

## Summit County Children Services 2017 Annual Goals

Presented 1/24/17

Strategic Plan	Goal	Plan	Division	Department	Deputy Director Responsible	Addtl Person(s) Responsible	Date of Expected Completion
Fiscal Responsibility, Quality, Partnership	Procure General/Professional Liability Insurance at the best possible cost and policy terms.	Partner with Insurance Brokers to identify Insurance Carriers willing to submit proposals for reasonable and cost efficient insurance programs.	Admin & Legal	Legal	Papas	Papas, Hart	3/15/17
Quality	Collaborate with Social Services to develop a process for Dependency, Neglect and Abuse complaints to be notarized in the agency and filed by third parties.	Attorneys and Department Directors will draft a process that identifies who will be involved and how they will work together to achieve efficiency in the filing of complaints.	Admin & Legal, Social Services	Legal, Social Services Departments	Papas, Davidson	Attorneys, Social Services Directors	4/1/17
Quality, Leadership	Develop an 18-month strategic, multi-media Communications Plan.	Determine key branding messages. Develop creative and place media buys as appropriate. Create a specific social media messaging plan which may include Facebook, Twitter, You Tube and Instagram.	Admin & Legal	PR/Community Relations (CR)	Papas	PR/CR Director and staff	7/15/17
Fiscal Responsibility, Quality, Leadership	Review and update the Procurement Plan as needed.	Review Federal and State regulations as well as applicable law for compliance.	Admin & Legal	Legal	Papas	Hart, Attorneys	8/15/17
Quality, Leadership	Evaluate all print materials for design, brand and message consistency	Develop options for consistency and branding for newsletters, flyers, brochures and other documents for review with Executive Director.	Admin & Legal	PR/CR	Papas	PR/CR Director and staff	8/30/17
Partnership	Improve donor engagement.	Design a volunteer brochure and include volunteer opportunities and information on the website. Prepare press releases and communications to existing donors.	Admin & Legal	PR/CR	Papas	PR/CR Director and staff	10/1/17

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Fiscal Responsibility, Leadership	Collaborate with Health Insurance Consultant to develop attractive market options for the 2018 Employee Health Insurance Plans.	Provide Health Insurance Consultant all necessary information and collaborate to identify Health Insurance Carriers interested in providing competitively priced health insurance plans with attractive coverage terms.	Admin & Legal	Legal	Papas	Papas, Hart	11/1/17
Quality, Leadership	Evaluate the content of both the internal and external website to identify needed improvement and develop a plan for implementation of adjustments.	Research website models. Collaborate with departments relative to accurate and timely information posted on the websites.	Admin & Legal	PR/CR	Papas	PR/CR Director and staff	11/1/17
Quality, Leadership	Review and enhance the Risk Management Plan as needed.	Utilize Risk Management models in child welfare agencies or other organizations to determine whether amendments to the agency Risk Management Plan are necessary.	Admin & Legal	Legal	Papas	Hart, Attorneys	12/1/17
Professionalism, Quality	Train staff on legally mandated topics.	Develop, schedule and present trainings.	Admin & Legal	Legal	Papas	Attorneys	Ongoing until 12/31/2017
Professionalism, Quality	Continue to provide 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 12/31/2017
Quality, Leadership	In collaboration with the Fiscal Division, monitor the agency's compliance with Title IV-E.	Attorneys and paralegals assigned to Juvenile Court Litigation will review Court orders and ticklers provided by the SACWIS Coordinator to ensure compliance with laws and regulations.	Admin & Legal, Fiscal	Legal, Fiscal	Papas, Kearns	Pomeroy-Van Horne, Hanson-Estep, Hart, Coles, Ford, Law	Ongoing until 12/31/2017

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Quality, Leadership	Coach and mentor new Legal Counsel/Risk Management Officer to develop proficient knowledge in the areas of procurement, contract administration, and Insurance and Risk Management.	Transfer of knowledge and active learning both formally and informally during supervisory conferences.	Admin & Legal	Legal	Papas	Papas, Hart	Ongoing until 12/31/2017
Quality, Leadership	Collaborate with Social Services to ensure that case plans are filed in Court and served to the parties timely.	Review the log monthly and address/resolve issues during meetings with Social Services Department Directors.	Admin & Legal, Social Services	Legal, Social Services Departments	Papas, Davidson	Attorneys, Social Services Directors	Ongoing until 12/31/2017
Quality, Leadership	Ongoing education of appropriate Court staff and Prosecutors regarding agency services.	Ongoing and regular communication with Court staff and Prosecutors to educate them about agency services, trends in child welfare and issues that need to be resolved.	Admin & Legal	Legal	Papas	Attorneys	Ongoing until 12/31/2017
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	Wellness Committee	Papas	Wellness Committee members	Ongoing until 12/31/2017
Partnership, Leadership	Establish ongoing relationships with members of the media.	Meet with reporter and members of print/electronic media on a regular basis. Prepare and send news releases and media advisories promoting the agency's events, activities and success stories. Research social media platforms and online sites where agency information can be posted and shared.	Admin & Legal	PR/CR	Papas	PR/CR Director and staff	Ongoing throughout 2017.
Partnership, Leadership	Establish ongoing relationships with Community Opinion leaders.	Face-to-face meetings with Community opinion leaders. Personal contacts to be supported by printed literature, letters, packets and video as appropriate.	Admin & Legal	PR/CR	Papas	PR/CR Director and staff	Ongoing throughout 2017.

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Partnership, Leadership	Develop relationships with local, state and federal Legislators.	Host periodic Legislative breakfasts to educate them about services, challenges, success stories and advocate for Legislative issues likely to positively impact service delivery.	Admin & Legal	PR/CR	Papas	Papas, PR/CR Director and staff	12/31/17
Professionalism	Community Education/Ambassador program.	Develop a Speakers Bureau with management level employees to support an Ambassador program to get our services known to the community.	Admin & Legal	PR/CR	Papas	Executive Team (ET), Management, PR/CR staff	12/31/17
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, PR/CR	Kearns	Snyder	3/31/17
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	3/31/17
Quality	Update, as necessary, Fiscal policies and procedures.	Review current or incomplete Fiscal policies and procedures and update accordingly.	Fiscal	Accounting	Kearns	King, Snyder	6/30/17
Fiscal Responsibility, Quality	Continue to explore and implement an automated provider payment mechanism through SACWIS and County Fiscal office.	Work with the Information Technology (IT) Department and County of Summit to extract monthly per diem and placement data to facilitate payments.	Fiscal	Accounting	Kearns	King, Snyder, IT	6/30/17

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Fiscal Responsibility, Partnership	Replace heating, ventilation, and air conditioning (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	6/30/17
Fiscal Responsibility	Acquire desktop scanners or a high speed scan station to begin the process of scanning Title IV-E and Adoption Subsidy documentation in order to reduce the need for physical file storage.	In conjunction with IT department, identify and purchase scanners, install hardware in Fiscal department, provide training, and set objectives for scanning of IV-E and Adoption Subsidy documents.	Fiscal	Child Benefits, IT	Kearns	Snyder	6/30/17
Fiscal Responsibility, Quality	Consolidate investment accounts into a single institution in order to maximize revenues and decrease investment management fees.	Execute investment agreement with banking institution of choice. Transfer investment instruments to chosen bank.	Fiscal	Accounting	Kearns	King	6/30/17
Quality, Fiscal Responsibility	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	6/30/17
Fiscal Responsibility, Quality, Professionalism	Develop ongoing preventative maintenance schedule.	Following the development of the agency's Five-Year Capital Improvement Plan in 2015, the agency will need to create a Preventative Maintenance Plan to ensure the lifespan of both interior and exterior structures.	Fiscal	Physical Services	Kearns	McMahon, Cush	6/30/17
Fiscal Responsibility, Quality	Title IV-E determinations completed within 30 days of initial custody, or completed within 30 days of termination.	Work with Financial Eligibility Specialist within Fiscal Department to maximize efficiency. Train and utilize new Adoption Subsidy/Financial Eligibility Specialist. Work with other related departments to ensure eligibility process can be completed in a timely manner.	Fiscal	Accounting, Child Benefits, Legal, Social Services	Kearns	Snyder	9/30/17

## Summit County Children Services 2017 Annual Goals

Presented 1/24/17

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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 raise the two structures.	Fiscal	Physical Services	Kearns	McMahon, Cush	9/30/17
Fiscal Responsibility	In conjunction with IT, complete the Server Room reconfiguration.	Mike Hostettler will create and propose a plan for the reconfiguration of the Server Room. Fiscal will ensure the project funding is in place and total costs objectives are met.	Fiscal	Fiscal, IT	Kearns	Nash, Hostettler	9/30/17
Fiscal Responsibility	Resurface the parking area at the Family Interaction Center (FIC).	Establish project guidelines with Linda McMahon, procure the appropriate services and execute project.	Fiscal	Physical Services	Kearns	McMahon, Cush	9/30/17
Fiscal Responsibility, Partnership	Streamline the process between Social Security and ourselves so that benefits can be started and stopped in a more timely manner.	Maintain strong communication with the Social Security Administration office and collaborate on effective methods of communication as to avoid under/over payment of Social Security Income (SSI) benefits.	Fiscal	Accounting	Kearns	Snyder	12/31/17
Quality	Create a procedure manual for positions in the Child Benefits area to include critical functions which will be instructive for non-Fiscal staff.	To review and identify the most crucial Child Benefit procedures for inclusion in the proposed manual. Reduce these procedures to a written format.	Fiscal	Child Benefits	Kearns	Snyder	12/31/17
Fiscal Responsibility	Continue to assess carpet/flooring needs throughout agency and complete carpeting/flooring within 2017 Budget provision.	Review and triage remaining flooring needs and procure as appropriate.	Fiscal	Office Services	Kearns	McMahon, ET	12/31/17

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Presented 1/24/17

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Fiscal Responsibility	Redesign Library/Resource Center to create effective and usable space for the agency, Northeast Ohio Regional Training Center (NEORTC) and potentially outside entities.	Design alternate plan for use of space including setup and structure. Develop needs assessment and present Senior Management with options for new space.	Human Resources (HR) & Support Svcs	Professional Development & Training	Nash	M. Serapiglia	3/31/17
Fiscal Responsibility, Quality	Fully implement PeopleAdmin HR Information System.	Initiate use of PeopleAdmin for personnel management, employment requisitions, employment application, and new hire management.	HR & Support Svcs	HR	Nash	D. Testa, S. Grubb, L. Sprouse, K. Waksmundzki	4/1/17
Fiscal Responsibility	Upgrade agency phones.	Rollout roughly 250 new desktop phones for agency employees; project carried over from 2016.	HR & Support Svcs	IT	Nash	M. Hostettler	4/1/17
Quality	Reconfigure physical landscape of the Records Department to better serve agency staff and external community partners.	Develop layout to improve customer service and access to records, while creating optimal work flow for Records staff.	HR & Support Svcs	Client Rights/Quality Improvement (QI)	Nash	L. Mangon	6/1/17
Fiscal Responsibility, Partnership	Evaluate current phone lines/service provider and determine if alternate option will provide better/more consistent performance.	Phone issues in 2016 demonstrate a need to evaluate the current service provider/phone lines to avoid downtime to the agency.	HR & Support Svcs	IT	Nash	M. Hostettler	6/1/17
Fiscal Responsibility, Partnership	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	IT	Nash	M. Hostettler	6/1/17

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Presented 1/24/17

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Diversity Quality	Improve current shadowing process for students & new employees.	Develop training for staff who oversee shadowing experiences to ensure consistent training/messaging. Partner with other counties to share ideas on shadowing opportunities and seek feedback from participants on how to improve the process.	HR & Support Svcs	Professional Development & Training	Nash	M. Serapiglia	6/30/17
Quality	Develop a tracking mechanism for agencywide mandated training.	Develop tool to ensure compliance with agencywide mandated training in a central location (e.g., Civil Rights, MEPA, Blood Borne Pathogens/Universal Precautions, CAPMIS, car seats, Motivational Interviewing, Harassment/Discrimination, etc.). Data will be shared with Senior Management on a quarterly basis.	HR & Support Svcs	Professional Development & Training	Nash	M. Serapiglia	6/30/17
Leadership, Professionalism, Quality	Implement an ongoing tracking system for client grievances and complaints.	Develop tool to ensure compliance with agency policies regarding client complaints/grievances. Share data with Senior Management and use data to assist in evaluation of service delivery.	HR & Support Svcs	Client Rights/QI	Nash	N.Carter, J. Miller, S. Dunn, B. Stewart, K. Brown & B. Graham	8/1/17
Fiscal Responsibility, Professionalism, Quality	Participate in the 2017 Children and Family Services Review (CFSR) facilitated by the State on behalf of the Federal government.	Monitor and measure CFSR performance in preparation for the 2017 CFSR, as well as continuously monitor services and outcomes related to child safety, permanency, and well-being. Demonstrate improvements in CFSR Measure which were out of compliance in 2016.	HR & Support Svcs	Client Rights/QI	Nash	N.Carter, J. Miller, S. Dunn, B. Stewart, K. Brown & B. Graham	9/1/17
Quality, Fiscal Responsibility	Complete additional phases of Document Imaging Project.	Open cases will be imaged allowing workers and supervisors to pull up case records on their computers at any time. In addition, current record indexing system will be revised for increased efficiency.	HR & Support Svcs	Client Rights/QI	Nash	L. Mangon	10/1/17
Diversity, Quality	Develop American with Disabilities Act (ADA) compliant position description template for all Bargaining Unit (BU) classifications.	Develop a template to be used for all BU classifications which meets all ADA requirements.	HR & Support Svcs	HR	Nash	D. Testa, K. Waksmundzki	10/1/17



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2017 Annual Goals**

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Professionalism	Complete Phase 2 of InSite rebuild.	Increase functionality of InSite to better serve agency staff.	HR & Support Svcs	IT	Nash	M. Hostettler, N. Pachavis	10/1/17
Fiscal Responsibility	Rebuild IT Server Room	Redesign server room to minimize space for IT equipment and provide appropriate heating, ventilating, and air conditioning (HVAC) needs.	HR & Support Svcs	IT	Nash	M. Hostettler	12/1/17
Fiscal Responsibility, Leadership	Review and and make necessary revisions to agency Records Retention Schedule (RC-2).	Annual process to ensure agency's record retention and destruction schedules are up-to-date. Conduct training with staff as a refresher to ensure agencywide compliance.	HR & Support Svcs	Client Rights/QI	Nash	L. Mangon	12/31/17
Fiscal Responsibility, Professionalism, Quality	Successfully complete collective bargaining negotiations.	Work with outside legal counsel to negotiate a new contract with the union. Develop a Tentative Agreement that is acceptable to both the Board and membership.	HR & Support Svcs	HR	Nash		12/31/17
Diversity, Professionalism, Quality	Fill vacancies timely to ensure adequate staffing levels.	Maintain staffing at or near budgeted 325 full-time equivalents (FTEs) at all times by partnering with local colleges/universities to ensure pipeline of caseworkers. In addition, attend community career fairs to ensure non-caseworker vacancies are filled in a timely manner. Continue to evaluate diversity numbers to ensure the agency is employing staff who match our county population and ideally, our client population.	HR & Support Svcs	HR	Nash	D. Testa, S. Grubb, L. Sprouse, K. Waksmundzki	12/31/17
Quality	Use training needs assessments to identify new training opportunities for staff, supervisors and caregivers (NEORTC).	Develop at least one new training per service group (staff, supervisors, caregivers) in 2017 to address interests, initiatives and/or trends in each arena. Ensure that trainers are vetted to match stated training needs.	HR & Support Svcs	Professional Development & Training	Nash	M. Serapiglia	12/31/17

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Presented 1/24/17

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Quality, Professionalism, Leadership	Increase the number of cases assigned to the Alternative Response pathway.	All workers, except the STAT Unit, will serve cases in both DR Pathways. Staff will receive ongoing supervision/training/education to elevate practice skills and knowledge of community resources.	Social Services	Intake	Davidson	Moore	1/17/17, and ongoing
Quality, Professionalism, Leadership	Implement a Transitional Unit to provide consistent, ongoing training and support to new hires after their transfer from Professional Development & Training.	Designate Transition Unit supervisor and senior worker(s). Institute two-year training plan/curriculum to be utilized by Transition Supervisor, senior workers, and Intake supervisors. Work in partnership with Professional Development & Training staff.	Social Services	Intake	Davidson	Moore, Intake Supervisors	3/1/17, and ongoing
Quality, Professionalism, Leadership	Develop a strategy to more efficiently and effectively assign and assess urgent Intake assignments. Improve compliance with meeting Intake mandates.	Establish a small, short term workgroup to discuss ideas and pilot implementation strategies. Pilot a new strategy. Continuously assess and evaluate the pilot for full department implementation. Evaluate for improvements in Intake mandate compliance, as a result of change.	Social Services	Intake	Davidson	Moore, Intake Supervisors	3/1/17, and ongoing
Quality, Professionalism	Expand and improve foster care and adoption (FCA) recruitment.	Update FCA Recruitment Plan. Review community advertisement and information meetings throughout Summit Co. Initiate Youth Centered Permanency Round Table (YCPRT) workgroup. Actively pursue plan for faith based recruitment.	Social Services	Placement and Permanency Planning (PPP)	Davidson	Danzy, Griffie	3/1/17, and ongoing
Quality, Fiscal Responsibility	Reduce length of stay for youth in Residential Treatment Centers (RTC) and Group Homes (GH).	Develop an ongoing tracking tool, to include all children when placed in residential, including reasons why, and other pertinent information. Tool will be updated quarterly with progress and shared with Directors, and plans developed as needed. All children in RTCs and GHs will be reviewed in formal staffings on an ongoing basis to review progress and potential step-down plans.	Social Services	PPP	Davidson	Danzy, Flynn	3/1/17, and ongoing
Quality	Improve and streamline transfer process of Intake cases to Ongoing.	Initiate a caseflow work group with Intake and Ongoing representatives to evaluate current process and make recommendation for change/improvement.	Social Services	Intake, Protective	Davidson	Moore, Baad, Ream	4/1/17, and ongoing

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Presented 1/24/17

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Quality	Expand Independent Living (IL) services.	Revamp IL services to include hands on services, address work assignments within the unit, continue Transitional Living Housing grant 1 and implement HUD grant Homes for Foster Youth grant II. New Supervisor will evaluate for other needed changes on an ongoing basis.	Social Services	PPP	Davidson	Danzy, Dufore	4/1/17, and ongoing
Quality, Partnership	Successfully work with our Ohio Department of Job and Family Services (ODJFS) partners to complete the 2017 CFSR Round 3 review.	Develop and coordinate an internal plan for records, staff, and consumer involvement in the reviews. Educate and inform staff of the process. Work cooperatively with ODJFS to complete the review and on any necessary follow-up activities.	Social Services	Intake, Protective, PPP	Davidson	Moore, Baad, Ream, Danzy	5/1/17
Quality, Professionalism	Improve and meet mandates for monthly client contacts, children and adults, at a rate of 95% or greater.	Department Directors and Supervisors will proactively track their caseworkers compliance on an ongoing basis. Plans will be developed to ensure compliance for each family and client.	Social Services	Protective	Davidson	Baad, Ream, Protective Supervisors	12/31/17
Partnership	Continued expansion of services through STARS and Family Reunification through Recovery Court (FRRC).	Institute Universal alcohol, and other drug (AOD) screening for all Intake Investigations and assessments with an initial pilot with two units, education/training for all intake casework staff and full department implementation of screening tool. Continue to increase engagement and participation in STARs programming and FRRC.	Social Services	Protective, Intake	Davidson	Ream, Moore, Kinney	12/31/17
Quality, Professionalism	Improve family interaction time by providing children in agency custody with quality and consistent visitation with parents and siblings.	Continue implementation of the Visitation Coaching Pilot. Evaluation of the pilot, for possible full agency implementation. Continue to explore new and improved methods for parent coaching.	Social Services	Protective	Davidson	Ream, Dustman	12/31/17
Quality, Professionalism	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	Davidson	Moore	12/31/17, and ongoing