



MISSION - It is our mission to protect children, strengthen families and change lives through the prevention of child abuse and the operation and management of a comprehensive, integrated, community-based System of Care for abused, abandoned and neglected children and their families.

**PROTECTING CHILDREN,
STRENGTHENING FAMILIES,
CHANGING LIVES.**

VISION - It is the vision of Brevard Family Partnership and its stakeholders to manage a child welfare system committed to the following:

- The safety of children will be the foremost concern, at all times;
- Permanency issues will be resolved in accordance with a child's sense of time;
- Services are customized to meet the unique needs of each child and family and are provided by a comprehensive, community-based network of providers who are dedicated to delivering a family-centered, customized, need driven, responsive service delivery system;
- Resources will be efficiently and effectively managed to achieve better outcomes for children with the ultimate goal being child safety and permanency within a twelve-month timeframe;
- Financial support will be available from diverse federal, state and local sources and flexibly managed at the local level to meet child and family needs in a timely and appropriate manner; and
- The system will be able to collect and use data to accurately forecast what services and supports are needed, at what level of intensity and duration, and at what cost to achieve desired outcomes for each child and family in need.

VALUES - Our System of Care is family-centered, strength-based and community driven. We believe that all children have the inalienable right to grow up safe, healthy and fulfilled in families that love and nurture them.



Brevard Family Partnership Strategic Plan 2017 to 2021

I. EXECUTIVE SUMMARY

For over a decade, Brevard Family Partnership (BFP) has been the primary agency providing child abuse prevention and child welfare services in Brevard County, Florida. This is accomplished with a dedicated, volunteer Board of Directors, a professional staff, and a wide array of community partners. The organization adheres to high standards, has implemented evidence-based programs, and has been recognized nationally for best practices. At the same time, they are committed to flexible, individualized care to meet the specific needs of each unique family.

The purpose of this document is to articulate the strategies that Brevard Family Partnership will implement over the next five years to meet their objectives and fulfill their goals. The following plan outlines strategies based on the organization's nine overarching goals and objectives. There are five goals and objectives that address the child welfare programs and services that BFP offers to the community. In addition, there are four goals that direct the operations of the organization that are essential to delivering these services to the community.

This is the second strategic plan for the organization. The goals and objectives from the first plan remain unchanged. Several strategies from the original plan have been completed and removed, many will continue as on-going strategies, and a few are new. Staff members added some strategies, knowing what was on the horizon or additions were based on new mandates or contractual requirements. Others are new and different, coming from the creative ideas of board members.

It is interesting to note that some of BFP's goals can only be accomplished through the work of others. Both prevention services and case management, two significant functions of the organization, are sub-contracted to subsidiary agencies. However, it is a testament to the collaborative system of care that BFP and their partners have created when it is recognized that all parties are working together on a common set of goals and objectives that have been defined and refined by the whole community.

The plan is comprehensive and robust considering that the agency is re-organizing and transitioning to a new case management agency. With this in mind, the board and staff have identified a smaller list of strategic priorities and will focus their attention on these during the first year of the plan. The priorities are listed in the attached chart and will be reviewed by the board members at their meetings throughout the year.

A. STRATEGIC PRIORITIES FOR PROGRAM/SERVICE GOALS

GOAL	OBJECTIVE	STRATEGIC PRIORITY
<p>Prevention: Build an aggressive, front-end prevention and diversion program</p>	<p>Expand prevention services to divert children from case management and out-of-home care</p>	<ul style="list-style-type: none"> • Ensure Wraparound FTC occurs with all families in NJIS • Expand outreach to target groups that work with children and families at risk • Expand services as much as funding allows to: <ul style="list-style-type: none"> ○ Relative and non-relative caregiver families including GRG ○ Post- adoptive families ○ Families with children in the juvenile justice system ○ Increase services and support to post adoptive families
<p>Family Preservation: Protect children while strengthening families</p>	<p>Customize services to meet the unique needs of each child and family</p>	<ul style="list-style-type: none"> • Implement Pathways to Permanency and Well-Being initiative including: <ul style="list-style-type: none"> ○ Trauma sensitive approaches ○ Promoting family stability ○ Fostering linkages to community resources and supports • Increase the number of children and families participating in Family Team Conferencing • Seek to implement Substance Abuse coaches for families with a Significant SA history
<p>Independent Living: Address the special needs of young adults in care and exiting care</p>	<p>Create a comprehensive support system for teens and young adults to achieve independence</p>	<ul style="list-style-type: none"> • Increase the number of youth exiting care who have secured housing and that are employed and/or continuing their education • Fully implement and integrate BYT across the continuum of care • Expand and formalize the purpose and mission of the YAC • Incorporate a Youth Liaison position into the dependency system.
<p>Out of Home Care: Optimize placement options for children close to home, school, and community</p>	<p>Recruit, train, and retain foster families and group homes, and set performance standards for all out-of-home placements</p>	<ul style="list-style-type: none"> • Recruit, train, and support 65 new foster families for: <ul style="list-style-type: none"> ○ Teenagers (25 homes) ○ Children ages 0-10 (20 homes) ○ Sibling Groups (10 homes) ○ Therapeutic Homes (10 homes)
<p>Adoption: Find permanent homes for children in a timely manner</p>	<p>Identify adoptive families that can meet the specialized needs of the children currently in care</p>	<ul style="list-style-type: none"> • Increase the number of children reaching permanency within twelve months. • Identify and set annual target for adoption of legacy youth and children

B. STRATEGIC PRIORITIES FOR ORGANIZATIONAL GOALS

GOAL	OBJECTIVE	STRATEGIC PRIORITY
<p>Case Management: Promote stability and preserve institutional knowledge using a single case management model with team support</p>	<p>Monitor caseloads, performance, and turnover to safeguard continuity of care</p>	<ul style="list-style-type: none"> • Complete transition to new Case Management Agency and stabilize system of care • Increase satisfaction with case management by increasing responsiveness to families and stakeholders • Improve DCF scorecard performance measures
<p>Provider Network: Operate and manage a comprehensive, community-based system of care for abused, abandoned, and neglected children and their families</p>	<p>Make sure that services, providers, and facility locations meet the individualized needs of children and families</p>	<ul style="list-style-type: none"> • Survey consumers to obtain feedback on services used and needed
<p>Partnerships/ Resources: Facilitate collaborations and partnerships to meet the unique needs of the families served in the community</p>	<p>Prepare a community awareness and outreach program to increase public involvement and investment in child safety</p>	<ul style="list-style-type: none"> • Continue volunteer outreach efforts to targeted audiences
<p>Quality Assurance: Collect and use data and research to forecast needs and to improve services</p>	<p>Maintain strong emphasis on evidence based practices and performance measures for QA/QI</p>	<ul style="list-style-type: none"> • Investigate apps, twitter, social media, and other technology options to disseminate information and engage stakeholders and families

II. AUTHORIZATION

The Brevard Family Partnership governance policies include a procedure for short and long term strategic planning. The BFP Board holds a retreat each year in conjunction with their annual meeting to review the goals, objectives, and accomplishments of the previous year. They hear reports from various operating divisions of the organization and evaluate program statistics and trends as well as information gathered through surveys and from stakeholder meetings.

Based on this review and self-assessment, new priorities are identified to address organizational goals and objectives. The full strategic plan is reviewed and updated every five years. The work of the board is captured in the strategic plan document, presented to the board for their approval, and posted on the website for review by the public.

III. MISSION AND VISION

Mission: The mission of the organization is well-known and easily recognized by staff and volunteers, agency partners, and the community in its abbreviated form which appears in the agency logo and is used prominently in print and web media:

Brevard Family Partnership Protecting Children, Strengthening Families, Changing Lives

The full mission statement explains what the organization does, how it is done, and who the organization is intended to serve. When presented with the agency name, it also explains where.

WHERE	Brevard...
WHAT	Family Partnership. To protect children, strengthen families, and change lives...
HOW	...through the prevention of child abuse and the operation and management of a comprehensive, integrated, community-based System of Care...
WHO	...for abused, abandoned, and neglected children and their families.

Vision: The Brevard community envisioned a system of care that is the foundation of the organization that exists today. The written vision is based on the community's collective effort to define what they believed would be best for the children in their county.

It is the vision of Brevard Family Partnership and its stakeholders to manage a child welfare system committed to the following:

- **The safety of children will be the foremost concern, at all times;**
- **Permanency issues will be resolved in accordance with a child's sense of time;**
- **Services are customized to meet the unique needs of each child and family and are provided by a comprehensive, community-based network of providers who are dedicated to delivering a family-centered, customized, need driven, responsive service delivery system;**
- **Resources will be efficiently and effectively managed to achieve better outcomes for children with the ultimate goal being child safety and permanency within a twelve-month timeframe;**
- **Financial support will be available from diverse federal, state and local sources and flexibly managed at the local level to meet child and family needs in a timely and appropriate manner; and**
- **The system will be able to collect and use data to accurately forecast what services and supports are needed, at what level of intensity and duration, and at what cost to achieve desired outcomes for each child and family in need.**

IV. ORGANIZATIONAL PROFILE AND HISTORY

A. BRIEF HISTORY

The Florida Legislature mandated the transition of child welfare services from the Department of Children and Families (DCF) to community based care in 1998. DCF started the process by forming transition task force groups in each DCF district. The Brevard community formed its own task force and worked together to get permission from the state to establish the county as a separate service area. The statewide conversion took several years and, in 2005, Brevard was the last area in the state to shift to community based care.

In the interim years, Together in Partnership, a dedicated group of volunteers from government, service agencies, and the public, worked together to map and understand the existing system of care and to establish a framework for the development of a local system of care. Their model included a commitment to front end prevention to keep families from entering the formal child welfare system, a single case management model with low caseloads for continuity of care, and family team conferencing to develop individualized case plans offering more focused and specialized services to families. All the guiding principles established by Together in Partnership are a part of Brevard Family Partnership's current system of care which is family-centered, strength-based and community-driven. The organization has been operating successfully for twelve years.

B. PROGRAM AND SERVICES

Brevard Family Partnership manages the local child welfare system for Brevard County's children and families. BFP has developed a seamless continuum of care that provides an array of services for families to prevent the removal of their children, to support the smooth transition of children back to their family after reunification, and to support newly formed families following adoption. The services within the system of care are family-centered and responsive to the unique needs of families as well as delivered close to home and in the local community whenever possible. Primary services in the continuum of care include:

- **Brevard C.A.R.E.S. Prevention Program:** Brevard C.A.R.E.S. is a prevention and diversion program that includes Coordination, Advocacy, Resources, Education, and Support for families at risk of child abuse, abandonment, and neglect. It is a community-based, voluntary program that uses Wraparound Family Team Conferencing to engage and serve participating families. The success of this program is due to the proactive participation of the families in need. These families openly engage in this strength-based program, building upon the successes and skills within their family unit.
- **Foster Care, Adoption and Kinship Care Programs:** Brevard Family Partnership manages foster care and adoption services for youth who have been removed from their homes due to abuse, neglect, and/or abandonment. Hundreds of children are removed from their homes each year due to abuse, abandonment, or neglect. These children represent all races and ethnicities and range in age from birth to teens. While most of these children will return home to their parents, many still will become available for adoption. Brevard Family Partnership provides support for relative and non-relative caregivers (Kinship Care) as well as foster and adoptive parents.

- Independent Living: BFP offers independent living services to youth and young adults in the foster care system. These services prepare them for adulthood and life after foster care. It is a requirement that those young adults aging-out of the system (turning 18 years without returning to the care of their parents or being adopted) have the basic life skills to function successfully on their own. Once a young adult ages out of the foster care system, and if certain requirements are met, available services include transportation and housing assistance, emotional support, and financial assistance.

C. SERVICE POPULATION

Brevard Family Partnership and its community partners provide child abuse prevention, foster care and support, adoption, independent living, and community outreach services for the children and families of Brevard County.

V. ORGANIZATIONAL MANDATES

Brevard Family Partnership is governed by Florida Statute Chapter 409, Part V, Community-Based Child Welfare; and Chapter 39 Florida Statute, Parts I – XII, Proceedings Relating to Children. Chapter 409 F.S. mandates that the Department of Children and Families provide child protection and child welfare services by contracting with community-based care lead agencies. Community-based lead agencies like BFP are required to give priority to the use of services that are evidence-based and trauma-informed. The intent of the law is to recognize that communities have responsibility for and can participate in ensuring safety, permanence, and well-being for all children in the state. The law includes the following outcomes:

- Children are first and foremost protected from abuse and neglect.
- Children are safely maintained in their homes, if possible and appropriate.
- Services are provided to protect children and prevent their removal from their home.
- Children have permanency and stability in their living arrangements.
- Family relationships and connections are preserved for children.
- Families have enhanced capacity to provide for their children’s needs.
- Children receive appropriate services to meet their educational needs.
- Children receive services to meet their physical and mental health needs.
- Children develop the capacity for independent living and competence as an adult.

VI. ISSUES AND CHALLENGES

From its inception, Brevard Family Partnership consistently ranked as one of the highest performing community based care organizations in the state. This only changed in recent years when the organization experienced a series of internal and external changes. Some were planned and some were unforeseen.

At the same time the organization was transitioning to a new case management agency, state mandates were changing, imposing new requirements. In addition, the economic downturn increased the number of families under stress and needing services or entering the child welfare system. This combination of events forced BFP to allow the case management agency to reduce the spectrum of care and divert resources to managing the increased caseload.

During the strategic planning retreat, the board revisited the top three priorities identified in the first strategic plan completed in 2013. While two of them were successfully implemented and completed, it was agreed that the organization might need to consider a new direction to accomplish their third priority: *Increase case management agency commitment to BFP’s system of care practices, values, and performance standards at every level from leadership to front line staff.*

Over the next few months following the strategic planning retreat, the board made a decision to bring case management under local control so the organization could return to the community’s core values and guiding principles. This will be a significant transition and will require the full attention of the organization’s leadership team.

Following an analysis of the most recent reports, documents, and surveys, the following themes were identified across all nine goals and provide an outline for opportunities.

Outreach	Communication with the public to provide general information
Communication	Communication with stakeholders to improve services
Connections	Build relationships for children and youth
Support	Develop support systems for families
Schools	Provide educational support for school age children
Technology	Use social media and other technology for communication

VII. STRATEGIC PLANNING PROCESS

Preparation for the strategic planning retreat included an in-depth review of documents including new state and federal mandates, contracts and funding requirements, statistical reports, and provider and consumer survey data. The staff prepared a report and presentation reviewing organizational operations as they related to the strategic plan goals, focusing on the board’s top three priorities.

The board of directors participated in a full-day strategic planning retreat on January 26, 2017. The retreat provides an opportunity for the board to celebrate the successes of the past and to look forward to new and expanded opportunities for the future. With the extra time available in a retreat setting the board has time for an in-depth review of goals, accomplishments, and challenges.

VIII. STRATEGIC GOALS AND OBJECTIVES

PROGRAM / SERVICE GOALS

PREVENTION - Build an aggressive, front-end prevention and diversion program

Objective: Expand prevention services to divert children from case management and out-of-home care

Strategic Priorities:

- Ensure Wraparound FTC occurs with all families in NJIS
- Expand outreach to target groups that work with children and families at risk
- Expand services as much as funding allows to:
 - Relative and non-relative caregiver families including GRG
 - Post- adoptive families
 - Families with children in the juvenile justice system
 - Increase services and support to post adoptive families

Strategies:

- Enhance supports to non-judicial cases to prevent families from entering deeper into the system
- Support relative and non-relative caregivers to maintain stable homes and to prevent disruption
- Use Brevard C.A.R.E.S. and other best practices for post-adoption support to prevent dissolution
- Promote Brevard C.A.R.E.S., mobile response, and other prevention services to:
 - Child Protective Investigation staff
 - Medical/hospital community
 - Professionals working with children who are required to report abuse
- Increase community outreach, awareness, and understanding of Brevard C.A.R.E.S., mobile response, and other prevention services

FAMILY PRESERVATION – Protect children while strengthening families

Objective: Customize services to meet the unique needs of each child and family

Strategic Priorities:

- Implement Pathways to Permanency and Well-Being initiative including:
 - Trauma sensitive approaches
 - Promoting family stability
 - Fostering linkages to community resources and supports
- Increase the number of children and families participating in Family Team Conferencing
- Seek to implement Substance Abuse coaches for families with a Significant SA history

Strategies:

- Engage more families in Family Team Conferencing, High Fidelity Wraparound, and Strength Discovery
- Strengthen relationships with partners and the courts to increase Family Team Conferencing and Strength Discovery for dependency cases
- Reinvigorate Family Finders strategy to ensure children have connections while in care
- Focus attention on development of additional natural and informal support systems
- Expand mentoring programs for families using parent peers or past successful consumers

INDEPENDENT LIVING – Address the special needs of young adults in care and exiting care

Objective: Create a comprehensive support system for teens and young adults to achieve independence

Strategic Priorities:

- Increase the number of youth exiting care who have secured housing and that are employed and/or continuing their education.
- Fully implement and integrate BYT across the continuum of care.
- Expand and formalize the purpose and mission of the YAC.
- Incorporate a Youth Liaison position into the dependency system.

Strategies:

- Begin independent living transition plan for targeted youth in early teen years
- Explore local mentoring programs and potential for partnerships to support youth in transition
- Investigate and maintain a database of transitional and affordable housing options
- Engage schools and increase the number of youth receiving high school diplomas or GEDs
- Involve youth, foster families, guidance counselors, others in Family Team Conferencing to develop transition plans
- Collaborate with community groups for transition support, household basics, career counseling, family planning, and other transitional needs
- Use social media to share information with youth planning for transition

OUT OF HOME CARE – Optimize placement options for children close to home, school, and community

Objective: Recruit, train, and retain foster families and group homes, and set performance standards for all out-of-home placements

Strategic Priorities:

- Recruit, train, and support 65 new foster families for:
 - Teenagers (25 homes)
 - Children ages 0-10 (20 homes)
 - Sibling Groups (10 homes)
 - Therapeutic Homes (10 homes)

Strategies:

- Build capacity to work with children coming into care with increasingly complex issues
- Manage smoother transitions for children through effective case planning
- Expand the Quality Parenting Initiative to focus on normalcy, positive youth development, and trauma informed care principles
- Ensure that children in care have regularly scheduled visits with parents, siblings, and other family members.

ADOPTION – Find permanent homes for children in a timely manner

Objective: Identify adoptive families that can meet the specialized needs of the children currently in care

Strategic Priorities:

- Increase the number of children reaching permanency within twelve months.
- Identify and set annual target for adoption of legacy youth and children

Strategies:

- Develop new strategies to promote children available for adoption
- Ensure that up-to-date information on all children is available through the Heart Gallery
- Increase outreach strategies to targeted populations in the community
- Develop strategies to find adoptive homes for children in care beyond twelve months
- Explore and evaluate additional pre- and post-adoption support and services
- Ensure potential adoptive families understand the resources and support available after adoption

ORGANIZATIONAL GOALS

CASE MANAGEMENT – Promote stability and preserve institutional knowledge using a single case management model with team support

Objective: Monitor caseloads, performance, and turnover to safeguard continuity of care

Strategic Priorities:

- Complete transition to new Case Management Agency and stabilize system of care
- Increase satisfaction with case management by increasing responsiveness to families and stakeholders
- Improve DCF scorecard performance measures

Strategies:

- Increase case management staff commitment to system of care practices, values, and performance standards
- Identify opportunities for CPI/DCM staff communication, training, and other interactions to facilitate coordination
- Increase training on SDMM for case management staff
- Improve continuity of care by reducing staff turnover
- Reduce caseloads to improve case outcomes

PROVIDER NETWORK – Operate and manage a comprehensive, community-based system of care for abused, abandoned, and neglected children and their families

Objective: Make sure that services, providers, and facility locations meet the individualized needs of children and families

Strategic Priorities:

- Survey consumers to obtain feedback on services used and needed

Strategies:

- Strategically expand Evidenced Based Practices into service delivery
- Train members of provider network re:
 - Wraparound
 - BYT and CSSP Promotive and Protective Factors of Trauma Informed Care PYD principles
 - Human trafficking
 - Prescription drug abuse interventions
- Continue annual needs/gaps assessment to see what services are lacking
- Survey consumers to obtain feedback on services used and needed
- Add new and specialized services based on survey results
- Communicate information about services and resources continuously
- Pursue new partnerships and develop plans to improve local substance abuse and mental health treatment, employment assistance, child care services, and transportation

PARTNERSHIPS/RESOURCES – Facilitate collaborations and partnerships to meet the unique needs of the families served in the community

Objective: Prepare a community awareness and outreach program to increase public involvement and investment in child safety

Strategic Priorities:

- Continue volunteer outreach efforts to targeted audiences

Strategies:

- Enhance communications through traditional and social media
- Craft a community message to explain the mission, vision, and needs of the system of care
- Train volunteer board members, staff, providers, foster parents, consumers, and youth as to give presentations
- Expand outreach to key sectors including schools, healthcare, law enforcement, first responders, businesses, employers, professional and civic groups, community organizations, and others
- Identify and target schools with highest BFP enrollments to improve educational outcomes and school transitions for children in care
- Increase and expand alternative forms of funding:
 - Maximize Medicaid billing
 - EBP Marketing for replication
- Present annual funding requests to local delegation / legislature

QUALITY ASSURANCE – Collect and use data and research to forecast needs and to improve services

Objective: Maintain strong emphasis on evidence based practices and performance measures for QA/QI

Strategic Priorities:

- Investigate apps, twitter, social media, and other technology options to disseminate information and engage stakeholders and families

Strategies:

- Optimize best practices/evidence based practices in the community to improve quality of services
- Fully implement and integrate new technology tools for improved data collection and tracking
- Ensure local, state, and national standards are met and/or exceeded including Council on Accreditation
- Increase dissemination of performance information at service center / care manager levels to drive performance improvement
- Develop performance incentives and recognition for case management staff
- Investigate apps and other social media options to disseminate information to stakeholders and families

IX. Resources

A. Brevard Family Partnership Staff SWOT Analysis – August, 2016

S	Strengths <ul style="list-style-type: none"> •Innovative approaches •Dedicated hard-working staff •Teamwork approach to managing workload / problems •Commitment to mission / family - focused •Experienced / stable leadership – seen as leaders among peers •Training / development opportunities •Collaborative / Diversified workforce •Flexible work environment that fosters creativity •Robust SOC with prevention and utilization management practices 	W	Weaknesses <ul style="list-style-type: none"> •Lack of financial resources / dependent on DCF \$ •Communication •Outdated / lack of technology / databases •Lack of cross-training among staff / staff silos •Limited opportunities for advancement •Lack of community awareness of BFP •Loss of positions with more workload / responsibility •Inability to compensate / offer financial incentives •Facility issues (physical space / conditions / multiple locations) •Unrealistic goals /expectations/requirements from DCF
O	Opportunities <ul style="list-style-type: none"> •Funding diversification and opportunities through NCFIE / C.A.R.E.S. replication / Federal Finance Reform / PSAM •Marketing / Outreach within Brevard community •Potential revenue by providing training to other CBCs / SOC (New Generation Pride) •Leverage best practices / technology from other CBCs ('Culture of Cooperation') / Explore group benefits •Improve Provider relationships for better service delivery •Create a volunteer program •Partnership with other agencies who serve same populations (DJJ, School system) •Engage foster parents / faith community to recruit FH 	T	Threats <ul style="list-style-type: none"> •Funding Reductions / DCF Contract (upcoming renewal) •Case Management (Single CMA Provider/ Turnover / Relationships) •Increase of children coming into / returning to OHC •Limited # of specialized / quality providers •Increased provider rates for OHC •Community growth / increase substance use •Lawsuits / increased Insurance costs / Bad Press •Impact of new Legislators •Recent changes at C.A.R.E.S. could increase children entering SOC

B. Agency Documents and Reports

SUBJECT AREA	RESOURCES
Agency Information	Brevard Family Partnership Weekly Operations Meeting reports Brevard Family Partnership Quarterly Contract and Scorecard Measures Trends Children's Bureau Child and Family Services Review FY 2015-2016 Stakeholder Satisfaction Survey DCF Contract Measures monthly reports Organizational Charts Lead Agency Response to Invitation to Negotiate Community Based Care of Brevard (dba) Brevard Family Partnership Network Training Plan
Prevention	Brevard CARES Strategic Plan Brevard CARES monthly data report
Family Preservation	Family Visitation monthly reports Recidivism rates
Independent Living	Brevard Youth Thrive Annual Report Principles of Trauma Informed Care
Out of Home Care	Brevard Family Partnership Foster Parent Recruitment Plan Entries vs. Discharges report
Adoption	Brevard Family Partnership FY 2016-17 Adoptions monthly report
Case Management	Case Management Contract Measures monthly report Case Management Mid-Year Performance Review
Provider Network	Dependency Utilization Management FY 15-16 Year End Summary
Partnerships/Resources	Brevard Family Partnership Financial Viability Plan monthly reports Brevard Family Partnership Statement of Revenues and Expenditures
Quality Assurance	Brevard Family Partnership PQI Plan Compliance Division department presentation

C. Analysis of Goals/Objectives/Strategies to Identify Common Themes

THEME: Outreach	Communication with the public to provide general information
Prevention	<ul style="list-style-type: none"> Expand community awareness and use of Brevard C.A.R.E.S., mobile response, and other prevention services Continue to develop former consumers as public speakers
Family Preservation	<ul style="list-style-type: none"> More outreach to educate the community about the unique services of BFP / C.A.R.E.S.
Adoption	<ul style="list-style-type: none"> Increase outreach strategies to engage different populations within our community (faith-based, LGTBQ, etc.) Develop new strategies to promote children available for adoption (Ensure Heart Gallery pictures are always current) Develop strategies to find adoptive homes for children in care 12-23 months
Partnership/Resources	<ul style="list-style-type: none"> Enhance communications through traditional and social media Craft a community message and train volunteer board members, staff, providers, foster parents, and youth as to give presentations Target outreach to key sectors including schools, healthcare, law enforcement, first responders, businesses, employers, and others Identify professional groups within the Brevard community to make presentations regarding our mission, vision, and needs as a system of care.

THEME: Communication	Communication with stakeholders to improve services
Prevention	<ul style="list-style-type: none"> Promote use of Brevard C.A.R.E.S., mobile response, and other prevention services by Child Protective Investigation staff Train targeted professionals working with children who need to report abuse how to access Brevard C.A.R.E.S., mobile response, and other prevention services as an alternative Increase community outreach, awareness, understanding of C.A.R.E.S. (engagement of medical / hospital community)
Family Preservation	<ul style="list-style-type: none"> Strengthen relationships with partners and the courts to increase Family Team Conferencing and Strength Discovery for dependency cases Streamline communications and scheduling to increase Family Team Conferencing participation
Provider Network	<ul style="list-style-type: none"> Communicate information about services and resources continuously Pursue new partnerships and develop plans to improve local substance abuse and mental health treatment, employment assistance, child care services, and transportation
THEME: Connections	Build relationships for children and youth
Prevention	
Family Preservation	<ul style="list-style-type: none"> Reinvigorate Family Finders strategy to ensure children have connections while in care Focus attention on development of additional natural and informal support systems Explore mentoring programs for families using parent peers or past successful consumers (<u>Increase efforts in this area</u>) Increase mentoring opportunities (Engage Take Stock in Children)
Independent Living	<ul style="list-style-type: none"> Collaborate with community agencies, civic groups, clubs, faith based organizations for transition support, mentoring, career counseling, family planning, and other resources for young adults to assist young adults with household basics and other transitional needs Investigate and maintain a database of transitional and affordable housing options
Out of Home Care	<ul style="list-style-type: none"> Identify and promote positive connections for children and youth in care
THEME: Support	Develop support systems for families
Prevention	<ul style="list-style-type: none"> Enhance supports to Non-Judicial cases to prevent families from entering deeper into the system Support Relatives and Non-Relatives Caregivers to maintain safe and stable homes (prevent disruption and abuse)
Family Preservation	<ul style="list-style-type: none"> Focus attention on development of additional natural and informal support systems Research best practices and explore opportunities for post-case support to decrease failed adoptions/adoption dissolution Explore mentoring programs for families using parent peers or past successful consumers (<u>Increase efforts in this area</u>) Increase mentoring opportunities (Engage Take Stock in Children)
Out of Home Care	<ul style="list-style-type: none"> Partner with the Department of Juvenile Justice to assist families and decrease the number of children transitioning to foster care Support Relatives and Non-Relatives Caregivers to maintain safe and stable homes (prevent disruption and abuse)
Adoption	<ul style="list-style-type: none"> Explore and evaluate additional pre- and post-adoption support and services Optimize use of Brevard CARES to support at-risk adoptive families Expand post-adoption support services Ensure potential adoptive families understand the supports will be available after adoption
Partnership/Resources	<ul style="list-style-type: none"> Communicate information about services and resources continuously

THEME: Schools	Provide educational support for school age children
Prevention	<ul style="list-style-type: none"> Explore options for Mobile Response Team response to school calls
Family Preservation	<ul style="list-style-type: none"> Increase mentoring opportunities (Engage Take Stock in Children)
Independent Living	<ul style="list-style-type: none"> Engage schools and increase the number of youth receiving high school diplomas or GEDs
Provider Network	<ul style="list-style-type: none"> Communicate information about services and resources continuously
Partnership/Resources	<ul style="list-style-type: none"> Identify and target schools with highest BFP enrollments to improve educational outcomes and school transitions for children in care
THEME: Technology	Use social media and other technology for communication
Independent Living	<ul style="list-style-type: none"> Investigate and maintain a database of transitional and affordable housing options Create an app for available services for youth transitioning out of care
Provider Network	<ul style="list-style-type: none"> Modernize technology associated with service delivery (services app from LA County)
Partnership/Resources	<ul style="list-style-type: none"> Enhance communications through social media
Quality Assurance	<ul style="list-style-type: none"> Fully implement and integrate new technology tools for improved data collection and tracking Use social media (twitter) to engage directly with Case Management staff

D. Brevard Family Partnership Family Support Services Comparison

