



HUMAN SERVICES DEPARTMENT
COMMUNITY PARTNERSHIPS DIVISION

CHILDREN'S SERVICES ADMINISTRATION

STRATEGIC PLAN

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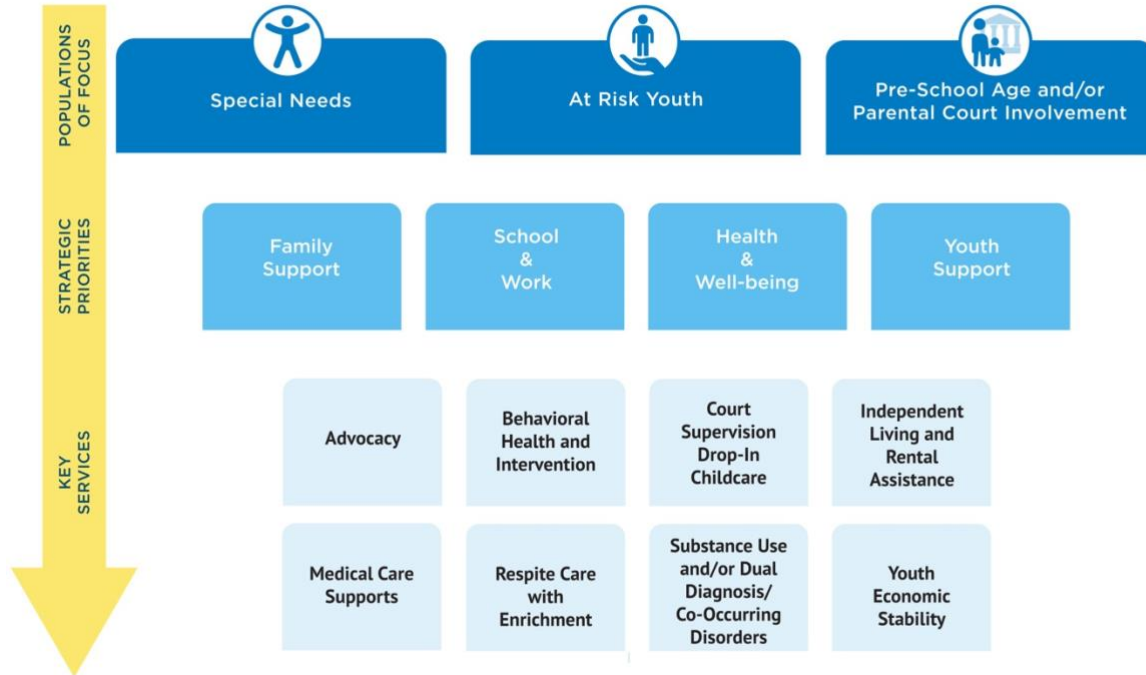
Broward County Human Services Department provided approval for QQRC to include exact language from its publicly available documents throughout this report.



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Children's Services Administration (CSA) is dedicated to promoting the well-being, safety, and healthy development of children and families in Broward County. The strategic plan aims to provide a structured framework for CSA to define our goals and objectives and outline the actions needed to achieve them.



CSA aims to foster collaboration with Community Partnerships Division to develop and deliver innovative and responsive services that meet the diverse needs of children and their families in Broward County.

EXECUTIVE SUMMARY

In 2023, the Broward County Human Services Department's (BCHSD) Children's Services Administration (CSA) launched a collaborative initiative to develop a comprehensive and streamlined System of Care for Broward County's children. This initiative involved working closely with various stakeholders to identify community needs and ensure funding is directed to the most critical areas. This led to the development of a strategic plan to guide program funding over the next five years, ensuring that resources are allocated effectively to support the community's needs.

CSA's vision is to create partnerships that provide innovative and responsive services tailored to the diverse needs of Broward County's children and families. Its mission focuses on promoting the well-being, safety, and healthy development of the community's children and families.



INTRODUCTION

Broward County is a diverse and bustling region with a strong economy, rich cultural tapestry, and abundant natural landscapes. Covering 1,203 square miles, it is the seventh-largest county in Florida and houses over 1.9 million residents. The demographic makeup has been shaped by significant international migration. It reflects a melting pot of races and ethnicities, including African Americans and Hispanic and Black communities from various countries of origin. Tourism, healthcare, trade, finance, and technology anchor Broward County's economic landscape. Despite its multifaceted economy, 13.3% of Broward County residents¹ face income disparities and poverty challenges, with 19.3% of residents living in poverty being under the age of 18. These economic disparities have profound implications for children, as income and poverty directly impact their access to essential resources such as quality education, healthcare, nutrition, and safe living environments. The Broward County Human Services Department (BCHSD) assists and supports individuals and communities in need. It addresses various social, economic, and health-related challenges through meaningful partnerships and collaboration.

Within BCHSD, the Community Partnerships Division (CPD) is responsible for planning, coordinating, administering, and evaluating a comprehensive range of programs for children and adults. CPD's mission is to support Broward County's vulnerable residents through funding opportunities, quality services, and collaborative solutions, and its vision entails partnering with the community to deliver innovative, equitable, and accessible health and wellness services that enhance the lives of at-risk populations. CPD comprises two sections: the Children's Services Administration Section (CSA), tasked with overseeing children's services programs, and the Health Care Services Section (HCS), which facilitates high-quality healthcare services for eligible residents through partnerships with providers and stakeholders.

¹ U.S. Census Bureau Quick facts: Broward County, Florida; Florida. United States Census Bureau. (2022). <https://www.census.gov/quickfacts/fact/table/browardcountyflorida,FL/PST045222>

CPD ensures standardized processes for needs assessment, grant solicitation, quality assurance, contract administration, and stakeholder involvement, aiming to establish a holistic system of care guided by the social determinants of health.

Children's Services Administration and Its System of Care

The CSA in Broward County is dedicated to enhancing the quality of life for children and families by fostering collaborative and efficient care. CSA's vision is to cultivate partnerships for innovative and responsive services that cater to the diverse needs of Broward County's children and families, and its mission centers on promoting the well-being, safety, and healthy development of the community's children and families. CSA offers many relevant services that positively influence and meaningfully impact children in school, at home, and in the community.

CSA developed a System of Care, that includes the Board of County Commissioners and other major children's services funders in Broward. This system was designed to collaboratively address the emerging needs of children identified throughout the county. The System of Care's continuum has three primary areas of focus: prevention, intervention, and treatment. Staff assisted in creating and managing solicitations, provided technical assistance to partners on outcome attainment and program monitoring, and supported the Broward County Children's Services Board in developing funding recommendations in the community to ensure funding is provided where it is most needed. As the previous funding cycle (2020-2023) was ending in 2023, CSA's System of Care emphasized the importance of developing a strategic plan to guide the entire CSA organization and its service providers.

This current report will overview the new CSA strategic plan that will be utilized to inform program funding for the next five years. It will outline (1) the development of the BCHSD strategic plan, (2) the content of the strategic plan, (3) communication and outreach plans, (4) measurement and evaluation plans, and (5) future plans for CSA.

STRATEGIC PLAN DEVELOPMENT

In 2020, the CSA established five funding priorities to address the needs of children and families through various service program categories, (1) Behavioral Health, (2) Special Needs, (3) Youth Housing, (4) Youth Economic Stability and Supportive Services, and (5) Childcare Assistance. The Behavioral Health category offered services such as mental health and substance use counseling, case management, and family support. The Special Needs category provided medical home support, respite care with enrichment, and advocacy. Youth Housing services encompassed independent living and rental assistance. The Youth Economic Stability and Supportive Services category included supported employment, financial training, education, and both paid and unpaid work experiences. Lastly, Childcare Assistance offered court drop-in care and general childcare services. These categories led to successes and challenges for children's service providers in Broward County. Still, as the 2020-2023 funding period ended, CSA began formulating a new strategic plan for the next funding period. In Fall 2023, CSA outlined a strategic plan for 2024-2027, which represented the work of a year-long planning process.

The New Plan

This planning phase involved collaboration between the BCHSD CSA's System of Care, service providers, and staff. It also incorporated CSA providers needs assessment forum and participant anecdotal insights based on lived experiences to ensure well-rounded and inclusive strategies. The goal was to consistently address children's emerging needs throughout the county and integrate innovative approaches collaboratively. Developing a guiding framework was influential in the development of the strategic plan.

Guiding Framework

During the planning phase, CSA, through collaborative efforts, developed a guiding framework to inform its strategic plan. This framework emerged from providers requesting a structured network to facilitate access to providers for other services to their program participants. To ensure a holistic approach to addressing the diverse needs of children in Broward County, CSA founded the framework in (1) bundled interventions and (2) the adoption of seven domains of well-being to inform strategic funding priorities.

Bundled Interventions

Bundled interventions combine multiple evidence-based services into a single package. When implemented together, these interventions produce better health outcomes than when applied individually². This approach ensures that children are screened for and receive all essential services, regardless of their initial point of contact with any service provider. The guiding framework for bundled interventions will address socio-cultural determinants, enhance the delivery and utilization of comprehensive services, promote continuous service engagement, and improve outcomes for Broward's children.

² Improving care and treatment coordination: Focusing on black women with HIV – evaluation and technical assistance provider. HRSA. (n.d.). <https://www.hrsa.gov/grants/find-funding/HRSA-20-115>

7 Domains of Children's Well-Being

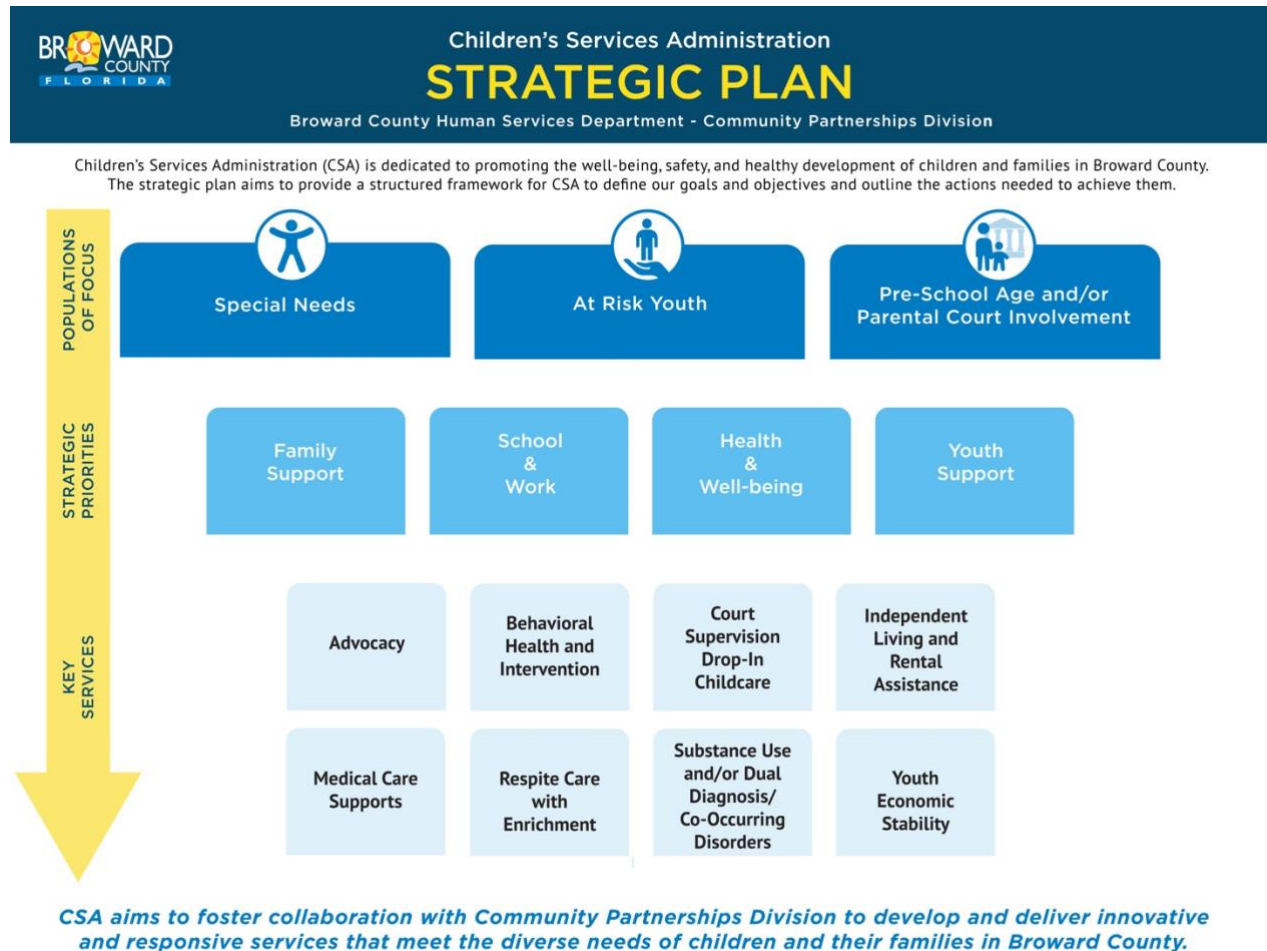
CSA adopted seven domains of well-being to inform strategic funding priorities.

Figure 1. Seven Domains of Well-Being



THE STRATEGIC PLAN

The following section outlines the CSA strategic plan's focus populations, strategic priorities, and key services.



Populations of Focus

The strategic plan focuses on three populations: (1) special needs individuals, (2) at-risk youth, and (3) pre-school age and parental court involvement childcare recipients. The following sub-sections are designed to clarify the target population, present the latest data specific to Broward County, and justify allocating funds based on identified needs and priorities.

Special Needs

According to the Florida House of Representatives,³ disabilities qualifying an individual as having special needs, including intellectual disabilities, autism spectrum disorders, speech and language impairments, orthopedic or health disabilities (e.g., traumatic brain injury, visual impairment), emotional or behavioral disabilities, specific learning disabilities (e.g., dyslexia, dyscalculia, developmental aphasia), deafness or hard of hearing, dual sensory impairment, and developmental delays. Children from birth to age five who are hospitalized or homebound, as well as those aged birth to two with physical or mental conditions likely to cause developmental delays or disabilities, are also classified as special needs.



Broward County has 212,727 individuals with disabilities, making up 11% of its population.⁴ In 2023, there were 909 students with emotional/behavioral disabilities in Broward County, representing 0.4% of the population.⁵ Additionally, in 2022, Broward County provided pre-kindergarten services to 476.6 children with disabilities per 1,000 and had 1,763 children aged five to 17 with ambulatory disabilities, accounting for 0.6% of the population.⁶

Funding these programs is vital to ensure these children can access tailored educational opportunities, therapeutic services, and support systems that enable them to thrive. Investing in special needs programs enhances the quality of life for these children and their families and fosters an inclusive society where all individuals can reach their full potential.

At-Risk Youth

An at-risk youth is a child who faces significant challenges that reduce their chances of successfully transitioning into adulthood⁷. Metrics of a successful transition include academic achievement, job readiness, financial independence, and the ability to become a positive and contributing member of society, including avoiding criminal activities. According to the 2023 Florida Youth Substance Abuse Survey,⁸ 18.4% of Florida high school students reported a high level of trauma, indicated by experiencing four or more adverse childhood experiences (ACEs). ACEs may include physical, sexual, and emotional abuse; emotional and physical neglect; living with a family member who has mental health or substance use disorders; witnessing domestic violence; sudden separation from a loved one; community violence and experiences of poverty, racism, and discrimination.

³ Florida House of Representatives. Exceptional Student Education (ESE) in Education Fact Sheet 2010-11. Retrieved March 18, 2024, from [https://www.myfloridahouse.gov/FileStores/Web/HouseContent/Approved/Web%20Site/education_fact_sheets/2011/documents/2010-11%20Exceptional%20Student%20Education%20\(ESE\).3.pdf](https://www.myfloridahouse.gov/FileStores/Web/HouseContent/Approved/Web%20Site/education_fact_sheets/2011/documents/2010-11%20Exceptional%20Student%20Education%20(ESE).3.pdf)

⁴ Financial Hardship Among People with Disabilities: Broward County, FL. ALICE in Focus: People with Disabilities - Florida. (2022). https://www.unitedwaybroward.org/wp-content/uploads/2023/11/2023-ALICE_Report_County_Snapshots_ALICE-IN-BROWARD-COUNTY.pdf

⁵ Students With Emotional/Behavioral Disability (Kindergarten - 12th Grade). (n.d.). www.flhealthcharts.gov. Retrieved March 13, 2024, from <https://www.flhealthcharts.gov/ChartsDashboards/rdPage.aspx?rdReport=NonVitalIndNoGrp.Dataviewer>

⁶ Children With Disabilities Receiving Pre-Kindergarten Services. (n.d.). www.flhealthcharts.gov. Retrieved March 13, 2024, from <https://www.flhealthcharts.gov/ChartsDashboards/rdPage.aspx?rdReport=NonVitalIndNoGrp.Dataviewer&cid=0678>

⁷ *Topics: At risk youth*. Yes. (2022, May 25). <https://justsayyes.org/at-risk-youth/#::~:~:text=Share,a%20child%20becoming%20at%20risk>.

⁸ Rothenbach Research and Consulting, LLC (2023). 2023 Florida Youth Substance Abuse Survey At-Risk Youth Statistics Florida. Report prepared for Florida Department of Children & Families Office of Substance Abuse & Mental Health. <https://www.myflfamilies.com/sites/default/files/2023-12/2023%20Statewide%20FYSAS%20Report.pdf>

These experiences can have long-lasting impacts on health and well-being, influencing both childhood and life opportunities as individuals transition into adulthood, particularly in terms of education and career potential⁹.



Funding programs focusing on at-risk youth is crucial for addressing Broward County youth's challenges. By investing in such initiatives, communities can mitigate the negative impacts of adverse childhood experiences and improve the overall well-being of at-risk youth. Effective programs can lead to higher graduation rates, reduced substance use, and lower rates of juvenile delinquency, ultimately creating a more stable and prosperous society. Ensuring adequate funding for these programs is not only a moral imperative but also a strategic investment in the future.

Preschool-Age and/or Parental Court Involvement (Childcare)

This population focus is related explicitly to childcare for preschool-aged children or children whose parents must appear in family court. The Florida Administrative Code defines and qualifies “School-Age Childcare Program” as any licensed childcare facility serving school-aged children or any before and after school programs that are licensed as a childcare facility and serve only school-aged children. Similarly, the Florida Administrative Code defines “School-Age Child” as a child who is at least five years of age by September 1st of the beginning of the school year and who attends kindergarten through grade five.¹⁰

Children whose parents, legal caregivers, or other authorized custodial representatives (collectively referred to as “Caregivers”) have no other options for childcare and are required to attend domestic violence court proceedings at the Broward County Main Courthouse. Providing childcare for children whose caregivers must attend domestic violence court proceedings is crucial for ensuring the safety and emotional stability of the children, allowing caregivers to focus on their legal matters without distraction or stress. Funding for childcare services promote equal access to justice, especially for those lacking financial resources for private childcare, and ensures compliance with court requirements. Additionally, it supports children's development by offering age-appropriate care and a sense of normalcy, demonstrating the court's commitment to supporting vulnerable families affected by domestic violence.



Funding programs for childcare for preschool-aged children or children whose parents need to appear in family court is crucial for several reasons. Reliable childcare for preschool-aged children ensures that they receive proper supervision and early education, fostering their cognitive and social development during their critical years. For parents dealing with domestic violence, having access to reliable childcare allows them to focus on legal proceedings without the added worry of their children's well-being. This support is especially critical for survivors lacking the financial resources to afford private childcare services.

⁹ Centers for Disease Control and Prevention. (n.d.). About Adverse Childhood Experiences. Centers for Disease Control and Prevention. https://www.cdc.gov/aces/about/index.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fviolenceprevention%2Facestudy%2Findex.html

¹⁰ Definitions of both childcare and school aged child can be found in Fla. Admin. Code r. 65C-22.008(1)(a).

Additionally, these programs can offer emotional and psychological stability to children, who might otherwise be exposed to the distressing details of court proceedings. By investing in childcare programs for families involved in domestic violence cases, we can help protect the mental and emotional health of children, support parents in their legal battles, and promote a more resilient and compassionate community.

Strategic Funding Priorities (2024-2027)

Based on the current needs of the determined populations of focus, the funding categories were broken down into four areas: (1) School and Work, (2) Health and Well-Being, (3) Family Support, and (4) Youth Support. The following sub-section will define the funding categories and describe the rationale of funding based on the domains of well-being: physical, emotional, social competence, cognitive development, safety and security, family relationships, and community and environment.



School and Work

School and work funding supports K-12 and post-secondary education, including college and job training, as well as learning opportunities like internships, community service programs, and enrichment activities. Adequate funding ensures access to nutritious meals and health services, promoting physical well-being. It also provides mental health resources and supportive environments, fostering emotional stability. Facilitating social activities and internships enhances social competence and real-world skills. Quality education resources and trained teachers boost cognitive development, while secure, well-maintained facilities ensure

safety and security. Family relationships benefit from programs that engage families in the educational process, and community service opportunities strengthen community bonds and environmental awareness.

Health and Well-Being

Health and well-being funding supports individuals' physical wellness and mental health by addressing areas such as mental wellness, substance use prevention, pregnancy prevention, and driving safety. Funding mental health services and substance use programs enhances emotional stability and physical health. Pregnancy and driving safety initiatives contribute to social competence and cognitive awareness by promoting responsible behavior. Violence and gang prevention efforts strengthen community safety and security, fostering safer environments. These programs also support family relationships by reducing stress and promoting healthy family dynamics. This funding builds more resilient communities by addressing diverse health and safety needs.

Family Support

Family support funding addresses basic family needs by preventing homelessness, providing housing-based services and food, and supporting families with teen parenting and domestic violence programs. Ensuring access to housing and food promotes physical health and stability. Teen parenting and domestic violence programs offer emotional support and enhance social competence by teaching effective parenting and coping skills. These initiatives also contribute to cognitive development by creating stable, supportive environments conducive to learning. Safety and security are reinforced through domestic violence prevention and housing stability, while family relationships are strengthened through targeted support services. Furthermore, this funding enhances the community environment by fostering stable and healthy family units.



Youth Support

Community-based support for youth funding includes afterschool programs, community facilities, foster care, juvenile justice, and youth development programs. These programs promote physical health through recreational activities and provide emotional support via counseling and mentorship. They enhance social competence by fostering peer interactions and teamwork. Cognitive development is supported through educational activities and skill-building programs. Safety and security are addressed by offering safe spaces and structured environments and through juvenile justice programs aimed at rehabilitation. Family relationships benefit indirectly by reducing stress and providing resources for foster care and family reunification. Lastly, these programs strengthen community ties and foster a supportive environment.

Key Services

The CSA has outlined critical services that fall under the strategic funded priorities, which will be accessible to all program participants under the bundled interventions framework. The essential services include: (1) Advocacy, (2) Behavioral Health and Intervention, (3) Court Supervision Drop-in Childcare, (4) Independent Living and Rental Assistance, (5) Substance Use and/or Dual Diagnosis/Co-Occurring Disorders, (6) Medical Care Support, (7) Respite Care with Enrichment, (8) and Youth Economic Stability.

Advocacy

Advocacy services involve speaking in favor of, recommending, arguing for a cause, or supporting, defending, or pleading for clients and their families. These services defend and promote the rights of children, providing crucial support in navigating complex systems such as education, healthcare, and legal environments. By advocating for their well-being and best interests, these services help secure necessary resources and opportunities, fostering a safer, more equitable environment for children to thrive. For CSA purposes, these services must provide direct family support activities and/or family training to ensure easy and transparent access to information. Advocacy is categorized into two main types: (1) General Advocacy and (2) Specialized Advocacy.

General Advocacy

Services that help children and their families access direct support and assistance in navigating key topics and processes, such as Individualized Education Program (IEP) meetings and evaluations for children with special needs. This support helps families utilize community resources and equips them to collaborate with school personnel and other community resources to advocate for their child's needs effectively.

Specialized Advocacy

Services that require technical (legal) expertise to address a specific need in educational services when other advocacy strategies have not resolved the issue. This program assists clients and their families by guiding and supporting them through the special education process as a bridge between education staff and families. Services must include but are not limited to, IEP assistance, testing accommodations, development of legal documents, behavior plans, or school-related problems.



Behavioral Health and Intervention

As funded by BCHSD, Behavioral Health and Intervention Services (BHIS) are services provided to children and youth experiencing emotional or behavioral disturbances that require therapeutic and/or intervention services to stabilize functioning at home, in school, and in their communities. Services include clinical social work, psychological and psychiatric treatment, peer support, mentoring, and group, family, or individual counseling. Behavioral Health and Intervention services for children are vital as they provide a space for early detection and treatment of mental health and behavioral issues,

promoting healthier outcomes. Behavioral Health and Intervention is categorized into two types: (1) Behavioral Health-Mental Health, and (2) Behavioral Health-Intervention.

Behavioral Health-Mental Health

These services refer to the promotion of mental health resilience and well-being, the treatment of mental health and substance use disorders, and the support of those who experience and/or are in recovery from these conditions, along with their families and communities.

Behavioral Health-Intervention

These services refer to implementing strategies to address dangerous, disruptive, or otherwise impeded day-to-day functions through individualized instructional and environmental supports that teach clients appropriate behaviors to replace problem behaviors. Behavioral health interventions are guided by a functional behavioral assessment that identifies the communicative intent of problem behavior and considers any known medical, developmental, or psychological limitation(s) of the child.

Court Supervision Drop-in Childcare

Drop-in childcare Services, funded by BCHSD, provide safe, nurturing childcare supervision for children whose parents, legal caregivers, or other authorized custodial representatives (collectively referred to as Caregivers) have no other childcare options and are required to attend domestic violence court proceedings at the Broward County Main Courthouse (Courthouse). As mentioned in the *Populations of Focus* section, these services are crucial as they provide a safe, supportive environment for children while their parents or guardians attend court proceedings.

The Courthouse provides a physical space with telephone and electronic security for the Drop-In Childcare Services. These services provide a secure, neutral, temporary environment for children that is predictable, friendly, enriching, and supportive during adult court proceedings. They also offer age-appropriate activities for the social, emotional, and physical well-being of children whose families are involved in domestic violence court proceedings.

Independent Living and Rental Assistance

Independent Living and Rental Assistance Services (ILRAS) intends to break the cycle of homelessness and promote independent living (IL) for eligible clients; these services are critically important as they provide vital support to youth who are transitioning out of foster care or facing housing instability. ILRA provides clients with a support network to assist them in achieving self-sufficiency and becoming productive adults.



Services are provided at times convenient for clients, including after-school evening hours and on weekends and holidays. Clients participate in developing independent living skills plans to guide them in reaching their goals and transition plans to support their movement from the program to independent housing and adult life. Eligible clients are provided rental assistance subsidies to, linkages to resources, direct support for utility deposits and security deposits, and support services to improve self-sufficiency. Also, rental units are identified according to cost and convenience based on clients' place of employment, education, and transportation.

Medical Care Support

Medical Care Support Services (MCSS) is a medical home model that provides advanced primary care. Its goal is to offer high-quality health promotion, acute care, and chronic condition management in a planned, coordinated, and family-centered manner. These indispensable services ensure access to essential healthcare resources and interventions crucial for the physical, mental, and emotional well-being of youth. MCSS includes coordinating the development and implementation of the Family Support Plan (FSP) in collaboration with pediatricians, clients, their families, and other providers or community support as needed. Additionally, MCSS requires collaboration with Broward County Public Schools (BCPS) for special education assessments.

Respite Care with Enrichment

Respite Care offers short-term childcare services for children with special needs, providing temporary relief to parents, legal caregivers, or other authorized custodial representatives. These services enhance family stability and reduce the risk of abuse or neglect. Providers are required to customize services exclusively for the child with special needs, not for other children in the home who are not eligible. Additionally, the services should include a model that works with caregivers to develop family coping skills and address future stressors. By providing specialized care and attention tailored to the child's unique needs, respite care promotes a higher quality of life for the entire family, reducing stress and preventing caregiver burnout.

Substance Use and/or Dual Diagnosis/ Co-Occurring Disorders

The county seeks to fund community-based behavioral health services that provide Substance Use and/or Dual Diagnosis/Co-Occurring Disorders counseling to decrease the prevalence of substance use disorders among youth. Although services can occur in facilities where supplementary services are available, it is intended that most services take place in a community setting. Providers of this service must have the capacity to directly provide or access a comprehensive array of integrated substance use disorder and mental health treatment services. These services play a critical role in preventing future substance misuse, reducing risky behaviors, and promoting healthier lifestyles. Additionally, these counseling services empower youth to achieve better mental health outcomes, improve their overall well-being, and successfully navigate the challenges of adolescence and young adulthood. Services may include, but are not limited to, (1) assessment, (2) individual, family, or group counseling, and (3) day and/or residential treatment.



Youth Economic Stability

Economic Stability (ECOSTA) services for youth are crucial as they provide essential support in overcoming financial barriers and promoting self-sufficiency. Providers of ECOSTA services must focus on assisting youth in gaining the knowledge and understanding that lead to economic stability and job experiences. These experiences develop clients' employability and help improve their strengths, abilities, and outlook. ECOSTA assists youth in developing critical thinking and problem-solving skills to effectuate sound reasoning and analytical thinking. ECOSTA service activities must include at

least two of the following: (1) Financial Education/Literacy Training, (2) Work Experience, (3) Supported Employment, (4) Job Coaching, (5) Life Coaching, and (6) Flex Funding/Financial Assistance.

Financial Education/Literacy Training

This training includes educational sessions covering topics such as budgeting, using mainstream financial products, recognizing and avoiding abuse practices, saving, and managing credit.

Work Experience

This experience includes paid or unpaid jobs, internships, or apprenticeships that allow clients to practice and enhance their skills and competencies. It provides practical experience in their trained field and helps develop new skills beneficial for future employment. It also involves recruiting employers and securing job placements that match clients' skills and interests.

Supported Employment

This support includes career counseling, pre-employment assessment, and pre-employment preparation. Items in the list below are optional services that can be provided in conjunction with any combination of the items above:

Job Coach

The job coach works side-by-side with clients to interface with employers and employees. The job coach provides clients with training in basic job skills and work-related behaviors, assistance with specific tasks as needed, and ongoing support services to ensure clients obtain and maintain competitive employment.

Life Coach

The life coach aids with developing daily living skills, career planning, work-life balance, self-care, health, housing, financial literacy, and social relationships.

Flex Funding/Financial Assistance

Essential services or goods that are inaccessible due to funding eligibility criteria or lack of resources. Funds must address clients' activities within their individualized plans.

Universal Needs

Providers will also have dedicated funding for universal needs such as flex funds, food security, transportation, indirect services like support for parents and siblings, research (including school records), case management, and system navigation. This funding will cover essential areas such as life and social skills development, behavioral health and academic literacy, mentoring and coaching, anti-stigma and bias initiatives, advocacy, housing security, communication and technology needs, work readiness and skill development, supported employment, employment security, gender-responsive services, engagement incentives, and technology security. By addressing these diverse needs, CSA ensures that providers have the resources to offer comprehensive support to children and families, enhancing their overall well-being and success.

Funding Allocations

The table below shows the funding allocations recommended by CSA for providers' programming. Each key service has defined core services for each priority population, with 75% of funds allocated towards these core services. It is recommended to utilize the remaining 25% for optional services, though they are not required.

Optional services can include universal needs, staff stabilization and training, overarching administrative costs, marketing/outreach, and linkage to services. For example, for Advocacy services, 75% of the funds must be allocated to individual advocacy and administrative services, while the remaining 25% can be used for disability-related parenting programs, home-based parenting education, outreach, and temporary flex fund financial assistance.

Table 1. Funding Allocations

% of Fund Allocation	Service Components	Standards
75%	Core Services for Priority Populations	Required
25%	Optional Services	Recommended



COMMUNICATION AND OUTREACH

CSA's strategic plan also outlines plans to enhance its communication and outreach by employing a multifaceted approach that leverages traditional and digital media, direct community engagement, and strategic partnerships. Traditional media efforts, such as distributing press releases, creating media kits, and broadcasting public service announcements on local TV and radio stations, will raise awareness about CSA's programs and successes. Print advertising in local newspapers, magazines, community bulletins, posters, and public flyers will increase visibility. Concurrently, CSA's social media strategy will involve regular updates and engaging content tailored for platforms like Facebook, X, Instagram, and LinkedIn. Social media campaigns, live Q&A sessions, and a well-planned content calendar will foster continuous engagement with the community. Additionally, organizing community events such as information sessions, workshops, health and wellness fairs, and provider expos will provide direct interaction opportunities. At the same time, participation in monthly school board meetings will facilitate updates and collaboration with school officials and parents.

Building partnerships is another crucial aspect of CSA's outreach strategy. Collaborations with local community organizations, nonprofits, healthcare providers, businesses, and faith-based organizations will help extend the reach of CSA's services. These partnerships will enable co-hosting of events and campaigns, provide training and resources, and leverage existing community networks. Furthermore, CSA can establish community advisory boards and utilize surveys and feedback forms to continuously gather input and refine their strategies. Through these combined efforts, CSA aims to create a comprehensive communication and outreach plan that effectively engages the community, raises awareness, and ensures that children and families can access the necessary support and resources.

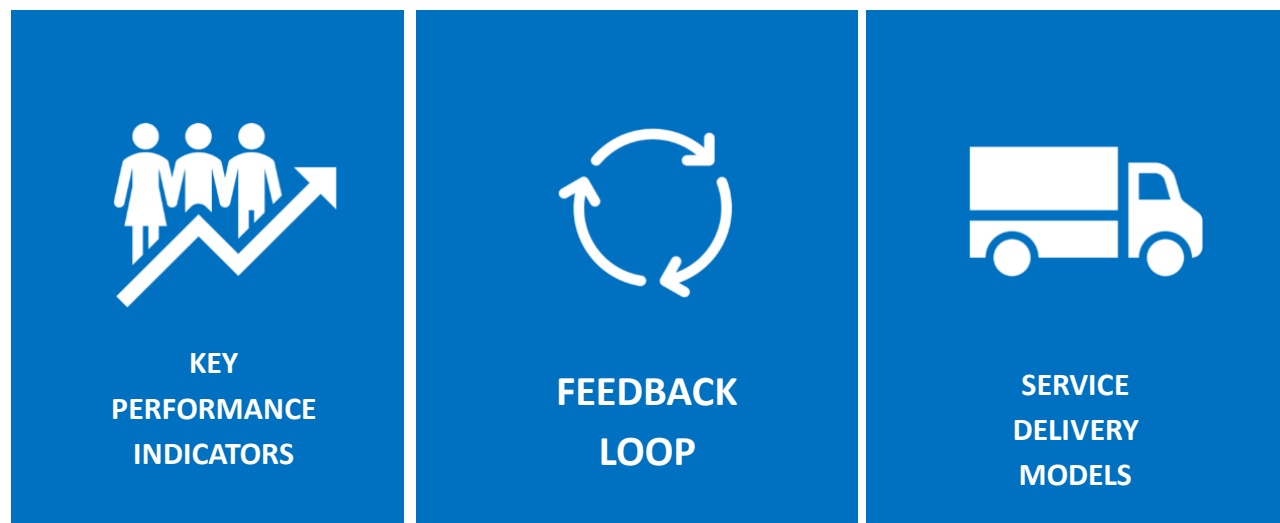
MEASUREMENT AND EVALUATION

CSA plans to measure the effectiveness and impact of its programs and services through a well-defined set of key performance indicators (KPIs), robust data collection methods, and comprehensive evaluation frameworks. Key performance indicators will include metrics such as the number of children and families served, service utilization rates, client satisfaction levels, and measurable improvements in child health and well-being. Data collection will involve quantitative methods, such as surveys and service usage statistics, and qualitative approaches, including interviews and focus groups with service recipients and providers. The evaluation framework will integrate this data to assess the outcomes and effectiveness of each program, identifying areas for improvement and success stories to build on. By establishing clear KPIs and a thorough evaluation process, CSA aims to ensure its programs are meeting the community's needs effectively and efficiently.

To maintain a high level of service quality and relevance, CSA will implement a continuous feedback loop involving regular input from both service providers and program participants. Regular meetings, surveys, and feedback forms will facilitate this ongoing dialogue, allowing CSA to adapt and refine its services based on real-world experiences and needs.

Additionally, CSA will support its providers by offering a structured framework for Service Delivery Models (SDMs), ensuring consistent and high-quality service across all programs. This framework will provide guidelines on best practices, standard operating procedures, and performance benchmarks, helping providers deliver optimal care and support to children and families. By fostering a culture of continuous improvement and support, CSA aims to enhance the overall impact of its services and ensure they are responsive to the community's evolving needs. The figure below outlines the three major components of measurement and evaluation.

Figure 2. Key Components of Measurement and Evaluation





CONCLUSION AND FUTURE OUTLOOK

CSA is dedicated to enhancing the quality of life for children and families in Broward County by fostering collaborative and efficient care. Implementing its strategic plan and future initiatives is crucial. It aims to incorporate enrichment and innovative programs to ensure sustained progress and adaptation to evolving needs.

The Children's Services Board will support a diverse and knowledgeable board, schedule presentations from stakeholders, and implement the bundled intervention concept. Participation in training through the Broward Learning Collaborative will be encouraged, and data systems will be increasingly utilized to streamline processes. Efforts will also be made to attract new providers to engage with the Community Partnerships Division. Regarding funding, CSA aims to protect dedicated general funds, reinvest unused funds into innovation, and request additional funds from local, state, and federal sources to expand services. They will explore the Planning vs. Implementation Grant Concept, adapting the Grantsmanship Center Model to develop community action plans through planning grants and achieve problem-solving changes through implementation grants. The strategic plan will be regularly reviewed and updated to ensure it remains effective and responsive to the community's needs. In doing so, CSA upholds its mission to promote the well-being, safety, and healthy development of Broward County's children and families.