



STRATEGIC PLAN DRAFT 2025-2030

Adopted: 02/11/2025



Dear Stakeholders and Community Members,

We are pleased to present the draft of the strategic plan for the Children's Services Advisory Committee of Indian River County. This plan represents our collective commitment to enhancing the well-being of children and families in our community by focusing on three critical areas: community impact, communication and engagement, and fiscal responsibility and governance.

The Children's Services Advisory Committee, with the support of the Indian River County Board of County Commissioners, has long been dedicated to identifying and addressing the needs of our youngest residents. Through this strategic plan, we aim to further strengthen our efforts by implementing research-based strategies that drive meaningful outcomes and ensure the responsible stewardship of public resources.

In developing this plan, we will be engaging with a wide range of stakeholders, including parents, educators, service providers, and community leaders, to ensure that our goals and objectives align with the needs and aspirations of the community we serve. The result is a strategic framework that not only guides our funding decisions but also sets the stage for long-term positive impact on the lives of children in Indian River County. Ultimately showcasing the full return on investment from pro-active utilization of resources based on local need.

As we move forward, we are committed to maintaining transparency, fostering collaboration, and continuously improving our processes to better serve our community. We believe that, together, we can create a brighter future for all children in Indian River County, ensuring that they have the support they need to thrive in school, in life, and within their families and communities.

We greatly appreciate your ongoing support and partnership, and we look forward to collaborating to achieve the goals outlined in this strategic plan.

Sincerely,
Children's Services Advisory Committee
CSAC staff

The History of CSAC

Introduction

The Children's Services Advisory Committee (CSAC) of Indian River County plays a vital role in ensuring the well-being of children and families. Over the years, the structure and operations of the CSAC have evolved through various ordinances and amendments to better address the needs of the community. This document provides a chronological overview of the changes to help the public understand how the CSAC has grown and adapted to serve Indian River County effectively.

1990: Ordinance 90-167 – Establishing the CSAC

The CSAC was officially established in 1990 by the Indian River County Board of County Commissioners. This foundational ordinance outlined the committee's purpose and initial framework:

- **Purpose:** To assess, plan, and recommend funding for programs benefiting children and families.
- **Membership:** Included representatives from education, health, juvenile justice, and the community.
- **Responsibilities:** Evaluated existing services, identified gaps, and advised on funding priorities.

This ordinance laid the groundwork for a collaborative approach to addressing community needs.

1993: Ordinance 93-151 – Expanding Membership and Accountability

To improve the CSAC's effectiveness, this ordinance introduced the following enhancements:

- **Broader Membership:** Added more representatives from diverse sectors to bring varied perspectives to decision-making.
- **Subcommittees:** Authorized the creation of specialized groups to focus on areas such as health, education, and family services.
- **Attendance Policies:** Established rules to ensure active participation by committee members.
- **Conflict of Interest Rules:** Ensured decisions were made in the best interest of the public without personal bias.

These changes strengthened the committee's ability to target specific community challenges.

1997: Ordinance 97-17 – Formalizing Operations

In 1997, the CSAC's operational framework was further refined:

- **Clear Procedures:** Established formal guidelines for meetings, quorums, and decision-making processes.
- **Budget Oversight:** Introduced procedures for managing and allocating funds to children's services.
- **Defined Purpose:** Reaffirmed the CSAC's role as an advisory body focused on improving outcomes for children and families.

This ordinance provided the structure needed for greater transparency and accountability.

The History of CSAC

1999: Ordinance 1999-01 – Renaming and Expanding Authority

The committee underwent a significant rebranding and operational update:

- New Name: Changed from the "Children's Services Network" to the "Children's Services Advisory Committee."
- Subcommittees: Formalized the authority to create subcommittees for targeted initiatives.
- Enhanced Clarity: Simplified and clarified the CSAC's authority and functions.

This change solidified the committee's identity and expanded its capacity to address community needs.

2002: Ordinance 2002-015 – Reinforcing Representation

To ensure the CSAC reflected the community it served, this ordinance introduced:

- Expanded Membership: Added representatives to diversify the committee's viewpoints.
- Revised Attendance Policies: Strengthened requirements for consistent participation.
- Defined Responsibilities: Clarified the roles of members to improve efficiency.

These updates ensured that the CSAC remained a dynamic and inclusive body.

2022: Ordinance 2022-007 – Modernizing the CSAC

The most recent update modernized the CSAC to align with current governance practices and potential future initiatives:

- Diverse Membership: Revised the composition of the committee to include a wider range of stakeholders.
- Term Limits: Introduced term limits for certain members to ensure fresh perspectives.
- Updated Meeting Procedures: Streamlined procedures to improve operational efficiency.
- Children's Trust Alignment: Positioned the CSAC to work in harmony with potential Children's Trust initiatives.

This ordinance prepared the CSAC for continued growth and adaptability in addressing children's needs.

How These Changes Benefit the Community

These updates ensure that the CSAC:

- Remains focused on the needs of children and families.
- Operates with transparency and accountability.
- Adapts to the changing needs of Indian River County.
- Provides diverse representation from various community sectors.
- Ensures effective use of public funds for meaningful outcomes.

Advancing Impact of CSAC

2023/2024 Updates and Alignments

The 2023/2024 updates showcase the strategic improvements made by the Children's Services Advisory Committee (CSAC) to advance services and deliver measurable outcomes for children and families in Indian River County.

- Expanded staff to increase work capacity, enabling more frequent meetings and professional learning opportunities.
- Tripled meeting frequency for the Grants and Needs Assessment Subcommittees to enhance efficiency.
- Launched an aggressive social media campaign (#IRCSuccess) to highlight program impacts.
- Developed public dashboards, including GIS mapping, to track funded programs and performance outcomes.
- Participated in Florida's Children's Week, culminating in the Golden Impact Recognition event.
- Updated the CSAC Guidebook (from 1997) and agency contracts to ensure alignment with ordinance requirements.
- Scheduled site visits with fidelity monitoring to evaluate program outcomes.
- Revised funding applications and scoring rubrics to reflect community priorities identified in the Needs Assessment.
- Hosted two community forums, engaging over 200 members of the community alongside experts in focus areas identified through the Needs Assessment.

CSAC Staff Contributions

- Conducted surveys to identify trends and analyze priority focus areas.
- Designed GIS mapping tools to display funded program locations and demographic impacts.
- Developed the Site Visit Success Rubric to monitor program fidelity.
- Executed the #IRCSuccess social media campaign to share program success stories.
- Hosted professional development workshops to train agencies on aligning outcomes with CSAC priorities.
- Finalized the Needs Assessment to identify key funding priorities.
- Published the CSAC Annual Report, highlighting measurable outcomes and budget utilization.
- Drafted a three-year Strategic Plan focusing on measurable goals and stakeholder feedback.
- Streamlined funding applications and scoring rubrics for consistency with strategic objectives.
- Organized Florida's Children's Week events and launched the Golden Impact Awards.

Advancing Impact of CSAC

Contributions by Committees

Children Services Advisory Committee

- Approved updates to the CSAC Guidebook, modernizing the framework and ensuring alignment with the current ordinance.
- Supported the launch of the #IRCSuccess social media campaign to highlight program impacts.
- Participated in site visits to evaluate program fidelity using the Site Visit Success Rubric.
- Monitored quarterly reports to track program outcomes and ensure accountability.
- Finalized funding recommendations to the Board of County Commissioners.

Needs Assessment Subcommittee

- Conducted the 2023 Needs Assessment, saving \$50,000 by completing the work in-house.
- Identified and prioritized community needs based on data analysis and stakeholder feedback.
- Developed funding priorities and indicators to guide program focus areas.
- Collaborated with the Grants Subcommittee to ensure funding decisions align with assessment findings.

Grants Subcommittee

- Tripled meeting frequency to ensure timely decision-making and effective funding allocation.
- Updated the funding application process to align with priorities identified in the Needs Assessment.
- Refined the scoring rubric to enhance objectivity and better reflect the strategic goals of CSAC.
- Facilitated funding recommendations for programs addressing critical needs in the community.

Conclusion

The collaborative efforts of CSAC staff and committee have set a strong foundation for sustained impact. Staff focuses on operational excellence, while the committee provides governance and community representation. Together, these efforts are creating meaningful change for children and families across Indian River County.

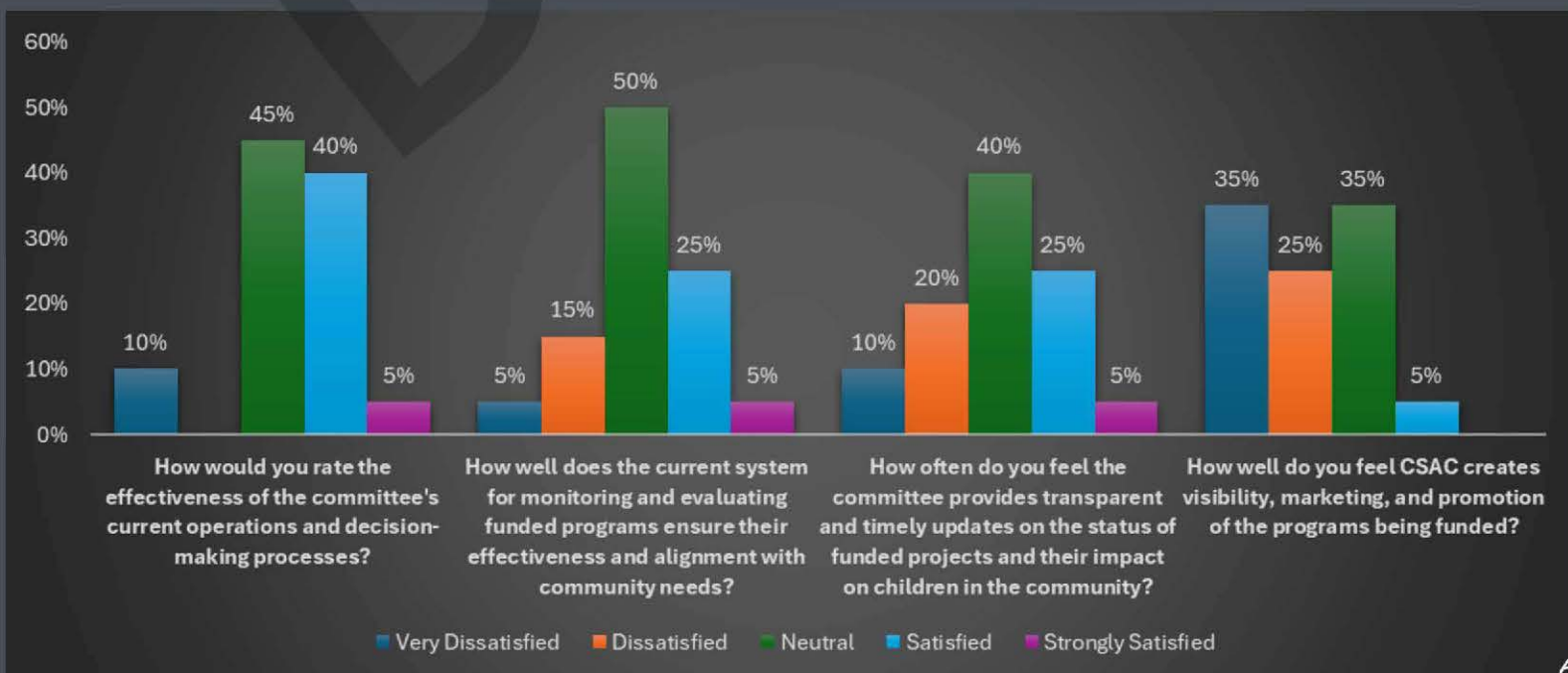
Mission:

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. CSAC strongly supports cultural diversity and encourages its funded programs to demonstrate the inclusion of all children and families in program development and implementation.

Data-Driven Decision Making



FUNDING PRIORITIES FRAMEWORK

Each **PRIORITY** has specific **FOCUS AREAS** and **DATA INDICATORS** listed below.

HEALTH & WELL-BEING

1. ENHANCED ACCESS TO PRENATAL CARE

- INITIATE PRENATAL CARE
- BIRTHWEIGHT & GESTATION
- INITIATING BREASTFEEDING
- FETAL DEATHS
- INFANT DEATHS
- REPEAT BIRTHS TO TEEN MOTHERS

2. ADVANCEMENTS IN POSITIVE BEHAVIORAL HEALTH

- YOUTH RISK PROFILE
- YOUTH DEPRESSION
- YOUTH SUBSTANCE ABUSE
- ADULT ALCOHOL USE

3. PROMOTION OF PHYSICAL HEALTH

- BMI SUMMARY
- YOUTH OBESITY

4. IDENTIFICATION & EXPANSION OF PROGRAMS FOR STUDENTS WITH SPECIAL NEEDS

- STUDENTS BY PRIMARY EXCEPTIONALITY

NURTURING FAMILIES & COMMUNITIES

1. DECREASE IN CHILDHOOD ADVERSITY

- ADVERSE CHILDHOOD EXPERIENCES
- CHILD ABUSE
- BAKER ACT
- CHILDREN IN FOSTER CARE
- HOMELESS CHILDREN

2. REDUCTION OF JUVENILE DELINQUENCY INCIDENTS

- JUVENILE ARRESTS
- TRENDS IN JUVENILE DELINQUENT BEHAVIOR



SUCCESS IN SCHOOL & LIFE

1. INCREASE IN KINDERGARTEN READINESS

- EARLY LEARNING
- KINDERGARTEN READINESS

2. IMPROVEMENT IN ACADEMIC PERFORMANCE

- READING PERFORMANCE ON STATEWIDE ASSESSMENT
- MATH PERFORMANCE ON STATEWIDE ASSESSMENT

3. BOOST IN STUDENT ATTENDANCE

- AVERAGE DAILY ATTENDANCE
- CHRONIC ABSENTEEISM

4. EXPANSION OF PATHWAYS FOR COLLEGE & CAREER SUCCESS

- HIGH SCHOOL GRADUATION
- WORKFORCE DATA

CHILDREN SERVICES NEEDS ASSESSMENT

CSAC FOCUSED DATA INDICATORS

Each **PRIORITY** has specific **FOCUS AREAS** and **DATA INDICATORS** listed below.

HEALTH & WELL-BEING

1. ENHANCED ACCESS TO PRENATAL CARE

- INCREASE THE NUMBER OF WOMEN ACCESSING EARLY PRENATAL CARE BY 10%

2. ADVANCEMENTS IN POSITIVE BEHAVIORAL HEALTH

- DECREASE YOUTH DEPRESSION AND SUBSTANCE ABUSE BY 3% EACH

3. PROMOTION OF PHYSICAL HEALTH

- DECREASE THE NUMBER OF YOUTH WITH A HIGH BMI BY 2%

4. IDENTIFICATION & EXPANSION OF PROGRAMS FOR STUDENTS WITH SPECIAL NEEDS

- INCREASE PROGRAMS TARGETED FOR STUDENTS WITH SPECIAL NEEDS BY 5%

NURTURING FAMILIES & COMMUNITIES

1. DECREASE IN CHILDHOOD ADVERSITY

- DECREASE THE AMOUNT OF REPORTED CHILD ABUSES CASES BY 3%

2. REDUCTION OF JUVENILE DELINQUENCY INCIDENTS

- DECREASE THE NUMBER OF JUVENILE FELONY ARRESTS BY 4%.



SUCCESS IN SCHOOL & LIFE

1. INCREASE IN KINDERGARTEN READINESS

- INCREASE THE AMOUNT OF CHILDREN WHO ARE READY FOR KINDERGARTEN BY 5%

2. IMPROVEMENT IN ACADEMIC PERFORMANCE

- INCREASE ACHIEVEMENT ON STATE STANDARDIZED TESTS PERFORMANCE IN ENGLISH AND MATH BY 4%

3. BOOST IN STUDENT ATTENDANCE

- INCREASE DAILY ATTENDANCE BY 3% TO REACH A 95% DISTRICT AVERAGE

4. EXPANSION OF PATHWAYS FOR COLLEGE & CAREER SUCCESS

- INCREASE THE NUMBER OF STUDENTS PARTICIPATING IN INTERNSHIP AND WORKFORCE TRAINING BY 4%

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.

FOCUS AREA 1: COMMUNITY IMPACT



Goal 1: 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:

IDENTIFY AND PRIORITIZE COMMUNITY NEEDS BASED ON DATA AND RESEARCH.

TACTIC: CONDUCT A NEEDS ASSESSMENT, BASED ON ORDINANCE, USING COMMUNITY DATA AND STAKEHOLDER INPUT WITH THE PATCH FRAMEWORK.

TACTIC: CREATE AN ASSET MAP TO PRIORITIZE PROGRAMS BASED ON FUNDING PRIORITY, GEOGRAPHIC SERVICE AREA, AND PROGRAM REACH.

METRIC: ANNUAL UPDATE OF THE NEEDS ASSESSMENT WITH A 10% INCREASE IN THE NUMBER OF STAKEHOLDERS PROVIDING FEEDBACK THROUGH THE COMMUNITY FEEDBACK SURVEY EACH YEAR.

METRIC: INCREASE THE NUMBER OF CHILDREN AND FAMILIES REACHED IN UNDERSERVED COMMUNITIES BY 15%, BASED ON THE IDENTIFIED NEEDS FROM THE ASSET MAP.

STRATEGY:

SUPPORT PROGRAMS BASED ON NEEDS IDENTIFIED IN ASSESSMENT SURVEY, QUARTERLY REPORTING, AND SITE VISIT DATA.

TACTIC: PROVIDE PROFESSIONAL DEVELOPMENT TO BUILD PROGRAM CAPACITY IN DELIVERING EVIDENCE-BASED SERVICES AND ACHIEVING DESIRED OUTCOMES.

TACTIC: PROVIDE COACHING TO AGENCIES THAT NEED ADDITIONAL SUPPORT.

METRIC: 80% OF PARTICIPANTS WILL REPORT BEING SATISFIED OR VERY SATISFIED WITH THE PROFESSIONAL DEVELOPMENT SESSION AND WILL INDICATE THAT IT HELPED STRENGTHEN THEIR PROGRAM OR ORGANIZATION.

METRIC: IMPLEMENT COACHING CYCLES FOR AGENCIES BASED ON IDENTIFIED NEEDS, WITH 20% OF AGENCIES PARTICIPATING IN AT LEAST ONE COACHING CYCLE BY THE END OF THIS YEAR.

FOCUS AREA 2: COMMUNICATION AND ENGAGEMENT



Goal 2: 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:

PROMOTE THE IMPACT OF FUNDED PROGRAMS THROUGH A SOCIAL MEDIA CAMPAIGN.

TACTIC: DEVELOP A MONTHLY SOCIAL MEDIA CONTENT CALENDAR TO ENSURE CONSISTENT AND TARGETED POSTS ACROSS PLATFORMS.

METRIC: INCREASE SOCIAL MEDIA ENGAGEMENTS BY 25% (LIKES, SHARES, AND COMMENTS).

TACTIC: ENCOURAGE CSAC-FUNDED AGENCIES TO SHARE SUCCESS STORIES USING CHILDREN'S SERVICES BRANDING TO HIGHLIGHT PROGRAM SUCCESS AND COMMUNITY IMPACT.

METRIC: 75% OF AGENCIES FUNDED THROUGH CSAC WILL SHARE AT LEAST ONE SUCCESS STORY FEATURING CSAC BRANDING ANNUALLY.

STRATEGY:

EXPAND CHILDREN'S SERVICES OF INDIAN RIVER COUNTY VISIBILITY AND ENGAGEMENT THROUGH ACTIVE INVOLVEMENT IN COMMUNITY EVENTS AND DIRECT OUTREACH INITIATIVES.

TACTIC: HOST CHILDREN'S SERVICES OF IRC-LED COMMUNITY EVENTS TO SHOWCASE THE WORK OF CHILDREN'S SERVICES IRC, PROMOTE FUNDED PROGRAMS, AND ENGAGE WITH STAKEHOLDERS.

METRIC: INCREASE ENGAGEMENT (ATTENDANCE, INTERACTIONS, SIGN-UPS) AT CHILDREN'S SERVICES IRC EVENTS BY 25%.

TACTIC: ACTIVELY PARTICIPATE IN COMMUNITY-HOSTED EVENTS TO INCREASE VISIBILITY AND PROMOTE THE IMPACT OF CSAC'S WORK.

METRIC: PARTICIPATE IN AT LEAST 8 COMMUNITY-HOSTED EVENTS ANNUALLY TO INCREASE VISIBILITY AND PROMOTE THE IMPACT OF CSAC'S WORK.

FOCUS AREA 3: FISCAL RESPONSIBILITY AND GOVERNANCE



Goal 3: 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:

REGULARLY REVIEW AND UPDATE CSAC GUIDEBOOK AND REVIEW IT WITH CSAC MEMBERS DETAILING ROLES, RESPONSIBILITIES, AND THE ORGANIZATION'S MISSION, VISION, AND STRATEGIC PRIORITIES.

TACTIC: OFFER TRAINING ON THE GUIDEBOOK, ORDINANCE, AND POLICY FOR ALL CURRENT AND NEW CSAC BOARD MEMBERS.

TACTIC: ANNUALLY UPDATE AND REVIEW THE GUIDEBOOK WITH CSAC COMMITTEE MEMBERS.

METRIC: 100% OF NEW CSAC BOARD MEMBERS WILL PARTICIPATE IN ONBOARDING TRAINING THAT INCLUDES GOVERNANCE, SUNSHINE LAWS, AND ORDINANCE/POLICY REVIEWS.

METRIC: 5% INCREASE IN MEMBERS REPORTING IMPROVED UNDERSTANDING OF THEIR ROLES OR MAINTAIN 90% OVERALL SATISFACTION AS MEASURED BY ANSWERS TO SECTION 1, STATEMENT 1.

STRATEGY:

STRENGTHEN GOVERNANCE AND COMPLIANCE PRACTICES TO ENSURE ACCOUNTABILITY.

TACTIC: CONDUCT AN ANNUAL REVIEW OF GOVERNANCE POLICIES, INCLUDING CONFLICT OF INTEREST, PROCUREMENT, AND FINANCIAL OVERSIGHT PROCEDURES, WITH FEEDBACK FROM COMMITTEE MEMBERS.

TACTIC: STAFF WILL MONITOR FISCAL AND REPORTING COMPLIANCE AND PROVIDE QUARTERLY UPDATES TO THE COMMITTEE.

METRIC: 10% INCREASE IN SATISFACTION WITH GOVERNANCE PROCESSES, AS MEASURED BY SURVEY QUESTION, SECTION 5, STATEMENT 2.

METRIC: 10% INCREASE IN SATISFACTION WITH THE MONITORING OF FISCAL AND COMPLIANCE PROCESSES, AS MEASURED BY SURVEY QUESTION: SECTION 5, STATEMENT 1, OR MAINTAIN 90% OVERALL SATISFACTION.