately 653 children in custody. We reached an average high of 705 children in 4/2016. We are ending the year with approximately 675 children in agency custody. We continue to utilize child safety TDMs to work with families to develop safe alternative plans. Predispositional PPRPs have also continued to look at the option of custody to relatives and early FSE efforts. Protective DDs reviewed all children in custody extensions with their staff to determine if permanency motions were warranted. |
| Quality, Professionalism, Fiscal Responsibility | Increase monthly face-to-face compliance contacts with adult case plan participants at a rate of at least 10% per quarter (currently at 58.7%). | Supervisors will utilize SACWIS reports monthly. Retrain staff in January related to rules, mandates, etc. regarding contacts. Supervisors will review case plan participants. Adults who refuse or are unable to engage in services will be removed from case plans. Caseworkers will make three direct contact attempts to locate parents on case plans. | Social Services | Protective | Davidson | Ream, Davidson | 12/31/16 | Compliance is at 68.5% for the first quarter. All staff were retrained in 1/2016. Approximately 130 adults who were not receiving services have been removed as case plan participants thus far. | Compliance is at 75.52% for the second quarter. We are servicing approximately 264 fewer adult case plan participants than in 2015. | Compliance is at 79.71% for the third quarter. | Compliance for the fourth quarter is at 73%. This will likely improve some with activity logs still being entered. Workers continue to assess the parents willingness and ability to engage in case plan services for case plan inclusion. There has been an over 15% improvement in meeting this mandate in 2016. |
| Partnership, Professionalism, Leadership | Continued expansion of services through STARS and Family Reunification through Recovery Court (FRRRC). | Continued development of a sustainability plan for STARS program. Increase use of Recovery Coaches. Introduce use of an alcohol and other drug (AOD) screening tool in the Intake investigation. Continue education of staff related to AOD issues and Motivational Interviewing (MI). | Social Services | All departments | Davidson | Kinney, Moore, Ream, Davidson, Danzy | 12/31/16 | Work continues with partner agencies to develop a plan. | Monthly meetings are occurring with STARS and the FRRRC Court. | Ongoing meetings occurring between SCPH and ADM regarding sustainability. A no-cost extension is possible to utilize unused funds for an additional year for further sustainability planning. Plans are being made for application. Training on the UNCOPE tool is scheduled for November for 2 Intake units. Plans are in progress to use Recovery coaches at TDMS and Shelter Care hearings. All staff have completed MI training. | The STARS/FRRRC team created a dual referral that allows a caseworker to do one referral that screens participants for both programs. The grant SWA is now being used to assist with this program component. SSRP is working with SCCS, ADM and SCJC and has a primary goal of implementing AOD Screening for all families. Two Intake units selected to participate in a pilot to initiate AOD assessment at the front door. Staff have received refresher training related to MI and training on the use of the UNCOPE tool. Responses to the UNCOPE assessment are recorded in SACWIS as part of the Safety Assessment. |

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| Quality, Partnership, Fiscal Responsibility | Decrease the length of stay (LOS) of children in the agency's permanent custody (PC). As of 12/2015 , 39.4% of children had been in care longer than 36 months. | Increase child specific and general recruitment efforts for children in PC. Assign Wendy's Wonderful Kids (WWK) recruiters to all PC children. Conduct Youth Centered Permanency Roundtables for all children in PC with no identified plan. Maintain updated child profiles on SCCS, Ohio Adoption Photolisting (OAPL) and other recruitment website photo listings. Coordinate child specific recruitment opportunities such as adoption mixers/parties, recruitment calendar, videos, etc. | Social Services | PPP, Community Relations | Davidson, Vasco | Danzy, Griffie, Hite, Hickie, Permanency Planning caseworkers and supervisors, Aloisi, Vein | 12/31/16, Ongoing | Permanency Roundtables are occurring.Waiting child profiles are updated on the agency website and OAPL within 48 hours of receipt of request. Caring for Kids hosted an adoption party on 2/20/16 which several youth on WWK caseloads attended. Currently 49 youth in PC are assigned a WWK recruiter. | Although the number of children in PC has increased, plans are being made earlier resulting in 38 children without a plan. 41% of them are in PC have been in care 36 months or more. 25 PRTs were held during the quarter. The Waiting Child Profiles & OAPL continue to be updated within 48 hours of receipt. Child specific recruitment has been most effective at reducing LOS. All PC children with no plan can be assigned a WWK recruiter. The benefit of this worker is they are able to focus solely on permanency planning whereas in the past this was charged to the assigned workers. WWK workers begin with record mining and interviews with previous caretakers, schools, etc. They spend a lot of time with relationship building- attending events with the youth, assisting with visits, etc. The recruiters host adoption parties which are opportunities for youth to interact with waiting families. Their focus is on preparing youth for adoption or other permanency & supporting caregivers once youth is placed. There are 62 PC & 7 PPLA youth assigned a WWK recruiter. SCCS rovd. renewal of 4 WWK grants. | There were 8 YCPRTs held during the third quarter. The Homefinding Recruiter and WWK recruiters continue to work collaboratively on recruitment activities. The My Time to Shine event was held 8/1/16 and resulted in 12 youth being photographed to be featured in the 2017 Adoption Recruitment Calendar. The WWK recruiters have also held intimate adoption parties which allow prospective adoptive parents to interact one on one with a specific child of interest. | Waiting youth continue to be assigned to WWK recruiters as caseload sizes permit. Mike Kenney began providing coaching for YCPRT facilitators this quarter. While we were initially seeking techniques to improve the flow of the meetings, it has taken a turn to include revamping the entire process. A workgroup will convene starting to 1/2017 to revise the YCPRT process in hopes of making the meetings more useful and meaningful ultimately resulting in improved outcomes for our waiting children. The agency website was recently audited and workers/supervisors contacted about outdated photo listings. |
| Quality | Complete Intake Investigations and AR assessments within required time frames at least 85% of the time. | Supervisors and staff will utilize a tracking tool. Supervisor will monitor compliance and develop plans for staff who demonstrate a patterned inability to maintain compliance. | Social Services | Intake, Protective | Davidson | Moore and Intake Supervisors, Ream, Davidson and Protective Supervisors | 12/31/16, Ongoing | AR compliance is 79.5%. Traditional (TR) compliance is 73.5 % Department compliance total is 75.2% of all child/abuse/neglect reports completed in the required timeframe for the first quarter. | AR compliance is 75%. Traditional is 60%. Department compliance is 65%. | Third quarter AR compliance is at 74%, TR compliance is at 57%, Departmental compliance total is at 63.8 % for all child abuse/neglect reports due during the third quarter. | Fourth quarter AR compliance is at 71.2%, TR compliance is at 64.1%, Departmental compliance total is at 67% for all child abuse/neglect reports due during the fourth quarter. |
| Quality | Implement emancipation planning and follow-up for all youth prior to emancipation. | Develop and utilize tracking tools for initial meeting and follow-up. | Social Services | PPP | Davidson | Danzy, McDay | 12/31/16, Ongoing | Process in place to schedule Emancipation Planning Meetings for all youth at age 17. Tracking tools to be developed. | Meetings are occurring for youth. | Meetings are occurring, but revisions are warranted. DD will be looking at changing some aspects for more effective meetings. | A meeting was held with Protective DD's and IL supervisor to discuss what is working and needed changes in 11/2016. In 12/2016 the IL supervisor resigned. This goal will be revisited in 2017. |