



BRIGHTER FUTURES



Our Strategic Plan
2026-2030

A Message from SCCS Executive Director, Cassandra Holtzmann

It is with deep gratitude and pride that I share our 2026–2030 Strategic Plan—a clear and purposeful roadmap for the next five years of service, growth, and impact. This plan is more than a guiding document; it is a shared commitment. A commitment designed to strengthen our services to children and families. Every child should have the opportunity to grow up feeling safe, supported, and loved.

At its core, this Strategic Plan reflects the voices of our Board of Trustees, Citizen’s Advisory Committee members, our Women’s Auxiliary Board, families, staff, donors, and community members who shared their hopes, challenges, and vision with us. Their insights shaped four strategic intentions that will guide our work and decision-making over the next five years:

First, **Family-Focused Programs and Services.** SCCS is committed to meeting the evolving needs of our community by delivering responsive, high-quality services grounded in continuous improvement. Our work will remain centered on families, ensuring our programs are effective, relevant, and compassionate.

Second, **Robust Relationships.** Meaningful collaboration is essential to lasting impact. We will intentionally cultivate strong relationships with staff, donors, community partners, and those we serve—recognizing that trust, transparency, and shared purpose strengthen everything we do.

Third, **Dedicated, Highly Trained Workforce.** The SCCS staff is our greatest asset. SCCS will attract and retain a skilled, qualified, and mission-driven workforce. This will be achieved through effective recruitment, thoughtful training, supportive supervision, and meaningful recognition.

Finally, **Sound Infrastructure.** SCCS will invest in the tools, technology, and facilities necessary to operate efficiently and sustainably, while honoring our responsibility as careful financial stewards.



Together, these intentions position SCCS to innovate, advocate, and act with compassion. This is intended to create meaningful and lasting change to improve the lives of the children and families we serve.

I invite you to join us on this journey. Whether through volunteering, advocacy, partnership, or sharing our mission, your involvement is vital. The future we envision is one where every child in Summit County is safe, protected, and given the opportunity to flourish. This vision can only be achieved together.

With hope and determination,

Cassandra Holtzmann, JD, LPA
Executive Director

Acknowledgements

We extend our sincere appreciation to the dedicated staff, Board of Trustees, Citizen's Advisory Committee, Women's Auxiliary Board, agency foster parents, kin providers, clients, youth, and community providers whose insights and collaboration were instrumental in shaping our 5-year strategic plan. Their commitment to our shared mission and thoughtful contributions have helped lay a strong foundation for the future of our agency and the children and families we serve.



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Who We Are

Summit County Children Services (SCCS) has safeguarded children and strengthened families in our county for over 140 years.

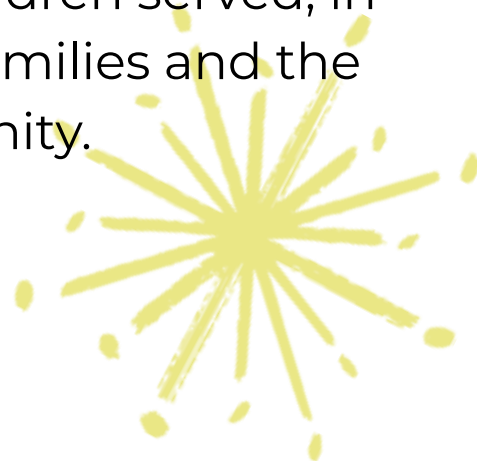
Committed to ensuring every child is safe and nurtured, the agency provides vital services—from a 24-hour abuse hotline to family support plans and secure placements when necessary.

Rooted in a legacy of care and innovation, SCCS continues to meet evolving challenges while prioritizing safety, permanency, and well-being for every child. Read more about our history and child welfare mandates in the addendum, or by clicking [here](#).



Our Mission

Summit County Children Services is committed to the safety, permanency and well-being of all children served, in partnership with families and the community.





1

Who We Are

Our Vision

Because we believe in family preservation and that all children deserve a safe, stable and permanent home, SCCS will:

- Intervene only where necessary and only to the proper degree.
- Assess the community's concerns of child abuse and neglect, focusing on safety, risk and family strengths.
- Serve as partners with families and in teamwork with partner agencies in the community.
- Utilize team decision-making meetings to engage families.
- Diligently work towards reunification when a child must be removed from home.
- Seek permanent homes for all children who cannot safely return to their parent or guardian.
- Remain mission-focused in our everyday work.
- Recruit and maintain highly-qualified staff committed to serving all children and families.
- Approach our work with integrity and ethics.
- Be fiscally responsible.

Our Values

At SCCS, we believe:

- All children have a right to a safe and stable home.
- All children should be in permanent homes.
- The well-being of all children is vital to us, their families, the child and our community.
- All families deserve our best efforts to partner with them and to treat them with respect and honesty.
- We have an ongoing responsibility to increase our knowledge and improve our services by learning all we can about the customs, norms, and values of our families and community.
- We have a duty to remain objective and consistent in all our interactions with families and children.
- We must be creative and innovative in the delivery of services to heighten the efficiency and effectiveness of our child protection work with families.
- We have a responsibility to be able stewards of taxpayer resources.
- We will cultivate an environment that respects, celebrates, and supports the differences of our employees and the community we serve. In doing so, we strengthen our collective impact.



2 How We're Organized

SCCS is comprised of distinct, yet interconnected, departments that collectively support our mission to protect children and strengthen families. Program and service teams work directly with children and families, supported through collaboration with agency departments that provide community engagement, administrative oversight and compliance, legal guidance, and fiscal accountability. Our operations are supported by departments dedicated to information technology, facilities, and agency security. **Together, these aligned areas allow us to promote efficient and effective service delivery across the agency.**

Our Branches Reach High

- Child Abuse/Neglect Hotline
- Preventative Services
- Assessments/Investigations
- Case Management & Family Support
- Foster & Kinship Care
- Family Visitation
- Community Relations & Education

Our Supports are Strong

- Women's Auxiliary Board
- Citizen's Advisory Committee
- Community Members

Our Roots Run Deep

- Executive Director
- Board of Trustees
- Legal & Fiscal Services
- Quality Improvement
- Facilities, IT, & Security
- HR & Professional Development





3 How We Serve

SCCS works to protect children and strengthen families through comprehensive programs. **From investigating abuse reports and providing family-centered, trauma-informed case management to offering family support services, the agency prioritizes keeping children safely at home, whenever possible.**

When home isn't an option, placement services teams explore options to provide safe, nurturing environments with ongoing support for caregivers while visitation services help prioritize and maintain familial bonds. Read more about our services in the addendum, or by clicking [here](#).



4 How We Operate

At SCCS, our legal and fiscal services teams play essential roles in our overall operation by **ensuring legal and financial compliance with local, state and federal laws, including the responsible use of funds.** Our facilities, security, and information technology **teams work diligently to keep us operating safely and smoothly.** Together, these functions provide the services that allow SCCS to effectively uphold our mission to serve children and families. Read more about our operations in the addendum, or by clicking [here](#).



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How We're Governed

Board of Trustees

SCCS is guided by an independent board of trustees, whose members are currently comprised of 11 leaders in local government, business, law, healthcare, education, and social services in local companies and organizations. Ten of these members are appointed by the Summit County Executive, with the eleventh being the Chair of the Citizen's Advisory Committee. The SCCS **Board of Trustees assists us in meeting our mission by providing oversight and accountability.** Additionally, the Board reviews and **approves the agency's budget and monitors the implementation of the strategic plan** as set forth in its Code of Regulations.



Distinguished Trustees

- Keith G. Malick, Esq., **Board Chairperson**
- Patrick L. Bravo, MPA, JD, **Vice-Chairperson**
- GinaKaye Maddox, **Secretary**
- Anna M. Arvay, Trustee
- Omar Banks, Trustee
- Pastor Kemp A. Boyd, Trustee
- Traci J. Buckner, Trustee
- Anne M. Connell-Freund, Trustee
- Beth Gracey, Trustee
- Megan E. Recker, LISW-S, MBA, Trustee
- Katie Stoyhoff, Trustee



6 How We're Supported

SCCS values the support received from our community including their willingness to open their homes to children in need and voting in favor of levies.

We are also **fortunate in our partnerships with the Citizen's Advisory Committee and Women's Auxiliary Board. Their dedicated support helps strengthen our ability to meet the complex needs of children and families in Summit County** and reminds us that child welfare is a shared responsibility. Read more about how we're supported in the addendum, or by clicking [here](#).

7 How We Grow

At SCCS, **we are committed to building a high-quality workforce** by drawing on the expertise of our human resources and professional development teams. HR advances this mission by **recruiting and retaining skilled, mission-driven staff** through strong onboarding, competitive benefits, and clear career paths. Our professional development and training teams **support continuous growth** with learning opportunities that promote well-being and reflect best practices.

Together, these efforts allow us to **create a supportive environment where employees feel valued and empowered to thrive**. Read more about how we grow in the addendum, or by clicking [here](#).

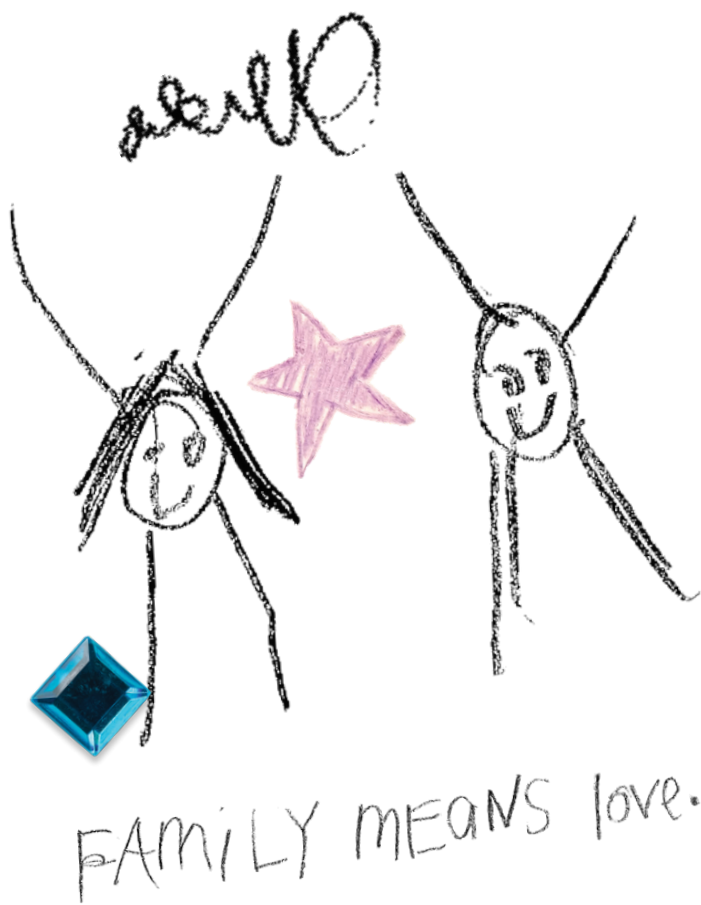
8 How We Rise

SCCS aims to adapt to the evolving needs of the community by embracing innovation, leveraging technology, and streamlining workflows to ensure safe, efficient service delivery. **With a strong commitment to Continuous Quality Improvement (CQI), we will harness data to inform decisions and uphold transparency in performance monitoring—ensuring compliance and driving better outcomes for children and families**. Our goal is to develop a culture that emphasizes accountability and collaboration by empowering staff through clear communication, professional development, and reflective supervision. **By fostering trust, resiliency, and psychological safety, SCCS strives to ensure a supportive environment that promotes excellence and shared responsibility for success**. Read more about how we rise in the addendum, or by clicking [here](#).



9 How We Communicate

SCCS values strong communication within the agency and with the community, identifying this as a focus area for continuous improvement during the strategic planning process. Internally, we use newsletters, meetings, and digital updates for daily communication and hope to continue to refine the intent, meaning, and methods that foster a well-informed workforce. Externally, our community relations team shares programs and outcomes through reports, social media, and outreach initiatives, including ambassador and speaker programs to inspire community connections. **We aim for community alignment with our mission to protect children while adhering to the value of maintaining children in their home when safe and appropriate.**



10 How We Listen

SCCS aims to ensure individuals and families have a voice in their experience with our agency. **We provide clear processes for grievances and disposition appeals, offering opportunities for open communication and resolution.** Additionally, we gather anonymous consumer feedback through surveys at key points in service delivery, using this input to improve our programs. **We believe every voice matters**, and every insight helps us strengthen our partnerships and enhance services.



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How We Plan

Coordinated by our quality improvement team, **SCCS gathered strategic planning input through interviews, surveys, and polling, engaging staff, partners, families, and youth.** In order to ensure a broad, informed perspective for future planning, we used a SWOT-based approach (Strengths, Weaknesses, Opportunities, Threats) and incorporated past feedback and research. Read more about how we plan in the addendum, or by clicking [here](#).



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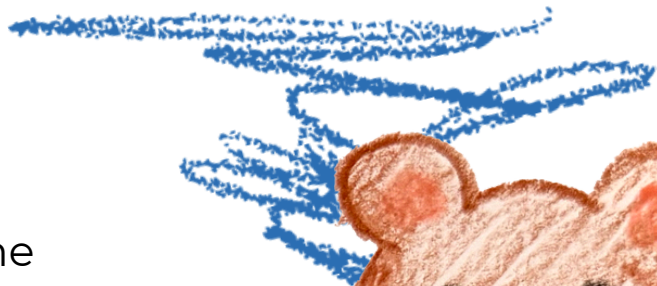
What Guides Us

At SCCS, **intentionality is our guiding star.** Whether we're planning and delivering services, building partnerships, engaging with families, or applying the frameworks that support our work, we do so with purpose and care. This intentional approach helps ensure our practice is consistently aligned with our Mission, Vision, and Values—leading us toward meaningful and lasting impact for those we serve.



Our Intentions

To further support the Mission, Vision, and Values of Summit County Children Services, our 2026-2030 strategic plan sets forth **four strategic intentions** and the initial **action items** ascribed to them, as outlined in the sections that follow.



Family-Focused Programs & Services

To further support our Mission, Vision, and Values, we will establish and maintain new and specialized services that meet the evolving needs of the community while employing continuous quality improvement.

- Develop & implement prevention strategies
- 211 Ohio Warmline
- Substance Use Impact Team
- Foster parent & kin recruitment & retention through supportive services
- Sustained compliance with CPOE and CFSR mandates
- Improved family search & engagement



Robust Relationships

To further support our Mission, Vision, and Values, we will cultivate collaborative and meaningful relationships with staff, donors, community partners, and those we serve.

- Increased interdepartmental trust & collaboration
- Enhanced care coordination for robust county services through partnership with local courts, government agencies, law enforcement, community & faith-based leaders, medical service providers, addiction & recovery providers, disability services
- Diversion of youth through reduced JR6 removals
- Partnering with SCSO on investigations
- Build upon our relationship with the state for the continuous improvement of all programs
- Community education initiatives
- Mobile Response and Stabilization Services



Dedicated, Highly Trained Workforce

To further support our Mission, Vision, and Values, we will attract and retain a highly-qualified workforce through effective recruitment, selection, training, supervision, and recognition.

- Maintain staffing levels
- Offer staff benefits that meet employee needs
- Succession planning
- Collaborative training/onboarding program for professional development & training and retention of all employees
- Provision of experiential and educational professional development opportunities in support of continuous improvement



Sound Infrastructure

To further support our Mission, Vision, and Values, we will build upon a sound infrastructure, allowing us to focus on the tools, technology, and facilities essential for operating efficiently and sustainably—all while honoring our responsibility as stewards of public funds.

- Placement cost evaluation
- Continuous innovation of fiscal operations
- **CORDATA/Identity**
- **Efficient workflow and processes**
- **Continuous improvements to facilities**
- **Increase campus security & staff safety**

Our Annual Goals

Annual goals and the action items ascribed to them are defined and monitored by each division within Summit County Children Services, and developed to **serve the Mission, Vision, and Values of the agency** in the **spirit of the intentions set forth** in the **strategic plan**.

This approach **maintains focus on the guiding intentions of our work** while providing the opportunity to be **nimble and shift to the evolving needs of our community**. Outcomes will be presented to the Board of Trustees and the Citizen's Advisory Committee for review annually. Please refer to our website for additional information and updates.





A Final Word

The language we use in child welfare practice shapes the culture and tone of our work, influencing how families, children, and colleagues experience our agency. **Words carry weight**—they **reflect our values**, convey respect, and can either empower or stigmatize those we serve.

Because communication is central to daily practice, **every word matters**; it frames perceptions, guides decision-making, and ultimately impacts outcomes for vulnerable children and families.



Throughout the information gathering process, stakeholder participants were asked to consider and provide a single word they believed could set the tone for Summit County Children Services’ 2026-2030 strategic plan.

We believe that *each* of these words, presented in the cloud above, **reflects a commitment to guiding our daily practice, reinforcing accountability, and fostering a culture that supports positive outcomes for children and families**, now and throughout the planning period.



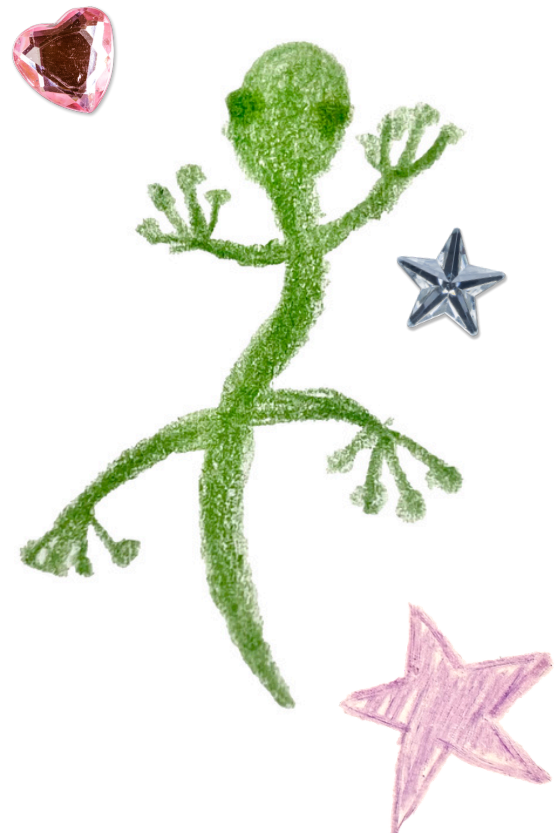
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Addendum Items

- A. Who We Are
 - 1. Our History
 - 2. Child Welfare Mandates
- B. How We Serve
- C. How We Operate
- D. How We're Supported
- E. How We Grow
- F. How We Rise
- G. How We Plan



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A. Who We Are

Protecting Our Children from Child Abuse and Neglect

For over 140 years, Summit County Children Services (SCCS) has been a trusted resource for protecting children and strengthening families in Summit County, Ohio. Our mission is to ensure every child can grow up in a safe, stable, and nurturing environment.

A cornerstone of our work is the 24-Hour Child Abuse Hotline — (330) 434-KIDS (5437) — which allows anyone to report suspected child abuse or neglect anonymously. These reports are carefully investigated to assess child safety and risk.

Whenever possible, SCCS works to keep children in their own homes by developing service plans that support and strengthen families. When home is not a safe option, we prioritize placement with relatives or kin — someone with a meaningful relationship to the child. If that's not possible, licensed foster homes provide a safe and temporary environment while we work toward permanent solutions, with reunification as the first goal.

Unfortunately, child abuse and neglect affect every community in our county. In recent years, the opioid crisis and other substance use challenges have increased the number of children and families in need. Currently, 1 in every 12 children in Summit County is served by SCCS.

SCCS is primarily funded through local levy revenue, made possible by the support of Summit County taxpayers. Additionally, generous community donations help fund special needs, activities, and meaningful experiences for the children in our care.



A1. Our History

Summit County Children Services (SCCS) has a rich history of dedicated service dating back to 1881 when Republican Congressman William Upson galvanized over 200 citizens to establish a home for wayward children. Initially operating out of temporary quarters, the agency moved in 1887 to a permanent site at the Cordelia Jewett Farm, laying the foundation for what would become a trusted institution in child welfare.

Over the decades, SCCS evolved alongside the community's needs. In the early 1900s, a new brick facility was constructed to address growing demands, and by the 1920s the institution had earned a reputation as one of the area's most responsible public institutions. The agency underwent several name changes—from the Summit County Orphanage to the Summit County Children's Home, then the Summit County Child Welfare Board, and ultimately, in the 1970s, to Summit County Children Services.

Responding to changing federal and state laws and a growing child population, the agency expanded its programs and services throughout the mid-20th century. Innovations such as the establishment of a formal Social Services Department, the development of preventive programs like the Mentoring Mothers Program, and initiatives in independent living have helped shape SCCS into a modern, community-focused organization.

Today, Summit County Children Services remains committed to serving abused and neglected children, upholding a legacy of care, advocacy, and innovation.

Our mission is to ensure the safety, permanency and well-being of all children served, in partnership with families and the community.

Return to reading about Who We Are by clicking [here](#).





A2. Child Welfare Mandates

In response to a changing society, federal and state laws have evolved significantly, resulting in the development of five major child protection mandates.

1. Investigation

Ohio law (R.C. 5153.16(A)(1)) requires each county's public children services agency to investigate all allegations of child abuse, neglect, or dependency, following detailed federal and state guidelines. These investigations are administrative—not criminal—and aim to determine a child's safety, the need for intervention, and appropriate family services. Reports are screened to ensure they meet statutory criteria, and investigations conclude with one of three findings: substantiated, indicated, or unsubstantiated, along with an assessment of future risk. Child protective services investigations are distinct from those of law-enforcement and focus on child protection and family support.

2. Reunification

When a child is removed from their custodian, federal law mandates agencies to prioritize reunification when child safety permits. To support this priority, child welfare mandates were expanded to include practices related to child safety, permanency, and well-being.

3. Child Safety

Child safety is the primary purpose of the child protective services, requiring close monitoring of children in their homes and all placement settings. Regular and frequent face-to-face contact with each child and family remains one of the most effective tools for assessing safety and preventing maltreatment.

4. Permanency

Permanency refers to ensuring every child who enters agency custody exits to a safe, legally secure, and nurturing home. This may include reunification, legal custody to foster caregivers or relatives, and adoption. This mandate emphasizes that no child should leave care without a permanent family and stable home. In the absence of achieved permanency, planned permanent living arrangements and/or independent living services can be provided.

5. Child Well-Being

Currently, child protective services extend beyond safety and permanency to address the comprehensive needs of each child. This includes attention to mental and physical health, cognitive development, social and emotional functioning, education, economic stability, housing, and family and community environments.

Return to reading about Who We Are by clicking [here](#).



B. How We Serve

Assessments/Investigations

Summit County Children Services is the entity charged with the responsibility to assess and investigate allegations of child abuse and neglect for the county. Referrals of suspected child abuse and neglect are received and screened through the agency's 24-hour hotline. When a case is screened in for service, the agency engages with the family, assesses risk and safety to the children in the home, and begins the process of coordinating services. SCCS recognizes that children thrive most when they can safely and appropriately remain in their own homes with their families. SCCS strives to use the best available professional assessment practices to ensure the safety of children in their home environment and offer a timely response to concerns regarding child maltreatment and family dysfunction.

Ongoing Case Services

SCCS provides ongoing case management services to ensure the safety, permanency, and well-being of children and families, whether through court-involvement or voluntary engagement. Each case is approached with a commitment to family-centered, trauma-informed, and culturally responsive practices. Caseworkers partner with families to regularly assess needs and safety, develop case plans, and coordinate services that support family stability and child safety while identifying and addressing barriers. Each family's case is managed with a focus on helping maintain children in their own homes or achieving timely permanency—whether through reunification, permanent placement with a relative, or adoption.

Family Support Services

SCCS offers on-site and community family visitation services to support healthy parent-child and family relationships to support case planning and ensure child safety, SCCS provides on-site drug screening using oral swabs, allowing for timely, non-invasive testing. We are committed to equitable service delivery for all families. Translation and interpretation services are available for families with limited English proficiency to ensure full participation in case planning, service coordination, and communication with agency staff. SCCS's Beds for Kids program assists families in obtaining beds for their children to help meet basic safety and stability requirements. Dedicated staff monitor medical and dental compliance for children in agency custody, helping ensure children attend regular well-child visits, dental checkups, and any necessary follow-up care.

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Placement Services

Summit County Children Services recognizes that kinship and foster families play a critical role in providing a safe and nurturing environment for children who cannot remain in their own homes.

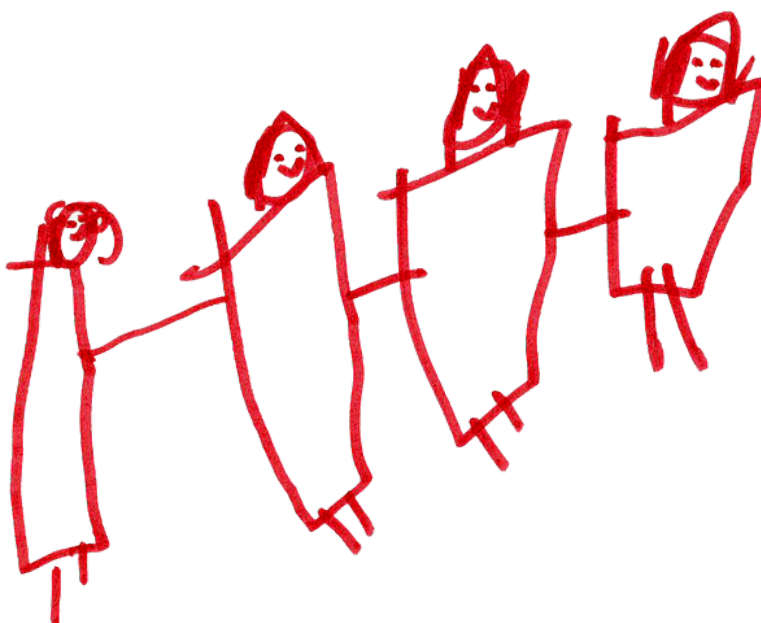
- **Kinship:**

SCCS recognizes that when children cannot be maintained in their own home, a safe and stable home with a relative or close family friend is the next best option. Kinship care helps preserve family connections, cultural identity, and a sense of stability for children during times of uncertainty. Kinship care coordinators assess the safety and suitability of kinship placements and provide tailored support to help caregivers meet the needs of the children in their care.

- **Foster Care:**

SCCS is responsible for the licensing, training, and ongoing support of foster caregivers. Foster care coordinators are the connection point for foster parents to the agency – they help foster parents navigate welcoming children into their homes, assist families in maintaining foster care licenses, and ensure that homes maintain safety standards.

Return to reading about How We Serve by clicking [here](#).



C. How We Operate



Fiscal Services

As a responsible steward of federal, state, and local funding, Summit County Children Services ensures that all financial resources are managed appropriately to support the agency's child protective services operations. SCCS maintains financial accuracy, transparency, and sustainability, allowing the agency to have the resources needed to function effectively. This financial oversight enables SCCS to prioritize the safety and well-being of children and families served by the agency.

Legal Services

SCCS complies with all applicable local, state, and federal rules and regulations. SCCS advocates for court outcomes that are in the best interest of children. With support from our legal services team, the agency receives essential guidance and training relative to child protection law and compliance with state and federal mandates. This service helps to ensure sound decision making in casework practice as well as in fiscal and human resources operations.

Return to reading about How We Operate by clicking [here](#).





D. How We're Supported

Citizen's Advisory Committee

Summit County Children Services is committed to collaborating with other child-centered agencies in our community to provide a comprehensive and cost-efficient approach to child safety and protection services. To that end, our Citizen's Advisory Committee (CAC) was created to further cooperation between Summit County Children Services and other child-centered agencies in Summit County. The group is also charged with carrying out studies of the effectiveness and need for particular services in the county and advising the SCCS' Executive Director and management staff on policies pertaining to children services.

Women's Auxiliary Board

SCCS partners with the Women's Auxiliary Board (WAB), which is dedicated to enriching the lives of abused, neglected, and dependent children who come under the care and custody of the agency. Formed in 1948, more than 100 women committed to bettering the lives of children served by the agency were recruited. Today, more than 80 members continue that commitment. The WAB also actively seeks grant funding from community foundations and other local funding sources to financially support a variety of projects and programs to benefit the children and families served by Summit County Children Services.

Our Community

The Summit County community plays a vital role in supporting SCCS by reporting concerns of child abuse and neglect, enabling timely intervention and protection. In addition, residents contribute through advocacy, participation in awareness campaigns, and by voting in favor of a levy—demonstrating trust in the agency and a shared commitment to family well-being. This collective support reinforces SCCS's mission to safeguard children and promote healthy families.

Return to reading How We're Supported by clicking [here](#).



E. How We Grow

Human Resources

Workforce Recruitment: At SCCS, we will continue to strengthen our workforce by aligning staff recruitment activities with our mission and values. By targeting candidates who are not only qualified but also mission-driven, the agency can build a team committed to quality and impact.

Workforce Onboarding: At SCCS, we believe a strong onboarding process is key to building a quality workforce in a public child welfare agency, and in fostering confidence, connection, and long-term commitment to the work. By providing new staff with a clear understanding of the agency's mission, values, and expectations, onboarding sets the foundation for engagement and success.

Workforce Retention: SCCS will support its workforce by investing in thoughtful staff retention strategies that help build trust and show a commitment to continuous improvement. This includes fostering a positive work environment where employees feel valued, supported, and connected to the agency's mission.

Professional Development & Training

At SCCS, professional development and training play a vital role in honoring our commitment to the community, equipping staff with high-quality, relevant, and needs-driven training. Through a combination of agency-specific programs and collaborative offerings from the Northeast Ohio Regional Training Center (NEORTC), staff receive the tools and knowledge needed to provide effective, compassionate services.

The department also coordinates New Employee Orientation (NEO) to ensure new hires are well-prepared and aligned with the agency's mission from day one. Additionally, by offering field placement opportunities for interns and students of social work and related fields, the department helps cultivate the next generation of child welfare professionals. These efforts collectively strengthen the workforce and enhance the quality of care provided to children and families.

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F. How We Rise

Innovative Services

At SCCS, we will adapt to the changing needs of our community by seeking out and implementing innovative programs and approaches to service delivery. In doing so, we will ensure that we continue to leverage technology, streamline workflows, ensure safety and security, and engage in ongoing performance management and CQI cycles.

Continuous Quality Improvement (CQI)

We will continue to weave CQI into our daily work, creating avenues for ongoing improvement of practice, programs and services, service delivery, and child and family experiences and outcomes by using data to guide decisions, utilizing our organizational policies and procedures to support improvement efforts, encouraging curiosity and learning, and establishing a shared vision of quality and success. Data will be used to monitor ongoing performance and disseminated transparently to celebrate successes and address challenges to promote shared responsibility for outcomes. Additionally, SCCS will preserve sustained compliance with federal Child & Family Services Reviews (CFSR) and state Child Protection Oversight and Evaluation (CPOE) monitoring in furtherance of its commitment to continuous improvement.

Responsible Ownership of the Work

To honor our commitment to our stakeholders, SCCS will cultivate and embrace an organizational culture that takes responsible ownership of the work through modeling accountability, fostering trust, and empowering staff at all levels. We will continue to clearly communicate expectations to ensure everyone understands how their role contributes to the broader impact on children and families, involve staff in decision-making, recognize initiative, and support professional development. We will embed in our practice reflective supervision and regular feedback loops to help staff feel supported, while reinforcing a commitment to continuous learning. In furtherance of this, SCCS will promote resiliency, safety, stability, and well-being of agency staff in a psychologically safe environment.

Return to reading How We Rise by clicking [here](#).



G. How We Plan


Information/Data Gathering Process Summary

Information for the agency's strategic plan development was gathered from SCCS stakeholders, both internal and external. Feedback was obtained through in-person interviews, fillable forms (internally), and online surveys (externally). A mixed-methodology approach was used incorporating open-ended responses, multiple choice and ranking questions, and live polling during in-person sessions.

To promote client engagement, fliers were hung in various locations in the agency. Staff also provided copies directly to parents. Additionally, letters containing a QR code were mailed to youth in SCCS custody, age 16 and older, to encourage their participation in the planning process.


Questions administered to all participants were developed using a SWOT analysis as the foundation. To ensure a comprehensive assessment was conducted, additional areas of interest, such as organizational effectiveness, were incorporated as needed.

Information gathered through this process was supplemented with feedback obtained from client surveys distributed over the course of the previous 4-year period. This critical feedback was incorporated into the SWOT analysis, ensuring a diverse and wide range of voices were heard.



Supported by an in-depth review of current national and statewide trends and research findings pertinent to child welfare, qualitative and quantitative analysis of information gathered ensured that the focus, language, and intentions throughout this document and encompassed within our strategic plan are reflective of feedback received from our stakeholders throughout the planning process.

Return to reading How We Plan by clicking [here](#).

FAMILY MEANS 
having PEOPLE WHO ARE
THERE FOR YOU WHEN YOU
NEED THEM



PREPARED BY:

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