



F L O R I D A

HUMAN SERVICES DEPARTMENT
COMMUNITY PARTNERSHIPS DIVISION

CHILDREN'S SERVICES ADMINISTRATION IMPACT REPORT 2025



Prepared By:



7900 Oak Lane, Suite 400
Miami Lakes, FL 33016
<https://qqresearchconsultants.com>

Taylor Peoples, MPH.
Author / Lead Research Analyst

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 (HSD), through its Community Partnerships Division's (CPD) 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 collaboration with community stakeholders to identify pressing needs, close service gaps, and ensure funding is directed to where it is needed most. The Children's Services Board (CSB), a citizen advisory board, has been instrumental in shaping this effort by providing strategic direction, community insight, and oversight to ensure CSA's investments reflect the priorities of Broward County's children and families.

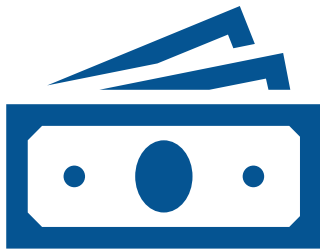
One year into implementation, the strategic plan is already producing results. In FY 2024, CSA served 38,592 clients and invested \$20,548,425 into the community across 40 provider organizations. These targeted investments are helping to strengthen service coordination, improve access, and support families across the county. The progress made in Year 1 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 a more coordinated and equitable System of Care in Broward County. The report includes data-driven insights, provider contributions, and community voices to show how strategic alignment and collaboration have improved access for children and families. As a living document, it also serves as a tool for accountability, transparency, and continuous improvement.

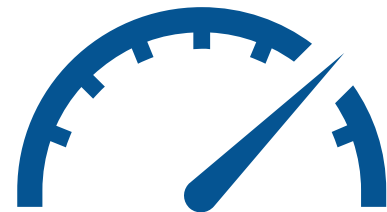
FY 2024 IMPACT HIGHLIGHTS



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 Clients Received Mental Health Services



2,129 Special Needs Youth Received Services

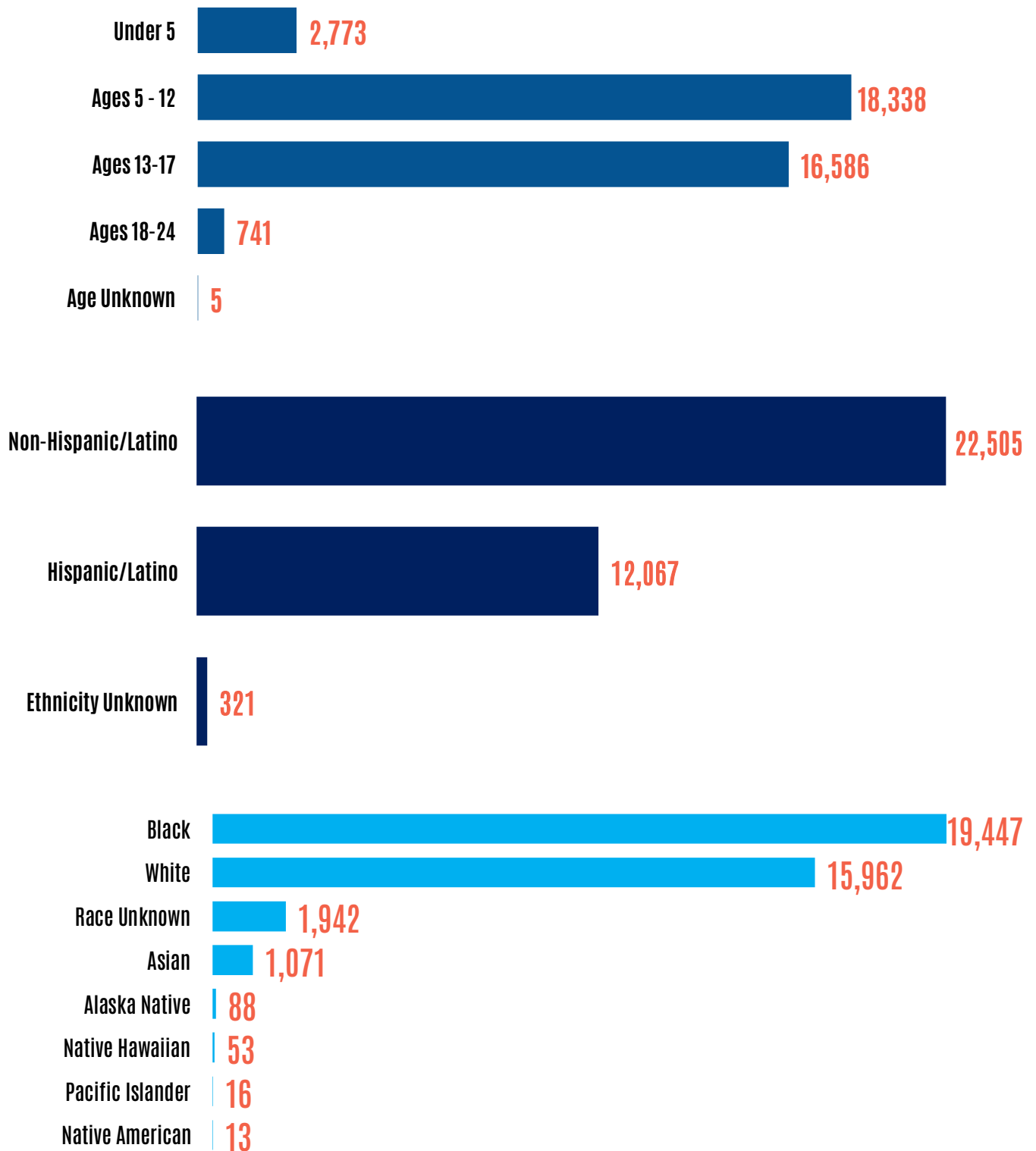


Nearly All Providers Either Met, Exceeded or Were Within 5 Percentage Points Of Attainment Goals



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

FY 2024 CLIENTS SERVED AT A GLANCE



THE STRATEGIC PLAN



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

The strategic plan in Broward County focuses on three vulnerable populations: special needs individuals, at-risk youth, and pre-school-age children with parental court involvement. Special needs children, comprising 11% of the county's population, require specialized services to promote inclusion and quality of life. At-risk youth face barriers like trauma and Adverse Childhood Experiences, with 18% of Florida high schoolers reporting high trauma¹, making supportive programs vital for healthy development. Pre-school-age children needing care during parental court proceedings, particularly domestic violence cases, benefit from safe, developmentally appropriate childcare. The plan is guided by a framework emphasizing bundled interventions—integrated, evidence-based services that improve outcomes²—and is structured around seven domains of well-being: physical health, emotional well-being, social competence, cognitive development, safety and security, family relationships, and community/environmental factors. This holistic approach aims to address the socio-cultural determinants of health and ensure comprehensive, continuous support for children and families.

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/2023-12/2023%20Statewide%20FYASAS%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>



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 SERVICES

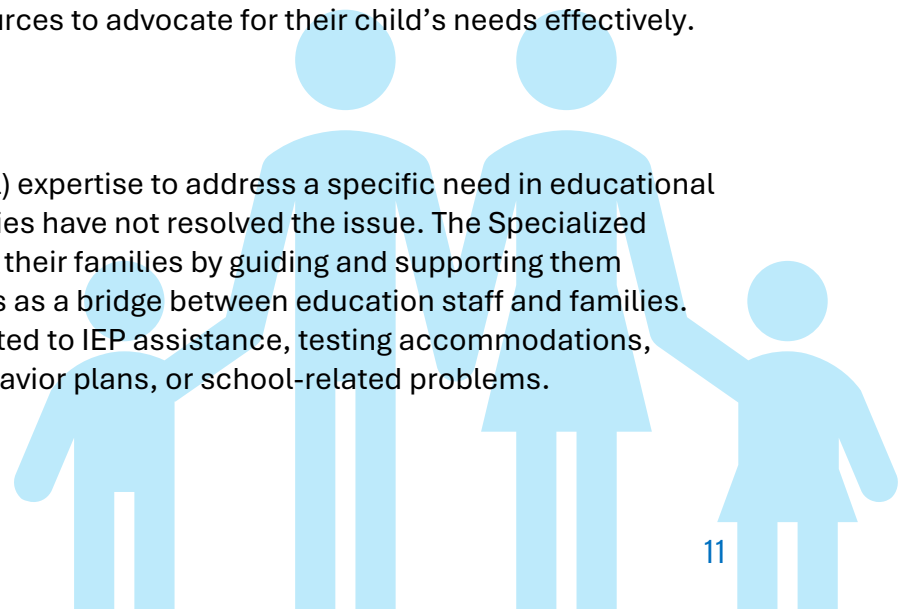
Advocacy services involve speaking in favor of, recommending, arguing for a cause, or supporting, defending, or pleading for clients and their families. These services defend and promote the rights of children, providing crucial support in navigating complex systems such as education, healthcare, and 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 Options of South Florida	85% of Clients report improvement in their ability to access relevant services and community resources.	Exceeded Target at 100%
	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%



**COURT SUPERVISION
CHILDCARE SERVICES**

\$ 94,000 Total Funding

96% Utilization

167 Clients Served

COURT SUPERVISION DROP-IN CHILDCARE SERVICES

Drop-in childcare Services 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: 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%



**INDEPENDENT LIVING AND RENTAL
ASSISTANCE SERVICES**

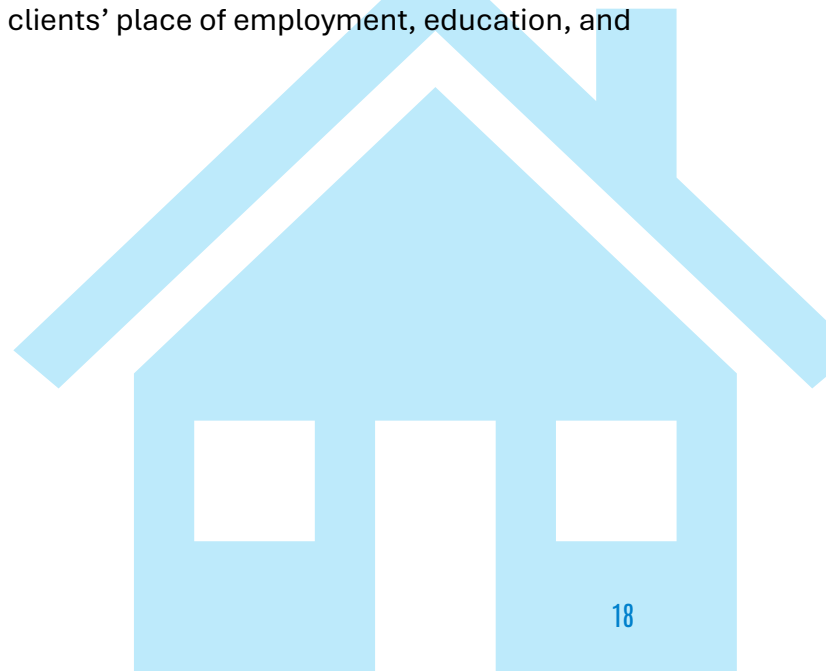
\$ 750,000 Total Funding

87% Utilization

88 Clients Served

INDEPENDENT LIVING AND RENTAL ASSISTANCE SERVICES

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 collaborate in creating independent living skills plans to help them achieve their personal goals, as well as transition plans to support their move from the program into independent housing and adulthood. Eligible clients are provided rental assistance subsidies, linkages to resources, direct support for utility 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.



FY 2024 INDEPENDENT LIVING AND RENTAL ASSISTANCE HIGHLIGHTS

Overall, CSA’s investment independent living and rental assistance 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

The outcome-based provider **exceeded performance targets**, indicating strong outcomes in life skills, employment, and resource navigation.



Life Skill Development: Nearly all clients successfully completed the program with the life skills required to obtain/maintain safe and stable housing.



Employment Stability: 92% of clients receiving rental assistance obtained and/or maintained legal and verifiable employment within 6 months.



Resource Navigation: All enrolled clients could identify and utilize community resources.

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%



**MEDICAL CARE SUPPORT
SERVICES**

\$879,977 Total Funding

89% Utilization

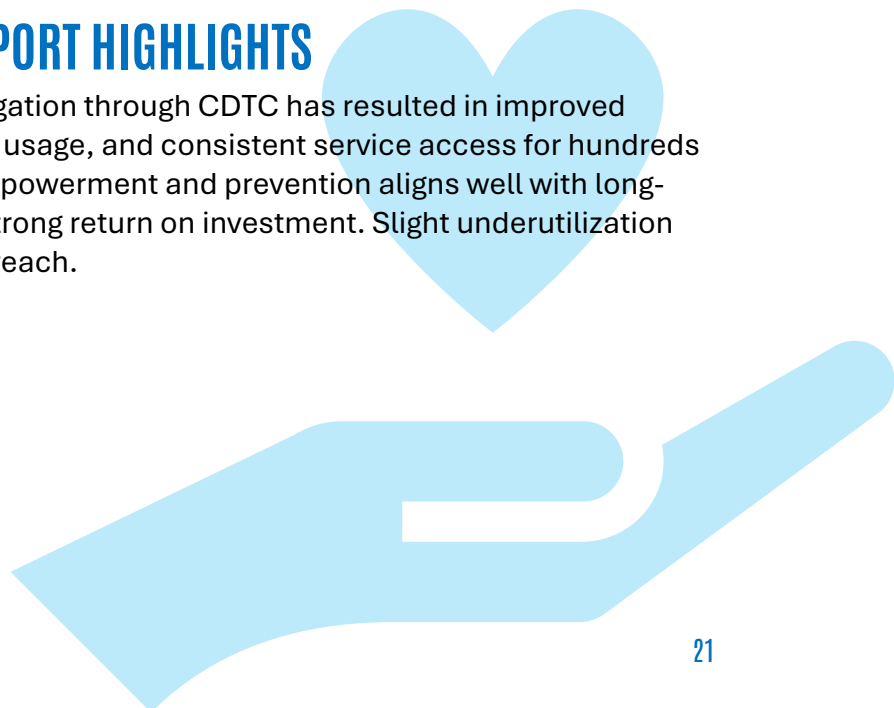
620 Clients Served

MEDICAL CARE SUPPORT SERVICES

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%



**MENTAL HEALTH & MENTAL HEALTH
YOUTH JUSTICE POPULATION
SERVICES**

\$ 4,883,356 Total Funding

97% Utilization³

3,649 Clients Served

MENTAL HEALTH & MENTAL HEALTH YOUTH JUSTICE POPULATION SERVICES

Mental Health Services provides critical support to children and youth experiencing emotional or behavioral challenges. These services are designed to stabilize and strengthen functioning at home, in school, and within the community. Funded programs promote mental health resilience and well-being; support the treatment of mental health and substance use disorders; and assist those who experience and/or are in recovery from these conditions, along with their families and communities. Offerings include clinical social work, psychological and psychiatric treatment, peer mentoring, and group, family, or individual counseling. This investment also extends to specialized programs serving youth involved in the justice system in Broward County, helping to promote recovery, resilience, and positive outcomes.



³Mental Health Services & Mental Health Youth Justice Population Services Utilization average.

FY 2024 MENTAL HEALTH & MENTAL HEALTH YOUTH JUSTICE POPULATION SERVICES HIGHLIGHTS

Overall, CSA's investment of nearly \$5M in mental 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% of providers exceeded the target for clients meeting at least one treatment/service plan goal within 3 months.



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

- Ongoing evaluation can focus on long-term outcomes beyond 3 months (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%
The School Board of Broward County	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%



**RESPIRE CARE
SERVICES**

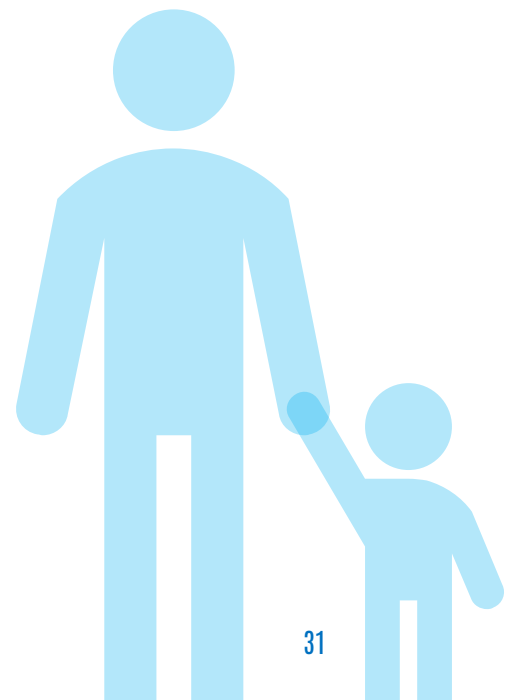
\$ 3,074,554 Total Funding

94% Utilization

729 Clients Served

RESPITE CARE WITH ENRICHMENT SERVICES

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%

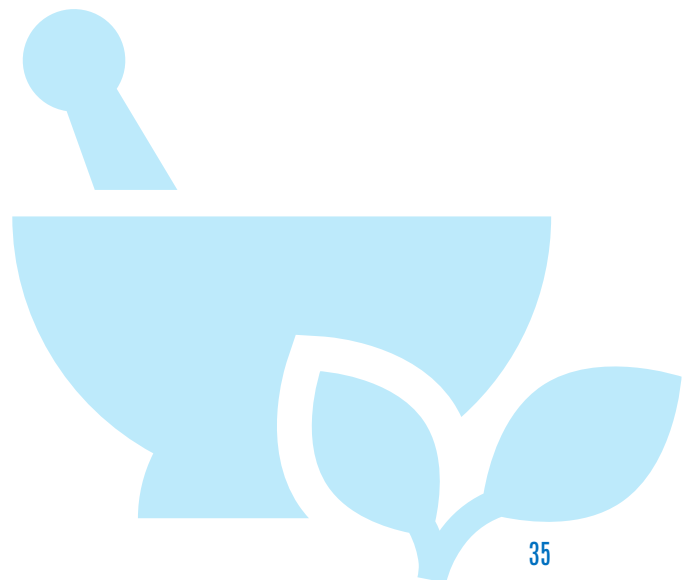


**SUBSTANCE USE AND/OR DUAL
DIAGNOSIS/ CO-OCCURING DISORDERS
COUNSELING SERVICES**

\$ 429,417 Total Funding
90% Utilization
130 Clients Served

SUBSTANCE USE AND/OR DUAL DIAGNOSIS/CO-OCCURRING DISORDERS COUNSELING SERVICES

Community-based behavioral health services are designed to reduce the prevalence of substance use disorders among youth by providing counseling and treatment for substance use and co-occurring mental health conditions. While services may sometimes be delivered in facilities that offer additional support, the primary goal is for these services to take place within community settings. The substance use and/or dual diagnosis/co-occurring disorders counseling providers must have the capacity to either directly offer or coordinate access to a comprehensive range of integrated treatment services addressing both substance use and mental health needs. These services may include, but are not limited to, assessments, individual counseling, family and group therapy, day treatment programs, and residential treatment options.



FY 2024 SUBSTANCE USE AND/OR DUAL DIAGNOSIS/CO-OCCURRING DISORDERS COUNSELING HIGHLIGHTS

Key Impact Highlights

All contracted providers **exceeded their outcome targets**, demonstrating strong program oversight, effective service delivery, and measurable results aligned with county objectives for youth behavioral health.



Timely Service: Clients gained timely access to personalized care and achieved their treatment goals.



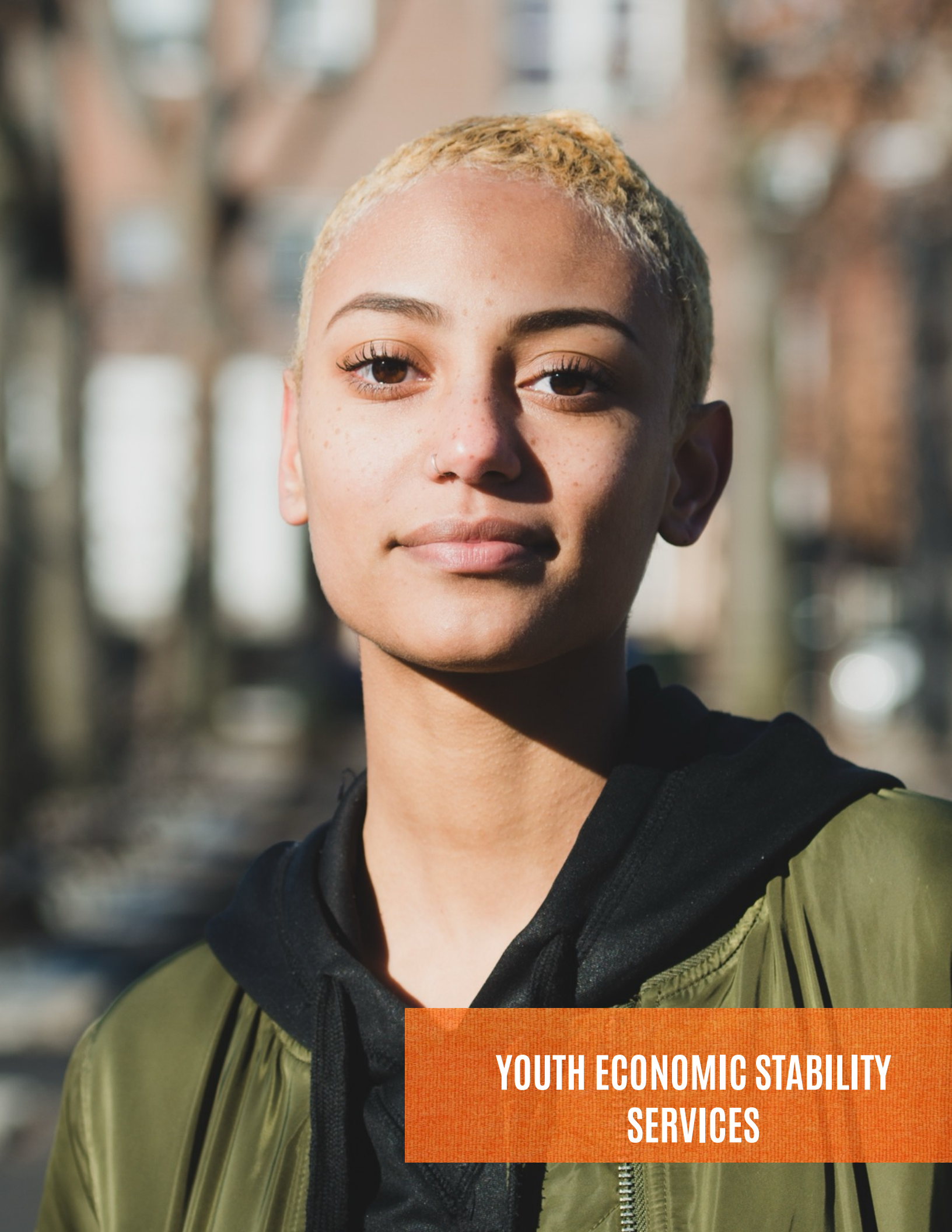
Stability Achieved: The majority of clients avoided hospitalization, residential treatment, or juvenile justice system involvement.

Considerations

- Despite 90% utilization, it is important to assess whether unutilized funds reflect capacity limits, service demand fluctuations, or administrative barriers—this can inform more efficient resource planning or targeted investments.
- Given the high success rates and strong outcomes, consider how to sustain and scale these services to reach more youth, particularly in underserved areas or communities with higher rates of substance use and mental health needs.

2024 Outcome Based Service Provider Impact Scorecard

Outcome Based Provider	Goals	Result
Covenant House Florida, Inc. (CHAMP)	85% of Clients achieve treatment plan goals by designated target date.	Exceeded Target at 100%
	85% of Clients served for at least three (3) months, (are not hospitalized or placed in a residential treatment center or DJJ facility from admission to discharge.).	Exceeded Target at 100%
	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%
South Broward Hospital District d/b/a/ Memorial Healthcare System	85% of Clients achieve treatment plan goals by designated target date.	Exceeded Target at 91%
	85% of Clients served for at least three (3) months, are not removed from home, from admission to program completion.	Exceeded Target at 99%
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%
	85% of Clients achieve treatment plan goals by designated target date.	Exceeded Target at 95%



**YOUTH ECONOMIC STABILITY
SERVICES**

\$ 328,945 Total Funding

97% Utilization

197 Clients Served

YOUTH ECONOMIC STABILITY SERVICES

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.

Considerations

- While job retention at 3 months is strong (93–100%), consider strengthening ongoing mentorship or wraparound support to ensure sustained employment.
- Explore solutions that address barriers to access for certain subgroups (e.g., youth with disabilities, parenting teens, justice-involved youth).

Key Impact Highlights



Employment Success: Nearly all clients secured job placements while receiving supported employment services, demonstrating strong workforce entry.



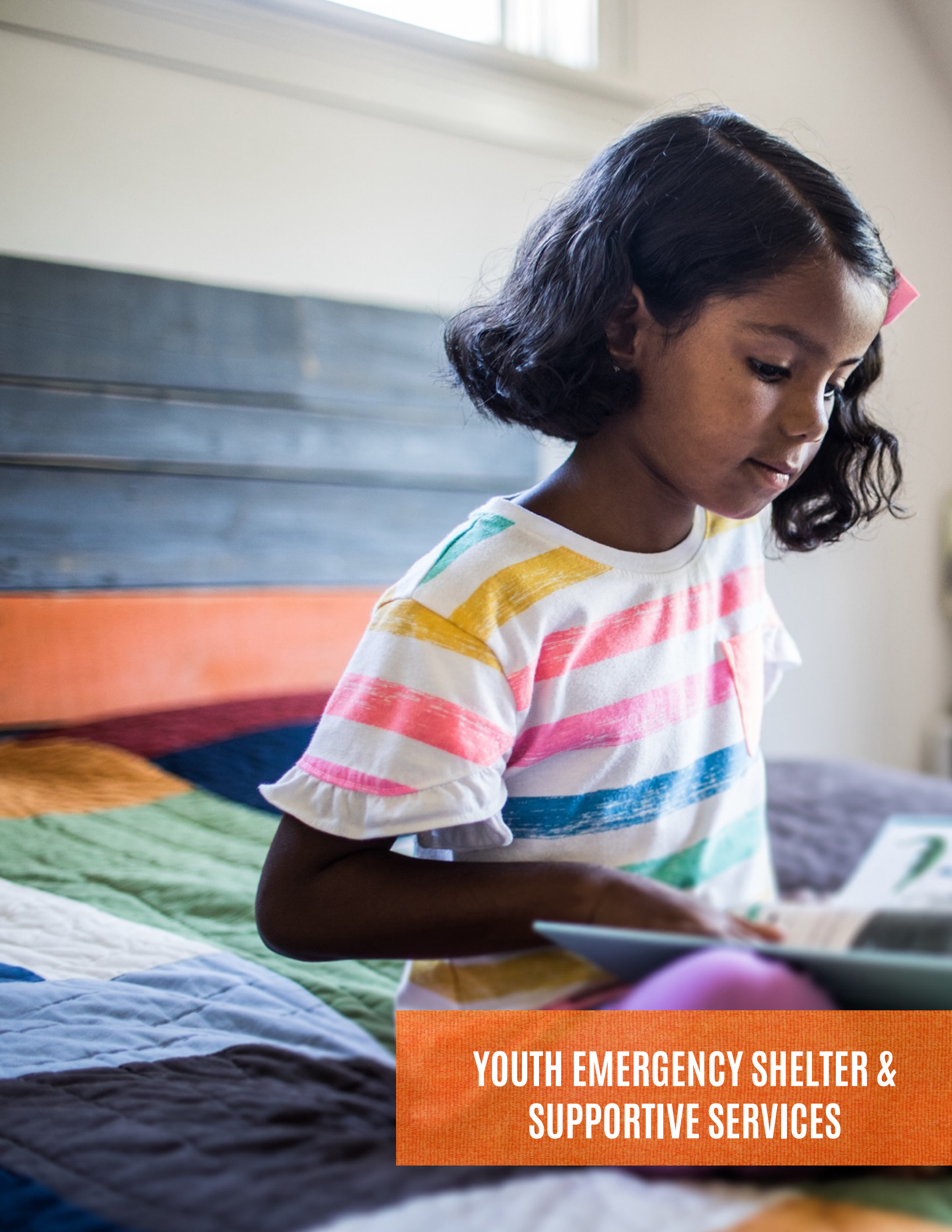
Skill Development: Clients reported significant increases in employability and job retention skills, preparing them for sustained career growth.



Job Retention: High rates of employment continuity show that clients remain employed or complete work assignments for at least three months, supporting long-term economic stability.

2024 Outcome Based Service Provider Impact Scorecard

Outcome Based Provider	Goals	Result
Helping Advance and Nurture the Development of Youth, Inc. (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 3 months after initial employment.	Exceeded Target at 100%
YWCA South Florida, Inc.	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%



**YOUTH EMERGENCY SHELTER &
SUPPORTIVE SERVICES**

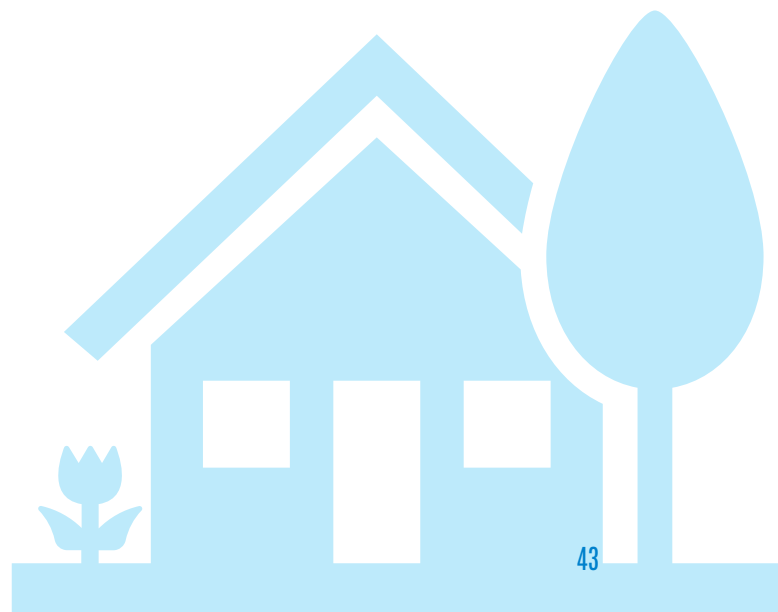
\$ 128,895 Total Funding

94% Utilization

36 Clients Served

YOUTH EMERGENCY SHELTER & SUPPORTIVE SERVICES

Youth Emergency Shelter and Supportive Services (YESS) offers short-term shelter relief and supportive services for youth and young adults with a history of involvement in the juvenile justice or child welfare system. YESS can be utilized intermittently and may be delivered in conjunction with community-based residential placement and/or therapeutic services. Supportive services for youth and young adults may include counseling, case management, and referrals that can lead to employment, transportation, and public benefits. YESS provides a "safe haven" for youth while also providing caretakers therapeutic and behavioral health services to ensure successful stabilization, reunification, and community reintegration. Additionally, by addressing the immediate challenges of homelessness and providing a supportive framework, YESS helps mitigate the risks associated with living on the streets, ensuring that vulnerable youth have the opportunity to rebuild their lives with dignity and hope for a brighter future.



Key Impact Highlights



Safe and Responsive Shelter: 100% of youth entering the program received an individualized service plan within 7 days, ensuring tailored support from the start.



Comprehensive Support Access: All clients (100%) utilized supportive services within two weeks, connecting them to critical resources like counseling, case management, and referrals.



Improved Stability and Safety: No clients experienced new law violations or arrests during program enrollment, reflecting effective intervention and risk mitigation.



Successful Transitions: All clients completing the program within 45 days were safely reunified with family, moved to long-term housing, or transitioned to stable environments.



Long-Term Housing Retention: 86% of clients maintained safe and stable housing for at least 6 months post-program, demonstrating sustained positive impact.

Considerations

- 86% of clients maintaining housing stability after 6 months is commendable but slightly below the 100% rates in other goals could indicate a need for continued support post-exit.

2024 Outcome Based Service Provider Impact Scorecard

Outcome Based Provider	Goals	Result
Covenant House Florida, Inc.	90% of Clients who enter shelter program will have individualized service plan developed within 7 days of shelter intake.	Exceeded Target at 100%
	90% of Clients who, as a result of their service plan, make use of supportive services (in-house or by referral) within 14 days of shelter intake.	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 100%
	85% of Clients who complete the program in 45 days or less will be safely reunified with family, move to long term housing, transitional shelter, rehabilitative setting, or to a home of a responsible adult or family member.	Exceeded Target at 100%
	85% of Clients who successfully complete the program in 45 days or less maintained safe and stable housing and remain in the community 6 months after program completion.	Exceeded Target at 86%



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 doctors’ 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

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.

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.

Boys & Girls Clubs of Broward County

The Boys & Girls Clubs of Broward County (BGCBC) has been a cornerstone of youth development in the community since 1965, providing safe, supportive spaces for over 13,000 children and teens ages 6 to 18 each year. Operating 13 club locations across the county, BGCBC is dedicated to empowering young people—particularly those facing the greatest barriers—with opportunities to succeed academically, grow as leaders, and lead healthy, fulfilling lives. Programs are designed to be accessible to all families, with low membership fees and affordable summer offerings that include nutritious meals on a first-come, first-served basis. Through these efforts, BGCBC continues to deliver measurable impact, helping youth build the skills and confidence needed to thrive.

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.

Broward Behavioral Health Coalition (BBHC)

The Broward Behavioral Health Coalition (BBHC), in partnership with Broward County, was awarded the SAMHSA System of Care (SOC) Expansion and Sustainability Grant in September 2023 to launch One Community Partnership 4 (OCP4)—Broward’s fourth SOC initiative. This four-year project aims to strengthen cross-system collaboration and expand evidence-based mental health services for children ages 4 to 11 who are at risk for or experiencing serious emotional disturbances (SED), with a focus on underserved Black and Hispanic populations. OCP4 emphasizes early identification and intervention through a three-tiered strategy: implementing universal mental health and trauma screening in VPK and K–5 schools, establishing school-to-System of Care referral pathways, and enhancing the SOC to deliver trauma-informed, culturally responsive services. The initiative’s primary goals are to improve child and family functioning while reducing school absenteeism and reliance on acute or institutional care.

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.

Camelot Community Care, Inc.

Camelot Community Care, serving Broward County since its establishment as a Florida nonprofit in 1999, provides vital mental health and behavioral support services to children, youth, and families. With a legacy dating back to 1973, Camelot has grown into a multi-state organization, but its Broward location remains a key provider of trauma-informed, community-based care. Services include individual and family counseling, psychiatric support, and interventions for youth facing emotional and behavioral challenges. Through its dedicated mental health programs, Camelot strengthens family stability and promotes long-term well-being, helping those it serves reach their full potential.

Career Source

CareerSource Broward’s Summer Youth Employment Program (SYEP) provides job readiness and life skills training to Broward County youth aged 16 to 18 who live in County-designated poverty areas or have had involvement with the juvenile justice system. The program prepares youth to succeed in the workplace through a combination of classroom instruction and hands-on work experience with local employers. SYEP begins with a mandatory three-day employability skills training that covers essential soft skills such as punctuality, professional dress, communication, problem-solving, and teamwork. Participants learn how to find, keep, and thrive in a job. After completing the training, youth are placed in paid summer positions with approved SYEP employers. CareerSource Broward case managers monitor each participant's progress and collect feedback from employers to support ongoing development.

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.

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.

Early Learning Coalition of Broward, Inc.

The Early Learning Coalition of Broward County (ELC Broward), established in 2000, is committed to ensuring that all young children have access to high-quality early learning experiences that lay the foundation for lifelong success. Serving as a leader and partner in the early learning community, ELC Broward connects families with local childcare

resources, supports early educators, and develops countywide strategies to meet the evolving needs of children and families. Guided by core values—including equity, innovation, quality, and collaboration—the organization emphasizes the critical role of early stimulation, such as holding, playing, and talking, in healthy brain development. Through its work, ELC Broward helps nurture strong early learners who grow into engaged, successful adults, while striving for excellence in every aspect of its mission.

Family Network on Disabilities d/b/a 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.

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 Advance and Nurture the Development of Youth, Inc. (HANDY)

Established in 1985, Helping Advance and Nurture the Development of Youth, Inc. (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.

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.

Junior Achievement of South Florida, Inc. (BizTown/ Finance Park)

Junior Achievement of South Florida (JA) has empowered more than 1.2 million students since its founding in 1959, when it launched in partnership with the Rotary Club of Fort Lauderdale under the national JA USA network. In its first five decades, JA reached over 500,000 students across Broward and south Palm Beach counties through classroom-based programs focused on financial literacy, entrepreneurship, and career readiness. A major milestone came in 2009 with the opening of JA World Huizenga Center at the Lillian S. Wells Pavilion—the largest Junior Achievement facility in the nation—located on the north campus of Broward College. In collaboration with Broward County Public Schools, JA ensures that every 5th and 8th grader participates in immersive, real-world simulations at JA World. Since its opening, the organization has served an additional 600,000 students through this innovative model, continuing to expand its impact on youth education and workforce development.

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.

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.

South Broward Hospital District d/b/a Memorial Healthcare System

The South Broward Hospital District, operating as Memorial Healthcare System, is an independent special tax district established by the Florida Legislature in 1947, serving southern Broward County, Florida. The system provides comprehensive healthcare services, including specialized programs for substance use disorders and dual diagnosis (co-occurring mental health and substance use conditions). Memorial Healthcare System's counseling services integrate evidence-based treatments, medication-assisted therapy, and multidisciplinary care to support individuals facing complex behavioral health challenges. Governed by a Board of Commissioners, the system maintains a commitment to transparency, accountability, and improving community health outcomes through these targeted behavioral health initiatives.

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.

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.

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.

YWCA South Florida, Inc.

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 of South Florida, Inc 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 of South Florida, Inc 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.