

Fairfield County Job & Family Services

Long-Term Strategic Plan 2005–2010

**Presented to the Fairfield County Board of Commissioners
February 2006**

Fairfield County
Job & Family Services
Strategic Plan 2005 - 2010

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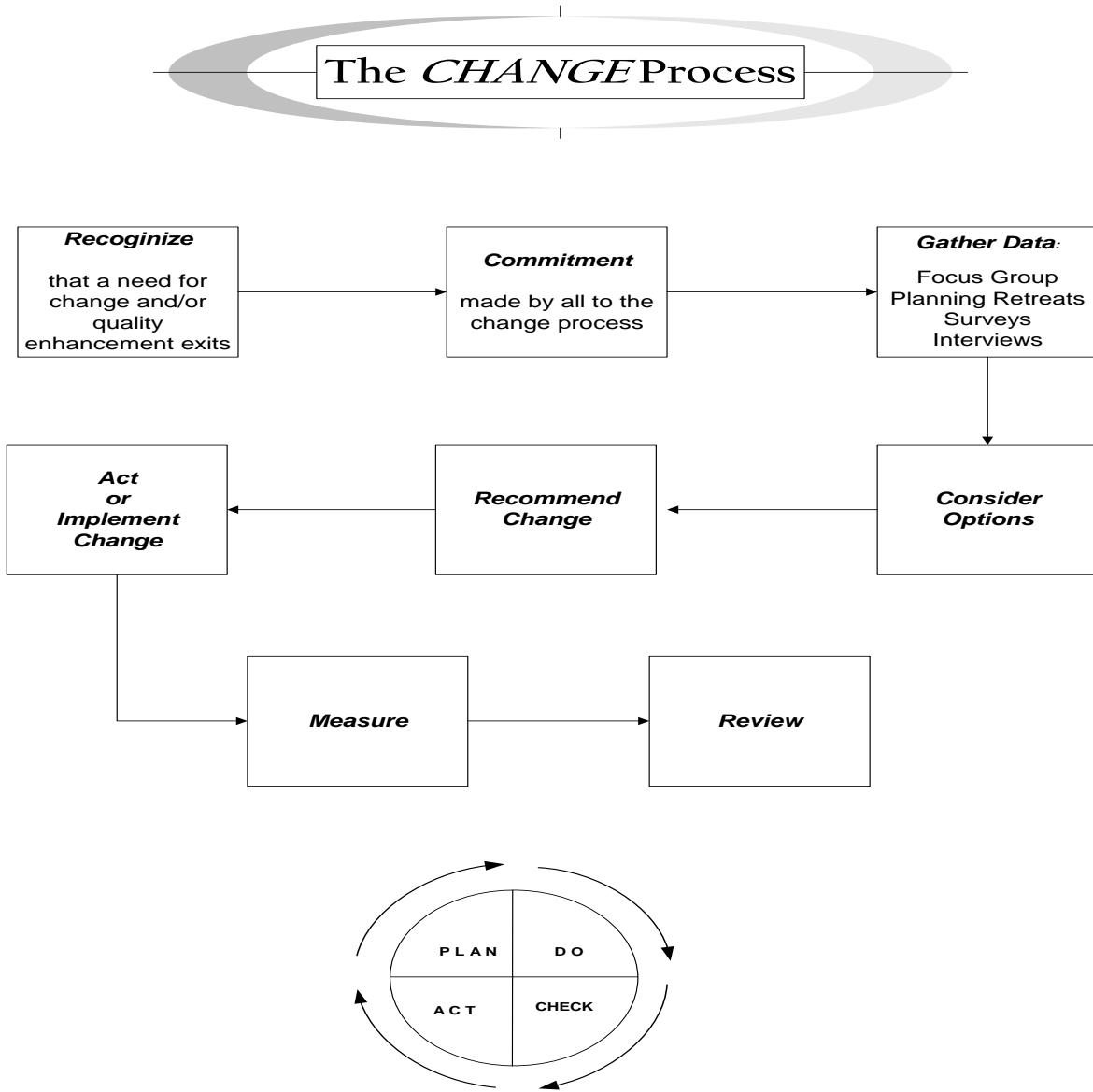
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Fairfield County Job & Family Services, Children Services Department Organization Restructuring and Long-Term Strategic Plan

The Strategic Planning Process and Timeline



Fairfield County Job & Family Services leadership officials and staff identified a need to develop a comprehensive long-term strategic plan to address the many financial, programmatic and resource challenges that the agency will face in the coming years. Despite the ever-changing nature of our service delivery systems and the unpredictability of federal, state and local funding levels, this plan is intended to serve as a guide for agency operations through 2010. The document and strategic planning process is intended to be organic in nature and will be updated on an annual basis to incorporate changing and evolving needs, mandates, goals and vision.

The Job & Family Services Leadership Team comprised the initial core work group for the development of the strategic plan. The following is a listing of those individuals that participated on the initial core work group for this initiative:

- Carri Brown CSEA Director
- Patty Ciripompa Social Services Director
- Corey Clark Workforce Development Director
- Aundrea Cordle Human Resources Director
- Jim Hodge Children Services Director
- Laura Holton Community Services Director
- Mike Miller Job Development Director
- Michael Orlando Job & Family Services Director
- Virginia Reid Administrative Assistant
- Sue Schmitter-Motta Family Support & Visitation Center Director
- Eric Scholten Information Technologies Director
- Toni Schull Finance Director
- Mary Winstead Finance Supervisor

The workgroup benefited both from the experience and historical perspective of current leadership officials and senior staff, as well as from the *fresh eyes* and unique perspectives of the many newer members of our team. In addition to our staff, key stakeholders and community partners offered constructive feedback and tremendous ideas for program enhancements and organizational improvements. All of the ideas and suggestions were explored and considered, and many are included in this work product.

The Fairfield County Job & Family Services–Children Services Department Leadership, Casework and Support Staff, simultaneously developed an organizational restructuring and long-term strategic plan specific to the child welfare service area. That plan is being incorporated into the overall JFS Long-Term Strategic Plan and is attached as a supplement to this report. The components of that plan are designed to be consistent with the six identified goal themes set forth previously herein. The participants, process, timeline and specifics are set forth in that separate work product.

SWOT ANALYSIS

In January of 2004, the Leadership Team of JFS met for a retreat to begin the long-term strategic planning process.

The team conducted the SWOT (Strengths, Weaknesses, Opportunities and Threats) by answering significant questions about JFS and its future.

Strengths

- What advantages does JFS have?
- What do we as a combined agency do well?
- What relevant resources do we have access to?
- What do other people (stakeholders) see as our strengths?

JFS strengths were considered from both the point of view of the Leadership Team and from the point of view of our stakeholders, partners and customers.

SWOT Analysis....Continued

Weaknesses

- What could we improve?
- What do we accomplish marginally?
- What should we avoid?

Again, this was considered from an internal and external basis: are there stakeholder or customer or employee perceived weaknesses that we did not readily see? We were realistic and faced some difficult truths.

Opportunities

- Where are the good opportunities before JFS?
- What are some interesting trends to consider?

The team considered changes in technology and the political environment on both a broad and narrow scale. We considered potential changes in government policy related to all of the JFS fields. We considered changes in social patterns, population profiles, lifestyle changes and other environmental factors. We kept the local situation of funding and image in mind.

We developed a useful approach by reconsidering the strengths and then asking whether these open up additional opportunities. We also looked at our weaknesses and considered how to open up opportunities by eliminating them.

Threats

- What are the obstacles to the JFS mission?
- Are there legal specifications that are changing?
- What is going on at the state level?
- What cash flow problems or financial problems do we have?
- Could any of these weaknesses seriously threaten our business?

Six General Themes

The SWOT analysis provided great insights. At the conclusion of the first retreat session and a follow-up “wordsmithing” session, six general themes were chosen for the strategic plan. Leadership Team Members participated in the development of each of the strategies and specific leads were designated for each of the six themes.

FCJFS will responsibly obtain, maximize and allocate financial resources according to agency priorities.

Funding –
Patty Ciripompa and Toni Schull

FCJFS will value and respect employees as our greatest asset.

Human Resources –
Aundrea Cordle and Corey Clark

FCJFS will continue to improve and measure performance in all areas, utilizing technology and all available resources.

Continuous Improvement –
Carri Brown, Toni Schull and Laura Holton

FCJFS will initiate, promote and enhance community and intergovernmental Relationships to further our mission.

Community and Intergovernmental Relationships/Partnerships –
Mike Miller and Sue Schmitter-Motta

FCJFS will provide exceptional public service to the community.

Public Service –
Jim Hodge and Eric Scholten

FCJFS will demonstrate, inspire and empower leadership.

Leadership –
Laura Holton and Carri Brown

Over the next eighteen months, the small groups met to develop the plans and to gather input from each division's leadership. During Leadership Team Meetings and during follow-up retreats, the plan was reviewed and updated.

A format was chosen to outline the long-term plan. The group believed that the product needed to be a living document, accepting changes as needed. The group realized that the only perfect plan was one that accepted adjustments.

During the brainstorming and development processes, the group implemented some of the action steps, such as the communication of the Code of Ethics. This was accomplished during a regularly scheduled All Staff Meeting.

Strategic Plan Terminology

The group also considered the difference between goals and objectives. There are many different definitions of goals and objectives. The group settled on the following definitions for the strategic plan, even if the terms were used interchangeably on a departmental or informal basis.

Goals are general directions, somewhat nebulous, that are not specific enough to be measured. Think of the word "go". It has no end.

A good example is the signature line of the Star Trek television series: "To boldly go where no man ("no one" in generations) has gone before." You can't measure it and you probably will never know if the goals were accomplished, because once humans have gone somewhere, we've been there and there are still other places to go since the universe is infinite and has no end.

Objectives, on the other hand, are specific and measurable. They can be output objectives or they can be attitudinal or behavioral. But most of all, they can be measured. They are concise. They are specific. Think of the word “object”. You can touch it, it’s there, it’s actual, and it’s finite.

Objectives should be set for each audience identified. In general, there must be at least one objective per audience. This is usually sufficient. In some cases, however, you will have more than one objective for each audience.

Objectives should measure impact. Behavioral objectives are preferred (“Exactly what is it you want to get them to do?”), but the objectives can also be attitudinal (“What do you want them to think?”), or informational (“What do you want them to know that they didn’t know before?”).

Objectives also can measure your output – what you did. But unless output is central to your problem and contributes to solutions, try to keep these to a minimum.

A crystal-clear objective would read something like this: “Our objective is to deliver **X** results by **Y** date at a cost of **Z** dollars.”

Think of the goals as the treasure at the top of a stairway and objectives as the stairs.

(The objective will likely be a summary statement about the activities that we have listed during the modified affinity exercise.)

Department Goals

The group incorporated the “departmental goals” into the overall strategic plan. The department goals were reviewed and found to be consistent with the strategic plan as a work in progress. Each department files its goals with the Director in order to participate in the Achievement Club motivational program. The departments select two top goals of the several sets. The Human Resources Director, Aundrea Cordle, maintains a file of the departmental goals as communicated by the department heads.

Each department conducts an annual retreat to obtain employee feedback and input. The departments have work groups to address each of the goals and updates are provided in meeting goals or throughout the year to the Director.

SMART Goals, Internal Mandate and Current Draft

The acronym SMART was used when formatting departmental goals (Specific, Measurable, Attainable, Realistic and Time-Bound). Departments took the time to think about what they wanted to achieve for the future.

The strategic plan is an internal mandate and the group recognizes that the state (or others) could impose specific mandates that would require adjustments. The group is accustomed to adjusting its sails as needed.

The process of strategic planning and quality improvement is never ending and involves continuous review and enhancement. Each year agency officials will update the plan based upon changing and/or evolving needs and resources. Additional themes, goals, and objectives will be developed based upon a continuous process of quality review and assessment of needs.

Fairfield County Job & Family Services is beginning a new journey, committed to achieving the mission, goals, and objectives set forth in this plan. We would appreciate on-going feedback from staff, customers, stakeholders and members of our community. Please feel free to contact me at any time with your suggestions and ideas.

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JFS Director

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Strategic Planning Timeline

January	2004	Initial Strategic Planning Retreat
January 15	2004	Super Meeting – All JFS Supervisors Strategic Plan Intro–Feedback–Discussion
February 13	2004	JFS All Staff Meeting Strategic Plan Intro – Feedback – Discussion
March 9	2004	Quarterly Planning Meeting with Board of Commissioners Strategic Plan Intro – Feedback – Discussion
April 12	2004	Senior Leadership Retreat / Strategic Plan Work Session
On-going		Communicate planning activities to JFS Staff and Board of Commissioners, and obtain feedback.
On-going	Annually	Departmental Goal Development and Attainment (*As noted, Departmental Goals and Objectives are developed within the six identified goal themes.)
On-going		Achievement of <u>proposed</u> measurable objectives
June 24	2004	Senior Leadership Retreat / Strategic Plan Work Session
September 14	2004	Quarterly Planning Meeting with Board of Commissioners Strategic Plan Intro – Feedback – Discussion
September 27	2004	Senior Leadership Retreat / Strategic Plan Work Session
October 13	2004	Super Meeting – All JFS Supervisors Strategic Plan Intro – Feedback – Discussion
October 27	2004	JFS All Staff Meeting Strategic Plan Intro – Feedback – Discussion
December 4	2004	Quarterly Planning Meeting with Board of Commissioners Strategic Plan Intro – Feedback – Discussion
On-going	2004/2005	Partner/Stakeholder Surveys/Feedback
February 22	2005	Senior Leadership Retreat / Strategic Plan Work Session
February 22	2005	Quarterly Planning Meeting with Board of Commissioners Strategic Plan Intro – Feedback – Discussion
February 23	2005	JFS All Staff Meeting Strategic Plan Intro – Feedback – Discussion

Strategic Planning Timeline (Continued)

April 27	2005	Super Meeting – All JFS Supervisors Strategic Plan Intro – Feedback – Discussion
June 7	2005	Quarterly Planning Meeting with Board of Commissioners Strategic Plan Intro – Feedback – Discussion
November 8	2005	Senior Leadership Retreat Strategic Plan Intro – Feedback – Discussion
November 9	2005	Super Meeting – All JFS Supervisors Strategic Plan Intro – Feedback – Discussion
November 16	2005	JFS All Staff Meeting Strategic Plan Intro – Feedback – Discussion
December 7	2005	Quarterly Planning Meeting with Board of Commissioners Strategic Plan Intro – Feedback – Discussion
January 22	2006	Staff and Stakeholder Clearance Period
February	2006	Approval JFS Leadership Team
February	2006	Plan Adopted – Fairfield County Board of Commissioners
February 22	2006	Staff and Stakeholder Clearance Period
On-going	Annually	Departmental Goal Development and Attainment (*As noted, Departmental Goals and Objectives are developed within the six identified goal themes.)
On-going	Monthly	Quality Review and Monitoring – JFS Senior Leadership Full Agenda Session
On-going		Data gathering and analysis
On-going	Annually	Senior Leadership Planning Retreat (goal setting)
On-going	Annually	Departmental Planning Retreats (goal setting)

- The Fairfield County Job & Family Services–Children Services Department simultaneously developed an organizational restructuring and long-term strategic plan for that department. The goals and objectives identified in that plan are consistent with the goal themes identified in the agency-wide JFS Long-Term Strategic Plan (2004-2010).
- That work product is included as a supplement to this plan.
- A separate process timeline is included in the Children Services Strategic Plan and Organizational Restructuring Plan.

Fairfield County

Job & Family Services Strategic Plan 2005 – 2010

Strategic Theme 1

Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

STRATEGIC THEME 1 NARRATIVE
Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

- Goal 1:** **JFS will identify agency priorities for funding and resource acquisition.**
Objective: JFS will develop a comprehensive plan for prioritizing resources.
Measure: In collaboration, the Finance Division, Leadership and Budget Teams will determine and/or establish criteria for earning incentives; will identify areas with funding limitations and flexibility; will form a Community Advisory Committee to assist in identifying customer/community needs; and produce a cost analysis related to any changes resulting from the shift in staffing priorities.
- Goal 2:** **JFS will identify and implement cost containment and saving strategies.**
Objective: JFS will implement a minimum of 3 cost saving measures annually.
Measure: A minimum of three (3) cost saving measures will have been implemented, and will be tracked in order to determine specific savings from each.
- Goal 3:** **JFS will identify and increase revenues.**
Objective 1: JFS will implement 5 strategies to increase revenues by 2006.
Objective 2: Children Services will explore seeking a levy by 2010.
Measure: A minimum of 5 strategies to increase revenues will have been implemented by January 2006.
 By the end of 2009, a study of the benefit of a Children Services levy will have been completed.
- Goal 4:** **JFS will identify and implement ways to enhance staffing capability.**
Objective: JFS will recruit, train, and identify increased capacity by unpaid staff for the purpose of special projects and customer courtesy efforts by 12/05.
Measure: By December 2005, a plan will be in place to recruit and train unpaid staff to assist with special projects and other appropriate functions.
- Goal 5:** **JFS will review financial summaries at least quarterly to examine the relationship of budget to expenditures and revenues.**
Objective 1: Based on current budget situation, JFS will make budget changes as appropriate and necessary.
Objective 2: Based upon the budget at any given time, JFS will make program and operational changes as appropriate and necessary.
Objective 3: JFS will identify and create an operating budget for each department.
Measure: Agency budget will be reviewed and modified as changes in county and state budgets dictate.
- Goal 6:** **JFS will attempt to access funds from the MOW-OAA levy for the partial operation of Adult Protective Services.**
Objective: JFS will apply for grant funding with OAA by February 1, 2005.
Measure: Completed grant will be submitted to MOW-OAA on January 31, 2005.

STRATEGIC THEME 1
Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

Target Completion: December 2010

Goal 1: JFS will identify agency priorities for funding and resource acquisition.

Objective: JFS will develop a comprehensive plan for prioritizing resources.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	JFS will determine which programs have the potential to bring incentives/funding into the agency via State and Federal channels, by March 31, 2006. a. The Budget Committee will establish criteria for earning incentives.	Spring 2006	Finance Team Leadership Team
#2	The Budget Committee will determine which areas have specific limitations for funding, as well as those areas having funding flexibility.	Spring 2006	Finance Team Budget Committee
#3	JFS will determine which programs have suffered specific decreases in customer service due to budget cuts in FY 04, by July 2005, by: a. Determining changes in customer service due to budget cuts. b. Determining the existing amount of impact these changes have on meeting customer needs. c. A cost analysis will be attached to changes resulting from the shift in staffing priorities.	Spring 2006	Program Directors in collaboration with the Finance Team.
#4	Examine and study various funding sources.	Ongoing	Budget Committee Finance Team
#5	JFS will identify community needs through formation of a Community Advisory Committee.	Spring 2006	CORE Accreditation Committee
#6	Program Directors and Finance Team will identify through compiled program statistics, any developing trends in customer needs.	Ongoing	Program Directors Finance Team
Data Resources Review		Review Cycle	By:
Available incentives from State sources. Program statistics from each department.		Quarterly Quarterly	Finance Team Program Managers
Potential Barriers/Impeding Factor		Solutions/Workarounds	

STRATEGIC THEME 1
Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

Target Completion: December 2010

Goal 2: JFS will identify and implement cost containment and saving strategies.

Objective: JFS will implement a minimum of three cost-saving measures annually.

Action Step(s)		Task Completion Review Date	Assigned To
#1	By December 2004, JFS will conduct an annual study of building utilization and space reduction, as well as the potential leasing of space to partners.	February 1, 2005 Completed Ongoing	Building Utilization Committee
#2	JFS will investigate health insurance plans, beginning in April 2004, and implement by March 2005.	Implemented March 1, 2005	JFS Members of County Insurance Committee
#3	JFS will continue the Cost-Saving Committee and continue providing non-monetary recognition for top cost-saving ideas at the Pacesetters Event.	Ongoing	Finance Director Cost-Saving Committee
#4	When it is deemed necessary by any Department Manager that overtime or comp time is needed to complete a project, individualized plans for the payment (or accrual) of such will be submitted to the Director and Finance Team by the Department Managers prior to initiating the project. A template will be developed for this purpose.	Ongoing	Department Managers Finance Team
#5	JFS will develop a communication tool that will assist employees in understanding and minimizing shared costs. a. A specific JFSi class will be developed for the purpose of educating employees in shared costs, by June 2006. b. Leadership Team will learn the details of shared costs.	Fall 2006	Finance Team
#6	JFS will examine cost-effectiveness of the existing drug/urine screen contracts and review annually.	Completed Ongoing	CSD Representative Finance Team
#7	JFS will examine cost-effectiveness of current building lease and explore potential alternatives.	Fall 2007	Agency Director Finance Director
Data Resources Review		Review Cycle	By:
Identified tenants/partners who could pay. Elements of various insurance plans and their costs. Cost savings reviewed by Committee.		Annually Quarterly Quarterly	Finance Team Program Managers Cost-Saving Committee

Goal 2....Continued

Potential Barriers/Impeding Factors	Solutions/Workarounds

STRATEGIC THEME 1
Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

Target Completion: December 2010

- Goal 3: JFS will identify and increase revenues.
 Objective #1: JFS will implement five strategies to increase revenues by 2006.
 Objective #2: Children Services will explore seeking a levy by 2010.

Action Step(s) for Objective #1		Task Completion Review Date	Assigned To
#1	By June 2005, JFS will complete MOU for three-county One Stop	December 2004 Completed	WFD Director Finance Team
#2	JFS will implement cost sharing from each One Stop partner by July 2005 (Annual Review).	Implemented March 1, 2005 Ongoing	WFD Director Finance Team
#3	JFS will continue to review and monitor RMS in order to make certain that employees are selecting valid programs.	Fall 2006 Ongoing	Finance Team
#4	JFS will continue to examine results of RMS analysis and identify “red flags” for assignment of CM staff to non-CM directly related activities. Quarterly agenda item at Senior Leadership Budget Meetings.	Fall 2006 Ongoing Quarterly	Finance Team
#5	JFS will increase collections by 10% on delinquent repayment agreements by July 2006 (Benefit Recovery).	Fall 2007	Community Services Director
#6	JFS will pursue five grants annually via the Grant Committee.	Spring 2006	Grant Committee Program Directors
#7	JFS will increase donations and alternative funding where applicable by 10%. Establish baseline and develop master donation list of grants and donations.	Ongoing Annual Review	Grant Committee Program Directors Finance Team Leadership Team
#8	JFS will access court fees for Visitation Center services, beginning in June 2006.		Finance Team Visitation Center
#9	JFS will develop a nonprofit entity for Children Services, as well as other departments (APS), for the purpose of donation acceptance (to be modeled after Butler County) by 2006.	Fall 2006	Agency Director Finance Team Grant Committee Other Department Heads as needed
#10	Adult Protective Services will apply for grant or contract funding through MOW-OAA levy funds.	January 31, 2005 Application completed	Social Programs Director
#11	The Finance Director will establish a work group to review each agency revenue. a. The workgroup will develop a monitoring schedule to review agency’s workflows and efforts to maximize benefit of resources.	Fall 2007	Finance Director Revenue Workgroup

Goal 3....Continued

Action Step(s) for Objective #2		Task Completion Review Date	Assigned
#1	As assigned by the Agency Director, JFS will implement a "Levy Committee" to develop specific plans for its format and presentation to the community.	2009	Agency Director Levy Committee
Data Resources Review		Review Cycle	By:
RMS hits from each department. Delinquent Repayment Agreements Grant Announcements Court Fee Log (Domestic Relations)		Weekly Quarterly Monthly Monthly	Finance Team Finance Team Grant Committee Finance Team
Potential Barriers/Impeding Factors		Solutions/Workarounds	

STRATEGIC THEME 1
Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

Target Completion: December 2010

Goal 4: JFS will identify and implement ways to enhance staffing capability.
 Objective: JFS will recruit, train, and identify increased capacity by unpaid staff for the purpose of special projects and customer courtesy efforts by December 2005.

Action Step(s)		Task Completion Review Date	Assigned
#1	JFS will explore utilization of WEP workers in carrying out special projects and volunteer activities.	Ongoing Fall 2006	HR Team, Program Directors
#2	By July 1, 2005, JFS will research possible liaisons with all area colleges, universities, high schools and vocational schools in order to obtain interns and volunteers. (Report volunteers/intern hours annually.)	Ongoing	HR Team
#3	Determine specific areas where volunteers/interns can be best utilized.		Department Directors
Data Resources Review		Review Cycle	By:
Potential Barriers/Impeding Factors		Solutions/Workarounds	

STRATEGIC THEME 1
Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

Target Completion: December 2010

- Goal 5: JFS will review fiscal summaries at least quarterly to examine the relationship of budget to expenditures and revenues.
- Objective #1: Based on the current budget situation, JFS will make budget changes as appropriate and necessary.
- Objective #2: Based upon budget situation at any given time, JFS will make program and operational changes as appropriate and necessary.
- Objective #3: JFS will identify and create an operating budget for each department.

Action Step(s) for Objective #1		Task Completion Review Date	Assigned To
#1	Via monthly meetings of a budget committee, identified by the Finance Director and JFS Director, fiscal summaries will be reviewed; expenditures and revenues will be examined.	Ongoing	Finance Team JFS Leadership Team
#2	The JFS Budget Committee, via monthly meetings (at a minimum), will review fiscal policy and any recommendations of auditors.		Budget Committee in collaboration with the Finance Team
Action Step(s) for Objective #2		Task Completion Review Date	Assigned To
#1	JFS Management Team will review costs of current operations and programs on an annual and/or as-needed basis to determine if and how operational or program changes must be made to accommodate current budget constraints.	Ongoing	JFS Leadership Team
Action Step(s) for Objective #3		Task Completion Review Date	Assigned To
#1	The Finance Team will review all funding streams and provide separate reports that indicate funding earmarked for each agency department as well as an analysis of new funding streams.	Ongoing	Finance Team
Data Resources Review		Review Cycle	By:
Fiscal Summaries – Budget Report		Quarterly	Finance Team Leadership Team
Auditor Reports		Quarterly	Budget Committee Finance Team Budget Committee
Potential Barriers/Impeding Factor		Solutions/Workarounds	

STRATEGIC THEME 1
Fairfield County Job & Family Services will responsibly obtain, maximize and allocate financial resources according to agency priorities.

Target Completion: December 2010

Goal 6: JFS will explore feasibility of accessing funding for APS through the Older Adult Alternative levy funding.

Objective: JFS will apply for grant funding with OAA for a maximum of \$200,000 by April 2005.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Request support from County Commissioners in accessing levy funding for APS.	Copies of Grant Application submitted January 28, 2005	Finance Team Leadership Team
#2	Identify specific area of APS service delivery to be funded through OAA.	Initial Grant Application submitted January 28, 2005	Program Director, in collaboration with Finance and Agency Director
Data Resources Review		Review Cycle	By:
Potential Barriers/Impeding Factors		Solutions/Workarounds	

Fairfield County

Job & Family Services Strategic Plan 2005 – 2010

Strategic Theme 2

*Fairfield County Job & Family Services
will value and respect employees
as our greatest asset.*

STRATEGIC THEME 2 NARRATIVE
Fairfield County Job & Family Services will value and respect employees as our greatest asset.

Goal 1: Supervisors and Managers will promote a culture that rewards and recognizes staff for performance.

Priority Area: **Promote staff appreciation.**

Objective: JFS Management will offer at least three-employee recognition, appreciation and motivational events annually.

Goal 2: JFS Leadership will provide an environment that supports and encourages open communication.

Priority Area: **Promote and encourage staff communication**

Objective: JFS Leadership will offer at least six different avenues for employees to receive information or provide feedback.

Goal 3A: JFS Leadership will encourage and provide coaching, development and training opportunities for staff and management.

Priority Area: **Advance coaching, development and training opportunities.**

Objective: Offer at least ten training opportunities to all staff that are job-specific and program-related, both internally and externally on an annual basis.

Goal 3B: JFS Leadership will encourage and provide coaching, development and training opportunities for staff and management.

Priority Area: **Advance coaching, development and training opportunities.**

Objective: Offer at least three coaching and development opportunities that are specific and individualized on an annual basis.

Goal 4: JFS Leadership will promote and offer a working environment that is safe and secure.

Priority Area: **Promote and offer a safe and secure working environment.**

Objective: JFS Leadership will offer safety trainings/drills and safety measures.

STRATEGIC THEME 2
Fairfield County Job & Family Services will value and respect employees as our greatest asset.

Target Completion:

Priority Area: Promote staff appreciation.

Goal 1: Supervisors and Managers will promote a culture that rewards and recognizes staff for performance.

Objective: JFS Management will offer at least three-employee recognition, appreciation and motivational events annually.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Community Services will develop a written employee appreciation plan by October 31, 2004.	October 2004 Annual Review	Community Services Director
#2	Community Services will implement three new components of the appreciation plan by November 30, 2004.	November 30, 2004 Annual Review	Community Services Director
#3	The CSEA will develop a written goals motivational plan by March 2004 and annually.	March 2004	CSEA Director
#4	The Pacesetter Program will be conducted annually.	Ongoing	HR Director
#5	An Employee Recognition Event will be held annually.	Ongoing	HR Director
#6	A Cost Cutter Recognition Event will be held annually.	Ongoing	Finance Director
#7	A Volunteer Recognition Section will appear in the <i>JFS Link</i> quarterly.	Ongoing	Social Programs Director
#8	Social Services will recognize employees on a monthly basis, based upon exceptional performance, by using the "Apple Tree Program".	Ongoing	Social Programs Director
Data Resources Review		Review Cycle	By:
Potential Barriers/Impeding Factors		Solutions/Workarounds	
Funding restricts ability to offer tangible rewards. Pressed for time. Living in a crisis mode doesn't allow Supervisor/ Manager to proactively develop culture necessary.		Continue to offer non-monetary or inexpensive rewards. Make it a priority by scheduling and planning. Make it a priority by scheduling and planning.	

STRATEGIC THEME 2
Fairfield County Job & Family Services will value and respect employees as our greatest asset.

Target Completion:

Priority Area: Promote and encourage staff communication.

Goal 2: JFS Leadership will provide an environment that supports and encourages open communication.

Objective: JFS Leadership will offer at least six different avenues for employees to receive information or provide feedback.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Employer Expectations handout will be included in New Hire Packets and distributed to existing employees by December 2004.	Ongoing	HR Director
#2	All Staff Meeting held twice annually.	Ongoing	HR Director
#3	Internal stakeholders will have HR/PR info communicated in an effective and open manner within five working days of HR/PR receiving information.	Ongoing	HR Director
#4	All Staff Survey and related focus groups conducted annually.	January 2005 and Ongoing	HR Director
#5	Suggestion Box available to all staff with responses posted quarterly in JFS Link .	Ongoing	Social Programs Director
#6	Issues Committee meets quarterly.	Ongoing	HR Director
#7	“Public Service Corner” of the JFS Link highlighting JFS employee’s public service time.	June 2005	Social Programs Director
#8	JFS Link published quarterly.	Ongoing	Social Programs Director
#9	Each department will conduct one goal setting / strategic planning / team building meeting annually.	June 2005	JFS Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Staff may feel that Senior Management does not fully inform them. Complicated subject matters can be difficult for employees to process and understand. Staff can fall prey to “rumor mill”.		Continue to proactively share information with staff in easily understood format.	

STRATEGIC THEME 2
Fairfield County Job & Family Services will value and respect employees as our greatest asset.

Target Completion:

Priority Area: Advance coaching, development and training opportunities.
Goal 3A: JFS Leadership will encourage and provide coaching, development and training opportunities for staff and management.
Objective: Offer at least ten training opportunities to all staff that are job-specific and program-related, both internally and externally on an annual basis.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	JFSi Training System: a. Develop five new courses to meet emerging needs and trends. b. Continue new staff orientation. c. HR to communicate additional course offerings. d. Promote supervisory classes in career planning for line staff. e. Increase number of staff-taught classes by 10% within five year f. Solicit ideas for new JFSi classes and new employee CSD training.	June 2005/Ongoing Ongoing Ongoing Ongoing June 2009 Ongoing	HR Official HR Director HR Official HR Director HR Official HR Official
#2	Offer Civil Rights Training.	Ongoing	HR Director
#3	Host two OHSTS classes annually.	Ongoing	HR Official
#4	Each new hire will receive new hire welcome materials.	Ongoing	HR Official
#5	Children Services employees will complete core training as required by the state.	Ongoing	CSD Administrative Director
#6	CSEA employees will complete SETS training as offered by the state.	Ongoing	CSEA Director
#7	Community Services employees will complete CRISE training as offered by the state.	Ongoing	Community Services Director
#8	Workforce Development employees will complete SCOTI training as offered by the state.	Ongoing	WFD Director
#9	Human Resources will inform all staff of web-based and other free training opportunities offered by the state.	Ongoing	HR Official
#10	Offer training and educational opportunities for staff to assist them in meeting or obtaining licensure requirements.	Ongoing	HR Official

Goal 3A....Continued

#11	Children Services will develop a Caseworker training plan for new staff.	July 2006	CSD Administrative Director
#12	CSEA will develop training protocol for COGNOS application.	December 2006	CSEA Director
#13	Finance Department will complete Maximus training for Finance applications.	December 2006	Finance Director
Data Resources Review		Review Cycle	By:
Potential Barriers/Impeding Factors		Solutions/Workarounds	
Lack of staff time. Scheduling conflicts.		Make training a priority. Schedule in advance.	

STRATEGIC THEME 2
Fairfield County Job & Family Services will value and respect employees as our greatest asset.

Target Completion:

Priority Area: Advance coaching, development and training opportunities.
Goal 3B: JFS Leadership will encourage and provide coaching, development and training opportunities for staff and management.
Objective: Offer at least three coaching and development opportunities that are specific and individualized on an annual basis.

Action Step(s)		Task Completion Review Date	Assigned To
#1	All Supervisors will create Individualized Training Plans for each employee by December 1 of each year.	Ongoing	Senior Managers Managers Supervisors
#2	Performance Improvement Plan incorporated into Progressive Discipline Procedures by December 1, 2004.	Ongoing	HR Director
#3	Conduct Performance Evaluation / Coaching / Mentoring sessions annually, and at 90 and 180 days during probationary period.	Ongoing	Senior Managers Supervisors
#4	Hold two SUPER (supervisor/management) meetings annually with one being a coaching and mentoring educational session.	Ongoing	HR Director
#5	Children Services Supervisors to hold weekly supervision for all of their casework staff.	Ongoing	CSD Director
#6	All CSEA employees will participate in half-hour "time with the Director" annually.	Ongoing	CSEA Director
#7	All Supervisors will conduct mid-year goal reviews with each employee annually.	Ongoing	Senior Managers Supervisors
#8	The performance evaluation tool will be reviewed and revised annually.	Ongoing	HR Director Performance Evaluation Committee
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Budget cuts have led to little or no money available for training costs and travel expenses.		Seek out opportunities for free training, onsite training, car-pooling and "train the trainer".	
Staff often in crisis mode due to staffing shortages and increased workloads.		Make training a priority by scheduling and planning.	

STRATEGIC THEME 2
Fairfield County Job & Family Services will value and respect employees as our greatest asset.

Target Completion:

Priority Area: Promote and offer a safe and secure working environment.
Goal 4: JFS Leadership will promote and offer a working environment that is safe and secure.
Objective: JFS Leadership will offer safety trainings/drills and safety measures.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The Security/Safety Committee will conduct quarterly meetings.	Ongoing	Amy McCoy Mark Conrad
#2	JFS will utilize and maintain an electronic security system, walkie-talkies, and law enforcement presence.	Ongoing	Mark Conrad
#3	Safety Drills (including fire, tornado, lock-down and evacuation) will be conducted annually.	Ongoing	Mark Conrad
#4	Workspace will be offered for law enforcement presence as their schedules permit.	Ongoing	Mark Conrad
#5	All customers will be registered as they enter the building and logged out as they exit.	Ongoing	Amy McCoy
#6	At least one self-defense training will be offered annually.	Ongoing	HR Director
#7	At least one training on managing behavioral crises will be offered annually.	June 2005 Ongoing	Social Programs Dir. Community Services Director
#8	At least one training on communicable diseases will be offered annually.	June 2005 Ongoing	Mark Conrad
#9	At least one training on ergonomics will be offered annually.	June 2005 Ongoing	Mark Conrad
#10	A “Universal Precaution” and Public Health Policy will be created by December 2005.	November 2006	Mark Conrad
#11	All employees will wear JFS ID for proper identification.	Ongoing	HR Director
#12	Communicate the availability of Hepatitis B shots, at little or no cost, through County Health Insurance Plan.	June 2005	HR Official
Data Resources Review		Review Cycle	By:

Goal 4....Continued

Potential Barriers / Impeding Factors	Solutions / Workarounds
Funding restricts ability to offer comprehensive safety and security measures.	Educate, involve and engage employees in all aspects of safety and security measures.

Fairfield County

Job & Family Services Strategic Plan 2005 – 2010

Strategic Theme 3

*Fairfield County Job & Family Services
will continue to improve and measure performance
in all areas, utilizing technology and
available resources.*

STRATEGIC THEME 3 NARRATIVE

Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Goal 1: Updated, mission-related JFS goals and objectives will be communicated to all JFS employees and stakeholders so that the JFS culture is focused on achievement.

Priority Area: Goal Setting Retreats

Objective: Departmental retreats will be held annually for Social Services, Community Services, Workforce Development, Children Services, Child Support, HR/PR, the Family Support and Visitation Center, and Fiscal Services.

Objective Measure: The departmental retreats will be held annually. Minutes will be available within ten days of the retreat date. Progress reports will be available monthly and/or at Leadership Team updates.

Priority Area: Leadership Team Meetings

Objective: The Leadership Team will invest time in monthly meetings to review goals and will invest time in two all-day retreats annually to review and update the Strategic Plan.

Objective Measure: Minutes will be available within ten days of the retreat or meeting date. Progress reports will be available monthly.

Goal 2: JFS will be a state leader in all program areas.

Priority Area: Accreditation

Objective: By January 2007, JFS will earn status as an accredited agency from the Council on Accreditation.

Objective Measure: A formal submittal will be presented to the Council and follow-up activities with the Council will be accomplished. Formal certification will be achieved.

Priority Area: Child Care – Home Inspections

Objective: In 2005, the Child Care unit will conduct 100 home inspections to ensure children are cared for in healthy and safe environments.

Objective Measure: Reports for each inspection will be available.

Priority Area: Child Care – Data Upload

Objective: In 2005, the Child Care unit will become a data upload county, implementing new technology that will enhance the eligibility determination process.

Objective Measure: Conversion of data to WINPAC will be accomplished.

Priority Area: Child Support Performance Measurements

Objective: For the fiscal years ending September 2004 and for each fiscal year following, the CSEA will achieve above average status on four child support performance measures: paternity establishment, support order establishment, collections of current support, and collections on arrearages.

Objective Measure: The county ratios will be compared to the state ratios in each category. A summary report will be available. A measure of 80% or improvement in each category is the target.

Goal 2...Continued**Priority Area: Child Support Performance Measurements/Medical Support**

Objective: For the Fiscal Year Ending September 2006 and for each fiscal year following, the Child Support Enforcement Agency will achieve above average status on the new performance measure: increasing medical support coverage in IV-D cases without regard to the source of the coverage.

Objective Measure: The county ratios will be compared to the state ratios in each category. A summary report will be available. A baseline needs to be established.

Priority Area: Child Support Application Aging

Objective: The CSEA will work all applications for IV-D services within a 20-day timeframe, beginning June 2004 and beyond.

Objective Measure: The application aging report will show no applications for services older than twenty (20) days.

Priority Area: Child Advocacy

Objective: By the end of 2005, Children Services will work with community stakeholders to develop recommendations regarding a family violence prosecutorial initiative.

Objective Measure: A proposal will be presented to the leadership team by December 2005.

Priority Area: Payroll Documentation

Objective: Payroll Specialists will, as a pattern, receive all required payroll documents, fully and accurately completed, by the payroll due date and time.

Objective Measure: A success log will be maintained. A target of 80% with no errors is the standard for each pay period.

Priority Area: Filemaker

Objective: Five new Filemaker projects will be put in place annually.

Objective Measure: The completion of the projects will be documented.

Priority Area: Parenting Classes

Objective: The Visitation Center will provide Cooperative Parenting Classes to 56 parents annually, with 85% of the parents successfully completing the course.

Objective Measure: Attendance and completion will be documented. Certificates will be awarded to the parents completing the course.

Priority Area: WFD, One-Stop

Objective: WFD will achieve Level II One-Stop Certification in accordance with Ohio regulations by the end of 2004.

Objective Measure: Certification from the state of Ohio will be achieved.

Priority Area: WFD Tracking Systems

Objective: WFD will develop and monitor three tracking systems by December 2005.

Objective Measure: The three areas of focus will be WorkNet customers, employer feedback, and WIA measures. Reports will be available.

Priority Area: Career Opportunities

Objective: A "IV-D/WIA" initiative for obligor intensive case management, with WIA and child support outcomes, will be outlined, by the end of 2005.

Objective Measure: The contract will be let, or the project will be tabled, by the end of 2005.

Priority Area: Hardship Exemption

Objective: Community Services will revise and develop a written hardship exemption process for families who have received 36 months of OWF cash assistance.

Objective Measure: The written process will be incorporated into the Community Services Manual

*Goal 2...Continued***Priority Area: Cases Reaching 24 Months of Cash Assistance**

Objective: Community Services will develop a written case management process for families reaching 24 months of cash assistance.

Objective Measure: The written process will be incorporated into the Community Services manual.

Priority Area: TEER Reviews

Objective: Community Services and the Adult Unit will achieve an average annual TEER Review of under 6% by the end of 2005, and annually thereafter.

Objective Measure: The measure will be available for comparison to the JFS history and to state averages.

Priority Area: TANF Outcomes

Objective: Community Services will achieve above average status in four TANF outcome areas: participation rate for all family, participation rate for two-parent, processing applications timely, and processing IEVs timely.

Objective Measure: The measure will be available for comparison to the JFS history and to state averages.

Priority Area: Child Support Navigator Program

Objective: The CSEA will implement a Child Support Navigator Program for education and outreach to obligors.

Objective Measure: Federal grant reports will be completed within the appropriate timeframes, and a final report of outcomes will be available as per the grant proposal.

Priority Area: COGNOS Implementation

Objective: The Child Support Enforcement Agency will update procedures to include the COGNOS tool, attending Peer-to-Peer meetings, beginning in 2006, and ongoing.

Objective Measure: Documented procedures will be in place about the use of the COGNOS reports.

Priority Area: Procedure Manual Updates

Objective: The CSEA will update the Child Support Procedures in accordance with state suggested formats.

Objective Measure: The manual will be available for review by the state and on the intranet for employees.

Goal 3: JFS will improve accessibility and control of agency records.**Priority Area: Records Retention**

Objective: By the end of 2006, a comprehensive records and retention plan will be designed; an annual review of the plan will be conducted.

Objective Measure: A document will be prepared with input from all leadership team members.

Priority Area: Document Imaging

Objective: By the end of 2008, a plan for JFS storage needs and a feasibility study of the use of technology for storage will be identified in a formal recommendation.

Objective Measure: A document will be prepared with input from all leadership team members.

Priority Area: Document Accessibility

Objective: By the end of 2006, each department will have a written protocol for accessing records and/or case files.

Objective Measure: The protocol will be available in a written format.

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: December 2005

Priority Area: Goal Setting Retreats

Goal 1: Updated, mission-related JFS goals and objectives will be communicated to all levels of JFS employees and stakeholders so that the JFS culture is focused on achievement.

Objective: Departmental retreats will be held annually for Social Services, Community Services, Workforce Development, Children Services, Child Support, HR/PR, the Visitation Center and Fiscal Services. (We should add other departments as desired.)

Objective Measure: The departmental retreats will be held annually. Minutes will be available within ten days of the retreat date. Progress reports will be available Monthly and/or at Leadership Team updates.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Retreats will be held annually to review goals and objectives departmentally for the year and for long-term periods.	January 2005 Ongoing	All Department Heads
#2	Departments will help cover for one another so public service continues while the retreats are held.	January 2005 Ongoing	All Department Heads
#3	Managers can share ideas and support one another in the creation of retreat agendas.	January 2005 Ongoing	All Department Heads
#4	Staff will participate and be involved in reviewing and setting goals and objectives.	January 2005 Ongoing	All Department Heads
#5	Minutes for each retreat will be taken and shared with the Leadership Team.	January 2005 Ongoing	All Department Heads
#6	Updates on departmental goals and objectives (updates on the progress of the work) will be provided monthly to the Leadership Team and all departmental staff as needed.	January 2005 Ongoing	All Department Heads
Data Resources Review		Review Cycle	By:
Minutes		At least monthly	Department Heads
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Conflicting Priorities		Flexibility in deadlines and timeframes.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: December 2005 / Ongoing

Priority Area: Leadership Team Meetings

Goal 1: Updated, mission-related JFS goals and objectives will be communicated to all levels of JFS employees and stakeholders so that the JFS culture is focused on achievement.

Objective: The Leadership Team will invest meeting time monthly to review goals and will invest two all-day retreats annually to review and update the Strategic Plan.

Objective Measure: Minutes from the monthly meetings and the retreats will be available. Progress reports will be available monthly.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	The Leadership Team will agree upon an agenda prior to the retreat date.	Ongoing Annually	JFS Director
#2	The County Commissioners will be communicated the goals and objectives; written and verbal communication will be utilized.	Ongoing	JFS Director
#3	During the quarterly meetings with the Commissioners, input and feedback about the appropriateness of the goals and objectives will be sought.	Ongoing	JFS Director
#4	All staff will receive information about the JFS Strategic Plan with an opportunity to offer input and feedback.	Ongoing	JFS Director
#5	Monthly Report to the Board of Commissioners delivered by the 15th day of the following month.	Ongoing	JFS Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Conflicting Priorities		Flexibility in timeframes and scheduling.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2006

Priority Area: **Accreditation**
Goal 2: JFS will be a state leader in all program areas.
Objective: By January 2007, JFS will have earned status as an accredited agency from the Council on Accreditation.
Objective Measure: A formal self-study will have been presented to the Council, and follow-up activities with the Council will have been accomplished. Formal certification will be achieved.

Action Step(s)		Task Completion Review Date	Assigned To
#1	By June 2004, accreditation teams for the Generic sections will have been identified.	June 2004	CSD-Director of Operations
#2	By November 2004, accreditation teams for Service sections will have been identified.	November 2004	CSD-Director of Operations
#3	An all-staff orientation for accreditation will be held on June 9, 2004.	June 2004	CSD-Director of Operations FCJFS Staff
#4	Departmental follow-up question and answer sessions will be conducted by August 2004.	August 2004	CSD-Director of Operations Assigned Conductors
#5	Conductor assignments will be reviewed by July 2004.	July 2004	Accreditation Core Team
#6	Conductor status reports will occur bi-monthly following July 2004.	July 2004 Bi-Monthly	Accreditation Conductors
#7	By December 2006, HR/PR will utilize the accreditation process to assure best quality of service is delivered to the department staff, JFS and the community.	December 2006	HR Team
#8	Quarterly accreditation reports will be delivered to the Commissioners and JFS staff, and will be placed on the agency website.	June 2004 Quarterly	JFS Director CSD-Director of Operations
#9	JFS will achieve compliance with the Generic sections by June 2005.	June 2005	G Section Workgroups
#10	JFS will achieve compliance with Service sections by February 2006.	February 2006	S Section Workgroups
#11	Completed Self-Study submitted to Council on Accreditation ten (10) weeks prior to scheduled site visit.	February 2006	CSD-Director of Operations
#12	JFS will demonstrate compliance with all standards by participating in COA's Peer Team On-Site Visit in April 2006.	April 2006	JFS Staff
#13	JFS will respond to the Preliminary Accreditation Report received from COA by May 2006.	May 2006	CSD-Director of Operations
#14	JFS will receive confirmation as an accredited agency from COA by June 2006.	June 2006	JFS Director

Goal 2....Continued

Data Resources Review	Review Cycle	By:
Accreditation Core Team Meeting Minutes Accreditation Conductor Meeting Minutes Bi-Monthly COA/ODJFS training sessions	Monthly Bi-Monthly Bi-Monthly	Core Team Conductors CSD-Director of Operations HR Official
Potential Barriers / Impeding Factors	Solutions / Workarounds	
Funding Workload Training County, State and COA Standards Conflicts Staffing; Burnout	Demonstrate purpose. Emphasize and promote team concept. Acknowledge accomplishments and successes in meeting standards. Participation in ODJFS/COA training. Collaboration with other Ohio counties seeking accreditation; market value to key stakeholders.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2005 / 2006

Priority Area: Child Support Performance Measurements

Goal 2: JFS will be a state leader in all program areas.

Objective: For fiscal year ending September 2004 and for each fiscal year following, the Child Support Enforcement Agency will achieve above average status on four child support performance measures: paternity establishment, support order establishment, collections of current support and collections on arrearages.

Objective Measure: The county ratios will be compared to the state ratios in each category. A summary report will be available. A measure of 80% or improvement in each category is the target.

Action Step(s)		Task Completion Review Date	Assigned To
#1	By April 2004, a study of arrearages and the capacity to collect upon arrearages will be conducted.	April 2004	CSEA Director CSEA Supervisors
#2	By June 2004, team CSEA will have implemented increased tracking for the use of enforcement tools by case managers and case manager assistant teams.	June 2004	CSEA Director CSEA Supervisors
#3	By June 2004, an agreed-upon checklist will be in place for multiple enforcement tools, summary information and referrals to the Legal department.	June 2004	CSEA Director CSEA Supervisors
#4	The CSEA will participate in the performance networking sessions of OCDA.	January 2005 and forward	CSEA Director CSEA Supervisors
#5	The CSEA will create a work group for the re-assignment of caseloads.	January 2005	CSEA Director CSEA Supervisors
#6	By November 2004, benchmarks for hearings, filings and reports will have been determined and met for the support services team.	November 2004	CSEA Director CSEA Supervisors
#7	By November 2004, the CSEA will have accomplished a three-pronged approach to intensive collection efforts: a letter campaign, stepped up efforts for a search-type publication, and improved interface with workforce development.	November 2004	CSEA Director CSEA Supervisors
#8	To learn about practices in other counties, the CSEA will travel to Clermont and Lucas counties by the end of June 2004.	June 2004	CSEA Supervisors
#9	The CSEA will create a workgroup dedicated to improvement of process service with a best practice worthy model analyzed.	January 2005	CSEA Director CSEA Supervisors

#10	The CSEA will participate in the Round-Up activities.	2004 Annually	CSEA Supervising Attorney
#11	The CSEA will participate in August Awareness activities.	2004 Annually	CSEA Director CSEA Supervisors
#11a	A workgroup dedicated to education and outreach at employer sites will be implemented.	By end of 2006	CSEA Director CSEA Supervisors
#12	Benchmarks for filing entries within an appropriate timeframe will be set and monitored.	2004 Monthly	CSEA Director CSEA Supervisors
#12a	Filemaker will be explored for calendar procedures as opposed to GroupWise.	Monthly 2004 and ongoing	IT Director
#13	The CSEA will participate in Monthly Monitoring activities in conjunction with the State of Ohio.	December 2006	CSEA Director CSEA Supervisors
#14	A JFSi on Criminal Non-Support will be prepared.	2004 Annually	CSEA Director CSEA Supervisors
#15	A six-month focus on driver license suspensions will be conducted by the end of 2004.	November 2004	CSEA Director CSEA Supervisors
#16	By November 2004, Team CSEA will have joined with Community Services to implement a best practice-worthy protocol for the interface of IV-A and IV-D customers.	January 2005	CSEA Director CSEA Supervisors
#16a	A workgroup dedicated to Children Services cases with child support issues will be created. The objective will be to establish procedures and increase establishment.	January 2005 and ongoing	CSEA Director CSEA Supervisors
#17	A work group dedicated to order establishment will be created with a best practice model as an outcome.	January 2005 and ongoing	CSEA Director CSEA Supervisors
#18	Annual summaries of performance will be drafted.	December 2004 Annually	CSEA Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Workload Economy SETS issues State leadership Staffing; Burnout Training Federal and State policy conflicts Funding Community stakeholder concerns		Motivation of employees; celebration of good work behaviors. Participation on statewide committees. Good documentation of issues. Show purpose; keep mission-related. State and internal training options. Participation in OCDA Participation in OCDA; communication with local and state stakeholders.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2006 / 2007

Priority Area: Child Support Performance Measurements / Medical Support

Goal 2: JFS will be a state leader in all program areas.

Objective: For Fiscal Year ending September 2006 and for each fiscal year following, the Child Support Enforcement Agency will achieve above average status on the new performance measure: increasing medical support coverage in IV-D cases without regard to the source of the coverage.

Objective Measure: The county ratios will be compared to the state ratios in each category. A summary report will be available. A baseline needs to be established.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Determine expectations of the Federal Government.	January 2006	CSEA Director CSEA Supervisor
#2	Attend ELC meetings and OCDA work group meetings.	January 2006 Ongoing	CSEA Director CSEA Supervisor
#3	Develop a county level work group.	November 2005	CSEA Director CSEA Supervisor
#4	Identify action steps for data within SETS.	April 2006	CSEA Director CSEA Supervisor
#5	Set a project timeline.	April 2006	CSEA Director CSEA Supervisor
#6	Get feedback and input from staff.	November 2005 Ongoing	CSEA Director CSEA Supervisor
#7	Communicate goals and objectives to the employees.	November 2005 Ongoing	CSEA Director CSEA Supervisor
#8	Review baseline measures.	September 2006	CSEA Director CSEA Supervisor
Data Resources Review		Review Cycle	By:
SETS Reports Control D Reports OCDA Committee Reports COGNOS Reports ELC Minutes		Monthly	CSEA Director CSEA Supervisors
Supportive/Necessary Resources			
Cooperation and Collaboration with Community Stakeholders and JFS Departments. Cooperation and Collaboration with the Office of Child Support and OCSE Funding.			
Performance Benchmarks			
The federal performance measures, state and national averages – to be set.			

Potential Barriers / Impeding Factors	Solutions / Workarounds
<p>Workload Economy SETS issues State leadership Staffing; Burnout Training Federal and State policy conflicts Funding Community stakeholder concerns Lack of information Parents not understanding the reasons for CSEA involvement.</p>	<p>Motivation of employees; celebration of good work behaviors. Participation on statewide committees. Good documentation of issues. Show purpose; keep mission-related. State and internal training options. Participation in OCDA Participation in OCDA; communication with local and state stakeholders. Communication with OCS and OCSE</p>

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: January 2005

Priority Area: **Application Aging**

Goal 2: JFS will be a state leader in all program areas.

Objective: The CSEA will work all applications for IV-D Services within a twenty-day timeframe, beginning June 2004 and beyond.

Objective Measure: The application aging report will show no applications for services older than twenty days.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	Intake Case Managers will be trained on how to work the report.	January 2005	CSEA Supervisor
#2	SETS Specialists will serve as back up to the Intake Case Managers.	January 2005	CSEA Supervisor
#3	Expectations of the twenty-day timeframe will be communicated.	January 2005	CSEA Supervisor
#4	A plan to work those applications nearing the timeframe will be in place.	January 2005	CSEA Supervisor
#5	Monthly monitoring of the report will be in place.	January 2005 Ongoing	CSEA Supervisor
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Conflicting Intake (establishment/locate) priorities.		Back-up plans; monitoring	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: January 2005 / Ongoing

Priority Area: Payroll Documentation

Goal 2: JFS will be a state leader in all program areas.

Objective: Payroll specialists will, as a pattern, receive all required payroll documentation, fully and accurately completed by the payroll due date and time.

Objective Measure: A success log will be maintained. A target of 80% with no errors is the standard for each pay period.

Action Step(s)		Task Completion Review Date	Assigned To
#1	HR staff will create a log that identifies the major areas where payroll errors occur.	June 2004/Ongoing for all Action Steps	HR Officials for all Action Steps
#2	HR staff will design a motivational plan that will encourage departments to submit payroll documentation accurately and timely.	Ongoing	
#3	HR staff will track payroll errors on a departmental basis.	Ongoing	
#4	HR staff will report departmental percentage of errors on a quarterly basis.	Ongoing	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Conflicting priorities.		Departments to establish a standard protocol for completion and submission.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: June 2006 / Ongoing

Priority Area: Information Systems

Goal 2: JFS will be a state leader in all program areas.

Objective: Five new Filemaker projects will be implemented annually.

Objective Measure: The completion of the projects will be documented.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The Leadership Team will develop a protocol or process for determining the priorities of the IT projects.	January 2006	IT Director for all, unless otherwise noted
#2	MIS will determine feasibility of projects.	June 2006 / Ongoing	
#3	Approved requests will be prioritized and placed in the queue.	June 2006 / Ongoing	
#4	Information Systems will work with department heads to analyze and implement the projects.	June 2006 / Ongoing	
#5	Ongoing trainings will be conducted.	Ongoing	
#6	The projects will be reviewed regularly for maintenance and changes.	June 2006 / Ongoing	
#7	Implement SACWIS IT System.		
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: June 2006 / Ongoing

Priority Area: Parenting Classes

Goal 2: JFS will be a state leader in all program areas.

Objective: The Visitation Center will provide Cooperative Parenting Classes to 56 parents annually; 85% of the parents will successfully complete the course.

Objective Measure: Documentation of the parents attending will be available; 85% of the parents will receive a certificate of completion.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	The Center will have a schedule of classes in place annually.	January 2005	Family Support and Visitation Ctr. Director
#2	Course instructors will be trained.	January 2005	Family Support and Visitation Ctr. Director
#3	The CSEA will supply support with a senior case manager providing agency information.	January 2005	CSEA Director
#4	Curriculum materials will be current and available for parents.	January 2005	Family Support and Visitation Ctr. Director
#5	Information & Referral resources will be researched to ensure resources are current.	June 2005	Family Support and Visitation Ctr. Director
#6	Completion ratios will be analyzed.	January 2005 Quarterly	Family Support and Visitation Ctr. Director
#7	Grant reports and contract issues will be researched and resolved.	January 2005 Quarterly Reports	Family Support and Visitation Ctr. Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Funding Lack of referrals		Seeking additional funding sources. Conducting awareness activities.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion:

Priority Area: Workforce Development / One-Stop

Goal 2: JFS will be a state leader in all program areas.

Objective: Workforce Development will achieve Level II One-Stop Certification according to state regulations by July 2004.

Objective Measure: Certification will be achieved from the State of Ohio.

Action Step(s)		Task Completion Review Date	Assigned To
#1	A special revenue fund will be created on the books of the County Auditor for workforce activities by July 1, 2004; Montgomery County is serving as fiscal agent.	July 2004	WFD Director Finance Director
#2	Mandated Partner relationships will be reviewed and updated.	January 2005 Ongoing	WFD Director
#3	Building issues for partner space and sub-lease agreements will be reviewed.	January 2005 Ongoing	WFD Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion:

Priority Area: Workforce Development Tracking Systems

Goal 2: JFS will be a state leader in all program areas.

Objective: Workforce Development will develop and monitor three tracking systems by December 2005.

Objective Measure: A system for county-specific registration and tracking for WorkNet customers will be in place. A system for tracking performance against WIA measures will be in place. A program analyzing employer feedback will be in place.

Action Step(s)		Task Completion Review Date	Assigned To
#1	A draft for tracking WorkNet customers will be reviewed.	Fall 2006 / Ongoing	WFD Director
#2	The draft will be tested.	Fall 2006 / Ongoing	WFD Director
#3	The log will be reviewed monthly and presented to the Leadership Team for review.	Fall 2006 / Ongoing	WFD Director
#4	Trends will be summarized monthly.	Fall 2006 / Ongoing	WFD Director
#5	WIA measures will be outlined. The targets will be communicated. The WFD team will consider ways to monitor the measures.	Ongoing	WFD Director
#6	A case management strategy, aimed at performance standards, will be created.	December 2006	WFD Director
#7	A draft plan for monitoring will be reviewed.	December 2006	WFD Director
#8	The monitoring will occur monthly with corrective action plans developed as needed.	December 2006	WFD Director
#9	Successes or targets achieved will be celebrated.	December 2006	WFD Director
#10	The envisioned employer feedback will be identified.	December 2006	WFD Director
#11	Ways to solicit feedback will be considered.	December 2006	WFD Director
#12	The feedback will be obtained and monitored with conclusions available to the Leadership Team.	December 2006	WFD Director
#13	Change or action plans, using the employer feedback, will be outlined and put into place.	December 2006	WFD Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: December 2005

Priority Area: Career Opportunities

Goal 2: JFS will be a state leader in all program areas.

Objective: A IV-D Contract / WIA funded initiative for obligor intensive case management with WIA and Child Support outcomes will be outlined. The program will be for obligors seeking work, with direct performance Measurements for Child Support and Workforce Development. If the Navigator Program is granted, that program will be integrated with the Career Opportunities program.

Objective Measure: The project contract will be in place -or- will be tabled after financial and program analysis.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The CSEA will conduct research and produce a model for the program.	November 2004	CSEA Director
#2	Feedback from attorneys and the court will be sought.	November 2004	CSEA Director
#3	WIA outcomes will be identified.	November 2004	WFD Director
#4	Financial implications will be reviewed.	November 2004	WFD Director
#5	A model RFP will be prepared.	January 2005	WFD Director
#5a	The RFP Review Committee will be established.	January 2005	CSEA Supervisor WFD Supervisor
#6	Outcomes will be reported. (Or options will continue to be explored.)	March 2005 and Ongoing	WFD Director CSEA Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: January 2005 / Ongoing

Priority Area: **Hardship Exemption**
Goal 2: JFS will be a state leader in all program areas.
Objective: Community Services will revise and develop a written Hardship Exemption Process for those families who have received Ohio Works First cash assistance for 36 months.
Objective Measure: The written Hardship Exemption Process will be incorporated into the Community Services Procedure On-Line Manual.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Identify workgroup and facilitator.	March 2004	Community Services Director
#2	Research other county models and best practices.		Work Activity Group
#3	Revise and prepare draft.	August 2004	Work Activity Coord.
#4	Solicit feedback from Community Services staff and Leadership Team.		
#5	Complete final written process.		
#6	Approval by Director and Board of Commissioners.		
#7	Forward to ODJFS.	December 2004	
#8	Conduct staff training.	December 2004	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion:

Priority Area: Cases Reaching 24 Months of Cash Assistance.

Goal 2: JFS will be a state leader in all program areas.

Objective: Community Services will develop a written case management process for families reaching 24 months of cash assistance.

Objective Measure: The written process will be incorporated into the Community Services Procedure On-Line Manual.

Action Step(s)		Task Completion Review Date	Assigned To
#1	A work group will be formed and a facilitator identified.	January 1, 2005	Community Services Director
#2	Best practice documents will be reviewed from other counties.		Work Activity Group (WAG)
#3	Conduct initial discussion with Family Case conference staff and/or Children Services for integration of case management activities.	October 2005	
#4	A draft will be prepared.		Work Activity Group Leadership Team
#5	The written document will be reviewed by the Leadership Team.	January 2006	
#6	Input from staff will be obtained.		Director Board of Commissioners
#7	The Director and Board of Commissioners will approve the document.		
#8	Conduct training of all Success Coach staff.	February 2006	Work Activity Coord.
#9	Review and revise on an annual basis.	January 2007 and forward	Community Services Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion:

Priority Area: TEER Reviews

Goal 2: JFS will be a state leader in all program areas.

Objective: Community Services will achieve an average annual TEER Review under 6% by December 31, 2004, and for each year following.

Objective Measure: The TEER Review measure will be available and compared annually to FCJFS history and to state averages.

Action Step(s)		Task Completion Review Date	Assigned To
#1	A workgroup identified as the MousekeTEERS will be trained as reviewers.	January 2004	Community Services Director
#2	An internal review process will be developed for the MousekeTEERS to review cases prior to the state reviewers.	August 2004	Community Services Managers
#3	The MousekeTEERS will educate individual staff regarding any errors or training issues.	Ongoing	
#4	The Community Services Director and Social Services Director will monitor the TEER on a quarterly basis.	Ongoing	
#5	Tracking will incorporate a three-year comparison rate.	Ongoing	
#6	If necessary, corrective action plans will be designed.	Review Fall 2006	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2005 and Annually

Priority Area: TANF Outcomes

Goal 2: JFS will be a state leader in all program areas.

Objective: Community Services will achieve above average status in four TANF Outcome areas: Participation Rate for All Family — Participation for Two-Parent — Processing Applications Timely — Processing IEVS Timely.

Objective Measure:

- The participation rate for All Family will be 85% for 2004 and beyond.
- The participation rate for Two-Parent will be 90% for 2004 and beyond.
- The processing of applications timely will be above 90%.
- The processing of IEVS alerts will be a county ranking above 22/88 for 2004 and beyond.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	Success Coaches will be trained for proficiency in proper work activity assignments.	Fall 2006	Community Services Managers
#2	ERS staff will be trained and follow the Community Services procedure manual for processing of IEVS and applications.	Fall 2006	
#3	Supervisors and the Community Services Director will monitor on a monthly basis using the 518 form, participation rates and excessive hours.	Fall 2006	
#4	Community Services will develop a written process to ensure applications are processed timely.	Fall 2006	
#5	Supervisors and the Community Services Director will monitor on a quarterly basis the processing of applications in a timely manner.	Fall 2006	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
High caseloads impacting caseload time. Posting of failed hours will impact future participation rate.		Develop systems and processes that maximize staff and increase efficiency. Developing other opportunities for customers to meet the required hours such as GO! Workshops.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: March 2006

Priority Area: Child Support Navigator Program

Goal 2: JFS will be a state leader in all program areas.

Objective: The CSEA will implement a Child Support Navigator Program for education and outreach for obligors.

Objective Measure: Federal grant documents will be completed within the appropriate timeframes and a final report of outcomes will be available, as per the grant proposal.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The CSEA will conduct research and produce a model for the program.	January 2005	CSEA Director
#1a	Two Navigators will be hired.	March 2005	CSEA Director
#2	Feedback from attorneys and the court will be sought.	February 2005	
#3	A model RFP will be prepared.	February 2005	
#3a	The RFP Review Committee will be established.	February 2005	CSEA Director CSEA Supervisors
#4	Outcomes will be reported.	March 2005 and Ongoing	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Participation should be voluntary, not forced, if possible. Obligor could desire services the CSEA is not permitted to provide.		Communicate and demonstrate benefits to the obligors served. CSEA should remain educated about viable community resources.	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2006

Priority Area: COGNOS Implementation
Goal 2: JFS will be a state leader in all program areas.
Objective: The CSEA will update procedures to include the COGNOS tool, attending Peer-to-Peer meetings.
Objective Measure: Documented procedures will be in place about the use of the COGNOS Reports.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	Peer-to-Peer representatives will be named.	January 2006	CSEA Director CSEA Supervisors
#2	COGNOS procedures and reports will be reviewed.	February 2006 Ongoing	
#3	Case management procedures will be updated to include COGNOS in daily operations.	March 2006	
#4	Supervisors will put in place regular review procedures, monthly.	May 2006	
#5	2006 Work Group activities will be adjusted.	April 2006 And continuing	
#6	Existing checklists and documents will be reviewed.	June EOM 2006	
#7	Monthly meetings will be held for accountability.	August EOM 2006	
#8	An annual review process will be put in place.	December EOM 2006 and Ongoing	
Data Resources Review		Review Cycle	By:
Supervisory Review		Monthly	Monthly
Supportive/Necessary Resources			
IV-D employees will need to shift the focus of the work groups in order to provide input and feedback. Help from MIS to image the data and put the manual on the intra-net. There will also be a need for COGNOS training.			
Performance Benchmarks			
End of the year final draft. Established review cycles			
Re-Evaluation Criteria		Timeframe	
Reviews by ODJFS		Annual	
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Funding Workload Training County, State and Court conflicts Staffing, Burnout Peer-to-Peer training conflicts with dates		Demonstrate purpose Emphasize and promote team concept Acknowledge accomplishments and successes in meeting standards Participation in OCDA Workgroups Collaboration with other Ohio counties	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2005

Priority Area: Procedure Manual Updates

Goal 2: JFS will be a state leader in all program areas.

Objective: The CSEA will update the Child Support Procedures in accordance with state suggested formats.

Objective Measure: The manual will be available for review by the state and on the intranet for employees.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The state-suggested format will be reviewed.	April 2005	CSEA Director CSEA Supervisors
#2	2004 Work Group activities will be adjusted.	April 2005	
#3	A project timeline will be developed.	April 2005	
#4	Existing checklists and documents will be reviewed.	April 2005	
#5	The state CSEM will be incorporated.	May 2005	
#6	Monthly meetings will be held for accountability.	April 2005/Continuing	
#7	Sections II and V will be updated and available for review.	June EOM 2005	
#8	Sections I and IV will be updated and available for review.	August EOM 2005	
#9	Additional sections as per the state mandated timeline will be submitted.	December EOM 2005 Ongoing	
#10	An annual review process will be put in place.	January 2007	
Data Resources Review		Review Cycle	By:
Supervisory Review		Monthly	Monthly
Supportive/Necessary Resources			
Cooperation and collaboration of IV-A and IV-E procedures. IV-D employees will need to shift the focus of the work groups in order to provide input and feedback. Help from MIS to image the data and put the manual on the intra-net.			
Performance Benchmarks			
June Draft September Draft End of the year final draft Established review cycles			

Re-Evaluation Criteria	Timeframe
Reviews by ODJFS	Annual
Potential Barriers / Impeding Factors	Solutions / Workarounds
Funding Workload Training County, State and Court Conflicts Staffing; Burnout	Demonstrate purpose. Emphasize and promote team concept. Acknowledge accomplishments and successes in meeting standards Participation in OCDA Work Groups. Collaboration with other Ohio counties.

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2007

Priority Area: Records Retention

Goal 3: JFS will improve accessibility and control of agency records.

Objective: By the end of 2007 a comprehensive Records and Retention Plan will be designed; an annual review of the plan will be conducted.

Objective Measure: A document will be prepared with input from all Leadership Team Members.

Action Step(s)		Task Completion Review Date	Assigned To
#1	A project leader will be named.	2006	JFS Director
#2	Agency needs will be identified.	December 2007	Department Heads
#3	Potential plans, both long-term and short-term will be identified.		
#3	An annual review will be conducted.	December 2007 Annually	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Funding Conflicting Priorities		Flexibility in deadlines	

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2006

Priority Area: Document Imaging

Goal 3: JFS will improve accessibility and control of agency records.

Objective: By the end of 2008, a plan for JFS storage needs and a feasibility study of the use of technology for document storage will be identified in a formal document.

Objective Measure: A document will be prepared with input from all Leadership Team Members.

Action Step(s)		Task Completion Review Date	Assigned To
#1	A project leader will be named.	January 2006	JFS Director
#2	Agency needs will be identified.		
#3	Potential plans, both long-term and short-term will be identified.		
#4	Document imaging will be considered within the proposal, with consideration provided to the equipment purchased with accreditation funding.		
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Funding Time to make the conversion possible.			

STRATEGIC THEME 3
Fairfield County Job & Family Services will continue to improve and measure performance in all areas, utilizing technology and available resources.

Target Completion: 2007

Priority Area: Document Accessibility

Goal 3: JFS will improve accessibility and control of agency records.

Objective: By the end of 2007, each department will have a written protocol for accessing records and/or case files.

Objective Measure: The protocol will be available in written format.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	Children Services will accomplish a file clean-up project.		CSD Director
#2	Community Services will complete a file update and clean up for all Healthchek, Transportation and Children Services program files.		Community Services Director
#3	The CSEA will clean-up drive-thru basement records/storage. a. The CSEA written protocols will be updated.	December 2007	CSEA Director
#4	All department heads will present the written protocols.	December 2007	Department Heads
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

Fairfield County

Job & Family Services Strategic Plan 2005–2010

Strategic Theme 4

*Fairfield County Job & Family Services
will initiate, promote and enhance community
and intergovernmental relationships to
further our mission.*

STRATEGIC THEME 4 NARRATIVE
Fairfield County Job & Family Services will initiate, promote and enhance community and intergovernmental relationships to further our mission.

- Goal 1:** JFS employees will increase their participation in the community by increasing board activities and volunteerism.
- Objective 1A:** Fifty percent (50%) of JFS employees will participate in civic, social and professional organizations.
-
- Goal 1:** JFS employees will increase their participation in the community by increasing board activities and volunteerism.
- Objective 1B:** JFS employees will position themselves as community leaders by participating in at least one leadership activity in the community that would advance or communicate the mission of the agency.
-
- Goal 2:** JFS will continue to develop and maintain a positive relationship with the County Commissioners and all elected officials by sharing current and useful programs and administrative information.
- Objective:** JFS will promote a positive foundation by at least the quarterly exchange of information through meetings, reports and seminars with local, state or federal legislators.
-
- Goal 3:** JFS will provide information to the general public about agency events, programs and services.
- Objective 3A:** JFS will increase its outreach to the community by facilitating at least seven (7) agency events annually.
-
- Goal 3:** JFS will provide information to the general public about agency events, programs and services.
- Objective 3B:** JFS will increase its outreach to the community by increasing public awareness information services.

STRATEGIC THEME 4
Fairfield County Job & Family Services will initiate, promote and enhance community and intergovernmental relationships to further our mission.

Target Completion:

Goal 1: JFS employees will increase their participation in the community by increasing board activities and volunteerism.

Objective 1A: Fifty percent (50%) of JFS employees will participate in civic, social and professional organizations.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Community Services, Human Resources, Finance, CSEA and Social Services will provide exceptional customer service by providing a meal for the homeless shelter three times a year.	December 31, 2006	Leadership Team
#2	Staff will report the number of volunteer activities to their supervisor annually and that number will be included in <i>The Link</i> .		
#3	A list of board memberships and professional activities will be created and organized on a departmental basis.	November 2004 Updated annually, thereafter	Family Support and Visitation Ctr. Director
#4	The number of volunteer hours and activities will be celebrated.		
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 4
Fairfield County Job & Family Services will initiate, promote and enhance community and intergovernmental relationships to further our mission.

Target Completion:

Goal 1: JFS employees will increase their participation in the community by increasing board activities and volunteerism.

Objective 1B: JFS employees will position themselves as community leaders by participating in at least ten (10) leadership activities in the community that would advance or communicate the mission of the agency.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Continue leadership role in Legal Clinic.	December 2005	CSEA
#2	Community Services will provide leadership for two community events or partnerships.	December 2005 Ongoing	Community Services
#3	Set up Buddy System with schools and other agencies.	December 2005	Children Services
#4	The CSEA Director will serve as President of OCDA.	December 2005	CSEA
#5	The CSEA Director, or other JFS Leader, once the Director is term-limited, will maintain participation on the United Way Review Board.		
#6	Kinship Navigator will sponsor one free clothing giveaway for customers.	Spring & Fall 2005 Ongoing	Kinship Navigator
#7	Adult Unit will provide and perform outreach services by either informational sessions or volunteer work to agencies such as Olivedale and senior citizen complexes.	December 2004 Ongoing	Adult Unit
#8	The Community Services Director will serve on the Recovery Center Board.	December 2005	Community Services
#9	JFS staff will serve on the Fairfield County Family, Adult & Children First Council.	December 2005	JFS Director CSD Director
#10	The Fairfield County Adult Protective Services Unit will be represented on the Older Adult Network.	December 2005 Ongoing	APS
#11	A representative of Fairfield County APS will serve on Lifenet.	December 2005 Ongoing	APS
#12	APS will coordinate the delivery of food commodities to eligible APS customers, age 60 and over.	December 2004 Ongoing	APS
#13	APS will provide informational sessions regarding their services and recognition of elder abuse, neglect and exploitation to home health agencies, FMC and other social service/law enforcement agencies requesting such presentations.	December 2004 Ongoing	APS

Data Resources Review	Review Cycle	By:
Potential Barriers / Impeding Factors	Solutions / Workarounds	

STRATEGIC THEME 4
Fairfield County Job & Family Services will initiate, promote and enhance community and intergovernmental relationships to further our mission.

Target Completion:

Goal 2: JFS will continue to develop and maintain a positive relationship with the County Commissioners and all elected officials by sharing current and useful programs and administrative information.

Objective: JFS will promote a positive foundation by at least the quarterly exchange of information through meetings, reports and seminars with local, state or federal legislators.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The Administrative Director of Children Services will serve on the Legislative Board of the PCSAO.	December 31, 2004 Ongoing	Children Services
#2	APS staff will continue to inform all agency and other partner staff regarding opportunities to lobby for APS funding and enhanced availability.	December 31, 2004 Ongoing	APS
#3	A Children Services representative will participate in PCSAO sponsored legislative breakfasts.	December 31, 2004	Children Services
#4	JFS representative(s) will attend Commissioner/Roundtable meetings monthly.	December 2005 Ongoing	JFS Director
#5	New format for monthly report to Commissioners and quarterly meeting with Commissioners.	December 2005	JFS Director
#6	CSEA will hold Statehouse Day on a biannual basis.	December 2005	CSEA
#7	Job Development will continue to be active in all countywide business through Chambers of Commerce, Economic Development professionals and elected officials, in order to promote good will between JFS and the business community.	December 2005	Job Development Director
#8	The CSEA Director will contribute to the Hot Zone Revenue Committee as reinstated by the County Commissioners.	Completed in January 2005	CSEA
#9	A quarterly summary of the Child Support program will be delivered to the County Commissioners by the last day of the month following quarter ending month.		CSEA Director
#10	CSD Director to meet with Judge Williams annually for quality enhancements.	Ongoing	CSD Director
#11	JFS Monthly Report to Commissioners and Elected Officials.	Monthly Ongoing	

#12	Quarterly JFS Review Meetings with Board of Commissioners.	Quarterly Ongoing	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 4
Fairfield County Job & Family Services will initiate, promote and enhance community and intergovernmental relationships to further our mission.

Target Completion:

- Goal 3: JFS will provide information to the general public about agency events, programs and services.
- Objective 3A: JFS will increase its outreach to the community by facilitating at least seven (7) agency events annually.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Public/Private Events		
a.	Circus Night	May 2005	Community Services
b.	Foster/Adoptive Parent Appreciation Banquet	December 2005	Children Services
c.	Candlelight Walk	April 2005	Children Services
d.	Information Night	August 2005	CSEA
e.	Faith-Based Summit	May 2005	CSEA
f.	Car Seat Safety Check		
g.	Harvest Party	October 2005	Children Services
h.	Christmas Drive	December 2005	Children Services
i.	Holidays from the Heart	December 2005	Kinship Navigator
j.	Plan a partner/stakeholder recognition event.	2005	
k.	Hold a partner/stakeholder recognition event.	2006	
l.	The Kinship Navigator Program will sponsor free "back to school" haircuts for the children of Kinship Navigator participants.	August 2004 Ongoing	Kinship Navigator
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 4
Fairfield County Job & Family Services will initiate, promote and enhance community and intergovernmental relationships to further our mission.

Target Completion:

- Goal 3: JFS will provide information to the general public about agency events, programs and services.
- Objective 3B: JFS will increase its outreach to the community by increasing public awareness information services.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Create Annual Report.	December 2006	JFS Director
#2	Host information booth at Fairfield County Fair.	October 2004	Human Resources
#3	Attend countywide business/chamber events.	December 2006	Job Development Director
#4	Increase speaking engagements to thirty (30) annually. (Report to Ginny Reid.)	December 2006	All Departments
#5	Increase awareness of web site by customers. <i>(move to strategy 5?)</i>	December 2006	IT Director
#6	Establish an e-mail quick update procedure for elected officials and designated parties.	December 2006	IT Director
#7	Schedule monthly radio and TV PSA spots to update public on JFS programs; work with radio stations on dates.	December 31, 2004 Ongoing	Job Development Director
#8	Develop a planned "Information Day" for community stakeholders.	2007	Human Resources CSEA Director
#9	Develop a JFS informational video.	2005	JFS Director
#10	Identify topics and create curriculum for community JFSi classes.	June 2006	Leadership Team Department Heads
#11	Develop Strategic Marketing Plan.		
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

Fairfield County

Job & Family Services Strategic Plan 2005 – 2010

Strategic Theme 5

*Fairfield County Job & Family Services
will provide exceptional public service
to the community.*

STRATEGIC THEME 5 NARRATIVE
Fairfield County Job & Family Services will provide exceptional public service to the community.

Priority Area: Child Support Electronic Payment Disbursement

Goal 1: FCJFS will provide exceptional public service to the community.
Objective: The CSEA will participate in a pilot program and in ongoing efforts to promote electronic methods of disbursement of child support payments.

Objective Measure: The pilot program will be documented in a slide show summary; increases in enrollment of both e-QuickPay and Direct Deposit will be recorded.

Goal 2: FCJFS will implement programs relevant to community, cultural and political needs.

Objective: The Family Support and Visitation Center will create a mediation program to enhance service delivery.

Goal 3: FCJFS will proactively seek feedback from all public sectors.

Objective 1: Various mechanisms for feedback regarding services, programs and organizational functions, will be created for distribution to customers, staff and community partners.

Objective 2: Feedback will be reviewed as it is received and will be used to develop, modify and/or implement services, policies and/or procedures.

Goal 4: All units of the Social Services Department will evaluate and assess the effectiveness of service delivery and make modifications as appropriate and necessary.

Objective 1: Adult Protective Services will develop and distribute to customers and community partners, surveys requesting feedback regarding service delivery.

Objective 2: Certified childcare providers will, on a continuous basis, be closely monitored for safety and rule compliance in a consistent effort to ensure the ongoing protection of children in their care.

Objective 3: Child Care will develop and distribute to recipients and providers, a survey requesting feedback regarding service delivery.

STRATEGIC THEME 5
Fairfield County Job & Family Services will provide exceptional public service to the community.

Target Completion: 2005

Priority Area: Child Support Electronic Payment Disbursement

Goal 1: FCJFS will provide exceptional public service to the community.

Objective: The CSEA will participate in a pilot program and in ongoing efforts to promote electronic methods of disbursement of child support payments.

Objective Measure: The pilot program will be documented in a slide show summary, and increases in enrollment of both e-QuickPay and Direct Deposit will be recorded.

Action Step(s)		Task Completion Review Date	Assigned To
#1	CSEA will serve as a pilot county to be one of the first in the state to offer the electronic debit card-like option for child support disbursement.	May 2004	CSEA Director
#2	Press releases will be issued.	May 2004	CSEA Director
#3	A fact sheet will be prepared.	June 2004	CSEA Director
#4	The fact sheet will be posted on the website.	July 2004	CSEA Director
#5	Parent forums will be held.	August 2004	CSEA Director
#6	A slide show will be prepared and presented to counties, parents, employees and stakeholders.	September 2004	CSEA Director
#7	The CSEA will participate in the e-QuickPay Council to help in developing procedures and marketing materials for the statewide venture.	May 2004 and Ongoing	CSEA Director CSEA Supervisor
#8	In conjunction with the state, the mandated option will be implemented.	October 2005	CSEA Director CSEA Supervisor
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Workload Economy SETS issues State leadership Staffing; Burnout Training Federal and State policy conflicts Funding Community stakeholder concerns Legislative concerns		Motivation of employees Celebration of good work behaviors Participation on statewide council Good documentation of issues and cost savings Show purpose / keep mission-related State and internal training options Participation in OCDA Participation in OCDA/communication with local and state stakeholders Participation in OCDA and Council	

STRATEGIC THEME 5
Fairfield County Job & Family Services will provide exceptional public service to the community.

Target Completion:

Goal 2: FCJFS will implement programs relevant to the community, cultural and political needs.

Objective: The Family Support & Visitation Center will create a mediation program to enhance service delivery.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The Family Support and Visitation Center will provide mediation services to customers.	December 31, 2005	Family Support and Visitation Ctr. Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 5
Fairfield County Job & Family Services will provide exceptional public service to the community.

Target Completion: December 2010

Goal 3: FCJFS will proactively seek feedback from all public sectors.

Objective 1: Various mechanisms for feedback regarding services, programs and organizational functions, will be created for distribution to customers, staff and community partners.

Objective 2: Feedback will be reviewed as it is received and will be used to develop, modify and/or implement services, policies and/or procedures.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Expand customer opportunities to provide feedback via ongoing surveys, focus groups, etc.	December 1, 2005	Department (program) Directors
#2	Provide a suggestion box for customer use online and in the building.	December 1, 2005	HR Department
#3	Create an Agency Advisory Council.	December 1, 2006	Agency Director CORE Accreditation Team
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 5
Fairfield County Job & Family Services will provide exceptional public service to the community.

Target Completion: December 2010

- Goal 4:** All units of the Social Services Department will evaluate and assess the effectiveness of service delivery and make modifications as appropriate and necessary.
- Objective 1:** Adult Protective Services will develop and distribute to customers and community partners, surveys requesting feedback regarding service delivery.
- Objective 2:** Certified childcare providers will, on a continuous basis, be closely monitored for safety and rule compliance in a consistent effort to ensure the ongoing protection of children in their care.
- Objective 3:** Child Care will develop and distribute to recipients and providers, a survey requesting feedback regarding service delivery.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Expand customer opportunities to provide feedback via ongoing surveys from APS and Child Care.	December 1, 2005 Child Care–Ongoing APS–Ongoing	APS and Child Care Supervisors
#2	Provide a minimum of 100 home visits to child care providers per year.		Child Care Staff
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

Fairfield County

Job & Family Services Strategic Plan 2005 – 2010

Strategic Theme 6

*Fairfield County Job & Family Services
will demonstrate, inspire and
empower leadership.*

STRATEGIC THEME 6
**Fairfield County Job & Family Services will demonstrate,
 inspire and empower leadership.**

Goal 1: An understanding of the JFS culture with expectations of ethical conduct will be achieved by all employees.

Priority Area: Code of Ethics

Objective: By June 2005, a “JFS Code of Ethics” will be adopted.

Objective Measure: The Code of Ethics will be displayed prominently in the JFS lobby and on the website. Employees will have copies of the Code available upon request. New employees will receive the Code with the JFS orientation packet.

Goal 2: Open communication lines will be maintained among employees and the Leadership Team.

Priority Area: Communication

Objective: Each department will maintain a systematic communication process, documented annually.

Objective Measure: Agendas and minutes will be available for review. A calendar of proposed dates will be filed with the JFS Director.

Goal 3: JFS will create a culture of encouragement so that employees have the best chance of feeling empowered to become leaders within their current positions and within future aspirations.

Priority Area: Leadership Opportunities

Objective: For employees who have expressed an interest in leadership, there will be at least three new opportunities made available to lead work groups, to develop trainings, to speak at special engagements, or to lead special projects annually, from 2005 forward.

Objective Measure: Three opportunities and the participation will be documented annually.

Priority Area: Pacesetters’ Special Project

Objective: Pacesetters will accept a special project for annual implementation beginning in 2006.

Objective Measure: A project report will be available from the Pacesetter group.

Priority Area: Special Project, Leadership JFSi Track

Objective: A “Leaders of Tomorrow” type JFSi track or external offering will be in place by the first quarter of 2009. The track will be tied to a special project implementation.

Objective Measure: A schedule of classes will be available. Project timelines will be drafted.

Priority Area: Internal Promotions

Objective: Beginning in 2006, 50% of all supervisory or leadership vacancies that could result in an internal promotion will be filled internally.

Objective Measure: The ratio of internal promotions to the number of potential promotions will be at least one-half.

Priority Area: Internal Training

Objective: An initial departmental plan for training, documenting new hire training models, association training options, state training requirements, and other training plans will be created by the end of 2005.

Objective Measure: The plan will be drafted and filed centrally.

Priority Area: Internal Training

Objective: A study of the feasibility of a training department or a contract for internal training, for JFSi and other JFS training needs, will be conducted by January 2009.

Objective Measure: A proposal for a new training department, a plan for independent contractors, some combined method, or the status quo, will be in place by the First Quarter of 2009.

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: January 2005 with Annual Review

Priority Area **Code of Ethics**

Goal 1: An understanding of the JFS culture with expectations of ethical conduct will be achieved by all employees.

Objective: By June 2005, a "Code of Ethics" will be adopted by JFS.

Objective Measure: The Code of Ethics will be displayed prominently in the JFS lobby and on the website.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The Leadership Team will review examples of "Codes of Ethics".	September 30, 2004	CSEA Director
#2	An initial draft will be reviewed by the Leadership Team.	September 30, 2004	CSEA Director
#2a	A revised draft will be adopted.	October 31, 2004	CSEA Director
#3	There will be communication to staff.	October 31, 2004	Community Services Director
#4	Additional Codes of Ethics, such as those for attorneys or social workers, can be added on a departmental basis. The initial idea is to have one Code of Ethics that will encompass all JFS employees.	October 31, 2004 and forward	HR Director
#5	The Code will be displayed at the JFS building.	January 2005	HR Director
#6	The Code will be included in the Commissioners Report.	January 2005	Michael Orlando
#7	An article will be placed in <i>The Link</i> .	January 2005	Social Programs Director
#8	The Code will be placed on the website.	January 2005	IT Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Misunderstanding of purpose of ethics.		<ul style="list-style-type: none"> ▪ Inclusion of paragraph about personal responsibility. ▪ Leadership by example. ▪ Revisions to document, as needed. 	

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: December 2005

Priority Area: Communication

Goal 2: Open communication lines will be maintained among employees and the Leadership Team.

Objective: Each department will maintain a systematic communication process, documented annually.

Objective Measure: Agendas and minutes will be available for review. A calendar of proposed dates will be filed with the JFS Director.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Departments outline a schedule for all-departmental meetings, annually.	January 2005	Department Heads
#2	Minutes will be prepared for review.	Ongoing	Department Heads
#3	Departments will outline a schedule for team, unit or individual meetings.	January 2005	Department Heads
#4	Minutes of team meetings will be maintained.	Ongoing	Department Heads
#5	"Time with the Director" will be accomplished in the CSEA..	Ongoing	CSEA Director
#6	An e-mail communication class will be part of JFSi.	January 2005 and ongoing	CSEA Director
#7	A written communication class will be part of JFSi.	January 2005 And ongoing	Social Programs Director
#8	A JFSi for career coaching for communication and image will be in place by 2005.	December 2005	HR Director
#9	The Leadership Team will adopt a formal meeting schedule, including Leadership Team retreats, annually.	January 2005	JFS Director
#10	Children Services and Community Services will meet quarterly to review best practice ideas.	September 2004	CSEA Director CSD Director
Data Resources Review		Review Cycle	By:
Minutes / Agendas		As needed	Leadership Team
Potential Barriers / Impeding Factors		Solutions / Workarounds	
External factors could require adjustment of schedules.		Maintain flexible attitudes but keep meetings a priority.	

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: December 2005 and Ongoing

Priority Area: Leadership Opportunities

Goal 3: JFS will create a culture of encouragement so that employees have the best chance of feeling empowered to become leaders, within their current positions and within future aspirations.

Objective: For employees who have expressed an interest in leadership, there will be at least three new opportunities made available for the interested employees to lead work groups, develop trainings, speak at special engagements, or to lead special projects annually, from 2005 forward.

Objective Measure: Three opportunities and participation will be documented annually.

Action Step(s)		Task Completion Review Date	Assigned To
#1	The CSEA will create five goal work groups.	January 2006	CSEA Director
#2	Community Services will create five work groups with specific purposes.	January 2006	Community Services Director
#3	Children Services will create five work groups with specific purposes.	January 2006	CSD Director
#4	All employees will be encouraged to suggest a JFSi course.	January 2005	Department Heads
#5	Special projects, such as accreditation, will be communicated, and desired participation will be defined and solicited.	January 2005	Department Heads
#6	Participation on statewide work groups with associations will be encouraged.	January 2005 and ongoing	Department Heads
#7	Attendance at association meetings will include guests.	December 2005	Department Heads
#8	Performance evaluations will include positive remarks about increased or demonstrated leadership.	November 2005	Department Heads
#9	Directors will document that all interested employees would have had at least three opportunities to contribute to a project or work group annually.	November 2005	Department Heads
#10	Speaking engagements of all staff will be documented annually.	December 2005 and ongoing	Department Heads
#11	Departmental recognition will be achieved.	December 2005 and ongoing	Department Heads
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
The biggest barrier is the workload and time constraints.		Make the offerings work-related and work-specific; adjust timeframes as needed.	

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: 2006

Priority Area: Pacesetter Special Project

Goal 3: JFS will create a culture of encouragement so that employees have the best chance of feeling empowered to become leaders, within their current positions and within future aspirations.

Objective: Pacesetters will accept a special project for annual implementation beginning in 2006.

Objective Measure: A project report will be available from the Pacesetter group.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	The Leadership Team will prepare a list of potential projects for the Pacesetters. Other projects from the Pacesetters can be proposed.	April 2005 Annually	Leadership Team
#2	The group will determine a chair or co-chairs and will make a proposal to the Leadership Team.	April 2005	Pacesetters
#3	The Leadership Team will offer feedback and will approve the project.	May 2005	Leadership Team
#4	Progress updates will be made quarterly to the Leadership Team.	June-September-December 2006 and ongoing	Leadership Team Pacesetters, annually
#5	The projects will be selected annually.		
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Conflicting priorities.		Flexibility in deadlines and assignments.	

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: 2008

Priority Area: Leaders of Tomorrow

Goal 3: JFS will create a culture of encouragement so that employees have the best chance of feeling empowered to become leaders, within their current positions and within future aspirations.

Objective: A “Leaders of Tomorrow” JFSi track will be in place by the first quarter Of 2008.

Objective Measure: Curriculum will be prepared. Instructors will be assigned. A schedule of classes will be available.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Brainstorm courses to draft as a prerequisite, such as a consensus building JFSi, a leadership skills JFSi and a project management JFSi.	June 2007	CSEA Director HR Director Community Services Director Finance Director
#2	The prerequisites will be in place with slide shows and instructors assigned.	September 2007	CSEA Director HR Director Community Services Director Finance Director
#3	The Leadership Team will prepare a list of potential projects for the volunteer Leaders of Tomorrow to accept. Other projects can be proposed.	October 2007	CSEA Director HR Director Community Services Director Finance Director
#4	Employees will obtain Supervisor and Director approvals to participate in the track.	October 2007	Department Heads
#5	The group will determine a chair or co-chairs and will make a proposal to Leadership Team.	November 2007	Leaders of Tomorrow Group
#6	The Leadership Team will offer feedback and will approve the project.	December 2007	Department Heads
#7	Progress updates will be made quarterly to the Leadership Team.	January 2008 and ongoing	Leaders of Tomorrow Group
#8	An annual project of the Leaders of Tomorrow will be chosen.	January 2008 and ongoing	Leaders of Tomorrow Group
#9	The Pacesetter project could be chosen from the same list, if desired (list will be available).	January 2008 and ongoing	HR Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: January 2006

Priority Area: Internal Promotions

Goal 3: JFS will create a culture of encouragement so that employees have the best chance of feeling empowered to become leaders, within their current positions and within future aspirations.

Objective: Beginning in 2006, 50% of all supervisory or leadership vacancies that could result in an internal promotion will be filled internally.

Objective Measure: The number of internal promotions / divided by number of potential promotions.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Human Resources will put in place a tracking system to identify all possible internal promotions and the successful internal promotions achieved.	January 2006	HR Director
#2	All postings will be accomplished internally according to JFS procedures.	January 2005 and ongoing	HR Director
#3	A quarterly report will be presented to the Leadership Team for monitoring purposes.	January 2006 and ongoing	HR Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: December 2006

Priority Area: Training

Goal 3: JFS will create a culture of encouragement so that employees have the best chance of feeling empowered to become leaders, within their current positions and within future aspirations.

Objective: An initial departmental plan for training, documenting association training options, state training requirements and other training plans, will be created by the end of 2006.

Objective Measure: The plan(s) will be drafted and filed centrally.

	Action Step(s)	Task Completion Review Date	Assigned To
#1	Department heads will outline the initial Career Ladder plan.	January 2006	Department Heads
#2	The Director will review the first drafts. Revisions will be made.	March 2006	
#3	The Leadership Team will dedicate a Leadership Team Meeting to reviewing the plans.	July 2006	
#4	The plans will be approved.	September 2006	
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	
Increased turnover Funding State schedules		Alternative plans, including training options that have little additional costs associated with them; volunteering to present at conferences—in exchange for conference registrations; intra-agency coverage plans.	

STRATEGIC THEME 6
Fairfield County Job & Family Services will demonstrate, inspire and empower leadership.

Target Completion: January 2009

Priority Area: Training

Goal 3: JFS will create a culture of encouragement so that employees have the best chance of feeling empowered to become leaders, within their current positions and within future aspirations.

Objective: A study of the feasibility of a training department or contract for internal training for JFSi and other JFS training needs, will be coordinated by January 2009.

Objective Measure: A proposal for the department, a plan for independent contractors, some combined method, or for the status quo, will be in place.

Action Step(s)		Task Completion Review Date	Assigned To
#1	Internal training needs will be documented.	January 2009	Finance Director IT Director
#2	Funding sources will be considered.	January 2009	Finance Director IT Director
#3	A specific purpose of the training department will be defined.	February 2009	Finance Director IT Director
#4	The priority of internal training will be defined.	March 2009	Finance Director IT Director
#4a	Departmental "go to" trainers will be identified.	January 2009	Department Heads
#5	A fallback plan will be identified.	April 2009	Finance Director IT Director
Data Resources Review		Review Cycle	By:
Potential Barriers / Impeding Factors		Solutions / Workarounds	