



TOWN OF GREENWICH DEPARTMENT OF SOCIAL SERVICES STRATEGIC PLAN 2011-2013

INTRODUCTION

The Department of Social Services [hereinafter referred to as the Department] provides services that include case management, professional counseling and crisis intervention. The key individual/groups we serve are: individuals and families with economic, medical, and/or social adjustment issues, including children, youth, adults and senior citizens. The purpose of this strategic plan is to provide all of our stakeholders with a roadmap that will be used to guide our efforts over the next three years.

MISSION

To enhance the quality of life of Greenwich residents through support in meeting basic human needs and promoting services that foster self-sufficiency and economic independence.

VISION

The Department strives to be a leader in delivering social services through employee commitment, client focus, and effective partnerships. To fulfill its vision the focus is on basic needs for food, shelter, personal safety and healthcare accomplished through a network of community partnerships. Residents are assisted in meeting immediate needs and developing long-term self-sufficiency.

Our staff advocate for each client by navigating available services provided by federal, state, municipal and community agencies, and by developing plans tailored to help clients gain control of their lives. The Department is committed to making services easily accessible and ensuring they are skillfully provided by a compassionate group of highly qualified Department staff and community partners.

GUIDING PRINCIPLES

This Strategic Plan has been developed in a collaborative effort with the Department of Social Services' Board of Directors, leaders, and staff who all share a commitment to:

- Honor the Department's 100 year legacy of outstanding service to the community;
- Maintain a leadership role in identifying community needs and promoting collaborative service delivery;
- Assist residents in crisis with basic needs, through available services in the community, and to do so in a way that is timely, responsive and respectful;
- Provide information, support and advocacy to Greenwich residents eligible for federal, state and local aid programs;
- Work to end the cycle of need and to build self-sufficiency by promoting skills development and independence, in an atmosphere of trust and mutual respect;
- Leverage the tremendous resources available from non-profit community organizations in Greenwich and, where appropriate, provide organizational and financial support for their activities;
- Meet client needs in a timely and consistent manner, leveraging specialized expertise and ongoing client relationships wherever possible;
- Establish organizational integration across the Department to ensure flexibility and responsiveness in the face of changing community needs;
- Promote and maintain a commitment to meeting the needs of the clients we serve in a cost-effective manner; and
- Attract and retain an outstanding and committed staff by cultivating a professional work environment and providing the tools and support needed to serve clients effectively.

STRATEGIC GOALS

The Department's overall strategy is comprised of five key goals. These goals serve as the defining elements of the roadmap as the Department focuses on fulfilling its mission and vision.

1. SUPPORT GREENWICH RESIDENTS IN TIMES OF CRISIS THROUGH CASEWORK SERVICES THAT HELP THEM MEET BASIC HUMAN NEEDS FOR FOOD, SHELTER, PERSONAL SAFETY, AND HEALTH CARE

The Department is committed to serve our clients by applying our professional skills and casework expertise to ensure that clients' basic human needs are met.

KEY OBJECTIVES

The Department will:

- Assess all clients for basic needs; meet client needs for immediate assistance; refer eligible clients to appropriate federal, state, municipal and/or community programs; and ensure that all program and insurance applications are completed
- Develop individual client service plans that include goals, objectives, progress notes, and timelines for achieving goals
- Review and revise the Department's policies and procedures manual to ensure a clear understanding of client service protocols and Department practices

2. ATTAIN LONG-TERM SELF-SUFFICIENCY FOR GREENWICH RESIDENTS THROUGH COMMUNITY PARTNERSHIPS

The Department recognizes the value in forging partnerships with other community organizations to support the goals of long-term self-sufficiency for clients and making a tangible difference in the lives of low/limited income residents and special needs groups.

KEY OBJECTIVES

The Department will:

- Foster long-term self-sufficiency and economic independence for at risk children, youth, adults, and senior citizens
- Identify potential community organizations that can provide and accommodate these needs
- Establish a funding and monitoring process for community partnerships (External Entities)
- Assess the strategic fit of the Department led special programs with the Department's mission and determine the feasibility of transitioning programs to community agencies

3. FULFILL THE DEPARTMENT'S MISSION BY COLLABORATING WITH ORGANIZATIONS AND INDIVIDUALS IN THE COMMUNITY

The Department, working together with other community resources, has the ability to make a tangible difference in the lives of residents.

KEY OBJECTIVES

The Department will:

- Develop and maintain strong cooperative relationships with key organizations and individuals/leaders of the community instrumental in supporting clients' diverse needs
- Encourage Department staff to participate on community organization boards, councils, committees
- Promote ongoing and transparent communications with the community and key stakeholders concerning Department re-organization planning efforts

4. ESTABLISH AN ORGANIZATIONAL MODEL THAT REFLECTS EFFICIENT USE OF TAXPAYER DOLLARS WHILE EFFECTIVELY MEETING CLIENT NEEDS

The Department understands the importance of striking a balance between providing a prudent mix of skilled resources to adequately service client needs while maintaining a reasonable cost to the Greenwich taxpayers.

KEY OBJECTIVES

The Department will:

- Conduct both a strategic and operational evaluation of all major units to assess their performance, determine overall fit with the Department's future direction and implement recommendations for improvement
- Evaluate alternative organizational models (with multiple full-time vs. part-time personnel scenarios and cost/benefit cases) and assess their potential to improve operational integration and client service
- Ensure that the Department's budget is in alignment with operational priorities

5. ACHIEVE OPERATIONAL EXCELLENCE BY IMPLEMENTING KEY PERFORMANCE INDICATORS, OUTCOME MEASURES, AND INFORMATION MANAGEMENT SYSTEMS

The Department is committed to implementing an infrastructure that will enable the organization to operate as a high-performance team.

KEY OBJECTIVES

The Department will:

- Develop a more integrated and efficient information system (EVOLV) to support operational performance decision making
- Identify key performance indicators and outcome measures to establish results-based accountability and an annual report card
- Refine management reports and develop a Dashboard Data Report to monitor program effectiveness