



# **FY2023-2025 STRATEGIC BUSINESS PLAN**

## **Community Support Services**

Mecklenburg County, North Carolina





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**Community Support Services**

<b>Goal CSS.1 - Strengthen intervention and prevention services to address domestic violence, substance use, veterans, housing, and homelessness by 2025.</b>	
<b>Objective CSS.1.1 - Strengthen intervention and prevention services to reduce the impact of domestic violence.</b>	
<b>Strategy CSS.1.1.A - Expand integrated domestic violence interventions (COVID Task Force Action 1C, 28H)</b>	
<b>Actions</b>	<p>Action i – Partner with survivors, Safe Alliance, Pat’s Place, the District Attorney’s Office, 26th Judicial District, Atrium Health, Novant Health, Department of Social Services, Jamie Kimble Foundation for Courage, city and county leaders, city and town law enforcement, and other relevant organizations in the planning and implementation of The Umbrella Center (Charlotte-Mecklenburg’s Family Justice Center Model) (FY23, FY24, FY25)</p> <p>Action ii –Provide CSS domestic violence-focused/mental health services within the Family Justice Center model – “The Umbrella Center” – by 2024 (FY24)</p> <p>Action iii – Collaborate with the Survivor Resource Center and The Umbrella Center partners to develop and implement a frontline Coordinated Community Response Team (FY23, FY24, FY25)</p> <p>Action iv –Increase access to Supervised Visitation and Safe Exchange Center services for eligible families served by Mecklenburg County Department of Social Services Youth and Family Services (FY24)</p> <p>Action v- Contract with Charlotte-Mecklenburg Police Department to provide off-duty officers for security at NOVA (New Options for Violent Actions) and SVSE (Supervised Visitation and Safe Exchange Center) (FY24, FY25)</p>
<b>Total associated costs: FY 2023 - FY 2025</b>	
<b>Performance Measure(s)</b>	<p>CSS2280      Number of clients referred to CSS services at The Umbrella Center each quarter</p> <p>CSS2281      Number of clients served by CSS staff at The Umbrella Center each quarter</p> <p>CSS2283      Number of intakes completed with Youth and Family Services-involved families at the Supervised Visitation and Safe Exchange Center each quarter</p> <p>CSS2284      Number of Youth and Family Services-involved families receiving services through the Supervised Visitation and Safe Exchange Center each quarter.</p>
<b>Comment</b>	<p>In this plan, Prevention is defined as:</p> <ul style="list-style-type: none"> <li>• Primary Prevention: Activities that take place before a crisis has occurred to prevent the crisis from occurring in the first place</li> <li>• Secondary Prevention: Activities that take place after a crisis has occurred to address short-term consequences and prevent the crisis from happening again</li> <li>• Tertiary Prevention: Activities that take place after a crisis has occurred to address long-term consequences and prevent the crisis from happening again</li> </ul> <p>Source (with edits): The Centers for Disease Control and Prevention</p> <p>The Umbrella Center is the name of Mecklenburg County’s future Family Justice Center (FJC). A Family Justice Center is a victim-centered, trauma-informed model in which multiple domestic violence, sexual assault, elder abuse, human trafficking, and child abuse partners are co-located and work in collaboration with each other so that victims and their children access all of the services that</p>



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	<p>they need in a single place – advocates, law enforcement, prosecutors, counselors, representatives of the faith community, healthcare providers, and others all under one roof.</p> <p>Source: The Charlotte-Mecklenburg Family Justice Center website:  <a href="https://www.charmeckfamilyjusticecenter.org">https://www.charmeckfamilyjusticecenter.org</a>  Survivor Resource Center, which opened in February 2021, offers a short-term, small-scale solution to the complicated process that survivors of domestic violence, sexual assault, and child maltreatment can face when they seek help. This referral-only, appointment-only center is a temporary precursor to the Charlotte-Mecklenburg Family Justice Center, to be named The Umbrella Center. The Survivor Resource Center includes a broad range of services for Mecklenburg County survivors of domestic violence, sexual assault, and child maltreatment.</p> <p>Source: The Charlotte-Mecklenburg Family Justice Center website:  <a href="https://www.charmeckfamilyjusticecenter.org">https://www.charmeckfamilyjusticecenter.org</a></p> <p>Supervised Visitation and Safe Exchange Center (SVSE) is a specialized facility designed to provide a safe, secure environment for custody exchange or supervised visitation between children and parents involved in domestic violence situations.</p> <p>Source (with edits): Community Support Services website  <a href="https://www.mecknc.gov/CommunitySupportServices/PI/GetHelp/Pages/Supervised-Visitation-and-Safe-Exchange-Center.aspx">https://www.mecknc.gov/CommunitySupportServices/PI/GetHelp/Pages/Supervised-Visitation-and-Safe-Exchange-Center.aspx</a></p> <p>Coordinated Community Response Team joins multidisciplinary community partners to provide interagency, coordinated responses to domestic violence. Collaboration meets the needs of victims/survivors and more effectively holds offenders accountable.</p> <p>Source: North Carolina Coalition Against Domestic Violence: <a href="https://nccadv.org/our-services/coordinated-community-response">https://nccadv.org/our-services/coordinated-community-response</a></p>														
<b>Strategy CSS.1.1.B - Increase the CSS Domestic Violence Unit’s capacity to meet community demand for timely, trauma-informed services</b>															
<b>Actions</b>	Action i – Increase staff training in evidence-based and emerging best practices in trauma-informed approaches to care (FY23, FY24, FY25)														
	<p><b><i>Total associated costs: FY 2023 - FY 2025</i></b></p>														
<b>Performance Measure(s)</b>	<table border="0"> <tr> <td>CSS2293</td> <td>Number of adult clients awaiting clinical case assignment in Domestic Violence Adult Services each quarter</td> </tr> <tr> <td>CSS2294</td> <td>Number of adult clients who have been assigned to a clinician to start services in Domestic Violence Adult Services each quarter</td> </tr> <tr> <td>CSS2295</td> <td>Number of child clients awaiting clinical case assignment in Domestic Violence Children Services each quarter</td> </tr> <tr> <td>CSS2296</td> <td>Number of child clients who have been assigned to a clinician to start services in Domestic Violence Children Services each quarter</td> </tr> <tr> <td>CSS2297</td> <td>Average length of time between adult clients' initial screening and case assignment in Domestic Violence Adult Services</td> </tr> <tr> <td>CSS2298</td> <td>Average length of time between child clients' initial screening and case assignment in Domestic Violence Children Services</td> </tr> <tr> <td>CSS2299</td> <td>Staff knowledge of trauma-informed approaches to care</td> </tr> </table>	CSS2293	Number of adult clients awaiting clinical case assignment in Domestic Violence Adult Services each quarter	CSS2294	Number of adult clients who have been assigned to a clinician to start services in Domestic Violence Adult Services each quarter	CSS2295	Number of child clients awaiting clinical case assignment in Domestic Violence Children Services each quarter	CSS2296	Number of child clients who have been assigned to a clinician to start services in Domestic Violence Children Services each quarter	CSS2297	Average length of time between adult clients' initial screening and case assignment in Domestic Violence Adult Services	CSS2298	Average length of time between child clients' initial screening and case assignment in Domestic Violence Children Services	CSS2299	Staff knowledge of trauma-informed approaches to care
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CSS2299	Staff knowledge of trauma-informed approaches to care														
<b>Comment</b>	Trauma-informed care shifts the focus from “What’s wrong with you?” to “What happened to you?” by realizing the widespread impact of trauma and understanding potential paths for recovery;														



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	<p>recognizing the signs and symptoms of trauma in individual clients, families, and staff; integrating knowledge about trauma into policies, procedures, and practices; and seeking to actively resist re-traumatization.</p> <p>Source: Substance Use and Mental Health Services Administration  <a href="https://www.samhsa.gov/sites/default/files/programs_campaigns/childrens_mental_health/atc-whitepaper-040616.pdf">https://www.samhsa.gov/sites/default/files/programs_campaigns/childrens_mental_health/atc-whitepaper-040616.pdf</a></p>
<p>Strategy CSS.1.1.C - Expand research-informed or evidence-based domestic violence prevention programming</p>	
Actions	<p>Action i – Design and implement neighborhood-based domestic violence prevention services in priority geographic areas, with programming that is inclusive of bystanders, victims, and perpetrators. (FY24)</p> <p>Action ii – Collaborate with prevention partners including Jamie Kimble Foundation for Courage, Safe Alliance, Charlotte-Mecklenburg Schools, UNC Charlotte, and the Charlotte-Mecklenburg Violence Prevention Data Collaborative to identify best practices and curricula to implement with early childhood and elementary-aged children (FY24)</p> <p>Action iii – Collaborate with prevention partners to identify best practices and curricula to implement with parents and with special focus on parents of youth under 13 (FY25)</p>
	<p><b>Total associated costs: FY 2023 - FY 2025</b></p>
Performance Measure(s)	<p>CSS2300      Number of people served through neighborhood-based domestic violence prevention programming</p> <p>CSS2301      Increased knowledge of how to prevent and intervene in domestic violence as a result of neighborhood-based domestic violence prevention programming</p>
Comment	<p>The domestic violence prevention programming conducted by CSS is informed by the research of Dr. Shanti Kulkarni with the UNC Charlotte School of Social Work. Dr. Kulkarni developed the foundations of CSS' prevention curriculum based on the Center for Disease Control's (CDC) Connecting the Dots research. Connecting the Dots promotes a cross-cutting approach for violence prevention, recognizing that different forms of violence are interconnected and often share the same root causes, risk factors and protective factors.</p> <p>Source: <a href="https://www.cdc.gov/violenceprevention/about/connectingthedots.html">https://www.cdc.gov/violenceprevention/about/connectingthedots.html</a></p>



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<b>Goal CSS.1 - Strengthen intervention and prevention services to address domestic violence, substance use, veterans, housing, and homelessness by 2025.</b>	
<b>Objective CSS.1.2 - Strengthen intervention and prevention services to reduce the impact of substance use. (FY23, FY24, FY25)</b>	
Strategy CSS.1.2.A - Leverage community partnerships to provide integrated mental health and substance use service delivery across the continuum of care	
Actions	Action i – Collaborate with Alliance Health and community partners to implement and monitor continuing care for clients who have exited from emergency shelter or detention center (FY23, FY24, FY25)  Action ii – Collaborate with Alliance Health to identify Medicaid billing services to sustainably increase opportunities for successful recovery from comorbid issues (FY23, FY24, FY25)
<b>Total associated costs: FY 2023 - FY 2025</b>	
Performance Measure(s)	CSS2041 Partnership with Alliance Health is developed and implemented
Comment	Comorbid describes two or more disorders or illnesses occurring in the same person, either simultaneously or sequentially Source: National Institutes on Drug Abuse <a href="https://www.ncbi.nlm.nih.gov/books/NBK571451/">https://www.ncbi.nlm.nih.gov/books/NBK571451/</a>  Alliance Health is the Managed Care Organization, or MCO, for public behavioral healthcare for the citizens of Cumberland, Durham, Johnston, Mecklenburg, Orange, and Wake counties in North Carolina. Members of the Alliance Health Plan are insured by Medicaid or are uninsured. Source: Alliance Health website <a href="https://www.alliancehealthplan.org">https://www.alliancehealthplan.org</a>



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**Goal CSS.1 - Strengthen intervention and prevention services to address domestic violence, substance use, veterans, housing, and homelessness by 2025.**

**Objective CSS.1.3 - Strengthen intervention and prevention services to meet the needs of veterans (FY23, FY24, FY25)**

**Strategy CSS.1.3.A - Expand integrated service delivery for veterans and their families**

<b>Actions</b>	<p>Action i – Develop and monitor processes, procedures, and staffing to better assess and serve veterans needs from the whole health standpoint within CSS (FY23, FY24, FY25)</p> <p>Action ii – Identify, acquire, and implement technologies to adapt and improve services (FY23, FY24, FY25)</p> <p>Action iii – Fully integrate NCCARE360 coordinated care network to provide integrated service delivery to veterans (FY23, FY24, FY25)</p> <p>Action iv – Contract with appropriate vendors to deliver integrated services to assist veterans (FY23, FY24, FY25)</p>
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**Total associated costs: FY 2023 - FY 2025**

<b>Performance Measure(s)</b>	<p>CSS2019      Percentage of vendors meeting outcome targets (Veterans Services Office)</p> <p>CSS2021      Number of clients referred to Community Support Services through NCCARE360</p> <p>CSS2022      Number of clients referred from Community Support Services through NCCARE360</p> <p>CSS2031      Customer Satisfaction (Veteran Services)</p> <p>CSS2032      Number of customers served (duplicated) at Main Veterans Services Office</p> <p>CSS2221      Number of clients served in Veterans Services at CRC 1</p>
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<b>Comment</b>	<p>Veteran is a person who served in the United States active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable. Sourced – from 38 U.S.C. Section 101(2)</p> <p>Integrated service delivery is the management and delivery of services so that clients receive a continuum of preventative and curative services, according to their needs over time and along the social determinants of health. Sourced – with edits – from the World Health Organization</p> <p>NCCARE360 is a statewide coordinated care network to electronically connect those with identified needs to community resources and allow for a feedback loop on the outcome of that connection. Source: North Carolina Department of Health and Human Services</p>
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**Strategy CSS.1.3.B - Strengthen internal and external partnerships to expand primary and secondary prevention efforts to meet the needs of veterans**

<b>Actions</b>	<p>Action i – Conduct direct outreach to veterans in collaboration with community partners to educate the community on veteran issues, connect veterans to services, and improve outcomes for veterans and their families. (FY23, FY24, FY25)</p> <p>Action ii – Implement the North Carolina Governor’s Working Group priorities in the community. (FY23, FY24, FY25)</p>
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	Action iii– Lead organizational and community engagement to meet the needs of veterans by serving as chair to the Community Veterans Engagement Board. (FY23, FY24, FY25)
	<b>Total associated costs: FY 2023 - FY 2025</b>
Performance Measure(s)	<p>CSS1015 total # of outreach events for Veterans Services Office</p> <p>CSS1016 Total number of new claims filed by the Veterans Services Offices</p> <p>CSS1021 Number of participants at Veterans Services Office outreach events.</p>
Comment	<p>In this plan, prevention is defined as:</p> <ul style="list-style-type: none"> <li>• Primary Prevention: Activities that take place before a crisis has occurred to prevent the crisis from occurring in the first place</li> <li>• Secondary Prevention: Activities that take place after a crisis has occurred to address short-term consequences and prevent the crisis from happening again</li> <li>• Tertiary Prevention: Activities that take place after a crisis has occurred to address long-term consequences and prevent the crisis from happening again</li> <li>• Community Veterans Engagement Board: Provides local stakeholders an inclusive community-driven board to collectively identify community goals and work to resolve gaps in services for veterans and their families.</li> </ul> <p>Sourced – with edits – from the Centers for Disease Control and Prevention and U.S. Dept. Of Veterans Affairs Veterans Experience Office</p>



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<b>Goal CSS.1 - Strengthen intervention and prevention services to address domestic violence, substance use, veterans, housing, and homelessness by 2025.</b>	
<b>Objective CSS.1.4 - Strengthen access to housing resources and supportive services to increase housing stability (FY23, FY24, FY25)</b>	
Strategy CSS.1.4.A - Enhance Coordinated Entry (CE) and improve diversion practices	
Actions	Action i – Expand access to Coordinated Entry and strengthen Coordinated Entry assessment process in partnership with CE Oversight Committee and Continuum of Care. Develop and implement systemwide diversion methods). (FY23, FY24, FY25)  Action ii -- Increase access points at community agencies for Coordinated Entry (FY23, 24)
	<b>Total associated costs: FY 2023 - FY 2025</b>
Performance Measure(s)	CSS2080      Total number of coordinated assessments conducted for veterans CSS2109      Number of coordinated assessments conducted for chronic homeless CSS2117      Number of coordinated assessments conducted for households experiencing homelessness CSS3001      Total # of coordinated assessments conducted
Comment	<p>Housing stability is a stable adequate home that is affordable to the household and yields a multitude of opportunities and outcomes across social determinants of health for children, youth, and adults          Source – USICH, Home, Together: The Federal Strategic Plan to Prevent and End Homelessness, 2018</p> <p>Coordinated Entry (CE) is Charlotte-Mecklenburg’s system portal that connects households who are experiencing homelessness or housing instability to an available shelter or other housing resources. Coordinated Entry also helps the community to both prioritize resources for the most vulnerable households and to identify gaps and shortages in housing resources. By participating in CE, housing organizations prioritize their temporary and permanent housing assistance for households seeking assistance through the Coordinated Entry “front door.”          Source – Charlotte-Mecklenburg Housing &amp; Homelessness Dashboard</p> <p>Diversion is a category of housing assistance that targets households who are experiencing homelessness and seeking emergency shelter. Diversion helps households resolve their immediate housing crisis by accessing alternatives to entering emergency shelter or the experience of unsheltered homelessness.          Source – Charlotte-Mecklenburg Housing &amp; Homelessness Dashboard</p>
Strategy CSS.1.4.B - Strengthen the delivery of homeless services (COVID Task Force Action 2E, 3E)	
Actions	Action i – Enhance support to individuals connected to CSS programs through the development, testing and promotion of evidence-based homelessness prevention and early intervention strategies. (FY23, FY24, FY25)  Action ii – Improve utilization, access, and prioritization of Client Benefits Fund for CSS clients through review and revision of Client Benefits Fund Policy (FY23, FY24, FY25)





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	Action iii – Provide financial incentives to landlords who are willing to lease safe and affordable units (\$25,000 in FY24 and \$25,000 in FY25)	
	<b>Total associated costs: FY 2023 - FY 2025</b>	
Performance Measure(s)	CSS2264	Number of clients who accessed Client Benefits Fund
	CSS2269	Number of individuals positively exited from all CSS housing programs
	CSS2271	# of new landlords
	CSS2272	# of new lease renewals
Comment	<p>Shelter Plus Care (SPC) is a federally funded permanent supportive housing program that links housing with supportive services to move individual adults, or adults with families, who are homeless, have a disability, and a low-income, to permanent housing.</p> <p>Housing For Good is a Rapid Rehousing program for families fleeing domestic violence.</p> <p>Housing First Charlotte Mecklenburg Partnership is a collaboration between Mecklenburg County, Roof Above (formerly Urban Ministry Center), and Inlivan (formerly The Charlotte Housing Authority) to help end homelessness in Charlotte</p> <p>Client Benefits Fund is short-term, limited financial assistance that is used to assist an eligible CSS client experiencing a housing crisis, or who is literally homeless, maintain or secure permanent housing or to address an unmet basic need. This assistance is intended as a last resort, after all other options have been exhausted. Assistance may only be considered annually and shall not exceed \$500 unless otherwise specified.</p> <p>In this plan, the utilization of the Client Benefits Fund will be improved through performance monitoring</p>	



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<p><b>Goal CSS.1 - Strengthen intervention and prevention services to address domestic violence, substance use, veterans, housing, and homelessness by 2025.</b></p>		
<p><b>Objective CSS.1.5 - Drive change as a partner in the community goal to end and prevent homelessness and increase housing stability. (FY23, FY24, FY25)</b></p>		
<p>Strategy CSS.1.5.A - Provide leadership as a partner in the community's Home for All strategic framework</p>		
Actions	<p>Action i – Convene and lead workstreams, work groups and committees (FY23, FY24, FY25)</p> <p>Action ii – Serve in leadership role in implementation of strategies (FY23, FY24, FY25)</p> <p>Action iii -- Contract with a community partner/a non-profit to lead implementation (manage building and program operations) (FY23, FY24, FY25)</p>	
	<p><b>Total associated costs: FY 2023 - FY 2025</b></p>	
Performance Measure(s)	CSS2250	Support and lead recommendations from Home for All strategic framework and complementary systemic efforts
	CSS2400	Enhance partnership while providing oversight to United Way of Central Carolinas.
Comment	<p>Housing instability is defined as households who contribute more than 30% of their income to housing Source: State of Housing and Instability report</p> <p>Home for All is a comprehensive effort to address housing instability and homelessness in Charlotte-Mecklenburg that involved the public, private, and nonprofit sectors Source: Home For All</p>	
<p>Strategy CSS.1.5.B - Develop diverse partnerships across systems to address the needs of households experiencing homelessness and housing instability through Continuum of Care and data driven initiatives (COVID Task Force Action 1C)</p>		
Actions	<p>Action i – Engage partners across private and public systems (including hospitals, jails, lived experience, youth, etc.) to actively participate in Continuum of Care (CoC) Governance, membership, and workgroups (FY23, FY24, FY25)</p> <p>Action ii – Follow U.S. Housing and Urban Development (HUD) funding guidelines when aligning funding with community priorities and needs (FY23, FY24, FY25)</p> <p>Action iii -- Engage Criminal Justice System stakeholders to expand housing options and develop processes for engagement and advocacy for people involved with the criminal justice system (FY23)</p> <p>Action iv -- Test and evaluate data-driven initiatives (FY23, FY24, FY25)</p>	
	<p><b>Total associated costs: FY 2023 - FY 2025</b></p>	
Performance Measure(s)	CSS2251	Dollar amount brought in by Continuum of Care to support community housing programming
	CSS2257	Number of partners engaged in Continuum of Care



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Comment	Continuum of Care is an entity authorized by the U.S. Department of Housing and Urban Development (HUD) and designed to promote a communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness Source: HUD	
Strategy CSS.1.5.C - Expand affordable, permanent housing for individuals and families experiencing homelessness		
Actions	Action i – In partnership with Mecklenburg County Asset and Facility Management, purchase and convert area motels/hotels or apartment buildings (FY23) ARPA funds Action ii – Expand permanent supportive housing for seniors experiencing homelessness (FY23) ARPA funds	
	<b>Total associated costs: FY 2023 - FY 2025</b>	
Performance Measure(s)	CSS2252	Produce material to inform decision making around housing instability and homelessness
	CSS2270	# of new units created as part of County involved affordable housing strategies
Comment	Permanent Supportive Housing (PSH) is permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability. Funding for the potential purchase of the hotel will be considered through the American Rescue Plan Act of 2021 (ARPA) funds which address continuing pandemic-related crises, and fund recovery efforts as the United States begins to emerge from the COVID-19 pandemic.	



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<b>Goal CSS.2 - Develop a highly competent, engaged, and productive workforce</b>	
<b>Objective CSS.2.1 - Improve internal communication (FY23, FY24, FY25)</b>	
Strategy CSS.2.1.A - Align employees with the CSS mission and vision	
Actions	<p>Action i – Create opportunities for program managers to educate staff about existing services and programs (FY23, FY24, FY25)</p> <p>Action ii – Revitalize internal communication planning using existing tools and opportunities with new technology (FY23, FY24, FY25)</p> <p>Action iii – Educate and train managers and supervisors on the on-boarding and off-boarding process to enhance new employee understanding of the department (FY23, FY24, FY25)</p>
<b>Total associated costs: FY 2023 - FY 2025</b>	
Performance Measure(s)	<p>CSS2312            # of internally focused communications presented on existing programs and services</p> <p>CSS2315            # of status updates provided to staff from CSS Leadership Team</p>
Comment	



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<b>Goal CSS.2 - Develop a highly competent, engaged, and productive workforce</b>	
<b>Objective CSS.2.2 - Invest in staff development to be a leader in innovative service delivery (FY23, FY24, FY25)</b>	
Strategy CSS.2.2.A - Promote and support professional development opportunities	
Actions	<p>Action i – Identify professional development and training opportunities that can also afford credential and continuing education credit earning capability (FY23, FY24, FY25)</p> <p>Action ii – Coordinate training opportunities with community partners (FY23, FY24, FY25)</p> <p>Action iii – Ensure all staff have an Individual Development Plan (FY23, FY24, FY25)</p> <p>Action iv -- Expand staff opportunities for professional growth and training to support the department's mission. Develop and fund a training plan to include in-house training, workshops and access to professional development to enhance services to customers.</p>
<b>Total associated costs: FY 2023 - FY 2025</b>	
Performance Measure(s)	<p>CSS2171      Number of professional development and training opportunities</p> <p>CSS2230      Number of training approvals granted by supervisors</p> <p>CSS2316      Percentage of staff with IDP at end of fiscal year</p> <p>CSS2320      Number of community partnered training opportunities</p> <p>CSS2327      Staff satisfaction survey results of professional development opportunities</p>
Comment	An Individual Development Plan is defined as a tool used to identify professional goals and map out strategies for achievement.
Strategy CSS.2.2.B - Create an environment that fosters collaboration, innovation, and execution of daily responsibilities	
Actions	<p>Action i – Create opportunities for staff to learn about job responsibilities across department (FY23, FY24, FY25)</p> <p>Action ii – Implement a departmental customer staffing meeting across divisions to discuss difficult cases (FY23, FY24, FY25)</p> <p>Action iii – Explore expanding clinical interventions utilized across the department and develop a process and team to evaluate options (FY23, FY24, FY25)</p> <p>Action iv – Implement a Bright Ideas Project to assess innovative ideas identified by staff for possible implementation (FY23)</p> <p>Action v – Promote policies and resources that empower self-care among staff (FY23, FY24, FY25)</p>
<b>Total associated costs: FY 2023 - FY 2025</b>	



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Performance Measure(s)	CSS2318          Implement Pilot Bright Ideas Project CSS2319          Count of committee events provided to staff
Comment	Bright Ideas Project is based upon a program created by the Union County, North Carolina Department of Social Services