



Juvenile Welfare Board

Strategic Plan

FY '27 – FY '28

Introduction

The Juvenile Welfare Board (JWB) expects this Strategic Plan to span two fiscal years beginning October 1, 2026; after Year One, operational plans will be reviewed and modified as appropriate. After Year Two, the Strategic Plan will be revisited for a thorough review for completion, and future progression given Pinellas County's landscape at the time. It is assumed that while much can be accomplished in those two years, there will be challenges and opportunities that will extend into future years.

As an organization focused on the well-being of children and families in Pinellas County, JWB recognizes there are multiple, interconnected barriers to optimal quality of life for Pinellas County families. It also recognizes that given the complexity and interconnectedness of the issues, one organization alone cannot address all issues; additionally, JWB has the further constraint of supporting children and families in ways that align with the expectations of its Special Act. Therefore, when appropriate, JWB will convene multiple stakeholders, including nonprofit, governmental and for-profit entities to engage in discussing as well as developing responses to both long-standing and emerging barriers to improve Pinellas County residents' quality of life even if those challenges cannot be addressed by JWB directly.

Operating (Cross-cutting) Principles

The following Strategic Plan contains six Result Areas that are essential to the well-being of children and families. These Result Areas are discussed separately; however, they too are interconnected and success in one area will often affect outcomes for children in multiple areas. Listed below are operating principles that apply to all Result Areas, and should be assumed to be embedded during the development of operational plans:

1. JWB will apply a countywide wellbeing framework encompassing all Pinellas County children and families regardless of socioeconomic status, family structure, and other demographic factors.
2. When appropriate and situationally critical, JWB will serve as a thought leader, convener and orchestrator to address Pinellas County children and family's quality of life.
3. Family support/service navigation will be integrated into all Result Areas, so families provide continuous feedback on services, and families are made aware as well as navigated to the services they need.
4. Unless specified, children refer to children under the age of 18.
5. JWB will monitor current programs for outcomes, compliance and fiscal value, adjusting program budgets as appropriate.
6. To achieve desired outcomes, JWB will infuse training and increase utilization of best practices with data-driven outcomes.
7. JWB will support enhancement of funded agencies' data analysis capacity to provide rapid, accurate, real-time data to JWB that affects decision-making.
8. JWB will operate under a culture of continuous improvement, adaptive thinking, and piloting new models. It will adopt an "experiment and iterate" mindset and operate as a "think tank".

Result Area 1: Early Childhood Development

Goal: Children zero to three will meet appropriate physical, social, emotional, cognitive, and developmental milestones.

Strategy 1.1: Employ universal screening for the early identification of children needing referrals to critical services.

Strategy 1.2: Engage parents, grandparents, and other significant adults in a child's life to promote healthy caregiver relationships as well as to provide advocates for young children.

Strategy 1.3: Continue Turbo Babies campaign targeting parents and caregivers to ensure children 0-3 achieve critical milestones, and that practical application of early childhood education principles are understandable and known.

Strategy 1.4: Continue to expand professional partnerships that interact with parents and caregivers to ensure children 0-3 achieve critical milestones.

Strategy 1.5: Invest in high-quality childcare for children 0-3, in partnership with public and private entities.

Strategy 1.6: Strengthen and continue home visiting programming targeting high-risk populations.

Strategy 1.7: Collaborate with funding agencies to infuse training on best practices with data-driven outcomes in family engagement.

Strategy 1.8: Convene Pinellas County stakeholders to explore gaps in Autism Spectrum Disorder (ASD) services, and what, if anything, can be done to address them.

Result Area 2: School Readiness

Goal: Children will enter kindergarten ready to learn.

Strategy 2.1: Employ cross-cutting tools in all programs to measure cognitive, social, and emotional well-being. Utilize data to link to necessary services and inform programming. Delivery of service linkages and the services themselves will be high quality.

Strategy 2.2: Increase awareness of the value and engagement in Voluntary Pre-Kindergarten (VPK).

Strategy 2.3: Convene a group to collaborate on identifying and removing barriers to families enrolling in VPK.

Strategy 2.4: Continue funding of high-quality wrap-around services for VPK in collaboration with the Early Learning Coalition.

Result Area 3: Student Success

Goal: Children will exhibit key indicators of student success, including progress towards academic goals, regular attendance and active engagement in the learning process, a sense of belonging within the school and community, developed soft skills needed in adulthood, as well as physical and mental well-being achieved in partnership with engaged families who are supported as active participants in their child's education.

Strategy 3.1: Promote an understanding of student success by Pinellas County parents and caregivers, educational and social service professionals as well as the students themselves, and strengthen family engagement practices that empower families to support learning as well as well-being at home and in school.

Strategy 3.2: Work collaboratively with Pinellas County Schools and other education-oriented organizations, such as the Pinellas Education Foundation, to identify gaps in student success including

those related to family engagement, and devise approaches for maintaining as well as improving student success at all grade levels.

Strategy 3.3: Serve as the backbone to the collaborative Initiative for Grade-Level Reading, striving for community-wide intervention in ensuring children are reading at grade level and attending school consistently, with a focus on strengthening family engagement as a key driver of literacy and attendance outcomes.

Result Area 4: Promotion of Children's Physical, Mental and Social Well-being

Goal: All children will thrive in safe and healthy environments.

Strategy 4.1: Raise awareness on the potential harm of digital devices as well as social media on children's mental health and support caregivers' capacity to respond.

Strategy 4.2: Work collaboratively with all systems for families to safely maintain children in their homes.

Strategy 4.3: Continue to expand high-quality respite services.

Strategy 4.4: Continue to serve as the backbone of the Prevent Needless Death Campaign designed to reduce preventable child deaths.

Strategy 4.5: Continue to serve as the backbone in the Children's Mental Health Initiative, driving system-wide coordination.

Strategy 4.6: Continue to collaborate with funded agencies to establish universal screening and linkage to mental and behavioral health treatment for children.

Strategy 4.7: Continue to stabilize Pinellas County families, including the prevention of homelessness, through connection to community resources and other basic needs.

Result Area 5: Strengthening Community for Family Stability

Goal: Children and families will experience greater wellbeing as well as stability from collective neighborhood efforts driven by empowered community leaders.

Strategy 5.1: Leveraging cross-sector partnerships to create sustainable career pathways for youth.

Strategy 5.2 Educate parents and children to support economic development by equipping families with skills that strengthen employability and financial stability, including guidance for children ages 10-17 on workplace readiness, resilience in the workforce, the application of emerging technologies, and by expanding access to financial literacy education.

Strategy 5.3: Work with JWB-funded service providers to strengthen family support services through training and coaching Family Support Staff on best practices and an array of service availability.

Strategy 5.4: Support a sustainability plan created by participating NFCs so they may promote the families' quality of life in their local neighborhoods.

Strategy 5.5: Family Support Staff will be trained in an evidence-based model of service delivery to enhance coordination of care.

Strategy 5.6: Implement a data-driven approach annually to the Community Councils and the Youth Leadership Committee to drive community-informed services.

Strategy 5.7: Examine and evaluate the collaboratives, campaigns, and initiatives for strategic alignment.

Strategy 5.8: Leverage partners and programs to promote spaces within communities/neighborhoods that strengthen cohesion as well as belonging among families.

Result Area 6: Organizational Capacity

Goal: JWB will have internal policies, practices and controls, as well as a skilled, effective workforce including robust technology enabling the utilization of best practices that enhance children and families' well-being.

Strategy 6.1: Maintain the capacity to influence public policy at the city and county levels that promote the interests of children in Pinellas County.

Strategy 6.2: Understand and apply principles that foster effective communication and collaboration within the organization and with our funded partners.

Strategy 6.3: Understand and apply the communication principles that foster recognition of the role and value of JWB for Pinellas County children and families.

Strategy 6.4: Provide opportunities for staff to acquire the necessary skills to perform their jobs, fulfill anticipated skill gaps, and manage performance.

Strategy 6.5: Employ the necessary data systems to analyze information to drive agency decisions, including disaggregation of data by opportunity risk, including the use of artificial intelligence.

Strategy 6.6: JWB will promote innovation by employing the necessary data systems to share information that drive decisions in the public or private sector, which affect Pinellas County families and children.

Strategy 6.7: Diversify funding streams and explore financial alternatives for supporting strategic priorities as well as emerging needs.

Strategy 6.8: Examine, evaluate and when appropriate, procure as well as implement new programs to meet strategic goals.