

# Table of Contents

[Executive Summary 3](#_Toc496617034)

[Strategic Planning Process 4](#_Toc496617035)

[Planning Context 5](#_Toc496617036)

[DCDJFS Divisions and Programs 7](#_Toc496617037)

[Key Findings from Stakeholder Input Sessions 9](#_Toc496617038)

[New Mission and Vision Statements 13](#_Toc496617039)

[Identification of Goals and Strategies 14](#_Toc496617040)

[Cost-effective Recommendations for Process Improvement 15](#_Toc496617041)

Strategic Plan Implementation Guide…………………………………………………………………………………………………….18

# Executive Summary

The Delaware County Department of Job and Family Services (DCDJFS) took on the task of developing and implementing a five-year strategic plan that would produce a long-term vision for the agency with a series of measurable short, medium, and long-term goals to put the DCDJFS on the path toward achieving the agency’s mission. In July 2017, this strategic planning process ensued to cultivate a clear mission, vision, and strategy for Delaware County Department of Job and Family Services. Over the course of five months, approximately 100 stakeholders representing community partners, education and training providers, economic development, businesses, and DCDJFS team members were engaged in this process and provided input on the direction and strategic issues and opportunities for the agency. This strategic plan grew through a collaborative process led by the Delaware County Department of Job and Family Services team members.

Delaware County is located approximately twenty miles north of the state capital, Columbus, Ohio. It has one of the lowest unemployment rates in Ohio and has been one of the fastest growing counties in Ohio for the past decade. Despite these facts, Delaware County continues to have a number of citizens who need DCDJFS’ services to allow for stable families and help people attain economic self-reliance and employment. The development of this plan and its implementation will aid the DCDJFS in serving individuals and families.

The written comprehensive strategic plan consists of an executive summary, details of the planning process inclusive of current and planned actions, and an analysis of both internal and environmental strengths, weaknesses, opportunities, and threats. In addition, included in the report is an outline of strategic goals and actions that address specific performance measures and targets, the creation of new mission and vision statements, and recommendations for cost-effective process improvement. The elements in the preceding description came about through interviews with agency, county and community stakeholders. Throughout the project, the coordination and facilitation of meetings and status reports occurred.

Internal and external stakeholders input, feedback, and collaborative ideas provided a united understanding of actions necessary to fulfill the agency’s commitment to aid individuals and families. That unified understanding and vision, along with the key strategies, are the backbone of this plan. Described in the following pages is the strategic planning process and resulting DCDJFS strategic plan.

# Strategic Planning Process

The DCDJFS undertook the strategic planning process from July to November 2017 to develop and implement a new, five-year strategic plan. The process began with information gathering and analysis of data. Then a series of stakeholder input sessions with team members, community partners and DCDJFS leadership provided feedback related to strengths, weaknesses, threats, and opportunities for the Department. Information collected was then presented to the leadership team, resulting in a revision to the mission and vision statements, and the development of goals for the five-year plan. DCDJFS leadership then facilitated a series of brainstorming sessions for team members to develop strategies and action steps to drive the action of the agency to meet the goals. Finally, strategies and implementation recommendations were agreed upon and built into an implementation plan for the agency for the next five years.

## Stakeholder Input Sessions

Two in-person stakeholder input sessions were conducted – one for internal stakeholders and a second for external stakeholders. Nearly one hundred (100) DCDJFS team members, and community and agency partner representatives attended these stakeholder sessions. This time was used to gather first-hand perspectives on strategic priorities, operational strengths, and opportunities for enhancing DCDJFS programs.

In addition, these sessions served as a key opportunity to build energy, buy-in, and engagement from DCDJFS leadership and partners. During these sessions, information about the strategic planning process was communicated, and facilitated discussions with attendees about DCDJFS strengths, opportunities, challenges, and goals helped provide strategic direction. Each session was three hours.

All three Delaware County Commissioners and the Delaware County Administrator were also interviewed. As with the stakeholder sessions, the interviews addressed DCDJFS’ strengths, opportunities, challenges, and goals for strategic direction.

## DCDJFS Leadership Planning Sessions

Two meetings were held with the DCDJFS Leadership team. This first of these sessions was to summarize the results of the stakeholder sessions and interviews, along with any information and data collected, and identified common themes and preliminary findings to present to DCDJFS leadership. During this in-person session, DCDJFS leadership walked through a strategic planning process based on the goals and priorities developed in the stakeholder input sessions. This was an in-person, half-day session of interactive input and feedback from DCDJFS Leadership. During the session, the process of revising and redefining the agency’s Mission and Vision statements was developed, and the development of goals and possible strategies occurred.

DCDJFS management and leadership took the developed goals and recommended strategies to agency team members (administration, children services, income maintenance, and workforce development) for input on action items. A second in-person meeting with the leadership team provided an opportunity to review all the input from the engagement sessions, and built a consensus on strategies and action steps for the strategic plan and implementation guide.

# Planning Context

Delaware County is located approximately twenty miles north of the state capital, Columbus, Ohio, and has been one of the fastest growing counties in Ohio. The 2016 population was 196,461, and is expected to grow to 221,065 by 2027.[[1]](#footnote-2) The county seat is the City of Delaware.

With regard to wages, Delaware County has been on par with the national average. In comparison to Ohio, wages in Delaware County have exceeded annual state wages. The average household income in Delaware County in 2015 was $91,955. Family households in Delaware County see average earnings in 2015 as $116,225 and non-family households see average income as $42,345. The wages in Delaware County far exceed the state average median income of $49,429 and the national median income of $53,889.[[2]](#footnote-3)

Over the past decade (2007 – 2017), unemployment in Delaware County has decreased, while simultaneously remaining below the national average. As of June 2017, the unemployment rate in Delaware County was at 3.9% while the national average neared 4.3%. See Figure 1 for more information.

Figure 1

The age cohorts for 2017 and projections for 2022 remain consistent with state and national levels, but it is worth noting that the age cohorts of 65-79 and 80+ are expected to grow most significantly over the next five years. This may have budgetary impact on DCDJFS as the population of the county ages. See Figures 2 and 3 below.

0-14

15-24

25-54

55-64

65-79

80+

Figure 2 Figure 3

As of 2016, the majority of Delaware County's population had a high school diploma or higher. Thirty-two percent of the population holds a bachelor’s degree, and 18% hold a graduate degree or higher.

Delaware County’s poverty rates are lower than the state average, but this is not to say that the county is without need. A little less than 5% of the total population is in poverty, but poverty rates for those 18-34 years old and those over the age of 65 are higher than that of the total population. Also significant is that in 2015 some of the largest groups living in poverty included females 25-44 years old[[3]](#footnote-4), and 4.7% of the County’s population under the age of 18[[4]](#footnote-5).

# DCDJFS Divisions and Programs

The DCDJFS is described as a “combined” county agency by the state because the administration of children services, public assistance and workforce development programs is handled in one county agency, reporting to the Board of County Commissioners. DCDJFS is considered a triple-combined agency consisting of: Children Services (including Adult Protective Services), Income Maintenance, OhioMeansJobs (OMJ)/Workforce Development. Also included is the fiscal/administration function of the agency.

The Children Services (CS) division strives to protect the community’s most vulnerable citizens: children and the elderly. CS investigates reports of child and elderly abuse, neglect, dependency and exploitation, and in partnership with other local agencies, finds solutions to ensure children and the elderly are in a safe, supportive living environment. This division also assists with child care benefits.

The Income Maintenance division assists with temporary cash assistance, food assistance, medical coverage, and medical and job-related transportation. The division supports families as they move toward economic self-reliance – getting and keeping a job and supporting a family.

The OMJ employment center helps job seekers find rewarding employment opportunities and employers find qualified employees.

Following is a summary of the programs and services offered through the DCDJFS.

## Adult Protective Services

DCDJFS oversees the county’s adult protective services program, which helps vulnerable adults age 60 and older who are in danger of harm, are unable to protect themselves, and may have no one to assist them. Adult Protective Services receives and investigates reports of abuse, neglect and financial exploitation of vulnerable adults and evaluates the need for protective services.

## Cash Assistance

Ohio Works First is the financial assistance portion of the state’s Temporary Assistance to Needy Families program, which provides cash benefits to needy families for up to 36 months. Work program participation may also be required.

## Child Care

Financial assistance is provided to eligible parents to help with child care costs while they engage in work, education or job training. In addition, county agencies license and inspect child care homes. By 2020, participation in Step Up To Quality – the state’s voluntary child care quality rating system – will be mandatory for all programs receiving state funding.

## Child Protective Services

DCDJFS oversees the county’s child protective services programs. These include programs that prevent child abuse and neglect; provide services to abused, neglected and/or dependent children and their families (birth, foster and adoptive); and license foster homes.

## Employment Services

The federal Workforce Innovation and Opportunity Act (WIOA) provides funding to offer job training, education and employment services for unemployed and underemployed workers and youth. In Delaware County, these services are delivered at the OMJ center. The OMJ center provides free job training and other employment services to people looking for work. They match individuals who are looking for a job with businesses looking to hire workers, and help laid-off workers learn new skills and find new jobs.

## Food Assistance

Formerly called food stamps and known nationally as the Supplemental Nutrition Assistance Program (SNAP), this program helps eligible low-income Ohioans stretch their food budgets and buy healthy food. Food assistance benefits are distributed electronically through the Ohio Direction Card, which is similar to a debit card. Work program participation may also be required.

## Foster Care

When children cannot safely remain in their own homes, they are placed in a temporary living situation called foster care. The DCDJFS follows rules and guidelines established by the Ohio Department of Job & Family Services to implement foster care programs. When a child must be removed from home, a court will grant temporary custody to the DCDJFS. From there, a caseworker will attempt to find a safe place for the child to stay.

## Kinship Permanency Incentive Program

The Kinship Permanency Incentive Program (KPIP) is designed to support kinship caregivers in their decision to make permanent commitments by helping defray some of the costs of caring for children. Eligible caregivers receive a one-time payment to reduce costs of initial placement. They may receive subsequent payments every six months to support the stability of the child’s placement in the home. Kinship caregivers may receive a maximum of eight payments, for a maximum of forty-eight (48) months. Participation in KPIP does not prevent these families from also receiving child-only Ohio Works First cash assistance.

## Medicaid

Medicaid is a state and federally-funded health care program that provides assistance to certain low-income and medically-vulnerable people. Ohioans who are eligible for Medicaid are entitled to all medically necessary services.

## Prevention, Retention, and Contingency (PRC) Program

This program provides work supports and other services to help low-income parents overcome immediate barriers to employment. It is funded through the federal Temporary Assistance for Needy Families program.

# Key Findings from Stakeholder Input Sessions

## Internal Stakeholders

This section summarizes the common themes identified during the internal stakeholder (team member) input session. These themes represent feedback and input based on a Strengths-Weaknesses-Opportunities-and Threats (SWOT)-type all team member session, then in individual break-out sessions by agency division – Income Maintenance, Children Services (with Adult Protective Services), Workforce Development, and Administration.

### Key Takeaways, Strengths, and Weakness

Agency team members, across divisions, all expressed a strong customer-service focus and an innate desire to help the agency's clients. Team members believe they are doing a good job of serving their community and local families. The passion team members have for the services they provide to those in the community was highly evident in the report outs of the individual division sessions.

During the session with the agency's team members several key themes evolved including the need for improved and increased communications. In communications, discussion topics included the need for improved internal communication, both across the agency, and from agency leadership down to team members, and vice versa. The need for more communication and interaction with the community and external agency partners was also expressed as an avenue of increased communications. Team members expressed the desire for more interaction between the agency and the community-at-large – participating in community activities like the county fair and First Friday – to build the reputation of the agency and to communicate more clearly how the agency supports the local community.

Team members also expressed concern over the recent wave of turnovers within the agency. Similarly, they expressed their frustration with processes around on-boarding new team members and having adequate time for training, as there have been a large number of new people joining the team. Team members also would like to have more opportunity for professional development and training including training from the state on programs and required data systems.

## External Stakeholders

Following the input session with agency's team members, a similar session was held with representatives from agency partners and community organizations. A similar SWOT-type analysis was conducted, both in a large group and in small group break-out sessions by service area – Children Services, Adult Protective Services, Income Maintenance and, Workforce Development. Interviews with all three County Commissioners as well as the County Administrator were also conducted to gain additional information about the DCDJFS.

All partners, as well as county leadership agreed that the leadership and dedicated team members at the DCDJFS were a key strength of the agency. Stakeholders agreed that the agency does a good job of meeting clients’ needs through the variety of programs offered. They believe the agency has a collaborative spirit and is serving its mission. The agency is perceived as adaptable and flexible, with seamless service delivery.

External partners recognized some challenges facing the DCDJFS. These include the misconception about the agency and its clients in the community – that the agency is the “welfare office”. External stakeholders also recognized the challenges of team member turnover, including difficulty with developing relationships with new team members. The partners also expressed some key trends that may present challenges to the agency and its clients including: the lack of transportation options for clientele, the aging population of the county and increased mental health issues associated with this, the skills gap and lack of employment opportunities with family-sustaining wages, the lack of families available for foster care placements, a possible increase in immigrant populations, and affordable housing.

External partners and County leadership also saw many opportunities for the agency. Strongest among these is the opportunity for increased collaboration between the agency, its partners, and the community. Potential ideas for further collaboration included: updating memoranda of understanding, increasing the use of technology to communicate and share data, and strengthening the partnership with economic development and workforce development for better job and training opportunities.

## Leadership Team

Two meetings were held with the DCDJFS leadership team to review input from the stakeholder sessions and to begin framing the strategic plan and build out its elements. The content of the two meetings is described below:

### Session 1:

The first session allowed an opportunity for the DCDJFS leadership team to review and assess the feedback received from the stakeholder input sessions and interviews. This session also allowed for a revision and refresh of the agency’s mission and visions statements. Finally, the session allowed for leadership to provide their input into the strategic planning process, outlining the strengths, opportunities and themes that would frame the strategic plan.

The leadership team recognized the following strengths:

* Clear team member expectations and team member’s ability to access those expectations;
* Standard Operating Procedures (SOPs) - knowledge based “share point” for all policies, plans, pretty user friendly;
* Access and knowledge of/to resources – the DCDJFS is a one-stop shop, administering lots of different programs;
* Team members are caring and perform at the best of their ability. They want to help;
* Small, close knit group, that can meet and make changes as needed;
* Centrally located within the county for accessibility to additional services (programs, courts, mental health board all close by); and
* Existing programs are strong/established partnerships – continue to be a sounding board and to link with partners.

The leadership team recognized the following opportunities:

* There is a need to reach out in conversation and engage with appropriate community partners around transportation and homelessness (affordable housing);
* Re-education of community: calls for child removal (internal & external);
* Easier communication process between internal team members and external partner*s; Topics of discussion included: How can we make it easier for our community partners to communicate with JFS about issues? How do we deploy the right people to the community to represent the JFS with partners? And are the people sharing the right message?*
* Increase outreach to the faith-based community and domestic violence shelters;
* “During on-call hours” there is a lack of decision making authority by Social Services Worker 3s; *Do they need more authority?*
* Partners need to develop new relationships with new team members;
* Need to improve how the agency looks at succession planning and a pro-active approach to planning for the future needs of the agency;
* Professional development as it relates to team member communication and interaction with the community, and on career goals;
* Internal communication;
* Training – develop an outline of the training/foundations/basics of training per divisions, and how we train team members;
* Focus on team members’ buy-in on SOP, competencies, and foundational operation of agency;
* Team member recruitment and retention;
* Taking a proactive approach with new programs, policies, volume (tsunami of in-coming applications because of Affordable Care Act (ACA)) – struggle to get information;
* Look at current practices in recruitment of team members; and
* Need to educate team members on who partners that are involved are and why. *Who makes up the Family Service Planning Committee? Who’s involved and why?*

#### Emerging Factors:

The leadership team also recognized several emerging factors that could play into the future of the agency. Program funding, the political climate and shifting demographics were top of mind in this conversation. The leadership team also discussed the effect technology and a shift to technology-based employment would have on the agency and its clients. Other topics included:

* Developing a forum for team members to provide input;
* Learning and adopting solutions from other state agencies and employers; and
* Finding additional resources for clients such as transportation and affordable housing.

From the conversation with the leadership team in this first session the following list of themes/goals began to take shape, as the basis for the development of strategies for the plan:

1. Communication;
2. Team member/Professional Development/Retention and Turnover;
3. Partnerships; and
4. Strong agency leadership and dedicated team members.

### Session 2:

The DCDJFS leadership team met at second time to collect all information gained from the independent work sessions around each of the three goals. During this session, the team worked on refining language around their strategies and action steps to implement their strategic plan. The final product from this session is the implementation plan contained within this report.

# New Mission and Vision Statements

## Mission Statement

During the first leadership team retreat, DCDJFS was led through an exercise to revise their mission and vision statements, beginning with the following formal definition for a mission statement: A mission statement is a written declaration of an organization’s core purpose and focus. This definition was used to start the conversation on whether the current mission statement was accurate and focused. The DCDJFS leadership team developed the following revised mission statement:

**The Delaware County Department of Job and Family Services offers programs and resources to help our community members attain economic self-reliance, live in safe, stable families, and prepare for and connect to the workforce.**

## Vision Statement

DCDJFS was provided the following formal definition for a vision statement: A vision statement describes how the world would be improved, changed, or different if the organization was successful in achieving its purpose. During the session with DCDJFS leadership, the following revised vision statement was developed:

**The Delaware County Department of Job and Family Services will be a valued and effective community partner that utilizes collaboration and best practices to promote the enhanced well-being of our community members.**

The leadership/management team agreed to keep the guiding principles:

As an Agency:

* We will respect the dignity and potential of every individual we serve.
* We will value and trust our colleagues and act with integrity.
* We will be accountable, productive, and efficient.

# Identification of Goals and Strategies

The strategic plan contains three goals with fourteen (14) accompanying strategies, which are designed to contribute to each goal. Action steps, metrics, and resources needed are also outlined in the Implementation Guide, attached to this document.

## Goal 1: Provide consistent, accurate and timely external and internal communication, using a common language.

### Strategies:

1. Develop a method/manner of giving/receiving information and feedback internally; and
2. Continue to identify and address the challenges and barriers to effective and timely communication.

## Goal 2: Support and retain a team of customer-service focused professionals through team member development and training.

### Strategies:

1. Assess and strengthen the onboarding and orientation process for new team members
2. Identify the barriers to team member retention and reduce or eliminate barriers within our control, including identifying strategies to compete with other (external) employers;
3. Develop an interest and competency-based hiring process;
4. Provide interest-based mentoring opportunities for existing team members to mentor new employees;
5. Further develop team member goal setting and explore career pathways development.
6. Offer cross-training opportunities in congruence with Standard Operating Procedures (SOP) and competencies; and
7. Advocate, develop and utilize external networking opportunities for team members to learn from best practices.

## Goal 3: Cultivate and strengthen collaboration with agency partners and the Delaware County community.

### Strategies:

1. Create and disseminate community-wide comprehensive materials regarding DCDJFS programs and services;
2. Create an outreach strategy to inform the community about DCDJFS programs and services;
3. Educate agency team members about available community resources and provide resource materials for distribution to agency clients;
4. Engage and collaborate with community partners including: economic development departments, education providers, local school districts, law enforcement, and employers; and
5. Create additional relationships with community-based organizations to widen the agency’s network of partners.

# Cost-effective Recommendations for Process Improvement

Optimize current leadership team to lead the implementation of the strategic plan and action steps, being fiscally responsible in decision-making. Examples of cost effective recommendations are in the Implementation Guide:

* Each strategy has a leadership team member who will be responsible for implementation of action steps. The leadership team member should be diligent in choosing representation from each of the agency’s divisions allowing for diverse input without the cost of external sub-contractors guiding the implementation of the plan;
* Team members for each strategy working group should be chosen with consideration of professional development opportunities associated with strategy action steps to allow for a natural pipeline of professional growth;
* Creating surveys and distributing them using internal expertise will be cost effective;
* Utilizing the retention strategies created by the internal “experts” allows those who have specific experience with the agency to implement the plan, saving time and dollars;
* Ultimately, a retention plan saves on the job training time and funding associated with new hires;
* Utilizing competency-based hiring is a long-term opportunity addressing cost effective measures;
* Cross-training provides the agency an opportunity to utilize internal expertise to train others within the agency, creates mentoring relationships, and ultimately builds an agency team in an effective and efficient manner;
* If the agency director is an advocate for state training and encourages his colleagues to do the same, an opportunity for training that is consistent and readily available can be realized for all Job and Family Services agencies throughout the state; and
* By internally working to rebrand the agency’s message and then creating materials internally, the county will see cost savings.

This list is certainly not all inclusive, but just some of the many cost-effective recommendations realized in the DCDJFS strategic plan. The full effects of cost effectiveness will be most apparent once implementation takes place.

|  |  |
| --- | --- |
| Goal 1: Provide consistent, accurate and timely external and internal communication, using a common language. | |
| Strategy 1.1: Develop a method/manner of giving/receiving information/feedback internally. (Short-term) | |
| Metric: 80% of team member surveys yield an overall average score of 3.0 or higher (on a 5-point scale).  Responsible for completion: A. Thomas  Resources needed: Team members; Office supplies; External survey source | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Jan. 2018 |
| Identify gaps in communication. | Mar. 2018 |
| Develop strategy to bridge gaps. | May 2018 |
| Develop implementation plan for strategy to bridge gaps. | Jun. 2018 |
| Present implementation plan draft to leadership team. | Jul. 2018 |
| Leadership team provides feedback to the workgroup. | Aug. 2018 |
| Revise implementation plan, as needed, based on feedback from leadership team. | Oct. 2018 |
| Implement approved plan. | Dec. 2018 |
| Develop survey for feedback from team members. | Mar. 2019 |
| Gather feedback, revise as necessary. | Jun. 2019 |

|  |  |
| --- | --- |
| Goal 1: Provide consistent, accurate and timely external and internal communication, using a common language. | |
| Strategy 1.2: Continue to identify and address the challenges/barriers to effective and timely communication (Mid-term) | |
| Metric: 80% of community partner surveys yield an overall average score of 3.0 or higher (on a 5-point scale).  Responsible for completion: TBA  Resources needed: Team members; Office supplies; External survey source; Community partners | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members to develop an internal and external survey. | Jan. 2021 |
| Define/Identify recipients of and create a survey. | Jun. 2021 |
| Distribute the survey. | Jul. 2021 |
| Collect and analyze survey data. | Sep. 2021 |
| Develop recommendations based on survey analysis. | Nov. 2021 |
| Present draft recommendations to leadership team. | Dec. 2021 |
| Leadership team provides feedback to the workgroup. | Feb. 2022 |
| Revise recommendations, as needed, based on feedback from leadership team. | Apr. 2022 |
| Implement approved plan. | May 2022 |
| Gather feedback, revise as necessary. | Nov. 2022 |

|  |  |  |
| --- | --- | --- |
| Goal 2: Support and retain a team of customer-service focused professionals through team member development, and training. | | |
| Strategy 2.1: Assess and strengthen onboarding and orientation process. (Short-term) | | |
| Metric: Increase new team member retention rate agency-wide by 50%.  Responsible for completion: S. Sikora  Resources needed: Team members; Current orientation material; P3; Office supplies | | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members to review: current human resources general orientation, JFS onboarding, JFS department-specific information/technology & P3. | Jul. 2018 |
| Identify content needed for onboarding and general orientation to incorporate into a standard manual. | Dec. 2018 |
| Present onboarding and general orientation content draft to leadership team. | Apr. 2019 |
| Leadership team provides feedback to the workgroup. | May. 2019 |
| Revise recommendations, as needed, based on feedback from leadership team. | June. 2019 |
| Train the trainer(s). | Aug 2019 |
| Implement approved recommendations. | Sept. 2019 |
| Gather feedback, revise as necessary. | Dec. 2019, Ongoing |

|  |  |
| --- | --- |
| Goal 2: Support and retain a team of customer-service focused professionals through team member development, and training. | |
| Strategy 2.2: Identify the barriers to team member retention and reduce or eliminate barriers within our control, including identifying strategies to compete with other employers. (Short-term) | |
| Metric: Increase new team member retention rate agency-wide by 50%. Average length of continuous service of existing team members will increase by 10% each year for the next five (5) years.  Responsible for completion: S. Honigford  Resources needed: Surveys; Internet; Employer and team member feedback; Input from Fiscal and Human Resources; Newsletter; P3; Shared drive | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members for survey development and data analysis. | Jan. 2018 |
| Gather feedback from new hires, existing and exiting team members. | Feb. 2018 |
| Explore other employers for employee perks/beneficial strategies. | Apr. 2018 |
| Analyze data collected from team members and other employers. | Jul. 2018 |
| Create draft of plan, potential changes or enhancements. | Oct. 2018 |
| Present plan draft to leadership team. | Apr. 2019 |
| Leadership team provides feedback to the workgroup. | May. 2019 |
| Revise recommendations, as needed, based on feedback from leadership team. | June. 2019 |
| Implement approved plan. | Aug. 2019 |
| Gather feedback, revise as necessary. | Oct. 2019 |
| Goal 2: Support and retain a team of customer-service focused professionals through team member development, and training. | |
| Strategy 2.3: Develop an interest and competency-based hiring process. (Short-term) | |
| Metric: Increase new team member retention rate agency-wide by 50%. Responsible for completion: J. Appleman  Resources needed: Team members; Leadership team; Access to other counties’ teams; Human Resources; Job descriptions; Standards of Performance; Competencies | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members and identify co-lead from Income Maintenance & Workforce Development. | Jan. 2018 |
| Contact Human Resources and request partnership. | Jan. 2018 |
| Explore other county hiring processes. | Mar. 2018 |
| Review of current hiring processes and identify any missing components. | Apr. 2018 |
| Identify and develop a plan as to how to gain and incorporate missing components. | May 2018 |
| Identify the necessary criteria for an ideal candidate and disqualifying factors of candidates. | May 2018 |
| Present plan draft to leadership team. | Jun. 2018 |
| Leadership team provides feedback to the workgroup. | Aug. 2018 |
| Revise recommendations, as needed, based on feedback from leadership team. | Sep. 2018 |
| Research other county job descriptions and make recommendations to the leadership team. | Sep. 2018 |
| Present plan to leadership team. | Oct. 2018 |
| Leadership team provides feedback to the workgroup. | Dec. 2018 |
| Goal 2: Support and retain a team of customer-service focused professionals through team member development, and training. | |
| Strategy 2.3: Develop an interest and competency-based hiring process (continued). (Short-term) | |
| Metric: Increase new team member retention rate agency-wide by 50%. Responsible for completion: J. Appleman Resources needed: Team members; Leadership team; Access to other counties’ teams; Human Resources; Job descriptions; Standards of Performance; Competencies | |
| **Action Steps:** | **Completion Timeframe** |
| Revise recommendations, as needed, based on feedback from leadership team. | Jan. 2019 |
| Gather feedback, revise as necessary. | Jun. 2019, Ongoing |
| Include in Human Resource’s hiring process a feedback survey of DCDJFS vendor participation on job fair/community outreach events. | Dec. 2019 |

|  |  |
| --- | --- |
| Goal 2: Support and retain a team of customer-service focused professionals through team members development, and training. | |
| Strategy 2.4: Provide interest-based mentoring opportunities for existing team members to mentor new employees. (Mid-term) | |
| Metric: Increase new team member retention rate agency-wide by 50%. Average length of continuous service of existing team members will increase by 10% each year for the next five (5) years. Responsible for completion: S. Honigford/A. Ntamack  Resources needed: Funding; Team members; Office supplies; Human Resources; AFSCME; County Commissioners; County Administrator | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Mar. 2019 |
| Explore compensation strategy. | Jul. 2019 |
| Develop mentoring curriculum to include expectations. | Jul. 2019 |
| Develop application process. | Dec. 2019 |
| Present mentoring program draft to leadership team. | Jan. 2020 |
| Leadership team provides feedback to the workgroup. | Mar. 2020 |
| Revise recommendations, as needed, based on feedback from leadership team. | May 2020 |
| Train mentors. | Jul. 2020 |
| Implement program. | Sep. 2020 |
| Gather feedback, revise as necessary. | Jun. 2021, Ongoing |

|  |  |
| --- | --- |
| Goal 2: Support and retain a team of customer-service focused professionals through team member development, and training. | |
| Strategy 2.5: Further develop team member goal setting and explore career pathways development.(Mid-term) | |
| Metric: Average length of continuous service of existing team members will increase by 10% each year for the next five (5) years. Responsible for completion: R. Anderson  Resources needed: Team members; Leadership team; Supervisors; Human Resources | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Mar. 2019 |
| Partner with human resources to explore and develop agency/county career pathways. | Jun. 2019 |
| Present career pathways draft to leadership team. | Jul 2019 |
| Leadership team provides feedback to the workgroup. | Sep. 2019 |
| Revise recommendations, as needed, based on feedback from leadership team. | Oct. 2019 |
| Inform team members of all available pathways. | Nov. 2019 |
| Team member identification of interest. | Jan. 2020 |
| Goal setting with team member identifying career pathways, if applicable. | Jan. 2020 |
| Implement goal strategies. | Feb. 2020 |
| Gather feedback, revise as necessary. | Jun. 2020, Ongoing |

|  |  |
| --- | --- |
| Goal 2: Support and retain a team of customer-service focused professionals through team member development, and training. | |
| Strategy 2.6: Offer cross-training opportunities in congruence with SOP’s and competencies. (Mid-term) | |
| Metric: Average length of continuous service of existing team members will increase by 10% each year for the next five (5) years. Responsible for completion: S. Sikora  Resources needed: Team members; Leadership team; Supervisors; Standards of Performance; Office supplies; Competencies; Trainers | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members to review performance management strategy. | Mar. 2021 |
| Make recommendations for performance management strategy changes. | Jun. 2021 |
| Present performance management strategy improvement draft to leadership team. | Aug. 2021 |
| Leadership team provides feedback to the workgroup. | Oct. 2021 |
| Revise recommendations, as needed, based on feedback from leadership team. | Dec. 2021 |
| Implement training plan with supervisors. | Jan. 2022 |
| Implement training plan with direct-service team members. | Apr. 2022 |
| Gather feedback, revise as necessary. | Oct. 2022, Ongoing |

|  |  |
| --- | --- |
| Goal 2: Support and retain a team of customer-service focused professionals through team member development, and training. | |
| Strategy 2.7: Advocate, develop and utilize external networking opportunities for team members to learn from best practices. (Long-term) | |
| Metric: Increase new team member retention rate agency-wide by 50%. Average length of continuous service of existing team members will increase by 10% each year for the next five (5) years. Responsible for completion: TBA  Resources needed: Team members; Trainers; Funding for travel | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Jan. 2022 |
| Identify Job & Family Services’ training needs. | Mar. 2022 |
| Inventory existing and available internal/external training and resources. | May 2022 |
| Identify gaps. | Jul. 2022 |
| Implement existing training. | Oct. 2022 |
| Advocate for external training and resources and implement when obtained. | Dec. 2022, Ongoing |

|  |  |
| --- | --- |
| Goal 3: Cultivate and strengthen collaboration with agency partners and the Delaware County community. | |
| Strategy 3.1: Create/disseminate community-wide comprehensive materials regarding DCDJFS programs and services. (Short-term) | |
| Metric: Completion/delivery of comprehensive materials. Responsible for completion: S. Sikora  Resources needed: Team members; Fiscal; Publication materials; Funding | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Jan. 2018 |
| Partner with Fiscal to identify available funds and resources for materials. | Feb. 2018 |
| Review existing materials and identify missing resources. | Apr. 2018 |
| Collect existing materials. | Apr. 2018 |
| Identify the needs of the community and agency to determine the content of the resource guide(s). | Jun. 2018 |
| Develop a plan to develop or obtain missing materials. | Sep. 2018 |
| Create an outline of the guide’s content. | Dec. 2018 |
| Identify and define agency common language and terminology. | Jan. 2019 |
| Identify guidelines and standards of the resource guide. | Jan. 2019 |

|  |  |
| --- | --- |
| Goal 3: Cultivate and strengthen collaboration with agency partners and the Delaware County community. | |
| Strategy 3.1: Create/disseminate community-wide comprehensive materials regarding DCDJFS programs and services (continued). (Short-term) | |
| Metric: Completion/delivery of comprehensive materials. Responsible for completion: S. Sikora Resources needed: Team members; Fiscal; Publication materials; Funding | |
| **Action Steps:** | **Completion Timeframe** |
| Create a Job & Family Services guide(s) draft. | Mar. 2019 |
| Establish a plan for publication as appropriate to meet the agency and community needs. | Apr. 2019 |
| Identify a training plan to include a training timeline. | May 2019 |
| Present material development, guide, and training plan draft to leadership team. | Jun. 2019 |
| Leadership team provides feedback to the workgroup. | Aug. 2019 |
| Revise recommendations, as needed, based on feedback from leadership team. | Sept. 2019 |
| Implement plan and guides. | Oct. 2019 |
| Train agency team members on common language, materials and presentation skills. | Dec. 2019, Ongoing |

|  |  |
| --- | --- |
| Goal 3: Cultivate and strengthen collaboration with agency partners and the Delaware County community. | |
| Strategy 3.2: Create an outreach strategy to inform the community about DCDJFS programs and services. (Short-term) | |
| Metric: Community partner survey will demonstrate a 90% satisfaction rate with DCDJFS participation in community events/issues/engagement (average score of 3.0 or higher on a 5.0 scale). Responsible for completion: J. Appleman  Resources needed: Team members | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Mar. 2019 |
| Create draft agency outreach strategy. | May. 2019 |
| Present outreach strategy draft to leadership team. | June. 2019 |
| Leadership team provides feedback to the workgroup. | July. 2019 |
| Revise recommendations, as needed, based on feedback from leadership team. | Aug. 2019 |
| Implement agency outreach strategy. | Sept. 2019 |
| Create Speakers Bureau. | Oct. 2019 |
| Train Speakers Bureau members. | Nov. 2019 |
| Identify community events and opportunities for outreach. | Nov. 2019 |
| Create event calendar and engage Speakers Bureau. | Dec. 2019 |
| Gather feedback, revise as necessary. | Dec. 2019, Ongoing |

|  |  |
| --- | --- |
| Goal 3: Cultivate and strengthen collaboration with agency partners and the Delaware County community. | |
| Strategy 3.3: Educate agency team members about available community resources and provide resource materials for distribution to agency clients. (Mid-term) | |
| Metrics: Successful delivery of training plan to agency team members. Responsible for completion: TBA  Resources needed: Team members; Trainers; Office supplies/computers; Survey design; Funding; Postage costs | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Jan. 2020 |
| Survey and explore community resources. | Apr. 2020 |
| Create draft of resource guide. | Jul. 2020 |
| Send for comment/edit from community provider and/or resources. | Aug. 2020 |
| Create library of resources (format to be determined). | Sep. 2020 |
| Create training plan for the agency. | Sep. 2020 |
| Present training plan draft to leadership team. | Oct. 2020 |
| Leadership team provides feedback to the workgroup. | Dec. 2020 |
| Revise recommendations, as needed, based on feedback from leadership team. | Jan. 2021 |
| Implement training plan. | Mar. 2021 |
| Update community resource information quarterly. | Jun. 2021, Ongoing |

|  |  |
| --- | --- |
| Goal 3: Cultivate and strengthen collaboration with agency partners and the Delaware County community. | |
| Strategy 3.4: Engage and collaborate with community partners including: economic development departments; education providers; local school districts; law enforcement, and employers. (Mid-term) | |
| Metrics: Successful implementation of individual plans/engagement with new partners and providers. Responsible for completion: S. Honigford  Resources needed: Team members; Meeting rooms; Office supplies; Food | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | Jan. 2018 |
| Assess needs by collecting information from identified community partners. | Jun. 2018 |
| Identify community partners whose partnership needs improvement. | Sep. 2018 |
| Reach out to community partners identified. | Jan. 2019 |
| Develop individual plans to address specific issues identified. | Mar. 2019 |
| Implement individual plans. | Jun. 2020 |
| Gather feedback, revise as necessary. | Sept. 2020, Ongoing |

|  |  |
| --- | --- |
| Goal 3: Cultivate and strengthen collaboration with agency partners and the Delaware County community. | |
| Strategy 3.5: Create additional relationships with community-based organizations to widen the agencies network of partners. (Mid-term) | |
| Measure: At least three (3) new partnerships will be identified and engaged. Responsible for completion: A. Ntamack  Resources needed: Team members; Office supplies; Office space | |
| **Action Steps:** | **Completion Timeframe** |
| Convene a workgroup of agency team members. | June 2019 |
| Identify partnership gaps. | Dec. 2019 |
| Develop an outreach strategy for missing partners. | Mar. 2020 |
| Present outreach strategy draft to leadership team. | Apr. 2020 |
| Leadership team provides feedback to the workgroup. | Jun. 2020 |
| Revise recommendations, as needed, based on feedback from leadership team. | Aug. 2020 |
| Implement the outreach strategy. | Oct. 2020 |
| Gather feedback, revise as necessary. | Dec. 2020, Ongoing |
| Revise partnership plan as new, unnamed partners emerge. | Jan 2021, Ongoing |

1. The demographic data in this report is compiled from several sources using a specialized process. Sources include annual population estimates and population projections from the US Census Bureau, birth and mortality rates from the US Health Department, and projected regional job growth. [↑](#footnote-ref-2)
2. U.S. Census [↑](#footnote-ref-3)
3. U.S. Census “Poverty Status in the Past 12 Months by Sex and Age.” 2011-2015 ACS 5-Year Estimate. [↑](#footnote-ref-4)
4. Ohio Department of Job and Family Services “Delaware County QuickView” Sept. 2017 [↑](#footnote-ref-5)