



2025

# STRATEGIC PLAN UPDATE

# Executive Summary

The Children's Services Advisory Committee (CSAC) Strategic Plan Update 2025 highlights significant progress toward strengthening services, outcomes, and accountability for children and families in Indian River County. Guided by CSAC's mission to coordinate an effective, collaborative health and human services delivery system, this update reflects measurable gains across all three strategic focus areas: Community Impact, Communication and Engagement, and Fiscal Responsibility and Governance Strategic Plan Update.

As part of its five-year strategic plan, CSAC set ambitious yet achievable goals to improve program effectiveness, expand community engagement, and enhance confidence in fiscal oversight and governance. Results from the most recent reporting periods demonstrate that these goals have not only been met but, in many cases, significantly exceeded.

Under Community Impact, CSAC prioritized data-driven decision-making to better identify and respond to community needs. Between FY 2022–2023 and FY 2024–2025, the percentage of CSAC-funded programs fully meeting their outcomes increased from **61%** to **93%**, representing substantial growth in program effectiveness. This improvement reflects targeted investments in evidence-based programming, enhanced needs assessment tools, and professional development opportunities that strengthen agency capacity and outcomes.

In Communication and Engagement, CSAC focused on increasing transparency, awareness, and community involvement. Community engagement touchpoints rose from 1,025 in FY 2023–2024 to 1,926 in FY 2024–2025, an **88%** increase. This growth was driven by targeted social media campaigns, expanded outreach efforts, and active participation in community events and forums. These initiatives elevated the visibility of CSAC-funded programs and fostered stronger connections with residents, partners, and stakeholders.

The Fiscal Responsibility and Governance focus area underscores CSAC's role as a steward of public resources. Through updates to the CSAC Guidebook, comprehensive onboarding for committee members, and the implementation of structured feedback tools, confidence in governance and fiscal oversight reached **100%** satisfaction among CSAC members and County Commissioners. These results reflect strengthened governance practices, enhanced clarity of roles and responsibilities, and increased trust in CSAC's financial monitoring and compliance systems.

Together, the outcomes presented in this Strategic Plan Update demonstrate CSAC's continued commitment to accountability, collaboration, and measurable impact. By aligning data, community voice, and strong governance, CSAC is well-positioned to continue improving systems of care and advancing positive outcomes for children and families across Indian River County.

# **Mission:**

The mission of the CSAC is to facilitate and coordinate the planning and development of an effective and collaborative health and human services delivery system to meet the needs of children of Indian River County.

# **Vision:**

The objective of the Children's Services Advisory Committee is to provide a unified system of planning and delivery within which children's needs can be identified, targeted, evaluated and addressed. The Children's Services Advisory Committee will actively endeavor to develop a shared vision for the health and human services delivery system in Indian River County, enabling all funding sources and providers to define and perform their roles in a collaborative, effective and dynamically changing environment.



# FOCUS AREAS

## Focus Area 1: Community Impact



The Children's Services Advisory Committee is deeply committed to making a lasting, positive difference in the lives of children and families in Indian River County. Through our focus on community impact, we aim to identify the most pressing needs in our community and support programs that address those needs with proven, evidence-based approaches. By prioritizing health and well-being, nurturing families and communities, and fostering success in school and life, we strive to create a healthier, more supportive environment where all children can thrive.

## Focus Area 2: Communication and Engagement



Effective communication and active engagement are at the heart of our efforts to connect with the community we serve. This focus area emphasizes the importance of transparency, outreach, and collaboration. By enhancing our communication strategies and fostering stronger relationships with stakeholders, we aim to build trust, raise awareness of our work, and involve more community members in the important mission of supporting children and families. Our goal is to ensure that every voice is heard and that our efforts are aligned with the needs and aspirations of those we serve.

## Focus Area 3: Fiscal Responsibility and Governance

As stewards of public resources, the Children's Services Advisory Committee is committed to upholding the highest standards of fiscal responsibility and governance. This focus area centers on ensuring that funds are managed efficiently, transparently, and in ways that maximize their impact. By strengthening our financial oversight practices and continuously refining our governance structures, we ensure that our work is guided by accountability, integrity, and a dedication to serving the best interests of the community. Our commitment to fiscal responsibility not only safeguards public trust but also ensures that the programs we support deliver meaningful and measurable outcomes.

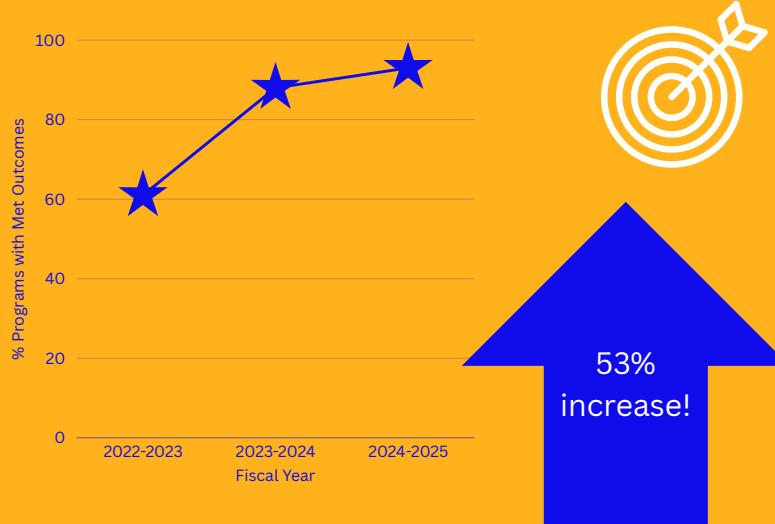


# 2025 GOAL UPDATES

## Focus Area 1: Community Impact

**Goal:** Increase the number of met program outcomes by **10%** in Indian River County.

**Outcome:** In FY 2022–2023, **61%** of programs fully met their outcomes. By FY 2024–2025, this increased to **93%**, as reported in the most recent Annual Report. This is an increase of **53%** over the FY 2022–2023 baseline!



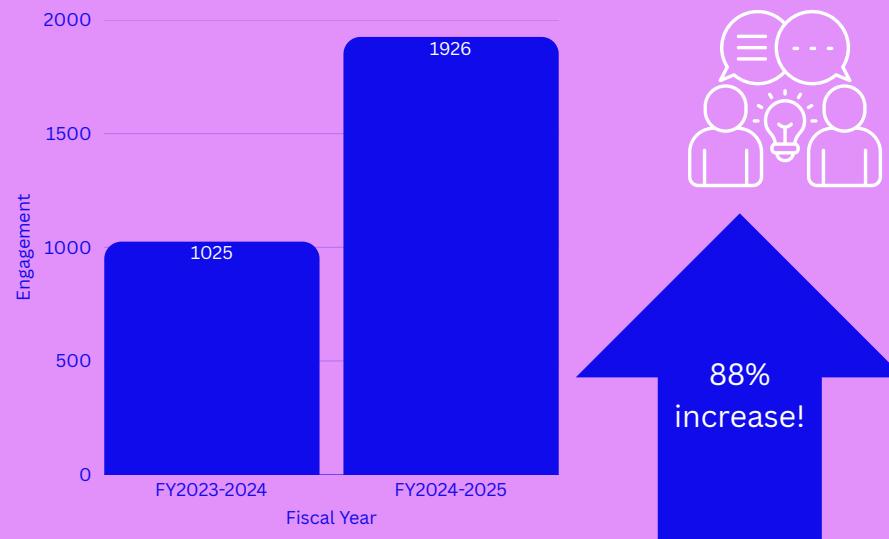
**Source:** Children's Services Advisory Committee (CSAC) Annual Reports

## Focus Area 2: Communication and Engagement

**Goal:** **10%** increase in community engagement (touchpoints).

**Outcome:** Engagement increased from 1,025 in FY 2023–2024 to 1,926 in FY 2024–2025, an increase of 901 engagements or **88%**.

**Source:** Community Services Social Media



## Focus Area 3: Fiscal Responsibility and Governance

**Goal:** **10%** increase in satisfaction and confidence among CSAC Members and County Commissioners, measured through structured feedback and surveys.

**Outcome:** Baseline satisfaction with governance processes, as measured by the CSAC Committee Survey, increased from **63%** to **100%**, a **59%** increase. Baseline satisfaction with fiscal and compliance monitoring also improved, rising from **88%** to **100%**, a **14%** increase.



# 2025 Annual Update



## Community Impact

**Goal 1: By 2030, increase the number of met program outcomes by 10% in Indian River County by identifying and prioritizing community needs based on data and research, supporting evidence-based programs that address health, education, and family stability, and developing professional development series focused on outcome measures to build agency capacity.**

### Strategy 1: Identify and prioritize community needs based on data and research.

#### 2025 Targets

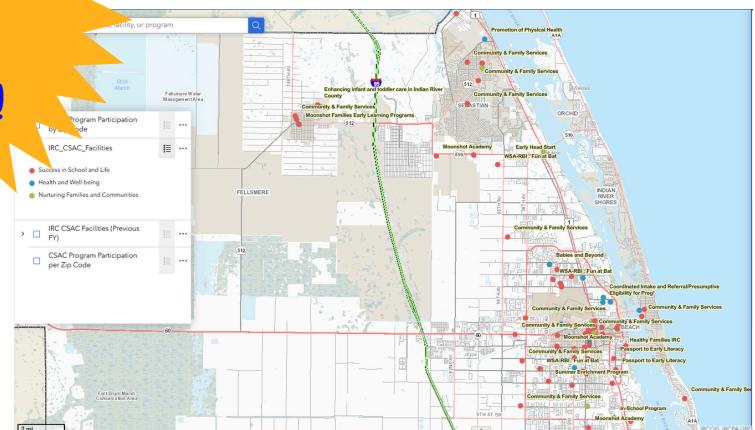
Create and distribute a community feedback survey ✓  
Create an asset map that identifies underserved communities ✓



**425 Community Feedback Surveys Completed!**

To support the Annual Needs Assessment update, CSAC staff launched a friendly competition to see which agency could collect the most community feedback surveys. Healthy Start won with [insert number], and CSAC staff celebrated by making fresh waffles for over 20 members of their team.

CSAC developed a layered asset map by zip code to help identify underserved areas in Indian River County. This tool allows us to visually assess program reach and ensure that funding and services are directed where they are needed most.



# 2025 Annual Update



## Community Impact

**Goal 1:** By 2030, increase the number of met program outcomes by 10% in Indian River County by identifying and prioritizing community needs based on data and research, supporting evidence-based programs that address health, education, and family stability, and developing professional development series focused on outcome measures to build agency capacity.

**Strategy 2: Support programs based on needs identified in Assessment Survey, Quarterly Reporting, and Site Visit Data.**

### 2025 Targets

Develop a professional learning series focused on strengthening program outcomes and building organizational capacity ✓

Design a coaching framework based on partner agency feedback and train CSAC staff to implement it in the coaching mode ✓

Eight sessions were developed and delivered to support over 46 CSAC funded programs as part of our professional learning series. Topics included grant writing, strengthening outcomes, building a strong board, and effectively sharing your program's story.

**93%**

of participants reported that the professional development sessions strengthened their programs.



*“Keep up the fantastic work! Your team's enthusiasm and sincere desire to help local non-profits hone excellent grant proposals is much appreciated.” -CSAC Funded Partner*

# 2025 Annual Update



## Communication and Engagement

**Goal 2: By 2030, increase awareness, transparency, and community involvement in the work of the Children's Services, as indicated by a 10% increase in community engagement (touch points).**

**Strategy 1: Promote the impact of CSAC-funded programs through a targeted social media campaign.**

### 2025 Targets

Develop and maintain a monthly social media content calendar to ensure consistent, strategic messaging across all platforms throughout the year. ✓

Collect and share at least one success story from 75% of CSAC-funded programs. ✓

Fiscal Year	Engagement
FY2023-2024	1025
FY2024-2025	1926

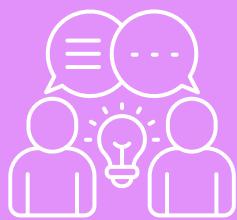
CSAC staff launched a social media campaign to highlight program impact, and **82%** of funded agencies submitted success stories, helping us showcase the positive work happening across the county thanks to the support of the Board of County Commissioners.



Increased social media engagements by **88%**!



# 2025 Annual Update



## Communication and Engagement

**Goal 2: By 2030, increase awareness, transparency, and community involvement in the work of the Children's Services, as indicated by a 10% increase in community engagement (touch points).**

**Strategy 2: Expand Children's Services of Indian River County visibility and engagement through active involvement in community events and direct outreach initiatives.**

### 2025 Targets

Develop and host three community forums around our funding priorities. ✓

Participate in 8 community events promoting the work of Indian River County Children Services ✓

The Children Services' team hosted three community forums featuring experts in the fields of our funding priorities: Health and Wellbeing, Nurturing Families and Communities, and Success in School and Life. These forums created space for shared learning, elevated local expertise, and engaged over 150 community members in identifying gaps and opportunities for deeper impact.



# 2025 Annual Update



## Fiscal Responsibility and Governance

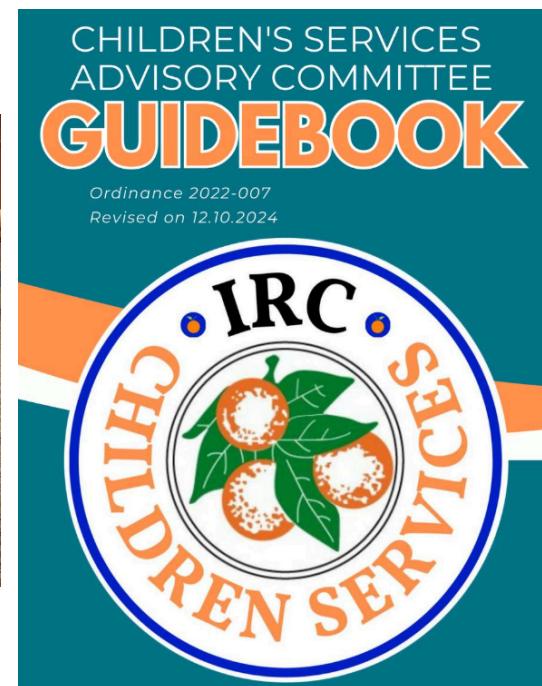
**Goal 3:** By 2030, ensure responsible stewardship of funds and maintain transparency in all financial and governance practices, as demonstrated by a 10% increase in satisfaction and confidence among CSAC Members and County Commissioners, measured through structured feedback and surveys.

**Strategy 1:** Regularly review and update the CSAC Guidebook, ensuring it clearly outlines member roles, responsibilities, and the organization's mission, vision, and strategic priorities. The updated guidebook is then reviewed with CSAC members to support strong governance and shared understanding.

### 2025 Targets

Update the CSAC Guidebook and secure approval from the Board of County Commissioners (BOCC). ✓

Provide onboarding to 100% of new CSAC committee and subcommittee members to ensure clarity around roles, responsibilities, and governance practices. ✓



# 2025 Annual Update



## Fiscal Responsibility and Governance

**Goal 3: By 2030, ensure responsible stewardship of funds and maintain transparency in all financial and governance practices, as demonstrated by a 10% increase in satisfaction and confidence among CSAC Members and County Commissioners, measured through structured feedback and surveys.**

### Strategy 2: Strengthen Governance and Compliance Practices to Ensure Accountability.

#### 2025 Targets

Created a CSAC Consistency Survey and established a baseline of 63% satisfaction (satisfied or extremely satisfied) with governance processes. ✓

Created a CSAC Consistency Survey and established a baseline of 88% satisfaction (satisfied or extremely satisfied) with monitoring of fiscal and compliance processes ✓

Within one year, satisfaction with fiscal and compliance monitoring improved from a 88% baseline to 100%, surpassing expectations and indicating strong stakeholder trust in CSAC's oversight systems



CSAC exceeded its governance satisfaction baseline, increasing from 63% to 100% within one year, reflecting significant progress in consistency and clarity of governance processes.



SCAN ME



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