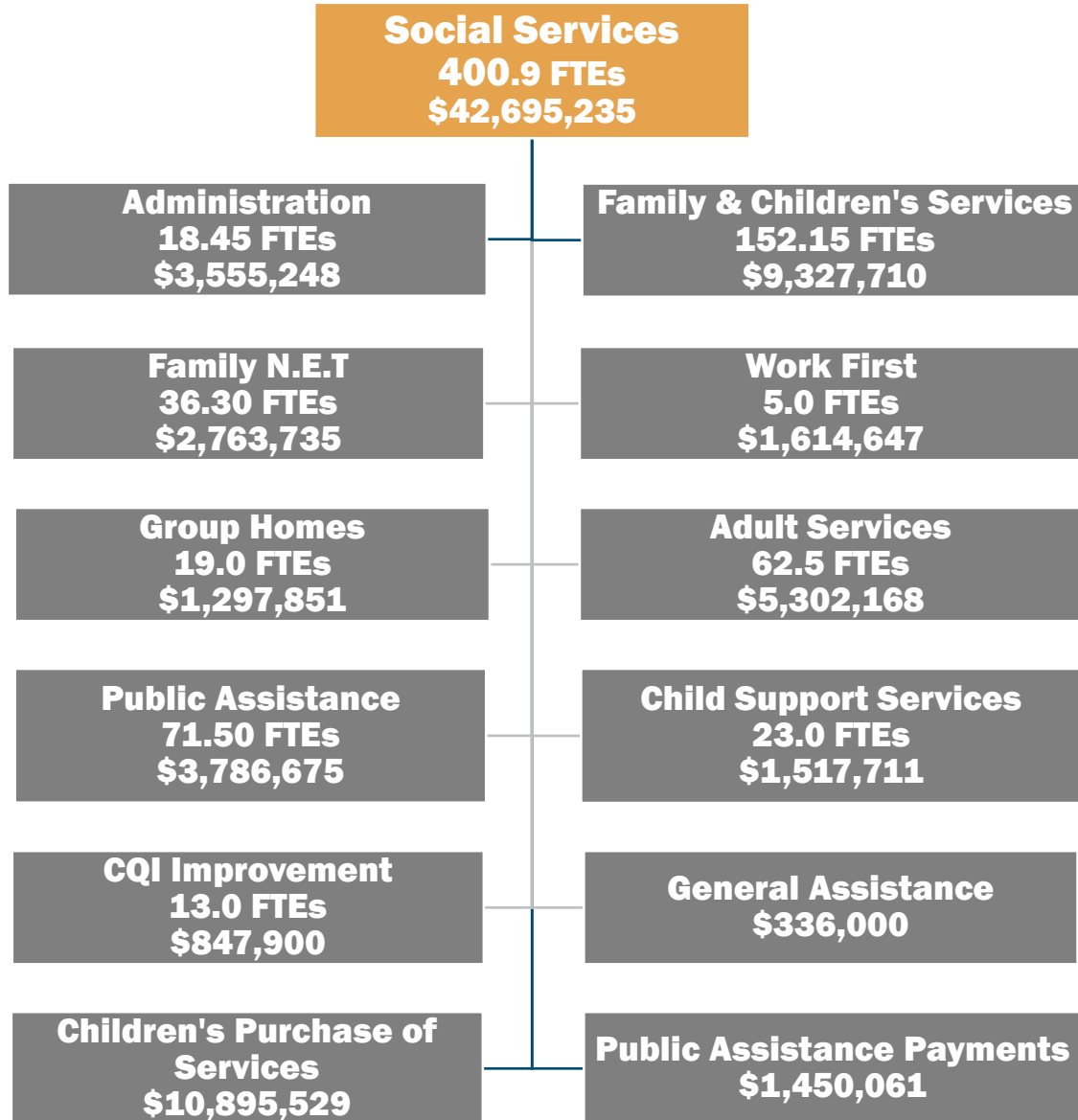


SOCIAL SERVICES

Key Function Organization Chart



Department Services

ADMINISTRATION

Enhance services provided by the Agency through a commitment of effective and efficient business practices that supports the best possible experience for the customer.

FAMILY & CHILDREN'S SERVICES

Child Protective Services

To ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families

Prevention

To promote self-sufficiency and enhance family relationships through education, advocacy, and support.

Permanency Planning

Ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families.

Child Wellbeing/Post Care

Ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families.

Family Builders

To ensure safe and nurturing families for children where their well-being needs are met and permanency is achieved.

Residential Services

To provide services that allow vulnerable children and adults to remain safely in their home whenever possible.

WORK FIRST

To enable Work First customers to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families.

ADULT SERVICES

Adult Protective Services

Empower vulnerable and disabled adults to live independently and free from abuse, neglect and exploitation.

Long Term Care

To assist senior and disabled citizens in living in their own homes as long as possible and/or with admission and adjustment to a nursing or assisted living facility providing the appropriate level and quality of services.

Senior Nutrition/In Home Services

Improve the quality of life for seniors by providing them the choice to remain at home through the provision of nutritious meals, education, socialization, wellness activities, and community volunteer support.

Adult Medicaid

To assist aged, disabled, and blind individuals with access to and cost of medical care by timely and accurately determining Medicaid/Special Assistance eligibility.

Medicaid Transportation

Prevent transportation from being a barrier for Medicaid eligible Catawba County citizens accessing medical services.

FAMILY SUPPORT

Child Support

To ensure that Non-Custodial parents acknowledge and provide support for their children.

Food Assistance

To efficiently provide food assistance to eligible families and connect them to other available resources.

Day Care

Support the independence and basic needs of Catawba County families by ensuring access to safe, quality, affordable child care, allowing responsible adults to secure and maintain employment.

Back Pack

To provide weekend nourishment to students in Catawba County who are hungry on the weekends. The Program provides each child with dinners, lunches, breakfasts, and snacks each weekend throughout the school year.

FAMILY N.E.T (NURTURING, EDUCATION, & TREATMENT)

To provide a comprehensive network of nurturing, educational and treatment services to enhance the emotional, behavioral and interpersonal functioning of children, youth and their families in Catawba County.

Administrative Office Support

To provide medical and clinical oversight of the services provided by Family NET and ensure the highest quality of care as well as conformance to all applicable standards.

Outpatient Services

Children and families in Catawba County will achieve emotional, behavioral, and interpersonal well-being.

Early Childhood Support Team

Provides support services to children ages birth to five, their families, and childcare providers so that children can be ready to enter kindergarten.

Budget Highlights

SOCIAL SERVICES

Reinventing Department

Organizations: 560100 - 561000

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	\$12,722,483	\$14,880,119	\$14,815,946	\$14,815,946	-0.4%
State	3,545,398	3,620,659	3,477,131	3,477,131	-4.0%
Federal & State	8,455,642	9,515,863	9,522,548	9,522,548	0.1%
Local	1,817,914	2,534,051	2,404,765	2,404,765	-5.1%
Charges & Fees	171,337	159,600	154,650	154,650	-3.1%
Miscellaneous	330,533	297,500	307,500	307,500	3.4%
Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
General Fund	9,378,241	10,390,556	10,853,090	10,812,695	4.1%
Total	\$36,421,548	\$42,598,348	\$42,735,630	\$42,695,235	0.2%
Expenses					
Personal Services	\$20,876,970	\$23,411,134	\$23,392,213	\$23,351,818	-0.3%
Supplies & Operations	15,496,370	17,874,214	18,098,417	18,098,417	1.3%
Capital	48,208	113,000	45,000	45,000	-60.2%
Special Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
Total	\$36,421,548	\$42,598,348	\$42,735,630	\$42,695,235	0.2%
Expenses by Division					
Administration	\$1,997,135	\$3,564,766	\$3,554,169	\$3,555,248	-0.3%
CQI-Quality Team	\$311,160	\$764,146	\$847,139	\$847,900	11.0%
Family & Childrens Services	9,388,906	9,229,712	9,382,659	9,327,710	1.1%
Family Net	2,031,407	2,751,481	2,761,612	2,763,735	0.4%
Work First	1,272,555	1,875,979	1,614,354	1,614,647	-13.9%
Group Homes	1,068,347	1,336,691	1,296,739	1,297,851	-2.9%
Adult Services	4,853,313	5,327,427	5,298,511	5,302,168	-0.5%
Public Assistance	3,479,228	3,945,979	3,782,492	3,786,675	-4.0%
Child Support	1,176,966	1,388,472	1,516,365	1,517,711	9.3%
General Assistance	276,063	335,600	336,000	336,000	0.1%
Public Assistance Payments	975,680	1,385,061	1,450,061	1,450,061	4.7%
Children's Purchase of Servic	9,590,788	10,693,034	10,895,529	10,895,529	1.9%
Total	\$36,421,548	\$42,598,348	\$42,735,630	\$42,695,235	0.2%
Employees					
Permanent	400.90	400.90	400.90	400.90	0.0%
Hourly	8.26	3.55	3.55	3.55	0.0%
Total	409.16	404.45	404.45	404.45	0.0%

Fiscal Year 2015/16 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
54	49	5	90.7%

Social Services' budget represents a minor increase from the prior year. In the current year, the department "right-sized" staffing levels due to a combination of lost and stagnant revenue. The recommended budget focuses on providing mandated services, maximizing funds drawn down, and preserving/sustaining its Reinventing Fund Balance.

Performance Measurements

FISCAL YEAR 2017/18 OUTCOMES

The County provides Social Services approximately 26 percent of its budget, but as a reinventing department, emphasis is placed on the department's outcomes. The department's outcomes were streamlined from a proposed 69 to 49. This is a five outcome reduction from the previous year.

New Outcomes

This year, five outcomes focused on employee development and diversity that align with the Learning & Growth strategies in the County's Operational Excellence strategic plan focus area are recommended as follows:

1. To provide staff with a safe, healthy, and pleasant work environment, 70 percent (280 of 400) of staff will participate in at least 1 of the 4 events held to promote appreciation and positive work culture across the Agency.
2. To develop and retain caring, culturally competent, and diverse staff, 50 percent (280 of 400) of Social Services staff will participate in a Diversity Awareness event.
3. To support training, learning, and the ongoing growth and development of staff, 95 percent (16 of 17) Child Support Agents will show increase in knowledge/understanding of Child Support policy/practices and customer service as measured by retrospective surveys following completion of training.
4. To support training, learning, and the ongoing growth and development of staff, 90 percent (69 of 76) of Economic Services Eligibility Staff will show an increase in knowledge/understanding of policy/procedure as measured by retrospective surveys following completion of training.
5. To encourage teamwork, innovation, advocacy, and shared decision-making, 100 percent (6 of 6) of child welfare mandated services and post-care services will hold bi-monthly CQI Program Reviews where the team reviews data and identifies service delivery successes and challenges.

Existing Outcomes

Further alignment with the County's Strategic Plan in Operational Excellence can be found in several existing outcomes such as:

Process

- To achieve positive results through an ongoing commitment to continuous quality improvement (CQI), 93 percent (27 of 30) of all quarterly clinical accreditation self-audits will pass all required program components.

- To ensure ongoing attention and commitment to customer satisfaction with services, 90 percent (180 of 200) of customers served by Social Services and who complete a satisfaction survey will report satisfaction with the services they received.

Citizen/Customer

- To provide the highest standards of efficient and effective services, approved Food and Nutrition Service applications will be processed in an average of 8 days compared to the Federal goal of 25 days.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, Social Services was on target to achieve (or had achieved) 53/57 outcomes. In Child Protective Services (CPS), the unit continues to provide the highest standards of efficient and effective services, 93 percent (925 of 994) of all accepted Child Protective Services intake reports were screened and assigned to a Social Worker for assessment within 3 hours of the time the report originated. Another CPS mid-year success is that 97 percent (34 of 35) of children with a substantiated report of abuse and/or neglect did not have another substantiated report within six months of the first report.

In regards to the foster care population, Social Services has made sure 99 percent (1,212/1,216) of children in foster care were visited at least once per month, as compared to the federal benchmark of 95 percent. Seeking to improve preventive services for vulnerable children and young adults, 100 percent (39 of 39) of youth ages 16-18 participated in developing their transition or emancipation plans toward independence.

Family Net has also experienced mid-year success. In the unit’s effort to provide quality outcome focused programs and services for consumers that are responsive to the changing Human Services environment, Family NET Residential Services passed 94 percent (49 of 52) of all quarterly clinical accreditation self-audits achieving satisfactory on all required program components. Also, 100 percent (11 of 11) of children ages 2-5 years who completed services with the Clinical Specialists demonstrated greater resiliency, increased ability to meet his/her needs, and increased ability to express feelings with appropriate words and actions.

In Work First, 100 percent (51/51) of Work First Able Bodied Adults (with a means of transportation) received intensive employment services. Another mid-year success for Work First was 100 percent (152 of 152) of all caretakers receiving Work First participated in ensuring all educational and health needs of the children are being met. At mid-year in Adult Services, 97 percent (32/33) of persons who had experienced abuse, neglect, or exploitation did not experience a repeat incident. Adult Services also ensured 98 percent (255 of 259) of those served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults were able to remain in their homes.

FISCAL YEAR 2015/16

Social Services achieved	Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
90 percent (49/54) of its	2015/16	54	49	5	91%
Fiscal Year 2015/16	2014/15	45	42	3	93%
	2013/14	31	28	3	90%

outcomes. The Administration unit enhanced the agency’s overall effectiveness by achieving

\$81,084 (or 42.7 percent, a 12 percentage point increase from 30.7 percent in Fiscal Year 2014/15) in financial savings for the year. Additionally, Administration ensured that the agency collected 100 percent of federal and state allocations, Medicaid billings, and available grants. The Administration unit further ensured 98 percent of children in foster care are current on dental screenings, while 99.05 percent of children in foster care were current on medical screenings. Finally, Administration reduced trauma to children, promoted their well-being, and minimized the length of their stay in foster care by engaging parents in reunification (or clearing the child for adoption) for 90.9 percent (110/121) of children for whom an abuse, neglect, or dependency petition was filed.

Child Protective Services (CPS) achieved 22 of its 24 goals. A sampling of successes follows. The first outcome, to promote the ongoing safety of children and reduce recidivism, was achieved by 98 percent (284/294) of children with a substantiated report of abuse and/or neglect not having another report within six months. Next, CPS reduced the impact of neglect on a child's function and development by having 90 percent (56/62) of families identified as chronically neglectful not experiencing an additional finding of child maltreatment within 12 months of completing in-home social work services. The division continued to succeed in promoting early engagement to identify attainable goals and activities that are reasonable for the family and meet agency expectations for the safety of the children by having 93 percent (88/95) of CPS cases transferred to Family-In-Home Services having a behaviorally specific case plan in place within 7 days. Relatedly, the CPS unit saw that in 81 percent (79/97) of CPS cases transferred to Family-In-Home Services, parents/caregivers were able to demonstrate and explain at least two behaviors to keep their children safe within 30 days of the case transfer. Next, to improve self-sufficiency 88 percent (87/99) of all families served by CPS Family-In-Home Services identified two voluntary social supports (such as family members, friends, faith community, coaches, teachers, or others) who are willing to take an active role as a participant in the family's safety plan. Family-In-Home Services continued to be a productive program with 89 percent (311/350) of children participating remaining with parents or alternative caregivers rather than entering foster care. Next, CPS ensured timely CPS intake decisions with 2 percent (2545/2777) of all CPS intake reports screened for acceptance by a two level review (intake social worker and supervisor) within 2 hours of report receipt.

CPS only missed two outcomes. The division observed and interviewed, as appropriate, 92 percent (1531/1665) of all identified child victims within the required time frame established at screening (24 or 72 hours) in accordance with state standards, compared to a goal of 93 percent. CPS was also only able to complete 70 percent (1169/1665) of CPS assessments within expected case decision time frames, compared to a 72 percent goal.

Family NET achieved all eight of its outcomes. Family NET helped improve family functioning by having 92 percent (316/344) of children and adolescents served by Family Net outpatient services demonstrating improvement (at least a 10 point decrease in total score) in at least one domain (Role Performance, Behavior Towards Others, Moods/Self-Harm, Substance Use, Thinking) on the Child and Adolescent Functional Assessment Scale (CAFAS) after 6 months or upon completion of all outpatient treatment services. In promoting community safety and improving quality of life, Family NET ensured that 100 percent (66/66) of court-involved youth who received a minimum of 12 outpatient treatment sessions (individual, family, and/or group therapy) or who

completed their recommended treatment prior to 12 sessions during the year had no new juvenile legal charges while in the Family NET treatment program. Finally, in promoting social, emotional, and behavioral functioning of preschool children, Family NET ensured 96 percent (22/23) of children who completed services with the Clinical Specialists demonstrated greater resiliency, increased ability to meet his/her needs, and increased ability to express feelings with appropriate words and actions as measured by the Devereux Early Childhood Assessment, 2nd Edition.

Work First achieved all three of its Fiscal Year 2015/16 outcomes. The first outcome ensured that 100 percent (146 of 146; a 14 percent increase from 128 in the prior year) of the Able Bodied Work First adults with a means of transportation received intensive employment services. Work First also helped 92 percent of citizens who applied for crisis heating and/or cooling assistance receive assistance receive help through a partnership between Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army. Finally, Work First strengthened the future well-being and independence of the children by having 100 percent of caretakers who received Work First ensure all educational and health needs of the child/children were met.

Adult Services achieved all six of its Fiscal Year 2015/16 outcomes. The first outcome empowered vulnerable and disabled adults to live in a safe environment by having 96 percent (58 of 61) of persons who have experienced a substantiated and confirmed incident of abuse, neglect, or exploitation not experience a repeat incident or maltreatment. Next the department increased the quality of care in Adult Day Care/Day Health Centers and Adult Care Homes (14 facilities) by providing training, education, consultation and follow-up monitoring. This ensured that concerns with care did not escalate to deficient levels. The third outcome pertained to Senior Nutrition Services. It ensured seniors were healthy and safe by providing services for seniors and disabled citizens that allowed them to remain in their own homes. Of adults served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults, 99 percent (274/276) avoided premature placement in a care facility. Next, Adult Services supported health and wellness, independence, education, socialization, and reduced isolation of seniors by serving 99.17 percent (1,632 of 1,652; a 5.63 percent increase in those served) of eligible Catawba County citizens age 60+ persons requesting nutrition. Adult Services continued to assist elderly and disabled citizens in gaining access to medical care by providing 27,590 Medicaid Transportation trips (1 percent increase from prior year) to 2,496 unduplicated individuals (4.83 percent increase from prior year).

Medicaid Administration achieved all three of its outcomes for Fiscal Year 2015/16. To enhance the quality of children's health by increasing access, the unit ensured that 98 percent (20,463; 1,519 or 8 percent more than the previous year) of uninsured children ages 0-18 had access to Medicaid or North Carolina Health Choice. This performance exceeded the department's 93 percent goal and the State's 91 percent rate. The department was able to process 97 percent (5,036) of Medicaid applications within 25 days, assuring the medical needs of citizens were promptly met. This performance was better than the State's benchmark of processing 90 percent of Medicaid applications within 45 days. Finally, Adult Medicaid staff maintained an accuracy rating of 97.4 percent of all Adult Medicaid cases evaluated by state quality control monitors and local resource management reviews. This achievement assured families received their correct benefits.

Public Assistance achieved both its outcomes. The first outcome was achieved by having Food Assistance staff maintain a 98 percent accuracy rating, assuring families received their correct benefits. Second, the Public Assistance unit processed 99.5 percent (9,571) of food assistance applications within 9 days, surpassing its 98 percent goal.

Child Support failed to achieve either of its two outcomes. Child Support assured that 87.31 percent of children (compared to an 88 percent goal) were financially supported by both parents by making sure children in need of a child support order had one. Child Support fell \$270,000 (2.31 percent) short of its collection goal with \$11,414,181 in child support collected.

Outcomes

ADMINISTRATION

1. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, for 88 percent (155 out of 176) of children for whom an abuse, neglect or dependency petition is filed, both parents will be made aware of the process (served) within six months of filing the petition.
2. To provide the highest standards of efficient and effective services, \$120,000 of financial or time savings will be identified through the utilization of technology advancements, work procedure enhancements and cost saving initiatives.
3. To achieve positive results through an ongoing commitment to continuous quality improvement (CQI), 93 percent (27 of 30) of all quarterly clinical accreditation self-audits will pass all required program components.
4. To ensure ongoing attention and commitment to customer satisfaction with services, 90 percent (180 of 200) of customers served by Social Services who complete a satisfaction survey will report satisfaction with the services received.
5. To provide staff with a safe, healthy and pleasant work environment, 70 percent (280 of 400) of staff will participate in at least 1 of the 4 events held to promote appreciation and positive work culture across the Agency
6. To develop and retain caring, culturally competent, and diverse staff, 50 percent (280 of 400) of Social Services staff will participate in a Diversity Awareness event.
7. To encourage teamwork, innovation, advocacy, and shared decision-making, 100 percent (6 of 6) of child welfare mandated services and post-care services will hold bi-monthly CQI Program Reviews where the team reviews data and identifies service delivery successes and challenges.

FAMILY AND CHILDREN'S SERVICES

Child Protective Services

1. To provide the highest standards of efficient and effective services, 86 percent (1,769 of 2,056) of all accepted Child Protective Services intake reports will be screened and assigned to a Social Worker for assessment within 3 hours of the time the report originated.

2. To ensure ongoing attention and commitment to customer satisfaction with services that are responsive to the changing Human Services environment, 93 percent (2,061 of 2,216) of all Child Protective Services intake calls received during normal business hours will be answered by a social worker.
3. To administer services in accordance with Federal, State, and County laws and regulations, 90 percent (1404/1560) of all Child Protective Services Investigations and Family Assessments submitted to the Division will be initiated (interviewed and/or observed victim children) according to policy requirements.

Prevention

4. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 93 percent (116 of 125) of students who receive Advocates for Children in Education (ACE) school social work services for at least 90 days will demonstrate improvement in at least one domain (life domain functioning, behavioral/emotional needs, risk behaviors, caregiver strengths, child strengths, acculturation) using the standardized Child and Adolescent Needs and Strengths Education Identification (CANS) Comprehensive Assessment.
5. To maximize individual functioning through education, support, treatment, and access to needed resources, 94 percent (188 of 200) of students seen by ACE school social workers for specific needs will have needs satisfactorily met within 15 school days of referral date, as determined by referral date and progress notes.
6. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 80 percent (120 of 150) of program participants who complete Teen Up programming will report an increase in protective factors (i.e. skills, strengths, resources, supports or coping strategies) based on pre and post-surveys.

Permanency Planning

7. To administer services in accordance with Federal, State, and County laws and regulations, 97 percent (2,437 of 2,512) children in foster care will be visited at least once per month, as compared to the federal benchmark of 95 percent and NC's of 85.8 percent.
8. To maximize individual and family functioning through education, support, treatment, and access to needed resources 93 percent (37 of 40) of youth ages 16-18 will participate in developing and completing their transitional living plans toward independence.
9. To administer services in accordance with Federal, State, and County laws and regulations, 90 percent (2,194 of 2,437) of visits with children in foster care occur at least monthly in the child's residence as compared to the federal benchmark of 50 percent and North Carolina's 88 percent.

10. To provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment, 98 percent (140 of 147) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/employment/spiritual activity.
11. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 85 percent (83 of 98) of families open to Family In-Home (FIH) services will have all active child(ren)'s wellbeing needs identified within 30 days of opening services.
12. To administer services in accordance with Federal, State, and County laws and regulations, 80 percent (45 of 56) of families receiving Family In-Home services for 3 months or more will decrease their risk for future maltreatment as measured by the closing Risk re-assessment compared to the initial Risk Assessment.

Child Wellbeing/Post Care

13. To provide quality outcome focused programs and services for consumers that are responsive to the changing Human Services environment, 90 percent (18 of 20) of families served through Post Adoption Services will report an increase in knowledge of the implications of childhood trauma as measured by self-report retrospective scaling questionnaire.

Family Builders

14. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 90 percent (50 of 55) of children who have been in foster care for less than 12 months and who are placed with Catawba County Approved and Supported Resource Families will experience two or fewer placements.
15. To provide the highest standards of efficient and effective services, 90 percent (53 of 59) of children adopted from foster care in Catawba County will have a finalized adoption decree within 120 days of the adoptive family's attorney filing the adoption petition, which is 60 days fewer than the State allows.

Residential Services

16. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, services coordination and advocacy, Foster Home Parents will meet with 93 percent (42 of 45) of core subject teachers of children who have resided at the cottages at least 90 days once every 9-week grading period to identify child's strengths and needs.

WORK FIRST

1. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination, and

advocacy, 98 percent (196 of 200) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child(ren) are being met.

2. To ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders, 97 percent (147 of 152) of audited cases will have service collaboration efforts with other programs in the agency when a case is known to be shared.
3. To support training, learning, and the ongoing growth and development of staff, 90 percent (69 of 76) of Economic Services Eligibility Staff will show an increase in knowledge/understanding of policy/procedure as measured by retrospective surveys following completion of training.

ADULT SERVICES

1. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 93 percent (56 of 60) of vulnerable adults who have a finding of abuse, neglect, or exploitation, with services mobilized to remedy mistreatment, will not experience a repeat finding of mistreatment within 6 months of an initial finding.

Long Term Care

2. To provide services that allow for vulnerable children and adults to remain safely in their own homes whenever possible, 96 percent (247 of 257) of adults with a disability and served by Special Assistance In-Home and Community Alternatives Programs for Disabled Adults are able to remain in their homes.
3. To administer services in accordance with Federal, State, and County laws and regulations, 94 percent (15 of 16) of all concerns identified by the Adult Home Specialist will not escalate to noncompliance due to technical assistance and training.
4. To ensure ongoing attention and commitment to customer satisfaction with services, 97 percent (306 of 315) of seniors and adults who are disabled receiving in-home services will report positive outcomes, as evidenced by an annual satisfaction survey.

Senior Nutrition/In Home Services

5. Provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, whenever possible 131,000 meals will be served by Senior Nutrition Program to eligible Catawba County citizens ages 60 years or older.
6. To ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders, \$35,000, approximately 7.5 percent of the total meal budget, will be raised annually to support the Senior Nutrition Program through collaborations and partnerships within the community.

7. To increase citizens' knowledge of internal and external services and resources, 95 percent (452 of 476/mo) volunteer coverage rate will be maintained for the Senior Nutrition Program.

Adult Medicaid

8. To achieve positive results through an ongoing commitment to continuous quality improvement, 97 percent (557 of 575) of cases reviewed by internal quality control review will assure that families are receiving the correct benefits.

FAMILY SUPPORT

Child Support

1. To assist citizens to become or remain economically stable and/or independent, 98 percent (147 of 150) of all eligible non-custodial parents currently in non-compliance with their child support order for court ordered participation will be referred to Project Re-Entry.
2. To assist citizens to become or remain economically stable and/or independent, 88 percent (5,896 of 6,700) of children who need a support order for child support will have one, as compared to the statewide average of 86.23 percent.
3. To support training, learning, and the ongoing growth and development of staff, 95 percent (16 of 17) Child Support Agents will show increase in knowledge/understanding of Child Support policy/practices and customer service as measured by retrospective surveys following completion of training.

Food and Nutrition Services

4. To administer services in accordance with Federal, State, and County laws and regulations, 95 percent (4,932 of 5,192) of all Modified Adjusted Gross Income (MAGI) applications will be processed timely (within 45 days) compared to the state's requirement to process 90 percent of all applications.
5. To provide the highest standards of efficient and effective services, approved Food and Nutrition Service applications will be processed in an average of 8 days compared to the Federal goal of 25 days
6. To administer services in accordance with Federal, State, and County laws and regulations, 98 percent (9,427 of 9,620) of all approved Food and Nutrition Service applicants will be processed timely (within 25 days).
7. To ensure diligent stewardship of local, state, and federal resources, and maintain fiscal strength, the Program Integrity Unit will investigate known and suspected overpayment situations, causing collections of state, county, and federal funds of \$375,000 for FY 2017/18.
8. To administer services in accordance with Federal, State, and County laws and regulations, 97 percent of all Food and Nutrition Service cases evaluated by local Quality

& Training staff and state quality control monitors will be accurate compared to the current state accuracy rate of 95.02 percent (data as of April 2016).

Day Care

9. Provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 98 percent (98 of 100) of children needing child care while involved with Child Protective Services will be provided with care.

FAMILY N.E.T. (Nurturing, Education, and Treatment)

Outpatient Services

1. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 80 percent (40 of 50) of children ages 3-17 who enter foster care will engage in treatment within 45 days of entering care through a comprehensive clinical assessment to provide needed interventions to address identified needs.
2. To provide quality outcome focused programs and services to consumers that are responsive to the changing Human Services environment, 92 percent (183 of 200) of children served by outpatient services will demonstrate improvement (at least a 10 point decrease) in at least one domain on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of treatment.

Early Childhood Support Team

3. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 93 percent (25 of 27) of children ages 2-5 years who complete services with the Clinical Specialists will demonstrate attachment, initiative and self-control as indicated by an increase in the total protective factors score as measured by the Devereux Early Childhood Assessment, 2nd Edition.
4. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 96 percent (27 of 28) of child care teachers who actively participate in consultative services with the Education Specialists for at least 6 months will demonstrate maintenance or improvement in providing supportive classroom environments for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence.
5. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 100 percent (15 of 15) of children ages 3-5 years who enter Foster Care and who have not received any type of developmental screening to identify needs within the past 6 months will receive an initial Ages and Stages developmental screening within 30 days of the child being placed and remaining in a resource home.
6. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 85 percent (17 of 20) of parents who participate in Level 4

Triple P Group or Standard interventions will demonstrate an increase in parenting skills as measured by the Parenting Scale.