



COMMUNITY SERVICES DEPARTMENT

# STRATEGIC PLAN

## 2024–2029

### MISSION

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



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## Director's Message



**Dr. James Green**  
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We proudly present the 2024-2029 Strategic Plan for the Palm Beach County Community Services Department, which reflects our unwavering commitment to serving our community. Through a meticulous and inclusive process spanning eight months, we actively sought input from our consumers, employees, and community partners to develop a comprehensive plan that addresses the diverse needs of our residents.

We extend our heartfelt appreciation to the advisory board members, volunteers, community partners, and stakeholders who steadfastly supported our department throughout this journey. Their invaluable contributions have been instrumental in shaping this strategic plan and ensuring its relevance and effectiveness.

Furthermore, we express our deepest gratitude to the dedicated Community Services staff, whose unwavering commitment to serving our residents in need has been truly inspiring. Their passion, expertise, and hard work have laid the foundation for our Department's success.

Looking ahead, we are excited about the meaningful work that lies before us. Our focus remains on strengthening families, transforming communities, and making a positive impact on the lives of our fellow residents. With the support and collaboration of our stakeholders, we are confident that we will achieve our goals and continue to serve as a beacon of hope and assistance for the Palm Beach County community.

*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.

## Strategic Planning Developments

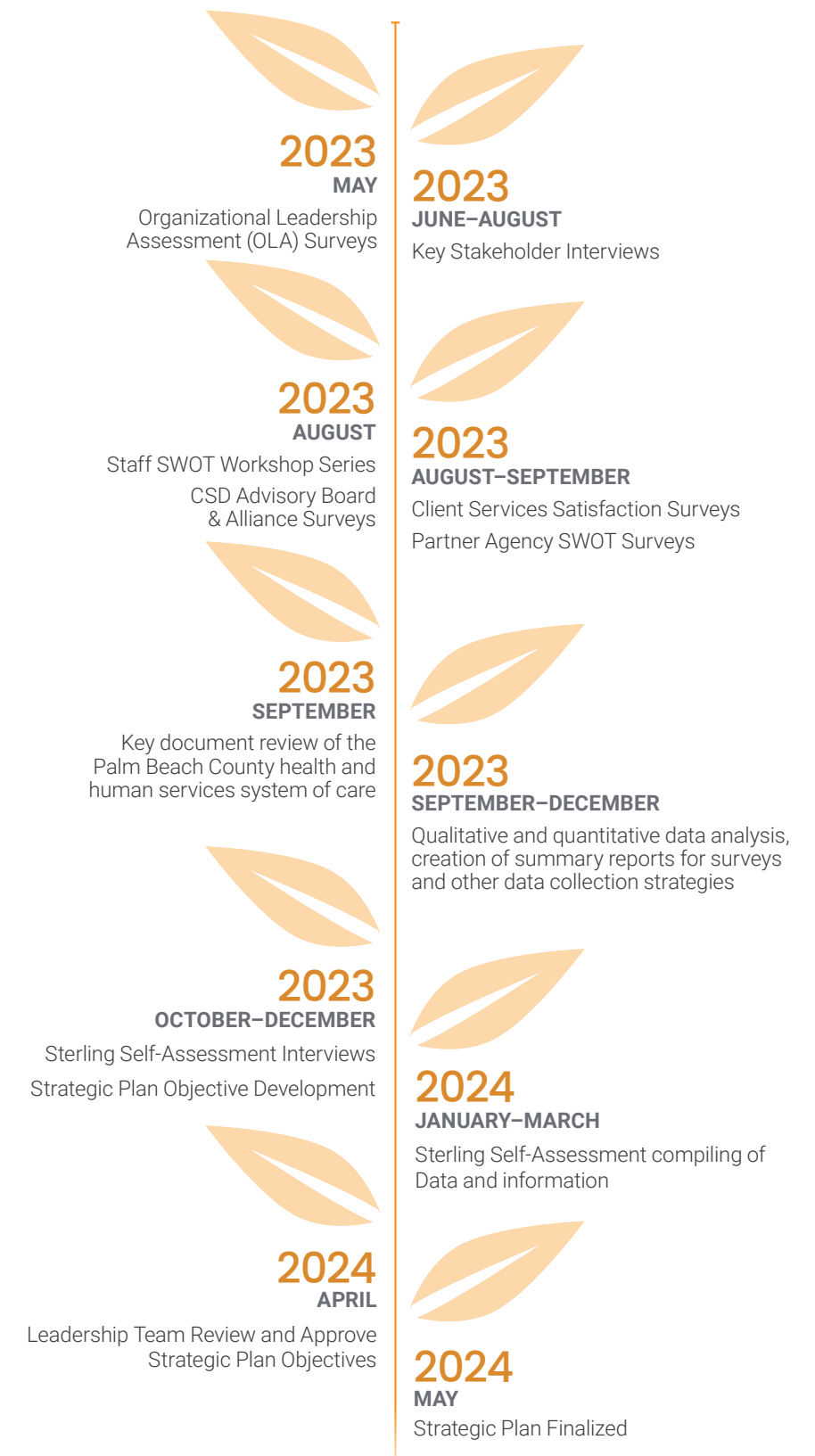
### Summary

The Community Services Department (CSD) began efforts to develop a new strategic plan in May 2023. Data was collected and analyzed throughout an eight-month time frame. Data collection strategies includes:

- Organizational Leadership Assessment (OLA) survey with CSD staff
- Staff Strengths, Weaknesses, Opportunities, and Threats (SWOT) workshops based on level of management
- Key stakeholder interviews with internal Palm Beach County department heads and external community partners
- CSD Client services satisfaction surveys
- Advisory and board alliance surveys
- Partner agency SWOT surveys
- Key document review of the Palm Beach County health and human services system of care
- Sterling Self-Assessment Interviews

Data was collected and analyzed using both quantitative and qualitative methods. Staff from across the Community Services Department participated in the strategic planning process, as well as partners from other Palm Beach County governmental agencies and community partners from across the County. The Strategic Plan will serve as a five-year roadmap for the Department in its mission to promote independence and enhance the quality of life in Palm Beach County by providing effective and essential services to residents in need.

### Timeline



## ORGANIZATIONAL LEADERSHIP ASSESSMENT (OLA)

- 🍃 The organizational health is at “limited health” level as staff believe this department as paternalistic (parental-led) characterized by minimal to moderate levels of trust and trustworthiness along with an underlying uncertainty
- 🍃 Highest scored key areas: “Value People” and “Build Community”
- 🍃 Lowest scored key areas: “Develop People” and “Displaying Authenticity”
- 🍃 Overall Job Satisfaction was considered “good” as staff believe to be making a contribution to the department and their job is important to its success

## STAFF SWOT SERIES

- 🍃 CSD has the ability to provide services to clients
- 🍃 Importance of improving communication within the department
- 🍃 Provide more staff training and development opportunities
- 🍃 Importance of technology for service delivery and efficiency

## BOARD/ALLIANCE SURVEY

- 🍃 A high level of satisfaction that CSD meets the needs of their board and its members
- 🍃 Majority respondents agree that CSD is achieving its mission
- 🍃 An opportunity to share more information with boards
- 🍃 Need to increase in public accessibility to services

## KEY STAKEHOLDER INTERVIEWS

- 🍃 Overall positive feedback of CSD effectiveness in working with the community to increase access to safety net services
- 🍃 CSD quality of services by using evidenced-based practices were considered positive
- 🍃 Majority positively rated the availability of resources as it relates to allocation of funding
- 🍃 There is an effectiveness in coordinating and working collaboratively with funders, nonprofits, and other government institutions

## CLIENT SERVICES SATISFACTION SURVEY

- 🍃 Clients were satisfied with services received in-person
- 🍃 Clients were satisfied with online experience
- 🍃 Clients believed their needs were met during their visit
- 🍃 Clients were satisfied with case management services

## PARTNER AGENCY SURVEYS

- 🍃 CSD has knowledgeable, helpful, and responsive staff
- 🍃 There is an open and transparent NOFO process
- 🍃 There is a need for more training due to challenging/complex reporting
- 🍃 A fair and transparent monitoring and contracting process

## KEY DOCUMENTS REVIEW

- 🍃 Need to maximize coordination, collaboration, and use of funds with strategic partners
- 🍃 Increase involvement and communication with the Transportation, Food & Hunger, and Safety & Justice sectors
- 🍃 Strong alignment with the Employment, Housing/Homelessness, and Health & Wellness sectors
- 🍃 Moderate alignment with the Education sector

## STERLING SELF-ASSESSMENT INTERVIEWS

- 🍃 Ensure customer feedback is collected, reported, and used to improve services
- 🍃 Formalize operations processes for onboarding, tracking required trainings, and collecting feedback from vendors/contracted agencies
- 🍃 Ensure data collection and analysis is purposeful and used to inform and improve service delivery
- 🍃 Increase CSD’s community presence in order to better ensure CSD is knowledgeable of recent trends and innovations, and share CSD successes, best practices, and recent key reports with the community.
- 🍃 Ensure recruitment and succession planning strategies are implemented
- 🍃 Maintain workforce engagement and awareness of CSD information

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**VISION**

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

**CORE VALUES**

Respect Equity Compassion Integrity  
Professionalism Empowerment

Strategic Themes	HEALTH AND HUMAN SERVICES SYSTEM PERFORMANCE		GOVERNANCE, PROGRAM PERFORMANCE AND FISCAL ACCOUNTABILITY	
	Increase access and effectiveness of services offered within the health and human services system of care	Increase Planning, Evaluation, and Collaboration Efforts to Improve Efficiency in HHS System of Care	Increase efficiency, transparency, accountability and effectiveness of CSD programs and services	Improve data collection and analysis to improve program performance
Objectives				
Initiatives	<ul style="list-style-type: none"> <li>Improve access to affordable, permanent and temporary housing for people experiencing or at risk of homelessness</li> <li>Improve financial stability and/or economic mobility for households</li> <li>Improve access to Health and Human Services for vulnerable populations as defined by the PBC HHS Element</li> <li>Increase Internal CSD collaboration to improve client access to services</li> </ul>	<ul style="list-style-type: none"> <li>HHS PLANNING: Participate in local HHS planning efforts in order to remain informed of and responsive to local HHS planning goals and needs, as well as, to share CSD key documents and reports</li> <li>HHS EVALUATION: Develop an assessment of HHS System of Care within various domains with aligned indicators to measure system effectiveness</li> <li>HHS POLICIES &amp; PROCEDURES &amp; PERFORMANCE MEASURES: Align HHS sector policies &amp; procedures, as well as, performance measures across partners/funders</li> <li>HHS FUNDING: Develop and maintain a funding matrix across all HHS sectors to identify critical gaps</li> <li>HHS AWARENESS: Increase awareness of and access to HHS services through marketing efforts, community outreach, and development of a publicly accessible electronic resource directory</li> <li>ACCESSIBLE, UNDISRUPTED SERVICES: Ensure HHS service delivery model is efficient, in order to maintain accessible, undisrupted services throughout emergencies</li> </ul>	<ul style="list-style-type: none"> <li>Provide retreat/training and annual reports to advisory board and alliances to increase transparency and awareness</li> <li>Provide training to partner agencies to increase transparency, accountability, efficiency and effectiveness of programs/ services. Review key CSD documents, including but not limited to the Strategic Plan</li> <li>Develop and implement customer service surveys and customer complaint management system, for each direct services program and division and continuously report its results at the annual meeting</li> <li>Develop, update, and implement Standard Operating Procedures/ Policy Procedure Manual/CQI projects for all Divisions/Programs to improve CSD direct service program and division operations for interval and external audits</li> <li>Implement the Self-Assessment for Sterling Council Review</li> <li>Streamline contract compliance to eliminate duplicate procedures through revising assessment/tools and aligning methodology with best practices in the industry and with other funders</li> <li>Improve feedback to partner agencies through monitoring, invoicing, reporting, and outcome evaluation in efforts to improve program performance, efficiency, transparency, and accountability</li> <li>Improve NOFO, contracting, monitoring processes</li> <li>Provide partner agencies more database trainings and technical assistance to improve program outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Ensure data collection and analysis is purposeful, and used to inform and improve service delivery</li> <li>Ensure reliability and quality of data</li> <li>Administer programs with business sense and strategy</li> <li>Ensure all critical CSD activities and strategic plan initiatives are aligned with eKPIs/KPIs</li> <li>Ensure all data is consistent and accurate when reporting on different reports</li> <li>Create a data warehouse to help measure same indicators across divisions/ sections</li> </ul>

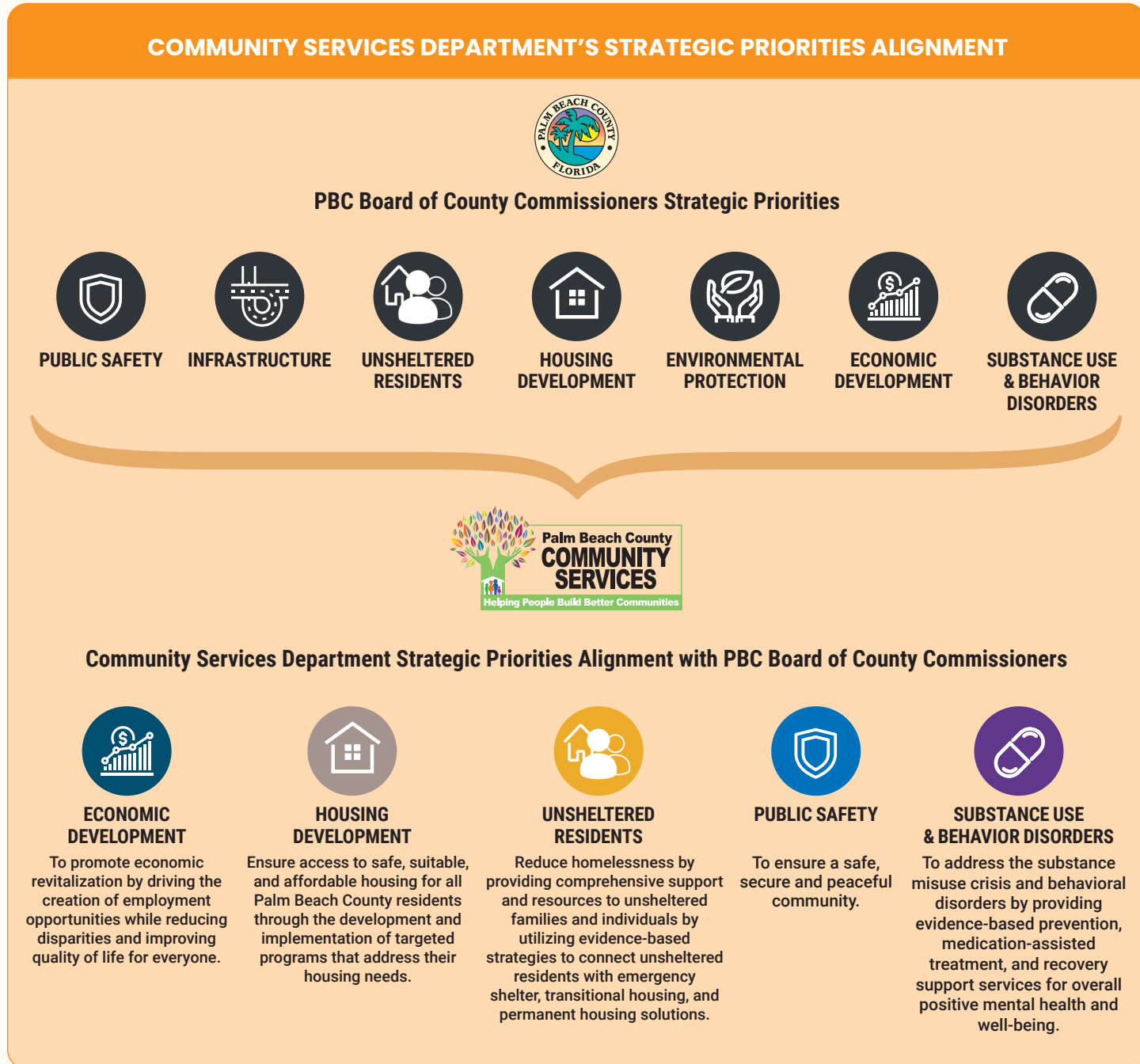
ORGANIZATIONAL CULTURE & TALENT DEVELOPMENT	STRATEGIC COLLABORATIONS	EXPAND USE OF TECHNOLOGY THROUGHOUT CSD
Develop employees and improve the organization's culture	Increase community engagement and leverage partnerships & agencies	Increase access and effectiveness of service delivery through technology
<ul style="list-style-type: none"> <li>Promote emerging leaders for the LEAD CSD program to cultivate talent within the department</li> <li>Build a learning environment</li> <li>Develop a communication plan to break down silos within the department</li> <li>Maintain workforce engagement and awareness of CSD information</li> <li>Promote and update anonymous employee feedback link on the intranet to solicit feedback from employees</li> <li>Develop employee evaluations, assessing workforce capability and capacity, for each employee annually that highlights growth, opportunities, and training plan. This may also include evaluations for supervisors to improve authentic &amp; shared leadership</li> <li>Increase internal promotions when opportunity arises</li> <li>Improve organization culture through team building / employee engagement opportunities and assess utilizing an assessment periodically</li> <li>Ensure all staff are safe and healthy at work</li> <li>Ensure recruitment and succession planning strategies are implemented</li> <li>Ensure the Strategic Plan is widely embraced as workforce provides input to strategic planning process, objective/initiative development, and changes to the plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop MOUs with agencies not funded by the department to fill critical gaps within the system of care</li> <li>Increase volunteer, advocacy and community engagement efforts</li> <li>Develop awareness campaign via marketing materials, newsletters, video, email, social media, television, website, billboards and other channels</li> <li>Increase engagement with municipalities, businesses, NGOs and faith-based entities</li> <li>Strengthen Community Engagement and Partnerships</li> <li>Increase visibility of CSD through outreach events</li> <li>Improve departmental collaborations with other PBC Departments</li> <li>Ensure broad external awareness of the Strategic Plan's deployment and progress</li> </ul>	<ul style="list-style-type: none"> <li>Develop and Implement the GIS for outreach efficiency and data integrity</li> <li>Improve the department's ability to automate reports and calculate ROI for program activities and outcomes</li> <li>Develop and implement interoperability between local and federal software's and OSCARSS to build service delivery efficiency, effectiveness, and transparency</li> <li>Train team members on updated technology (i.e. equipment, applications, software (OSCARSS/HMIS/STARS/ PROVIDE), GPS, Hotspot, Mobile device)</li> <li>Increase linkage to HHS through the implementation of a robust OSCARSS Resource and Referral Portal</li> <li>Continue to enhance OSCARSS/HMIS/ STARS/PROVIDE/ Case Pro service application systems to be more user friendly</li> <li>Enhance the use of Artificial Intelligence to improve program efficiency</li> </ul>

**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.



# Board of County Commissioners Strategic Priorities

The Community Services Department has 5 Strategic Priorities: Economic Development, Housing Development, Unsheltered Residents, Public Safety, and Behavioral Health and Substance Use Disorders that are aligned with the Board of County Commissioners' 7 Strategic Priorities. The work of Community Services has a broad impact on the citizens of Palm Beach County served within these 5 strategic priorities.



**Questions?** Contact CSD Strategic Planning Research & Evaluation Manager  
at (561) 355-4504.



Palm Beach County  
Board of County Commissioners



[www.pbc.gov/communityservices](http://www.pbc.gov/communityservices)

