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## Mission Statement

To protect children and elderly, encourage family stability, and promote self-reliance for a stronger community.

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## Vision Statement

Safe Children. Stable Families. Strong Community.



### *A Message from Our Director*

The Fairfield County Job and Family and Family Services' strategic plan will guide the agency's work in effectively carrying out our roles and responsibilities aimed at advancing the well-being of Fairfield County's workforce and families. We strive to carry out these roles and responsibilities by promoting economic self-sufficiency and ensuring the safety of our most vulnerable citizens.

As part of the strategic planning process, the agency sought input and feedback from internal and external stakeholders. Gathering and analyzing this information was critical to ensuring that we took a holistic approach to developing this important plan that will guide our initiatives for the next three years.

Creating a shared vision and working to accomplish a common mission moves us forward together, beyond simply the sum of what any one of us can accomplish alone. The development of this plan has reinforced our belief in both the strength each employee brings to Fairfield County Job and Family Services and the critical role of partnership and collaboration.

This strategic plan provides a broad roadmap for FCJFS and is intended to be a dynamic and integrated effort. The overarching goals, which each FCJFS employee will help achieve, provide a balanced framework of what needs to be done by us to reach our vision and fulfill our mission. The plan contains objectives and strategies committing us to serving, connecting, and protecting the residents of Fairfield County.

To achieve the full potential of this plan, every program within FCJFS must use the plan to help guide their work. While some initiatives will be undertaken agency-wide, many others will rest with dedicated individuals throughout FCJFS who strive to improve the lives of Fairfield County residents every day.

Sincerely,



Aundrea N. Cordle



## Strategic Theme 1

### ***Fairfield County Job and Family Services responsibly obtains, maximizes, and allocates financial resources.***

#### **Current State:**

Collaborate with state and local officials to ensure compliance with state and federal regulations.

- Protective Services completed Child Protection Oversight & Evaluation (CPOE) review with no findings or Quality of Improvement Plan needed.
- Finance staff participate in state-provided monthly, quarterly, and annual training.
- Fairfield County job and Family Services undergoes annual audits and monitoring sessions with state agencies.

Establish internal control mechanisms that promote accountability and responsible use of public resources.

- Established a Risk Management Committee.
- Established a contract monitoring process.
- Established departmental budgets and monthly budget reviews.
- Created Copier Committee to assess opportunities to eliminate paper.
- Initiated annual ethics training for all Fairfield County Job and Family Services staff.

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#### **Goals:**

*FCJFS will promote efficiency to reduce costs.*

Objective 1: Develop a Cost Analysis Mechanism.

Objective 2: Provide at least two opportunities to encourage staff to be engaged in cost savings measures and efforts.

*FCJFS will strive to increase financial transparency and literacy.*

Objective 1: Explore two methods of sharing financial information with agency staff.

Objective 2: Develop annual report that encompasses all agency departments to be shared with the community.

Objective 3: Establish a minimum of three opportunities to train staff departmentally and agency-wide, related to Fairfield County Job and Family Services' funding streams and financial allocations.



## Strategic Theme 2

### ***Fairfield County Job and Family Services values and respects employees as our greatest asset.***

#### **Current State:**

Evaluate, recognize, and provide advancement opportunities for employees based on merit.

- Instituted Leadership Development Program.
- Established Reorganizational Plan.
- Annual wage increases are based on individual performance evaluations.

Maintain a welcoming workplace environment by soliciting and responding to employee feedback and promoting a work-life balance.

- Provide avenues for employee input through “Suggestion Box,” all-staff surveys, and monthly supervision meetings.
  - Encourage employee participation in county-sponsored health and wellness activities.
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#### **Goals:**

*FCJFS will promote interdepartmental knowledge and communication.*

Objective 1: Develop three strategies to increase staff awareness and interaction among departments and programs.

*FCJFS will ensure information is provided to staff in a timely, transparent, and consistent manner.*

Objective 1: Develop and implement an internal communication system.

*FCJFS will provide structured opportunities for employee growth and development.*

Objective 1: Develop a standardized plan for required employee training.

Objective 2: Create management and non-management employee development models.



## Strategic Theme 3

### ***Fairfield County Job and Family Services measures performance in all areas and supports continuous quality improvement.***

#### **Current State:**

Utilize innovative technology to comprehensively measure performance in all program areas.

- Designed document management workflow to improve application timeliness.
- Utilize mobile devices for Protective Services workers to better manage case activities.
- Custom designed FileMaker database to enhance all facets of Non-Emergency Transportation/Temporary Assistance for Needy Families (NET/TANF) customers' transportation scheduling and tracking.

Pursue initiatives that ensure all state and federal performance standards are achieved or exceeded.

- In-house Courtroom and Magistrate for hearings to establish and enforce paternity and support.
- Instituted a computer lab for pay-for-performance initiatives to improve TANF participation rate.
- Utilized incentive dollars to provide job training for TANF participants.

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#### **Goals:**

*FCJFS will ensure cooperative knowledge transfer between technology and program areas to maximize performance.*

Objective 1: Establish a workgroup to enhance interdepartmental processes with a technology focus.

*FCJFS will effectively communicate customer information across program areas to improve quality of service.*

Objective 1: Develop Interdepartmental Customer Information Sharing Plan (new POC).

Objective 2: Evaluate and determine the feasibility of an agency Interdepartmental Team (I Team) to case manage shared cases.



## Strategic Theme 4

### ***Fairfield County Job and Family Services provides exceptional customer service.***

#### **Current State:**

Employ an innovative approach to best practice initiatives.

- Fairfield County Job and Family Services participates in best practice pilot projects statewide and at a local level.
- Fairfield County Job and Family Services - Protective Services (PS) and Community Services (CS) utilize a Caseworker-In-Training model for new hires.
- Fairfield County Job and Family Services - Child Support Enforcement Agency (CSEA) provides a public kiosk for customers to access the State Web Portal.
- Fairfield County Job and Family Services actively participates in collaborative efforts with local social services agencies.

Seek opportunities for additional funding provide new and expanded services.

- Fairfield County Job and Family Services has obtained grants, such as Wendy's Wonderful Kids (PS), Re-entry and Hope (CS), and Parenting Time Opportunities for Children – PTOC (CSEA), to offer additional services to our customers.
- Fairfield County Job and Family Services maximizes Ohio Department of Job and Family Services (ODJFS) funding to serve customers.

Ensure diverse availability of services to the community.

- Fairfield County Job and Family Services seeks funding and collaborates with community organizations to provide additional services outside the mandates of the agency.

Conduct continuous measurement of exceptional customer service.

- Fairfield County Job and Family Services developed a Customer Service Committee.
- Fairfield County Job and Family Services – PS participated and passed the Child Protection Oversight Evaluation to assure all Federal and State mandates were met.
- Fairfield County Job and Family Services – CS achieves application timeliness and participation rate guidelines established by the Ohio Department of Job and Family Services.
- Fairfield County Job and Family Services – CS provides online opportunities for customers to provide feedback.
- Fairfield County Job and Family Services – CSEA exceeds the state average in all four Federal Performance Measures.

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**Goals:**

*FCJFS will enhance customer service by developing and monitoring customer concern response protocols.*

Objective 1: Enhance customer service through the establishment of a “JFS Ambassador.”

Objective 2: Develop an agency-wide survey for program customers.

Objective 3: Update the customer concern protocol.

Objective 4: Define, clarify, and communicate department/program grievance procedures.

*FCJFS will continue to explore opportunities to expand direct services to the community.*

Objective 1: Implement a process to evaluate and identify needs and priorities for direct services.

Objective 2: Create two methods to increase staff awareness of agency and community resources and services.

*FCJFS will utilize a strategic approach to communication with customers.*

Objective 1: Evaluate and implement a new and redesigned agency website with a customer focus.





## Strategic Theme 5

### ***Fairfield County Job and Family Services promotes community collaboration and partnerships.***

#### **Current State:**

Encourage active community involvement through participation in county events, boards, committees, and volunteer opportunities.

- Board members, committee members, and volunteers: United Way; Housing Coalition; 2-1-1; Rotary; Family, Adult, and Children First (FACF) Council; Big Brothers/Big Sisters (BB/BS); Central Ohio Agency on Aging (COAAA); Child Advocacy Center (CAC); Sharing Hope; Local Chambers.
- Host or participate in local events such as Candlelight Walk, Circus Night, Healthfest, Early Childhood Conference, Career Expos, Mock Trial Competition, Pro Bono Legal Clinic, Community Care Day.

Pursue opportunities to share information about the agency's mission and services to the community and stakeholders.

- Publications: E-Link, County Newsletter, Twitter, [www.fcjfs.org](http://www.fcjfs.org)
- Trainings: Mandated Reporter, Abuse and Neglect Prevention, Bar Association presentation, Specialized Certifications.
- Outreach Opportunities: Lancaster Festival, County Fair, Violet Festival, Faith-based organizations, Healthfest, Annual Chamber Dinner.

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#### **Goals:**

*FCJFS will utilize a strategic approach to communication with the community.*

Objective 1: Develop at least 2 communication tools to respond to stakeholder feedback and suggestions.

Objective 2: Develop and communicate "key messages" to staff, stakeholders, and community throughout Fairfield County.

Objective 3: Evaluate and determine feasibility of expanding social media presence.

*FCJFS will initiate collaborative opportunities with stakeholders to provide coordinated and seamless services to customers.*

Objective 1: Annually evaluate community stakeholder formal partnerships to determine needed communication and service enhancements.

Objective 2: Collaborate with other community organizations to create innovative informal strategies, service agreements, and contracts to provide coordinated services.

