



INDIAN RIVER COUNTY, FLORIDA
AGENDA ITEM

CONSENT AGENDA
BCC Meeting 02-11-2025

Community Services Department / Human Services Division

Date: February 11, 2025
To: The Honorable Board of County Commissioners
Thru: John A. Titkanich, Jr., County Administrator
Michael C. Zito, Deputy County Administrator
Cindy Emerson, Community Services Director
From: Megan Kendrick, Human Services Manager
Subject: Children Services Division– Strategic Plan, 2025-2030

BACKGROUND:

The 1997 Children’s Services Guidebook initially outlined the need for Children’s Services to develop a plan in conjunction with a comprehensive needs assessment. In the Board-approved revisions on January 28, 2025, this requirement was further refined, establishing the need for a five-year strategic plan to guide the work of Children’s Services, ensuring a structured approach to priority setting and reporting.

In alignment with this update, the Children’s Services Guidebook requires a strategic plan to steer the work of the Children’s Services division of Human Services. In response, the department has developed its first-ever Strategic Plan to support children and families in Indian River County. This plan was created in collaboration with the Children’s Services Advisory Committee (CSAC) Main Committee, appointed by the Board of County Commissioners (BOCC), and informed by data from the 2024-2027 Needs Assessment, as well as feedback from CSAC members, the BOCC, County Administration, and the community.

Strategic Planning Timeline:

The strategic planning process for Children’s Services was designed to be data-driven, collaborative, and outcome-focused.

- **July – August 2023:** A survey was conducted with the CSAC Main Committee, subcommittees, and partner agencies to identify key areas for improvement and establish priorities for Children’s Services. Based on the findings, immediate structural changes were implemented, including increasing the frequency and duration of meetings, introducing site visits, and providing professional development opportunities for agencies. These foundational steps helped shape the next phase of strategic planning.
- **April – August 2024:** The strategic planning framework was introduced to the CSAC Main Committee, initiating additional pre-planning, data collection, and analysis to guide the development of a comprehensive plan.
- **Throughout 2024:** Under the direction of the Director of Community Services, Children’s Services staff followed a structured, three-phase process to develop the strategic plan:
 - **Phase One: Identifying Key Indicators (September 2024)**

- Data from the Needs Assessment was analyzed to determine the most critical areas of focus.
- Key focus areas were established based on committee input.
- **Phase Two: Developing Strategies, Tactics, and Metrics (November 2024)**
 - Strategies and measurable outcomes were created to guide funding decisions and assess program effectiveness.
 - Committee members provided feedback to refine and strengthen the strategies.
- **Phase Three: Reviewing and Finalizing the Strategic Plan (December 2024 – January 2025)**
 - Adjustments were made based on committee discussions and stakeholder input.
 - The finalized strategic plan was approved by the CSAC Main Committee.

DESCRIPTION AND CONDITIONS:

The Children Services Strategic Plan is structured around three key focus areas, which were developed through research, committee input, and stakeholder feedback:

1. Community Impact

- Prioritizing programs that address the most pressing needs of children and families.
- Ensuring funding supports evidence-based approaches.
- Aligning investments with long-term outcomes in health and well-being, nurturing families and communities, and success in school and life.

2. Communication and Engagement

- Enhancing transparency and outreach to strengthen relationships with community stakeholders.
- Raising awareness of CSAC’s work and encouraging more community involvement.
- Ensuring services are accessible and responsive to the needs of families.

3. Fiscal Responsibility and Governance

- Strengthening financial oversight and accountability.
- Ensuring resources are utilized effectively to maximize impact.
- Maintaining public trust through sound governance practices.

The plan will serve as a framework to guide staff work by setting clear priorities, aligning daily operations with strategic goals, and ensuring resources are directed toward measurable outcomes. It will establish key targets to track progress, enhance accountability through data-driven decision-making, and ensure that Children Services effectively serves the children and families of Indian River County.

FUNDING:

There are no changes to the approved funding for Children’s Services at this time.

This five-year strategic plan will provide a clear structure for resource allocation, program effectiveness, and long-term impact, ensuring that Children’s Services continues to effectively support children and families in Indian River County.

RECOMMENDATION:

Staff recommends that the Board accept the Children Services 2025-2030 Strategic Plan, as submitted.

ATTACHMENTS:

Children Services Advisory Committee's FY 2025-2030 Strategic Plan

APPROVED AGENDA ITEM FOR FEBRUARY 11, 2025