



Broward Youth Reentry Collaborative

(BYRC) Strategic Plan 2018 - 2021

Contract LHZ62

RFA06H16GS1

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Statement of Problem and Critical Issues

The purpose of this plan is to define the goals and objectives of the Broward community for the implementation of holistic strategies that will eliminate recidivism by youth and young adults with behavioral health issues who are reentering the community after Department of Juvenile Justice (DJJ) commitment.

It is the strategy that our partners will use to guide resources, initiatives, and programs. These strategies include youth and young adult driven treatment and support services that offer a coordinated and collaborative pathway for successful transition back to community and family; and through to adulthood.

Data review from the past several years supports the need for coordinated and integrated programming at the reentry and community living and supervision intercepts, to eliminate recidivism.

Overall state data indicates 65% of youth involved with DJJ have a mental illness, and 75% of female youth involved with DJJ have a psychiatric disorder.

Broward delinquency arrests have reduced 51% from fiscal years 11/12 to 15/16, (9031) in FY 11/12 to (4406) in FY 15/16, yet recidivism rates for youth adjudicated to residential programs over the past several years, stayed near or at 45%.

The number of Broward youth arrested and committed to residential programs has also reduced from 332 in FY 11/12 to 169 in FY 15/16.

Although there has been a decline in arrests and residential dispositions, the DJJ Comprehensive Accountability Report Fiscal Year 15/16 shows statewide DJJ residential program outcomes for youth released in FY 14/15, (12-months post reentry), with the following recidivism rates:

Non-secure Residential Programs – 46%

Secure Residential Programs – 43%

Combined – 45%

Broward residential program outcomes for youth released in FY 14/15, (12 months post reentry), have the following recidivism rates:

YSI Broward Academy (Female) – 21%

YSI Broward Youth Treatment Center (Male) – 44%

YSI Pompano Youth Treatment Center (Male) – 44%

The 2016 DJJ Comprehensive Accountability Report states that the recidivism rate for youth reentering the community from residential programs continues to be at 45%.

The report also cites the majority adjudicated to residential commitment programs in fiscal year 15/16 were between 12 -18+ years old, with 72% between 15 -17 years old, on the verge of adulthood and in need of intensive services and supports to prevent cross over into the adult justice system.

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Statewide DJJ data also shows the disproportionate number of black males being served in DJJ residential settings in fiscal year 15/16:

Non-secure residential - 50% were non-Hispanic black males

High-risk residential – 60% were non-Hispanic black males

Maximum-risk residential – 67% non-Hispanic black males

The data is clear, there is an urgent need for a targeted community response and solution to recidivism by youth reentering the community, as well as policy changes to address systemic issues that perpetuate the school to prison pipeline for black youth with behavioral health issues.

The data listed below also indicates the prevalence of trauma and the impact it has on our families and community, and makes clear the need to provide trauma treatment to youth, and therapeutic and support services to their families:

Florida Department of Juvenile Justice Data
Justice Involved Youth and the Prevalence of Adverse Childhood Experiences
Statewide Combined Data (Male and Female Juveniles) using the Adverse Childhood Experiences Questionnaire (ACE):

Household Dysfunction: 82%
Parental Separation or Divorce: 81%
Household Member Incarceration: 66%
Emotional Abuse: 35%
Physical Abuse: 33%
Household Substance Abuse: 27%
Emotional Neglect: 35%
Sexual Abuse: 19%
Physical Neglect: 15%
Household Mental Illness: 10%

The data clearly indicates there is a strong need for an integrated systems approach to the problem of recidivism by youth who are re-entering our community from DJJ residential programs.

The Broward Youth Reentry Collaborative has proposed a three fold approach to address this problem, (Treatment Focus, Support Focus, System Focus), and the strategies for this framework are detailed below.

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Regional Partnership Strategic Planning Process and Participants

As a preliminary step and initial direction for planning activities, the Broward community participated in a Sequential Intercept Mapping (SIM) workshop facilitated by University of South Florida CJMHSA Technical Assistance Center staff in March of 2016.

The following priorities were identified during the SIM:

- 1) Leadership – Coordinate with BBHC/OCP2 (One Community Partnership²) by examining the composition of the OCP2 Leadership Council and present the SIM report
- 2) Juvenile Assessment Center (JAC) – Provide a full service JAC and establish targeted diversion programs (SAMH)
- 3) Detention Center Services – Improve the quality of care at the DJJ Detention Center by re-establishing an effective advisory board.
- 4) Peers/Navigators/Boundary Spanners – Build capacity and expand certified peer specialist workforce.
- 5) “Levels of Care” – Examine levels of care appropriate for the target population (juveniles who are high utilizers and known to DJJ).

Based on the mapping results, the greatest opportunities were identified at the Reentry and Community Living Intercepts. After review of the findings from the SIM, analysis of the data, and results of the needs survey conducted as part of this planning project, BYRC was given further direction and identified DJJ residential facilities back to the community as the targeted reentry point.

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With the following guidelines and their Vision and Values in mind, the BYRC convened 9 times starting in April of 2017 through February 2018. The meetings were facilitated by the BBHC CJMHSAs Project Coordinator, who conducted the needs survey and youth focus groups, completed reports, reviewed research, proposed strategies, and documented activities of the BYRC.

Understanding there are many factors that should be considered when planning for reentry, and thorough analysis of the current literature on best practices, the BYRC concluded that successful reentry plans, services, and supports should address at least these areas:

Family: Services and supports are needed to ensure family and home stability, skill development, and healing of relationships.

Substance Abuse: Services and supports that promote a reduction or cessation of substance use.

Peer Association/Friends: Services and supports need to be in place to promote positive use of leisure time, prevent delinquent behavior, and discourage association with peers engaged in delinquent activities

School/Education Achievement: Services are in place to promote reintegration to home schools or the transference of educational records and placement in the appropriate educational settings that will support success and achievement.

Behavioral, and Physical Health: Services and supports are in place to address mental health, social/behavioral concerns, chronic health problems.

Employment Support: Evidence based support to assist age appropriate youth with obtaining and maintaining employment.

Housing Support: Services and supports in place to ensure age appropriate youth obtain and maintain housing.

Recognizing that the existing reentry system for youth with serious behavioral health issues has opportunities for coordinated and strategic procedures, the BYRC members agreed that a priority focus needed to be on collaboration between DJJ, the County, community based treatment and support providers, family members, and BBHC, as the combined Community Care Coordination Team; to create highly engaging youth-focused long term plans for transition and community reintegration.

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The establishment of a Broward Youth Reentry Program and an Integrated DJJ and Community Care Coordination Process, are considered the pivotal recommendations from which this plan was developed.

BYRC considered numerous evidence based and best practices, members provided historical systems background information and considerable insight and guidance for the development of this plan. In addition to the evidence based practices proposed for this project by BBHC in their application for this planning grant, the BYRC recommended additional strategies for family engagement, workforce development and system transformation.

BBHC has been developing the provider workforce for several years, guided by their Training Plan which was developed and continuously updated based on results of ongoing survey of the community and service providers.

Training on evidence based practices has been at the forefront of this plan, which has increased the capacity of the workforce to provide practices that have been proven effective with justice involved youth and families: Moral Reconciliation Therapy, Transition to Independence, Functional Family Therapy, Multi-Systemic Therapy, Wellness Recovery Action Plan, Whole Health Action Management, Trauma Incident Reduction, IPS Supported Employment and Education, Supported Housing, are some of the practices incorporated into our system of care, and will be available for the BYRC Youth Reentry Program.

There are community partners offering training workshops to providers and the public, which include evidence based treatment and support practices. For example, Children's Services Council of Broward (CSC) facilitates the Broward Training Collaborative, a group of stakeholders that come together to inform and plan training events for the child serving workforce and community at large. They also operate a training website dedicated to this collaborative effort, and sponsor numerous training initiatives throughout the year.

Strategies to infuse recreational programs and activities during key days and times of the week on a regular basis are important for deterring youth from delinquent behavior. Through a needs survey and several youth focus groups, young people made clear their needs and priorities for recovery were rooted in guidance, support, positive connections and interactions with peers and adult mentors. Youth also expressed that targeted recreation and sports activities being made available in abundance are a strong deterrent from re-involvement with the criminal justice system.

Given this information, the BYRC researched and identified further Evidence Based and Best Practices for this strategic plan. These practices include alternative music and other creative arts and life skills programs to include in our system of care, (Beat the Odds integrated group therapy and group drumming program, and Youth Move).

BYRC also developed a BYRC Workforce Development Plan that includes further development of the provider workforce, and strategies to employ the target youth, and engage their parents and caretakers in vocational and employment assistance activities and programs through support and guidance from a dedicated family peer available through the Broward Youth Reentry Program.

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The initial strategic framework developed by the BYRC was an Integrated DJJ and Community Care Coordination Process Flow Chart that proposed key points in the juvenile justice process starting at the time the youth enters the Juvenile Assessment Center or goes through intake via the Out-of-Custody Process, awaiting admission to a residential program at the detention center, during residential admission, reentering and establishing themselves in the community, and a recovery aftercare phase.

Young people with behavioral health issues leaving residential placement face many concerns. Unfortunately, many return to unstable home settings, struggle to remain in school, lack direction with alternative options for education, and lack the skills or direction needed for employment.

Historically, treatment and support services are sometimes difficult to arrange until they are formally released. This can cause a gap in services that negatively impacts the reentry process.

The BYRC Integrated DJJ and Community Care Coordination Process involves direct collaboration between community providers of behavioral health and social services, and DJJ Staff, with Life Coaches for the youth and a Family Peer/Advocate for families as key strategies to integrate at the time of adjudication; to form relationships and help youth and their families well before the youth reenters the community.

Additionally, a majority of the Broward youth adjudicated to DJJ residential programs, are being sent to out of county and often remote Florida locations.

Due to this systemic issue, the BYRC has proposed a Tele-Peer Model be created and eventually implemented to maintain the Life Coach connection and connect the youth and their family members who may not otherwise see each other until release.

The Broward community has several programs specific to reentry, but an organized cross-system collaborative with a targeted program to improve the odds of success is the primary strategy of the BYRC. It involves process integration from the time of adjudication, with collaborative planning for reentry between the youth, their family, community providers and DJJ staff throughout their residential admission, during reentry and as they establish themselves in the community.

For this strategy to be successful, data sharing between agencies and across services and supports are necessary at multiple phases of reentry:

- The post -adjudication phase: While youth await admission to DJJ residential programs.
- The placement phase: The time youth are admitted to the residential programs.
- The treatment phase: Throughout DJJ admission and reentry planning.
- The transitional phase: The actual act of leaving the residential program and reentering the community, which is immediately before and just after the date of exit.
- The community-based treatment and support phase.

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Given the need to share data to be effective with any new cross-system process and program, the BYRC has developed a Data Sharing Model as a part of the BYRC Strategic Plan. The model frames out a proposed process for sharing data between DJJ, BBHC, BBHC Providers, Broward County, School Board of Broward County, ChildNet the CBC for Broward, Children's Services Council, and other agencies, which includes data sharing agreements and proposed guidelines for the actual exchange of information from one agency to another, and recommends an Integrated Data System (IDS) as the ultimate resource to better help and support our community's children and families.

Understanding the need for integrated data, preliminary steps have already been initiated by The Children's Services Council of Broward (CSC). With DJJ, BBHC, School Board of Broward County, Early Learning Coalition of Broward, and Florida Children's Council as partners. CSC took the lead for the community, applied for and received a training and technical assistance grant from Actionable Intelligence for Social Policy (AISP). The project started in September 2017. As a part of the application process, CSC requested proposals and identified a contractor to build the system, the goal is to get as many partners on board and have an IDS operational within 18 months.

In summary, the strategic plan was developed with a focus on three overarching areas,(Treatment Focus, Support Focus, System Focus), and the following as priorities identified by and for the target youth, their families, and the community:

- Recreation and Sports Programs
- Life Coaching and Peer Run Services
- Family Peer/Advocate Services
- Trauma-Informed Care and Evidence Based Trauma Treatment
- Evidence Based Group Interventions
- Individualized Services based on needs and strengths
- Culturally and linguistically competent Staff, Treatment and Support Planning
- Intensive face-to-face weekly contact
- Services within the home and community
- Supported Employment
- Supported Education
- Supported Housing
- Opportunities to give back
- Community and business engagement and education
- System transformation initiatives

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Broward Youth Reentry Collaborative Membership

CRIMINAL JUSTICE, MENTAL HEALTH & SUBSTANCE ABUSE REINVESTMENT GRANT PLANNING COUNCIL

**Maria Schneider, Assistant State Attorney in Charge Juvenile Division
17th Judicial Circuit**

STATE ATTORNEY OR DESIGNEE

**Gordon Weekes, Chief Assistant Public Defender
17th Judicial Circuit**

PUBLIC DEFENDER OR DESIGNEE

**Judge Hope Bristol
17th Judicial Circuit**

CIRCUIT COURT JUDGE

**Judge Robert Lee
17th Judicial Circuit**

COUNTY COURT JUDGE

**Lt. Colonel Keith Neely, Director
Broward Sheriff's Office, Department of Detention**

POLICE CHIEF OR DESIGNEE

**David Scharf, Executive Director
Dept. of Community Programs Broward County Sheriff's Office**

SHERIFF OR DESIGNEE

**Cassandra Evans, M.S. C.P.M.
Chief Probation Officer-Broward County**

STATE PROBATION CIRCUIT ADMINISTRATOR

**Kathleen R Pugh, Esq.
Trial Court Administrator 17th Judicial Circuit**

LOCAL COURT ADMINISTRATOR

Commissioner Beam Furr

COUNTY COMMISSION CHAIR

COUNTY DIRECTOR OF PROBATION

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**Marsha Carrant, Director
Banyan Health Systems**

LOCAL SUBSTANCE ABUSE TREATMENT DIRECTOR

**Dr. Steve Ronik, CEO
Shari Thomas, LCSW, Director of Youth and Families
Henderson Behavioral Health**

COMMUNITY MENTAL HEALTH AGENCY DIRECTOR

**Suzette Fleischmann, Director
Southeast Region Florida Department of Children and Families Substance Abuse
and Mental Health**

DCF - SUBSTANCE ABUSE PROGRAM OFFICE REPRESENTATIVE

**Susan Nyamora, CEO
South Florida Wellness Network /Federation of Families**

PRIMARY CONSUMER OF MENTAL HEALTH SERVICES

**Marangelie Olivares
South Florida Wellness Network**

PRIMARY CONSUMER OF SUBSTANCE ABUSE SERVICES

**Gretchen Rovira,
South Florida Wellness Network/Federation of Families**

PRIMARY CONSUMER OF COMMUNITY-BASED TREATMENT FAMILY MEMBER

**Kimm Campbell
Director, Broward County Human Services**

AREA HOMELESS PROGRAM REPRESENTATIVE

**Daryl Wolf, Superintendent
Florida Department of Juvenile Justice Broward Detention Center**

DJJ - DIRECTOR OF DETENTION FACILITY

**Cassandra Evans, M.S.C.P.M.
Chief Probation Officer- Broward County**

DJJ – CHIEF OF PROBATION OFFICER

**Regenia Walker, Director
Broward County Juvenile Predisposition Services**

DIRECTOR OF ANY COUNTY PROBATION OR PRETRIAL INTERVENTION PROGRAM, IF THE COUNTY HAS SUCH A PROGRAM.

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Broward Youth Reentry Collaborative Vision - Mission - Values

Vision:

BYRC envisions a recovery oriented, consumer focused community wide approach to behavioral health services and supports that eliminates re-involvement in the criminal justice system by youth and young adults with behavioral health needs.

Mission:

Collaborate with community stakeholders to enhance the system of care and effectively advocate for and address the holistic needs of criminal justice involved youth and young adults with behavioral health issues.

Values:

Hope - Never Giving Up

Equity - Providing People What They Need to be Successful

Integrity - Walk the Talk

Respect our Young People and Each Other

Inclusion - Nothing about Me without Me

Individualization - Youth and Young Adult Driven

Community Based- Least Restrictive - Most Appropriate

Honoring Culture and Language - Build on Values, Preferences, Beliefs, Identity

Strength-Based - Build on and Enhance Capabilities, Knowledge, Skills, Assets

Persistence - Always Supporting

Reliable and Responsive Systems - That Promote Integration into Community Life

Fiscal Stewardship - Accountable, Transparent, Outcome Driven, Quantifiable

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BYRC Service Model

The Broward Youth Reentry Program is three phases.

Phase one is Pre-Rentry (Upon Adjudication and throughout Residential Commitment). During this time a Family Peer will reach out to the youth's family to support them and engage them in Federation of Families services, train them to develop a Wellness Recovery Action Plan (WRAP) and engage them with treatment and support services as needed or requested, through the Broward Youth Reentry Family Engagement Program.

A Youth peer will connect with youth that await admission to residential programs at the Juvenile Detention Center (JDC). During the youth's stay at the JDC, they will receive Moral Reconciliation Therapy and peer support.

Upon residential admission the Peer will continue services through pen pal approach, until the ultimate goal of a Tele-Peer Model is implemented.

While the youth is in commitment, the Peer will engage youth, visit them when possible, teach them to use introduction to WRAP techniques and other wellness tools. The Peer will act as a life coach and mentor and coordinate with DJJ, community providers and BBHC Peer Specialist, and provide report to the court as needed on the youth's progress during residential admission.

Phase two is Re-entry (9 months). During this time, youth under age 14 will continue with youth peer services, youth 14 to 21 years old will receive Transition to Independence TIP Coach services. With support and facilitation by their Peer or TIP Coach, all youth will continue to work on creating their Wellness Recovery Action Plan (WRAP) and youth receiving TIP will develop their Futures Plan with support and facilitation from their TIP Coach.

All youth in this phase will continue with or start Moral Reconciliation Therapy.

Family Peer will continue to work with family, and connect to needed support or treatment services, and engage family in Federation of Families services

TIP Coach, Youth Peer, Family Peer will support initial and ongoing connection to community treatment appointments and initial and ongoing support services.

The service array available will include: Multi-systemic Family Therapy (MSFT), Brief Strategic Family Therapy (BSFT), Beat the Odds Integrated Group Counseling and Group Drumming, Student Temporary Employment Program (STEP), Individual Placement and Support (IPS) supported employment and education, and Housing First to connect independent youth and/or families to housing. Incidental Funds will be used by participating providers to support independent living and housing for transition age independent youth.

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Phase three is Aftercare and Support (3 months). During this phase, youth and families continue with established peer/coaching services and other services, to include: Federation of Families, Youth MOVE, ongoing behavioral health treatment, or linked with services of their choice. Additional support services already in process will continue or linkage is facilitated by current providers, to include supported education, housing, and employment within the BBHC network of providers or agencies chosen by youth and families.

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Broward Youth Reentry Collaborative (BYRC) Strategic Plan 2018 - 2021

Goal #1: Reduce recidivism by youth with behavioral health issues, who are adjudicated to DJJ residential programs

Objective #1		Implement the Integrated DJJ and Community Care Coordination Process		
	Task	Performance Measure	Lead Person or Organization	Projected Completion Date
1.1	Develop Training Curriculum ,including formal procedures for process implementation.	Training curriculum Documents, and Written Procedures	BBHC .DJJ, BSO	Date
1.2	Facilitate Training Workshops to DJJ Staff, Juvenile Detention (JDC) Center Staff, Participating Community Providers, Braowrd County Staff	Documented Training Workshops		Date
1.3	Conduct a 3 month pilot project and evaluation of process and facilitate any needed QI initiatives to improve process	Pilot Evaluation results and documented QI		Date

Objective #2		Implement the Broward Youth Reentry Program		
	Task	Performance Measure	Lead Person or Organization	Projected Completion Date
2.1	Write formal procedures for the program, including youth and family participation agreements, and program evaluation procedures	Procedure and Agreement Documents		Date
2.2	Procure Contracts with providers to administer the Broward Youth Reentry Program	Executed Contracts	BBHC	Date
2.3	Conduct a three month pilot project that coincides with pilot for the Integrated DJJ and Community Care Coordination Process	Pilot Project results and documented QI		Date

Broward Youth Reentry Collaborative Strategic Plan 2018

Goal #2: Develop and implement support programs that will result in sustained recovery and a reduction of recidivism by youth adjudicated to DJJ residential programs

Objective #1 <i>Develop and Implement a Tele-Peer Model and Program to engage and support youth committed to DJJ residential programs</i>				
	Task	Performance Measure	Lead Person or Organization	Projected Completion Date
1.1	<i>early identify the task(s) associated with the accomplishment of each objective, there may be several tasks associated with an objective</i>	<i>describe how performance of each task will be measured</i>	<i>identify the person or organization responsible for each task</i>	<i>identify a target completion date for each task</i>
1.2				
1.3				

Objective #2 <i>(Develop and implement the Broward Youth Reentry Family Engagement Program)</i>				
	Task	Performance Measure	Lead Person or Organization	Projected Completion Date
2.1	<i>clearly identify the task(s) associated with the accomplishment of each objective, there may be several tasks associated with an objective</i>	<i>describe how performance of each task will be measured</i>	<i>identify the person or organization responsible for each task</i>	<i>identify a target completion date for each task</i>
2.2				
2.3				

Goal #3: Initiate activities that will bring about systemic change that will positively effect the target youth and their families, and reduce recidivism

Objective #1 <i>(Partner with Broward Crisis Intervention Team CIT Executive Board and design and implement a reducing racial disparity curriculum for inclusion in CIT Training)</i>				
	Task	Performance Measure	Lead Person or Organization	Projected Completion Date
1.1	<i>clearly identify the task(s) associated with the accomplishment of each objective, there may be several tasks associated with an objective</i>	<i>describe how performance of each task will be measured</i>	<i>identify the person or organization responsible for each task</i>	<i>identify a target completion date for each task</i>
1.2				
1.3				

Objective #2 <i>(Implement a Care Coordination Data System for the Broward Youth Reentry Program,</i>				
	Task	Performance Measure	Lead Person or Organization	Projected Completion Date
2.1	<i>clearly identify the task(s) associated with the accomplishment of each objective, there may be several tasks associated with an objective</i>	<i>describe how performance of each task will be measured</i>	<i>identify the person or organization responsible for each task</i>	<i>identify a target completion date for each task</i>
2.2				
2.3				

Goal #3: Initiate activities that will bring about systemic change that will positively effect the target youth and their families, and reduce recidivism

Objective #3 Partner with community stakeholders to develop and implement an Integrated Data System for Broward				
	Task	Performance Measure	Organization	Projected Completion Date
1.1	Participate in meetings and technical assistance events facilitated by Actionable Intelligence for Social Policy AISP	Minutes and Sign in Sheets from meetings and events	BBHC, CSC, DJJ	March 2019
1.2	Engage new stakeholders in the project	MOU's	BBHC, CSC, DJJ	
1.3	Implement IDS Test Project	Test Project Evaluation	BBHC, CSC, DJJ	

Objective #4 Develop and Implement the Broward Youth Reentry Advisory Council				
	Task	Performance Measure	Organization	Projected Completion Date
1.1	Recruit Members for the Council	Membership Agreements and Minutes from first meeting	identify the person or organization responsible for each task	for each task
2.1	Develop By-Laws	By-Law Documents		
3.1	Develop Vision, Mission, Values	Vsion, Mission, Value Statements		