



***2024-2026 STRATEGIC PLAN  
LORAIN COUNTY CHILDREN SERVICES  
"FOCUS ON FUNDAMENTALS"***



***Message from Executive  
Director***



***Mission and Core Values***



***Strategic Goals and  
Measurable Objectives***

***Lorain County Children Services  
226 Middle Avenue, Elyria OH 44035  
440-329-5340  
[www.childrengservices.org](http://www.childrengservices.org)***

## *Message from the Director*

Lorain County Children Services is committed to the safety, permanency, and long-term well-being of Lorain County's children and families in decisions made and actions taken. As Executive Director, my goal is to assure the citizens of Lorain County that their Children Services agency is providing the highest quality services to abused and neglected children to support our shared vision and values of safety and success for all families.

LCCS is already doing well, meeting or exceeding many of the challenging federal success metrics and achieving reaccreditation for meeting high national operational and programmatic standards.

Yet there is always room for improvement.

We are excited to introduce our strategic plan aimed at improving our ability to provide the highest quality protection, permanence, assessment, and prevention services to the most vulnerable children and families in our community.

This strategic plan is the result of extensive collaboration and input from community members, staff, and stakeholders who are dedicated to the welfare of our children. It reflects our unwavering commitment to create a safe, nurturing environment where every child can grow and thrive.

We are dedicated to being transparent and accountable in our efforts. Our strategic plan provides a clear roadmap, and we will regularly report on our progress, celebrating our successes and addressing our challenges. Together, we will make a difference in the lives of our children.

In addition to the specific casework and Child/Family Outcome improvements developed by a team of staff and Board members, the agency continues to remain committed to promoting awareness and education of the prevalence of child abuse and neglect in Lorain County and the ways we can collectively respond to it; working hand in hand with local, state, and national policy makers and advocacy groups to assure the right legislation and legal frameworks are in place to support a safety net for every child and family; and to be a good team member with our greatest asset – our community so we can collectively protect our children, support stable families and ensure long term well-being throughout Lorain County.

We invite all community members to familiarize themselves with this strategic plan and actively participate in its implementation. Each one of us plays a crucial role in ensuring the safety and well-being of our children, and together, we can create a brighter future for them.

Thank you for your commitment to our community and our children. Protecting children from abuse and neglect is a team effort and we appreciate being on your team.

Sincerely,



Kristen Fox Berki  
Executive Director



## ***Our Mission***

*In partnership with the community, the staff, foster parents and volunteers of Lorain County Children Services are committed to the safety and well-being of abused, neglected and dependent children and will provide the highest quality protection, permanence and prevention services to children and families.*

## ***Our Core Values***

*We believe children do best in a family / We believe a child should be better off because of our involvement / We believe we should be involved with a child only for as long as needed / We value the child as our client / We value keeping siblings together / We value a diverse and inclusive workspace and respect the diversity and equity needs of the families and children we service / We value maximizing resources to achieve the best outcomes we can for our children timely / We value being a trauma informed agency / We value seeing our children to ensure safety / We value acting with urgency on all reports of abuse and neglect / We value high- expectations for our staff, foster families, and volunteers to accomplish the best outcomes for our children that we can / We value independent and critical thinking / We value that every child deserves to safely grow up in a family where they are valued, protected and have the opportunity for life-long well-being / We value continuous improvement and accept change / We value our collaborative role within the community's safety net for children.*



## **Goal: Safety**

*All children will be free from abuse or neglect.*

**Objective 1**     *Reduce recurrence of maltreatment from 8.2 % to no more than 7.0% by December 2026.*

*Data Source: LCCS' Continuous Quality Improvement data compiled for the Federal Child and Family Service Reviews*

<b>Month/Year</b>	<b>Target Measure</b>
December 2024	<b>8.2%</b>
December 2025	<b>7.5%</b>
December 2026	<b>7.0%</b>

**Objective 2**     *Reduce the number of children in congregate care from 26 to 12.*

*Data Source: LCCS' Continuous Quality Improvement data*

<b>Month/Year</b>	<b>Target Measure</b>
December 2024	<b>22</b>
December 2025	<b>17</b>
December 2026	<b>12</b>

# Goal: Permanency

*Families and children are healthy and stable.*

**Objective 1**     *Increase the percent of children that exit agency involvement within 12 months from 65% to 80%.*

*Data Source: LCCS' Continuous Quality Improvement data*

<b>Month/Year</b>	<b>Target Measure</b>
December 2024	<b>65%</b>
December 2025	<b>72%</b>
December 2026	<b>80%</b>

**Objective 2**     *Increase the number of caring, inclusive, and qualified LCCS foster families by 5%/year for the next three years.*

*Data Source: Family Based Care Licensed foster family report*

<b>Month/Year</b>	<b>Target Measure</b>
December 2024	<b>84</b>
December 2025	<b>+ 5%</b>
December 2026	<b>+5%</b>

## **Goal: Well Being**

*Families and children have enhanced capacity to meet their physical, cognitive, and educational needs.*

**Objective 1** *Of all children in non-kinship foster care, increase the percentage placed in Lorain County or Adjoining Counties. (Nov 2023 - 76%)*

*Data Source: LCCS' Continuous Quality Improvement data*

<b>Month/Year</b>	<b>Target Measure</b>
December 2024	<b>80%</b>
December 2025	<b>90%</b>
December 2026	<b>100%</b>

**Objective 2** *Increase the number of children placed with some or all of their siblings when placed in traditional foster care. (Nov 2023 - 81%)*

*Data Source: LCCS' Continuous Quality Improvement data*

<b>Month/Year</b>	<b>Target Measure</b>
December 2024	<b>83%</b>
December 2025	<b>86%</b>
December 2026	<b>90%</b>

## **Goal: Well Being (continued)**

*Families and children have enhanced capacity to meet their physical, cognitive, and educational needs.*

**Objective 3**     *Increase the number of fathers (or non-custodial parent) participating on case plans from 62% to 80%.*

*Data Source: LCCS' Continuous Quality Improvement data*

<b>Month/Year</b>	<b>Target Measure</b>
December 2024	<b>66%</b>
December 2025	<b>73%</b>
December 2026	<b>80%</b>



*Lorain County Children Services thanks the staff and LCCS Board Subcommittee for their time and effort in developing this Strategic Plan.*