

COMMUNITY SERVICES DEPARTMENT
STRATEGIC PLAN
2018–2023





We are pleased to present the 2018–2023 Strategic Plan for the Palm Beach County Community Services Department. Over the past eighteen months, we have worked diligently to seek input from our consumers, employees and community partners in order to develop the most comprehensive plan possible.

We would like to thank all of the advisory board members, volunteers, community partners and other stakeholders who supported the department throughout this process. Special thanks to the Community Services staff for their dedication and commitment to serving our residents in need.

We look forward to the meaningful work ahead, as we continue to strengthen families, transform communities and positively impact the lives of our fellow residents.

James Green

Director

Community Services Department

OUR MISSION

To promote independence and enhance the quality of life in Palm Beach County by providing effective and essential services to residents in need.

OUR VALUES

Respect
Equity
Compassion
Integrity
Professionalism
Empowerment

OUR VISION

A community where all residents of Palm Beach County have the resources and opportunities to achieve their full potential.

Summary

The Community Services Department (CSD) began efforts to develop a strategic plan at the beginning of 2017. Data was collected throughout an 18-month time frame. Data collection strategies included interviews with internal staff and key stakeholders; surveys with clients, internal staff, and advisory board members; SWOT analysis with each CSD division/program and with HHS providers; and focus groups with target populations including the Homeless, Veterans and Seniors. Additionally, external data sources were reviewed including local HHS needs assessments, population demographic data, etc. Themes emerged from the data collected and analyzed.

Timeline



2017

JANUARY–JUNE

- OLA Assessment
- CSD Staff Interviews



2017

JULY–DECEMBER

- CSD SWOT Analysis
- Senior Needs Assessment
- Senior, Homeless and Veteran Focus Groups



2018

JANUARY–JUNE

- CSD Advisory Board & Alliance Survey
- Key Stakeholder Interviews
- Community Partners SWOT Analysis

COMMON THEMES:

Advisory board quality and integrity

Collaboration

Communication

Consolidation

Community Input

Coordination

Data Driven Processes

Ensure Staff Input

Educational Opportunities

Increase Resources

Increase Staff Capacity

Marketing & Outreach

Policy Considerations

Resource Allocations

Reviewer Capacity

Service Capacity

Service Delivery

Staff Capacity

Staff Development

Staff Retention

Strategic Planning

Technological Enhancements

CLIENT

SERVICE GAPS:

- 1) Affordable Housing**
- 2) Employment**
- 3) Healthcare, non SUD/MH
(Substance Use Disorder/
Mental Health)**

**CLIENT SERVICE
NEEDS TO BECOME
SELF-SUFFICIENT:**

- 1) Employment**
- 2) Affordable
Housing**

**SENIOR'S
SERVICES
PRIORITIES:**

- 1) Food**
- 2) Housing**
- 3) Health**

COMMON THEMES

Interviews, SWOT & Assessments

 **HEALTH AND HUMAN SERVICES
SYSTEM PERFORMANCE**

 **GOVERNANCE, PROGRAM PERFORMANCE
AND FISCAL ACCOUNTABILITY**

 **ORGANIZATIONAL CULTURE
AND TALENT DEVELOPMENT**

 **STRATEGIC
COLLABORATIONS**

**VETERAN
FOCUS
GROUP
SERVICE
PRIORITIES**

- 1) Affordable Housing
- 2) Healthcare (to include mental health)
- 3) Employment

**HOMELESS
FOCUS
GROUP
SERVICE
PRIORITIES**

(excluding housing)

- 1) Financial Management
- 2) Healthcare
- 3) Transportation

COMMUNITY SERVICES DEPARTMENT
STRATEGIC PLAN 2018-2021

Strategic Themes	HEALTH AND HUMAN SERVICES SYSTEM PERFORMANCE	GOVERNANCE, PROGRAM PERFORMANCE AND FISCAL ACCOUNTABILITY
Short-Term Objectives	Increase access and effectiveness of services offered within the health and human services system of care	Increase efficiency, transparency, accountability and effectiveness of CSD programs and services
Initiatives	<ul style="list-style-type: none"> • Reconfigure Citizens Advisory Committee seats to ensure all sectors are represented and to improve connection between Birth to 22 system of care • Conduct an assessment on the community’s leadership within various sectors and align indicators and the departments’ funding and services to fill critical gaps • Review CSD’s internal policies and institutional practices that prevent access to services and develop recommendations for improvement • Work with organizations from various sectors to review and align policies and practices within and across systems to improve access and increase outcomes for targeted residents • Strategically connect with other continuum of cares and community coalitions within the county to leverage resources and maximize effectiveness and efficiency of the health and human services system of care • Develop policy recommendations and a comprehensive plan to reduce poverty in Palm Beach County • Provide effective and efficient services and support to families before, during and after an emergency and/or natural disaster 	<ul style="list-style-type: none"> • Publish action plans for each division, program and section • Provide annual training and reports to advisory boards, provider network and the Board of County Commissioners to increase transparency and awareness • Improve the department’s ability to automate reports and calculate ROI for program activities and outcomes • Develop and implement customer services surveys for each program and division and continuously report its results at the annual meeting • Provide optimum business, financial, contractual, compliance, strategic and board agenda support to the CSD programs, divisions and funded agencies • Develop logic models for each of CSD’s programs and divisions and align with performance objectives • Develop and implement a process to improve internal and external audits for all programs and divisions • Develop and Implement the GIS, PTS and KPI tools • Participate in the Pathways to Excellence Self Study (or Malcolm Baldrige) and achieve satisfactory or excellent rating

LONG-TERM OUTCOMES

Improve financial stability and economic mobility for households serviced by CSD

Improve access to affordable housing and shelter for people experiencing or at risk of homelessness

ORGANIZATIONAL CULTURE AND TALENT DEVELOPMENT

STRATEGIC COLLABORATIONS

Develop employees and improve the organization's culture

Increase community engagement and leverage partnerships & agencies

- Develop an emerging leaders program to cultivate talent within the department
- Develop online orientation program for new hires within the department
- Increase professional development opportunities for employees including trainings in racial equity, trauma, Six Sigma and ROMA
- Conduct quarterly conference calls with all employees within the department to solicit feedback and improve interdepartmental communication
- Conduct quarterly Coffee Chats with the department director
- Create an anonymous employee feedback link on the intranet to solicit feedback from employees
- Develop individualized training plans as well as growth plans for each employee
- Assess organization culture utilizing the OLA assessment periodically

- Develop MOUs with agencies not funded by the department to fill critical gaps within the system of care
- Increase volunteer, advocacy and community engagement efforts
- Develop an awareness campaign via marketing materials, newsletters, video, email, social media, television, website, billboards and other channels
- Increase engagement with municipalities, businesses, NGOs and faith-based entities

NOTE: This is an abbreviated version of the CSD Strategic Plan. The objectives, initiatives and outcome measurements are outlined in the extended version of strategic plan. In addition, long-term outcomes are not intended to be directly aligned with objectives but are derived from overall planning.

Improve access to Health and Human Services for vulnerable populations

Strengthen community engagement and partnerships

Participants

We greatly appreciate all of the individuals that offered insight into the future direction of the CSD:

AGENCIES

211 Palm Beach Treasure Coast
Adopt-A-Family of the Palm Beaches, Inc.
Aid to Victims of Domestic Abuse, Inc. (AVDA)
Alleghany Franciscan Foundation
Alzheimer's Community Care, Inc.
American Association of Caregiving Youth (AACY)
Area Agency on Aging of Palm Beach/Treasure Coast, Inc
CareerSource
Children Services Council Palm Beach County
Children's Home Society of Florida
Children's Place at Home Safe, Inc.
City of West Palm Beach
Coalition for Independent Living Options, Inc. (CILO)
Community Foundation of PB & Martin Co.
Department of Children and Families
Drug Abuse Foundation of Palm Beach County, Inc.
Drug Abuse Treatment Association, Inc. (DATA)
El Sol JNRC, Inc.
Families First of Palm Beach County
Farmworker Coordinating Council of Palm Beach County, Inc.
Father Flanagan's d/b/a Boys Town South Florida
Florida Health Department Palm Beach County
For the Children Inc.
Gulfstream Goodwill Industries, Inc.
Habilitation Center for the Handicapped, Inc.
Health Council of Southeast Florida
Healthcare District Palm Beach County
Homeless Coalition of Palm Beach County

Housing Partnership, Inc.
Jeff Industries, Inc.
League of Cities
Legal Aid Society of Palm Beach County, Inc.
Mental Health Association
Palm Beach County Food Bank
Palm Beach County School District
Palm Beach County Sheriff's Office
Palm Beach Habilitation Center, Inc.
Palm Healthcare Foundation
Parent-Child Center, Inc.
Pathways to Prosperity, Inc.
Quantum Foundation
Ruth & Norman Rales Jewish Family Services, Inc.
Seagull Industries for the Disabled, Inc.
South County Mental Health Center, Inc.
Southeast Florida Behavioral Health Network (SEFBHN)
The Mae Volen Senior Center, Inc.
The ARC of Palm Beach County, Inc.
The ARC of the Glades, Inc.
The Glades Initiative, Inc.
The Jerome Golden Center for Behavioral Health, Inc.
The Lord's Place, Inc.
The Salvation Army Center of Hope
The Young Women's Christian Assoc. of Palm Beach County
Unicorn Foundation
United Community Options
United Way Palm Beach County
Veterans Affairs
United Way of Palm Beach County, Inc.

ADVISORY BOARD & ALLIANCE

PBC HIV CARE Council
Homeless Advisory Board
Citizens Advisory Committee on Health and Human Services
Community Action Advisory Board
Farmworker Program Advisory Board
Homeless and Housing Alliance Committee
Palm Beach County Departments
Administration
Public Safety Department
Palm Tran
Youth Services Department
Purchasing Department
Housing & Economic Sustainability
Office of Community Revitalization
Criminal Justice Commission
Parks and Rec Department
Palm Beach County Library System

Questions? Contact CSD Public Information Officer at (561) 355-4501.



Palm Beach County
Board of County Commissioners



www.pbcgov.com/communityservices