



## Strategic Planning, Inter-Agency Communications, and Financial Planning top agenda items at recent planning meetings with FCJFS leadership, agency supervisors, and staff.

Communication, information sharing, and feedback are the primary objectives of three planning activities conducted each fall with the FCJFS Senior Leadership Team (SLT), agency supervisors, and our staff.

- Senior Leadership Team (SLT) Fall Planning Retreat
- SUPER Supervisors Planning Meeting
- FCJFS All-Staff Planning Meeting

## The Senior Leadership Team (SLT) met recently for a one-half day Fall planning retreat at REALITY House. The FCJFS leadership team completed the following tasks:

- Identification of 8 goal areas for the annual update to the FCJFS Long-term Strategic Plan.
- Analysis and planning for recently announced State budget reductions
- Re-Accreditation Planning
- Annual analysis of the agency compensation plan
- All-Staff meeting agenda development

## FCJFS Supervisors met for a one-half day planning and information sharing SUPER meeting at Lancaster Community Church, and discussed the following areas of agency operations:

- Goal initiatives identified by stakeholders, community partners, and staff to be included in the annual update to the FCJFS long-term strategic plan.
- Budget analysis and deficit reduction planning.
- Protective Services Retention and Enhancement Plan.
- Management Survey initiative.
- Dress Code Enhancements.
- Facility Enhancements.
- Future topic ideas for the JFS Institute training initiative.
- All-Staff Meeting agenda development.
- Skill Building: *How to conduct more effective Performance Evaluations.*

## All FCJFS staff members (in split sessions) met recently for the 2<sup>nd</sup> of two (semi-annual) All-Staff meetings, with the following items included on the agenda:

- Goal initiatives identified by stakeholders, community partners, and staff to be included in the annual update to the FCJFS long-term strategic plan
- Budget analysis and deficit reduction planning.
- Security Committee Update
- PaceSetter Project Updates
- Annual Wage Survey analysis
- Health Insurance-Open Enrollment
- Skill Building: *Effective Processing of Customer Grievances and Concerns*
- Dress Code Enhancements
- Re-Accreditation
- New Faces on the FCJFS team

### Calendar Highlights

**November 6th at 8:30 am**

JFS New Staff Orientation  
Director's Conference Room

**November 22nd**

Holiday Parade  
Downtown Lancaster

September 2008

September





**JFS Vision Statement**  
 JFS, through state and local partnerships, will be Ohio's premier family support and workforce development system, contributing to skilled, safe, healthy Fairfield Countians, successful businesses and a strong community.

**JFS Mission Statement**  
 Through a spirit of community cooperation, the mission of Fairfield County Job and Family Services is to provide services that encourage productivity, develop competencies, ensure accountability, and promote self-reliance, family stability, and child safety.

**JFS Strategic Goal Areas:**

1. FCJFS will responsibly obtain, maximize, and allocate financial resources according to agency priorities.
2. FCJFS will value and respect employees as our greatest asset.
3. FCJFS will provide exceptional public service to the community.
4. FCJFS will demonstrate, inspire, and empower leadership.
5. FCJFS will continue to improve and measure performance in all areas, utilizing technology and available resources.
6. FCJFS will initiate, promote, and enhance community and inter-governmental relationships to further our mission.

The following goal areas have been identified, and will be included in the annual update to the FCJFS Long-term Strategic Plan:

1. Enhanced building security
2. Identifying gaps in services
3. Development of an enhanced performance evaluation tool
4. Enhanced budget analysis and budget management process
5. Staff development/leadership/teambuilding
6. Re-accreditation
7. Change report initiative
8. Copier/Printer initiative

Goal leads and workgroups have been identified for each goal initiative, and formal objectives, action steps, and timelines are in development. Much more to come!

### 14 Months and Counting

While the **Citizens to Protect Children and Elderly from Abuse and Neglect** committee and hundreds of community volunteers worked very hard last winter to pass a **new protective services levy** in Fairfield County, revenue from the levy is not collected and disbursed until January 2010.

In the meantime, abuse and neglect referrals involving children and the elderly are at an all-time high in 2008. Agency officials remain committed to investigating the most serious and life-threatening reports we receive, but will continue to be unable to provide the enhanced services needed until additional human and financial resources become available.



We appreciate the continued patience and understanding of our dedicated caseworkers and support staff, stakeholders and community partners, and of course, the elderly, children, and families we serve.

### CUSTOMER COUNT SUMMARY FRONT DESK WALK-IN REGISTRATIONS

2008	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Administration	55	50	55	92	74	60	47	61	38
Adult Protective Serv	21	7	4	11	16	5	15	16	18
Adult Services	702	639	666	659	630	676	719	755	1315
Child Care	71	88	50	98	69	86	67	116	110
Community Services	3362	2241	2445	2588	2462	2597	2673	2658	3567
Com Serv Help Desk	145	453	564	629	748	711	839	761	1690
Com Serv Receipts	105	370	372	464	417	405	407	386	426
Child Protective Serv	594	447	529	630	609	652	767	679	635
Child Support	693	605	591	672	718	624	604	688	623
Partner	321	260	380	389	336	304	311	273	335
Visitation	14	18	6	11	48	49	20	56	42
WorkNet	2152	1529	1959	1830	1537	1674	1971	2058	1778
<b>TOTALS</b>	<b>8235</b>	<b>6707</b>	<b>7621</b>	<b>8073</b>	<b>7664</b>	<b>7843</b>	<b>8440</b>	<b>8507</b>	<b>10577</b>

The **Community Services caseload for October 2008 is 6,056 open cases**. This includes Healthy Start/Healthy Families, Food Stamps, and Ohio Works First.

In **September, there were 290 scheduled intakes; 231 customers attended intake appointments**, (families who do not currently have an open case requesting assistance). Twenty percent were a no show to the appointment. Community Services no show rate continues to be low as compared to other county job and family services.

**Help Desk staff answered 1,615 requests from families in the month of September**. Of those contacts, 791 were walk-in customers and 186 were phone contacts. Help Desk is staffed by one Success Coach and one Eligibility Referral Specialist each day.

**Food Stamp cases totaled 3,120 open cases in Community Services**. The number of open Food Stamp cases is the highest caseload in more than five years.

**Families receiving only Medicaid benefits** such as Healthy Start, Healthy Families, or Transitional Medicaid total **1,926 open cases in October**. The majority of these families have employment in the household.

The **average caseload for Eligibility Referrals Specialists during October was 379 cases**.

In **October, 601 families are receiving Ohio Works First** (ongoing cash assistance).

**Community Services Staff Participate in Management Survey**

Community Services staff established a departmental goal to conduct a management survey in 2008. A workgroup comprised of staff and the Community Services Director developed an anonymous survey requesting feedback on vision, development of staff and self, communication, and leadership of the Community Services management team. The survey was completed by 54 staff members of Community Services on Survey Monkey, a web-based tool that allows anonymous responses from 54 staff members. An opportunity for written comments was available throughout the survey. A brief summary of the results is as follows:

	<b>Direct Supervisor</b>	<b>Community Services Director</b>
<b>Vision</b>		
Provides direction around a vision	82.6%	88.9%
Creates enthusiasm about the future of the department	78.2%	88.9%
<b>Values Staff</b>		
Shows respect for their staff and ideas	76%	79.7%
Protects confidentiality	84.8%	79.6%
<b>Leadership</b>		
Is visible with a positive attitude	80.4%	85.2%
Supports a customer service approach for internal & external customers	82.6%	92.6%
Encourages staff to advocate for families	84.8%	87.1%

Specific feedback from a small number of staff indicated areas for improvement which include increase consistency between management staff, increase professionalism, increase understanding of the role of the supervisor, and suggestions for improving communication. Overall, the survey was very positive for the Community Services Department and staff was appreciative of the opportunity to provide honest feedback regarding the management team. A smaller version of the survey will be implemented in six months to ascertain improvement in these areas.

**A few of the written comments include:**

- I love my job and my co-workers. FCJFS is a great agency to be a part of.
- Thanks for doing the survey. Community Services is a great team.
- Overall, I feel that my supervisor and the management team and the director are great leaders and people. We are all not perfect. I feel very blessed to know and work with a great group of people.
- No suggestions, best work environment ever worked in

Overall, the survey was very positive for the Community Services Department, and staff were appreciative of the opportunity to provide honest feedback regarding the management team. A smaller version of the survey will be implemented in six months to ascertain improvement in these areas.

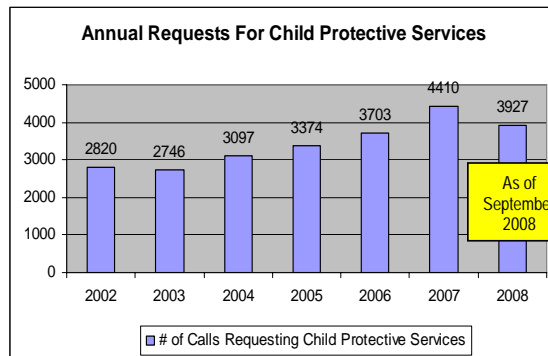
In August, the **Transportation Team provided 5,627 one-way trips** through the Non-Emergency Medicaid Transportation program and through TANF funding. A total of 3,320 one-way trips utilizing gas vouchers were issued through the Non-Emergency Medicaid Transportation and TANF transportation; 526 one-way trips were provided by JFS drivers, and 1,332 one-way trips were provided through contract agencies such as; Lancaster Public Transit, Functional Training Services, Center for Disabilities, Coach Transportation, and Salvation Army. Families involved with Child Protective Services were provided 776 one-way trips; 316 gas vouchers, 121 through contract agencies, and 319 one-way trips utilizing JFS drivers.



September 2008



**Child Abuse And Neglect On Pace To Hit Record Numbers**

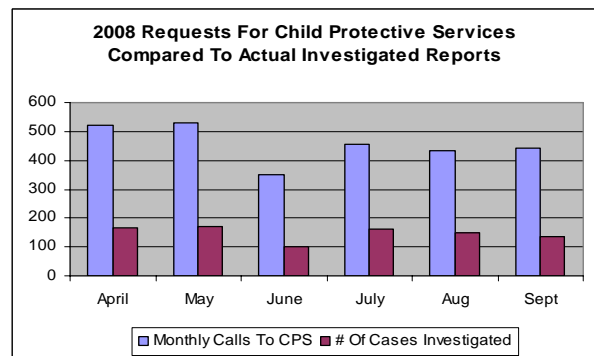


Calls from the community continue to pour into Child Protective Services, while dealing with news from the state of budget cuts, and awaiting for 2010 for much needed help from a successful levy campaign. Even though CPS staff have been working tirelessly to maximize resources in assuring children facing immediate danger and imminent harm receive the primary focus, it is obvious that we are facing very difficult times. As of September, 50% of all investigations conducted by CPS are in response to concerns for neglect. With the approach of winter months, it is anticipated that even more calls than originally projected will be on the way. Families are struggling with

employment, housing and the challenge of paying increased heating costs, leaving many children in dire situations as parents struggle to provide for basic needs.

**Increased Calls To CPS Representing More Children In Need Of Protection**

Through the month of September, CPS has investigated nearly 1300 cases of abuse and neglect in Fairfield County. Given the fact that the department has received more than 3900 calls, the result is that only 33% of all calls received by CPS receive an investigation. Even though the department has only investigated 33% of all calls received, this percentage means the department has already investigated more cases this year than in the year 2006 and by the middle of November will pass the number of investigations completed in 2007. Therefore, not only is the department receiving more calls, there is also a rapid growth in the necessity for CPS to complete an investigation. The agency determines the need for investigation based on the high probability of a child's safety being actively threatened. Each of these activities creates a ripple effect throughout the system. An increased number of investigations have resulted in an increased need for ongoing protective services, which has resulted in more children in need of protective foster care.



**Help Make The Holidays Special For Abused And Neglected Children**

Each year the Child Protective Services Department enthusiastically takes on the task of assuring hundreds of children have the opportunity to experience a joyful holiday season. In 2007, more than 400 children benefited from the generosity of our community in providing gifts, food and clothing to families in need and children in foster care.

Beginning November 29<sup>th</sup>, CPS will place "Giving Trees" in McDonald's Restaurants throughout Fairfield County. Each tree contains an ornament complete with a child's name, age, and simple wish list. You can help create a memorable holiday for a child by selecting an ornament from the tree, purchase items on the wish list and return the purchased gifts, unwrapped, to the "Giving Tree" location. For children who have experienced horrific events at such an early age, your kindness will help remind them that Fairfield County is a community that cares.

**Cash Medical Support Training**

In order to assist CSEA's, Court Personnel and Private Attorneys in implementing cash medical support orders, the Ohio Child Support Directors Association (OCDA) is conducting regional trainings. These trainings cover the changes in the law and federal regulations that led to the requirement for cash medical orders effective July 21, 2008. They also discuss how to calculate the amount of the orders and various scenarios that may be encountered. Several local attorneys and staff have participated in these trainings.

In addition, CSEA Attorneys have partnered with DR Court to provide similar training locally. Three sessions have been held and all have been well attended by members of the local Bar Association.

**3<sup>rd</sup> Quarter Collections Up**

Child Support collections for 2008 are up significantly from 2007. Through September, collections are \$400,000 ahead of last year at this time. This is somewhat surprising considering the struggling economy. The economic stimulus program has had a lot to do with the increase in collections, as they were subject to intercept for child support arrearages. Streamlining court procedures and a more aggressive approach to judicial enforcement are also believed to have had an impact.

**Electronic Data Management System (EDMS) Update**

The CSEA's EDMS project continues to progress well. As of the date of this report, 1,900 cases have been scanned into the system. This represents about 20% of the total cases. The EDMS vendor (Northwoods Consulting) has advised that most counties our size who have done their own scanning, have taken about 18 months to convert all of their hard copy files. Following that estimate, we are well on our way and probably a little ahead of schedule.

**New CSEA Team Members**

Two new Case Manager Assistants will soon be joining the CSEA Team. Kelly Shoemaker and Nikolet Lott were hired to fill the vacancies. They bring with them extensive customer service experience and will be a welcomed addition. Interviews for Staff Attorney will take place in October and we hope to have a new Attorney on board some time in November. In the meantime, the workload is being covered by three Attorneys and one part-time contract.

**Child Support Collections**

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>\$ Diff</b>	<b>% Diff</b>
<b>January</b>	1,720,232	1,736,549	1,736,902	352	0.02%
<b>February</b>	1,660,532	1,598,250	1,752,646	154,396	9.66%
<b>March</b>	2,066,808	1,936,927	2,037,672	100,745	5.2%
<b>April</b>	1,638,915	1,894,662	1,810,314	-84,347	-4.45%
<b>May</b>	1,938,947	1,979,043	1,944,264	-34,779	-1.76%
<b>June</b>	1,980,235	1,862,029	1,869,723	7,694	0.41%
<b>July</b>	1,748,439	1,713,398	1,833,759	120,361	7.02%
<b>August</b>	1,711,087	1,799,685	1,863,257	63,571	3.53%
<b>September</b>	1,711,172	1,608,788	1,709,790	101,002	6.28%
<b>October</b>	1,746,150	1,842,090		95,940	5.49%
<b>November</b>	1,689,702	1,899,824		210,122	12.4%
<b>December</b>	1,773,269	1,731,562		-28,433	1.58%
<b>Total</b>	<b>21,385,488</b>	<b>21,602,806</b>		<b>217,318</b>	<b>1.02%</b>

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### 73 Referrals to APS in September

Despite having only 21 working days, September proved a busy month for Adult Protective Services. **73 new referrals** were received during the month, with 54 of them being opened as cases requiring investigation. 19 of the referrals were able to be served by cross-referring to other agency providers, or through immediate assistance provided by APS or other JFS entities.

Of the 54 cases requiring initial investigation and/or ongoing services, **41 involved allegations of self-neglect**. The **average age** of the women and men who are suffering from self-neglect is **73 years old**.

**Six (6) exploitation** allegations were received, and all investigative functions for these particular cases are performed by Dave Kessler, in conjunction with an APS Caseworker. The **average age** of the women and men who are victims of exploitation is **85**.

**Four (4) allegations of abuse** were received, with three of them involving physical abuse, and one alleging verbal/emotional abuse. The **average age** of the victims of abuse is **62**. **Neglect by others** was the allegation for **three (3) referrals**. The **average age** of these victims is **76**.

**Older adult women** continue to comprise the majority of APS customers. In September, they accounted for **72% of APS referrals**. In an effort to identify geographical areas of need, the APS staff has implemented a tracking system for referrals. For September, most (38) of the referrals involved Lancaster residents; 3 referrals involved residents of Millersport/Thornville, and 3 involved residents of Baltimore. All other referrals represented customers in Pleasantville, Pickerington, Carroll, Amanda, Rushville, and Canal Winchester. One referral was made on behalf of a homeless person.

### Over 400 Books Given to Children Through Reading Rocks!

Jenny Ruff, Coordinator of the Kinship Navigator Program and Client Advocate, has partnered with several schools and businesses to build a collection of children's books for donation. To date, over 400 children have been given their own copies of books, and over 1000 books have been donated to community daycare centers. Jenny also reports that 100 new books were provided to providers who contract with the Child Care Unit.

### Child Care Unit Meets All 2008 Goals

At the beginning of 2008, the six members of the Child Care Team identified three major goal areas for the year. The goal areas, in addition to the objectives for each goal, included:

1. The Child Care Unit will work directly with family child care providers to enhance quality of service. Objectives included:
  - Child Care team will develop, and host a workshop/seminar for all family child care providers;
  - All Child Care providers will be provided training, and informational materials outlining changes in regulations.

➤ **This goal was accomplished on August 13<sup>th</sup>**

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2. The Child Care Unit will develop, design, and implement new & updated forms to be utilized by child care providers.
  - Child Care team will create forms that reflect new regulations for providers, and will provide training for the completion of these forms.
    - **This goal was accomplished by August 13<sup>th</sup>**
3. The Child Care Unit will distribute tools to the contract providers that are necessary to enhance the safety of their homes.
  - Purchase and provide first aid kits, dental first aid products, and other educational materials to be given to providers during workshops and seminars throughout the year.
    - **This goal was accomplished, and exceeded (CD's were also purchased and will be given to providers during a November "Shaken Baby" workshop)**

#### Customer Satisfaction Survey Results for Adult Unit

In order to assess the level of customer satisfaction for services provided by the staff of the Adult Medicaid/Food Stamp Unit, each customer is given a survey to complete following their appointment with an Adult Unit Eligibility Referral Specialist. The Adult Unit staff provides Medicaid, food stamp, Passport, home waivers, and nursing home services to single, elderly, and disabled residents of Fairfield County.

From February through September (a period of 7 months), 137 Adult Unit customers completed a Customer Satisfaction Survey. The survey consists of eight statements, each of which can be answered by *Strongly Agree*, *Agree*, *Disagree*, *Strongly Disagree*, and *N/A*.

#### Results of the compiled surveys are as follows:

- ❖ **99%** *strongly agree or agree* that their caseworker is courteous
- ❖ **100%** *strongly agree or agree* that their caseworker returns calls within one business day
- ❖ **99.2%** *strongly agree or agree* that their caseworker always greets them in a friendly manner and walks with them to the office
- ❖ **99.6%** *strongly agree or agree* that their caseworker listens to their concerns and always treats them with respect
- ❖ **99.7%** *strongly agree or agree* that their caseworker helps them feel comfortable enough to ask questions
- ❖ **100%** *strongly agree or agree* that their caseworker helps them by explaining everything in a manner that they can understand
- ❖ **100%** *strongly agree or agree* that their caseworker gives them information that is helpful to them
- ❖ **100%** *strongly agree or agree* that their caseworker goes out of his/her way to make certain they receive all that they are eligible to receive

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**Programs & Operations Highlights Calendar Year-to-Date Comparison**

<b>Direct Expenditures</b>	<b>1/1/2008 - 9/30/2008</b>	<b>1/1/2007 - 9/30/2007</b>	<b>Increase / Decrease</b>
Adult Protective Services	21,201.60	39,142.29	17,940.69 -
Child Care	3,390,931.64	2,818,345.54	572,586.10 +
Non Emergency Transportation	409,091.36	341,685.92	67,405.44 +
Prevention, Retention and Contingency	225,102.78	759,248.55	534,145.77 -
Work Activity Contracts	81,247.72	0.00	81,247.72 +
Board and Care (Agency Foster Homes)	190,920.00	224,314.41	33,394.41 -
Board and Care (Network Foster Homes)	800,232.66	734,070.90	66,161.76 +
Substance Abuse Screening Services	84,310.00	81,627.00	2,683.00 +
IV-D Contract Expenditures	124,395.73	101,760.87	22,634.86 +
Workforce Investment Act (Direct Only)	230,956.62	215,236.64	15,719.98 +

**Risk Management Committee Update**

The last meeting of the JFS Risk Management Committee was held on September 16, 2008. The Committee was updated on a variety of topics. Topics addressed included: confidentiality, car seat training, use of flash drives, properly managed personnel files, and National web check. Mark Conrad provided a presentation to the Committee on secured flash drive options. Additionally, all eligible employees are receiving the Federal web check.

The last meeting of the Risk Management Committee for 2008 is scheduled for Tuesday, November 18, 2008 at 1:00 p.m.



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**Incumbent Worker Training**

Fairfield County and WIB Area 20 have entered into an agreement with FMC to provide 50% of the training cost of 275 employees, starting January 2009. These funds have been approved by ODOD under HB 372.

**Success Stories**

**Stacey Weaver, a Career Advisor in WFD**, has been working with a customer recently laid off in the construction industry to assist him in finding employment. At Stacey's urging, the individual attended our September OUL Job Fair, and was interviewed on site by an employer. After completing a battery of tests, the individual was hired and will start in November.

**Missy Bennett, a Career Advisor in WFD**, has been working with three (3) dislocated workers who recently obtained employment. Two customers attended school to be retrained in another profession, and one customer obtained employment by job searching and coaching with Missy.

**Michal Bukky, with Jobs for Ohio Graduates**, has had two young adults make the decision to obtain their GED. A young man referred to JOG from the court system, with a very troubled background, is preparing to take the GED in November. A young woman with a 9<sup>th</sup> grade education and several barriers including mental health, homelessness, transportation, and pregnancy is also scheduled to take the GED test.

Hits on Myworknet.com	11,598
On site employers	6
New employers	15
New job postings	16
Avg. number of daily job postings	98

**Unemployment Rates: Fairfield Co. 5.9 Pickaway Co. 6.9 Ross Co. 7.9**

**WorkNet partners with employers to hold on-site interviews take applications and perform fingerprint background checks.**

Global Contact, Primerica, Melaluca, Homestead Senior Services, Anchor Hocking, ResCare, and H & R Block, are all companies that used WorkNet to hold interviews this month. WorkNet has been partnering with various employers by holding open interviews at WorkNet to help businesses with their hiring process. WorkNet accepted over 175 applications for employers in the local area.

**WorkNet Customer Count - \* Highest number on record**

	2002	2003	2004	2005	2006	2007	2008
January	-	749	958	924	1580	1879	2161
February	-	651	846	699	1419	1020	1794
March	-	807	1004	1184	1895	1606	1964
April	592	943	985	917	1305	1425	2224
May	547	748	989	979	1411	1614	1878
June	371	1100	1126	1165	1675	1493	2011
July	447	1129	877	1180	1466	1674	*2331
August	492	992	1015	1752	1813	1695	2058
September	566	906	1020	1334	1611	1376	2129
October	683	895	689	1277	1471	1429	
November	442	757	767	1172	1110	1360	
December	452	712	811	1106	1085	1195	

**Family Support and Visitation Center****Our Mission**

The mission of the Family Support and Visitation Center is to support children and families who have been affected by divorce, separation, abuse, neglect or domestic violence. Through education and provision of a safe, comfortable environment, our focus is to promote family engagement and healthy, meaningful adult/child relationships.

**September 2008 Statistics****Visitation/Exchange Services**

Monitored Exchanges	34
Supervised Visits	159
Referrals received	16
Number of adults served	209
Number of non-custodial parents	100
Number of children	119
Number of cases reporting Domestic Violence*	23/67

\*Domestic Violence includes reports or history of physical, sexual and/or emotional abuse and the threat and/or use of weapons to harm

**Parent Education Services**

Parent Education Sessions (Hours)	23
Parent Education Related Events (Hours)	76.5
Parent Educators in Family Court (Hours)	3.75
Referrals Received	1
Total time spent PE Classes	65.75

In September, the Center received **16 referrals for Visitation and Exchange Services**. So far in October, there have been 24 referrals. Currently there is a waiting list for non-CPS cases.

**A successful agency-wide toy drive** was held in late August to provide age-appropriate toys and activities for families to utilize during parenting time.







The **Parent Education Services Team received 1 new referral** for one-on-one services in September. There are 8 families who are receiving services, several in the process of scheduling Family Team Meetings and Orientations, and 1 on hold.

In September there were **0 referrals for PE classes**. In September 65.75 hours were spent on curriculum development, processing referrals, case management activities and class facilitation.

There were **28 participants in the Remember The Children** classes in September.

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The Newest Additions to the JFS Staff

	<p><b>Cheryl Edgar</b> joins JFS as an Eligibility Referral Specialist 1 (Case Worker in Training) with the Community Services Department. For the past 14 years Cheryl was employed as a Social Worker with St. Joseph Hospital in Kentucky. She has a Bachelor of Social Work Degree from Morehead State University and is in the process of transferring her social work license from Kentucky to Ohio. Welcome to our team!!</p>
	<p><b>Molly Bukky</b> comes to JFS as a Social Service Worker 2 with the Child Protective Services Team. Molly has both an Undergraduate and Master's Degree in Sociology from the University of Colorado, Denver and Ohio University respectively. Molly has over 5 years of public sector experience and was most recently employed with Ohio University in the Department of Sociology &amp; Anthropology.</p>
	<p><b>Sara Condrac</b> is a Social Service Worker 2 within the Child Protective Services Team. Sara completed her Bachelor of Science in Communication Studies at Ohio University where she concentrated her studies in the areas of Social and Behavioral Sciences. Sara has several years of retail and customer service experience. Welcome Sara!!</p>
	<p><b>Kelly Shoemaker</b> joins the JFS team as a Case Manager Assistant for the Child Support Enforcement Team. For the past 6 years, Kelly worked for American Heritage Homes as a Sales Assistant. Kelly brings with her over 12 years of customer assistance experience. Welcome!!</p>
	<p><b>Nikolet Lott</b> is a Case Manager Assistant within Child Support. Nikolet has worked in customer service for a number of years and was most recently a Vault Teller with Fairfield National Bank. Nikolet has an Associate Degree in Applied Sciences from Ohio University and concentrated her studies in the area of Law Enforcement Technology. Welcome aboard Nikolet!</p>
	<p><b>Chris Thomas</b> is an Eligibility Referral Specialist 1 (Case Worker in Training) within Community Services. She has worked as an insurance underwriter with Nationwide and Motorists insurance companies for the last 29 years. Chris has a Bachelor of Science Degree in Criminology from Capital University and an Associate Degree in Insurance from Columbus State Community College. Welcome to JFS!</p>

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