Carroll County
Department of Citizen Services
Strategic Plan
2/11/14

Bureau of Aging and Disabilities  Transportation Coordination  Bureau of Housing and Community Development  Local Management Board for Children and Families  Recovery Support Services  Veteran’s Services

Serving

Children & Families  Individuals in Need  Older Adults  Adults with Disabilities

Madeline Morey, Director
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MISSION:

IN PARTNERSHIP WITH THE COMMUNITY, FACILITATE IMPROVED HUMAN SERVICE RESULTS TO CREATE AN ENVIRONMENT WHERE CHILDREN AND FAMILIES, INDIVIDUALS IN NEED, SENIORS, AND THE DISABLED CAN THRIVE AND ARE SAFE, HEALTHY AND SELF-SUFFICIENT.
WHO WE ARE:

THE DEPARTMENT OF CITIZEN SERVICES IS COMMITTED TO BUILDING A COORDINATED SYSTEM OF CARE FOR THOSE IN NEED IN CARROLL COUNTY. THE DEPARTMENT IS COMPRISED OF:

- THE CITIZEN SERVICES ADMINISTRATION
- THE BUREAU OF AGING AND DISABILITIES
- THE BUREAU OF HOUSING AND COMMUNITY DEVELOPMENT
- THE LOCAL MANAGEMENT BOARD FOR CHILDREN, YOUTH AND FAMILIES
- TRANSPORTATION COORDINATION
- VETERAN’S SERVICES

THE DEPARTMENT WORKS IN COLLABORATION WITH PARTNER AGENCIES TO IMPROVE OUTCOMES FOR THOSE WE SERVE.
NEEDS ASSESSMENT PROCESS:

THE CARROLL COUNTY DEPARTMENT OF CITIZEN SERVICES IMPLEMENTED A PROCESS TO DEVELOP AN ACTION PLAN THAT ADDRESSES HUMAN SERVICE NEEDS OF CARROLL COUNTY BY CONDUCTING A COMPREHENSIVE NEEDS ASSESSMENT IN FALL 2013.
“A single conversation across the table with a wise man is worth a month’s study of books.” Unknown
FIRST, KEY INFORMANT INTERVIEWS WERE CONDUCTED WITH LEADERS AND STAKEHOLDERS IN THE HUMAN SERVICE FIELD THROUGHOUT THE ENTIRE COUNTY

- Those interviewed were experts in Aging, Children and Family Supports, Crime, Disabilities, Domestic Violence, Health, Housing, Human Services, Juvenile Services, Mental Health, Poverty, Social Services, Substance Abuse and Transportation.

- Responses were also solicited from varied geographic regions in Carroll County: Hampstead/Manchester, New Windsor, Taneytown and Westminster.

- Twenty five (25) key informants responses were submitted with patterns of answers that point to areas in the human services system that are identified in need of additional resources/attention and areas demonstrating clear strengths of the existing system.

- Many of the leaders interviewed also provided very creative and thoughtful ideas and recommendations for maintaining existing programs with proven effectiveness or use of new innovations that could address systemic gaps.

- Highlights of the interviews included:
  - 87.5% of respondents indicating that Housing is the biggest human service need
  - Collaboration at 57% was noted as best strategy to address identified human service needs
  - Transportation came up as the biggest barrier to accessing human services at about 53%
  - Most respondents at about 42% have been residents of Carroll County for more than 20 years
“To raise new questions, new possibilities, to regard old problems from a new angle, requires creative imagination and marks real advance.” – **Albert Einstein**
IN THE SECOND PHASE, FOCUS GROUPS WERE HELD WITH COMMUNITY BOARDS AND CLIENTS.

- Two hundred fifty-six (256) responses across twenty (20) organizations made up the sample.

- Those interviewed were: Landlords Group, Family Support Center Participants, Social Services Board of Directors, Commission on Aging and Disabilities, Senior Center Participants, Local Management Board for Children, Youth and Families, Transportation Advisory Committee, Participant Advisory Board (Aging and Disabilities), Veteran’s Group, Youth Group, Next Step Program Participants Group, Housing/Shelter Clients, Carroll Area Transit Service riders, the Ministerium, Various Churches throughout Carroll County, the Eldersburg Jewish Congregation and DSS participants.

- The focus groups yielded responses that point to clear strengths and weaknesses of the local human service delivery system. Many of these community members also had suggestions on how to build upon effective practices and develop new interventions to address identified needs.

- Highlights of the focus group analysis included:
  - The top five strengths of the human service system included variety of programs, collaboration, senior services, staff and transportation.
  - Housing came up as the number one need just as in the key informant interviews at about 54%
  - Transportation came up again also as the biggest barrier to accessing human services at about 48%
  - 43% of the respondents to the focus group questions had an income of $0 to $14,999
  - 39% were unemployed (this number included those retired)
  - 44% were receiving some form of service through DSS, 38% receiving services through a Senior Center and 21% receiving mental health/substance abuse services
  - About 50% of the respondents have lived in Carroll County for 20 years or more with 18% having lived here between 10 and 20 years
  - Members of the focus groups represented a good cross section of Carroll County Zip Codes including: 21157 Westminster, 21784 Sykesville, 21787 Taneytown, 21074 Hampstead, 21158 Westminster, 21102 Manchester, 21048 Finksburg, 21776 New Windsor, 21104 Marriotsville, 21797 Woodbine, 21791 Union Bridge, and 21757 Keymar
RAW DATA AND HUMAN SERVICE INDICATORS WERE USED IN THE FINAL PHASE OF THE ASSESSMENT TO ASSIST WITH DETERMINING THE TOP HUMAN SERVICE NEEDS IN CARROLL COUNTY AND TO DETERMINE STRENGTHS AND GAPS IN THE LOCAL HUMAN SERVICE DELIVERY SYSTEM.

- Data from the past five years was analyzed from selected sources (needs assessments) where available.

- Key indicators selected to provide a snapshot of Carroll County’s overall trends in primary human service factors (i.e. family status, poverty, homelessness, health, mental health, crime, education, employment, domestic violence, child abuse, substance abuse, and transportation).

- On Pages 27-34 of the Strategic Plan you will note the raw data indicators. Those going in a negative direction are highlighted in red, those that are status quo are in yellow and those moving in a positive trend are marked in green. (It is important to note that the five year trend is a better measure of the trend data than the one year trend data).

- Raw Data Indicators moving in a negative trend include the following areas:
  - Substance Abuse
  - Poverty
  - Accidental Death Rate
  - Food
  - Divorce/Single Parent Households
  - Homelessness
  - Transportation
  - Child Abuse
  - Employment
  - Mental Health
After conducting a multi-factor analysis of the interviews, focus groups, data points, and a review of existing needs assessments, it was determined that the top ten human service needs in Carroll County are:

**Top Ten Needs**

1. Housing/Homelessness
2. Mental Health
3. Transportation
4. Substance Abuse
5. Employment/Job/Economic Security
6. Medical/Healthcare
7. Food
8. Case Management/Outreach/Coordination
9. Financial Assistance - General
10. Domestic Violence/Child Abuse
FINAL STEPS OF PLAN:

- TO IDENTIFY RESULTS AND INDICATORS FOR EACH OF THE TOP TEN NEEDS
- DEVELOP STRATEGIES FOR INTERVENTION TO IMPROVE THESE IDENTIFIED NEEDS
- SELECTION OF PERFORMANCE MEASURES. (SELECTING THESE PERFORMANCE MEASURES WILL ALLOW FOR MONITORING BY THE DEPARTMENT OF CITIZEN SERVICES TO DETERMINE PROGRESS ON ADDRESSING THESE AREAS OVER THE NEXT FIVE YEARS)
“We can't help everyone, but everyone can help someone.”  
Ronald Reagan
Result Area 1: Prevent and End Homelessness in Carroll County

Indicator 1: Increase access to stable and affordable housing

Strategies

- Prevent discharge to homelessness through coordination of financial assistance and discharge planning for those leaving public institutions and foster care programs, specifically hospitals, detention, foster care, and homeless students within the school system.

- Increase distribution of fliers that list services for those at risk of being evicted. These packets would be distributed at the Courts and Sheriff’s Services when eviction notice is delivered for ancillary services, e.g. Health Department.

- Increase inventory of affordable and accessible housing.

Performance Measures

- Develop written policy for coordinated service plan for high risk homeless clients.

- Flier distributed and delivered to at least 80% of rental landlords and at least 80% of those receiving eviction notices.

- Increase, encourage and support resources for affordable housing options, support resources for affordable home ownership.
Result Area 2: To prevent and reduce the impact of mental health disorders

Indicator 1: Improved level of mental health

Strategies
• Provide comprehensive treatment and support to those with mental health disorders
• Increase access to mental health services
• Increase prevention services
• Increase access to dually diagnosed population i.e. developmental disabilities/mental health population
• Offer parent/child interaction therapy

Performance Measures
• For those that attend local mental health services, number who have improved mental health at end of program (i.e. reduction in level of depression and increase in level of functioning – return to work, improved relationships, etc.)
• Reduce/minimize out of home placements for children and youths
Result Area 3: Improve Transportation Services in Carroll County

Indicator 1: Transit Services are easier and more convenient to use

Strategies

• Increase frequency of service, streamline routes, timed transfers, flag stops, and improved productivity
• Increase access to jobs, schools, and medical services
• Increase sustainability of public transportation
• Expand routes to affordable housing locations outside of Westminster
• Increase affordability options for clients in great need
• Increase use of Tele-Medicine and mobile treatment services

Performance Measures

• Expand Trailblazer Routes
• Operate and maintain Veteran’s Shuttle, education, medical and job transport
• Diversify and expand transportation options and funding sources
Result Area 4: To prevent and reduce the impact of substance abuse disorders

Indicator 1: Improve rate of substance abuse recovery

Strategies

• Provide comprehensive treatment and support to those using or at risk of substance abuse
• Increase access to dually diagnosed population i.e. substance abuse/mental health population
• Increase access to substance abuse services and behavioral health services
• Increase preventive assistance for youths

Performance Measures

• For those that attend Recovery Support Services, number who have housing, jobs and reduced rate of recidivism
Result Area 5: Increase job opportunities and self-sufficiency for the unemployed

Indicator 1: Increase Economic Security and Self-Sufficiency

**Strategies**

- Workforce development and employment assistance to obtain employment for individuals
- Address barriers of the unemployed including the disabled, child care, those lacking skills or other requirements for available jobs and those who have multiple barriers to employment
- Encourage more housing recipients to utilize the Family Self-Sufficiency Program through the Carroll County Bureau of Housing and Community Development
- Conduct Veterans Needs Assessment
- Hold Job Fair: Ask local businesses to hold Veteran’s Job Fair
- Partner with economic development in regard to community development/entrepreneur opportunities
- Initiate Veteran Mentor Program

**Performance Measures**

- Increase entry level job opportunities in partnership with local businesses and the Carroll County Economic Development Department
- Increase opportunities for the unemployed to be partnered with local businesses in need of employees
- Form a “Barrier Busters” group in partnership with Carroll Community College, the Department of Economic Development, the Business and Employment Resource Center, Chamber of Commerce, municipalities and the Circle of Caring to break down barriers and increase employment chances
- Increased number of participants in the Family Self-Sufficiency Program
- Published, written document of system for coordinated service plan for Veterans in need
- Number of Veteran’s attending fair and obtaining jobs
- Increase in job development and economic development in Carroll County in partnership with Veterans
- Number of Veterans partnered with Mentors have an improvement in life circumstance (job development, education, housing, self-sufficiency)
Result Area 6: Those in Poverty and In Need Have Access to Healthcare

Indicator 1: Improve access to healthcare for low income and homeless

Strategies
• Advocate for preventative healthcare to low income and homeless

Performance Measures
• Improved health outcomes
Result Area 7: Maintain health and good nutrition through emergency and supplemental food programs supply

Indicator 1: Maintain emergency food

**Strategies**
- Increase sustainability of emergency food supply
- Increase access to food for low income seniors and those in need
- Increase health and nutrition of seniors and those in need via supplemental food programs
- Increase access to food distribution locations i.e. transportation

**Performance Measures**
- Diversification of funding
- Increase outreach efforts to low income seniors and those in need for home delivered meals
- Improved health outcomes for seniors and those in need (i.e. healthy weight, improved mobility)
Result Area 8: Case Management/Outreach/Coordination

Indicator 1: Promote Collaborative Leadership

**Strategies**

- Increase use of reporting of Community Service Point (CSP – Carroll County’s HMIS data base)
- Minimize out of home placements

**Performance Measures**

- Percent increase in numbers of human service agencies reporting data in CSP.
- Train current users of CSP how to use the Case Management portion of the software which allows for interagency case management
- Decrease out of home placements for at risk populations (i.e. seniors, the disabled, children and youth
- Develop a plan in partnership with Carroll Hospital Center for enhanced Geriatric Services Unit
Result Area 8: Case Management/Outreach/Coordination

Indicator 1: Increase Access to Stable and Affordable Housing

Strategies

• Increase coordination between case managers. Case Managers from multiple agencies work together to develop one plan of action for unsheltered clients, with each agency contributing, according to its strengths and resources, to support the individual or family in achieving housing stability and long-term self-sufficiency

• Seek funding opportunities for case management services

Performance Measures

• Published, written document of system for coordinated service plan for high risk homeless clients beginning with a Memorandum of Understanding (MOU) between groups
Result Area 8: Case Management/Outreach/Coordination

Indicator 1: Identify all eligible Veterans

Strategies

• Request letter from Carroll County Commissioners that can be given to those in the Military or discharging from the Military that are current Carroll County residents or planning to move to Carroll County upon discharge

• Increase Outreach to Veterans through County’s Veterans Program Coordinator, County created Veteran’s Website, Facebook, Twitter, and face-to-face meetings

• Seek to identify veterans living in Carroll County through seeking already existing data including: Carroll County Veterans Services Program, Carroll County Public Schools, Motor Vehicle Administration, American Legion, Disabled American Veterans, Marine Corps. League, Veterans of Foreign Wars, Veteran’s Administration

• Create a “Veteran’s Portal” through the Department of Citizen Services Community Service Point (CSP) where there can be an increase in coordination between case managers. Case Managers from multiple agencies work together to develop one plan of action for the identified Veteran, with each agency contributing, according to its strengths and resources, to support the individual or family in addressing identified needs

Performance Measures

• Percent increase in numbers of Veterans accessing services for which they are eligible and results of those services (i.e. securing employment/housing, educational services, health services)
Result Area 9: Financial Assistance and Self-Sufficiency
Indicator 1: Improve Economic Self-Sufficiency

**Strategies**

- Encourage more recipients to utilize mentoring, financial management, education support and case management to become more self-sufficient
- Ensure eligible citizens in need of assistance with heating in cold weather months have access to energy assistance programs

**Performance Measures**

- Increase number of recipients employed and in permanent housing
- Increase outreach to seniors and those in need of energy assistance
Result Area 10: Children and Adults are Safe in Their Families and Communities
Indicator: Improve Child Well-Being and reduce incidents of child abuse, neglect and trauma

Strategies
• Provide comprehensive educational and family support to economically disadvantaged children and their parents through the Local Care Team
• Coordinated intervention for high risk families via Interagency Family Preservation Services

Performance Measures
• Improved parenting skills for participants
• Improved family functioning, increased safety and decreased risk upon completion of program through before and after risk assessment
Result Area 10: Children and Adults are Safe in Their Families and Communities

Indicator: Reduce incidents of elder abuse, neglect and trauma

Strategies

• Provide comprehensive educational and family support to at risk seniors and their families or caregivers.
• Minimize out of home placements and advocate aging in place
• Coordinated intervention for high risk families via partnership of services between Adult Protective Services and Bureau of Aging and Disabilities
• Educate law enforcement on how to evaluate elder abuse cases

Performance Measures

• Improved family functioning skills and decreased risk upon completion of program
• Provide staff training and staff development support to local assisted living and community based services for seniors to improve quality of care
• Increased safety and decreased risk upon completion of services through before and after risk assessment
• Law enforcement trained report increased knowledge on how to evaluate elder abuse cases after completion of program
Result Area 10: Children and Adults are Safe in Their Families and Communities
Indicator: Reduce incidents of domestic violence

Strategies
• Provide comprehensive education and support services for and to victims of domestic violence

Performance Measures
• Increased safety and decreased risk upon completion of program
Result Area 10: Children and Adults are Safe in Their Families and Communities

Indicator: Reduce incidents of rape and sexual assault

Strategies
• Provide comprehensive educational and support services for and to victims of rape/sexual assault

Performance Measures
• Decreased risk upon completion of program
## Results-Based Decision Making

### Types of Performance Measures

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Quality</th>
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<tbody>
<tr>
<td><strong>What we do – How much service did we deliver?</strong></td>
<td><strong>How well do we do it?</strong></td>
</tr>
<tr>
<td># Clients served</td>
<td>% Common measures</td>
</tr>
<tr>
<td># Activities</td>
<td>(Client/Staff ratio, % satisfied customers, etc.)</td>
</tr>
<tr>
<td></td>
<td>% Activity specific measures (% clients completing activity, % actions correct/complete)</td>
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</tbody>
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**IS ANYONE BETTER OFF?**

<table>
<thead>
<tr>
<th><strong>How much change for the better did we produce (#)?</strong></th>
<th><strong>What quality of change for the better did we produce (%)?</strong></th>
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<tbody>
<tr>
<td></td>
<td>% change in skills/knowledge (pretest vs. posttest, attitude, behavior (attendance), circumstances (job, housing))</td>
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EVALUATION:

THE CITIZEN SERVICES DEPARTMENT PLANS TO MONITOR THESE RESULT AREAS ON A QUARTERLY BASIS THROUGH PROGRAM REPORTS FROM INTERNAL DIVISIONS AND BUREAUS AND FROM CONTRACTED SERVICES. THESE QUARTERLY REPORTS WILL BE BASED ON THE RESULTS-BASED ACCOUNTABILITY FRAMEWORK INCLUDING: NUMBER OF CLIENTS SERVED/NUMBER OF ACTIVITIES OR SERVICES PROVIDED, QUALITY OF SERVICE (I.E. CUSTOMER SATISFACTION, CLIENT TO STAFF RATIOS), AND “TURNING THE CURVE” IN A POSITIVE DIRECTION BASED ON PERFORMANCE MEASURES (I.E. SELF-SUFFICIENCY FACTORS LIKE OBTAINED A JOB, LIVING IN PERMANENT HOUSING). IF ADJUSTMENTS OR TECHNICAL ASSISTANCE ARE NEEDED AS A RESULT OF THE QUARTERLY REPORTS, THE DEPARTMENT OF CITIZEN SERVICES WILL ACTIVELY WORK WITH THOSE PROGRAMS BY USING PERFORMANCE BASED COACHING. AN ANNUAL REVIEW WILL ALSO BE CONDUCTED ON OVERALL PERFORMANCE OF THE STRATEGIC PLAN WITH DISCUSSIONS ON HUMAN SERVICE IMPROVEMENT PERFORMANCE ON A COUNTY-WIDE BASIS.

AFTER THE FIRST FIVE YEARS, THE DEPARTMENT OF CITIZEN SERVICES WILL CONDUCT A NEW NEEDS ASSESSMENT TO DETERMINE IF ANY CHANGES ARE WARRANTED IN THE FOCUS OF OUR OVERALL EFFORTS AND WHETHER THERE HAVE BEEN ANY SIGNIFICANT CHANGES IN AREAS OF NEED AT THAT TIME. IF SO, THE RESOURCES AND EFFORTS WILL BE RE-EVALUATED TO ASSURE THAT WE ARE STAYING UP-TO-DATE WITH CURRENT TRENDS.