

## **Tab 4: Project Narrative**

## Project Narrative

### Statement of the Problem and Background

and Mental Health in Broward County as the applicant, will address the issues related to youth and young adult to prevent further involvement into the criminal or juvenile justice system, or reentering the criminal or juvenile justice system after release. With its collaborative partners, the plan is to increase the County's efforts to transform the juvenile justice/criminal justice system to increase public safety, avert increased spending in the juvenile and adult criminal justice systems, decrease residential juvenile placements, improve treatment services for youth and young adults, and improve accessibility and effectiveness of treatment services for youth and young adults. The proposed target population will also have a mental illness, substance abuse disorders,

for "Criminal Justice, Mental Health and Substance Abuse Reinvestment, named the **Broward County Youth Re-Entry Collaborative**, will be established pursuant to

Florida Statute which requires that counties establish public safety coordinating councils

to perform assessment of and planning for the county. In addition to performing all

functions of the council, the council shall also perform the following functions:

21 with primary mental health and/or substance use = co-occurring disorders, trauma and other complex challenges.

The geographic environment data shows that Broward County is located along

the southeastern coastline of the State of Florida and is home to 1.8 million people.

Data in Broward County shows that the population in 2015 was 1,800,495, an increase

of 4.1% since 2010 and that there are 100,767 children 17 and under and 41,640 youth

between the ages of 18 and 24, for a total of 142,407. Twenty six percent (26%) of the

Broward County population are Hispanic or Latino, 42% of the County's residents are

White, Non-Hispanic while 26% are Black, Non-Hispanic. Asians account for 2.2% and

poverty level.

The Broward County information shows that problems with youth and young adults

are often related to their educational attainment, which can be a barrier to their employment

opportunities, which can be a barrier to their employment

by decreasing youth of the experiences needed for various academic skills such as

learning job-related expectations and essential pro-social skills for relationships<sup>19</sup>

in later life.<sup>1</sup>

home from confinement have generally been quite high; it's not uncommon for 75% of returning youth to be rearrested within three years.<sup>2</sup>

homeless when released, continued education, employment and vocational training, re-enrollment, long-term insurance, insurance, and reformed, mental health and/or substance use treatment.

recidivism as well as to increase the likelihood of youth attending school and going to work.<sup>3</sup>

The Department of Juvenile Justice's 2015 Service Continuum Analysis<sup>4</sup> reports that...  
...service needs, with a total of 107 grant counties describing some part of mental health service as a "not need" in Broward County. Data in the next section documents the extent of the problem.

BBHC is submitting this application to enhance planning processes in its work to transform the existing System of Care (SOC). BBHC received a Substance Abuse Mental Health Services Administration (SAMHSA) contract of care grant (2014-2016) which is the One Community Partnership 2 (OCP 2) initiative to enhance the delivery of youth and family driven care to youth (14-24) that experience mental health challenges and may also have co-occurring substance use and complex issues such as trauma. OCP2 is facilitating Broward's System of Care implementation of effective transitional supports for emerging adults on their way towards resiliency, recovery, and wellness.

This application will continue work on the SAMHSA OCP2 initiative. The...  
...of Juvenile Justice/Criminal Justice System, and with multiple and changing needs to...  
...livelihood, mental system, and successful transition to adulthood through effective collaboration efforts among participants in key governmental agencies. These include

the juvenile justice system, behavioral health providers, intervention programs, housing, employment and education. The plan will assess other key systems representations that need to be included.

The target population of this project is youth and young adults (ages 12-24) with primary mental health and/or substance use, co-occurring disorders, trauma, and other

2 Elizabeth Seale, Stephanie Welsh, and Josh Weber, Case Principals for Reducing Recidivism...  
1, <http://bit.ly/1r78rrD>.  
3 Edward D. A. ... #11...  
4 ...

complex challenges involved in the criminal justice system and are risk of further involvement. As identified by County data (see next section) BPLC has chosen to focus

homelessness, mental health and substance use, and relevant services that focus on

Broward County. Youth brought to the JAC by law enforcement officers are fingerprinted, photographed and booked. In addition, youth receive assessments on their

behavioral health disorders and risk, as well as referrals to court and community services. An intake process is completed on the youth as well as a behavioral health

additional services are needed, they will link the juvenile to a

population trends in the Broward county jail or juvenile detention center are noted below:

- Among arrested youth, 1986 received petitions. In these cases, the State Attorney files a delinquency petition based on the offense. The petition is filed in the District of the Circuit Court and the judicial division of the Court has jurisdiction over the case. The court has the authority to order the youth to be placed on probation, community supervision, or other dispositions.
- Slightly more than 4400 youth were adjudicated. The court can order the youth to be placed on probation, community supervision, or other dispositions.
- Slightly more than 1100 youth were diverted.
- Data related to civil citations indicates that during FY 2015-2016, 1,287 youth were eligible for a citation. Of those eligible, 70% were issued a citation and the remaining 360 youth were arrested.

These sentences were similar regardless of whether the arrest was community or school based (Florida Department of Juvenile Justice, 2016).

Eight hundred sixty (860) youth were placed on probation supervision. These youth are supervised by a Juvenile Probation Officer based on the order of the court.

- Overall, dispositional reports from the Florida Department of Juvenile Justice for FY 2015-2016 (FDJJ, 2016) indicates that for youth assessed to have a low, moderate, or moderate-high risk for recidivism, "optimum placements" occur in approximately

However, among youth assessed to be at high risk for recidivism, 56% of dispositions are deemed to be "optimum placements".

- Residential Commitment was the disposition for 860 youth with programs ranging from low to maximum restrictiveness levels.

Collaborative will include the assessment of community gaps in data related to mental illness, substance use disorders, and co-occurring conditions in the target population for this project; and will also assess how contributing factors (risk and protective factors in multiple domains) affect recidivism rates in the juvenile justice system.

The Juvenile Detention Alternatives Initiative (JDAI) in Broward County (among other opportunities to develop into healthy, productive adults. This initiative, that is applying JDAI core strategies and decision making based on data driven policies and practices has developed the Broward County (Circuit 17) Juvenile Detention Alternatives Initiative 2016 Collaborative Work Plan that will assist in the Strategic Planning process and will coordinate with the Planning Council *Broward County Youth Re-Entry Collaborative* to better identify data that needs to be gathered and assessed in support of the Strategic Plan.

The data and related initiatives in Broward County substantiate the identified target population as a priority of community concern. As well, the data noted above regarding youth arrests and dispositions are for all youth in Broward County, regardless of identification of need for behavioral health treatment. A significant number of youth are in need of behavioral health treatment and not identified. As stated above, regardless of criminal justice involvement, not all service systems within Broward County track data related to the presence of a behavioral health disorder or demographic data that is predictive of risk for recidivism. While the prevalence of transitional youth with mental health problems is reported by all systems with the exception of the Department of Juvenile Justice (DJJ) and Broward County Children's

Services Administration (CSA) and BRHC track prevalence of youth with substance use disorders<sup>6</sup> as shown in the chart below.

Entity	with Mental Health	with Substance Abuse
Broward County Children's Services Adminis.	2,540	588
Broward Children's Services Council - CSC	530	Not tracked
ChildNet	41	Not tracked
DLI	No local data reported	No local data reported
BRHC	4,186	3,703
Schools	1,004	Estimated 1,004

Of all youth between the ages of 10-24 years referred to a BRHC provider, nearly 20% of youth are referred from medical providers, and, unfortunately, the data for these youth is unavailable.

Further areas of the target population need specific to Broward County youth include "continuity concerns" and many families are struggling with the justice systems:

- Co-occurring Substance Use: Recovery-oriented systems of care are a

accumulating disability and often criminal system involvement. Anecdotal

Florida.

for 2013-2014 found great racial disparities and a need for early intervention for

juvenile justice system and other multi-agency education programs. This is

factor over system in Broward County and another 400 youth transition to independence. While they may be considered legal adults, many of them have not fully developed the life skills to function successfully in the adult world (FLITE, 2015). According to a 2012 survey by DCF of foster care youth aging out, 30% are unemployed, 30% lack a high school diploma or GED, and 21% have experienced homelessness as an adult.

- **Transition to Adulthood-** The transition from adolescence to young adulthood is particularly challenging for youth who have serious mental illnesses and co-occurring disorders. Research has consistently indicated that transition age youth are not provided with the age-appropriate and ongoing supports and resources necessary to promote recovery and resiliency. Accordingly, Broward data collected on 2,835 youth (14-21) served through BBHC in FY 2013-2014 showed that: 4% were pregnant or post-partum, 12% had dependent children, 20% were unemployed, 37% were involved in the criminal justice system, 50% were homeless, and 5% dropped out of high school. Complicating these issues are the unique needs of youth/adults who are leaving the "foster care" that they may have utilized during childhood and adolescence.
- **Trauma-** Research shows that a lifetime history of victimization is associated with less than optimal mental and physical health outcomes and risky behaviors. Over 40% of Broward's arrested youth had a history of trauma in FY 2012-2013.
- **Gender and Sexual Identity-** Awareness of the needs of Broward's Lesbian, Gay,

ideations and attempts. According to the 2013 Youth Risk Behavior Survey for Broward County, the first ever compilation of LGB data for the school system (which did not include the transgender questioning and intersexed community)

promoting public safety. The Strategic Plan will use the **Sequential Intercept Model** as its conceptual framework for assessing strategies that relate to the identified target

prevent further involvement into the criminal or juvenile justice system, or reentering the criminal or juvenile justice system after release.

The target population has been prioritized by various Broward County planning groups as a priority concern for the community. The groups are listed in various sections of this application.



## **Tab 5: Project Design and Implementation**

## Project Design and Implementation

### Composition and Role of the Planning Council

The composition of the planning council will be based on the following criteria: The composition of the council will be based on the following criteria: a. The council will be composed of representatives from the following organizations: b. The council will be composed of representatives from the following organizations: c. The council will be composed of representatives from the following organizations:

newly formed planning council, the Broward County Youth Re-Entry Collaborative, mental health issues in the juvenile justice system. The planning effort will include programs using the **Sequential Intercept Model**. The strategic plan will be built upon the "system of care" model that focuses on engaging the youth, young adult, and possible for the target population.

The composition of the Broward County Youth Re-Entry Collaborative includes 17 of each. Subsequently the members will enter into a formalized, legally binding agreements and will demonstrate compliance with the Florida state statute §394.657(2)(a). BBHC has key relationships and has continued the engagement of the Public Defender's Office. BBHC has agreed to participate in the strategic planning initiative but did not send a letter. See Tab 6- Letters of Commitment.

BBHC has received commitment from the following members. The red font and note shows the pending letters. The Public Defender's Office has agreed to participate in the strategic planning initiative, sent an email confirmation with support of the application and the need for strategic planning, but did not send a letter. The Broward County Youth Re-Entry Collaborative will continue to work with them more directly to discuss the Collaborative and obtain a written commitment to work in the group.

ORGANIZATION	INDIVIDUAL'S NAME	ROLE OF ORGANIZATION OF INDIVIDUAL
State Attorney or Designee	Maria Schneider	State Attorney's Office
Engagement	Engagement	

County Commission Chair	Commissioner Chris LeMaze	Board of County Commissioners
Police Chief or Designee	In process of Engagement	Programs
Housing Program Representative		County Solutions
DJI - Director of Detention Facility or Designee	Major Jonathan R Hackley	Florida Department of Juvenile Justice
DCF - Substance Abuse and Mental Health Program Office Representative	Valeria Allen	Department of Children and Families
Primary Consumer of Mental Health Services	Susan Nvamora/ Gretchen Ravira	South Florida Wellness Network/ Federation of Families
Local Substance Abuse Treatment Director or Designee	Maisra Curran	Bahian Community Health Foundation / Broward County
Community Mental Health Agency	Maisra Curran	Bahian Community Health
Match Community Partners	Cindy Ameyant	Children Services Council
Providers/ Community Partners	Nini Canipieri	Broward County Children
Providers/ Community Partners	Timothy Curtin	Memorial Healthcare System
Providers/ Community Partners	Courtnee Riscardi	Urban League of Broward County

### Background for Engagement of the Members

In early March, 2016, The BBHC sponsored a Cross-Systems Sequential Intercept facilitated by the Criminal Justice, Mental Health, and Substance Abuse (CJMHS) Technical Assistance Center at the University of South Florida (USF) Florida Mental Health Institute in order to provide assistance with (related to youth and young adults ages 12-21 with primary mental health disorders who may also have substance use co-occurring disorders, trauma, and other complex challenges):

- Creating a map of the points of interception among all relevant systems;
- Identification of resources, gaps, and barriers in the existing systems to support recovery;
- Development of an initial strategic action direction to promote progress in addressing the juvenile justice diversion and treatment needs of juveniles and young adults (up to age 21) with mental illness and/or substance use disorders involved in the juvenile justice system.

participants in the workshop included 20 individuals representing multiple stakeholder systems, including leadership from the judiciary, mental health, substance abuse treatment, human services, detention, law enforcement, child protective services,

FIGURE 10. ACTIVITIES OF THE PLANNING COUNCIL

**Planning Council's Activities Based on the Broward County's Previous Work**

business, substance abuse and co-occurring mental health and/or substance use

intercept 511

The participants of the workshop have maintained contact through a variety of meetings in Broward County. The proposed project is subsequent to the completion of the "Coping Mechanisms" study, which identified the need for a study that could be taken to address the gaps identified in the group discussion about the Broward County systems map. The groundwork for the Broward County Youth De Facto Collaborative and the needs assessment has been established through this work as

A review of each intercent point with respect to services available to youth and access to these services will assist in targeting specific clinical interventions and supports

Motivational Interviewing, Trauma Informed Care, and Wellness Recovery Action Plan (WRAP) interventions will be reviewed by the Collaborative in conjunction with application.

Further collaboration and funding across systems are strengthening juvenile justice system efforts to provide treatment and support to youth involved within this system. The current implementation of family focused, youth centered, evidence based practices of community-based clinical services utilizing peer supports, supported employment and supported housing practices will facilitate independent living and self-efficacy among youth. The Broward County Youth Re-Entry Collaborative will be a key partner in this effort. Federation of Families and Youth M.O.V.E. Broward.

There has been much groundwork completed and momentum developed from the planning and assessment of key stakeholders for continued planning. The Broward County Youth Re-Entry Collaborative members or designees will meet at least one time per month in the twelve month planning process and will develop subcommittees or task forces to work on specific issues of the Strategic Plan, garnishing expertise in each strategic component of the plan. The subcommittees or task forces will conduct the bulk of the work for the strategic planning and the Broward County Youth Re-Entry Collaborative will oversee an accountability effort, the activities and the progress toward the benchmarks and timelines. Communication will be structured via the process. The subcommittees/task forces will meet at a minimum once per month to operationalize the activities and meet timelines.

**Timeline for the Proposed Project and Proposed Planning Activities Consistent with the Performance Measures**

Proposed Planning Activities / Performance Measures	Expected Milestones	Timeline
Identify and hire staff	Project Coordinator hired	Within 90 days of execution of the final Grant Agreement
Establish formal partnerships, as evidenced by legally binding agreements, with a minimum of three (3) agencies per DEA and more with the Collaborative partners.	Formalized legally binding agreements for the Collaborative	Within 180 days of execution of the final Grant Agreement
Create subcommittees / task forces encompassing courts and others aligned with the intent of the of the needs assessment process.	Needs Assessment	Within 90 days of execution of the final Grant Agreement
<ul style="list-style-type: none"> <li>• Convene subcommittees / task forces, determine how the work will be done.</li> <li>• Present SIM to all Collaborative members and key stakeholders and review recommendations and goals.</li> </ul>		
<ul style="list-style-type: none"> <li>• Review needs assessment and identify gaps not identified and create the proposed strategy for initial design and implementation.</li> </ul>	Needs Assessment	Within 90 days of execution of the final Grant Agreement
<ul style="list-style-type: none"> <li>• Conduct focus groups for feedback.</li> </ul>		Agreement

Build on evidence-based practices and experience	List of	Within 90 days
Capacity building and Workforce Development. <ul style="list-style-type: none"> <li>Identify current EBP/Promising practices organizations that are implementing them.</li> </ul>	EBPs/Promising Practices used by Broward County	of execution of the final Grant Agreement
<ul style="list-style-type: none"> <li>Review the <ul style="list-style-type: none"> <li>Moral Reconnection Therapy</li> <li>Transition to Independence Process (TIP)</li> <li>Motivational Interviewing</li> <li>Trauma Informed Care</li> <li>Wellness Recovery Action Plan (WRAP)</li> <li>Wellness Recovery Action Plan (WRAP)</li> </ul> </li> <li>Capacity building and training on EBPs to prepare the System of Care</li> <li>Identify, together with collaborative provider partners, the EBPs and which are implementing</li> <li>Identify existing programs in Broward that already do prevention and re-entry</li> <li>When have agreements, select and identify training with collaborative providers EBPs.</li> <li>Review accreditation and licensing for staff - Florida Certification Board and other licensing bodies</li> </ul>	<ul style="list-style-type: none"> <li>who work with the identified target population.</li> <li>List of provider accreditations available from Florida Certification Board and other entities.</li> </ul>	
<ul style="list-style-type: none"> <li>Moral Reconnection Therapy</li> <li>Transition to Independence Process (TIP)</li> <li>Motivational Interviewing</li> <li>Trauma Informed Care</li> <li>Wellness Recovery Action Plan (WRAP)</li> </ul>	# of providers trained and # of providers of training held	Within 180 days of execution of the final Grant Agreement
<ul style="list-style-type: none"> <li>Map out who the services currently provided regarding funding available to prevent crossover or duplication.</li> </ul>	for funding and resource allocation.	execution of the final Grant Agreement
<ul style="list-style-type: none"> <li>Determine a process for collecting performance measurement data, and any other state or local outcome data to measure project effectiveness</li> <li>Evaluator will be contracted to conduct a performance evaluation of the planning process and derive methodologies for collecting and sharing data among partners and reporting data to the Criminal Justice Mental Health and Substance Abuse Technical Assistance Center. The Project Coordinator will assist</li> </ul>	Report with recommendations for funding and resource allocation	Within 90 days of execution of the final Grant Agreement

Develop a strategy for coordination, communication, and Data sharing plan Within 90

days of execution of the final Grant Agreement.

- BBHC, as the Managing Entity will collect, compile and enter the data into the BBHC data and track clients funded through the grant plan. data collection mechanism. Review the data collection with Concordia Behavioral Health the BBHC data management system.

Review the data with the managing entity work with the clients that will be tracked through service provision.

requirements of the Florida Senate Bill 12 review days of

execution of the final Grant Agreement.

- Determine a plan for consistency.

Completion of the Strategic Plan Strategic Plan for Broward County for the target population. Within 365 days of execution of the final Grant Agreement.

**Performance Measures (See Table above)**

The Collaborative will work on the development of a comprehensive strategic plan in consultation with the subcommittee / task force members, which will outline the mission, vision, goals and objectives, values, performance measures, and a conceptual model. performance evaluation will be conducted to measure the effectiveness of the planning process.

The Broward County Youth Re-Entry Collaborative will invest in working with strategic

issues and whose successful reform will require change throughout the system. issues and whose successful reform will require change throughout the system. issues and whose successful reform will require change throughout the system. issues and whose successful reform will require change throughout the system.

The planning process is capturing the various systems with different needs

for sustained improvements system wide. Success with the performance measures

will be looked at by:



- The progress made toward achieving the goals in each targeted area of

A strategic plan for the County represents all of the perspectives of the

## Capability and Experience

contracted with Concordia Behavioral Health to provide support services related to BBHC's management of behavioral health services in Broward County. Its vision is stated as: *Ensuring a responsive and compassionate behavioral healthcare experience for our clients, our providers and our community partners with efficient behavioral health systems of services available in Broward County. The focus of BBHC: Consumer driven cultural competence compassionate service efficient management innovative system fiscal integrity.*

BBHC, in collaboration with the County's Department of Behavioral Health and Community Services, provides behavioral health and co-occurring disorders for individuals in Broward County. The County, DOE, Southeast District SAMHSA Program Office, the Children's Gateway Council, and BBHC work collaboratively with the providers in the county to ensure the needed services for youth, young adults, individuals, and families. This collaboration has worked closely with numerous stakeholders and managed resources effectively to maximize available funding for services. In addition, as a result of past SAMHSA funding, Broward created a *Funders Forum*, which is comprised of community funders who meet on a regular basis to discuss funding issues and coordinate their efforts to support the needs of Broward children and their families.

management responsibilities for OCP? (One Community Partnership 2) a Broward

capability and experience to meet the objectives detailed in this RFA

GIS. Additionally, the contractor has a lengthy history of working together in address

eam (CI) training for first responders, a strong implementation of a civil citation

assessment center, Ohio grants, and community projects and support programs.

Data presented in this application in addition to validating the identified gaps, needs

through its initiatives BBHC promotes peers as well as family member involvement and

- Board of Directors currently has partners representing the entities that will collaborate in this grant.
- The Board includes representatives from the following entities: CAMHOC, ...
- Other entities in the Collaborative already collaborate with BBHC in the community.

**Proposed Staffing**

The project will be managed by a dedicated Project Coordinator. The job description is in Attachment II of this document.

The Project Coordinator's responsibilities will be primarily responsible for project activities, and recruit and retain providers and other volunteers for the project. The Project Coordinator will be responsible for the implementation of the Collaborative position, and will be assigned 100% level of effort to the project.

The Project Coordinator will report to the BBHC Director of Operations/System of Care and work closely with the CEO. The Project Coordinator will lead the Collaborative and the related subcommittees/task forces. All aspects of accountability and reporting will be managed by the Project Coordinator.

An Evaluation Consultant will be hired to assist with the evaluation and performance with the State DOE.

Resources directly supporting the project include the BBHC staff. Partnering leverage intangible resources which support the work. The office will be located at the BBHC building in Broward. Additional activities and services not included in the match but that augment the efforts of the project are service providers' positions for certain intervention and treatment services.

Silvia Quintana, the BBHC CEO, will be available to assist with the project's process and to support the Project Coordinator.

The Table of Organization, Attachment III, shows the lines of communication and authority in the BBHC organization, with the position of the Project Director.

As a model for this project and the strategic planning, a key element to BBHC's

Managing Entity initially by way of the establishment of the new Behavioral Health Technology Transfer Unit through Program Development/Quality Improvement Management. The team is working to meet current Local and State infrastructure expansion and sustainability needs by institutionalizing the implementation of SOC, EPRs, community learning collaboratives, and COI initiatives to the entire Broward

formalized peer review process to identify opportunities for quality improvement and to evaluate clinical outcomes and impact. The Unit will also coordinate and facilitate the communities for EPR training and implementation and a training

center which allows providers reimbursement for direct care staff time spent in EPR training activities. This eliminates financial barriers as that provider expense for direct care staff time typically spent producing billable units of service for enhanced clinical expertise and competency of the workforce.

The goals of this project include a plan to establish baseline data for the system. Data in this manner is a plan to establish baseline data for the system. Data in this manner is a plan to establish baseline data for the system. Data in this manner is a plan to establish baseline data for the system.

will be frequently revisited as data reporting begins to link outcomes data with state and local level data sources. The second data component involves coordinating with

system to report process and outcome data as well as to state agencies with the standardized system of reporting. The goal is to link outcomes data across the System.

Local dollars and in-kind match are critical components of the Broward County Foundation, which encourages collaboration among community organizations and foundations. The goal is to link outcomes data across the System. The goal is to link outcomes data across the System.

Broward County is committed to advance the efforts to achieve a comprehensive system of care for the target population of youth and young adults (ages 12-21) with primary mental health and/or substance use – co-occurring disorders, trauma, and other complex challenges involved in the criminal justice system and are risk of further involvement. Maintaining a strong network and collaborative of community partners is essential for the sustainability of the comprehensive system of care and of optimizing the community resources. The Collaborative has and the stakeholders have community.