

**Summit County Children Services  
2018 Annual Goals**

Strategic Plan	Goal	Plan	Division	Department	Deputy Director Responsible	Addtl Person(s) Responsible	Date of Expected Completion
Fiscal Responsibility, Quality	Procure General/Professional Liability Insurance at the best possible cost and policy terms.	In partnership with insurance brokers, identify insurance carriers willing to submit proposals for reasonable and cost efficient insurance programs.	Admin & Legal	Admin & Legal	Papas	Hart	3/30/18
Partnership, Leadership	Develop and Implement a Crisis Media Plan.	Prepare a proactive plan to put a system and procedure in place to respond to a crisis.	Admin & Legal	CR	Papas	Executive Team (ET), Management (MGMT), Ream and staff	3/30/18
Quality, Partnership	Create the 2018 SCCS Annual Report.	Develop a theme, layout , copy, photos, financials and statistics for the Annual Report.	Admin & Legal	CR	Papas	Ream and staff	4/1/18
Quality, Leadership	Develop a Social Media Plan.	Develop a mechanism for automatic social media posts at specified times to achieve consistency in communications to the public and enhance the agency's presence in social media.	Admin & Legal	Community Relations (CR)	Papas, Nash	Ream, Hostettler and staff	5/1/18

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Partnership, Professionalism	Collaborate with the Ohio Department of Job and Family Services (ODJFS) staff to finalize and update the contracts with SCCS's placement providers.	The Risk Manager will give input to the state relative to their form contracts and attempt to obtain permission to amend it as necessary to meet SCCS service needs.	Admin & Legal	Admin & Legal	Papas	Hart	8/1/18
Partnership, Leadership	Work cooperatively with the Information Technology (IT) Department to technologically revamp the external website in order to communicate to the citizens of Summit County the mission and the services that the agency provides.	Identify key communication needs in order to assist IT to determine the extent of upgrades for the external website.	Admin & Legal	CR	Papas, Nash	Ream and staff, Hostettler and staff	8/1/18
Quality, Leadership, Partnership	Implement Communications Plan.	Prioritize internal and external outreach objectives to educate, improve awareness and community support. Audit and revise all agency publications to assure consistency in message and format.	Admin & Legal	CR	Papas	Ream and staff	8/30/18
Partnership	Maintain a single updated, relevant database containing mailing and email addresses of Social Services, business leaders, government officials, media contacts, volunteers, donors and others interested in the agency's operations.	Evaluate the current databases used and make a plan to merge into 1 database. Update information on an ongoing basis.	Admin & Legal	CR	Papas	Ream and staff	8/31/18

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Quality, Fiscal Responsibility, Diversity	Review and update the Procurement Plan as needed.	The Risk Manager will review federal and state regulations as well as applicable law for compliance. The Risk Manager will also consider recommendation from a County Task Force relative to Minority Procurement and make recommendations to the ET.	Admin & Legal	Admin & Legal	Papas	Hart	10/1/18
Fiscal Responsibility, Quality	Collaborate with the Health Insurance Consultant to ensure cost efficient and comprehensive insurance plan for employees.	Partnering with the Health Insurance Consultant to review and monitor claim experience and utilizations to achieve best possible outcomes and low cost renewal for favorable terms.	Admin & Legal	Admin & Legal	Papas	Hart	11/1/18
Quality, Leadership	Monitor risk relative to agency operations and make recommendations to ET for necessary adjustments to the Risk Management Plan.	The Risk Manager, General Counsel and Social Service Policy Review (SSPR) Team regularly provide feedback regarding risk exposure and necessary policies/procedures necessary to address risk exposure. In addition, the Risk Manager and General Counsel review and analyze claims on an ongoing basis and make recommendations for adjustments when needed.	Admin & Legal	Admin & Legal	Papas, ET	Social Services Department Directors as needed	Ongoing until 12/1/18
Professionalism, Leadership	Train staff on legal topics and Court testimony as needed including offering lunch and learn trainings on trending legal topics.	Develop, schedule and present trainings.	Admin & Legal	Legal	Papas	Attorneys	Ongoing until 12/31/18

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Quality, Fiscal Responsibility	In collaboration with the Fiscal Division, monitor the agency's compliance with Title IV-E.	Attorneys and paralegals assigned to Juvenile Court 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	Attorneys	Ongoing until 12/31/18
Partnership, Professionalism	Ensure the timely filing of motions.	Collaborate with Social Services and the Juvenile Prosecutors to ensure timely filing of motions and eliminate the needs for oral motions.	Admin & Legal	Legal	Papas, Davidson	Attorneys, Paralegals, Social Services Department Directors, Juvenile Prosecutors	Ongoing until 12/31/18
Quality, Leadership	Track and reduce the number of dismissals and refiling relative to Dependency, Neglect and Abuse cases in Juvenile Court.	Collaborate with Social Services and the Juvenile Prosecutors to ensure Dependency, Neglect and Abuse cases are not dismissed and refiled.	Admin & Legal	Legal	Papas, Davidson	Attorneys, Paralegals, Social Services Department Directors, Juvenile Prosecutors	Ongoing until 12/31/18
Quality, Leadership	Coach and mentor the new Juvenile Court Litigation attorneys to develop proficiency in the areas of their responsibilities.	Transfer of knowledge and active learning, both formally and informally, during supervisory conferences.	Admin & Legal	Legal	Papas	Attorneys	Ongoing until 12/31/18

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Quality, Leadership, Partnership	Ongoing education of appropriate Court staff and Prosecutors regarding agency services.	Ongoing and regular communication with Court staff and Prosecutors to educate them about trends in Child Welfare and issues to be resolved.	Admin & Legal	Legal	Papas	Attorneys, Paralegals, Social Services Department Directors, Juvenile Prosecutors	Ongoing until 12/31/18
Quality, Leadership	Provide oversight and leadership to the Wellness Committee to achieve strategic goals.	Develop new three-year strategic goals to include options relative to managing stress and promoting holistic wellness.	Admin & Legal	Admin & Legal	Papas	Wellness Committee	Ongoing until 12/31/18
Partnership, Leadership	Continue to establish ongoing relationship with members of the media.	Ongoing communication with reporters and print/electronic media representatives to ensure that they are sufficiently educated about the work of the agency.	Admin & Legal	CR	Papas	Ream	Ongoing until 12/31/18
Partnership, Leadership	Cultivate ongoing relationship 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	CR	Papas	Ream	Ongoing until 12/31/18

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Professionalism, Leadership, Partnership	Community Education/Ambassador Program	Utilize the Speaker's Bureau to support the Ambassador Program in order to communicate our key messages to the community.	Admin & Legal	CR	Papas, Nash	Ream and staff, Serapiglia, Aloisi	Ongoing until 12/31/18
Partnership, Leadership	Develop and maintain relationships with local, state and federal legislators.	Host legislative breakfasts to educate them about services, challenges, success stories and advocate for legislative issues likely to positively impact service delivery.	Admin & Legal	CR	Papas	Ream and staff	12/31/18
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	6/30/18
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	6/30/18

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Fiscal Responsibility, Quality	In conjunction with IT, complete the Server Room reconfiguration.	M. 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	6/30/18
Fiscal Responsibility	Resurface the parking area at the Family Interaction Center (FIC).	Establish project guidelines with L.McMahon, procure the appropriate services and execute project.	Fiscal	Physical Services	Kearns	McMahon, Cush	6/30/18
Fiscal Responsibility, Partnership	Replace Aeon heating, ventilation, and air conditioning (HVAC) system in Education Center Building (Phase 2).	Replace HVAC at Education Center in collaboration with the County of Summit.	Fiscal	Physical Services	Kearns	McMahon, Cush	9/30/18
Fiscal Responsibility, Quality	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	9/30/18

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Quality	Update InSite information to include user-friendly popular information.	Separate InSite information into financial and child benefit areas, assign review to appropriate supervisor, decide upon relevance and update as needed.	Fiscal	Accounting, Child Benefits	Kearns	King, McMahon, Snyder	9/30/18
Fiscal Responsibility, Quality	Implement an automated provider payment mechanism through SACWIS and the County Fiscal office.	Work with the IT Department and the County of Summit to extract monthly per diem and placement data to facilitate payments.	Fiscal	Accounting	Kearns	King, Snyder, IT	12/31/18
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	12/31/18
Quality, Leadership	Seek out and offer engaging training to department staff to fulfill employee goals, encourage teamwork, and develop future leaders as part of succession planning.	Identify training needs of staff and then work with either our in-house training staff or retain professional training services to meet needs.	Fiscal	Accounting, Child Benefits	Kearns	King, McMahon, Snyder	12/31/18



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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	12/31/18
Leadership, Quality, Professionalism	New Employee Orientation	Revise current four-day orientation curriculum for new hires to ensure that all staff are offered pertinent, timely and effective training at the start of his/her employment period.	Human Resources (HR) & Support Services (SS)	Professional Development & Training	Nash	Serapiglia, Lopez, Aloisi, Huff	1/31/18
Professionalism	Complete Phase 2 of InSite rebuild.	Increase functionality of InSite to better serve agency staff.	HR & SS	IT	Nash	Hostettler, Pachavis	1/31/18
Diversity Quality, Leadership	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 & SS	Professional Development & Training	Nash	Serapiglia, Harris	3/1/18

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Leadership, Partnership, Professionalism	Speakers' Bureau	Train participants and track assignments using database of presentations/talking points for various topics and/or audiences. Work closely with CR to assign Speaker's Bureau participants to events where SCCS needs represented in the community and assist CR on levy messaging.	HR & SS	Professional Development & Training	Nash	Serapiglia, Aloisi	4/1/18
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 & SS	HR	Nash	Testa, Waksmundzki	4/1/18
Fiscal Responsibility	Rebuild IT Server Room	Redesign Server Room to minimize space for IT equipment and provide appropriate HVAC needs.	HR & SS	IT	Nash	Hostettler	4/1/18
Quality	Web-based/Video Training Software	Evaluate and implement web-based/video training software for use with agency developed trainings for staff.	HR & SS	IT, Professional Development and Training	Nash	Hostettler, Pachavis, Serapiglia, Aloisi	6/1/18

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Quality	Online Survey Tool	Utilize agency's Survey Monkey subscription to evaluate effectiveness and address Summit County specific trainings (outside of Etrack), providing feedback to trainers and Senior Management.	HR & SS	Professional Development & Training, Client Rights & Quality Improvement (CR/QI)	Nash	Serapiglia, Aloisi, Mangon, Hembree, Shirley	6/1/18
Leadership, Quality, Professionalism	Leadership Academy	Evaluate effectiveness of 2017-2018 Leadership Academy; review curriculum and make recommendations for 2018-2019 class.	HR & SS	HR, Professional Development & Training	Nash	Nash, Serapiglia, Aloisi	6/1/18
Quality, Professionalism	Job Shadowing	Spend time aside staff to better understand job duties, barriers and suggestions for improvement. Information will be used to better write position descriptions and in the development/revision of HR policies & procedures.	HR & SS	HR	Nash	Nash, Testa	6/1/18
Quality, Professionalism	Windows 10 Migration	Test and rollout roughly 100 computers each year with Windows 10. Windows 10 will provide a platform to allow staff additional options for dictation and will allow the agency to purchase work apps for field workers, both of which will make work more efficient.	HR & SS	IT	Nash	Hostettler, Brackett	6/1/18

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Quality	Records Management Evaluation	Evaluate effectiveness and efficiency of Records Management function throughout the agency with a goal of improving services to each Social Services Department and Legal.	HR & SS	CR/QI	Nash	Mangon, T. Davidson	7/1/18
Quality	HR Document Imaging	Finalize document imaging in HR by including all Labor-Management files (grievance, negotiations, correspondence, etc.).	HR & SS	HR	Nash	Testa, Waksmundzki, Sprouse	7/1/18
Quality, Leadership	Data Dashboards	Develop tool and identify key performance indicators (KPIs) for each department (pilot for Intake Services). Develop training for staff to ensure data is understood and used to effectively improve performance/practice. Tie dashboards to Child and Family Services Review (CFSR) to provide for more alignment between staff and mandates.	HR & SS	CR/QI	Nash	Mangon, Miller, Stewart	8/1/18
Diversity, Quality	Language Translation Tool	Evaluate and implement a language translation tool for workers to use in the field.	HR & SS	IT, Social Services	Nash	Hostettler, Pachavis, Social Services Staff	9/1/18

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Quality, Professionalism	Annual review of all agency policies & procedures.	Develop protocol to ensure that all policies and procedures are reviewed at least annually and ensure 100% review. Protocol will include documentation of reviews that occur as a result of legislative and/or other change.	HR & SS	CR/QI	Nash	Mangon, Dunn, Graham	11/1/18
Quality, Fiscal Responsibility	Hotline Evaluation	Evaluate Hotline function with the goal of improving effectiveness and efficiency.	Social Services	Social Services	Davidson	Davidson, Boudrie	12/1/18
Professionalism, Quality	Initiate process for new Five-Year Strategic Plan (2020-2024).	Develop timeline and outline initiatives for agency's next Five-Year Strategic Plan (2020-2024).	HR & SS	CR/QI	Nash	Mangon	12/31/18

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Quality	Document Imaging Expansion.	Expansion of document imaging to additional records created in Placement and Permanency Planning (PPP), including foster and adoptive home records. Develop additional indexing for legal files and streamline process to adding files to SC View. Develop plan for scanning old case files stored onsite, including secured records. Update contract to meet additional needs and services.	HR & SS	CR/QI	Nash	Mangon; T. Davidson	12/31/18
Quality, Professionalism, Leadership	Increase timely completion of Assessments/Investigations and Case Initiations by 10% each quarter, until the 95% mandate is met for both. Sustain compliance at 95% once met.	January 2018, all staff will engage in a rules/mandate review. Intake supervisors will maintain a tracking system for each worker's progress, review each week in worker supervision, action plans and supplemental training and support will be provided to staff who are having difficulty achieving goal.	Social Services	Intake	Davidson	Moore, Boudrie	12/31/18
Quality	Increase Intake worker efficiency by implementing new strategies in rotation and case assignments.	Establish districts by zip code and restructure Intake rotation assignments to work teams aligned with county geographical districts. Continue to evaluate and pilot other strategies that would create efficiency within Intake, with input from supervisors and Intake Workgroup.	Social Services	Intake	Davidson	Moore, Boudrie	12/31/18
Quality, Leadership	Improve Intake casework practice and supervisor's proficiency in caseworker skill development.	Engage in the ODJFS Continuous Quality Improvement (CQI) Committee's Restoring the Practice-Back to Basics Initiative. Develop strategies for ongoing implementation by managers.	Social Services	Intake	Davidson	Moore, Boudrie	12/31/18

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Leadership, Professionalism	Complete the New Hire training plan/curriculum to be utilized by Training/Transition managers, senior caseworkers, and Intake supervisors.	Finalize and implement the Training Unit curriculum, followed by the Transition Unit, and then the year two curriculum, throughout 2018. Work in partnership with the Professional Development & Training Department.	Social Services	Intake	Davidson	Moore, Boudrie	12/31/18
Quality, Leadership	Increase compliance with adult case plan participant contact every quarter by 5%, until the mandate is met and sustained.	Protective managers will pull weekly reports on compliance, and follow up with caseworkers to ensure the mandate is met by each caseworker monthly.	Social Services	Protective	Davidson	Baad	12/31/18
Quality, Leadership, Professionalism	Increase the consistency and quality of family case plans.	Develop a Peer Review Tool. Protective managers will complete five comprehensive reviews of another unit's caseplans. Department, supervisor, and unit meetings throughout the year will use as topic for discussion. Training to be offered on case planning topics throughout the year.	Social Services	Protective	Davidson	Baad	12/31/18
Quality, Professionalism	Improve the Intake to Protective case transfer process.	The established workgroup will continue to meet to develop ideas towards improving the process. Processes will be changed on an ongoing basis, and evaluated for efficiency.	Social Services	Intake, Protective	Davidson	Baad, Moore, Boudrie	12/31/18

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Quality, Professionalism	Increase the number of Family Team Meetings (FTMs) and enable family interaction to take place sooner after a custody filing.	FTMs will be scheduled prior to the close of the Child Safety Team Decision Meeting (CSTDM), when the agency is filing for custody. A standard schedule for family interaction will be developed and then utilized for use after the custody filing, so families can benefit from more timely interaction, to reduce trauma. The new system will be evaluated and changed as necessary for successful implementation.	Social Services	Social Service Programs	Davidson	Mayfield	12/31/18
Quality, Professionalism	Increase the number of children placed with kin, earlier in the case, through improved identification of family/kin at the start of custody involvement with a family.	The 30 Days to Family Program will be implemented, in coordination with the Waiting Child Fund, with a Family Specialist caseworker completing exhaustive searches to identify viable families. Evaluation will be ongoing throughout the two-year life of the grant.	Social Services	Social Service Programs	Davidson	Mayfield	12/31/18
Quality	Reduce the length-of-stay and monitor progress for youth in residential and group home placements.	All children in Residential Treatment Centers will be formally reviewed at least quarterly to discuss progress and step-down plan. Provider agencies will participate at least twice per year in the staffings if the youth remains in placement. Continue ongoing tracking tool to include all children in residential and group homes. Work with QI to develop ongoing length-of-stay tracking report.	Social Services	PPP	Davidson	Danzy, Flynn	12/31/18



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Partnership, Fiscal Responsibility	Explore and initiate new and innovative strategies to increase SCCS licensed foster homes.	Develop quarterly Recruitment Workgroup to include staff throughout agency and faith-based community. Workgroup will evaluate current recruitment strategies and explore new ideas. Update Recruitment Plan. Work with the recruitment specialist through The 30 Days to Family grant, to explore new strategies.	Social Services	PPP	Davidson	Danzy, Griffie	12/31/18
Quality, Partnership	Successfully implement, and achieve progress on the CFSR Program Improvement Plan (PIP).	Continue to work with ODJFS on development of the statewide PIP. Develop a plan for SCCS specific implementation by department. Monitor progress ongoing.	Social Services, HR & SS	All Social Services, QI	Davidson, Nash	Moore, Boudrie, Baad, Mayfield, Danzy, Mangon	4/1/19