



Human Services Department

COMMUNITY PARTNERSHIPS DIVISION / Children's Services Administration

115 S Andrews Avenue, Room A370 • Fort Lauderdale, Florida 33301 • 954-357-6202 • FAX 954-357-8204

Children's Services Board Needs Assessment Committee (NAC)

AGENDA

Wednesday, October 8, 2025, 9:00 a.m. - 11:00 a.m.

115 S. Andrews Avenue, Annex- Conference Room A337, Ft. Lauderdale, FL 33301

Public Comments: 1 754-900-8519, 248627847#

- I. Welcome and Introductions Maria Juarez Stouffer
- II. Approval of Meeting Minutes Maria Juarez Stouffer
 - July 9, 2025
- III. Chair Report Maria Juarez Stouffer
 - Review of 2024-2029 CSA Strategic Plan-[CSA FY24 Strategic Plan](#)
 - FY2025 Impact Report- FY 24 [CSA FY24 Impact Report](#)
- IV. Section Administrator's Report..... Dr. Tiffany Hill-Howard
 - Provider Engagement Series
 - Provider Orientation and Training (9/10/2025)
 - Service Delivery Model (SDM) Training Sessions
 - Pilots
 - Baker Act Alternative Youth Transportation Pilot (BAAYTP)
 - Violence Reduction (DCF Funded)
 - Funding/Service Array
- V. Public Comment (5 minutes) – Please call (754)-900-8519, 248627847#
- VI. Adjournment

Committee Members:

Maria Juarez Stouffer, Chair

Evan Goldman, Monica King, Joel Smith

Next Meeting: TBD,

**Location: 115 S. Andrews Avenue, Annex- Conference Room 335,
Ft. Lauderdale, FL 33301**

Broward County Board of County Commissioners

Mark D. Bogen • Alexandra P. Davis • Lamar P. Fisher • Beam Furr • Steve Geller • Robert McKinzie • Nan H. Rich • Hazelle P. Rogers • Michael Udine
www.broward.org

If you do not have the ability to view the meeting or provide public comment and wish to do so, please notify us at the following email address (csa@broward.org), telephone number (954-357-6202) or physical mailing address (115 S. Andrews Avenue, Fort Lauderdale, FL 33301, A370) at least {3} days before the meeting, so that the County can communicate the location of the access point to you.



HUMAN SERVICES DEPARTMENT

COMMUNITY PARTNERSHIPS DIVISION / Children's Services Administration

115 S Andrews Avenue, Room A370 • Fort Lauderdale, Florida 33301 • 954-357-6202 • FAX 954-357-8204

Broward County Board of County Commissioners
Children's Services Board Needs Assessment Committee Meeting
Draft Minutes January 8, 2025

I. Welcome and Introductions

The meeting was called to order at 9:02 A.M.

Committee Members in attendance: Maria Juarez Stouffer, Traci Schweitzer in person. Evan Goldman, Joel Smith, Monica King, Cara Malave, and Sarah Gillespie-Cummings present via Teams.

Committee Members absent:

Staff members in attendance: Cassandra Evans, Assistant Director of Community Partnerships Division (CPD), Dr. Tiffany Hill-Howard, Children Services Administrator (CSA), and Sterling Parrish (CSA) in person. present via TEAMS.

II. Approval of minutes

Approval of September 4, 2024, and January 8, 2025, Needs Assessment Committee meeting minutes.

Motion: To approve September 4, 2024, and January 8, 2025 Needs Assessment Committee minutes as presented by staff.

First: Traci Schweitzer

Second: Evan Goldman

Declaration of Conflict: None.

Discussion: None.

Result: Passed.

III. Chair Report- Maria Juarez Stouffer- The challenges some agencies are having with their utilization and how they are related to staffing and recruitment issues. CSC providers are seeing the same challenge in recruitment. Exploring how to strengthen relations with FAU's master's in social work and NSU's Master's program, and FIU, to see if there's a path forward to work with providers. Possibly offering students a stipend to be more motivated to work in the field, versus in the office or virtually.

- IV. **Section Administrator's Report-** Dr. Tiffany Hill- Howard- Presenting a discussion as it relates to current needs of children and families in our communities, also funding that was procured for FY25, the different service categories, and the funding amounts for each category. Expanding or decreasing our array of services. Consider possibly revamping or modifying the way we fund services.

Traci - Emergency shelter: it prevents kids from entering care, provides intensive services to help work with families. Supposed to engage in family sessions, LIPMAN shelter, as an example, only had one session. We need to bridge whatever is happening within the family; a lot of times, everything is focused on the child and their behavior. Getting the parents to participate in the mental health portion of the youth's care. Support for the younger youth in getting them re-enrolled in the right school. No solid Interventions for truancy for over 15 years. Joel presents a more global aspect of the leadership position and collaboration on a more

- V. **Public Comments-** Melissa Buckley, Associate Executive Director, commenting on the special needs population and providing medical care support. Thanking to committee members for the funding they currently receive, especially with the uncertainty of healthcare cuts.

- VI. **Good of the Order-** None.

- VII. **Adjournment**

Meeting adjourned at 10:21 am.

The next Needs Assessment Committee meeting is scheduled for Wednesday, October 8, 2025, at 9:00 A.M. at 115 S. Andrews Avenue A337 Fort Lauderdale, FL 33301

Children's Services Administration STRATEGIC PLAN

Broward County Human Services Department - Community Partnership Division

Children's Services Administration (CSA) is dedicated to promoting the well-being, safety, and healthy development of children and families in Broward County. The strategic plan aims to provide a structured framework for CSA to define our goals and objectives and outline the actions needed to achieve them.

POPULATIONS
OF FOCUS



Special Needs



At Risk Youth



Pre-School Age and/or
Parental Court Involvement

STRATEGIC
PRIORITIES

Family
Support

School
&
Work

Health
&
Wellbeing

Youth
Support

KEY
SERVICES

Advocacy

Behavioral
Health and
Intervention

Court
Supervision
Drop-In
Childcare

Enrichment
Programs

Independent
Living and
Rental
Assistance

Innovative
Programs

Medical Care
Supports

Respite Care with
Enrichment

Substance Use
and/or Dual
Diagnosis/
Co-Occurring
Disorders

Youth Economic
Stability

Youth Emergency
Shelter

CSA aims to foster collaboration with community partners to develop and deliver innovative and responsive services that meet the diverse needs of children and their families in Broward County.

Scan here to view
on our website





F L O R I D A

**HUMAN SERVICES DEPARTMENT
COMMUNITY PARTNERSHIPS DIVISION**

CHILDREN'S SERVICES ADMINISTRATION IMPACT REPORT 2025



Prepared By:



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Miami Lakes, FL 33014

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Author / Lead Research Analyst

<https://qqresearchconsultants.com>

Broward County Community Partnerships Division provided approval for QQRC to include exact language from its publicly available documents throughout this report.

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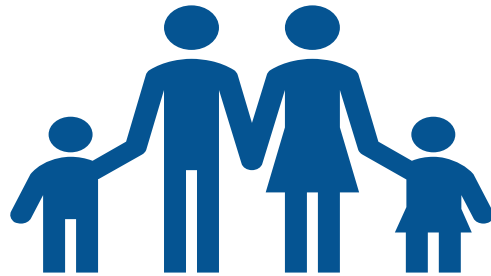
EXECUTIVE SUMMARY

The Broward County Human Services Department (BCHSD), through its Community Partnerships Division's (BCCPD) Children's Services Administration (CSA), launched a comprehensive strategic planning process in 2023 to reimagine a more effective, equitable System of Care. This initiative centered on meaningful collaboration with community stakeholders to identify pressing needs, close service gaps, and ensure funding is directed to where it is needed most.

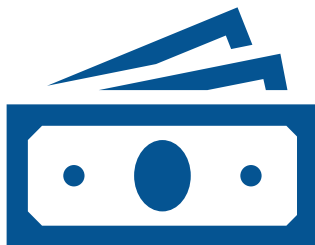
One year into implementation, the strategic plan is already producing results. In 2023, CSA served 38,592 clients and invested \$20,548,425 into the community across 40 provider organizations. These targeted investments are helping to strengthen service coordination, improve access, and support families across the county. The progress made in Year 1 of implementation sets the foundation for deeper, sustained impact as CSA continues to build a responsive, community-driven System of Care in the years ahead.

This impact report provides an overview of the progress made during the first year of implementation of the CSA Strategic Plan. It highlights key impacts, community investments, and service outcomes that reflect CSA's commitment to building a more coordinated and equitable System of Care in Broward County. The report includes data-driven insights, provider contributions, and community voices to illustrate how strategic alignment and collaboration have enhanced service delivery and improved access for children and families. As a living document, this report also serves as a tool for accountability, transparency, and continuous improvement as CSA moves into the next phases of its strategic vision.

FY 2024 IMPACT HIGHLIGHTS



38,592 Clients Served



20,548,415 Total
Invested



94% Expenditure
Utilization, 6%
Increase from FY 2023



29,321 Youth Served Through
Special Appropriations Funds For
Boys And Girls Clubs And Junior
Achievement



3,158 Youth Received
Supervised Childcare



3,649 Behavior
Health and
Intervention
Clients Served



2,129 Special
Needs Youth
Received Services

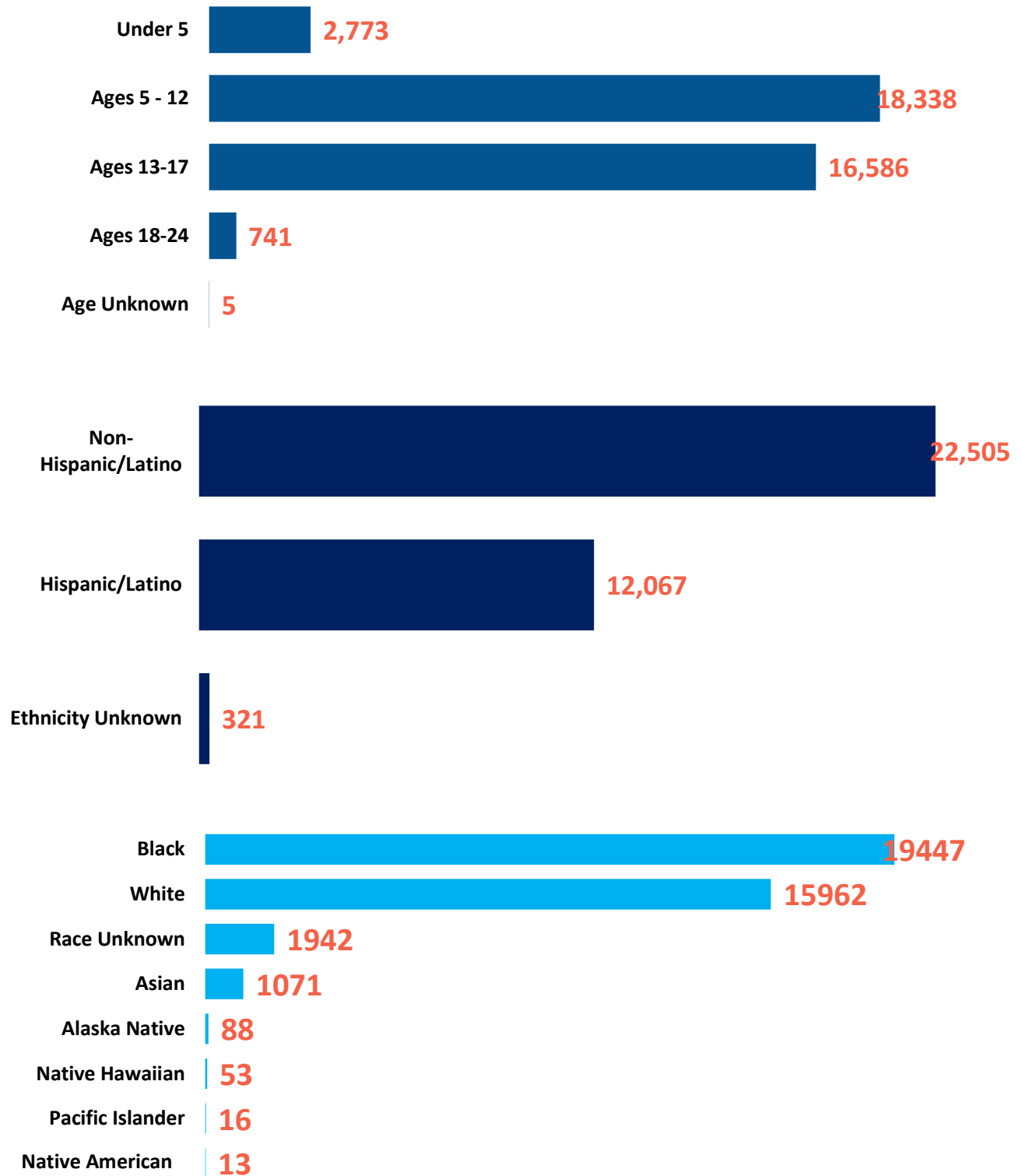


Nearly All Providers Either
Met, Exceeded or Were
Within 5 Percentage Points
Of Attainment Goals

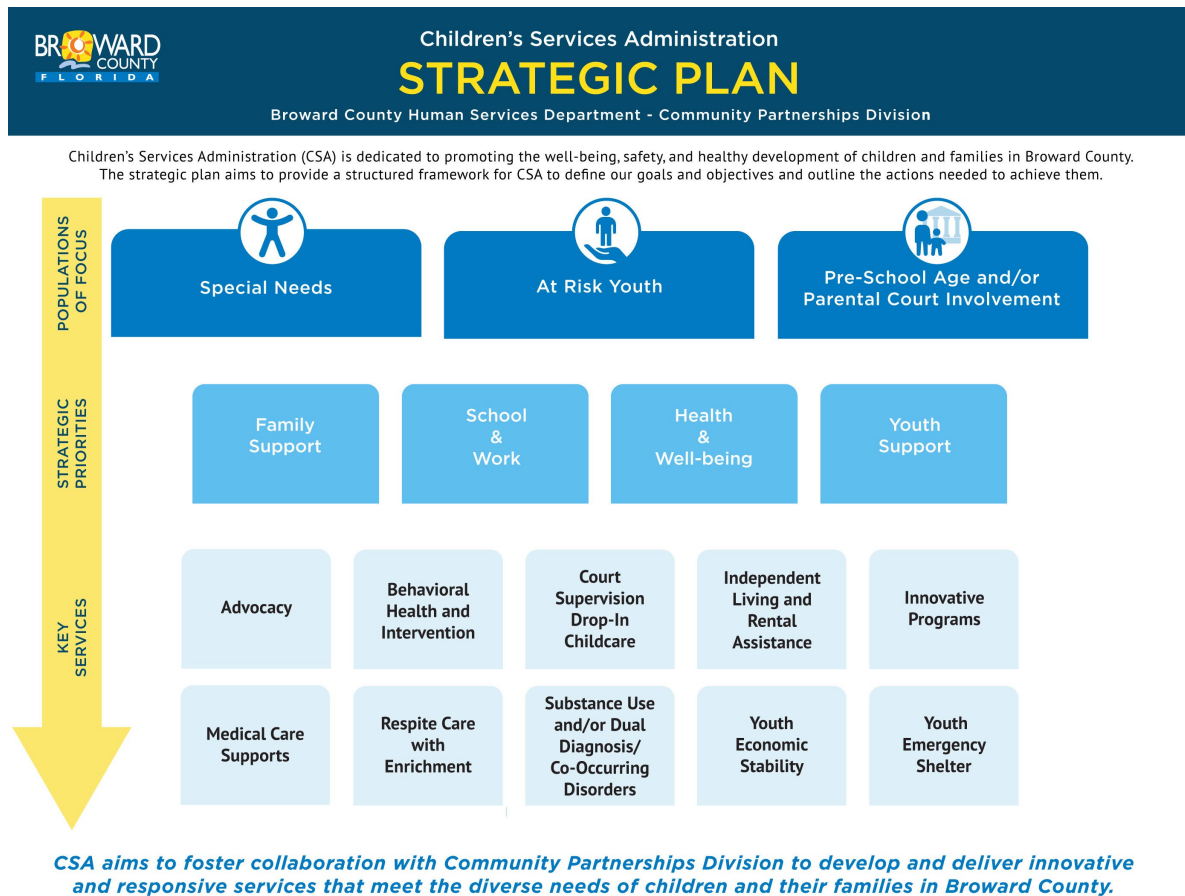


84% Of Clients Surveyed
Indicated They Were Very
Satisfied With Services

FY 2024 CLIENTS SERVED AT A GLANCE



THE STRATEGIC PLAN



POPULATION OF FOCUS

The strategic plan targets three key populations in Broward County, as described below.

Special Needs Individuals

This includes children with a range of physical, developmental, and emotional disabilities. In Broward County, 11% of the Broward County population has a disability, with significant numbers requiring specialized educational and therapeutic services. Funding these programs promotes inclusion and enhances the quality of life for affected children and families.

At-Risk Youth

These are youth facing significant barriers such as trauma and adverse childhood experiences (ACEs), including abuse, neglect, and exposure to violence. In Florida, 18% of high school students report high trauma levels¹. Investment in at-risk youth programs can improve educational outcomes, reduce substance use and delinquency, and support a healthier transition to adulthood.

Preschool-Age Children and Children with Parental Court Involvement

This group includes children needing care while their caregivers attend family court, particularly domestic violence proceedings. Funding childcare for these children ensures safety and emotional stability and supports early development. It also allows caregivers to engage fully in legal processes and demonstrates a commitment to supporting vulnerable families.

GUIDING FRAMEWORK

During the planning phase, CSA, through collaborative efforts, developed a guiding framework encompassing (1) bundled interventions, and (2) the adoption of seven domains of well-being to inform strategic funding priorities.

Bundled Interventions

Bundled interventions combine multiple evidence-based services into a single package. When implemented together, these interventions produce better health outcomes than when applied individually². This approach ensures that children are screened for and receive all essential services, regardless of their initial point of contact with any service provider. The guiding framework for bundled interventions addresses socio-cultural determinants, enhances the delivery and utilization of comprehensive services, promotes continuous service engagement, and improves outcomes for Broward's children.

¹ Rothenbach Research and Consulting, LLC (2023). 2023 Florida Youth Substance Abuse Survey At-Risk Youth Statistics Florida. Report prepared for Florida Department of Children & Families Office of Substance Abuse & Mental Health. <https://www.myflfamilies.com/sites/default/files/202312/2023%20Statewide%20FYSAS%20Report.pdf>

² *Improving care and treatment coordination: Focusing on black women with HIV – evaluation and technical assistance provider*. HRSA. (n.d.) <https://www.hrsa.gov/grants/find-funding/HRSA-20-115>

Seven Domains of Children's Well-Being

CSA adopted seven domains of well-being to inform strategic funding priorities.

Figure 1. Seven Domains of Well-Being

 PHYSICAL HEALTH	Includes nutrition, exercise, sleep, and access to healthcare. It focuses on ensuring that children are healthy and have the necessary resources to maintain their physical well-being.
 EMOTIONAL WELL-BEING	This involves a child's ability to understand and express their feelings, manage stress, and develop resilience. It encompasses emotional regulation skills, self-esteem, and the presence of supportive relationships.
 SOCIAL COMPETENCE	Refers to a child's ability to form positive relationships, communicate effectively, and navigate social situations. It involves skills such as empathy, cooperation, and conflict resolution.
 COGNITIVE DEVELOPMENT	Encompasses a child's intellectual abilities, including language skills, problem-solving abilities, and academic achievement. It focuses on fostering curiosity, critical thinking, and learning readiness.
 SAFETY AND SECURITY	This involves ensuring that children are safe from harm, both physically and emotionally. It includes protection from violence, abuse, neglect, and exposure to dangerous environments.
 FAMILY RELATIONSHIPS	Family relationships play a crucial role in children's well-being. Positive family dynamics, including secure attachment, supportive parenting, and strong familial bonds, contribute to children's overall happiness and development.
 COMMUNITY & ENVIRONMENT	The community and environment in which a child grows up can significantly impact their well-being. Access to resources such as education, recreational opportunities, safe neighborhoods, and exposure to diverse cultures and experiences are important factors in promoting children's overall well-being.



ABOUT THIS REPORT: THE STRATEGIC PLAN IN ACTION

A key aspect of the implementation involved re-evaluating and strengthening core service areas to better meet the evolving needs of the communities that CSA serves. This included refining program delivery models, enhancing data collection systems to improve performance measurement, and investing in program provider development to build capacity. Special attention was given to community voices—particularly those historically underrepresented in decision-making processes—to ensure services remained relevant, accessible, and culturally responsive.

CSA partnered with Q-Q Research Consultants (QQRC) to conduct a comprehensive review of programmatic documents, outcome-based provider data, and demographic data to assess the early impact of the newly implemented strategic plan. This collaboration aimed to review how effectively the strategic priorities were being translated into measurable service outcomes, equitable access, and meaningful improvements in client well-being. A detailed analysis of provider performance, service utilization, and population reach was conducted to identify success, uncover gaps in delivery, and inform data-driven recommendations.

The following section will break down each of CSA's core service area, emphasizing how the strategic plan guided service enhancements and contributed to measurable outcomes achieved during the year. These insights provide a closer look at how the plan translated into action and underscore CSA's ongoing commitment to continuous improvement and community-driven service delivery.



**ADVOCACY
SERVICES**

\$ 1,298,288 Total
Funding
81% Utilization
945 Clients Served

ADVOCACY

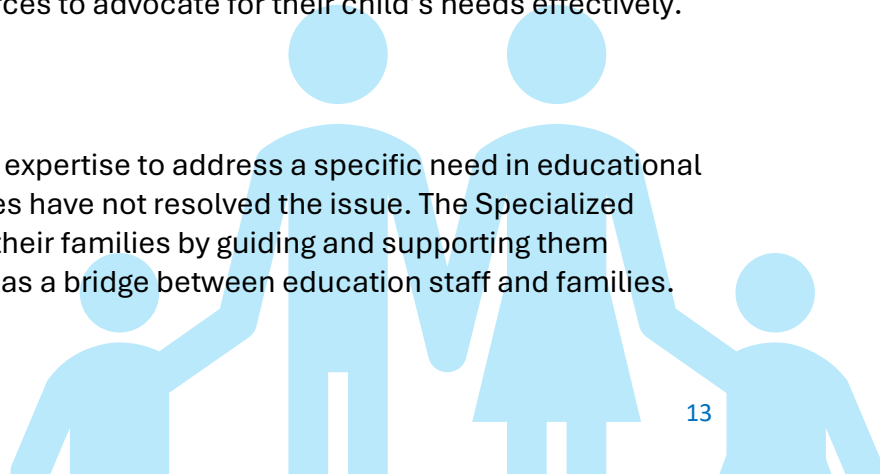
Advocacy services involve speaking in favor of, recommending, arguing for a cause, or supporting, defending, or pleading for clients and their families. These services defend and promote the rights of children, providing crucial support in navigating complex systems such as education, healthcare, and legal environments. By advocating for their well-being and best interests, these services help secure necessary resources and opportunities, fostering a safer, more equitable environment for children to thrive. For CSA purposes, these services must provide direct family support activities and/or family training to ensure easy and transparent access to information.

GENERAL ADVOCACY

General advocacy services help children, and their families access direct support and assistance in navigating key topics and processes, such as Individualized Education Program (IEP) meetings and evaluations for children with special needs. This support helps families utilize community resources and equips them to collaborate with school personnel and other community resources to advocate for their child's needs effectively.

SPECIALIZED ADVOCACY

Some services require technical (legal) expertise to address a specific need in educational services when other advocacy strategies have not resolved the issue. The Specialized Advocacy program assists clients and their families by guiding and supporting them through the special education process as a bridge between education staff and families.



Services must include but are not limited to IEP assistance, testing accommodations, development of legal documents, behavior plans, or school-related problems.

FY 2024 ADVOCACY SERVICES HIGHLIGHTS

As demonstrated below, CSA-funded advocacy services are demonstrating strong impact and high-quality delivery. Clients are not only accessing needed services but also gaining the skills and confidence to advocate for themselves—a critical indicator of long-term resilience. Slight underutilization presents an opportunity for growth, optimization, or deeper community engagement to ensure full impact potential.

Key Impact Highlights

All funded providers **exceeded their outcome targets**, indicating consistent quality and strong client outcomes across the board:



High Quality Across Providers: Target outcome results ranged from 90% to 100%, showing consistent service excellence in client outcomes across a diverse set of advocacy organizations.



Empowered Clients: Outcomes show that clients are not just receiving services, but also gaining skills to navigate systems and self-advocate, which leads to longer-term independence.



Preventing Crisis & Escalation: Programs play a key role in early intervention by addressing issues proactively and reducing reliance on judicial or emergency systems.

Considerations

- While the utilization rate of 81% reflects strong engagement, there is room to:
 - Expand referrals and outreach to reach full capacity.
 - Examine potential barriers to service access in underserved areas or populations.
- There is an opportunity to scale what is working by sharing best practices across providers or investing in high-performing models.

2024 Advocacy Service Outcome Based Provider Impact Scorecard

Outcome Based Provider	Goals	Result
Ann Storck Center, Inc.	85% of Clients report improvement in their ability to access relevant services and community resources.	Exceeded Target at 100%
	85% of Clients will be able to demonstrate their ability to advocate for their educational and/or mental behavioral health needs prior to case closure.	Exceeded Target at 100%
Boys Town South Florida, Inc.	85% of Clients report improvement in their ability to access relevant services and community resources	Exceeded Target at 90%
	85% of Clients will be able to demonstrate their ability to advocate for their educational and/or mental behavioral health needs prior to case closure.	Exceeded Target at 93%
JAFCO Children's Ability Center, Inc.	85% of Clients report improvement in their ability to access relevant services and community resources	Exceeded Target at 100%
	85% of Clients will be able to demonstrate their ability to advocate for their educational and/or mental behavioral health needs prior to case closure.	Exceeded Target at 100%
Legal Aid Service of Broward County, Inc.	85% of Clients and/or their families enrolled in program for at least 3 months, will receive education and resources on special education services, IEPs, 504 plans, and other concerns or questions related to special education.	Exceeded Target at 100%
	85% of Clients effectively resolve their educational concerns, avoiding judicial proceedings.	Exceeded Target at 100%
Mental Health America of Southeast Florida, Inc.	85% of Clients report improvement in their ability to access relevant services and community resources.	Exceeded Target at 98%
	85% of Clients demonstrate their ability to advocate for their educational and/or mental behavioral health needs prior to case closure.	Exceeded Target at 98%
Parent to Parent of Broward County Inc.	85% of Clients report improvement in their ability to access relevant services and community resources.	Exceeded Target at 93%
	85% of Clients will be able to demonstrate their ability to advocate for their educational and/or mental behavioral health needs prior to case closure.	Exceeded Target at 93%
United Community	85% of Clients report improvement in their ability to access relevant services and community resources.	Exceeded Target at 100%

**Options of
South Florida**

85% of Clients demonstrate their ability to advocate for their educational, mental and/or behavioral health needs prior to case closure.

Exceeded
Target at 100%



BEHAVIORAL HEALTH AND INTERVENTION

\$ 4,883,356 Total
Funding
97% Utilization³
3,649 Clients Served

BEHAVIORAL HEALTH AND INTERVENTION SERVICES

Behavioral Health and Intervention Services (BHIS) funded by BCHSD are services provided to children and youth experiencing emotional or behavioral disturbances that require therapeutic and/or intervention services to stabilize functioning at home, in school, and in their communities. Services include clinical social work; psychological and psychiatric treatment; peer support mentoring; and group, family, or individual counseling. Behavioral Health and Intervention services for children are vital as they provide a space for early detection and treatment of mental health and behavioral issues, promoting healthier outcomes. Behavioral Health and Intervention is categorized into two types: (1) Behavioral Health-Mental Health, and (2) Behavioral Health-Intervention.

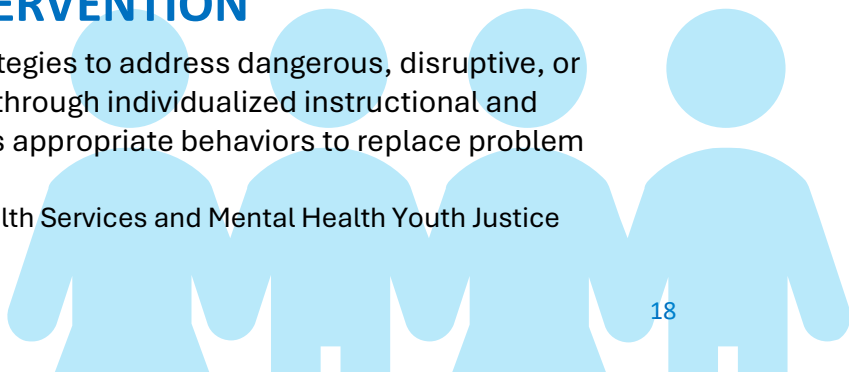
BEHAVIORAL HEALTH-MENTAL HEALTH

These services refer to the promotion of mental health resilience and well-being, the treatment of mental health and substance use disorders, and the support of those who experience and/or are in recovery from these conditions, along with their families and communities.

BEHAVIORAL HEALTH-INTERVENTION

These services refer to implementing strategies to address dangerous, disruptive, or otherwise impeded day-to-day functions through individualized instructional and environmental supports that teach clients appropriate behaviors to replace problem

³ Average utilization for both BHIS Mental Health Services and Mental Health Youth Justice Population



behaviors. Behavioral health interventions are guided by a functional behavioral assessment that identifies the communicative intent of problem behavior and considers any known medical, developmental, or psychological limitation(s) of the child.

FY 2024 BHS SERVICES HIGHLIGHTS

Overall, CSA's investment of nearly \$5M in behavioral health services has yielded exceptional returns in client outcomes, systems diversion, and program efficiency. The high rate of goal achievement and crisis prevention affirms the value of these services in improving individual and family well-being, reducing strain on emergency systems, and supporting community stability. Future efforts can build on this success by maintaining quality while expanding reach and sustainability.

Key Impact Highlights

All funded behavioral health providers **exceeded every outcome target**, demonstrating highly effective program delivery across mental health, education, and diversion services:



Near Full Utilization: High Utilization (97%) indicates strong demand and successful service implementation.



Improved Functioning: 100% of providers exceeded the goal of 90% of clients improving on assessment rating scales.



Goal Achievement: 100% exceeded the target for clients meeting at least one treatment/service plan goal.



Crisis Avoidance: All exceeded the target for 85% of clients avoiding emergency department or inpatient mental health admissions.



Timely Service Planning: Most programs also excelled at developing individualized service plans within 14 days of enrollment, with multiple providers achieving 100% compliance.



Community Stabilization: Several providers met targets related to avoiding law violations or arrests and preventing family separation, demonstrating success in reducing systems involvement.

Considerations

- Consider scaling or replicating high-performing program models or exploring targeted capacity expansion in areas with unmet behavioral health needs.
- Ongoing evaluation can focus on long-term outcomes (e.g., sustained mental health gains, long-term avoidance of crisis services) to further demonstrate impact.

2024 Outcome Based Service Providers Impact Scorecard

Outcome Based Provider	Goals	Result
Center for Hearing & Communication	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 93%
	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 100%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 100%

Community Based Connections	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 98%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 98%
	85% of program Clients will not receive any new law violations or arrests while enrolled in program and receiving services.	Exceeded Target at 100%
	85% of Clients meet at least one (1) goal identified in the services plan within three (3) months of development of the service plan.	Exceeded Target at 100%
	85% of Clients who complete an intake assessment will have an individualized service plan developed within fourteen (14) days of that intake.	Exceeded Target at 100%
Covenant House	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 97%
	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 96%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 97%
	85% of Clients meet at least one (1) goal identified on the Clients' service plan within three (3) months of development of the service plan.	Exceeded Target at 99%
	85% of Clients who complete an intake assessment will have individualized service plan developed within fourteen (14) days.	Exceeded Target at 98%
Healing Arts Institute of South Florida International	85% of Clients and/or their families enrolled in program for at least 3 months, will receive education and resources on special education services, IEPs, 504 plans, and other concerns or questions related to special education.	Exceeded Target at 98%
	85% of Clients effectively resolve their educational concerns, avoiding judicial proceedings.	Exceeded Target at 99%
	85% of Clients will not be admitted to the Emergency Department, Crisis stabilization services, or hospital inpatient department for mental	Exceeded Target at 99%
Henderson Behavioral Health (FIT)	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 95%
	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 95%

	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 94%
	85% of Clients meet at least one (1) goal identified on the client's service plan within three (3) months of development of the service plan.	Exceeded Target at 100%
	85% of Clients who complete an intake assessment will have individualized service plan developed within fourteen (14) days.	Exceeded Target at 100%
Henderson Behavioral Health (REACH)	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 95%
	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 95%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 93%
	85% of Clients meet at least one (1) goal identified on the client's service plan within three (3) months of development of the service plan.	Exceeded Target at 95%
	85% of Clients who complete an intake assessment will have individualized service plan developed within fourteen (14) days.	Exceeded Target at 100%
Henderson Behavioral Health (BRIDGE)	85% of Clients achieve treatment plan goals by designated target date.	Exceeded Target at 95%
	85% of Clients served for at least three (3) months, are not removed from home, from admission to program completion.	Exceeded Target at 93%
	85% of Clients meet at least one (1) goal identified on the Clients' service plan within three (3) months of development of the service plan.	Exceeded Target at 100%
	85% of Clients who complete an intake assessment will have individualized service plan developed within fourteen (14) days.	Exceeded Target at 100%
Harmony	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 96%

	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 99%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 100%
	85% of program Clients will not receive any new law violations or arrests while enrolled in program and receiving services.	Exceeded Target at 99%
	85% of Clients meet at least one (1) goal identified on the Clients' service plan within three (3) months of development of the service plan.	Exceeded Target at 100%
	85% of Clients who complete an intake assessment will have individualized service plan developed within fourteen (14) days.	Exceeded Target at 100%
Kids in Distress	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 100%
	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 100%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 100%
School Board (FC)	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 93%
	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 93%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 99%
Sunserve	90% of Clients improve their assessment rating scale score from start of treatment to date designated as the completion date for treatment plan goals.	Exceeded Target at 98%
	90% of Clients achieve one or more treatment plan goals by the date designated as the completion date for treatment plan goals.	Exceeded Target at 98%

	85% of Clients are not admitted to a hospital emergency department, crisis stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 98%
Women in Distress	90% of Clients improve their assessment rating scale score from start of treatment to designated target date.	Exceeded Target at 93%
	90% of Clients achieve one or more treatment plan goals by designated target date.	Exceeded Target at 93%
	85% of Clients will not be admitted to the Emergency Department, Crisis Stabilization services, or hospital inpatient department for mental health related condition while receiving services.	Exceeded Target at 93%



**COURT SUPERVISION
CHILDCARE**

\$ 94,000 Total Funding

96% Utilization

167 Clients Served

COURT SUPERVISION DROP-IN CHILDCARE

Drop-in childcare Services funded by BCHSD provide safe, nurturing childcare supervision for children whose parents, legal caregivers, or other authorized custodial representatives (collectively referred to as Caregivers) are required to attend domestic violence court proceedings at the Broward County Main Courthouse (Courthouse) and have no other childcare options. As mentioned in the *Populations of Focus* section, these services are crucial as they provide a safe, supportive environment for children while their parents or guardians attend court proceedings.



FY 2024 COURT SUPERVISION CHILDCARE SERVICES HIGHLIGHTS

CSA's investment in supervised drop-in childcare through YWCA South Florida yielded exceptional safety outcomes and near-full utilization. The program met its critical goal of ensuring child safety with 100% success, justifying its continued funding in this service area. It serves as a model of efficient, targeted support for families needing temporary childcare during court-related appointments or supervision requirements.

Key Impact Highlights



High Utilization (96%) indicates strong community demand and effective program implementation.



Client Safety Maintained at 100%: The program successfully ensured every child served was returned safely, with no reported incidents, which is particularly noteworthy given the vulnerable nature of the population.



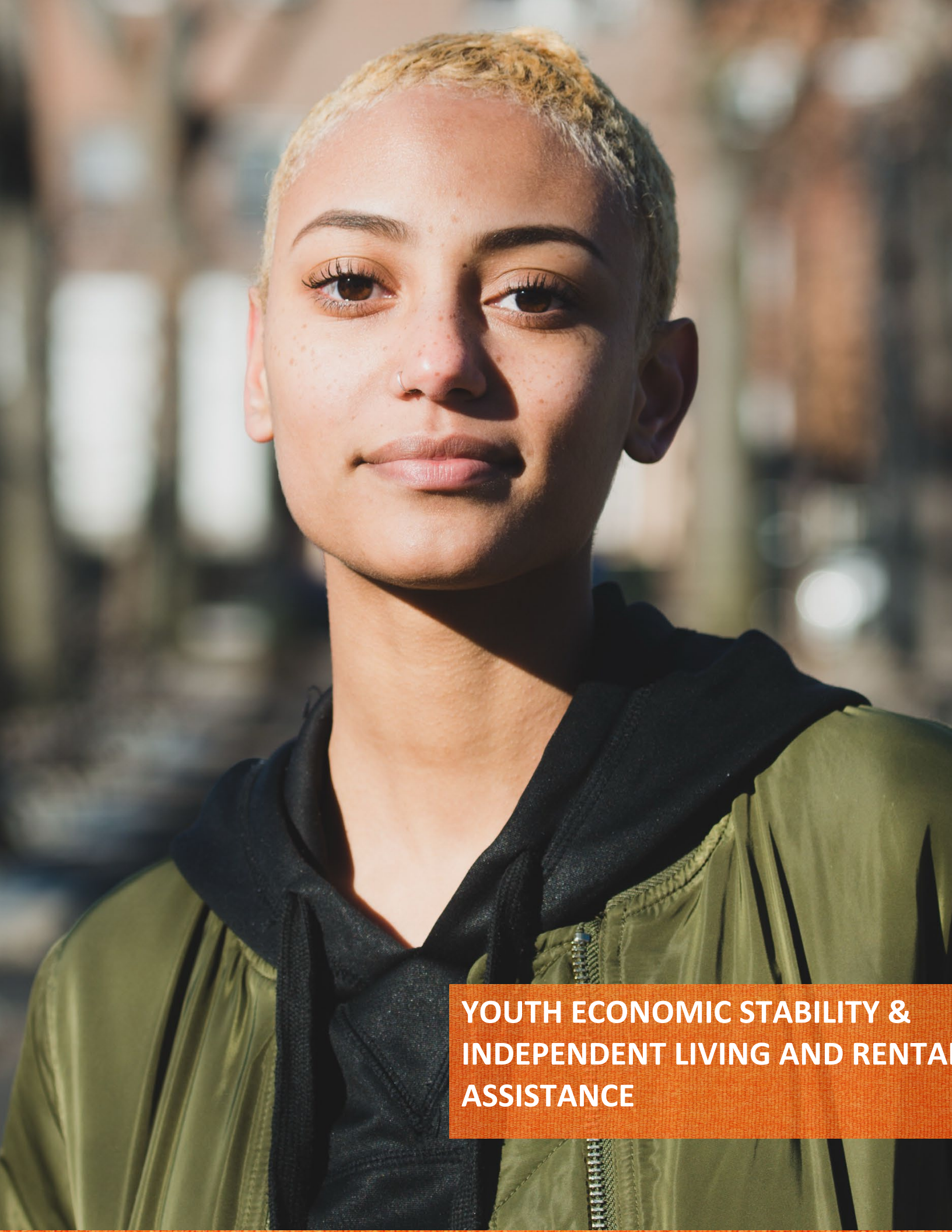
Cost-Effective Impact: At approximately \$563 per client, the program delivers high-value outcomes related to family support, child safety, and caregiver peace of mind at a low investment level.

Considerations

- With 96.3% utilization, the program is nearing full capacity. If court referrals increase, additional staff or extended hours may be necessary to meet future demand without compromising quality.
- Consider whether this drop-in model could be paired with family navigation, parenting support, or referrals to other services, especially for families in crisis or under court supervision.

2024 Outcome Based Service Provider Impact Scorecard

Outcome Based Provider	Goals	Result
YWCA South Florida, Inc	99% of Clients are returned safely to their parents or caregivers without reports of incidents.	Exceeded Target at 100%



**YOUTH ECONOMIC STABILITY &
INDEPENDENT LIVING AND RENTAL
ASSISTANCE**

\$ 1,078,945 Total
Funding
97% Utilization⁴
285 Clients Served

YOUTH ECONOMIC STABILITY & INDEPENDENT LIVING AND RENTAL ASSISTANCE

INDEPENDENT LIVING AND RENTAL ASSISTANCE

Independent Living and Rental Assistance Services (ILRAS) intends to break the cycle of homelessness and promote independent living (IL) for eligible clients, these services are critically important as they provide vital support to youth who are transitioning out of foster care or facing housing instability. ILRAS provide clients with a support network to assist them with achieving self-sufficiency and becoming productive adults.

Services are provided at times convenient for clients, including after-school evening hours and on weekends and holidays. Clients participate in developing independent living skills plans to guide them in reaching their goals and transition plans to support their movement from the program to independent housing and adult life. Eligible clients are provided rental assistance subsidies, linkages to resources, direct support for utility deposits and security deposits, and support services to improve self-sufficiency. Also, rental units are identified according to cost and convenience based on clients' place of employment, education, and transportation.

⁴ Average utilization for Youth Economic Stability and Independent Living and Rental Assistance

YOUTH ECONOMIC STABILITY

Economic Stability for Transition-Aged Youth and Adults (ECOSTA) services for youth are crucial as they provide essential support in overcoming financial barriers and promoting self-sufficiency. Providers of ECOSTA services must focus on assisting youth in gaining the knowledge and understanding that lead to economic stability and job experiences. These experiences develop clients' employability and help improve their strengths, abilities, and outlook. ECOSTA assists youth in developing critical thinking and problem-solving skills to employ sound reasoning and analytical thinking. ECOSTA service activities must include at least two of the following: (1) Financial Education/Literacy Training, (2) Work Experience, (3) Supported Employment which includes job coaching, life coaching, and flex funding/financial assistance.

Financial Education/Literacy Training

This training includes educational sessions covering topics such as budgeting, using mainstream financial products, recognizing and avoiding abuse practices, saving, and managing credit.

Work Experience

This experience includes paid or unpaid jobs, internships, or apprenticeships that allow clients to practice and enhance their skills and competencies. It provides practical experience in clients' trained field and helps develop new skills beneficial for future employment. It also involves recruiting employers and securing job placements that match clients' skills and interests.

Supported Employment

This support includes career counseling, pre-employment assessment, and pre-employment preparation. Items in the list below are optional services that can be provided in conjunction with any combination of the items above:

- **Job Coach:** The job coach works side-by-side with clients to interface with employers and employees. The job coach provides clients with training in basic job skills and work-related behaviors, assistance with specific tasks as needed, and ongoing support services to ensure clients obtain and maintain competitive employment.
- **Life Coach:** The life coach aids with developing daily living skills, career planning, work-life balance, self-care, health, housing, financial literacy, and social relationships.
- **Flex Funding/Financial Assistance:** Funding is available for essential services or goods that clients cannot access due to ineligibility or limited resources. These funds must support activities outlined in each client's individualized plan."

FY 2024 YOUTH ECONOMIC STABILITY & INDEPENDENT LIVING AND RENTAL ASSISTANCE HIGHLIGHTS

Overall, CSA's investment in workforce and housing stability programs yielded strong employment outcomes and measurable life improvements for at-risk clients. High utilization and consistent overperformance across all metrics indicate that these programs are not only well-implemented but also critical to building long-term independence and reducing system dependency. Continued support of these services is justified by their deep and lasting impact.

Key Impact Highlights

All outcome-based providers **exceeded performance targets**, indicating strong outcomes in life skills, employment, and housing support.



Holistic Stability Model: Programs addressed both immediate needs (rental assistance, job placement) and long-term development (life skills, employability).



Employment Success: Every provider helped clients gain or retain jobs—demonstrating effective employment pathways for youth and vulnerable adults.



High Program Quality: Outcomes consistently exceeded by 7%–15% across all metrics, showing strong fidelity and meaningful client progress.



High Investment per Client: The average cost per client (~\$3,786) reflects the intensive, wraparound support required to support employment, housing, and life skills outcomes for high-needs populations.

2024 Outcome Based Service Providers Impact Scorecard

Outcome Based Provider	Goals	Result
Fort Lauderdale Independence Training & Education Center, Inc. (FLITE)	85% of Clients who successfully complete program shall possess the life skills required to obtain/maintain safe and stable housing, with support.	Exceeded Target at 99%
	85% of Clients who receive rental assistance payments will obtain and/or maintain legal and verifiable employment within the first 6 months of program enrollment.	Exceeded Target at 92%
	90% of Clients enrolled in program must be able to identify and utilize community resources.	Exceeded Target at 100%
Helping Abused Neglected Disadvantaged Youth (HANDY)	85% of Clients obtain job placement while receiving supported employment services.	Exceeded Target at 100%
	90% of Clients report increase employability and job retention skills.	Exceeded Target at 100%
	85% of Clients who obtain job placement or work experience assignment complete their employment assignment or remain employed for at least three months after initial employment.	Exceeded Target at 100%
YWCA	90% of Clients increase knowledge in employability and job retention skills.	Exceeded Target at 90%
	85% of Clients who obtain job placement or complete their employment assignment remain employed for at least three (3) months.	Exceeded Target at 93%

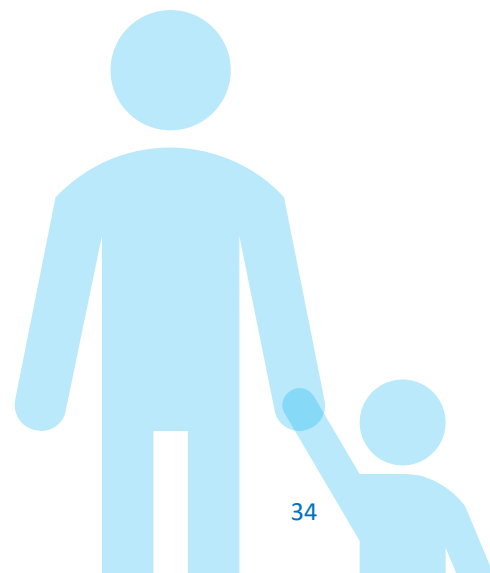


RESPITE CARE

\$ 3,074,554 Total
Funding
94% Utilization
729 Clients Served

RESPITE CARE WITH ENRICHMENT

Respite Care offers short-term childcare services for children with special needs, providing temporary relief to parents, legal caregivers, or other authorized custodial representatives. These services enhance family stability and reduce the risk of abuse or neglect. Providers are required to customize services exclusively for the child with special needs, not for other children in the home who are not eligible. Additionally, the services should include a model that works with caregivers to develop family coping skills and address future stressors. By providing specialized care and attention tailored to the child's unique needs, respite care promotes the child's well-being and development, while empowering families with the tools and support needed to maintain a safe, nurturing, and sustainable home environment.



FY 2024 RESPITE CARE WITH ENRICHMENT HIGHLIGHTS

CSA's investment in respite care has produced exceptional results in family preservation, skill development, and caregiver support. The data highlights that these programs are successfully reducing system reliance (e.g., avoiding out-of-home care) while strengthening client and family well-being. Continued funding and potential expansion are well-justified given the depth of impact and efficiency demonstrated across all outcome areas.

Key Impact Highlights

All providers exceeded their performance targets, demonstrating strong outcomes in **family preservation, client development, and caregiver stress reduction**.



Strong Focus on Family-Based Care: Programs effectively support families in **avoiding institutionalization**, aligning with CSA's goal of family preservation for children with special needs.



High Client and Caregiver Benefit: The combination of skill-building and caregiver stress reduction shows a **dual benefit model**—enhancing well-being for both the child and their family.



Service Stability & Continuity: Outcomes reflect **sustained engagement** and success among clients receiving longer-term support, validating the model's effectiveness over time.

Considerations

- While the 88.9% utilization rate is strong, further increasing access could help improve utilization. Review geographic distribution, eligibility criteria, and referral pathways to ensure communities with the greatest need have equitable access to services.
- Consider implementing or enhancing regular caregiver satisfaction surveys to better understand and respond to caregiver needs and experiences.

2024 Outcome Based Service Provider Impact Scorecard

Outcome Based Provider	Goals	Result
ARC Broward	90% of Clients will continue to reside with their families while receiving services and not placed in an out-of-home care setting.	Exceeded Target at 96%
	90% of Clients served for at least six (6) months maintain or increase skills.	Exceeded Target at 96%
	90% of new Clients demonstrate a decreased level of stress as demonstrated on the assessment tool.	Exceeded Target at 96%
Broward Children's Center	90% of Clients receiving services continue to reside with their families while receiving services and not placed in an out-of-home care setting.	Exceeded Target at 100%
	90% of Clients served for at least six (6) months maintain or increase skills.	Exceeded Target at 100%
	90% of new Clients' caregivers demonstrate a decreased level of stress as demonstrated on the assessment tool.	Exceeded Target at 100%
JAFCO Children's Ability Center, Inc.	90% of Clients receiving services continue to reside with their families while receiving services and not placed in an out-of-home care setting.	Exceeded Target at 100%
	90% of Clients served for at least six (6) months maintain or increase developmentally appropriate skills.	Exceeded Target at 94%
	90% of new Clients' caregivers demonstrate a decreased level of stress as demonstrated on the assessment tool.	Exceeded Target at 94%



MEDICAL CARE SUPPORT

\$879,977 Total Funding

89% Utilization

620 Clients Served

MEDICAL CARE SUPPORT

Medical Care Support Services (MCSS) is a medical home model that provides advanced primary care. Its goal is to offer high-quality health promotion, acute care, and chronic condition management in a planned, coordinated, and family-centered manner. These indispensable services ensure access to essential healthcare resources and interventions crucial for the physical, mental, and emotional well-being of youth. MCSS includes coordinating the development and implementation of the Family Support Plan (FSP) in collaboration with pediatricians, clients, their families, and other providers of community support as needed. Additionally, MCSS requires collaboration with Broward County Public Schools (BCPS) for special education assessments.

FY 2024 MEDICAL CARE SUPPORT HIGHLIGHTS

CSA's investment in family health navigation through CDTC has resulted in improved health literacy, appropriate healthcare usage, and consistent service access for hundreds of families. The program's focus on empowerment and prevention aligns well with long-term public health goals and offers a strong return on investment. Slight underutilization presents an opportunity for expanded reach.

Key Impact Highlights



Health Literacy & System Navigation: Families gained the knowledge and skills to better manage their child’s health, resulting in reduced emergency room overuse and improved decision-making.



Personalized, Ongoing Support: High performance in meeting quarterly service goals reflects consistent follow-through on individualized family support plans.



Preventive Focus: Results show the program is successfully shifting families toward proactive and preventive care, which reduces long-term healthcare costs and improves outcomes.

2024 Outcome Based Service Provider Impact Scorecard

Outcome Based Provider	Goals	Result
Children's Diagnostic & Treatment Center, Inc.	85% of Clients receive at least one scheduled service as identified on their Family Support Plan (FSP) each quarter.	Exceeded Target at 87%
	90% of Clients/families demonstrate increased knowledge in addressing their child’s health and service needs every six (6) months of receiving health education services.	Exceeded Target at 96%
	80% of Clients appropriately utilize the Emergency Room.	Exceeded Target at 98%



STORIES OF IMPACT

As part of the ongoing commitment to understanding and improving service delivery, CSA engaged Q-Q Research Consultants to conduct in-depth interviews with clients who received support through CSA-funded providers. These interviews aimed to capture clients' firsthand experiences, perspectives, and the outcomes they benefited from through program participation. Recruitment efforts were designed to reach clients across all service areas to ensure diverse representation; however, due to varying levels of availability and contact information, not all clients could be reached. A total of eight in-depth interviews were conducted from three providers. Despite this, the interviews offer valuable insights and highlight the transformative impact these services have had on individuals and families throughout the community. Of the eight interviews, four success stories were selected for inclusion based on their clarity, uniqueness, and overall impact.

The following section highlights success stories from clients who received services through CSA-funded providers. These personal accounts offer a powerful glimpse into the real-life impact of CSA's investments, showcasing how strategic support and compassionate service delivery have helped individuals and families overcome challenges, build stability, and achieve meaningful progress. Each story reflects the dedication of our provider network and the resilience of the clients they serve, bringing to life the outcomes that data alone cannot fully capture. Through these voices, we see the tangible difference CSA-funded programs make across our community.



A Journey of Hope, Support, and Transformation

For a single mother of two, relocating from the Bahamas to the U.S. was a leap of faith driven by love and necessity. Her youngest son, deaf and hard of hearing, was falling behind in school. Her older son lives with Down syndrome. With no local family and limited resources, navigating life in a new country while advocating for her children's needs felt overwhelming.

Everything changed when a schoolteacher referred her to a local center serving children who are deaf and hard of hearing. What she initially thought would be a simple consultation turned into a lifeline. *"I thought it would've been a simple visit... but I've actually created, not to say just a bond — they are 100% A1. I can't complain at all."*

The Center for Hearing and Communication provided more than just services — it became a pillar of stability. Her son received hearing aids, placement in an afterschool program, and wraparound support that addressed both educational and emotional development. *"My son was able to get assistance from hearing aids. He was able to be placed in the afterschool program. They've gone beyond what they're supposed to do."*

Beyond direct support, the team connected her with resources for her older son and guided her to additional programs suited for his needs. *“They go above and beyond. One staff member went out of her way to get me connected with a group that serves kids like him.”* The family’s transformation was not just academic, but deeply personal. *“It wasn’t easy before... being a single mom, no family here. But getting connected with them really helped me organize my life.”*

Her son's progress is undeniable. Once unable to communicate with formal sign language, he now engages in full conversations. *“He used to just do charades. Now, he signs. You could sit and have a conversation with him. The progress is amazing.”*

The center’s staff not only helped her son thrive but also empowered her as a parent. They encouraged her to learn sign language and continue to check in and remind her of appointments and events. *“They’re not just staff, they’re family. I’ve never felt judged — only respected, heard, and supported.”*

She vividly remembers the moment she found out her son’s hearing aids would be covered: *“I asked how much it costs, and they said, ‘It’s free.’ I bawled. It was only by the grace of God — and them being so compassionate.”*

From holiday meals to emotional check-ins, the support was constant. *“They go out of their way to make sure families are okay. Even with food — they saved Thanksgiving boxes for us.”*

Now, with both sons receiving tailored support and her own confidence growing, she’s hopeful for the future. *“They gave me an eye-opener... made me more aware. They brought awareness to disability, to culture, to community. I’m so grateful.”*

Asked to rate her experience, her answer came without hesitation: *“Ten out of ten. Ten. Ten”*



Empowerment Through Advocacy

A dedicated single mother and special education teacher found herself facing an all-too-common challenge: navigating a complex system to advocate for her own child. Her 17-year-old son, who is on the autism spectrum and has a language impairment, needed services and accommodations to thrive — but despite her professional background in education, the journey proved emotionally and logistically overwhelming.

“You think you know everything, and you think you know what you need to do... and then you're just constantly told, ‘no, no, no.’”

Even with a master’s degree in education and years of classroom experience, the emotional weight of advocating for her child felt like navigating a maze without a map. Everything changed when she was introduced to a family support advocate during a preschool parent training. The connection was immediate — and life-changing.

“It was life-changing for my son... I’d give it a 20 out of 10.”

The support she received from Parent 2 Parent helped her shift from “teacher mode” to “parent mode” and taught her how to effectively communicate her child’s needs in

meetings, IEP sessions, and legal settings. With coaching and reassurance, she was guided through high-stakes decisions — even filing for due process against her own school district, where she was employed.

“I never thought I’d have to go through that... but because of that, this year has been nothing but positives. It’s like that old saying — you’ve got to go through a thunderstorm to get your rainbow.”

The support didn’t just help her secure services — it helped her find her voice and strength as a parent. Through coaching, she learned how to bring school staff to the table as collaborators, not opponents. *“She taught me how to work as a team to get what my son needs, so everyone feels like they’re part of the decision-making process.”*

The responsiveness and care she received made all the difference. *“The intake process was unbelievable — emails, follow-ups, even personal cell phone numbers... they were always reachable, and that made all the difference.”*

Over time, she’s seen these services support not only her family, but families from a wide range of cultures, languages, and socioeconomic backgrounds. As both a mother and a teacher, she’s observed firsthand how the advocacy program meets parents where they are. *“They’ve always come from a place of ‘yes’ — when schools keep saying ‘no,’ these services help you navigate the system, so your child gets what they need.”*

Now, with her son making progress and her role as an advocate and educator strengthened, she reflects on how critical these supports are — especially for families without an educational background. *“You get a diagnosis for your kid, and everything changes... you have to pick yourself up off the floor. Without services like this, it’s scary. And I hope the people listening to these stories understand just how life-changing they are.”*



A Family Reclaims Peace Through the Support of Boys Town

At 62 years old, a devoted grandmother found herself navigating one of the most demanding chapters of her life—raising her grandson, a child with multiple disabilities and intense behavioral needs. Alongside her husband, she took on full-time caregiving responsibilities, homeschooling, managing doctor’s appointments, and maintaining their home. Her grandson had been diagnosed with ADHD, ODD, OCD, and was legally blind. He also struggled significantly with emotional regulation and social behaviors, both at home and in public school.

Despite her dedication, she found herself overwhelmed.

“We feel like we’re just an average family that needed extra help, ... And Boys Town did it.”

Their journey with Boys Town began after a recommendation during an IEP meeting at her grandson’s school. At the time, the family had never heard of the organization. But soon after reaching out, they were connected with a care coordinator who would visit weekly for six months, offering consistent support and tools for behavior management.

“She came up with a professional care plan. We did reward systems, chore charts, positive affirmation posters, and a lot of role-playing. That was excellent—she’d role-play with me, then I’d do it with my husband. She was a big reinforcement. Sometimes it’s just hard to do all of this on your own.”

The support was hands-on, compassionate, and tailored to their daily lives. The in-home visits allowed the counselor to work directly in the child’s environment, helping him develop coping skills and de-escalation strategies while also guiding the grandparents in how to respond in moments of crisis. The counselor also played an important role in helping the caregivers communicate with each other when they didn’t agree on how to discipline.

“She was a communicator. She didn’t take sides. She was calm, patient, and explained to Chase how everyone has a role in the family. We all had to work together as a team.”

Perhaps the most transformative part of their experience was the advocacy Boys Town provided behind the scenes. Without requiring the family to navigate complicated systems on their own, their care coordinator secured additional counseling services through a new agency and connected them with a licensed therapist who could provide long-term care.

“She advocated for us. People say ‘he needs therapy’—but it’s not that easy. They got us a psychologist, a therapist, a licensed case manager. I didn’t have to make a single phone call. They just got it set.”

Originally scheduled for a few months, the services were extended for several months later without interruption. The family was never left without support. By the end of their time with Boys Town, the child had significantly improved behaviorally, and the family felt better prepared and more confident in managing his needs.

“They give you hope. They give parents someone to talk to and relate to. They give the child someone to talk to, too, on a professional level. They were very non-judgmental. They just took the facts and worked with us.”

Now connected with a permanent support agency, the grandmother reflects on the journey with deep gratitude—and a desire to spread the word.

“I wish more families knew about them. I hope they get funded. Some people can’t afford counseling. We’ve been asked for \$300 upfront before—there’s no way we could afford that. But Boys Town helped us find what we needed, even when we had Medicaid. I pray they expand to more areas. People need it.”

What started as a plea for help became a journey of healing, growth, and empowerment. Boys Town didn’t just support a child’s behavioral health—it helped an entire family reclaim balance and hope for the future.



Building Bridges Between Parent and Child Through Boys Town Support

When one mother first reached out for help during the height of the COVID-19 pandemic, she was overwhelmed by behavioral challenges with her children and unsure where to turn. After exploring her options, she was connected with Boys Town Family Services—and it was a connection that would prove transformative.

“The kids were very receptive... There’s stuff they won’t share with me that they feel comfortable sharing with the counselor.”

This wasn’t her first experience with Boys Town. In fact, she had worked with the organization previously, and the impact was strong enough that when a second situation arose—this time connected to a referral through Child Protective Services—she immediately agreed to engage again. With three of her four children enrolled in services, she saw firsthand how effective the program could be.

One of the key strengths of the Boys Town approach, she noted, was how it engaged her children in ways that she hadn't been able to alone. *"You can talk to kids, but when they're not receiving it, it's another thing,"* she said. *"But they actually liked it. They didn't see it as a trick. They were comfortable."*

The counselor provided a consistent presence, creating a space where her children could open up while also supporting the mother with behavioral strategies at home and in school. Communication tools, behavior charts, and emotional regulation strategies became part of their daily routine. Most importantly, they were tools the children could use and understand.

"My introverted kid—he gets upset sometimes, but now he refers back to the skills he learned."

The family also benefitted from the quick response time and respect they experienced from the very beginning. After a prompt evaluation, services were initiated within a week. And throughout the process, the staff remained engaged, responsive, and professional.

"I felt respected and listened to—in all cases. And the kids did, too."

From communication issues to emotional support, the family received comprehensive services. And although the counselor was assigned to work with one of the children, she naturally became a trusted presence for all four.

"None of the kids were left out. They all feel included. The counselor was there for all of them."

For this parent, the value of Boys Town Family Services goes beyond individual interventions—it's about building a stronger relationship between her and her children.

"They helped build a bridge between me and my kids... If you're looking for a service that can act as an advocate and support system between parents and children, this is it."

In her words, Boys Town didn't just improve behavior—it made her family stronger.



LOOKING AHEAD

Recommended Strategies

1. **Strengthen Utilization Across All Programs:** Several programs, particularly in the areas of Advocacy and Medical Care Support, experienced underutilization despite their potential value. Ensuring full enrollment and participation in these services is essential to maximizing impact and return on investment.
 - Investigate and address the causes of underutilization in specific service areas (e.g., Advocacy and Medical Care Support) to ensure full access and impact.
 - Increase outreach and referral pathways for underutilized programs through school systems, healthcare providers, and community partners.
2. **Scale High-Performing Program Models:** Programs in Behavioral Health and Youth Economic Stability consistently exceeded outcome targets and demonstrated strong impact across multiple indicators. These models can serve as blueprints for broader implementation in high-need areas.
 - Identify opportunities to expand programs that have consistently exceeded outcome targets, such as Behavioral Health and Youth Economic Stability services.
 - Invest in replication and adaptation of these successful models in underserved or high-need geographic areas.
3. **Deepen Community Engagement and Representation:** Direct client and community input was instrumental in shaping early strategic outcomes. However, gaps in

representation—particularly from harder-to-reach populations—remain a challenge. Meaningful engagement can drive culturally responsive service design and improve access.

- Formalize advisory structures with youth, caregivers, and culturally diverse community members to co-design service improvements.
- 4. **Build Provider Capacity for Long-Term Impact:** High-performing service delivery depends on provider readiness and capacity. Supporting ongoing development—especially among organizations serving complex populations or operating at smaller scale—can promote service quality, innovation, and sustainability.
 - Provide ongoing technical assistance, staff development, and operational support to providers, particularly those delivering bundled interventions or working with high-need populations.
 - Support succession planning and infrastructure strengthening for small or emerging community-based organizations.
- 5. **Enhance Cross-System Collaboration:** Families often interact with multiple public systems, and siloed service delivery can result in fragmentation, duplication, or missed opportunities. A more coordinated approach ensures continuity of care and holistic support.
 - Continue fostering partnerships across sectors (education, health, legal, housing) to offer holistic, coordinated care.
 - Formalize cross-agency referral pathways and information sharing agreements to reduce service duplication and close critical gaps.
- 6. **Monitor and Support Sustainability Efforts:** Sustained program impact requires stable funding and strategic alignment beyond the scope of CSA grants. Supporting providers in planning for long-term viability ensures continuity of services in the face of funding shifts.
 - Track provider progress in securing diversified funding sources or leveraging local/state/federal partnerships.
 - Explore sustainability planning for successful pilot initiatives to transition from short-term funding to embedded county support.
- 7. **Increase Client Feedback Mechanisms for Continuous Improvement**
Justification: While outcome data show positive trends, a deeper understanding of service quality, relevance, and accessibility requires continuous feedback from those directly served. For example, one client shared during interviews that a provider often gave last-minute notice about appointments and events. Incorporating client perspectives into quality improvement efforts helps ensure services are more responsive, timely, and equitable.
 - Develop additional structured opportunities for clients to share feedback.
 - Use client input to inform program improvements, provider performance reviews, and strategic funding decisions.

Conclusion

The first year of implementation of the CSA Strategic Plan has laid a solid foundation for continued progress toward a more coordinated and equitable System of Care. In the next phase, the focus should shift toward scaling successful service models, deepening cross-sector collaboration, and enhancing equity through targeted outreach and data-informed refinement. Addressing underutilized programs through improved outreach and capacity-building will be key to closing service gaps. Standardizing data collection and evaluation methods across providers is also recommended to ensure that performance outcomes are tracked among diverse client populations.

To ensure long-term sustainability, it is important to support the infrastructure of high-performing programs and promote models that have demonstrated consistent success. Continued integration of community voice and provider feedback into service design and delivery will help maintain relevance and responsiveness to community needs. Emphasis should also be placed on advancing youth-driven initiatives, caregiver empowerment, and culturally responsive care. These strategies will further strengthen the System of Care and ensure that children and families have access not only to services, but to meaningful opportunities for stability, growth, and long-term well-being.

APPENDIX

FY 2024 PROVIDERS

ARC Broward, Inc.

Established in 1956, Arc Broward is committed to transforming the community by providing opportunities for individuals with disabilities and other life challenges to realize their full potential. Operating across nine locations in Broward County, Florida, the organization offers 21 diverse programs, including services for toddlers, children, teenagers, adults, and seniors. Arc Broward's two social enterprises, Arc Culinary and Arc Educates, provide job training and employment opportunities while generating funds to support their programs and services. Arc Culinary offers experience dinners, private events, and catering services, with revenues directly supporting job training, placement, and student scholarships. Arc Educates provides affordable training to the human services community and beyond, specializing in courses, seminars, and conferences for those involved in providing human services. Through these initiatives, Arc Broward ensures that individuals with disabilities can live, learn, work, and play in their communities, fostering an environment where they can thrive.

Ann Storck Center, Inc.

Ann Storck Center provides a comprehensive range of services to support children and adults with developmental disabilities, with a strong emphasis on advocacy and empowerment. Through its Advocacy Program— supported in part by the Children's Services Council of Broward County—the Center offers guidance, education, and resources to help families navigate complex systems and advocate for their loved ones.

Broward Children's Center, Inc

Established in 1971 in Pompano Beach, Florida, Broward Children's Center is a private, nonprofit organization dedicated to providing a comprehensive network of care for infants, children, and young adults with special health care needs. Their services encompass medical, educational, therapeutic, recreational, daily living, and advocacy support, respite care, all aimed at helping young individuals overcome challenges and flourish. The Center remains committed to delivering the highest quality care to ensure everyone has the opportunity to thrive and succeed.

Boys Town South Florida, Inc.

Boys Town provides advocacy and support services to children and families across the country, with a strong presence in South Florida. Through its behavioral health clinics, in-home family services, parenting training, and early childhood education programs, Boys Town empowers families to overcome challenges and build stronger, more resilient homes. Advocacy is woven throughout these services, helping families access critical resources, navigate complex systems, and develop the skills needed for long-term success.

Center for Hearing and Communication

The Center for Hearing and Communication (CHC) is a leading advocate for individuals of all ages affected by hearing loss, deafness, and listening challenges. Committed to advancing equity and inclusion, CHC champions the rights and needs of the deaf and hard-of-hearing community through dedicated outreach, education, and policy advocacy. In addition to its advocacy work, CHC provides specialized behavioral health services—including counseling, therapy, and wellness programs—that address the emotional and mental health needs of individuals and families.

JAFCO Children's Ability Center, Inc.

The JAFCO Children's Ability Center provides comprehensive, family-centered services for children from birth to age 22 with developmental disabilities, with a strong emphasis on advocacy, inclusion, and empowerment. The Center supports families through a wide range of enrichment and support programs, including life skills and social skills training, recreational activities, respite care, and therapeutic services—all designed to promote independence and well-being.

Legal Aid Service of Broward County (LAS)

Legal Aid Service of Broward County (LAS) is a nonprofit organization dedicated to providing free civil legal services to low-income and eligible residents of Broward County, Florida. Their mission is to offer high-quality legal advice, representation, and education to disadvantaged individuals, aiming to improve living conditions in low-income communities and promote self-sufficiency. LAS assists clients in various civil law areas, including children and education, community development, consumer rights, HIV/AIDS, homeless legal rights, housing, immigration, low-income taxpayer issues, veterans' rights, and support for victims of crime.

Mental Health America of Southeast Florida, Inc.

Mental Health America of Southeast Florida (MHASEFL) provides advocacy-driven mental health services that empower individuals and families to thrive. Through education, prevention programs, peer support, and community outreach, MHASEFL helps people navigate mental health challenges and access the resources they need. The organization offers school-based prevention programs for children, parenting support to strengthen families, and information and referrals to connect individuals with vital services.

Parent to Parent of Broward County Inc.

Parent to Parent of Broward County, Inc. provides advocacy, guidance, and peer support to families of children with disabilities, helping them navigate the complexities of education, caregiving, and community resources. Through direct assistance, referrals, and a quarterly newsletter, the organization empowers parents with the knowledge and tools they need to advocate effectively for their children.

United Community Options of South Florida

United Community Options of South Florida provides advocacy-centered services for individuals of all abilities, with a mission to break down barriers and promote inclusion. Through residential programs, educational initiatives, and day services, the organization supports children and adults facing developmental disabilities and social inequalities. Advocacy is at the heart of their work—empowering individuals and families to access resources, navigate systems, and secure the support needed to live fulfill, self-directed lives.

Canaan Center

The Canaan Center in Broward County provides compassionate, person-centered respite care and support services for individuals with disabilities and their families. Through in-home and center-based respite, The Canaan Center offers much-needed relief to caregivers while ensuring participants receive high-quality, enriching care. Their services, which include adult day training, behavior support, and care coordination, are designed to promote independence and improve quality of life. As a trusted provider in the community, The Canaan Center is committed to empowering families and enhancing well-being through accessible, culturally responsive care.

Center for Hearing and Communication (CHC)

The Center for Hearing and Communication (CHC) provides specialized behavioral health and intervention services to support individuals of all ages affected by hearing loss, deafness, or listening challenges. With a focus on emotional well-being, CHC offers counseling, therapy, and wellness programs tailored to address the unique mental health needs of deaf and hard-of-hearing individuals and their families. These services are integrated with CHC's broader care offerings—including audiology and speech-language pathology—to ensure a holistic approach to communication and overall wellness.

Center for Independent Living (CIL)

The Center for Independent Living of Broward (CILB) is a nonprofit organization dedicated to empowering individuals with disabilities to achieve greater independence and self-sufficiency. Through its ECOSTA (Economic Stability for Transition-Aged Youth and Adults) program, CILB provides targeted support to youth and young adults, particularly those with disabilities or from underserved communities, to promote long-term economic stability. Services include career counseling, job readiness training, individualized employment planning, and job placement assistance. By fostering self-advocacy and workforce development, CILB's ECOSTA program helps participants build the skills and confidence needed to thrive in their personal and professional lives.

Children's Diagnostic & Treatment Center, Inc.

Established in 1983 as a follow-up program of Florida's Regional Perinatal Intensive Care Center system, Children's Diagnostic & Treatment Center (CDTC) has evolved into one of South Florida's largest children's agencies. As a not-for-profit organization, CDTC serves over 10,000 children and families with special health care needs in Broward County. The Center offers primary medical care, healthcare coordination, social services linkage, and various interventions for children and adolescents with chronic illnesses and developmental disabilities, while also providing support and education to their families. CDTC's mission is to promote the optimal health and well-being of children and youth with special health care needs by providing family-centered, comprehensive prevention, intervention, and treatment services within a medical home environment. The Center relies on grants and private donations to ensure that no parent has to choose between basic living necessities and the best medical care for their child with special needs.

Community Based Connections, Inc.

Community Based Connections, Inc. (CBCI) provides targeted behavioral health and intervention services to support the emotional well-being and development of youth and families in Broward County. Through trauma-informed care, case management, and evidence-based programming, CBCI addresses behavioral challenges, strengthens coping skills, and promotes positive mental health outcomes. Programs such as Early Achievers and the Family Strengthening Program are designed to identify risk factors early, provide individualized support, and connect families with essential resources.

Covenant House Florida, Inc.

Covenant House Florida provides critical behavioral health and intervention services for runaway, homeless, and at-risk youth, including those who are pregnant or parenting. Through trauma-informed care, mental health counseling, case management, and life skills development, the organization addresses the complex emotional and psychological needs of young people facing housing instability. In addition to crisis shelters and transitional housing, Covenant House offers individualized support plans that promote healing, resilience, and long-term stability.

Fort Lauderdale Independence Training & Education Center, Inc.

Established in 2009 through a partnership among the Community Foundation of Broward, the United Way of Broward, and the Junior League of Greater Fort Lauderdale, the FLITE (Fort Lauderdale Independence, Training & Education) Center serves as Broward County's one-stop resource center for youth aging out of foster care and other vulnerable populations. The organization offers comprehensive services to support the transition to independence, including education, employment assistance, housing, health and wellness programs, and system of care coordination. By partnering with nonprofit organizations, government agencies, corporations, and private citizens, the FLITE Center ensures that young individuals develop essential life skills, decision-making abilities, and interpersonal competencies necessary for productive adulthood. Their mission is to guide

these youth toward successful independence, fostering personal growth within a safe and nurturing environment.

Harmony Development Center

Harmony Development Center (HDC) delivers comprehensive behavioral health and intervention services to at-risk youth and their families in Broward County. Through counseling, case management, and prevention programs, HDC addresses critical issues such as school performance, substance use, mental health challenges, and delinquent behavior.

Healing Arts Institute of South Florida International, Inc.

The Healing Arts Institute of South Florida International Inc. (Healing Arts) provides culturally responsive behavioral health and intervention services designed to support the mental well-being of individuals and families across diverse communities. Offering individual, group, and family therapy, Healing Arts addresses a wide range of mental health concerns through evidence-based practices such as Trauma-Informed Care, Cognitive Behavioral Therapy (CBT), and Motivational Interviewing (MI). Their clinicians develop personalized treatment plans that reflect each client's unique needs and lived experiences.

Helping Abused Neglected Disadvantaged Youth (HANDY)

Established in 1985, Helping Abused Neglected Disadvantaged Youth (HANDY) is a nonprofit organization based in Fort Lauderdale, Florida, dedicated to embracing, educating, and empowering vulnerable youth to become engaged, productive adults. Over the years, HANDY has transformed the lives of over 50,000 at-risk youth and their families by providing comprehensive programs and services. These include affordable housing and homeownership assistance, educational and career development opportunities, youth and family development initiatives, and mental health services. By creating supportive communities, HANDY aims to help youth and families achieve self-sufficiency, fostering a foundation built on love and empathy.

Henderson Behavioral Health, Inc.

Henderson Behavioral Health (HBH) delivers comprehensive behavioral health and intervention services for individuals of all ages living with mental health and co-occurring substance use disorders. With a focus on whole-person care, HBH offers 24/7 crisis intervention through walk-in centers, mobile crisis teams, and inpatient stabilization units, along with outpatient therapy, case management, and specialized services for children, veterans, and students. The organization also provides housing support, psychosocial rehabilitation, and supported employment to promote long-term recovery independence.

Kids In Distress (KID)

Kids In Distress (KID) provides vital behavioral health and intervention services to children and families impacted by abuse, neglect, and trauma. Through trauma-informed counseling, therapeutic services, and family strengthening programs, KID supports emotional healing and helps build the resilience needed for long-term well-being. Their services include individual and family therapy, clinical assessments, and mental health treatment tailored to the unique needs of each child and caregiver. Integrated into a

broader continuum of care that includes foster care, education, and prevention programs, KID's behavioral health services play a key role in preserving families, promoting recovery, and preventing future harm—reaching over 20,000 children and families annually across South Florida.

SunServe

SunServe provides affirming behavioral health and intervention services tailored to the unique needs of the LGBTQ+ community in South Florida, with a focus on supporting economically disadvantaged and marginalized individuals. Their licensed clinicians offer individual, group, and family counseling that addresses trauma, identity, depression, anxiety, and more through culturally competent, evidence-based care. SunServe also offers case management for individuals dealing with substance use disorders, including linkage to addiction treatment, mental health services, and housing support—especially for those living with or at risk for HIV/AIDS. Additional programs include transgender and youth support services, senior care, and women's services, all designed to promote wellness, stability, and self-empowerment.

The School Board of Broward County, Florida

The School Board of Broward County, Florida (SBBC) prioritizes behavioral health and intervention services as a critical component of student success across Broward County Public Schools (BCPS). Serving over 250,000 students in more than 300 schools, SBBC implements a range of mental health and wellness initiatives, including school-based counseling, crisis intervention, social-emotional learning, and trauma-informed care. These services aim to address the emotional and behavioral needs of students, reduce barriers to learning, and promote safe, supportive school environments.

Women In Distress of Broward County, Inc.

Women In Distress of Broward County, Inc. provides trauma-informed behavioral health and intervention services to survivors of domestic violence, with a focus on safety, healing, and empowerment. Through individual and group counseling, crisis intervention, and specialized support for children who have witnessed abuse, the organization addresses the complex emotional and psychological impacts of domestic violence. Their 24-hour crisis hotline, emergency shelter, and multilingual services ensure that survivors from diverse backgrounds can access care when they need it most. Women In Distress also offers a pet shelter in partnership with the Humane Society of Broward County, recognizing the importance of keeping families—including pets—together during crisis.

YWCA

YWCA South Florida, Inc. is a nonprofit organization dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all. As part of its commitment to supporting families and advancing equity in South Florida, YWCA South Florida offers a specialized court supervision drop-in childcare program. This vital service provides safe, nurturing, and temporary childcare for families navigating the court system, ensuring parents and guardians can attend legal proceedings with peace of mind. In addition to this program, YWCA South Florida delivers a broad range of services, including afterschool care, preschool education, economic prosperity initiatives, global education, health and wellness programs, racial equity and social justice initiatives, and summer camps.