Family Partnerships of Central Florida

BREVARD | ORANGE | OSCEOLA | SEMINOLE

Family Partnerships of Central Florida

Strategic Plan 2025-2029

Year 1 2025-2026

VISION

Core 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.	**5 Year Vision**
Core Focus	Strengthening Families, Protecting Children and Changing Lives	Operate as a high performing team with an emphasis on communication, leadership dynamics, collaboration, and problem-solving. Drive innovation and inspire others to address challenges with greater efficiency by modernizing practices through technology, data
1 Year Targets	Achieve goals outlined in: • Communications and Public Relations • Finance • Licensing and Kinship • Prevention and Diversion • Case Management and Permanency	

	• Training and Quality Assurance • Youth Services • Placement and Behavioral Health • CARES Model Replication, Wraparound Training and TA • Information and Eligibility • Human Resources • Information Technology • Contracts and Risk Management • Executive	analytics, marketing, strategy, and operations in child welfare.
Strategy	Adhere to Operating Values: **<u>Ethics</u>-Always Do the Right Thing, your team is looking at you!** **<u>Relationships</u>-Mutual Trust, Respect, Kindness** **<u>Success-</u>High Performing, Collaborative, Efficient and Effective Processes, Superior Results** **<u>Learning-</u>Inquire, Innovate, Grow, Develop** **<u>Self-Care-</u>Value, Embrace, Be a Role Model**	

Communications and Public Relations

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Action Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Optimize Family Partnerships of Central Florida social media and website for increased brand recognition and program awareness	1a. Develop and execute a Why I Said Yes foster recruitment campaign, helping achieve FPOCF goal of 150 foster families by year end 1b. Develop and execute year 1 plan for Fostering Futures podcast 1c. Update website with current brand standards and informative content. Streamline site for enhanced clarity and brand messaging. 1d. Develop and execute integrated social media calendar that's targeted and increases followers and engagement, with linkage to landing pages and digital content demonstrating ROI 1e. Establish system and methodology for utilizing data collection for follow-up contact for adoption and foster parenting interest	LaChrista Jones/Bryan Culbert	1a. Identify foster parent youth and FPOCF staff for story potential for success stories 1b. Create themes for 6-8 one-hour interviews, outlining prospective topics and guests 1c. Create a blog with first content on foster partnering and greater use of video on social channels 1d. Develop a comprehensive list of content for development or updating. Work with preferred vendor to maximize budget and projected spend. Website updates to include new Youth Mentoring content. 1e. Lead internal communication team, partnering with IT, to develop first intranet site.

2. Generate increased earned media, build relationships with reporters, and develop crisis communication materials and plans	2a. Secure at least 4 media interviews with Florida media, distribute 1 news release on timely topic such as Annual Report release or county advisory board formation etc. 2b. Create Speakers Bureau for FPOCF leadership, with 2025 opportunities in the community identified	Bryan Culbert	2a. Outreach to targeted media and lay groundwork for future Media Day at Rockledge location. 2b. Prepare crisis communications planning for potential media contact on high-profile cases 2c. Prepare organic media contact lists for internal use, including social media influencers and podcasters, press kit, standard PowerPoint FPOCF overview presentation, and media tracking archives.
3. Strengthen community partnerships through strategic outreach and program awareness communications throughout the four counties served, leading to greater foster care recruitment and donors	3a. Build relationships with churches, schools, corporate partners, chambers of commerce, and local community organizations throughout the four counties served. 3b. Formally recognize donors and volunteers through frequent and timely appreciation 3c. Leverage new advisory boards to create and organize targeted relationship-building activities in counties served 3d. Enhance communications for foster parenting and recruitment through targeted and measured digital outreach	LaChrista Jones	2d. Work with FPOCF on key message development and media preparation for interviews 3a. Develop dashboard reports for Communication team goal tracking Formalizing processes and technology for how we collect and manage data for the use in marketing on FPOCF outreach and community education around adoption and foster care. 3b. Develop a contact plan for community stakeholders outlining how and when partnering opportunities are shared

	3e. Continued development and expansion of Just One campaign		3c. Conduct AB testing on Constant Contact emails to drive higher open rates and recipient action

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Finance

Year 1 Plan	DESIRED OUTCOMES The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Action Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Expand internal financial reporting format to provide increased (customized) detail of components for Management and high-level end users.	1.a Improved understanding of financial performance, aiding in projecting potential areas of deficit and aiding in earlier recognition of categories requiring a greater level of strategic management. 1.b Improved understanding of *Lead Agency Schedule of Funds* components in relation to budgeting *Passthrough* and *Core* revenue categories. 1.c Greater ability to recognize expenditure trends timelier in OOHC.	Don Johnson	1.a Review financial reporting categories with C-Suite members and Financial Planning & Analysis Department monthly during Budget Meeting. 1.b Discuss components of financial reporting categories and solicit input for potential areas of expansion. 1.c Implement changes to reporting based upon discussion and refine as necessary.
2. Generate and track detailed budget for UM and ARGOS funding pots and coordinate monthly meetings with Directors and Financial	2.a Improved ability to understand placement of budgeted funding and evaluation of the adequacy of targeted funding in terms of over/under utilization.	Don Johnson	2.a Work with Financial Planning & Analysis Department to create budget reporting structure for UM and ARGOS. 2.b Schedule reoccurring meetings with Directors to review monthly performance of ARGOS and UM service funding categories.

Planning & Analysis Dept to review performance.	2.b Increased utilization of UM and ARGOS system services.		
3. Monthly Departmental Budget Reviews with Departmental Heads	3.a Increased ability of Department Heads to take ownership of their own performance through a greater level of understanding of their individual budget and how their expenditures are tracking compared to budget. 3.b Greater efficiency and accuracy in building future budget years. 3.c Greater ability to manage unique and/or challenging circumstances through a higher-level of financial understanding.	Don Johnson	3.a Determine Departments and Department Heads who would benefit from Monthly Departmental Budget Reviews. 3.b Coordinate initial meeting between Financial Planning & Analysis Dept and individual Department Heads to discuss specific areas of reporting that would provide benefit. 3.c Coordinate meeting to review draft financial reporting structure for each Department Head. 3.d Establish reoccurring meetings with Department Heads and Financial Planning & Analysis Dept to review monthly financial reporting customized based upon input from each individual Department.

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Licensing and Kinship

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Improve and increase staff engagement, growth, and collaboration across the Licensing Division.	1. a. Staff will feel seen, heard, and appreciated through intentional recognition, inclusive engagement, and responsive leadership.	Ashley Carraro	▪ Develop, implement and utilize staff surveys in order to establish baseline.
	1.b. Improved information sharing across agencies and teams.		▪ Staff (frontline) will be heard and involved in decision making when appropriate through established feedback loops.
	1.c. Increased Interdisciplinary Collaboration		▪ Creation of lead opportunities (meetings, implementation of new ideas, approaches, etc.)

	1.d. Improved ability to identify and address issues quickly through open lines of communication		▪ Establish teaming opportunities and collaboration meetings to share information, address challenges and barriers amongst agency divisions.
	1.e. Teams feel more connected, informed, and supported in their work through regular communication and collaboration.		▪ Agency creation of small budget for quarterly or bi-annual appreciation / break bread / gathering as a large group function.
2. Retain, support, and Improve communication with foster families.	2.a. Increased foster family satisfaction and resulting in fewer newly licensed families closing within the first year.		▪ Sharing the annual satisfaction survey results with FP Advisory Board to create solutions. ▪ Improve exit interview process to ensure data collection clearly determines why families are leaving.

	2.b. Foster parents feel valued, supported and equipped to continue in their roles.		Implement a robust support program with experienced foster families and new families across all 4 counties
	2.c. Strengthening foster parent orientation and education on role expectations, the licensing process, and shared challenges.		Implement a robust mentor program across all 4 counties.
	2.d. Improved clarity of the licensure process through preparation at the front end coupled with support after the licensure will increase overall satisfaction and retention.		▪ Develop a user-friendly roadmap or visual guide outlining each step of the licensure process. ▪ Revamp orientation materials focus on role expectations, available support, and common challenges ▪ Create a centralized communication platform (newsletter, text updates, portal development) to share updates, resources and success stories for families going through the pre-service process.
3. Increase the number of Level 1 foster homes to 40%.	3.a. Increased engagement with the families at initial placement.		▪ Increased Level 1 staffing patterns to

			allow for more timely staff outreach. ▪ Increased Level 1 staffing patterns to allow improved customer service and outreach by Level 1 team members to engage families earlier in the process.
	3.b. Increased communication and education of Level 1 benefits with caregivers.		▪ Increased and improved education of CMA, GAL and courts about the process for Level 1 licensure in order to avoid delay, remove barriers and ensure eligible families receive services. ▪ Level 1 staff provide ongoing training and presentations to judiciaries about Level

			1 programmatic processes, eligibility requirements and licensing roadmaps. ▪
	3.c. Improved licensing efficiency and timeliness 60 days)		▪ Explore referral functionality within ARGOS for Level 1 which will ensure improved ability to identify and address issues quickly. ▪ Increased and improved data collection to identify gaps. ▪ Licensing POC to be added to circle of support calls for early identification and support.

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results	Q2	Results	Q3	Results	Q4	Results

Prevention and Diversion (Circuit 18)

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Action Steps/Tasks
GOALS FOR THE YEAR	**OUTCOMES**	**CHAMPION**	**LIST**
1. Increase efforts to obtain leads for new grant opportunities. 2. Engage the Seminole County community in awareness and education about CARES and the continuum of services available. 3. Initiate TCM billing process and successfully bill for activities associated with Wraparound Codes.	1. Cares will secure at least one new grant award during the upcoming fiscal year as a results of increased efforts.	Heather/Syrian/Rebecca	-Increase community connections/network -Search the web for opportunities
	2. There will be an increase in prevention efforts/referrals in Seminole County – PLL, PAT, FSS	Lindsey/Heather/Rebecca/Syrian	-Attend outreach events at least monthly -Attend meetings with DCF at least quarterly
	3. Successfully obtain provider credentialing and panel approval with Sunshine Health.	Syrian/Rebecca	-Follow up with Sunshine regarding our application and complete any additional steps identified

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results	Q2	Results	Q3	Results	Q4	Results

Prevention and Diversion (Circuit 9)

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Action Steps/Tasks
GOALS FOR THE YEAR	**OUTCOMES**	**CHAMPION**	**LIST**
1. Update Diversion & Prevention materials. 2. Establish a system to identify barriers to effectively & efficiently handle diversion & prevention families. 3. Establish a comprehensive post-adoption assistance program. 4. Increase team well-being.	1.a. Update Operating Procedures related to FSS cases. 1.b. Update Diversion Manual. 1.c. Update Diversion Checklist.	All Diversion Managers, Specialists, DJJ Liaisons, CARES Supervisor, & Director	
	2.a. Start an internal quality review system. 2.b. Examine & respond to results of survey provided to DCF regarding diversion & prevention programming. 2.c. Address barriers at all team meetings. 2.d. Provide feedback to leadership regarding identified barriers.	2.a., 2.b., & 2.c. – Diversion Managers & Director; 2.d. - Director	
	3.a. Collaborate with Commission 127 to build up continuum of support for post-adoption families.	3.a. – Post-adoptions & Director; 3.b. - Keri Flynn, Alexi-Ann Duncan, Permanent Guardianship Coordinator, Post-	

	3.b. Develop a resource guide for teens & young adults in partnership with the Independent Living team. 3.c. Update existing materials provided to adoptive families.	adoptions, & Director; 3.c. - Circuit 18 post-adoption team	
	4.a. Establish out-of-the-office quarterly meetings for team building and unwinding. 4.b. Share strategies for work/life balance at team meetings.	All circuit 9 diversion & prevention team leaders, CARES Supervisor, Post-adoptions, & Permanent Guardianship Coordinator	

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Case Management and Permanency

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Consistent and sustained increase in permanency achieved within 12 months in all 4 counties.	1 a. Increase the number of children placed in kinship care	Nicole Musgray/Nikki Riggsbee/Katie Guemple/LaJoyce Stout	-Track and monitor pending home studies -increase communication between case management and DCF Family Navigator to explore potential kinship placements that may have been missed at initial placement.
	1b.Establish consistent process for family finding efforts	LaJoyce Stout	-Hire family finding specialist in tri-county and establish better reporting/documentation of FF efforts
	1c. Integrate CFR practices earlier and into each staffing done by Operations Team	Nikki Riggsbee/Nicole Musgray/Katie Guemple	Train Operations Managers to conduct CFR staffings in tri-county as they are currently done by a different position.
	1d. Continue permanency projections on a monthly basis	Nikki Riggsbee/Nicole Musgray/Katie Guemple	Ensure CMA leadership is trained by Operations staff on monthly monitoring for projections

	1e. Better concurrent planning	Yolanda Demont/Hilary Farnum	Assign adoptions team as secondary at goal change rather than at TPR to decrease the timeframe between TPR and finalization on adoptions cases.
2. Enhance kinship placement stability and support to kinship caregivers	2a. Increase early engagement of kinship team with kinship caregivers	LaJoyce Stout	-Kinship staff to attend all initial CTS staffings where kinship is the initial placement -ensure level 1 information is being provided to kin caregivers at initial engagement -add kinship staff to adjudication report
	2b. Identify efficiencies within the kinship program in the agency	Jennifer Williams/LaJoyce Stout	-centralize kinship department for all 4 counties under 1 director to streamline best practices and leverage resources
	2c. Look for areas of opportunities between case management, level 1, and kinship team to increase communication and support to caregivers	Jennifer Williams	Schedule brainstorm meetings between level 1, kinship, operations, and case management leadership -identify any current barriers
3. Increase medical and dental measures	3a. Look for partnerships in each county for initial medical screens and medical homes for children entering out of home care	Jennifer Williams	-re-engage True Health
	3b. Review current process for children receiving medical screens and dental screens when coming into care	Jennifer Williams/Sr. Directors of Operations	-look for efficiencies -meet with DCF to discuss barriers in getting children to initial medical screenings

	3c. Identify dental partners in all 4 counties who are willing to partner with FPOCF	Jennifer Williams	Review list of current providers and look for new ways to partner
	3d. Brainstorm meeting with CMA leadership, UM and Operations to discuss top barriers for missing the targets	Jennifer Williams	

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Training and Quality Assurance

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
Each Functional Department will have a scorecard which measures their functional health that aligns with agency performance on state wide contract measures & QA targets	PMT will support each functional department in developing & finalizing their scorecard to align with agency scorecard by the end of FY.	Diane Greene	Develop Calendar to meet with each functional Department
		D Greene	Finalize discussion points
		S Ferguson; S Rose	Complete crosswalk of data indicators by Dept.
		D Greene	Schedule Diversion/Prevention, Youth Services, Operations Meetings
FPOCF will meet/demonstrate progress toward meeting all contract measures	Targeted data reviews will be completed on any contract measure underperforming to assist or inform Workplans.	D Greene S Rose S Ferguson, H Howlett	Identify areas that have had 3 months or more of underperformance Complete Data Review

		S Rose S Ferguson	Schedule Meetings and develop Work Plans Meet monthly to review progress (or more often as team determines)

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Youth Services

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Expand Funding Streams for the Youth Services Department 2. Maintain a Fully Staffed and Highly Skilled Workforce 3. Establish an Internal Quality Assurance Process 4. Offer Ongoing Training Opportunities for Internal and External Partners	• The Youth Services Department will identify and apply for at least four grants annually. • The Youth Services Department will implement a collaborative internal process involving Case Management, Information & Eligibility, and Master Trust Specialists to ensure that at least 90% of eligible young adults are actively receiving SSI or SSA benefits. • The Youth Services Department will achieve official Vocational Rehabilitation Vendor status.	Keri Flynn	-identify staff on team that will apply for grants -research grants specific to YS -assign grants to identified staff -set up meeting with chiefs re: current process and changes needed -collaborate with teams to train CMAs on new process. -contact VR regularly until approved
	• In partnership with the Human Resources department, the Youth Services Department will work to maintain a vacancy rate of no more than 25%.	Keri Flynn/Chris Martinez/Amber Barrett	-meet with HR to establish rate -offer YS certification training twice a year

	• The Youth Services Department will ensure that 100% of staff complete the DCF Independent Living Certification Training. The Youth Services leadership team will provide at least 12 internal training opportunities for staff each fiscal year.		-schedule at least 1 training per month for team.
	• The Youth Services Department will conduct at least four specialized quality reviews each fiscal year. The Youth Services Department will create performance improvement plans for all areas identified as needing enhancement during the quality reviews.	Chris Martinez/Keri Flynn	-identify areas needing QA -create tool -determine reviewers
	• The Youth Services Department will deliver department-specific training for 100% of DCM Pre-Service Academies. The Youth Services Department will provide a minimum of four department-specific training sessions per year for external stakeholders, including but not limited to the GAL program, Children's Legal Services, Judges/Judiciaries, Caregivers/Foster Parents, and Support Staff.	Keri Flynn/Chris Martinez/Amber Barrett	-create training -create schedule

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Placement and Behavioral Health

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
Enhance the effectiveness of the Out-of-Home Care Transitions (OOHCT) team by reducing the number of children under 12 in At-Risk Group Care by 30%, minimizing unnecessary APD applications, decreasing sibling separations, and establishing standardized operating procedures to guide team functions—all with the overarching objective of reducing out-of-home care costs while improving placement stability and outcomes.	Reduce Group Care for Young Children: Decrease the number of children under age 12 in At-Risk Group Care by 30%, from 34 (as of 6/12/25) to 25 or fewer by 06/30/2026.	Wanda Arocho Rachel Rodrigeuz Amanda Reineck	2. Implement a tracking system to identify and monitor all children under age 12 currently placed in At-Risk Group Care. 3. Divide the caseload among OOHCT team members, with each championing specific cases and providing weekly updates on placement status and permanency opportunities. 4. Refer all eligible children for step-down to appropriate levels of care (e.g., Family Care, Level II Foster Homes, APD) on a weekly basis. 5. Present and advocate for these children

			during bi-weekly foster home capacity meetings with licensing to identify viable placement options. 6. Prior to placing any child under 12 in At-Risk Group Care, exhaust all lower-level placement options and initiate HLOC staffings when higher levels of care are indicated.
	Reduce the number of children requiring vetting for APD eligibility by 10% each quarter through active documentation collection and assessment. Starting baseline: 69 children identified as potentially eligible.	Wanda Arocho Rachel Rodriguez Vanessa Monn	Implement a tracking system to flag children in care who may meet the criteria for APD services. Provide weekly updates on each child's APD status to determine qualification and ensure progress. Submit applications for children who qualify; document reasons for ineligibility for those who do not meet criteria.

	Develop and implement a comprehensive Standard Operating Procedure (SOP) for the Out-of-Home Care Team(OOHCT) that clearly defines all departmental functions. Each quarter, specific functions will be prioritized and completed to ensure full SOP implementation by year-end.	Wanda Arocho Rachel Rodrigeuz Amanda Reineck	Draft a comprehensive layout of all core functions within the OOHCT department. Assign a process champion from each circuit to co-develop and document processes related to their region's functions. Identify commonalities and key differences across circuits and integrate the most effective practices into a unified SOP.
	Increase sibling placement together in foster care by reducing the percentage of separated siblings in licensed out-of-home care by **5%**, with progress monitored and reported quarterly.	Wanda Arocho Rachel Rodrigeuz Amanda Reineck	Develop a centralized tracker to identify and monitor separated siblings in licensed out-of-home care (LOOHC). Assign a team representative to actively participate in Circuit 18's workgroup focused on separated sibling placements. Track and report efforts to reunify siblings and coordinate with placement teams to prioritize sibling placements in foster homes.

Ensure compliance with Sunshine Health contractual requirements and drive system performance through data-informed practices that support the efficient and equitable distribution of care grants and benefits to children and families.	Maintain 100% with Sunshine Health documentation requirements.	Wanda Arocho Lauren Madden	Monthly random sampling of documentation. Utilize monthly report received from Sunshine Health program manager to review documentation. Utilize checklist.
	Ensure timely performance and responsiveness to Sunshine Health required TOC (transition of care) forms.	Wanda Arocho Lauren Madden	Utilize tracking system to monitor performance. Ensure TOC's are completed timely and follow-up is completed.
	Timely processing and distribution of care grants to meet child and family needs. Improved understanding among staff and partners of available support and how to access them.	Wanda Arocho Lauren Madden	Develop and implement a centralized tracking system for all care grant requests, approvals, disbursements, and outcomes. Conduct targeted outreach and training with case managers, caregivers, and providers on available benefits and how to apply.
Increase placement stability and timeliness to exit children from licensed out of home care, toward permanency, and to reduce out of home care costs.	Increase timeliness of early assessment and documentation of youth's behavioral health needs to improve recommendations for clinically appropriate placement and treatment interventions.	Wanda Arocho Lauren Madden Amanda Reineck	Training for behavioral health staff and key stakeholders regarding FFPSA levels of care, suitability process, and therapeutic placements.

			Identify time management and efficiency strategies for staff documentation.
	Decrease rate of re-entry into higher levels of care after successful discharge.	Wanda Arocho Amanda Reineck	Training and clinical oversight for behavioral health staff in managing discharge planning conversations as part of the HLOC MDT process.
		Wanda Arocho Rachel Rodrigeuz Amanda Reineck	Meet with therapeutic providers to address systemic barriers to effective discharge planning and continuity of care.
		Wanda Arocho Amanda Reineck Nasseam James	Increase access to quality outpatient treatment interventions to effectively support caregivers and youth during transition to less restrictive environments.
Enhance overall service delivery by expanding provider capacity, improving communication between providers and CMAs, and reducing referral reassignments caused by waitlists.	Expand provider network by at least 10%	Wanda Arocho Nasseam James	Identify current provider capacity gaps by region and service type Conduct targeted outreach and recruitment Host provider orientation and engagement sessions Streamline credentialing and contracting process Monitor progress quarterly
	Increase communication between providers and CMAs	Wanda Arocho Tracie May	Schedule regular joint case staffing and provider-CMA forums Develop a shared

			communication protocol and contact directory Implement a feedback loop to address gaps and successes Offer cross-training sessions between CMAs and providers
	Identify cases without assigned activities and address service delays	Wanda Arocho Tracie May	Conduct weekly referral reviews to flag unassigned activities Implement a tracking system to monitor waitlist trends Collaborate with Care Coordination to resolve barriers Provide monthly reports to leadership with action summaries
By June 30, 2026, recruit and contract 12 new credentialed providers offering in-person and in-home services, with fluency in Spanish and/or Creole, focused on Seminole County, Osceola County, and specific Orange County zip codes (32818, 32808, 32811, 32805, 32801).	Outreach list of at least 20 prospective providers completed. Credentialing dashboard shows 100% compliance for all 12 new providers. Conduct 2 webinars for prospective providers and partners. Sign contracts with 12 new providers demonstrating willingness for in-person/in-home visits and language capacity. Geographic targets: minimum 3 providers in Seminole County, 3 in Osceola County, and 6 in identified Orange County zip codes.	Wanda Arocho Nasseam James	Develop and complete outreach list targeting priority areas. Organize and deliver two informational webinars to engage prospective providers. Facilitate credentialing process to ensure compliance. Negotiate and execute contracts with selected providers. Monitor geographic distribution and language capabilities to meet target goals. Provide regular progress reports to leadership.

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

CARES Model Replication, Wraparound Training, Certifications and Technical Assistance

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1) Increase CARES replication by adding an additional CARES sight 2) Increase awareness of CARES Model by acceptance on the FFPSA Title IV-E Prevention Clearinghouse 3) Add additional revenue streams by adding coursework for peer support and community coaching outside of replication.	One new CARES replication sight will be added	Kathryn Parker	Follow up with Iowa and Centene on inquiries for replication and funding opportunities
	The completed CARES study will be finalized, and the results will be published	Kathryn Parker/ USF Partners	USF will submit the final study to DCF for their approval. The final approved study will be submitted to the Title IV-E Prevention Clearinghouse for review
	Peer Support Certification Curriculum completed	Tracy Little Jarred Vermillion	Formal curriculum to be added as a course offered for peer support certification
	Leadership Development Curriculum developed	Kathryn Parker	Additional classes and consultation opportunities outside of replication added as a service array

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results	Q2	Results	Q3	Results	Q4	Results

Information and Eligibility

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
Process integration and standardization Process improvements: Increase access to information; improve information sharing across functional areas, reduce rework, reduce errors; reduce adjustments, Increase timeliness CCWIS Integration and Agency readiness 2026: Planning and Evaluation SOC Impact	I&P Process: System consolidation, eliminate paper process; increase data sharing across functional teams: Contracts/I&P/IES/Providers Reduce placement rate errors and reconciliation tasks	Stacy Peacock	Update I&P OHC reporting; Brevard I&P ARGOS training & Implementation: end I&P paper form process Default service rates: IVE budget template rate information integration
	Service Authorization: process evaluation; transition planning – consolidated system use	Stacy Peacock	Identify remaining UM development priorities; determine tool for process integration ARGOS or Mindshare; outline transition plan
	Complete user design sessions and start evaluation of readiness	Stacy Peacock	Participating in design sessions

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Human Resources

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Enhance the new employee experience 2. Strengthen employee engagement 3. Enhance employee development	1. More engaged employees	Cyndi Hernandez	
	2. Improve connection to the family of agencies and their missions	Cyndi Hernandez	
	3. Enhance employee relations specifically with HR	Cyndi Hernandez	
	4. Build stronger peer connections and increase job competence		

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

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Information Technology

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
Tenant Migration and Network Integration	FPOCF staff on the same network	Stacy Peacock	Migration Phases and timelines Finalized
	FPOCF staff same e-mail address	Mark Monn	VPN update
IT resource consolidation and standardization	FPOCF access to same resources & support		G Drive archive
	FPOCF updated and consolidated infrastructure		Evaluation file name & cloud restrictions
Establishing agency data strategy			The Brevard team migrate to new tenant
Establishing IT roadmap & future state			The OOS teams migrate to new tenant
			Implement domain changes

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

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Contracts/Risk Management/Legal

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Risk Management Committee will meet Quarterly to address risk issues as outlined in RQ502. 2. Compliance Committee will meet quarterly to provide Executive Team oversight to risk issues identified by the Risk Management Committee as outlined in RQ506. 3. Contracts will be in compliance with all requirements including termination dates, appropriately documented rates and compliance with deliverables. 4. Maintain compliance with all Centene/Sunshine Health requirements including exclusion screening and compliance training.	Identifying risks and strategize on reducing exposure	John Hubbard	
	Contracts with providers will be executed and uploaded to ARGOS with IV-E templates. Reduce need to "backtrack" and update rates for provider payments	Chris Goncalo/Sylvia Henson	Formalize contracts with completed IV-E budgets Upload rates/budgets into ARGOS
			Review on at least a quarterly basis training and exclusion compliance.

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		

Executive

Year 1 Plan	Desired Outcomes The 3 to 7 most important things that must be achieved in the next 90 days.	Who Owns	Actions Steps/Tasks
GOALS	**OUTCOMES**	**CHAMPION**	**LIST**
1. Establish a blueprint strategy for the development of FPOCF Community Advisory Councils for all four counties (Orange, Osceola, Seminole and Brevard). 2. Elevate awareness, promotion and training of our internal customer service expectations. 3. Redesign our Marketing and Public Affairs framework and delivery. 4.Continue consistency and standardization of practices and protocols 5. Create a culture of learning and professional development 6. Ensure efficient processes and drive organizational excellence	1.Each county will have an Advisory Board of four members including Chair, Vice Chair and Secretary	Phil Scarpelli	
	2.All Family Partnerships of Central Florida staff will receive training in internal customer service expectations, consider a customer service campaign for branding	Phil Scarpelli	
	3. The new Director of Communication will ensure strategic refinement of FPOCF marketing and public relations delivery to promote and enhance agency awareness	Phil Scarpelli	
	4. Each county's practices and protocols in all departments will be standardized and consistent in protocol and delivery	Valerie Holmes	
	5. Each Administrator will engage in team building. Leadership development, and avail team members to training and professional development opportunities	Valerie Holmes	
	6. Each Administrator will identify efficiencies to drive organizational excellence and improve performance	Valerie Holmes	

Quarterly Updates - What desired outcomes were achieved? What are the challenges? Are there new outcomes identified? Are there new action steps/tasks identified?

Q1	Results			Q2	Results			Q3	Results			Q4	Results		