



Harford County
Department of Social Services

Guiding the way to a brighter tomorrow

STRATEGIC PLAN 2007 - 2011



Harford County Department
of Social Services



A Message From The Director

The Past is Prologue...

Life is a developmental process as we experience growth coupled with joy, difficulty and lessons learned. The decisions we make today will have an impact upon us years later. We never truly know the impact of our decisions until we reflect upon them at some future time.

Organizational life is no different and, in many ways, is more complex. Communication processes, relationship issues, internal and external forces are but a few elements that become exaggerated when a large group of people join together to achieve a common mission. It is my belief that a fundamental task of organizations is to provide the enabling conditions for people to lead the most enriching lives they can – customers and staff alike. Strategic planning is one mechanism by which to achieve this task.

In 1998, this Agency took its first steps towards developing a strategic plan for the future. In many respects that effort sought the “low hanging fruit” and was largely successful from an internal perspective. In 2002, we revised our plan so as to address our customers and our community while also striving for a work environment that promoted excellence. The end product was a five-year plan (FY 2002 to 2006) that reflected the evolution of our thinking based upon decisions made and lessons learned.

Today, I am pleased to provide the third iteration of our strategic planning efforts – our five-year plan for fiscal years 2007-2011. This plan embodies a number of changes in the language used, i.e., mission and vision statements as well as the addition of a fourth goal. This plan is even more externally focused in nature than our previous plans and represents the sum total of our “strategic learning” over the past nine years. It is designed to meet our mandates and to further expand our service delivery system with the ultimate aim of making us a guiding force within our environment. Performance quality improvement will be the lifeblood of our efforts.

Consisting of 185 staff in number, we can be a formidable force within our community. The future of this organization and the community cannot be met with a frenzied search for simple fixes. We can create an organization that is rich and excellent. We can also foster an external environment that is rich and excellent. In so doing, we can create excellence in those we serve! To do so we must plan strategically as we strive to improve ourselves and grasp the future for the betterment of all.

Thank you,

Jerome M. Reyerson, LCSW-C
Director

Background

The Harford County Department of Social Services (HCDSS) developed its first strategic plan in 1998. The plan set the course for the future direction of the Agency. In July 2001, HCDSS convened a strategic planning retreat to update the plan. During the spring of 2006, HCDSS engaged in a comprehensive review and update of the 2001 strategic plan. The result of this thorough review is the **HCDSS 2007 – 2011 Strategic Plan**.

HCDSS Vision

We envision an agency that works in partnership with the community to empower families to grow in self-sufficiency, and to facilitate the safe and healthy development of children and the well being of vulnerable adults.

HCDSS Mission

As a guiding force within our community, we actively pursue opportunities to promote the growth and development of families, empower people in need and protect vulnerable children and adults.

HCDSS Values

The Harford County Department of Social Services is a high performance organization where:

- ...everyone puts customers first.
- ...everyone is innovative.
- ...everyone is a leader.
- ...everyone takes personal responsibility for achieving positive outcomes.

To meet our mission, to continuously exceed customer expectations and provide the highest quality service, we have adopted the following values:

Customer Focused Service is:

- What we do every day as part of our job.
- How and how well we do our jobs.
- Being proactive.
- Responding promptly and effectively.
- Showing respect, compassion and letting people know we care.

Innovation is:

- Seeing possibilities
- Being open to new ideas.
- Seeking new opportunities.
- Looking for new and more effective ways to do things.
- Raising our expectations.
- Recognizing change as an opportunity.
- Integrating services.

Leadership is:

- Recognizing that everyone is a leader.
- Taking personal responsibility for your actions.
- Taking ownership of your job.
- Taking pride in your work.
- Being credible.
- Being a positive role model.

Open and Effective Communication is:

- Using our actions, appearance, and words to ensure acceptance not judgment, clarity no confusion, and integration not isolation.

Responsibility is:

- Recognizing what needs to be done.
- Having the courage to act.
- Being accountable for the outcomes.

Teamwork is:

- Knowing we each have our own talents and abilities.
- Embracing diversity.
- Showing understanding, mutual respect, and trust.
- Being open to new ideas.
- Finding strength in unity.

HCDSS Goals

Goal #1: To provide a work environment that promotes excellence.

Goal #2: To provide customers with services that are effective, accessible, and customer focused.

Goal #3: To provide family-focused services that enhance the well being of children, adults, and families by:

- Preventing crisis
- Ensuring safety
- Increasing self-sufficiency
- Increasing family stability

Goal #4: To foster excellence with our community partners.

Participants

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