

FRANKLIN COUNTY DEPARTMENT OF SOCIAL SERVICES
STRATEGIC PLAN
ADOPTED; JUNE 28, 2022
RESOLUTION #04-06-2022

Goals and selected strategies

A. For the people we serve

Goal 1: Strengthen staff responsiveness, accessibility, and professionalism in serving the residents of Franklin County and always provide great customer service.

Strategies:

- a) Create and implement standards for professional and business interaction with clients
 - Prompt return of phone calls and inquiries (ASAP). If there is a delay in obtaining the answers to inquiries, then a follow-up phone call should be made to notify the client. (Don't keep them guessing what is going on) Same day of inquiry if possible
 - Open line of communication
 - Provide all staff and Board members business cards for distribution to clients and community members

- b) Facilitate contact between workers and clients
 - Study and revise contact hours and/or office hours to be easier for clients to access staff

TASKS:

1. All staff are required to return calls within 24 hours and it is required to let clients know when they are out of office for more than a day so clients will know that the return phone call may be later than 24 hours. **No Timeframe—already implemented.**

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2. All staff have been notified by email to be proactive and keep clients updated with follow up phone calls when worker is delayed in obtaining information client requested. **No Timeframe---already implemented.**
3. A designated area was created for clientele. This space has a phone that all clientele can utilize to reach a worker. The Area has an updated phone listing of all workers in the agency. The area has a business card holder with all worker's business cards giving all clients easy access to worker information. Clientele can take pictures and have information about their worker stored on their phone or can use the paper and pen provided to write down and put in safe area. **No Timeframe—already implemented.**
4. All staff have business cards that include all information on how to reach their worker. All Staff are to have this information on their email. All Benefits put their cell number and email address on all documents being sent out to clients. **No Timeframe—already implemented.**
5. The front desk clerical staff have been instructed to ask if client would like to talk to supervisor if client has called more than once looking for a worker. **No Timeframe—already implemented.**
6. The management team discussed hours of operation 8:30am to 4:30pm agreeing these hours remain the best for the agency and the employees. Every worker has voicemail and email for easy contact and all information is provided to clientele. **No Timeframe—already implemented.**
 - c). Gain greater understanding of client, personal interactions, and goals by shadowing and meeting with agency management
 - Engage with county agencies and show our willingness to help

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TASKS:

1. Supervisors are available to clients at all times either by phone or in person. Supervisors will meet with clients in person when requested and can utilize the interview room at 120. **No Timeframe—already implemented.**
2. Agency is using every opportunity to meet with and attend all partnering agencies meetings, trainings or other events. We currently meet with the Sheriff's office monthly. Benefits workers are currently working one day a week at Piedmont Community Services, Probation and Parole and the Stepping Stones Ministries. Plans are to station a worker one day per week at the Bernard Center have been made, however implementation has been delayed due to COVID. The CEO of Franklin County Hospital and the DSS Director currently meet quarterly with the goal of creating a long-term partnership between the two entities, where policies and processes do not align up but communication is the key for successful collaboration. FCDSS staff currently attends a monthly HR meeting with the County. FCDSS currently belongs to several local/regional committees such as Healthy Franklin County, Combined Centers Team meeting with the Franklin Center/Area Workforce Investment, Reentry Council, Health Department Community Health Worker Team, United Way Mixed Delivery Grant Partnership, Piedmont Region Child Care Team, Virginia League of Social Services Executives, VLSSE Benefits Committee, VLSSE Personnel Committee, POSSESS-Administrative Committee, PD 12 Directors Committee.
Timeframe—already implemented.
3. FCDSS utilizes the Care Portal and the Unite Us platforms which allows clients to receive additional resources that we cannot provide. **Timeframe---already implemented.**

Goal 2. Increase the understanding of those we serve that FCDSS is engaged with the community and committed to improving the well-being of those in need of service.

Strategies:

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- a) Educate those we serve on the role of FCDSS
 - Create and distribute a package of material/brochures to be provided to all new clients

TASKS:

- 1.) Management created specialized brochures/packets of applications that are now used when staff are out in the community engaging in Employment/Resource Fairs. The agency has participated recently in two of these Fairs through Ferrum College and the Franklin Center. Our goal is to continue to participate in as many local Fairs as possible. June 25th we participated in the Pigg River Community Center Outreach day (annual participation) where we also distributed these brochures. Child Protective Services (CPS) also created a flyer that detailed CPS demographic information specific to Franklin County and handed out on several occasions during the Virginia Department of Social Services CPS awareness month throughout the local area to promote Awareness.
Timeframe: Continuous process as we will utilize/update as needed the brochures, flyers and packets at all events that we participate in as a means to promote, educate and market FCDSS and the resources we provide.

B. For our partners in the work we do

Goal 1. Build and enhance our relationship with Franklin County Court and judicial system

Strategies:

- a) Develop new and strengthen existing relationships with those involved with the Judicial system (i.e. Judges, staff, GALs, etc.)

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TASKS:

- 1.) Management sent out emails to all Services reminding them to include GALs and other community members in all FPM's and other meetings that are set for our clients in the Services Division. Management continues to send out reminders and will ask workers if they invited the GALs. **Timeframe: Continuous process with initial email and process put in place with management.**
- 2.) The Clerk's office, the GALs, the Sherriff's dispatch office, and CASA are all sent our updated monthly phone listing. **No Timeframe—already implemented.**
- 3.) We are working side by side with Judge Stone on the Family Drug Court program that begins in July. We have set aside one FSS worker, as requested by the Judge, to be the point of contact. **Timeframe: Working on since fall of 2021 with FDTC in place July 2022.**
- 4.) There is a monthly meeting set up with the Sherriff's office to go over. **Timeframe—already implemented/continuous process.**
- 5.) Management has implemented monthly meetings with agency attorney to review cases thoroughly. **Timeframe—already implemented/continuous process.**
- 6.) Management discusses in all meetings initially as training and afterwards as reminders, the need for workers to send all documentation and information out to all mandated partners with regards to the children we work with. **Timeframe—already implemented/continuous process.**

Goal 2. Foster good working relationships with our strategic partners while expanding the services we collectively provide and find mutual solutions to the problems we face

Strategies:

- a) Develop new and strengthen existing strategic partnerships
 - Identify the key strategic partners

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- Meet with each strategic partner and define goals of future relationship and service
(This should include open lines of communication, building trust and teamwork, common goals through information sharing, etc.)

TASKS:

- 1.) Management has identified and met with key partners, we work with collectively: Courts, Sherriff's office, agency attorney, Clerk's office, CASA, CART, Dispatch, STEP, Piedmont Community Services, Carillion, Disability Determination, DARS, Social Security Administration, County of Franklin, VDSS State office in Richmond, VDSS Regional Office in Roanoke, DCSE, Probation and Parole, United Way, Salvation Army, Lions Club, Bernard Health Care, Stepping Stones, Ferrum College, VLSSE, IAACT, ICPC, and various residential facilities/group homes/therapeutic foster care/local foster families. **Timeframe---** successful completion of above mentioned partners has been established, however, additional community partners will be added as introduced to the agency. There will be a continued goal to maintain these relationships through communication and successful partnering.
- 2.) Management will meet again with our partner's to discuss like-minded goals we would all like to accomplish for our clients and community we serve alike. Management will divide these partners and have conversations with all of them opening up the line of communication. **Timeframe----6 months—goal to be completed by 12/31/2022.**
- 3.) A community partner is invited to present at every Quarterly Full Staff Meeting. The Sherriff and our Agency Attorney presented at the first quarterly staff meeting in February. The Career Support Systems presented at our May quarterly full staff meeting.

Timeframe---continuous process to invite community partners to each quarterly full staff meeting.

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- b) Define and implement service expansion to impact the 40% of FC residents who are either in poverty or asset limited, income constrained, employed (ALICE).
- Coordinate transportation for our clients
 - Expand parenting classes

TASKS:

- 1.) Services has identified the need for parenting classes and has added this service request to the Grant we utilize through the State for payment. Foster Care and In Home Services have been made aware of this service available to parents and are utilizing the service at this time. **Timeframe---already implemented.**
- 2.) Services staff are committed to create accurate and timely payments so all our Service providers are paid promptly. We have worked out specific processes with specific vendors and specific employees have been assigned to receive and complete paperwork for specific vendors. Management has been tasked with making sure our Bank of America process is completed monthly with finance sending out monthly reminders. **Timeframe--
-already implemented with continuous processes put in place as needed.**
- 3.) Transportation is an ongoing issue for all partners in the community. This topic comes up in management meetings. We do not have a budget for Transportation and we are no longer allowed, per Finance, to purchase gas cards for non-View clients; therefore, Services will meet the client and use their credit card to purchase gas for said vehicle, if that is the needed and approved. We currently limit use of clerical staff for certain transportation needs in Services and TANF/VIEW, the need must be urgent and approved by management. **Timeframe---The management team will have continued dialogue with each other in meetings as well as with community partners in those meetings. No timeframe to accomplish this as there is no formal plan, no funding and no way to implement at this time.**

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- c) Aid in reaching common goals through information sharing, and other interactions of personnel
 - Identify funds that can be used for future service

TASKS:

- 1.) The Director and Finance met with the State and received multiple critical training on multiple budgets. **Timeframe---completed.**
- 2.) Finance has received training from Keith Thomas/Thomas Brothers on Thomas Brothers and LASER Programs. **Timeframe---already implemented/completed.**

Goal 3. Strengthen the relationship between FCDSS and Franklin County Government
Finance

Strategies

- a) Develop new and strengthen existing relationships with Franklin County Government

TASKS:

- 1.) The management team has tasked ourselves with building trust, respect, communication and collaboration with the following County Government: County Administrator, CSA/CPMT, Finance, Treasury, and the Franklin Center.
 - a. We have improved our communication with CSA sharing all relevant information for cases CSA finances. The Director, Assistant Director, Foster Care Supervisors and In Home Services Supervisor meets with CSA monthly and we have been doing this since August of 2021. CSA Manager has been invited to complete trainings with staff for

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issues they see. The Manager has completed 2 trainings in 2022. CSA Manager is also invited to the Foster Care weekly meetings and has attended twice this year.

- b. The Director has set up monthly meetings with the County Administrator.
- c. The Director and Finance of DSS created an open door practice with County Finance and the Treasurer’s office. We have meetings when needed and do most of our communication by phone or via email.
- d. Ashley Rutter, Assistant Director over Benefits, serves on The Franklin Center committee. Toni Turner, Director, serves on two committee’s that meet monthly at the Franklin Center that involves, the Executive Director of the Franklin Center, building our relationship through common goals and community involvement. The Director, has reached out to the Executive Director at the Franklin Center to see if she would like to set up a quarterly meeting with myself and relevant staff to discuss how we can collaborate and coordinate our services for the citizens of Franklin County.

C. For our staff and the Board

Goal 1. Become the employer of choice for all persons interested in Social Services.

Strategies:

- a) Identify successful features/characteristics of organizations considered “employers of choice”
 - Eliminate or decrease the causes for worker burnout
 - Completely address the salary compression issue

TASKS:

- 1.)** The agency is diligently working at becoming fully staffed. The agency is committed to utilizing the experience worksheet and the comparison decision worksheet to pay

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equitable salaries. **Timeframe—Ongoing process with goal of having the normal market turnover rate of 11%. Currently we have 9 vacancies with 87 employees. We are at 11% currently.**

- 2.)** Mark Young, Vice Chair and the Director have worked on creating a sustainable Education program. This educational program is broken up into several components.
- a. Employees that come in with a verified Master’s degree, that is relevant to their position, will receive 5% increase in their salary. Employees that receive a verified Master’s degree that is relevant to their position, while employed will receive a 5% increase in their salary. **Timeframe—already implemented.**
 - b. Employees that decide to pursue their Master’s degree, that is relevant to their position, can apply for the educational dollars that have been set aside in the Budget. The employee will have to sign on for a predetermined time frame for every allotment received per semester also knowing if they leave before that time frame is up, they will have to pay those educational dollars back to the agency. **Timeframe--- Vice Chair and Director are working on the application paperwork along with specific guidelines that need to be outlined for employees so they can make an informed decision.**
 - c. We are currently working with the State to create a Benefits Educational two year program, as well. The proposal has been sent to the Compensation Unit, the HR Unit and the Regional Account Manager. We are waiting for their feedback. **Timeframe--- Waiting on the State to evaluate the proposal, the Vice Chair and Director will follow up and once received will work towards getting the proposal completed if approved.**
 - d. We currently have a robust Intern program. We have added to this program the ability to increase the starting salary of an intern, who competitively applies and is hired by \$500.00. **Timeframe---already implemented.**
 - e. The Board is working on the Compression issue and gave compression raises to those that showed compression in the Experience Worksheets completed for every

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employee. Those in Benefits that showed compression received a 5% raise in December and those that showed compression in Services and Administration

received 2.5%. The Board will review this and evaluate the funding and ascertain what the next steps are to address compression. The staff at FCDSS will provide the Finance and HR data to the Board to help them make their decision when appropriate. **Timeframe---TBD by the Board.**

- 3.)** The agency has implemented a committee called S.E.T, (Sunshine Engagement Team). The funding is through employee donations and agency fund raising events. This committee was created in 2021 and consists of management and staff. The goal is to provide a venue for making what we do as a total employee group fun and engaging to foster engagement and partnerships throughout the agency which will hopefully aid in retention and overall employee happiness. They started an Employee recognition area in the lobby. An employee is selected and recognized biweekly. If that employee works at the 120 office, they get a special parking space. If that employee is working from home or at the other office, they get a lunch delivered to them. Examples of other fun events hosted by S.E.T. At the Full Staff meeting, they decorated the meeting and provided lemonade for National Lemonade Day which fell in the month of the Full Staff meeting. Every employee receives a card and a cupcake from KupKakery for their Birthday. They also send out an email for that employees Birthday to the entire staff wishing them a Happy Birthday. The S.E.T committee hosted an Easter egg hunt for the employees. The S.E.T. designed and created a fun board in the 120 lunch room highlighting events, spotlighting the Director and promoting employee participation by providing cards for comments. This board will also be pictured and broadcasted to all via email. The S.E.T. committee hosted a yard sale in the parking lot for the employees. This was a fund raising event as employees paid \$10.00 to set up a table and then got to keep their sales. There were 12 tables set up and every one of the participants requested to do this event again. It was very successful and the employees of the agency requested this event to occur

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again in the fall. The S.E.T. committee meets monthly and comes up with fun events for all seasons and holidays. **Timeframe—already implemented and continuous process.**

- 4.) The Agency is working on Safety, which is a big concern for all employees. The Director is currently working on a comprehensive safety emergency plan to be completed by

September and this will be saved on the W Drive for access by all employees. Safety at all times, in all situations is a must. The Director has partnered with the Fire Marshall, the County and with the Sherriff's department to work on building safety. The Director has provided two trainings for the staff at this time, with more trainings already set up. The Sherriff and the Agency Attorney provided safety training with clients in the field and office at the first Full Staff meeting in February. Every worker has attended the Mental Health First Aid training provided by Piedmont at the Franklin Center in May. Additional trainings, including fire extinguisher training has been set up for August. The Sheriff's tactile team will complete mock drills in the agency after hours with and without staff as practice so they know the layout of the building. The County is working on a warning system for the office to utilize during any emergency event. A Safety committee is currently being formed to work on agency safety commitments and needs. **Timeframe—this plan is fluid with safety plan updated as needed and annual trainings provided.**

- 5.) Because of the nature of our work, self-Care is a must for all employees. The Director has worked out a plan with Piedmont for sessions when something egregious has occurred in the agency like a fatality. At the Full Staff meeting, the Director had a discussion on happiness and well-being at work. The Director will have additional presenters' at all future Full Staff meetings, who will discuss various topics on Self Care including incorporating coping techniques during the presentations. We had our first session in May. The Director is also working on providing additional self-care monthly in the building for those that want to attend. The Vice Chair provided an idea of creating a safe area in the building for employees to go to whenever they feel the need for self-care. At this time we have no space such as that, but are going to process this and see what can be done to create a safe zone. **Timeframe—Goal is to have the self-care at all full staff**

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meetings, provided monthly at the building and create a safe zone for self-care when needed.

b) Implement best features of models of employers of choice

TASKS:

1.) Under discussion with the Board and the Management team to create a dynamic structure tool featuring these models of choice. **Timeline—Ongoing.**

c) Measure success of implementing best features

TASKS:

1.) Success will be measured by hiring and retention. Our numbers will reflect positive movement in retention, when there are less vacancies according to market turnover percentages. **Timeframe---Ongoing.**

2.) Success will be measured through employee satisfaction. At the direction of the Board, Employee Satisfaction Surveys will be created and sent out annually via email. Goal is to see a higher number of employees filling out the survey with less negative issues understanding that in all surveys, this is the time for an employee to express their voice, if they felt it was not heard during the year. **Timeframe---Ongoing.**

Goal 2. Create a work environment that promotes increased staff satisfaction

Strategies:

a) Improve two-way communication

b) Improve supervisory skills of all managers.

TASKS:

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- 1.) All supervisors have been tasked with having one on one meetings with all their staff biweekly. The Executive Management were tasked with following up with their supervisors to make sure these are being completed as instructed. Management have been directed to not only utilize this time for staffing of work but to allow time for the worker to discuss items she/he believe to be relevant to the position and their career. One idea given to management was to create and go over goals for the employee with plans created to meet those goals. This has also been discussed in the Full Staff meeting. Director brings this up in Executive management meetings and Management meetings.
Timeframe—already implemented and continuous process.
- 2.) Management staff has relayed to their teams the open door policy. **Timeframe—already implemented and continuous process.**
- 3.) Emails go out notifying the Team of new hires and those that have left the agency.
Timeframe—already implemented and continuous process.
- 4.) Director will train at monthly Executive Management Team meetings the training series/books the agency purchased previously/past Director purchased and started but never finished. **Timeframe---begin date August 2022 with ending date of December 2022.**
- 5.) The Director requested Assistant Directors and Supervisors to take the Leadership series offered by the VDSS in Knowledge Center. **Timeframe—requested and to be completed in a year by May 2023.**
 - c) Improve staff satisfaction by implementing an enhanced formal staff recognition program

TASKS:

- 1.) The S.E.T. Committee created a formal staff recognition program. Biweekly, a staff member is nominated and their professional bio and picture is displayed in the lobby. This information is also disseminated by email to everyone. With the S.E.T. budget, those

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not working in the office are delivered a lunch. Those that work in the office get a special parking space for the 2 week period they are recognized. **Timeframe-already implemented and continuous process.**

d) Increase knowledge and the level of execution of their duties and reward success through an incentive or similar program

TASKS:

- 1.) Vice Chair and Director completed a component of the Educational plan for both Services and Benefits. When an employee is hired with a Master's degree relevant to the job, a 5% increase is given in the salary. When an employee receives a Master's degree during their employment with FCDSS relevant to the job, a 5% increase is given in the salary.

Timeframe—already implemented.

- 2.) Vice Chair and Director are working on additional Educational components for both Services and Benefits.
 - A.) \$27,000 was budgeted for the Services division. The money will be divided per semester. For employees seeking a Master's degree, they have the opportunity to apply and receive a portion of this budgeted education money to go towards their classes each semester. This money will be attached to an agreement to remain with agency for predetermined time frame and the money must be paid back if employee leaves before predetermined time frame agreed upon. The Vice Chair and Director are working on the paperwork required for this component. **Timeframe—fall classes pending creation of paperwork by Vice Chair and Director.**
 - B.) An Educational Tract was designed by the Benefits Assistant Director and the Benefits Trainer. This plan was discussed with the State. The State requested copies of the plan for review. This plan must be approved by the State. If approved as is, Benefit

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Staff will be given a 2.5% increase when each of the two components are completed.

Timeframe—pending State approval.

- 3.) Review and provide emotional support services for Family Services' staff.

TASKS:

- 1.) Piedmont has agreed to provide emotional support for Services staff when traumatic events occur to the team such as fatalities of clients or safety issues. For example, recently there was a shooting outside the agency within the community that involved active DSS clientele. Piedmont came in and was available to all in the conference room the next day. This partnership is ongoing. **Timeframe—already implemented and ongoing as needed.**
- 2.) The Director's goal is to invite into the office on a monthly basis, Emotional Support agencies willing to volunteer their time to present to us various techniques for coping and managing emotional stress. **Timeframe—Goal is to work on sending out emails to area partnering agencies that are capable of providing this resource to FCDSS. Ferrum College has agreed to provide emotional happiness, burn out recognition and other trainings quarterly. Piedmont Community Services has also agreed to provide trainings when conducive to both schedules a couple of times a year. This is a fluid ongoing process.**
- 3.) The Director's goal is to create a space in the office for teammates to utilize when needed for distressing. **Timeframe---Director and Management team need to meet and review the office space. Goal is to have this in place by 2023.**

Goal 3. Identify and address the causes of staff turnover

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- a) Identify the key causes of FCDSS staff turnover

TASKS:

- 1.) The Management team identified and met four key causes of turnover. Unable to complete the job due to complexities and not having the skillset required, lower pay compared to other agencies, not moving up fast enough, or not the job employee thought or is not what the employee wants to do.

- b) Create and implement an action plan to address each key cause of staff turnover

TASKS:

- 1.) The agency has hired a Trainer, who is working with the Benefits division to make sure these employees have all the resources they need to be fully trained and functioning for all Benefit Programs. **Timeframe—Trainer has been hired and has worked on reviewing all workers, compiling the needs, training and creating progress reports to Supervisors and Assistant Director to review and follow. Trainer now trains all new hires creating a cohesive, consistent and formal training in house following the new hire the first year and then this employee becomes part of the ongoing review process. Continuous process.**
- 2.) The Assistant Director over Services is working on consistent, formal, in-house training for the Services workers. **Timeframe—none given at this time. This is a new process never completed before for this division. Goal is to have this created and implemented by January 2023.**
- 3.) A Master's degree incentive with a salary increase has been added to the Educational Plan. 5% increase for any employee hired with a Master's degree relevant to the job. 5% increase to an employee who received a Master's degree relevant to the job during his or hers employment. The VDSS/State has approved and included in the Agency Comp

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Plan maintained and approved by the State Compensation unit. **Timeframe—already implemented and continuous.**

4.) Educational plan completed with the goal of helping employee become higher skilled and higher paid with components of the plan in place and others being reviewed and completed. **Timeframe---fluid process on task to be completed by Fall 2022.**

5.) S.E.T. committee implemented to create a culture and atmosphere where employees feel heard, employees are thanked and employees have fun in the work they do. **Timeframe—already implemented and continuous.**

6.) The Experience Worksheet and Salary Determination Worksheet is utilized with the Comp Plan allowing the Director to pay accordingly. **Timeframe—already implemented and continuous.**

7.) The Comp Plan allows for increases in pay when probationary and conditional probationary periods completed as well as an increase when training has been completed for certain job titles allowed by State HR policy. **Timeframe—already implemented and continuous.**

Goal 4. Create a mutual understanding between and among Board members and staff of the unique roles, challenges and opportunities each serve and find solutions to issues or concerns

Strategies:

- a) Increase interaction between staff and board
 - Have FCDSS supervisors rotate into the monthly Board meetings to provide continuing board education on challenges and result goals of their group

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- 1.) Director will meet with the Chair and Vice Chair to discuss ways the Board can interact more with the employees. **Timeframe—TBD.**
- 2.) Supervisors will each come to a Board meeting starting in the new Fiscal Year, June 2022 to provide education, challenges and results of their group. **Timeframe—this begins June 2022 with the next two months scheduled by a supervisor. Continuous process that will not fall to the side and will be managed by the Director.**

Goal 5. Build an understanding of the balance between following VDSS policy and always acting in best interest of the child.

Strategies:

- a) Identify which VDSS policies create the greatest concern relative to meeting the best interest of the child

TASKS:

- 1.) The Management team met and discussed this Goal. Policy is mandated and backed by the Code of Virginia/Law and the agency cannot create a task to bypass policy. The goal of the Agency is always do what is in the best interest of the child and the family and create processes that will meet these goals while following the State guidelines and best practices. These processes include having interactive, engaging Family Partnership meetings, treatment meetings, parent meetings, children visitation, and other collaborations that occur daily, weekly, or monthly with the child, family, placement and all supporting agencies.
 - 2.) Services has made it a priority to include all partners in all meetings including the Guardians at Litem and placement agencies which did not occur historically. The
 - 3.) Assistant Director over Services and the Services Supervisors are tasked with doing this every time. **Timeframe—already implemented and continuous.**
- b) Identify effective methodologies to identify policies to be addressed

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1.) The Management team will keep a list of any policies that give us the greatest concern and when the team meets monthly, one of these policies will be discussed to come up with the best practice/process that is already in place to be followed or what can be added to help the client/family even more. **Timeframe—Goal is for this to occur in the October Fall meeting after a few other goals are met. Continuous process.**

c) Facilitate meetings of all interested persons (FCDSS and VDSS staff and community representatives) to address concerns

TASKS:

1.) The agency's best practice is to involve all interested parties when needed. Engagement and partnering with VDSS, CPMT, CSA, the County of Franklin, the Guardian ad Litem, the Sherriff's department, CASA, CART, and other community partners has become the norm of the Agency. **Timeframe—already implemented and continuous.**

Goal 1. Raise FCDSS visibility and strengthen the community awareness, understanding and support of FCDSS and the services it provides and integrate FCDSS into the fabric of the community

Strategies:

- a) Educate the community on what FCDSS does and what it has to offer
- Develop and implement a speakers bureau
 - Optimize the use of technology for outreach and interactive forums for the community and people served by FCDSS.
 - Establish an office within Carillion Hospital, Rocky Mount

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- Establish an office within the school district (high school) to be accessible to their social workers

TASKS:

- 1.) The Director, the Services Assistant Director and the Services Supervisor have met with the Superintendent of the Franklin County Public Schools, establishing monthly communication meetings at the School Board office. A FCDSS and Public School panel discussion (speaker's bureau process) was set up and completed in June 2022. It has been determined that we would collaborate and complete this annually. At this time, an office was not established within the school system and at this time that is not feasible with the vacancy rate of FCDSS and instead we created a direct path for the school social workers' to have to the FCDSS family services specialists, the supervisors, and upper management. The Schools are provided an updated monthly phone list. **Timeframe—already implemented and continuous.**
- 2.) The agency became part of the Unite Us platform implanted and trained by the State. The staff are able to immediately connect the clients with all partnering agencies with their needs. Our staff receives and follows up on all referrals made to us by partnering agencies with program needs of their clients. This platform began in the fall of 2021. **Timeframe—already implemented.**
- 3.) Vice Chair reached out to Carillion and at this time integrating at the hospital has been put on hold. **Timeframe—on hold.**
 - b) Conduct an orchestrated and ongoing public awareness campaign to educate the public on the services and benefits of the programs of FCDSS
 - Work toward more community engagement, such as Trunk or Treat.

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TASKS:

- 1.) Management will work together to come up with a formal campaign. **Timeframe—TBD.**
- 2.) The S.E.T. committee has been tasked with creating and having community events. A Trunk or Treat was an event that was cancelled last fall due to COVID. **Timeframe—already implemented. The S.E.T. committee will continue to come up with fun, engaging events for the agency to have with the community.**
- 3.) A yard sale event occurred at the Agency parking lot in June. This was a successful event with lots of community citizens attending and buying from 12 employee tables. This event will occur again in the fall at the request of the employees. **Timeframe—already implemented and continuous.**

c) Reach out to underserved or distrustful communities

TASKS:

- 1.) The agency is partnering to provide community engagement for one on one services for the clients. Currently, Benefits is working in house at Piedmont, Stepping Stones and Probation and Parole. The goal is to add the Bernard Center, the Lake Christian Ministry and the AGAPE Center. **Timeframe—Director continues to work with all partnering community agencies. Goal is to be as easily accessible as possible for the citizens of Franklin County.**
- 2.) The Agency is participating in community events when possible. June 25th, Pigg River Community Outreach day. Assistant Director and several employees participated last year and the Director and several employees will again participate this year with a table, providing cold water, face painting for children, balloon animal art for children and design your own bag for children with the overarching goal of engaging with the families and children of our community showing the compassion and desire we have as an agency to serve the needs of the community. The Agency participates in local resource and employee events going on at the Franklin Center and local colleges. The Agency takes

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advantage of the State program monthly awareness and creates local events accordingly. In the fall, the Agency is partnering with the community to have a Senior Awareness day with the process in the works. **Timeframe—Continuous. When discovered and invited to, Agency takes the initiative to be a part of all when able and to promote community trust in us.**

- 3.) Pamphlets and flyers were created for dissemination to the community at all events that highlights our programs and resources including the pertinent information the community needs to contact us. **Timeframe—already implemented.**
- 4.) Agency business cards have been updated with pertinent employee contact information for clientele use.
- 5.) Lobby has an area with a telephone and listed phone numbers to every worker in the Agency giving the client easy access to the worker they need at that time. **Timeframe—already implemented.**
- 6.) Management team will continue to meet monthly and discuss ways to reach out to the community that we serve. **Timeframe—monthly.**
- 7.) We have a Facebook page that the community can utilize for agency information and updates. **Timeframe---Continuous platform we utilize.**
- 8.) The Agency currently utilizes an updated website located at the County of Franklin’s webpage for purposes to post their monthly Board meeting agenda, minutes, and community news and events. **Timeframe---Continuous platform we utilize.**
- 9.) Marketing strategies under discussion. **Timeframe---Goal is to work on marketing the agency with radio spots, news articles. The Agency currently utilizes a web, the County of Franklin’s webpage for purposes to post their monthly Board meeting agenda, minutes, and community news and events.**