

**2022-2024**

# **Strategic Plan**



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# Introduction

The 2022-2024 Fairfield County Job & Family Services (FCJFS) Strategic Plan is a realistic and action-oriented framework for the organization over the next three years. This plan reflects the priorities, goals, and strategies that were developed based on the input received from internal and external stakeholders through comprehensive organizational and community engagement work. The goals outlined in this plan were thoughtfully developed by the FCJFS leadership team with the intention of furthering the mission of the organization while continuing to provide crucial services to the clients they serve.







## Who We Are

FCJFS provides services such as food, cash, childcare, transportation, and medical assistance; child and adult protection; child support establishment and enforcement; and employment services.

## Our Mission

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

## Vision Statement

Safe Children - Stable Families - Strong Communities

# Guiding Principles

- Personal Responsibility
- Teamwork Approach
- Committed to Results
- Simplified Processes
- Prevention Oriented
- Customer Centered
- Locally Focused





# Strategic Goals

goal

1

## SERVICE DELIVERY

Cultivate organization-wide standards of excellence to promote effective and consistent customer service and program delivery.

goal

2

## OPERATIONS & INFRASTRUCTURE

Continue to expand technology and optimize internal systems and processes to better support staff and customers.

goal

3

## STAFF DEVELOPMENT & RETENTION

Enhance FCJFS culture through recruitment, employee training, and leadership development efforts to ensure a high-performing team.

goal

4

## OUTREACH & COMMUNICATION

Maximize public awareness of our services and programs through comprehensive outreach and communications strategies that utilize diverse platforms.

goal

5

## PARTNERSHIPS

Improve collaboration and coordination with state and local partners to ensure effective service delivery.



# Goal 1: Service Delivery

Cultivate organization-wide standards of excellence to promote effective and consistent customer service and program delivery.

strategy

1.1

**Improve collaboration and coordination between departments.**

- **Action 1.1.1:** Creation of “two-minute tips”. Departments will share relevant information between themselves utilizing SharePoint.
- **Action 1.1.2:** Conduct quarterly department meetings to provide updates on programs with major changes.
- **Action 1.1.3:** Provide updates during department staff meetings by other department leaders to better cross educate staff on pertinent issues and resources outside their own department.

strategy

1.2

**Identify and advance opportunities to improve customer service throughout the agency.**

- **Action 1.2.1:** Share relevant “two-minute tips” videos to the website.
- **Action 1.2.2:** Employ the Customer Service Committee to review and enhance opportunities.
- **Action 1.2.3:** Utilize technology and surveying to identify and implement new methodologies to connect with customers.
- **Action 1.2.4:** Implement cultural competency strategies for employees.

strategy

1.3

**Explore and identify unmet and emerging needs across Fairfield County and integrate findings within the scope of our service delivery.**

- **Action 1.3.1:** Engage the Customer Service Committee to collaborate with county partners to understand what services are available in the community, where FCJFS is has growth opportunities, and where there are unused resources.
- **Action 1.3.2:** SLT will review the results from the counties strategic planning process and collaborate based on those outcomes.
- **Action 1.3.3:** Work with stakeholders concerning identified unmet and emerging needs and who would be most appropriate to lead next steps.

## Key Success Indicators:

Implementation of quarterly department-wide meetings; development and regular use of SharePoint resources among departments; identification of service gaps or better resource allocation.



# Goal 2: Operations & Infrastructure

Continue to expand technology and optimize internal systems and processes to better support staff and customers.

## strategy

### 2.1

**Improve methods of internal communication and collaboration.**

- **Action 2.1.1:** Explore the use of interdepartmental liaisons. Develop a contact list for each department and service area that would commonly need a point of contact.
- **Action 2.1.2:** Develop methods of standardized communications for each department area and contact persons.

## strategy

### 2.2

**Continually invest in systems and technology that will increase efficiency and effectiveness throughout the organization.**

- **Action 2.2.1:** Development of department-level technology plans that promote consistency.
- **Action 2.2.2:** Explore use of existing T.O. and technology to show positions/job descriptions/contact info/etc.
- **Action 2.2.3:** Establish a forum (e.g., Teams channel) with FAQ info for all departments.

## strategy

### 2.3

**Explore opportunities for more integration of virtual services for both staff and customers.**

- **Action 2.3.1:** Research opportunities for virtual training for staff.
- **Action 2.3.2:** Implement opportunities to expand virtual options for customers and staff.

## strategy

### 2.4

**Explore website enhancements to improve online access to information for customers.**

- **Action 2.4.1:** Provide increased access to JFS services/forms online.
- **Action 2.4.2:** Establish a system to ensure website information is updated and current.
- **Action 2.4.3:** Research opportunities to create website consistency.

### Key Success Indicators:

Completion and implementation of action items; updated staff survey; additional virtual options implemented; updated website; updated form submission process; increased use of online resources by customers.



## Goal 3: Staff Development & Retention

Enhance FCJFS culture through recruitment, employee training, and leadership development efforts to ensure a high-performing team.

strategy

3.1

**Strengthen recruitment and retention efforts to align the agency's workforce with our strategic direction.**

- **Action 3.1.1:** Develop energetic recruitment videos from the county perspective showcasing the benefits of working at FCJFS and what the organization has to offer.
- **Action 3.1.2:** Include job openings more prominently on the website and social media.
- **Action 3.1.3:** Reassess the on-boarding process, partner with county HR, and review existing new hire training.
- **Action 3.1.4:** Overhaul exit interview process for a more personal experience.
- **Action 3.1.5:** Revamp the Events Committee to look for a more refined focus and purpose.
- **Action 3.1.6:** Update recruitment and onboarding policies and procedures.
- **Action 3.1.7:** Explore opportunities to encourage a diverse applicant pool.

strategy

3.2

**Implement additional training and development opportunities to support leadership development, agility, and cross-functionality of our employees.**

- **Action 3.2.1:** Creation of a cross-training departmental strategy.
- **Action 3.2.2:** Review leadership program currently in use and asses if expansion is needed.
- **Action 3.2.3:** Assess the need for a mentorship program and/or a speed mentoring program.
- **Action 3.2.4:** Explore a "Buddy" program.

### Key Success Indicators:

Completion and implementation of action items, updated recruitment materials, updated recruitment and onboarding policies and procedures, development of cross-training strategies; increased number of applicants to postings; reductions in staff turnover.



## Goal 4: Outreach & Communication

Maximize public awareness of our services and programs through comprehensive outreach and communications strategies that utilize diverse platforms.

strategy

4.1

**Increase awareness and education about FCJFS programs and available services.**

- **Action 4.1.1:** Create informational videos for program areas.
- **Action 4.1.2:** Explore opportunities to expand The Speaker's Bureau.
- **Action 4.1.3:** Track speaking engagements to identify gaps and be able to reciprocate back to their groups/agencies.
- **Action 4.1.4:** Develop agency actions for foster parent recruitment.

strategy

4.2

**Communicate clear messaging regarding program impacts and limitations.**

- **Action 4.2.1:** Develop a list of common myths and provide accurate info.
- **Action 4.2.2:** Explore and identify emerging platforms and resources for communication purposes.
- **Action 4.2.3:** Create an agency calendar that identifies events, recognitions, etc. The calendar should be communicated on each platform.

strategy

4.3

**Build a compelling FCJFS message to convey our value and impact on Fairfield County residents.**

- **Action 4.3.1:** Establish a strategy that highlights program impact and share (e.g. "Did you know...").

### Key Success Indicators:

Updated customer/stakeholder survey and completed strategy items listed above.

Improve collaboration and coordination with state and local partners to ensure effective service delivery.

strategy

5.1

**Increase collaboration amongst community partners to better support the needs of Fairfield County.**

- **Action 5.1.1:** Inventory current partner list amongst departments, including common understandings, existing interactions, and current forms of collaboration.
- **Action 5.1.2:** Identify and define partners, including the purpose and scope of the group/org/partner.
- **Action 5.1.3:** Update our list of boards, committees and other important entities once a year.

strategy

5.2

**Diversify the FCJFS network of partners to better reflect and respond to emerging needs.**

- **Action 5.2.1:** Identify implications on partner relationships and new partnerships through the lens of the Family First Prevention Services Act.
- **Action 5.2.2:** Identify gaps or opportunities to work more effectively with law enforcement. Providing training and education to them as needed.
- **Action 5.2.3:** Increase community collaboration and action, help to modernize eligibility procedures and resource sharing.
- **Action 5.2.3:** Partner with 211 to strengthen ties and facilitate information sharing.

strategy

5.3

**Identify opportunities for better partnerships with state-level agencies.**

- **Action 5.3.1:** Identify state agencies and organizations along with their appropriate contacts.
- **Action 5.3.2:** Maintain/improve current relationships and facilitate relationship building.
- **Action 5.3.3:** Develop relationships with state-level individuals in order to connect customers to state resources.

strategy

5.4

**Increase partnerships with local businesses and industries to better connect the local workforce with employment opportunities.**

- **Action 5.4.1:** Identify and educate businesses/organizations that do not have relationships with FCJFS.
- **Action 5.4.2:** Identify current in-demand and future sectors of high employment.
- **Action 5.4.3:** Assist in career development for high school students not going into college or the military.
- **Action 5.4.4:** Develop relationships with sectors that would normally not utilize workforce development programs (i.e.. fast food).

## Key Success Indicators:

Regular communication and updates with community partners; new partnerships with community and state organizations; [2-3] new relationships with employers.



# Acknowledgements

Thank you to the Leadership team, staff, and stakeholders who participated in the strategic planning process.





*Fairfield County*  
**Job & Family**  
*Services*